

GENDER ASSESSMENT OF THE GREEN LIVELIHOODS ALLIANCE

FORESTED LANDSCAPES FOR EQUITY PROGRAMME



FIRST PHASE 2016 – 2020 (GLA1)
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EXECUTIVE SUMMARY

This report presents the findings and recommendations from the gender assessment of the first phase of the Green Livelihood Alliance (GLA1). GLA is a partnership of Milieudefensie, IUCN NL, Tropenbos International (TBI), the Dutch Ministry of Foreign Affairs, and 65 civil society organizations. GLA's Forested Landscapes for Equity programme aims for the sustainable and inclusive governance of forested landscapes. The 5-year GLA1 programme was implemented between 2016 and 2020 in 9 countries in Asia, Africa and Latin America and through three thematic programmes: Agro-Commodities (AC), Forest and Land Governance (FLG), and Just Energy Transition (JET). GLA2 refers to the follow-up and expanded programme, which will be implemented between 2021 and 2025.

The gender assessment, conducted between November 2020 and February 2021, aimed to bring together GLA1's gender experiences, including best practices, lessons learnt and recommendations, to serve as a foundation for GLA2's gender strategies, and as input to inform the design of GLA2's envisaged gender audit. The assessment was conducted through the review of over 35 documents (see Annex 1), which included general documents, such as evaluation and annual reports, as well as documents focusing on gender. At various stages feedback was provided by members of GLA's gender hub.

The GLA1 programme document of 2015 recognised that gender should be integrated into GLA's work. In the course of 2017 it was felt that not enough attention was given to gender and a gender consultancy by IUCN NL's Global Gender Office was organised, consisting of a one-year gender trajectory in 2018. The Mid Term Review of 2018 confirmed the need for a more systematic approach to gender. As a consequence there was more and better attention to gender in the last years of GLA1, both in planning and implementation, and thus in results.



Because the assessment should inform GLA2's gender audit to assess the institutionalization of gender equality into organisations, the main findings of the assessment were presented according to the five commonly recognized key areas of a gender audit:

1. Gender in objectives, programming, implementation and monitoring and evaluation: The GLA1 proposal included a gender strategy, whereas GLA1's Theory of Change only indirectly addressed gender by referring to 'inclusive governance'. All partners, but to a varying extent, integrated gender perspectives and/or included women in their GLA interventions, as did the JET and FLG thematic programmes (not AC). GLA1's M&E system did not have gender indicators and no sex-disaggregated data were collected. But gender results were collected through the Outcome Harvesting method and through specific gender surveys.

2. Gender expertise, competence and capacity building: The variation in levels of gender expertise and competence among the partners was high, with most partners having a need to strengthen their gender capacity. The GLA gender trajectory of 2018 contributed to increased gender awareness and knowledge among the participating partners, and led to the appointment of (part-time) gender focal points by a number of partners. Follow-up gender capacity strengthening planned for 2020 could hardly be implemented due to the covid-19 pandemic.

3. Information and knowledge management and gender equality reflected in publications and public image: The gender trajectory of 2018 paid attention to information management by developing a GLA gender resources portal; at the end of GLA1 the content of this was moved to <https://genderandenvironment.org/libraries/>. Gender information was also collected through special gender surveys and as part of the Outcome Harvesting. There was more attention to gender in publications towards the end of GLA1.

4. Gender equality as reflected in decision-making, staffing, HR and organisational culture: There was limited information in the reviewed documents on decision-making processes on gender within the partnership. Therefore there was no explicit insight into the extent to which GLA management and Steering Group were committed to gender. But indirectly the fact that local partners intensified their work on gender and that a dedicated gender hub -with coordinator and budget- was formed at Alliance level, well demonstrates increased commitment. This was apparently enhanced by the 2018 gender trajectory, the MTR's call to apply a more systematic approach for gender, and -for MD and its partners- the development of the FoEI gender justice and dismantling patriarchy strategy. Evidence of more gender commitment included the appointment of gender focal points, gender consultancies and the development of organisational gender policies by some partners.

Information on gender balance and gender issues within the organisational culture and Human Resources was scarce, with a few local partners reporting on equal pay, equal access to training and/or the availability of (sexual) harassment policies. Positive exceptions were noted in the Philippines, where the organizational culture of trust and openness was suggested to be linked to the fact that CSOs in this landscape were made up almost entirely of women.



5. Gender equality achievements as perceived by GLA1 partners: Reporting by partners showed a wide range of achievements related to gender equality and women's participation. The following categories of reported achievements could be distinguished:

- Women -and other groups- becoming organised, take up leadership and/or involved in GLA activities
- Women participating in forest governance and related L&A
- Women's livelihoods improved and practical needs addressed through sustainable practices
- Women's strategic needs addressed: evidence of transformative change
- Gender perspectives better integrated in plans, policies, legislation and/or conventions
- Improved gender awareness and capacities among stakeholders and partners.

Reported gender achievements often lacked information on their scale, significance and/or a comparison to baseline data; they often concerned 'efforts' rather than actual results.

A selection of **best gender practices** from the reviewed documents are presented in this report. Several of the better examples presented both the concerned interventions and their effects; many others either presented interesting interventions or interesting results. Still, all are relevant sources of inspiration. The best practices include examples of gender transformative change, working with youth or engaging men, enhancing gender knowledge and awareness, and examples of women's empowerment contributing to better achieving GLA's objectives.

Lessons learned from gender in GLA1 are very diverse, and include realizations such as the need for broad support for a GLA gender strategy but also the fact that attendance of women does not automatically mean more influence. At partner level also a great variety of lessons can be deduced, including that raising women's awareness is conducive to their active participation

in GLA actions and South-South learning as a success factor. Main gaps are the absence of quantitative data collection in GLA1 as well as the reporting on gender results usually without analyses.

The **recommendations** can be summarized as:

- **Recommendations at the conceptual level** in order to enhance a common understanding within the GLA2 partnership. These concern the importance to aim for gender transformative change; to clearly define the twin-track approach with both tracks contributing -in complementary ways- to increased gender equality and women's engagement / empowerment; the importance to meet the minimum requirements (gender analysis, gender objectives, gender indicators, sex-disaggregated data, and monitoring and reporting on gender results); the need to use gender inclusive language; engaging men when appropriate; and the importance of also documenting how attention to gender is beneficial for better achieving GLA's overall objectives and outcomes.
- **Recommendations related to GLA2's gender ambitions.** GLA2 should show ambition in its gender approach, with bold -though not fully unrealistic- targets for gender indicators, as such targets may motivate staff to increase their efforts. The development of a vision or Theory of Change is also recommended, describing the pathways towards arriving at improved gender equality and women's empowerment.
- **Recommendations related to GLA2 (gender) activities.** These activities should be based on identified needs, barriers and opportunities, whereby GLA countries, landscapes and themes



ACRONYMS

AFIEGO		IP	Indigenous People
AR	Annual Report	IUCN NL	International Union for the Conservation of Nature – National Committee of the Netherlands
CAP	Civil actor participation	JET	Just Energy Transition
CDO	Cagayan de Oro and Tagaloan (landscape in the Philippines)	L&A	Lobby and Advocacy
CED	Centre pour le Développement et l'Environnement	LRC-KSK	Legal Rights and Natural Resources Center
CSO	Civil Society Organisation	MD	Milieudefensie
COLO	Comunidades Locales (SP) / Communautés Locales (FR) (Local communities)	MED	Moyens d'Existence Durable (Sustainable Livelihoods)
CREDDHO	Centre de Recherche sur l'Environnement la Démocratie et les Droits de l'Homme	M&E	Monitoring and Evaluation
DRC	Democratic Republic of Congo	M/F	Male / Female (ratio)
D&D	Dialogue and Dissent (the partnership programme under which GLA1 was implemented)	MoFA	Ministry of Foreign Affairs (of the Netherlands)
ECA	Engagement, commitment and action (a GLA tool)	MTR	Mid-Term Review
ERA	Friends of the Earth	NAPE	National Association of Professional Environmentalists
FLG	Forest and Land Governance	NTFP	Non-timber forest products
FoE	Friends of the Earth	NTFP-EP	Non-Timber Forest Products - Exchange Programme
FoEI	Friends of the Earth International	OH	Outcome Harvesting
GAP	Gender action plan	PMEL	Planning, Monitoring, Evaluation and Learning
GE&WE	Gender equality and women's empowerment	SEAH	Sexual exploitation, abuse and sexual harassment
GGO	Global Gender Office (of IUCN NL)	TB	Tropenbos
GLA	Green Livelihoods Alliance	TBI	Tropenbos International
GLA1	First phase of GLA Programme, implemented between 2016 and 2020	ToC	Theory of Change
GLA2	Second phase of GLA Programme (2021-2025)	ToR	Terms of Reference
GPGR	Global Programme on Governance and Rights (of IUCN NL)	WCDI	Wageningen Centre for Development Innovation
HR	Human resources	WEP	Women's Environmental Programme
IATI	International Aid Transparency Initiative	WHRED	Women human rights and environment defender(s)
IBIF	Bolivian Institute for Forest Research		
IFPD	Innovation et Formation pour le Développement et la Paix		



1 INTRODUCTION



1.1 BACKGROUND OF THE ASSIGNMENT

The Green Livelihood Alliance (GLA) is a partnership of Milieudefensie, the International Union for Conservation of Nature - National Committee of the Netherlands (IUCN-NL), Tropenbos International (TBI), the Dutch Ministry of Foreign Affairs (MoFA), and 65 civil society organizations (CSOs). GLA's Forested Landscapes for Equity programme aims for the sustainable and inclusive governance of forested landscapes. The first phase of this programme was implemented between 2016 and 2020, and is referred to as the GLA1 programme. GLA2 refers to the follow-up and expanded programme, which will be implemented between 2021 and 2025. GLA1 worked in 16 landscapes in nine focus countries worldwide: Bolivia, Democratic Republic of the Congo (DRC), Ghana, Indonesia, Liberia, Nigeria, the Philippines, Uganda and Viet Nam. Along these country programmes, GLA1 addressed deforestation and climate change through three thematic programmes: Agro-Commodities (AC), Forest and Land Governance (FLG), and Just Energy Transition (JET).

The GLA1 programme document of 2015 recognised that gender should be integrated into GLA's work. In the course of 2017 it was felt that not enough attention had been given to gender during GLA1's first years and a gender consultancy by IUCN NL's Global Gender Office (IUCN NL-GGO)¹

1 Currently known as the IUCN NL GPGR office (Global Programme on Governance and Rights)



was organised. This consisted of a one-year gender trajectory, which started in January 2018 and consisted of a gender survey among partners as well as gender capacity building of the same partners. The GLA1 Mid-Term Review in 2018, probably informed by this gender trajectory, also concluded that a more systematic gender approach was needed. As a consequence, attention to gender, especially in 2019 and 2020, increased. This included the formation of the GLA gender hub² and (more) staff time and resources were allocated to gender, e.g. by appointing gender focal points within partner organisations.

The GLA consortium had planned further gender capacity building events, including regional exchanges, to build agendas on gender and forest/land use, identify root causes of inequities and power imbalances and design strategies to address specific needs of women and women's groups. This 'gender-boost' initiative was meant to enhance GLA's gender impact and build a strong foundation for GLA2's gender work. Due to the covid-19 pandemic these planned activities and events could not take place.

In the last quarter of 2020 the consortium decided to commission an assessment of GLA1's gender results, including best practices and lessons learnt, serving as a foundation for GLA2's gender strategies, including as input to inform the design of GLA2's envisaged 'gender audit' (see explanation below). The assessment was conducted by an external consultant, with joined input by a gender expert of one of GLA2's partners³, hereafter referred to as the "consultants". This report presents the findings of this GLA1 gender assessment, as well as recommendations for GLA2.

2 GLA's gender hub has been established after the implementation of GLA's gender trajectory in 2018 to strengthen knowledge and information sharing, facilitate mutual capacity building, share and/or co-create additional resources and strategies and promising practices to further entrench gender equality principles in GLA action.

3 The external consultant and lead author was Kitty Bentvelsen, Consultant Sustainable Development and Gender Equality; the supporting gender expert, as consultant, was Dr. Juana Vera Delgado, senior programme advisor at the Global Forest Coalition.

1.2 METHODOLOGY

The Terms of Reference (ToR) for this assignment distinguished the following tasks: (a) development of the methodology; (b) review of GLA1 reports, surveys and other documents potentially relevant for this assessment, including systematically recording the findings; (c) presenting the assessment's results during the GLA1 closing webinar; (d) drafting an inventory of gender best practices and lessons learnt (which was done simultaneously with task (b)); and (e) writing an end report (i.e. this report).

In November 2020 the two consultants developed the methodology, which included the following:

- Development of an excel template for structurally recording the findings of the review of the GLA1 documents, based on the key areas of a gender audit (see Box 1 below) as well as other issues taken from the ToR;
- Describing the main steps of the assignment and division of tasks among the consultants, as well as preparing a tentative timeline;
- Based on the documents provided by the GLA1 consortium, complemented by some documents identified by the consultants, a list of over 35 documents to be reviewed was drawn up, see Annex 1;
- The analysis of the collected data would form the input for the webinar and the final report.

