



**INTERNATIONAL TROPICAL  
TIMBER COUNCIL**

Distr.  
GENERAL

ITTC(LI)/12 Rev.1  
5 October 2015

Original: ENGLISH

FIFTY-FIRST SESSION  
16 - 21 November 2015  
Kuala Lumpur, Malaysia

**DRAFT**

**ITTO (DRAFT) GUIDELINES FOR ACHIEVING GENDER EQUALITY AND EMPOWERING  
WOMEN**

(Provisional Agenda Item 18)

**Prepared for International Tropical Timber Organization (ITTO)**

**by**

**Dr. James K. Gasana**

**June 2015**



## **TABLE OF CONTENTS**

	<u>Page</u>
<b>ABBREVIATIONS AND ACRONYMS</b>	<b>2</b>
<b>1. INTRODUCTION</b>	<b>3</b>
1.1 Rationale of ITTO Guidelines on Achieving Gender Equality and Women's Empowerment (GEWE)	3
1.2 The Concepts of Gender, Gender Equality, Gender Equity, Women's Empowerment and Gender Mainstreaming	4
1.3 Scope and Use of the ITTO GEWE Guidelines	7
1.4 Target Audience of the ITTO GEWE Guidelines	7
<b>2 INTERNATIONAL CONTEXT FOR THE COMMITMENT TO GENDER EQUALITY AND GENDER MAINSTREAMING</b>	<b>8</b>
2.1 A Strong International Framework for Gender Equality and Gender Mainstreaming	8
2.2 Review of Gender Equality Mainstreaming Strategies of Some International Organizations, Funds and Conventions	12
2.3 Some Findings from Recent Evaluations of Gender Mainstreaming Strategies of International Organizations	17
<b>3 ANALYSIS OF ITTO'S DIFFERENT INSTRUMENTS AND TOOLS</b>	<b>19</b>
3.1 General Lack of Instruments and Tools for Taking into Account GEWE Goals	19
3.2 ITTO's Instruments and Tools that Make Reference to Women's Needs and Gender	19
<b>4. OVERALL DIRECTION OF THE ITTO GUIDELINES FOR ACHIEVING GEWE</b>	<b>21</b>
4.1 Integrating Gender Analysis in ITTO's Planning Processes	21
4.2 The Theory of Change (TOC) for Achieving Gender Equality in ITTO's Work	23
<b>5. ITTO GUIDELINES FOR GENDER EQUALITY AND WOMEN EMPOWERMENT</b>	<b>25</b>
5.1 Statement of ITTO's Principles on Gender Equality and Equity	25
5.2 Specific Objectives of the ITTO GEWE Guidelines	26
5.3 Expected Long-Term Outcomes	27
5.4 Policy commitments and actions	27
<b>6. CONCLUSION</b>	<b>33</b>
<b>REFERENCES</b>	<b>34</b>
<b>ANNEXES</b>	<b>36</b>

## **ABBREVIATIONS AND ACRONYMS**

BWP	(ITTO) Biennial Work Programme
CBD	Convention on Biological Diversity
CEDAW	UN Convention on the Elimination of All Forms of Discrimination against Women
CIDA	Canadian International Development Agency
FAO	United Nations Food and Agriculture Organization
GAD	Gender and Development
GCF	Green Climate Fund
GEF	Global Environment Fund
GEWE	Gender Equality and Women's Empowerment
IFAD	International Fund for Agricultural Development
INSTRAW	International Research and Training Institute for the Advancement of Women
ITTA	International Tropical Timber Agreement
ITTC	International Tropical Timber Council
ITTO	International Tropical Timber Organization
IUCN	International Union for Conservation of Nature
MDG	Millennium Development Goal
M&E	Monitoring and Evaluation
NGO	Non-governmental organizations
NTFP	Non-timber forest product
PFA	Platform for Action
SAP	(ITTO) Strategic Action Plan
SFM	Sustainable Forest Management
TOC	Theory of Change
TP	Thematic Program
UN	United Nations
UNCED	United Nations Conference on Environment and Development
UNDP	United Nations Development Program
UNEP	United Nations Environmental Program
UNIDO	United Nations Industrial Development Organization
UNIFEM	United Nations Development Fund for Women
WID	Women in Development