Box 1: The five key areas of a gender audit

A gender audit is a tool to assess and check the institutionalisation of gender equality into organisations, including in their policies, programmes, projects and/or provision of services, structures, proceedings and budgets (definition of EIGE¹). Commonly five key areas are distinguished, already translated to some extent to the GLA context:

1. Gender in the GLA partners' objectives, programming and implementation cycles, and the choice of partner organisations
2. Existing gender expertise, competence and capacity building, relevant to inclusive and sustainable managed forest landscapes
3. Information and knowledge management within the GLA partners and gender equality as reflected in publications and GLA's public image
4. Decision-making on gender (mainstreaming), staffing and human resources (including gender balance of women and men), gender sensitive policies, including on sexual harassment, as well as a inclusive and women friendly organizational culture for inclusive and sustainably-managed forest landscapes
5. Gender equality achievements as perceived by the GLA's partners

After GLA's gender hub had provided input about the methodology and approved the excel template for recording the review findings, the consultants started the actual review of the documents, completing this 'excel findings database' for each reviewed document. In case of documents, such as those providing gender survey results, which provide a wealth of country or partner specific gender information, separate rows per country or per partner were completed within this excel document. After the review of documents was completed, the information in the findings database was reviewed and analysed as main source for writing this report; the final version of the findings database [is available here](#).

Mid December, based on the review of over two-thirds of the documents, the consultants provided input for the GLA1 webinar, in particular by providing relevant lessons learnt on the integration of gender within GLA1 and contributing, together with several gender hub members, to the development of a presentation for the GLA1 closing ceremony, [see here](#).

In January 2021 the review of the documents was completed. Preliminary findings and recommendations were drafted in the third week of January as input for the gender hub meeting of January 25th, leading to useful feedback to the consultants. Based on further data analysis, the draft report was elaborated and submitted by mid-February to the gender hub members for their feedback. This was received in the last week of February, whereafter it was incorporated in this final report.

1.3 ACKNOWLEDGEMENT

The consultants are grateful to the members of GLA's gender hub who provided their valuable input both in writing when reviewing documents produced by the consultants, or during the various virtual meetings in which both gender hub members and the consultants participated. Special thanks go to the contact persons for this assignment, especially Trudi, who provided the documents and more insight in the assignment as well as useful feedback.

We also thank the gender hub members, who reviewed the draft version of this report, providing thoughtful and valuable feedback, including additional information, which also demonstrated their enthusiasm and commitment to go for high ambitions for gender equality and women's empowerment within GLA2.

Any findings and recommendations in this report should be attributed to the consultants as authors of this report, and cannot automatically be considered as GLA's view or opinion.

1.4 READING THIS REPORT

This report presents the findings and recommendations from the gender assessment of GLA1, whereby the term "gender" should be interpreted broader than only differences and relationships between men and women. Rather, it is recognized that men and women, as well as trans,

non-binary / gender non-conforming people, do not form homogeneous categories, but also have other identities than gender, such as ethnicity / race, caste, socio-economic class, sexuality, religion, disability, age and physical appearance. This intersectionality approach enables better understanding of how aspects of a person's social and political identities relate to different modes of discrimination and privilege.

The reader should be aware that the findings of this report are principally based on the review of documents. During the review process, sometimes by reading 'between the lines', it was deduced that actual gender activities, gender mainstreaming and gender achievements were apparently under-reported, as was also observed in one of the end evaluation reports of WCDI. This was confirmed in conversations with GLA gender hub members. As further described in section 2.1, this under-reporting is to a certain extent also related to the M&E approach used by GLA1.

Reading this report: Chapter 2 presents the main findings from the document review classified according to the five key areas of the gender audit, as also presented in box 1 above. Section 2.5 provides an overview of various categories of gender achievements, mainly as reported in the reviewed documents by the partners themselves (eg through OH harvesting, gender surveys or annual reports), but also taken from WCDI's evaluation reports, followed by observations by the consultants. Chapter 3 starts with presenting a selection of best practices, as inspiration for GLA2, followed by a selection of lessons learned, and summarizing a number of observed "gaps". Chapter 4 presents the main findings and corresponding recommendations.

2. MAIN FINDINGS FOR THE GENDER AUDIT KEY AREAS



2.1 GENDER IN OBJECTIVES, PROGRAMMING, IMPLEMENTATION AND MONITORING AND EVALUATION

2.1.1 GENDER OBJECTIVES, STRATEGIES AND POLICIES

The GLA1 programme document of 2015 included a chapter on gender and inclusiveness, recognizing that existing power relations in many traditional societies lead to women not enjoying equal rights or representation; and that GLA can only achieve its objectives if it gives special attention to gender balance and builds the capacity of CSOs to recognise and strengthen the position of women. The gender strategy was described as celebrating diversity, strengthening female leadership and entrepreneurship, and fostering that women can act as agents of change. The key objectives underlying GLA's gender strategy were: (1) the inclusion of gender and diversity concerns in all GLA activities; (2) capacity building of CSOs to implement programmes to reduce gender disparity; (3) to strengthen the role of women in decision-making; and (4) to foster leadership and entrepreneurship among women.

GLA1's overarching Theory of Change (ToC) less explicitly addressed gender equality, but aiming for "inclusive governance", though recognizing that women are disproportionately affected by reduced access to land and forests and that Indigenous and poor people are over-represented as depending on forested landscapes.

The inclusion of gender in objectives and/or ToCs for country and/or landscape programmes varied, as could be deduced from the reviewed country evaluation reports and surveys. Common were references to inclusiveness, indigenous people, gender and/or youth, but often lacking specific gender objectives, apart from aiming for equitable redistribution of natural resources and/or inclusive governance. The Agro-Commodities theme lacked any gender or inclusiveness objectives, outcomes or programming.

The survey outcomes, in particular from the early 2020 gender survey, show that about half of the 18 responding partners (out of 40 who received the survey, see Annex 2), reported to have a gender policy, often developed in the second part of the GLA1 programme. Some partners apparently had gender policies already at the start of GLA1, such as NTFP-EP in the Philippines, AFIEGO in DRC, FoE Ghana and CED in Cameroon. About one third of the 18 partners reported to have a gender budget, even if only a small one. In a report of IUCN NL-GGO, as part of the 2018 gender trajectory, it was observed that the three consortium members did not have a gender policy at that time, although IUCN NL used to have one, which reportedly was not in use anymore. However, following the recommendations of the 2018 MTR, the alliance partners took up the development of gender policies and/or strategies. MD, under the umbrella of FoEI, was already developing its gender justice and dismantling patriarchy strategy at that time, IUCN-NL entered its own trajectory and also TBI commissioned a consultancy to develop a gender policy and strategy.

The gender trajectory of 2018, supported by IUCN NL-GGO, started with a gender baseline, which confirmed that only some countries had included gender in their objectives or outcomes. The survey found that all countries reportedly had conducted a gender analysis, although not all inception reports had reported on the outcomes of these analyses. The extent to which the gender analysis had informed project design seems to have varied per country. The gender capacity building as part of the 2018 gender trajectory also covered gender analysis, which appears to have led to more attention to subsequently conducting gender analyses and/or integration of gender in the 2019 work plans.



2.1.2 BUDGET FOR GENDER ACTIVITIES

The results from the early 2020 gender survey show that 6 of the 18 partners who responded to the survey had a special budget for gender. The need for adequate budget is stressed in various documents. It is not clear

to which extent the absence of sufficient budget limited gender activities or gender mainstreaming. However, for several partners insufficient budget certainly was a factor in recruiting gender expertise.

2.1.3 GENDER IN GLA1 IMPLEMENTATION

The reviewed documents showed that all countries or partners integrated -to a varying level- attention to gender in their GLA activities and/or included also women in their work. However, there is a great variation in the reported activities, which range from just stating that gender was mainstreamed in implementation to examples of more specific activities. Most common activities are the inclusion of women in training, workshops and other capacity building on a broad range of GLA topics, raising awareness on gender and/or women's rights, promoting women's participation in natural resource / forest management and including women in decision-making bodies and/or as representatives. Other examples of activities are the establishment of women's groups (e.g. to develop income generating activities for improving their livelihoods); mobilizing women (and youth) to actively participate in demonstrations and campaigns; training men and/or government officials on gender; targeting women to promote the use of clean energy, especially improved cooking stoves; doing a pilot on women in forest management and/or supporting local (business) women as forest monitors; lobby and advocacy to make a new law gender sensitive; and including gender issues in research conducted as part of GLA1 activities.

In various countries and landscapes indigenous peoples, youth and/or vulnerable groups were explicitly mentioned as being -sometimes prominently- involved in GLA1 interventions. A special example is the support to an association of albinos in DRC.



As demonstrated in the Annual Reports (AR), e.g. comparing AR2017 with AR2019, the efforts to more structurally address gender clearly increased over the years within the GLA partnership. This does not only apply to the country programmes, but also at international level, such as in two of the three thematic programmes, FLG and JET. MD and FoEI played an active role in developing the concept of a feminist Just Energy Transition (JET), inspired by FoEI's working group on 'gender justice and dismantling patriarchy'. Similarly, gender justice was brought into the FLG programme. The gender trajectory in 2018 and the gender boost plans for 2020 also illustrate the increased commitment to integrating a stronger gender approach within GLA implementation.



2.1.4 GENDER IN GLA1'S M&E AND LEARNING SYSTEM ⁴

The gender chapter of the GLA1 programme document and the GLA1-wide ToC did not address gender within M&E and learning; there is neither evidence that programme-wide **gender indicators** were identified. Some documents, however, in particular those presenting survey outcomes, demonstrate that some countries did have some form of gender indicators, usually related to women's participation in activities such as training. The gender indicators reported by IFPD in DRC form a good example, because they not only measure participation of women, but also the influence they exert. These indicators are: (1) participation of women; (2) number and quality women's attendance comparatively to men; (3) number and quality of interventions by women; and (4) extent to which views of women taken into consideration in the decision-making processes. The JET programme included the inclusion of women's organisations within their CSO coalitions as an apparent indicator. The reviewed documents show that towards the end of GLA1, e.g. in reports of 2019, the need to capture gender in reporting and for learning is better realized, e.g. by stating that GLA need to track actions and outcomes on gender, analyse them and tell stories of impact, supported by evidence.

As explained in AR2017, GLA1 used Outcome Harvesting (OH) as their **M&E system** as this was considered more user-friendly and useful than other M&E methods. Together with the outcomes from the gender surveys, this led to a wealth of gender achievement examples, which are further discussed in 2.5. The review showed both advantages and disadvantages of the outcome harvesting

⁴ This section refers to GLA1's PMEL system, of which the P (Planning) has already been discussed (as programming) in 2.1



method. An important advantage is that a wide range of gender achievements, whether expected or not, can be reported upon, focusing on achievements that are considered most significant; thus reporting is not only on pre-set gender indicators. An inherent disadvantage is that reporting lacks structure in the sense that the scale of the reported achievements is often not clear, and that the aggregation of achievements is difficult or even impossible. Moreover, as the JET evaluation report concluded, OH outcomes can be vague, such as reporting the ‘involvement of women’ as a gender achievement, but which complicates drawing conclusions on the significance of such involvement. Apart from the OH gender outcomes, several reports, such as the Mid-Term Review and the Annual Reports, also include interesting case studies on gender achievements.

In the reviewed documents **quantitative data** are absent; also WCDI, the external organization that conducted GLA1’s end evaluations, observed in one of its reports that a result framework and related M&E system at intervention level was missing. Because quantitative data, especially at activity and output level, was not collected by GLA, **disaggregating data** e.g. by sex was not possible. However, as suggested in country or landscape level reporting, it appears that some partners have collected such quantitative (and sex-disaggregated) data, but insight in the extent of this is missing.

The only quantitative data that are reported upon at GLA wide level (in the IATI system⁵ and the Annual Reports), are the basket indicators of the Netherlands’ Ministry of Foreign Affairs. Because these relate to numbers of CSOs and numbers of laws, policies and norms, these were not disaggregated in terms of M/F ratios⁶.

2.1.5 SELECTION OF PARTNER ORGANIZATIONS

The reviewed documents do not provide insight in the extent to which the availability of gender experience and expertise within an organisation was a selection criterion of partners. Rather, most GLA1 partners had already previous working relationships with the Dutch GLA consortium members. The ToC for GLA1 mentioned women’s organisations as potential stakeholder CSOs. The JET Programme based the selection of partners on their track record on oil-related issues, but -as the only

5 IATI is the International Aid Transparency Initiative, a standardized format for publishing results and other information on development cooperation. Reporting on progress in IATI has become mandatory for many MoFA funded activities.

6 However, CSOs could be disaggregated into women’s organisations and other organisations, whereas numbers of laws, policies and norms could be disaggregated based on whether or not gender equality is adequately integrated.

country or theme ToC- JET had an explicit aim to include women's organisations in its CSO coalitions. They seem to have succeeded, for example, as illustrated by the inclusion of WEP (Women's Environmental Programme) in Nigeria's CSO coalition. In the Philippines several partner organisations are largely run by women, although apparently this was not a selection criterion. Moreover, in several countries there was explicit cooperation with women's organisations, for example, by including them for capacity building.

2.2 GENDER EXPERTISE, COMPETENCE AND CAPACITY BUILDING

This section focuses on gender expertise, competence and capacity building, in particular as relevant to inclusive and sustainable governance of forested landscapes. The reviewed documents did not always provide direct information on gender expertise, although the availability of gender expertise could sometimes be deduced when partners reported about conducting gender training. The different levels of reported gender achievements suggested also differences in available gender expertise and competence among partners.