## 1 INTRODUCTION

### 1.1 Rationale of ITTO Guidelines on achieving Gender Equality and Women's Empowerment (GEWE)

1. At its Fiftieth Session held in Yokohama in November 2014, the ITTC approved the ITTO Biennial Work Program (BWP) 2015-2016. One of the activities of the BWP is Activity N°2, «Development of the Guidelines to incorporate Gender Equity in the Organization's activities, programmes and projects in Member Countries». The expected outputs from the Guidelines are:

- (a) Improved gender vision in ITTO's policy work and ITTO project outcomes, thus contributing to the achievement of the ITTA 2006 objectives;
- (b) Project proponents, ITTO staff and ITTO focal points will gain enhanced awareness of the role of gender in achieving the ITTA objectives and will be able to address gender issues in all aspects of the organization's work;
- (c) ITTO Gender Guidelines and ITTO Training Module on Gender Issues;
- (d) Increased mobilization of resources from donors that regard gender as a key component.

2. While the above Activity N°2 is about Gender Equity, the scope of the Guidelines will be widened to cover «Gender Equality», for reasons that will be described in continuation under 1.2.

3. Gender Equality involves ensuring that the perceptions, interests, needs and priorities of women and men are given equal weight in planning and decision-making. Equality between women and men has both a quantitative and a qualitative aspect. The quantitative aspect refers to the desire to achieve equitable representation of women – increasing balance and parity, while the qualitative aspect refers to achieving equitable influence on establishing development priorities and outcomes for women and men.

4. There is a dual rationale for promoting Gender Equality for an Organization like ITTO. Firstly, equality between women and men is a matter of human rights and social justice. Secondly, greater equality between women and men is widely considered as a precondition for sustainable development. Therefore perceptions, interests, needs and priorities of both women and men must be taken into consideration not only as a matter of social justice but because they are necessary to enhance development processes.

5. The reasons why addressing gender inequality is crucial for tackling poverty are summarized in Figure 1 (adopted from Woodroffe and Smee<sup>1</sup>, 2012). Gender Equality is one of top global priorities and is crucial for sustainable development in general. Not only it matters in its own right and as a prerequisite for the development of human societies, but also Gender Equity and Women's Empowerment matter as drivers of social and economic development beyond 2015. The link between gender and poverty has increased the relevance of Gender mainstreaming in development co-operation. Women's Empowerment has become more critical after the Beijing Fourth Women's Conference of 1995, in which Governments and development organizations adopted the Beijing Platform for Action.

---

<sup>1</sup> Woodroffe, J. and Smee, S. (2012). Women's Empowerment and Gender Equality in the Post -2015 Framework. Addressing Inequalities - The Heart of the Post-2015 Development Agenda and the Future We Want for All Global Thematic Consultation. <https://www.worldwewant2015.org/fr/node/287981>.

## 1.2 The Concepts of Gender, Gender Equality, Gender Equity, Women's Empowerment and Gender Mainstreaming

6. **Gender** is a crosscutting variable which refers to the social attributes and opportunities associated with being male or female, the relationships between men and women, and those between women and between men. These attributes, opportunities and relationships that it refers to are socially constructed and are learned through social processes. Gender systems are institutionalized through culture, traditions and legislation, as well as through educational, economic, and political systems. Gender determines what is expected, allowed and valued in a man or a woman in a given context. In most societies there are differences between women and men in responsibilities assigned and activities undertaken, and inequalities of access to and control over resources and decision-making opportunities. These differences lead to gender discriminations, gender gaps, and to higher levels of poverty when they combine with other factors of exclusion such as, caste, ethnicity, class, age, sexual orientation, disability, and geographical distance to constitute what is known as multiple discrimination.

**Figure 1: Why gender matters**



7. Since the Fourth World Conference on Women held in Beijing in 1995, the governments around the world reaffirmed their commitment to GEWE. The major outcome of

the Conference was the Platform for Action (PFA), which identified Gender Mainstreaming as the appropriate strategy for achieving Gender Equality.

8. **Gender Equality** means that the rights, responsibilities and opportunities of individuals will not depend on whether they are born male or female. It is the approach that is most used by the UN organizations<sup>2</sup>, rather than Gender Equity.