Various documents emphasized the need for gender capacity strengthening, which also meant that gender expertise was not considered adequate. This was confirmed by the GLA1 Mid-Term Review (MTR) in 2018, observing that GLA1's gender objective had hardly been operationalized in the first years of GLA1, and calling for a more systematic gender approach, identifying capacity strengthening, together with enhancing internal support to gender, as main measures to improve. The MTR also demonstrated the need for adequately understanding what gender equality means, for example, by stating that "the partners learned that attendance of women does not necessarily lead to equal participation; and participation does not mean equal influence or empowerment".

The 2018 gender trajectory, which had started before the MTR, aimed to enhance gender capacity among partners, in particular through the organisation of two gender webinars. The baseline survey which was part of this trajectory found that on average the participating partners ranked their gender expertise as 6.54 on a scale of 1 to 10 (with 10 as the highest level of expertise); individual participants ranked their own expertise on average as 5.9. Though these are the average values (the report did not present the range of the individual rankings), this confirmed the need for capacity strengthening. The gender trajectory appeared effective because gender knowledge reportedly increased due to the webinars. The competence and commitment of partners to work on gender was also boosted as illustrated by more and/or better addressing gender in their subsequent annual work plans. The evaluation report of this trajectory recommended tailor made gender training and knowledge sharing, with practical guidance on 'how to do it', also providing relevant gender tools and budget allocation. Also the establishment of a gender hub was recommended, with mutual capacity building as one of its objectives.

In line with what also some other reports manifested, the annual report of 2019 observed a considerable difference in the level of gender expertise among partners, concluding that a lot can be gained by organizing exchanges, networking and learning among partners, i.e. what is also called

“horizontal learning”. In a few documents it was observed that (some) Southern partners were better able to integrate gender in project implementation than Northern partners, even though also examples of good gender initiatives by Northern partners are available. This suggests that gender capacity strengthening should be a mutual learning process, involving Southern and Northern partner on an equal basis.

GLA1’s planning was to follow-up the 2018 gender trajectory by a 2020 gender boost to ensure that partners are committed and have the capacity to improve the position and rights of women, also to increase the chances of a successful GLA2 application. Due to the covid-19 pandemic, however, this 2020 gender boost trajectory could not be implemented as planned. Only the ‘early 2020 gender survey’ was implemented, collecting much useful data, including about gender expertise. The findings of this survey as well as other recent documents show that relevant steps were made in enhancing the gender expertise within the GLA1 partnership. This is illustrated by the fact that 13 of the 18 partners, who participated in the early 2020 survey, had in 2018/19 a (part time) gender focal point within their organisation, most of whom appointed in the last years of GLA1. Some partners also contracted (temporary) gender consultants to provide them with gender expertise.

2.3 INFORMATION AND KNOWLEDGE MANAGEMENT AND GENDER EQUALITY REFLECTED IN PUBLICATIONS AND PUBLIC IMAGE

2.3.1 INFORMATION AND KNOWLEDGE MANAGEMENT

In most of the reviewed documents the topic of **information and knowledge management** was not explicitly discussed. Exceptions were documents related to the 2018 gender trajectory, which recognized the need for an online information system with gender knowledge. This was originally developed as a GLA resource portal for gender-environment information and launched in August 2019, offering ‘a range of resources including articles, toolkits and guidelines relevant for GLA partners, with materials available in English, French and Spanish’. At the end of GLA1 the content of this portal was moved to <https://genderandenvironment.org/libraries/>.

At the time of its establishment in 2018, one of the foreseen tasks of the gender hub was to strengthen knowledge and information sharing. The gender boost proposal of 2019 also referred to a ‘strategy and platform for sharing and communicating gender results, lessons learnt, tools, etc.’ as one of its envisaged outcomes, again showing that sharing gender knowledge and information was considered as important. Last but not least, also the objective of this GLA1 gender assessment is to contribute to GLA’s knowledge and information on gender.

This does not mean that GLA did not collect gender information. In particular the gender surveys and the gender outcomes of the Outcome Harvesting exercises lead to a wealth of information, including on gender achievements (see section 2.5 for more details). However, the reviewed documents did not clarify explicitly how such collected data were managed and used, although they certainly seem to have been used in annual reporting and as input for the end evaluation.

2.3.1 GENDER IN GLA'S PRODUCTS AND PUBLIC IMAGE

The reviewed documents did not explicitly discuss the way that GLA's gender equality ambitions were reflected in GLA's work, in particular in its products and public image. However, the review allows to draw some rough conclusions. In the first years of GLA1 the commitment to pay attention to gender appeared rather weak and haphazard. This was deducted, inter alia, from the reporting that inception reports did not reflect findings from gender analyses, even if conducted, and the MTR conclusion that a systematic approach to address gender equality had been lacking in GLA1's first years. As described in previous sections, from 2018 onwards more efforts were made to address gender and to report about gender. The three annual reports (2017, 2018 and 2019) pay attention to gender, including by providing examples of gender achievements, but clearly with more attention to gender in the 2019 report than in the 2017 report. All WCDI's end evaluation reports, with the exception of the one on Agro-commodities⁷, address gender, which was also required as per Terms of Reference for the evaluations. And in GLA documents that include pictures or other visuals, commonly both men and women were depicted.

Two of the tools used by GLA1 have been reviewed, the ECA and CAP tools, concluding that they do not (or not well enough) reflect gender equality considerations. The ECA tool is to assess the level of engagement, commitment and action regarding lobby and advocacy, distinguishing 8 levels, from level 1 (no interest in the topic) to level 8 (improved laws, policies etc in place and satisfactorily implemented). Gender equality is not reflected in these criteria, though in the context of GLA's ambitions, policies and laws should also be assessed in terms of being 'gender just' and contributing to more gender equality. The CAP tool (on civil actor participation) mentions 'women and youth' as examples of civil actors to be involved, but not as required categories to be included.

In various documents references were made to videos and other communication tools. Although there are examples of videos that were developed from a gender-responsive perspective (e.g. a community video documentary in Ghana), other videos were not screened, and no general statement can be made.

2.4 GENDER EQUALITY AS REFLECTED IN DECISION-MAKING, STAFFING AND ORGANISATIONAL CULTURE

2.4.1 DECISION-MAKING PROCESSES ON GENDER AND GENDER MAINSTREAMING

The gender strategy of GLA1 intended to include "gender and diversity concerns in all activities of GLA", i.e. assuming gender mainstreaming; broad steps towards implementing the gender strategy had also been identified. The GLA1 proposal was a joint document by the GLA consortium members and therefore they must have decided jointly on this. The fact that the Netherlands' Ministry of Foreign Affairs had included gender within its assessment criteria for D&D proposals, also must have motivated GLA1's inclusion of gender within the proposal. It is not clear to which extent

⁷ This report includes a paragraph on gender as a cross-cutting issue, but only saying that the evaluators "did not have information on this topic to be able to make a statement".



the (potential) GLA1 partners at country level had influenced GLA1's gender strategy, though the review of documents showed that among the southern partners there was (and still is) commitment to and expertise on gender, albeit at highly variable levels.

In the first years of GLA1 the efforts to integrate gender in GLA's work were not considered satisfactory, therefore in 2017 TBI took the initiative to seek external expertise to strengthen GLA's gender expertise and commitment, which was endorsed by the core and steering groups. TBI, IUCN-NL and MD jointly developed the Terms of Reference for the external gender expertise. IUCN NL-GGO received the mandate to lead a one-year gender trajectory (in 2018) for the GLA alliance and local partners. In its proposal IUCN NL-GGO had suggesting a twin-track gender approach. The 2019 Annual Report stated that 'In 2019, based on the recommendations from the mid-term review in 2018 and on a clear demand, GLA partners and alliance members increased their efforts on gender. Milieudefensie, IUCN NL and TBI collaborated on integrating gender more systematically into the GLA programme and their own organizations'. As per AR2019, the gender hub had also been formed in the beginning of 2019.

There is enough evidence to conclude that at partners' level and in all landscapes gender mainstreaming was addressed by the end of GLA1, though to a varying extent. However, explicit information on responsibilities for and decision-making on gender mainstreaming was rather scarce, though the DRC 'Paysage Est' evaluation report found that 'all partners have responsibility to ensure that COLO's, IPs, women and youth are involved in protecting landscapes'. However, there is ample indirect proof that many partners decided to improve their work on gender, for example, by appointing Gender Focal Points, even though the underlying decision-making processes were not spelled out.

Though the crux of the matter is that gender strategies are actually designed and implemented, the decision-making processes are relevant as these reveal the support base for gender mainstreaming within an organisation. It is particularly of importance that the management of consortium and partner organisations is also committed to gender mainstreaming, as management has a final

responsibility and should inspire staff to work on gender. The concluding remark of the 2nd webinar of the 2018 trajectory that ‘gender equality is the responsibility of all’ is therefore very true, and should be reflected in ensuring that ‘all’ are also involved in the decision-making on gender mainstreaming.

2.4.2 GENDER BALANCE IN STAFFING AND GENDER SENSITIVE HR POLICIES, INCLUDING SEAH

Information about gender in HR issues was mostly found in the document with ‘gender results 2016-2019’, i.e. the outcomes from the early 2020 gender survey, and sporadically in a few other documents. Whereas the reporting on gender expertise by the 18 surveyed partners had been quite consistent (see 2.2), the same partners had reported differently on gender issues within HR. Several partners reported about the gender balance within the staffing of their organisation. For example, TB Ghana reported a good balance between male and female employees. In contrast, the evaluation report for DRC Centre only found a limited number of female staff, which was due to the (perceived) difficulty to find competent female candidates, i.e. with expertise in the relevant forest governance topics. Several other partners reported having recruited women in high positions, e.g. as director, deputy director, member of the board of directors, or as a research coordinator. Others referred to their policy towards equal pay (‘reducing the gender pay gap’) or equal opportunities for men and women within the work place (‘equal access to e.g. training’). One partner explicitly referred to ‘avoidance of discrimination’. A special case is in the Philippines, where various partner organisations are mainly run by women. There is also reporting about women’s organisations being included in CSO partnerships in several countries.





Information on (sexual) harassment policies of the consortium members and/or the partners was hardly present in the reviewed documents. The two exceptions concerned NTFP-EP (Philippines), that has a harassment policy and CREDDHO, DRC, reporting that a gender respect policy was being developed, intending to contribute to values

of non-discrimination. Under-reporting seems also likely on this topic. And considering that the recent MoFA criteria for partnership grants (at least for GLA2) required all partnerships to have SEAH policies in place (on sexual exploitation, abuse and sexual harassment), such policies should now be available within the GLA partnership, even though operationalizing them, also among partners, may still need to get further attention.

2.4.3 ORGANIZATIONAL CULTURE

Only a few haphazard clues towards organizational culture were found in the reviewed documents. Therefore there is limited insight into the extent to which organisations are seriously involved in promoting gender equality and women's empowerment within their organisations, including changing cultural norms. The AR2018 reported that all GLA partners in Ghana appointed an officer responsible for gender, who would take the lead in 'embedding gender in the institutional culture'. Other examples are: CED Cameroon, using the celebration of International Women's Day as an opportunity to discuss a variety of gender themes with all staff; FoEI, reportedly having mainstreamed gender into its organisational culture; and AFIEGO, Uganda, reporting that all staff, including financial, HR, project and M&E staff, had participated in gender training to ensure that gender is integrated in all processes of the organisation. Similarly, CSOs in Ghana had participated in Gender Justice and Dismantling Patriarchy training.

Again partner organisations in the Philippines stood out: the evaluators of the Sierra Madre landscape reported that the organizational culture of trust and openness within these CSOs was regarded as an absolute strength, contributing to flexibility, effectiveness and strong coalitions and related outcomes. It was suggested -but not confirmed- that this positive organizational culture might be linked to the fact that CSOs in this landscape are made up almost entirely of women.

The reviewed documents did not provide much explicit information about how gender was integrated in the organizational culture of the Northern consortium members. However, it became clear -also from information of gender hub members- that especially in the latter years of GLA1, good progress

was made in integrating gender and social inclusion within these organisations.



Despite the apparent under-reporting on gender within the GLA organisations, it can be concluded that there is a great variation among GLA partners in the extent that gender perspectives are integrated in their

organizational processes and culture. Strengthening this -where needed- seems an essential step and a prerequisite to structurally and effectively address gender transformative change within the programming of GLA2.

2.5 GENDER EQUALITY ACHIEVEMENTS AS PERCEIVED BY GLA1 PARTNERS

The GLA1 proposal aimed for more female leadership and entrepreneurship, women as agents of change, more gender balance in activities, and women influencing decision-making. Reporting on gender equality achievements, as mostly through the outcome harvesting (OH) methodology, covered a very wide range of achievements related to gender equality and women's participation. There was no deliberate reporting on the foreseen gender achievements, which had not been translated into performance indicators, although the reporting did cover -to a varying extent- the foreseen achievements. An advantage of the OH methods was that also achievements were reported that had not been foreseen.

Column M of the excel document with the review findings contains the overview of perceived gender equality achievements as they were distilled from the reviewed reports, where possible indicating also the concerned country. There is some overlap in this findings database, because different reports were found to (sometimes) report the same achievements. This section does not aim to present a complete picture of all reported gender achievements, rather, it highlights the categories of reported achievements, with selected illustrations, and providing some observations thereafter.