9. **Gender Equity** is the process of being fair to men and women. To ensure fairness, measures must often be put in place to compensate for the historical and social disadvantages that prevent women and men from operating on a level playing field. As notes UNESCO (2005), Equity is a means, and Equality is the result. It has been considered as denoting an element of interpretation of social justice, usually based on tradition, custom, religion or culture. Such use of equity in relation to the advancement of women is considered as being often detrimental to the advancement of women. During the Beijing conference in 1995 it was agreed that the term Equality would be utilized. This was later confirmed by the Committee on the Elimination of Discrimination against Women (CEDAW) in its General Recommendation 28<sup>3</sup>: "States parties are called upon to use exclusively the concepts of Equality of women and men or Gender Equality and not to use the concept of gender equity in implementing their obligations under the Convention. The latter concept is used in some jurisdictions to refer to fair treatment of women and men, according to their respective needs. This may include equal treatment, or treatment that is different but considered equivalent in terms of rights, benefits, obligations and opportunities".

10. **Women's Empowerment** is a key strategy for Gender Equity. It is the process through which women take control and action in order to overcome obstacles of structural inequality which have previously put them in a disadvantaged position. The question is whether Empowerment is a process or an outcome. Luttrell et al (2009) note that many view it as both a process and an outcome, while others take only an instrumentalist view of empowerment, focusing more narrowly on the importance of process. They further note that an emphasis on process leads to a focus on organizational capacity building or an increase in participation of previously excluded groups in the design, management and evaluation of development activities, while an emphasis on outcomes leads to a focus on economic enhancement and increasing access to economic resources.

11. **Gender Mainstreaming** is the process by which reducing the gaps in development opportunities between women and men and working towards equality between them becomes an integral part of an organization's strategy, policies and operations, and the focus of continued efforts to achieve excellence (IFAD 2003). The Gender Mainstreaming approach became widely used by multilateral and bilateral Agencies since the Beijing Conference on Women in 1995. The PFA stated, "Governments and other actors should promote an active and visible policy of mainstreaming a Gender perspective in all policies and programs so that, before decisions are taken, an analysis is made of the effects of women and men respectively". CIDA (2001) explains Gender Mainstreaming as:

---

<sup>2</sup> See «Important concepts underlying Gender Mainstreaming »  
[www.un.org/womenwatch/osagi/pdf/factsheet2.pdf](http://www.un.org/womenwatch/osagi/pdf/factsheet2.pdf)

<sup>3</sup> United Nations Committee on the Elimination of Discrimination against Women (2010). General recommendation No. 28 on the core obligations of States parties under article 2 of the Convention on the Elimination of All Forms of Discrimination against Women.  
<http://daccess-dds-ny.un.org/doc/UNDOC/GEN/G10/472/60/PDF/G1047260.pdf?OpenElement>.

- A process or a strategy to work toward the goal of Gender Equality. It is not a goal in itself.
- An approach to governance that makes men's and women's concerns and experiences an integral part of the design, implementation, monitoring and evaluation of policies and programs in all sectors of society;
- A process that involves changing policies and institutions so that they actively promote Gender Equality.

12. One of ITTO's Objectives is "Contributing to sustainable development and to poverty alleviation" (ITTA 2006, Article 1, paragraph c). Gender Equality being essential for sustainable development and poverty alleviation, progress on GEWE is a critical factor in achieving this Objective. This requires ITTO to pay due and systematic attention to priorities and needs of women and men into all its policies, strategic action plans, thematic programs, projects and activities. It is evident that men and women contribute substantially to decision-making and policy processes of ITTC. Nevertheless, with regard to ITTO projects, there is a recognized variance in women's role in and benefit of SFM and tropical timber trade outcomes. There is considerable room for progress by stepping up support to allow more women in ITTO member countries to play an enhanced role in ITTO's operational programs as natural resource users, or as entrepreneurs striving to participate in SFM or timber and NTFP trade business.

13. There is strong evidence of the link between progressing on Women's Empowerment and achieving progress on all the other development objectives. Addressing gender inequality in access to resources and services has proven to increase women's productivity and reduce poverty. Economically empowered women have better opportunities for entrepreneurship and to lift themselves and their families out of poverty.

**Box 1: What Gender mainstreaming is and what it is not:**

- Gender mainstreaming is motivated as essential for effective, sustainable development - not solely on the grounds of social justice or human rights;
- Gender mainstreaming is focused on the substantive work of organizations - it is not about achieving gender balance in these organizations;
- Gender mainstreaming is about identifying concrete actions to promote Gender Equality - it is not just about doing gender analysis;
- Gender mainstreaming makes gender perspectives and the goal of Gender Equality very explicit in all processes and all documents - it does not and cannot make these invisible;
- Gender mainstreaming is a complementary strategy to women's empowerment - it does not eliminate the need for targeted activities for women and activities targeted to promote Gender Equality.