2.5.1 CATEGORIES OF REPORTED GENDER ACHIEVEMENTS

A. Women -and other groups- becoming organised, take up leadership and/or involved in GLA activities

- Establishment of women's groups: Some documents just reported the single fact of establishing women's groups as an achievement, without clarifying their purpose, even though undoubtedly a purpose was in place. Examples are the establishment of women's groups in the Lariang watershed area (Indonesia) and the formation of a women's federation by IP leaders in the Philippines.
- **Women's groups or organisations playing an active role:** More often documents reported on women's groups or organisations within activities and/or contributing to GLA achievements. For example, in Nigeria the Association of Women Farmers is part of the Edo State coalition, a Women's Union in Vietnam was actively cooperating with local forest managers, and in DRC women's organizations mobilized men and women to get involved in tree planting to fight climate change and for fuel wood production.
- **Engaging women, as well as IP and youth, in project activities:** Though the reporting on this achievement was not very systematic, many partners apparently aimed to (better) include women as participants in activities and as members in decision-making bodies. The evaluation report on the CDO landscape in the Philippines reported that a gender balance in training and workshops was attempted, though it was not always attained; IPs and women became members of technical working groups in the Sierra Madre landscape in the Philippines; and in Nigeria, DRC and Uganda women were reportedly more engaged in JET work.
- **Women (and youth) leadership:** Women (and youth) were being encouraged or trained as leaders, and/or actually took up leadership positions. Examples are Indonesia where women were



encouraged by TBI as leaders; the Philippines where women and youth actually took up more coordination and leadership roles in GLA activities; Liberia where women took up leadership duties in a Site Support Group; and Nigeria where women took the lead in organising a protest against land grabbing.

- **Stronger participation of Indigenous People:** In various countries the role of IP in decision-making and forest governance has undoubtedly been strengthened by GLA1, such as in Bolivia (voice of IPs strengthened and more attention to their rights), the Philippines (role of IPs in local governance increasingly being accepted and more indigenous spokespersons, with two women among them) and DRC (IP women now able to meet with Bantu men and lead awareness sessions on protecting the park's ecosystems in Kahuzi-Biega landscape).
- **Involvement of youth:** Several partners explicitly reported that they involved young people in their activities. For example, in Bolivia youth visioning workshops were held; in Nigeria much attention was given to ensure that also youth could become active members of CSOs and coalitions; and in Ghana local level actors, including youth, could now make decisions for actions in the landscape.

B. Women participating in forest governance and related L&A

- **Women actually taking part in managing / governing land and forests:** GLA1 also contributed to women becoming (better) involved in the management and governance of forested lands. Examples are DRC where women are leading community forestry and Indonesia where women's groups manage customary land. In Vietnam the pilots on women's participation in forest management, sustainable use of natural resources and reforestation gave good results.
- **Women, as well as IP, youth and/or other marginal groups, having a stronger voice in L&A:** There are ample examples that women -as well as IP and youth- became more involved or more effective in lobby and advocacy towards (local) government and/or in campaigning and demonstrations, which sometimes was explicitly linked to L&A training. For example, in Vietnam Women's Unions applied their communication and L&A skills to influence authorities on forest protection; in DRC there was a successful lobby by youth and women towards Katwe town council to adopt solar for street lighting; in Uganda, women's clubs and youth clean energy clubs participated in lobby activities, whereas in Buvuma women now form a critical mass among a common voice against oil palm injustices to the environment; in the Sierra Madre landscape in the Philippines IP are now active in networks to stop the Kaliwa dam; in Bolivia the voice of IP was strengthened and women participated in international advocacy; and in Ghana women prepared an amendment of the Concession Bill to enhance their land ownerships rights in line with their matrilineal society.

C. Women's livelihoods improved and practical needs addressed through sustainable practices

- **Improved livelihoods for women:** Several GLA1 partners contributed to improved livelihoods for women and women's economic empowerment through income generating activities and entrepreneurship strengthening. Examples of achievements in this field are women earning from mushroom cultivation (in Indonesia), women loggers benefiting from legalized artisanal timber production (in DRC), women fish processors benefiting from better market access (in DRC), and

women's groups being included in enterprise development and managing their NTFP-based enterprises (in the Philippines).

- **Women's practical needs addressed:** Several GLA1 activities foremostly addressed women's 'practical needs', for example by introducing improved cooking stoves, which reduce the need for fuel wood and hence the time to collect it (or expenditure on charcoal), thereby reducing women's workload and protecting forests. But by strengthening the role of (some of) these women, e.g. to educate their peers on these stoves or as trainers for making such stoves, such activities also contributed to actual empowerment of those women.

D. Women's strategic needs addressed: evidence of transformative change

- **Changes in confidence, mindset and space for women:** The review also collected evidence that GLA1 activities had contributed to meeting the more 'strategic' needs of women, i.e. contributing to more transformative changes. In Indonesia women have now more space and confidence to speak out; in DRC women became more involved in decision-making expressing themselves better and interacting more with authorities; and in Vietnam women's mindset changed: from only looking after their family to forest protectors. In Liberia women's interest in country level decision-making on land and forest resources was raised.

E. Gender perspectives better integrated in plans, policies, legislation and/or conventions

- **Gender reflected in plans, policies, legislation as a result of GLA1 L&A:** Diverse examples demonstrate that GLA1's gender work actually contributed to L&A results better reflecting gender equality and women's (rights) perspectives. For example, in Cameroon 20 chiefs committed themselves to take measures to improve women's land rights and in Vietnam the new land law better included gender perspectives. At the international level GLA1 contributed to women's perspectives within the Convention on Biological Diversity (CBD) and to the adoption of a favourable position of the Committee on World Food Security and Nutrition (CFS) on the rights of forest dependent people and women to land, food and governance.

F. Improved gender awareness and capacities among stakeholders and partners

- **Enhancing gender awareness among stakeholders:** There are various examples of local communities, local officials and other groups being trained to increase their gender awareness (e.g. in the Philippines and Indonesia), however, there is often no reporting on the effects of such training. An exception was the inclusion of gender equality issues in a training on land rights and compensation in Uganda, where as a result husbands wanted their spouses to become cosignatories to bank accounts on which the compensation money was deposited.
- **Gender achievements within organisations:** Various documents, such as those providing the gender results from the outcome harvesting exercises, also listed gender achievements within the partner organisations. Examples are the appointment of gender focal points, the inclusion of gender principles within the organisation, conducting gender analyses and (especially in 2019) better mainstreaming gender in annual workplans. See also the previous sections.
- **More attention to gender equality and women within conferences and research:** The document review also found that GLA contributed to integrating gender perspectives into conferences

and research. In Liberia two ‘women’s conferences’ on land and natural resources were held; In Uganda participatory action research was led by women. In Vietnam research results on the impact of the revised land law on local people also included the impact of the new law on women; this research was used to influence policy makers to ensure the new law also addresses gender issues.

2.5.2 OBSERVATIONS REGARDING THE REPORTED GENDER ACHIEVEMENTS

- The scale of the reported gender achievements was hardly ever indicated. Even when an achievement was quantified, it remained often unclear whether this concerned the entire achievement or rather was an illustration of similar results at a greater scale. For example, it was reported that in Nigeria 10 families (supposedly women) in Orhionmwan Local Government Area of Edo state were now utilizing fuel efficient cook stoves; but it was not clear whether due to GLA1 just 10 families in total in Nigeria had started using these improved stoves, or whether this was an example of one community.
- Many examples of gender achievements that were provided actually related to ‘efforts’ or activities towards achieving more GE&WE, rather than to the actual results in terms of effects of activities, i.e. as outcomes. For example, there is regular reporting on including women in decision making bodies, however, often without reporting whether the women got the space to influence decision-making or otherwise increased their control. It is therefore often not easy to assess to which extent achievements were gender transformative.
- When documents reported on certain special activities for women, such as establishing women’s groups or involving women in enterprise development or income generating activities, there was not always a clear link with GLA1’s core objective of improved forest governance. It was therefore not always apparent whether such special activities contributed -even indirectly- to improved forest governance, e.g. by strengthening women’s role in forest governance or providing alternative livelihoods reducing forest exploitation, or rather were activities specially designed in order to also involve women within the programming.
- The reviewed documents hardly contained actual analyses and conclusions on the extent to which GLA1 contributed to reducing gender inequalities and increasing women’s empowerment (i.e. the extent to which gender transformative change was achieved), though examples were presented and some conclusions could be deducted from the presented achievements.
- The WCDI evaluation reports addressed gender as a cross-cutting issue (apart from the Agro-Commodities report) but also mainly focused on reporting efforts and examples of gender achievements, without adequately analysing how GE&WE were improved. The ToR questions regarding gender (i.e. how the programme contributed to changes in rights, benefits and participation of women within the three core conditions of the GLA) often remained unanswered, apparently due to insufficient available data.
- Gender achievements were sometimes too vaguely presented, such as “more focus on involving women in JET activities” or “women benefited from empowerment training”. Such formulations complicate the assessment of the significance of these achievements. Some other ‘potential’ achievements were mainly based on hypotheses: for example, the DRC Est evaluation report stated

that women and youth “might” have increased their income from IGAs and MEDs (sustainable livelihoods), but that there was no information available to confirm this.

- Because there was no consistent reporting on same or similar gender achievements, this prohibited any aggregating of gender achievements GLA1-wide. Still, the current reporting and the use of Outcome Harvesting outcomes led to a rich variety of gender achievements.
- Reviewed documents did not always reflect the notion that involving or targeting women does not automatically ‘empower’ them, i.e. leading to more control by women and/or an improved position. For example, women who were trained in the use of improved cooking stoves benefitted because their need for fuel wood was reduced, but whether they got more control and space was not elaborated.
- When reporting about inclusion of women in activities and in decision-making, it was not always clear to which extent these women represented the different socio-economic classes or other (ethnic, age) groups from within the communities, though there were exceptions, such as various references to IP women. Reporting about youth (e.g. as members of youth clubs) often missed clarifications whether both young men and young women were included.
- It was not always apparent to which extent some reported facts actually were GLA achievements. For example, in case of “two of the three forest management committees are chaired by women” it was not clear whether this was the situation at the time GLA1 activities started, or whether GLA1 had contributed to achieve this.
- Last but not least, especially in documents that did not focus on gender, often interesting GLA achievements were reported, such as better access to land, but without indicating whether such achievements were benefiting both men and women.

3. BEST PRACTICES, LESSONS LEARNED AND GAPS



Despite the perhaps somewhat critical observations at the end of the previous chapter, the reviewed documents demonstrate that GLA1 interventions contributed to a broad range of gender achievements across the partnership, which should be used as inspiration for other partners. This chapter presents a selection of ‘gender best practices’, as well as lessons learned. Also some ‘gaps’ are presented, as identified from the document review.

3.1 GENDER BEST PRACTICES

The gender best practices, presented here, are good gender examples selected from the excel data base, but without pretending being complete. The ‘best practices’ found in the reviewed documents were elaborated to a varying extent. The best examples, such as the first best practice below, present both the intervention and the effects of the concerned interventions. There are also many apparent good practices, but mainly describing interesting interventions without presenting their effects, e.g. what changed when women were included in Community Forest Watch Committees in Nigeria? Or what was the impact of the ‘positive masculinities’ training in Cameroon? Still, such examples are relevant sources of inspiration.

3.1.1. EXAMPLES OF GENDER TRANSFORMATIVE CHANGE TOWARDS GE&WE

CED, Cameroon: CED trained women to monitor the legal and contractual commitments of the companies, connecting the women's groups to existing structures. Women started to organize and mobilize to address the specific impacts on women from rape, violence and lack of access. This helped to address the violence against and repression of women in the plantation area.

IFDP, DRC: Local residents, men and women, near the Kahuzi-Biega National Park make decisions together on a 50/50 basis to get involved in advocacy for the promotion of biodiversity. Indigenous women can now sit with Bantu men, who form the ethnic majority⁸, and lead awareness sessions on the protection of the park's ecosystem.

TB DRC: In Bunia, women and vulnerable groups have been trained on entrepreneurship and female leadership to claim their rights to participate in the management of the province on the same basis as men. Also women journalists were trained by Tropenbos DRC, whereafter they asked for support from ENANBEL, the Belgian Development Agency. Women became mobilized to defend their rights to a healthy environment, to economic means (like men), be represented in decision-making bodies and take leadership.

ERA, Nigeria: Women were included in decision-making positions in Community Forest Watch Committees.

LRC-KSK/FoE-Philippines:

A group of women leaders of Timuay Justice and Governance (TJG) has strengthened their participation in movement building. Through the acquired skills, they organized and facilitated the training on 'Gender Analysis on Systemic Barriers'.



IBIF, Bolivia: Guayaros' forest organisation AISU improved its internal rules and procedures for women's participation in decision-making; IBIF had supported this update of internal rules and procedures. Guarayos indigenous territory's women leaders got leadership training; women foresters increased their interest in playing a leadership role in the country's forestry issues.

⁸ Traditionally the Bantu ethnic majority tends to discriminate indigenous minorities such as the Pygmy people.

A Rocha Ghana: Integrated gender and inclusion by ensuring equal opportunities for participation and representation of women in all formal activities such as trainings, field work and capacity building. To affirm the position of women and to ensure that they were included in decision-making processes a number of positions in committees were reserved for women, such as in the Community Resource Management Committees.

FoE Ghana with other GLA partners: Women groups have been identified and included in the landscapes and national level campaigns. When cabinet approves of the proposal, and the Concessions Act (Act 124) is amended, then both male and female farmers will accept retaining trees on their farms as a source of income as well as contributing to biodiversity conservation and climate change mitigation.

Liberia: Women took up leadership duties in Site Support Group; and a women's group, supported by the GLA, played a crucial role in resolving disputes between members of a local CSO and a local logging company on a social agreement that both parties signed. The ending of the dispute was the starting point for renewed dialogue.

3.1.2 EXAMPLES OF SENSITIZING MEN ON GENDER EQUALITY / ENGAGING MEN FOR GENDER TRANSFORMATIVE CHANGE

NAPE, Uganda: Gender equality was integrated in a training on land rights and compensation. As a result, men reconsidered their thoughts on the involvement of women in natural resource management and their wives became involved in decision-making on land transactions. Around 30 men wanted their spouses to become co-signatories to the bank accounts on which the compensation money was deposited. The inclusion of women in land transaction processes also contributed to more harmony in homes, respect of women's rights and reduced domestic violence.

CREDDHO, DRC: CREDDHO “sensitizes men on gender equality and the participation in decision-making by all stakeholders in the sessions, on positive masculinity⁹, so that the men become aware of the importance of integrating their women and other marginalized groups into local mechanisms”.

CED, Cameroon: 20 traditional chiefs became committed to take four specific measures in their respective villages to improve land rights for women.

Indonesia: Gender training was provided to (mostly male) government officials in all three landscapes.

3.1.3 EXAMPLES OF WORKING WITH YOUTH

WAHLI, Indonesia: Wahli recognized that involving youth required approaches that are attractive and relevant to young people, such as conducting creative campaigns targeting youth and the training of youth environmental and adventure groups on environmental investigation skills.

⁹ Masculinities are those behaviours, languages and practices, existing in specific cultural and organisational locations, which are commonly associated with men, thus culturally defined as not feminine. In most societies, behaviours associated with men tend to be more highly valued than those associated with women. 'Positive masculinities' refers to male behaviour that aligns with gender equality, also averting gender based violence.



JET, Uganda: Youth clean energy clubs, together with women’s clubs, participated in lobby activities, for example, lobbying the Katwe town council for the adoption of solar in Kasese in April 2018

LRC-KSK, Philippines: Teduray and Lambangian youth (and women) leaders took on more coordination and leadership roles in the GLA project, especially in the five Sulagad pilot areas.

3.1.4 EXAMPLE OF GENDER SENSITIVE M&E

IFDP, DRC: To measure the participation of women in decision-making in M&E, not only the fact that women were included as members of the decision-making body was measured, but also the extent to which women spoke out and influenced decision-making. For this purpose four levels of ‘participation’ were used: 1) Whether there was any participation (or membership) of women; 2) Number and quality of women’s attendance comparatively to men; 3) Number and quality of interventions of women; and 4) Views of women taken in consideration on the decision-making process, i.e. women actually influencing decision-making.

3.1.5 EXAMPLES OF ENHANCING GENDER KNOWLEDGE AND AWARENESS

Ghana: Local communities were given the opportunity to air their concerns regarding the Tree Tenure Reform in a video documentary, in which also space was given to women to highlight gender specific concerns.

FoEI: The Working Group on Gender Justice and Dismantling Patriarchy supported genuine transformative changes. **FoE Ghana** reported that this working group actually contributed to the enhancement of gender issues in GLA work.

MD and FoEI: at international level, GLA played an active role in developing the concept of a feminist Just Energy Transition, as illustrated by organizing a workshop at the COP25 in Madrid (2019), on just and feminist energy transition. In 2020 three regional seminars (in Asia, Africa and Latin America) on the same theme were organised together with members of FoEI’s Working Group on Gender Justice and Dismantling Patriarchy, for 100 participants of 42 NGOs.

3.1.6 EXAMPLES OF WOMEN'S EMPOWERMENT CONTRIBUTING TO GLA1'S PROGRAMME

TBI, Vietnam: Women leaders used the skills they obtained from courses such as communication, networking and L&A, to make rich pictures to visualize and influence local authorities and communities in forest protection. They spoke out their interest in public events and policy processes. Women's mindset changed from 'family' to 'forest protectors'. They now participate in forest protection and development and also facilitate others to do so.

Philippines: Strong female and inspirational leadership that created trust and confidence among GLA partners in the Philippines was identified as one of the explaining factors of good working relations among GLA partners in this country.

WCDI end evaluation: A large share of the outcomes achieved built on community involvement, including women's and youth groups, implying that involving women (and youth) helped to better achieve GLA1 outcomes. An example of ERA Nigeria: 60% participants in demonstrations on Natural Resources were women.

TB Vietnam: A forest protection campaign was made through the cooperation of the Women's Union in Krong Bong district with local forest rangers.



3.2 GENDER RELATED LESSONS LEARNED

Although many lessons learned may already be apparent from the previous sections, a selection of lessons learned are presented here.

3.2.1 LESSONS LEARNED AT GLA1 WIDE LEVEL

- Increased gender equality requires a long-term approach and investment to address the often deeply rooted cultural norms, values and power imbalances that hinder inclusion and gender equality. Therefore increasing support for gender strategies and gender equality across the GLA programme is needed (MTR report 2018);
- Attendance of women does not necessarily results in equal participation and participation not in equal influence and empowerment (MTR);
- Gender inequalities prevent women, including women human rights and environment defenders (WHREDS), from full participation in decision-making. Taking women's concerns and obstacles into account is key to formulate effective solutions and interventions, because women are impacted differently by climate change and environmental disasters (GLA2 ambitions);
- If a project does not consider the promotion of gender equality from the start, it is difficult to incorporate it later; the way forward is "go for gender transformative change" (2019-4 Gender Survey report);
- Within GLA the most significant change observed in relation to gender justice is within the FoEI network, where the Working Group on Gender Justice and Dismantling Patriarchy has been able to mainstream gender into the agenda, structure and organisational culture of the network and its members (WCDI end evaluation);
- Although at the start of GLA1 all countries reportedly conducted a gender analysis, not all inception reports described the outcomes of these surveys (baseline report gender trajectory 2018). This report also identified main constraints towards the advancement of gender: financial constraints and being unsure how to work on gender.

3.2.2 LESSONS LEARNED AT PARTNER LEVEL

- **TB Vietnam:** Many decisions in households and about land use are made by women, but it is the men who attend the meetings;
- **WALHI Indonesia:** Women-led resistance of Gunung Talang (violence against women activists) was seen as effective framing to draw public support, including support from the National Commission on Women (WCDI Indonesia evaluation report)
- **DRC Centre:** The hypothesis that the COLOs and grass root organisations engage in advocacy activities did not take place (WCDI DRC Centre evaluation report). This means that engagement of local communities cannot be automatically assumed;
- **Philippines CDO Landscape:** Inclusion of IP (or other marginal groups) did not automatically lead to more sustainable management of forested landscapes (WCDI Philippines CDO evaluation report);
- **Philippines Sierra Madre:** The WCDI Sierra Madre evaluation report presented various interesting lessons learned by NTFP-EP:
 - First work with women was only on livelihoods, but later women took up other tasks and responsibilities;

- In the Philippines women were found to be well-represented as village leaders and highly capable to represent their community (so women may sometimes be less disadvantaged than assumed);
- Inclusion of IP and women can improve the impact (of GLA1);
- The available reporting was not rich on gender, but the interviews and workshops showed how active the women were (WCDI Sierra Madre report). This statement by the evaluators illustrates the more often observed under-reporting on gender achievements.
- **Ghana:** Raising women's awareness, including by elaborating the potential consequences for women, resulted in women joining the campaigns and/or becoming active in demonstrations (WCDI Ghana evaluation report);
- **AFIEGO, DRC:** The increased awareness on the negative impacts of oil activities on women and youth led to increased resistance to oil activities in Uganda by the DRC to protect the livelihoods of women, youth and other vulnerable groups (early 2020 gender survey results);
- **JET:** A large share of the outcomes achieved built on community involvement, including women and youth, with women and youth being identified as important change drivers. The lack of 'gender' in the ToC of JET did not mean that gender was not on their agenda (WCDI JET evaluation report); this shows the importance of committed staff with gender expertise to pursue gender achievements;
- **JET:** South-south learning exchanges as a success feature (overall WCDI evaluation report);
- **ERA/FoE Nigeria:** Because women were more affected, they became more involved in counteracting the negative impacts of oil palm and demanding compensation;
- **TB DRC:** After women leaders of traders organisations participated in political demonstrations, this reportedly resulted in a decrease of women leaders, apparently because the husbands did not like the political involvement of their wives (early 2020 gender survey). This shows that gender activities should also address men, e.g. to create support for their wives, also by changing gender norms;
- **CED Cameroon:** the gender training by CED resulted in women actually addressing their problems (AR2019).



3.3 EXISTING GAPS IN GLA1 GENDER WORK

The Terms of Reference for this assignment also requested the identification of gaps within GLA1's gender work. Below a selection of the more obvious 'gaps' are presented; many of them will be more elaborated and/or accompanied by recommendations in chapter 4 on Findings and Conclusions.

- A considerable proportion of GLA1 gender achievements were presented only as interventions that target or include women (and sometimes also youth, IP, and/or other marginal groups). Reporting on the significance and the effects of these interventions was often missing, in particular, the effects towards increasing gender equality and women's empowerment and/or otherwise making forest governance more 'gender just'.
- In reporting about gender achievements often the situation at the time of reporting was described without indicating the baseline situation. Hence, it was often difficult to assess what GLA1's contribution was.
- An important gap was the absence of any quantitative data, which meant that readers of reports could not visualize the scale of the GLA1 interventions, whereas also any sex-disaggregated data was absent. For example, given that capacity building is an important corner stone of the GLA1 approach, it would have been interesting to get insight in the scale at which capacity building activities took place, and which proportion of trainees or workshop participants were men and women.



And in case of youth, reporting hardly ever made a distinction between young women and young men, apparently assuming that among youth there are no gender based differences, e.g. in roles or needs.

- Various reports discussing "technical" issues, such as access to land or forest management by communities, did not elaborate whether both men and women gained equal access to land or whether procedures were in place to ensure that men and women would be involved in forest management on an equal basis.
- Peace and security are highly relevant issues in various of GLA's landscapes, which is recognized. However, there is limited attention to the gender dimensions here, either in terms of specific risks for women and WHREDs, but also in the potential role of women in conflict management (although a few examples are in place). As reducing the risks related to (the absence of) peace and security are also a precondition for GLA's success, this requires (more) explicit attention, for example by linking to a national NAP1325¹⁰ and/or ensuring that so-called 'urgent action' options are available.

¹⁰ NAP1325 refers to the national action plans developed in almost all countries to operationalize resolution 1325 of the Security Council, which is on women, peace and security. This resolution acknowledged the disproportionate and unique impact of (armed) conflicts on women and girls, calling for a gender perspective when addressing such conflicts.

4. FINDINGS AND RECOMMENDATIONS



The findings and recommendations in this chapter are based on the review of over 35 GLA1 documents, with the feedback of gender hub members incorporated.

4.1 OVERALL FINDING FROM THE GLA1 GENDER ASSESSMENT

The GLA1 programme document recognised that gender should be integrated in GLA1's work, but did not include a gender equality objective or outcome, nor gender performance indicators that would measure progress in gender equality and women's empowerment (GE&WE). It seems that various countries¹¹ conducted a gender analysis at the beginning of GLA1, however, the outcomes were not always reflected in the inception reports; gender analyses' outcomes apparently were neither used as a baseline to later measure progress.

Within the GLA1 consortium it was felt that not enough attention had been given to gender during GLA1's first years and therefore a one-year gender trajectory started early 2018, supported by IUCN NL-GGO. The GLA1 Mid-Term Review in 2018, probably informed by this gender trajectory, also concluded that a more systematic gender approach was needed. In early 2019 the alliance partners formed a gender hub to develop more systematic gender strategies and plans. The reviewed documents show that from 2018 onwards more attention to gender was given, but at different levels in the various countries or landscapes.

¹¹ The GLA gender baseline report of May 2018 reported that all countries conducted a gender analysis; however, this seems not confirmed by other reports.

A conclusion from the review of documents is that there was apparent under-reporting on gender, as also observed in one of WCDI's end evaluation reports. Findings also suggest that some Southern partners may be more progressive and better applied gender in project implementation than Northern partners, although the efforts to do so varied substantially per partner. The reporting on GE&WE achievements shows a broad range of results, some only at activity or output level (e.g. capacity building of men and women) but others at actual outcome level.

Last but not least, reviewing the documents confirmed the pertinence for a programme as GLA to address inclusion in forest governance, also giving insight in the many challenges, such as insecurity and the risks for men and women environmental human rights defenders.

4.2 FINDINGS AND RECOMMENDATIONS AT THE CONCEPTUAL LEVEL

These findings and recommendations are important also to create a common understanding on gender concepts and ambitions within the GLA2 partnership. For this purpose also a (draft) glossary has been separately developed, see Annex 3.

1. Limited (explicit) ambitions for gender transformative change Most GLA1 documents referred to gender-responsiveness, which implies an understanding of gender roles, inequalities, power relations and promotes women empowerment, equal participation, including equal distribution of benefits. A gender transformative approach was occasionally mentioned in the documentation, though reportedly more adopted from 2019 onwards. Such an approach would go further than being gender-responsive; it is more pro-active and more effective in achieving gender equality and women's empowerment, especially through understanding and addressing the different root causes of gender inequality.

RECOMMENDATION: GLA2 should aim for gender transformative change to be in line with feminist and gender-just approaches, thereby building and on -but going further than gender-responsiveness. Because it is important that all consortium members have a similar understanding of the gender terminology used, it is recommended to organize a discussion on this in the gender hub and to develop a GLA gender glossary. As a start of this discussion the consultants developed a draft glossary, see Annex 3, which should be reviewed and adjusted based on the views and needs of the gender hub, in order to have unanimity on the commonly used gender terms within the consortium.

2. Twin-track approach applying a twin-track gender approach is indeed highly appropriate. However, there is room for sharpening the description and understanding of the concepts used here. In the gender trajectory proposal the first track (gender mainstreaming) was described as addressing gender inequalities and ensuring that mainstream interventions equally address needs of men and women, whereas the second track would address women's empowerment. This distinction seems somewhat artificial, because the two tracks rather should refer to different pathways to both achieve increased gender equality and women's empowerment.

RECOMMENDATION: Define the two tracks in such a way that both contribute to increased gender equality and women’s empowerment in different but complementary ways. Gender mainstreaming would work towards gender equality and women’s empowerment through integrating gender/intersectional issues within all GLA2’s regular activities, for example, by also including female and male youths, elders and other underrepresented groups in decision-making bodies and processes or by integrating gender equality within the content of regular activities. The second track would consist of specific stand-alone gender activities contributing to gender equality and women’s empowerment, designed to complement gender mainstreaming and with a special focus on potentially transformational activities. Specific gender activities can also be implemented to enhance the success of gender mainstreaming, e.g. by creating conditions (such as gender capacity building) to make gender mainstreaming more gender transformative and more successful.

NB: Some GLA2 partners reportedly suggested to refrain from the use of the word ‘empowerment’ as in some languages this might indicate that women have no power. This means that either alternative wording should be agreed upon, or that the definition of empowerment be sharpened and shared within the consortium. This also confirms the potential usefulness of having a commonly agreed glossary of gender terminology.

3. Gender as a significant objective GLA1’s commitment to a proper gender strategy is reflected in the IATI portal¹², in which the consortium lead (MD) needed to enter selected GLA1 key data, such as the basket indicators, as required by MoFA. But this also included marking the score for the “Gender equality policy marker”, which is ‘a statistic tool to record aid activities that target gender equality as a policy objective’. For GLA1 this gender marker was established as “significant”, i.e. gender score 1 (also referred to as Gender Marker 1)¹³. If a project/programme is marked as ‘significant’ this means that “Gender equality is an important and deliberate objective¹⁴, but not the principal reason for undertaking the project/programme”. Indeed, this is the appropriate gender marker for the GLA programme. Gender significant projects/programmes commonly use gender mainstreaming or the dual or twin track approach (including gender mainstreaming) to work towards more gender equality.

RECOMMENDATION: GLA2 should aim to meet the minimum requirements (as set by OECD-DAC¹⁵) for a gender significant programme, which are: (i) conduction a gender analysis; (ii) ensure that the findings of the gender analysis inform the design of the program; (iii) presence of at least one explicit gender equality objective backed by one or more gender specific indicators; (iv) data and indicators disaggregated by sex where applicable; and (v) commitment to monitor and report on the gender equality results, including in the evaluation phase. In order to meet these OECD-DAC requirements, commitment to gender is needed within all involved organisations as well as adequate budget (see also recommendation 19).

12 See footnote 6.

13 There are two other options: Score 0, meaning that a programme/ project does not target gender equality or Score 2, meaning that gender equality is the main objective of a project/programme, and the project/programme would not have been undertaken without this gender equality objective.

14 The gender equality objective must be explicit in the project/programme documentation and cannot be implicit or assumed.

15 See: <https://www.oecd.org/dac/gender-development/Minimum-recommended-criteria-for-DAC-gender-marker.pdf>



4. Gender is not equal to women In a number of the reviewed documents, e.g. when presenting gender results and in some of the evaluation reports, gender seems often to be equalled to women, with gender equality interpreted as (only) women’s empowerment. However, the meaning of gender equality is that both men and women “can enjoy socially valued goods, opportunities, resources and rewards” in an equal way, without aiming that men and women become the same¹⁶. A focus on women’s empowerment is justified by the fact that women are usually in a more disadvantaged position than men, as substantiated by a gender analysis. But there may also be situations in which men can be more disadvantaged (e.g. when the role of men as a parent is considered less important than the role of women as parent), or where specific categories of men and women (eg Indigenous People) are both disadvantaged. Moreover, it is important to realize that women (like men) do not form a homogeneous group, and also intersectionality, need to be considered, i.e. also analysing other drivers of inequalities than gender, such as sexual orientation, race, age, ability and/or socio-economic background. Within GLA there is already good emphasis on including Indigenous Peoples; another example is the work with an albino association in DRC.

RECOMMENDATION: GLA2’s gender approach should focus on reducing gender inequalities and closing gender gaps, placing a special focus on those groups that are most disadvantaged. When referring to local communities, it is also important to realise that these are not homogeneous. Gender analyses should always consider and compare the situation of the different categories of people, applying an intersectional perspective which addresses factors of structural oppression such as gender, sexual orientation, ethnicity, socio-economic class,

¹⁶ This is a rather common definition of gender equality, which does not explicitly reflect the inclusion of trans, nb, and gender non-conforming people. GLA2 could make this more explicit within its gender glossary.

ability and age. Such analyses should be the basis on which interventions should be designed. Because of current unequal power relations between men and women, in practice it is often most important to work with women to strengthen their power and voices.

5. Using gender inclusive language In most GLA1 documents women were identified as a target group, but often as an “add-on” to other categories, for example, by stating that “IP leaders, women and youth” need to be included in a management body. However, such formulation risks the implication that IP leaders and youth are male.

RECOMMENDATION: GLA2 should promote gender inclusive language, ensuring that terms like leaders, youth, NTFP collectors, etc, are understood to (potentially) include male and female persons. This often means that instead of adding “and women”, rather “including men and women” should be used, also adding other categories as trans people, etc, whenever relevant in a specific context. When referring to youth, it is also important to realize that young men and young women may have different barriers and needs.

6. Engaging men When describing GLA1 gender activities and gender achievements, often women were referred to. Even so, the reviewed documents included various examples that showed that men also influence -positively or negatively- the achievements of gender equality and women’s empowerment. For example, male chiefs committing themselves to improve women’s land rights (Cameroon); husbands opposing the activism of their wives (DRC); and men being important to ensure changes in gender norms (Uganda). A good gender transformative example is CREDDHO sensitizing men on gender equality addressing positive masculinities (which is also beneficial for themselves) and to create space for the integration of women / marginalized groups into local mechanisms.

RECOMMENDATION: GLA2 should include options for its gender approach to engage also men, whenever this is felt needed and appropriate, e.g. to enhance that men create space for women and play a role in addressing gender inequalities and power imbalances. “Dismantling patriarchy”, as especially pursued by the FoE network, also suggests changes in norms and behaviour of men. Engaging men may involve the inclusions of elements of the “positive masculinity approach”, as already applied by CREDDHO within training.

7. Attention to gender contributing to achieving GLA’s overall objectives Hardly any explicit statements were found in the GLA1 documents on whether working towards gender equality and women’s empowerment would also lead to better achieving GLA’s objectives. Within gender / feminist thinking, justifying a gender approach only because of the interest of a project or programme is seen as an “instrumentalist” approach, i.e. using women to achieve the overall objectives.

RECOMMENDATION: Though the first aim of paying attention to gender clearly should remain the reduction of gender inequalities and ensuring that both women and men benefit from the programme’s interventions, it would also be opportune that GLA2 documents if and how attention to gender is as well beneficial for better achieving GLA’s overall outcomes and objectives.

4.3 FINDINGS AND RECOMMENDATIONS RELATED TO GLA2'S GENDER AMBITIONS

8. Be ambitious GLA1 documents mostly lack indications of concrete ambitions for achieving outcomes related to gender equality and women's empowerment. The background paper on GLA 2.0 gender ambitions includes many good elements, such as gender outcomes, though it still missed a clear gender objective and indications of the scale at which gender outcomes would be achieved. However, it is likely that such missing elements will be further elaborated. The challenge is to make sure that GLA2 contributes as much as possible to decreasing gender inequalities within the landscapes it is working within the 5 year programme period.

RECOMMENDATION: GLA2 should be ambitious in its gender work, including by formulating (one or more) gender transformative objectives and/or outcomes, with corresponding indicators, and setting quantitative and/or qualitative targets where applicable as part of the PMEL system. Such targets can be based on GLA1 experiences, but probably can be scaled-up due to increased gender experience within the consortium. Setting relatively high targets will also motivate staff to make extra efforts to achieve them. At the same time, not achieving targets (despite efforts) should not be seen as a failure, also considering the often difficult and conflict-sensitive conditions in the landscapes GLA is working.

9. Ensure a vision and/or Theory of Change for gender In many of the reviewed documents a (varying) level of commitment to gender was found, however, it often remained vague what GLA / GLA partners aimed to achieve by paying attention to gender.

RECOMMENDATION: In line with the above recommendation of formulating transformative gender objectives / outcomes, a vision and/or Theory of Change for arriving at increased gender equality and women's empowerment should be in place, including describing the pathways towards the gender objective(s) / outcome(s); of course, always linked to the central ToC of GLA.



4.4 FINDINGS AND RECOMMENDATIONS RELATED TO GLA2 ACTIVITIES

10. Gender mainstreaming and gender specific activities: based on findings from gender analyses

The GLA1 reports provided many examples of gender mainstreaming and gender specific activities that have been implemented, however, often apparently without an explicit justification (which problems or constraints were being addressed?) or objective (what is the purpose?). However, this does not mean that such activities did not contribute to gender equality and women's empowerment improvements; rather, the focus may not always have been on addressing the most pressing barriers for disadvantaged groups. Among the reported gender results found in the reviewed documents, a considerable part concerned gender achievements at output level, such as women being trained or women included as members of decision-making bodies. These are good first steps, but ultimately a higher level of outcomes are expected, such as women (and men) actually using acquired knowledge and actually influencing decision-making.

RECOMMENDATION: Under GLA2 gender mainstreaming and specific gender activities should be better based on identified needs, barriers, and opportunities, especially forthcoming from gender analyses. Designing gender interventions -or integrating gender in regular interventions-, should aim to go beyond achieving outputs; rather, the focus should be on achieving (transformative) changes. This does not mean that in some situations we need to accept that only first steps can be made.

11. Gender and the Agro-commodities theme In the reviewed documents there was no evidence of gender issues being identified or addressed under the Agro-commodities theme, even though it is highly unlikely that there are no gender issues within this theme. For example, during the test run for GLA1's closing webinar, it was Mercy (from Ghana) who started her presentation on agro-commodities stating that women and youth were neglected in cocoa decision-making.

RECOMMENDATION: GLA2 should give special attention to doing a gender analysis of the Agro-commodities theme, as a basis for identifying relevant gender actions (through gender mainstreaming and/or specific gender activities) within this theme (including objective, indicators, etc). It is a matter of course that this recommendation also applies to the other GLA2 themes.

12. Gender in PMEL In the reviewed GLA1 documents there was limited evidence of structural monitoring of gender results, apart from the fact that gender results were included in the outcome harvesting findings and derived from the gender surveys. Specific gender indicators seemed missing as was the collection of any quantitative output data, hence the availability of sex disaggregated data was very limited. The conclusion is that there are many interesting examples of gender achievements, however, there is often no insight in the benchmark situation and the scale at which such gender results were achieved. Without insight in the scale of activities and outputs (e.g. how many capacity



building events were organised / how many men and women were trained), it is also hard to assess the effectiveness of GLA's interventions.

RECOMMENDATIONS: (1) Identify relevant and measurable gender indicators at outcome level, collecting baseline or benchmark values and measuring changes in the values at appropriate times, at least at the end of GLA2; and (2) plan to collect data on activities and outputs, which should be sex-disaggregated whenever relevant, finding a balance between collecting sufficient data to enable insight in the scale of the GLA's activities and outputs, and the "burden" of data collection.

13. Gender in GLA's different landscapes The GLA baseline report of May 2018 (by IUCN NL-GGO) concluded that the situation of men and women is context specific and unique in each country / landscape, still there are similarities in the type of challenges women face across the three continents. This has consequences for the gender objectives and gender strategies in the individual landscapes, which need to be based on the local situation.

RECOMMENDATION: The GLA countries / landscapes could have their own gender action plan / gender approach, with activities, indicators, etc. However, GLA may strive to have some gender indicators in common to be used by all partners / for all landscapes, enabling aggregation at programme level.

14. Gender sensitiveness of GLA tools As part of the review process, two tools had been reviewed, the ECA and CAP tools, concluding that there is room to make tools more gender sensitive.

RECOMMENDATION: Review the existing tools to be used under GLA2 to ensure they take gender considerations into account, as is relevant and in line with GLA2’s gender ambitions.

15. Gender and Lobby & Advocacy There are various gender achievements and best practices that relate to gender and L&A, whereby two main approaches could be distinguished. The first and most common approach is ensuring that men, women, young people, IP, etc. participate in L&A activities for improved forest governance, resulting in topics and alternatives being addressed and analysed from the perspectives of all, thus mobilizing all relevant knowledge. Such an inclusive approach will also result into more effective L&A. The second approach is L&A to ensure that policies and legislation become more gender just, i.e. ensuring that men, women, youth, IP, etc are equally treated within such policies and legislation, for example, by creating equal access to land, also for women.

RECOMMENDATION: Including men, women, youth, IP, etc as actors in advocacy campaigns on improving sustainable governance of forested landscapes, already common within GLA1, is important but not enough. L&A for policies and legislation on sustainable forest governance should also pursue that these policies and legislation be gender just and promote (gender) equality. Policy makers, legislators, law enforcers, etc, need to become aware that equality and inclusiveness improve the sustainable governance of forested landscapes.

4.5 FINDINGS AND RECOMMENDATIONS RELATED TO GENDER IN THE GLA2 ALLIANCE ORGANISATIONS

16. Gender audit The GLA1 gender surveys, in particular the early 2020 survey, collected already a certain amount of data relevant for a gender audit; however, not all five key areas of a gender audit (see chapter 1) were sufficiently addressed. Moreover, not all country partners participated or answered all questions of the survey (see Annex 2 for more information). Not (fully) completing the survey questionnaire can be interpreted in two ways: partners did not have (or take) the time to



answer the survey questions, or partners were not engaged in any gender work and therefore did not fill out the questionnaire. GLA2 has planned for a gender audit at the start of the programme, in the form of an organisational self-assessment.

RECOMMENDATION: It is indeed laudable that GLA2 plans for a gender audit at both consortium and country partners level (next to gender analyses), also because gender audits have a function of internal reflection and promote political commitment. Also given the covid-19 situation, it is probably that the gender audit will be implemented via online. A good gender audit implies answering surveys complemented with self-reflection, e.g. through online workshops, resulting in Gender Action Plans (GAPs). How the gender audit will take place should also be discussed through a participatory process, creating engagement of the partners and taking into account time and financial restrictions of partners.

As much as possible, it should be avoided that partners who already (fully) participated in the early 2020 survey have to repeat the entire process, and therefore a differentiated approach is recommended. Such partners could start implementing a collective self-reflection process, focusing on overcoming “weaknesses” as identified by the audit outcomes, in order to operationalize commitments to mainstream gender both at the organizational and the individual level. These commitments can be translated into Gender Action Plans with milestones and/or indicators. Partners who did not participate in the early 2020 survey should go through the whole process: conducting the gender audit survey, followed by a self-reflection process and GAP. Again, it is important to find a good balance and avoid the process to become too time-consuming for the country-partners, also providing expertise and financial support where needed and as possible. NB For the sake of collecting proper benchmark information, certain questions still may need to be answered by all GLA2 partners.

A potential new tool assisting the implementation of a gender audit, is the GPower app developed by Share-Net (Bangladesh) in English, which covers many of the gender audit key areas. GLA2 should consider using this app to carry out a quick gender audit survey, to avoid the cumbersome task of filling out long surveys, possibly complemented by collecting missing data through other means. In case using this app is not practical or relevant, the questions included in this app can inspire the development of the gender audit questionnaire.

The suggestion of developing a combined gender audit / gender analysis package is supported. Like a gender analysis at field level should contribute to better integrating gender within programme planning and interventions, including identifying gender indicators, a gender audit of an organisation should lead to a gender action plan for the organisation, i.e. identifying and planning ways to address the identified weaknesses.

17. Gender capacity building Under GLA1 good initiatives were implemented to increase gender capacities among partners, in particular during the 2018 gender trajectory. Unfortunately, due to the covid-19 pandemic further plans for gender capacity building in 2020 had to be cancelled. The



GLA1 end evaluation report found that in general South-South learnings were successful; also several southern partners reportedly are fairly progressive when it comes to gender.

RECOMMENDATION: Gender capacity building, based on needs e.g. identified as part of the gender audit, should continue under GLA2. South-south learning, including regional training, should be more often considered. Also partners as FoE with a good track record of gender transformative work (e.g. addressing patriarchy within forest governance) should also be invited to play a role. Last but not least, next to ‘stand-alone’ gender capacity building, gender should be more often integrated in broader capacity building as well, which will also boost actual gender mainstreaming.

18. Gender expertise In the last years of GLA1 there was a notable increase of gender expertise, such as gender focal points, within the partner organisations, however, budget restrictions appeared as limiting factors for engaging (more) gender expertise.

RECOMMENDATION: It is imperative that gender expertise is available within GLA2 partner organisations, and (temporarily) recruiting gender experts can be a good way to ensure such expertise. Still, the ideal situation is that gender justice and gender equality is understood and can be operationalized by all persons within an organisation. The role of a gender expert or gender focal point should therefore be to support colleagues in gender mainstreaming and implement their respective Gender Action Plans, including building their gender capacity. A gender expert or focal point should never be the only person in an organisation who is responsible for gender; rather, the program leaders with their team members should share such responsibility, which ideally should be mentioned in their job description.

19. Gender budget and commitment of the management to gender In the reviewed documents not much information on gender budgets was found, apart from whether or not some partner organisations did have a gender budget. A reviewed document included the statement that a budget is a main clue to assess whether a project is gender-sensitive. This may be true when many gender specific activities are foreseen. However, in case of a strong focus on gender mainstreaming, gender may be less “visible” when analysing the budget. The commitment of project management to gender, already a main factor for successful gender mainstreaming, is also relevant in ensuring budget for gender when needed, including for the implementation of any gender action plans. Such a need for commitment would similarly apply to the main governance bodies of GLA, i.e. the Programme Coordination Group and the Supervisory Board. The reviewed documents, however, did neither provide information on these governance bodies, e.g. on their gender balance in decision-making and/or on their gender commitment.

RECOMMENDATION: Adequate budget for gender is needed, in particular for gender expertise and specific gender activities. For gender mainstreaming the need for extra budget is often less needed, rather the cooperation of colleagues, for example to integrate gender perspectives, content and/or messages into activities and materials. For example, within the collection of baseline data, training curricula, assessment of drivers of deforestation, L&A for inclusive and gender-responsive forest governance, and/or to ensure that gender topics are included in research. But in all cases commitment of staff at management level and of the Programme Coordination Group and Supervisory Board is key to ensure that gender equality is actually fostered and not restricted because of lack of interest, lack of expertise and/or lack of budget.

4.6 CONCLUDING REMARKS

Reviewing the documents gave insight in the overwhelming need for a programme such as GLA to address inclusion and fairness in forest governance, in particular of local communities. Within these communities, various categories of community members were often distinguished, especially men and women, indigenous people and youth. A clear upward trend with respect to addressing gender equality was observed over time, but with a considerable variation of the extent to which specific partners integrated gender into their GLA interventions, as demonstrated in this report. Apparent factors that contributed to the increased attention to gender over time include the gender trajectory of 2018 and the subsequent establishment of the gender hub within GLA. In this way GLA1 laid a good foundation for a stronger gender approach within GLA2.

With many gender best practices in place as examples and inspiration and the ensuing opportunities for mutual learning, the starting position for GLA2 to go for gender transformative change appears well favourable. The gender hub, as a key engine to support actual implementation of both gender mainstreaming and specific gender activities, and the inclusion of new partners with gender expertise in the GLA2 consortium, will also be well conducive to stronger gender achievements.

1 See: EIGE is the European Institute for Gender Equality, for information on gender audit see: <https://eige.europa.eu/gender-mainstreaming/methods-tools/gendetext=%20How%20does%20a%20gender%20audit%20work%3F%20,strategy%20to%20be%20implemented%20within%20the...%20More%20r-audit#:~:>

ANNEX 1

DOCUMENTS REVIEWED AS PART OF THE GLA1 GENDER ASSESSMENT

	Documents received / identified		# of pages	by	Note
1	GLA Mid-Term Review Report, 2018	pdf	22	JVD / KB	
2	11-3-2020 Gender boost proposal GLA1.0 with adapted budget (7-9-2020)	Word	9	KB	
2b	Annex of the above gender boost proposal: GLA1 programme document gender chapter			KB	Separately assessed
3	GLA gender results 2018	Word	7	KB	
4	2018 Outcomes + GLA Gender Outcomes - track record	Excel		KB	Quick review, but no notes made, as the gender outcomes are the same as in the above Word document
5	GLA gender results 2019 (Q3 questionnaire)	Excel			Not reviewed as the 2019 outcomes are also in early 2020 survey outcomes
6	GLA 2.0 Gender Ambitions	pdf	7	JVD / KB	
	Early 2019 Survey				
7	2019-04 GLA Gender Survey Report (evaluation of GGO gender support trajectory)	pdf	29	JVD	
	(Country) Evaluation reports by CDI Sept 2020:				
8	Bolivia: Informe de País	pdf	62	JVD	
9	Indonesia Country Report	pdf	70	JVD	
10	Paysage Centre, République Démocratique du Congo	pdf	40	KB	
11	Paysage Est, République Démocratique du Congo	pdf	66	KB	
12	Philippines Country Report part I Sierra Madre Landscape	pdf	62	KB	
13	Philippines Country Report part II: Tagaloan Cagayan de Oro-Macajalar Bay Landscape	pdf	68	KB	
14	Ghana Country report	pdf	42	JVD	
15	Evaluation of Agro-commodities programme Nov 2020	pdf	49	KB	
16	Gender findings end evaluation GLA1	Word	37	KB	selected sections from draft synthesis report
	Early 2020 Survey				
17	28.01.2020 Questionnaire for GLA partner gender inventory (final)	Word	6	JVD	
18	Gender questionnaire with data responses Feb 2020	Excel	12 sheets	JVD	
19	GLA gender results 2016-2019 (Q3 questionnaire)	Excel	2 sheets	JVD	
	Consultancy 2018 folder				
20	4a. GLA-IUCN NL.GGO TOR for gender project final 2017	Word	3	KB	
21	4b. Final report GLA GGO kick-start gender session 23.01.08	pdf	10	KB	
22	4c. GLA gender baseline report final for circulation IUCN NL GGO May 2018	pdf	15	KB	

	Documents received / identified		# of pages	by	Note
23	4d. GLA GGO Webinar 101 ppt English (also in Spanish and French)	pdf	37 slides	KB	
24	4e. Gender and Environment 101 GGO Webinar Evaluation	Word	2	KB	
25	4f. MTR gender session revised (GGO)	Word	1	KB	
26	4g. GLA GGO webinar 2 ppt English	pdf	30 slides	KB	
27	4h. GLA Mainstreaming gender in the project cycle webinar Evaluation (GGO)	Word	1	KB	
28	4i. GLA Webinar Summary Final- Mainstreaming gender in the project cycle (GGO)	pdf	1	KB	
29	4j. Key questions for gender mainstreaming in work planning (GGO)	pdf	1	KB	
30	4k. GLA Gender final report January 2019 amended (GGO)	pdf	9	KB	
From Websites:					
31	Theory of Change (from MD website)	pdf	12	JVD/KB	
32	GLA annual progress report 2017 (IUCN NL website)	pdf	12	KB	
33	GLA annual progress report 2018 (IUCN NL website)	pdf	47		Not reviewed as the gender results of this annual report were included in GLA gender results 2018 (Doc 4)
34	GLA annual progress report 2019 (IUCN NL website)	pdf	49	KB	
35	GLA ECA Tool (from IATI portal)	pdf	2	KB	
36	CAP Tool (from IATI portal)	pdf	2	KB	
37	IATI portal	website		KB	

**ANNEX 2:
GLA1 COUNTRY PARTNERS AND THEIR GENDER AUDIT STATUS BASED ON
EARLY SURVEY 2020 ANSWERED RELATED TO KEY ISSUES OF GENDERS**

	Partners/ IUCN NL partners	Country	Policies and programing at organisational level	Gender expertise and knowledge	Organizational culture and SEAH	Suggestions for the gender audit process
1	Comunidad Sustentable	Bolivia				should go through: survey, selfreflexion and gender action plan (GAP)
2	Probioma	Bolivia				should go through: survey, selfreflexion and GAP
3	SAVIA	Bolivia	No policies. At field level some work	2018: gender focal (60% time)	no information	should go through: survey, selfreflexion and GAP
4	ACEDH	DRC	no policies, staff has tried to do some at field	no information	no information	should go through: survey, selfreflexion and GAP
5	CEPED	DRC				should go through: survey, selfreflexion and GAP
6	COPEILE	DRC				should go through: survey, selfreflexion and GAP
7	CREDDHO	DRC				should go through: survey, selfreflexion and GAP
8	FPF	DRC				should go through: survey, selfreflexion and GAP
9	IDPE	DRC				should go through: survey, selfreflexion and GAP
10	IFDP	DRC	2018: gender included in OAP	no information	GGO mandate, no SEAH	should go through: selfreflexion and GAP
11	SUWE	DRC				should go through: survey, selfreflexion and GAP
12	Virunga	DRC				should go through: survey, selfreflexion and GAP
13	AFIEGO	Extractives DRC	2019: Specific gender policy and budget	no gender focal	GGO mandate, no SEAH	should go through: selfreflexion and GAP
14	IDPE	Extractives DRC				should go through: survey, selfreflexion and GAP

	Partners/ IUCN NL partners	Country	Policies and programing at organisational level	Gender expertise and knowledge	Organizational culture and SEAH	Suggestions for the gender audit process
15	NTFPPHIL	Filipijnen	Specific gender policy from start, but no specific budget	yes, gender focal	gender-sensitive culture and SEAH	CHAMPION, optional self-reflexion
16	SAMDHANA PHILIPPINES	Filipijnen				should go through: survey, selfreflexion and GAP
17	Save Sierra Madre Network Alliance, Inc	Filipijnen				should go through: survey, selfreflexion and GAP
18	A Rocha Ghana	Ghana	2019: specific gender policy	yes, gender focal	GGO mandate, no SEAH	should go through: selfreflexion and GAP
19	NTFP INDONESIA	Indonesia				should go through: survey, selfreflexion and GAP
20	WARSI	Indonesia				should go through: survey, selfreflexion and GAP
21	SCNL	Liberia	2019: gender policy, but not gender budget	no informatio	GGO mandate, no SEAH	should go through: selfreflexion and GAP
22	PanNature	Vietnam	2018, gender policy and budget	yes, gender focal	GGO mandate, no SEAH	should go through: selfreflexion and GAP
	MD partners					
23	CED	Cameroon	gender policy since start	yes, gender focal	gender-sensitive culture, no info on SEAH	should go through: selfreflexion and GAP
24	FoE-Ghana	Ghana	gender policy since start, not specific budget	yes, gender focal	gender-sensitive culture and SEAH	optionL, at least GAP
25	WALHI	Indonesia				should go through: survey. Selfreflexion and GAP
26	SDI/FoE-Liberia	Liberia				should go through: survey. Selfreflexion and GAP
27	ERA / FoE Nigeria	Nigeria	gender policy, not specific budget	yes, gender focal	gender-sensitive culture and SEAH	should go through: Selfreflexion and GAP
28	Sobrevivencia/ FoE-Paraguay	Paraguay				should go through: survey. Selfreflexion and GAP
29	LRCKSK/ FoE-Philippines	Philippines	2018 gender policy, not specific budget	yes, gender focal	no information	should go through: Selfreflexion and GAP
30	NAPE					should go through: survey. Selfreflexion and GAP
	TBI partners					

	Partners/ IUCN NL partners	Country	Policies and programing at organisational level	Gender expertise and knowledge	Organizational culture and SEAH	Suggestions for the gender audit process
31	IBIF	Bolivia	No gender policy	no information	no information	should go through: survey. Selfreflexion and GAP
32	TB Colombia	Colombia				should go through: survey. Selfreflexion and GAP
33	TB Suriname	Suriname				should go through: survey. Selfreflexion and GAP
34	TB DRC	DRC	gender policy and budget	yes, gender focal (80 days/year)	No information, but the chair is a woman	should go through: Selfreflexion and GAP
35	TB Ghana	Ghana	gender policy but no specific budget	yes, gender focal	gender-sensitive culture (female director)	Optional, At least GAP
36	Ecological Trends Alliance	Uganda	2019: gender policy, small budget	yes, gender focal since 2019	some gender culture	should go through: Selfreflexion and GAP
37	TB Indonesia	Indonesia	No gender policy. It is included in entrepreneurship act.	yes, gender focal since 2019	some gender culture	should go through: survey. Selfreflexion and GAP
38	TB Vietnam	Vietnam	No gender policy, it is included in some activities at field	no information	no information	should go through: survey. Selfreflexion and GAP
39	Forest Foundation Philippines	Philippines				should go through: survey. Selfreflexion and GAP
40	VOSIEDA	Liberia				should go through: survey. Selfreflexion and GAP

ANNEX 3

DRAFT GENDER GLOSSARY FOR GLA2 VERSION 12 FEBRUARY 2021

This is a preliminary list of gender terms that are potentially relevant for GLA2, but need to be updated and validated by GLA2's gender hub / partners, and has the objective of ensuring a common understanding of gender terminology across the GLA2 partnership. This draft can be used as a foundation for the discussion in the gender hub.

Term	Description
Gender	Refers to socially constructed and therefore learned roles and responsibilities ascribed to men and women, girls and boys based on their sex. Gender is not the same as sex, the physical and biological attributes that make someone female, male or both. Gender comprises the expectations, roles, attitudes and behaviours of women and men. Gender roles change over time and vary within and between cultures, societies and classes.
Intersectionality	Intersectionality is an analytical framework for understanding how aspects of a person's social and political identities combine to create different modes of discrimination and privilege. Examples of these aspects are caste, sex, race, class, sexuality, religion, disability, physical appearance, age, etc
Feminism	Political positioning that recognizes structural inequalities, derived from patriarchy, in gender relations and categories, and proposes to subvert them. There are different currents of this movement, which correspond, on the one hand, to the historical process of the feminist organization and movement, and on the other hand, to the decolonial turn that emerged in the social sciences (there is decolonial, anarchist, radical, green, Marxist feminism, among others).
Gender justice	Socio-legal approach that seeks to eliminate all forms of gender inequality and recognizes an unjust reality in terms of the distribution of power and access to resources.
Gender equality	Gender equality exists when men and women, boys and girls are attributed equal social value, equal rights and equal responsibilities; and men and women have equal access to the means (resources, opportunities) to exercise those rights and responsibilities. This does not mean that women and men will become the same, but rather that rights, responsibilities and opportunities will not depend on whether someone is born male or female. (add: or as an intersex person)
Gender equity	Gender equity involves fairness in representation, participation, and benefits afforded to males and females. The goal is that both groups have a fair chance of having their needs met and that they have equal access to opportunities for realizing their full potential as human beings. Due to the historical marginalization and insubordination of women, it can be necessary to put special measures in place to achieve this fairness. Examples are affirmative action measures and/or quota for women. Gender equity strategies aim to achieve gender equality.
Gender relations	These are social relations reflecting the way that men and women relate to each other, including how power and access to and control over resources are distributed between them. In most communities, gender relations are characterized by men dominating and women being subordinate. Gender relations intersect with all other influences on social relations – age, ethnicity, race, religion – to determine the position and identity of people in a social group. Since gender relations are a social construct, they can be transformed over time to become more equitable.
Gender analysis / assessment	A gender analysis is a tool for examining the differences between the roles that men and women play, the different levels of power they hold (including in decision-making), and the impact of these differences on their lives
Gender audit	A gender audit is a tool to assess and check the institutionalisation of gender equality into organisations, including in their policies, programmes, projects and/or provision of services, structures, proceedings and budgets. These differences can be examined at all levels, (household, community, landscape, national). Gender analysis also looks into intersectionality aspects, such as ethnicity, class, age and socio-economic conditions.

Term	Description
Gender awareness	Ability to view society from the perspective of gender roles and understand how this has affected women's needs in comparison to the needs of men.
Gender awareness raising	Process that aims at showing how existing values and norms influence our picture of reality, perpetuate stereotypes and support mechanisms (re)producing inequality.
Gender responsive	From GGO 2018 webinar: Gender responsiveness entails identifying, reflecting, and implementing needed interventions to address gender gaps and overcome historical gender biases in policies and interventions—contributes to the advancement of gender equality with an idea to 'do better'
Gender transformative	Gender transformative change means that also root causes of inequality are challenged and addressed, such as gender roles, norms and behaviour
Gender gap	Gap in any area between women and men in terms of their levels of participation, access, rights, remuneration or benefits
Gender (performance) indicator	Gender indicators are performance indicators that help assess or measure the effects of a policy, programme or project on gender equality and/or women's empowerment. For programme and projects they are identified at output and outcome level, together with appropriate sources or means of verification; they can be quantitative or qualitative. Baseline information is required, also to help setting targets. Gender indicators should be integrated in the overall monitoring protocol of a project or programme.
Gender hub	The Gender Hub, which consists of representatives of alliance members and the technical partner WECF are in the lead of the overarching gender work. It supports strengthening alliance members and partners to adopt a gender transformative approach in their interventions by changing the power balance, changing the agenda and changing mindsets (including topics of inclusion, gender equality and youth involvement)
Gender focal point	A Gender Focal Point is the key staff member within an organization dealing with its gender mainstreaming strategy and building capacities among his or her colleagues for incorporating gender into their work, in terms of content and processes
Gender balance	Equal participation of women and men in all areas of work, projects or programmes, including in staffing (human resources).
Gender strategy	Strategy to improve gender equality and women's empowerment.
Gender action plan (GAP)	A gender action plan presents the roadmap with steps to be taken to improve gender equality and women's empowerment, usually addressing weaknesses and/or inequalities that were identified through gender analyses and/or gender audits.
Twin track approach	The twin track (or dual) approach to gender equality combines gender mainstreaming with standalone interventions / projects that promote gender equality. NB OECD-DAC states that gender standalone projects (with gender equality as the main objective / score 2) are not by definition better than gender mainstreaming (with gender equality as a significant objective), at least if well implemented.
Gender mainstreaming	This is the process of systematically recognizing and taking into account gender issues (such as differences between the conditions, roles and needs of women and men) within core activities of projects and programmes, covering design, implementation and M&E. Gender mainstreaming also takes into account the likely implications for men and women of planned interventions. Gender mainstreaming not necessarily requires extra budget for its implementation as attention to gender is integrated into regular activities for which there is already budget. However, some extra budget may still be needed, e.g. for expertise to (support in) making regular activities more gender sensitive / transformative, to improve staff capacity for gender mainstreaming; occasionally extra costs can also be needed for reaching out to women, as other channels may be needed to reach out to women than to men.
Gender specific activities (or gender standalone activities)	These are activities that are specifically designed and implemented to address gender equality and women's empowerment. These can be activities especially for or with women, but they can also include activities targeting men and women (eg to raise gender awareness and promote changing of gender norms) or (occasionally) even target only men, in case of changing men's attitude towards women (e.g. training related to masculinities). Gender specific activities usually require a separate budget, in contrast to gender mainstreaming.
Patriarchy	Patriarchy is the organization of societal affairs in such a way that they promote male supremacy. This means precedence of, rule by and domination over females by males (Femnet, 2005)

Term	Description
Masculinities	<p><i>Masculinities are those behaviours, languages and practices, existing in specific cultural and organisational locations, which are commonly associated with men, thus culturally defined as not feminine</i></p> <p>Background: Traditionally, work against discrimination has focused on the empowerment of girls and women, and this needs to remain an important focus. However, working with boys and men is also needed, partly in order to support them in exploring their identity and reflecting on their understanding of masculinity and on the social pressures surrounding this concept. But also in order to encourage them to engage actively against gender-based violence and for gender equality.</p>
Empowerment	<p>Empowerment is a process, enabling people to make choices and convert these into desired actions and results. In doing so, people take control of their own lives, improve their own position, set their own agenda, gain skills, develop self-confidence, solve problems, and develop self-sufficiency. Empowerment leads to genuine participation of all actors as it is a process of gaining self-confidence for individual development as well as to contribute towards development of others.</p>
Women's empowerment	<p>The process that women get more control over their own life. The following three dimensions are commonly distinguished:</p> <ol style="list-style-type: none"> i. Access to resources, including productive, human and social resources, such as inputs, assets, credit, skills, knowledge and social networks; ii. Increased participation and influence in decision-making, including about strategic life choices; iii. Improvements in well-being resulting from the above. <p>Commonly four facets of women's empowerment are distinguished: economic empowerment, social empowerment, political empowerment and physical empowerment.</p>
Diversity	<p>Differences in the values, attitudes, cultural perspective, beliefs, ethnic background, sexual orientation, gender identity, skills, knowledge and life experiences of each individual in any group of people</p>
Gender as a cross-cutting issue	<p>Considering / integrating gender equality within all components and interventions of a programme or project (similar to gender mainstreaming)</p>
Sex-disaggregated data	<p>Any data on individuals broken down by sex (sometimes also referred to as gender-disaggregated data); disaggregation based on other aspects of intersectionality should also be considered, whenever potentially relevant (age, ethnicity, socio-economic class, etc)</p>
Gender equality policy marker	<p>The gender equality policy marker of OECD-DAC is a statistical tool to record aid activities (especially projects and programmes) that target gender equality as a policy objective. This system distinguishes three scores: Score 0 (Gender not targeted), meaning that gender equality is not (structurally) addressed; Score 1 (Significant), with gender equality as an important objective, but not the principal reason to undertake a project or programme; and Score 2 (Principal) with gender equality as the main reason why a programme/project was initiated. DAC members, including the Dutch MoFA, are required to indicate the gender policy marker score for each project/programme, thus also consortia receiving grants from MoFA have to do this (as part of completing IATI data). As part of the annual reporting of their aid to the OECD Development Assistance Committee (DAC), DAC members have to report on this.</p>
Practical gender needs / women's practical needs	<p>Addressing women's practical needs refers to the improvement of women's condition, i.e. the immediate, material circumstances in which women live, related to their present workloads and responsibilities (thus without changing the position of women)</p>
Strategic gender needs / women's strategic needs	<p>Addressing women's strategic needs refers to the improvement of women's condition in a way that changes their position (i.e. transformative change), i.e. the place of women in society relative to men, which enhances gender equality and empowerment.</p>
Gender based violence	<p>Any harmful act that is perpetuated against a person's will and that is based on socially ascribed (gender) differences between males and females. While men and boys may be and are subjected to certain forms of GBV, women and girls are particularly vulnerable to the vice due to their socially unequal positions in society</p>

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