*Extracted from "Carolyn Hannan (2000). From Concept to Action: Gender Mainstreaming in operational activities. Office of the Special Adviser on Gender Issues and Advancement of Women (OSAGI). <http://www.un.org/womenwatch/osagi/pdf/undppaper.pdf>*

14. Gender mainstreaming must be a long-term incremental approach of integration of gender issues in policy processes, strategic planning and program and projects design and implementation. These Guidelines provide guidance on how ITTO will ensure that a Gender Equality perspective is reflected in its Council Decisions, Strategic Action Plans, programs, projects and activities. Such a perspective must be promoted both within Council work and

the institutional processes of the Secretariat, and in program and project work with Members. The Guidelines are expected to catalyze transformational change<sup>4</sup> in the development work of ITTO. Their objectives are:

- (1) To promote GEWE in achieving the objectives of the ITTA, 2006.
- (2) To advance women's equal participation with men as decision makers in ITTO processes and as equal beneficiaries of ITTO's effort to support sustainable tropical forest management and tropical timber trade in its member countries.

### **1.3 Scope and use of the ITTO GEWE Guidelines**

15. The purpose of these Guidelines is to provide guidance as to how ITTO shall contribute to furthering Gender Equality in its decision-making processes, Secretariat organization of work, strategic action plans, thematic programs, projects and activities. They will also provide information to Members and other partners on how ITTO intends to address Gender as a crosscutting theme and to tackle Gender related issues in programs and project work. They are intended to be supportive to the other ITTO Guidelines in aspects where Gender dimension must be taken into account in their application.

### **1.4 Target Audience of the ITTO GEWE Guidelines**

16. The target audience of these Guidelines includes:

- ITTC and Committees, who will ensure that Gender mainstreaming is promoted in all the Organization's decision-making processes, and the ITTO Secretariat whose staff have a responsibility to ensure Gender mainstreaming is integrated into their day-to-day institutional activities;
- Members;
- ITTO's Partners including international agencies, civil society and private sector organizations;
- Project proponents;
- Donors.

---

<sup>4</sup> Transformational change is the process whereby positive development results are achieved and sustained over time by institutionalizing policies.

## **2. INTERNATIONAL CONTEXT FOR THE COMMITMENT TO GENDER EQUALITY AND GENDER MAINSTREAMING**

### **2.1 A Strong International Framework for Gender Equality and Gender Mainstreaming**

17. The UN commitment to Gender Equality can be traced back to the signing of the United Nations Charter in San Francisco in 1945. The Charter of the United Nations reaffirmed the equal rights of men and women. Its Preamble declared faith "in fundamental human rights, in the dignity and worth of the human person, in the equal rights of men and women and of nations large and small ...". In 1946, The UN created the Division for the Advancement of Women (DAW) to champion women's empowerment and Gender Equality in order to ensure that women, being half of the world's population enjoy equal rights as well as living in dignity as equal citizens everywhere. In the same year, the Commission on the Status of Women was established to promote the advancement of women throughout the world. The Commission met for the first time at Lake Success, New York, in February 1947. On 10 December 1948, the Universal Declaration on Human Rights was proclaimed and adopted by the UN General Assembly. It states that rights and freedoms will not be limited by a person's gender, and that "all human beings are born free and equal in dignity and rights". By the mid-1960s, the Commission on the Status of Women had begun to address women's role in economic and social development. Delegates from developing countries drew attention in particular to the situation of women in rural areas and the need to enhance their contributions and address their priorities and needs<sup>5</sup>. In 1974, the United Nations, through the DAW, declared an International Year of Women, which was globally celebrated.

18. Since its creation, the UN has helped its members to build and adopt internationally agreed goals, strategies, standards, and programmes to advance the status of women worldwide. Before the 1970s, development aid projects were formulated with no strategy to address specific differences in needs of men and women. From the 1970s, the approach known as Women in Development (WID) was used in development aid projects to deliver equitable results more effectively. WID emerged with a discourse and policy approach aimed at influencing international donor agencies' agendas and increasing development resources directed towards women approach. However, it did not have the impact that was expected because as AfDB (2011) noted, the human and financial resources it required were eroded in that era, and "other priorities were promoted". UNDP (2014) also noted that WID was met with resistance in the development community, as many officials did not consider it necessary to redistribute power and to channel relatively scarce resources to women. The Gender and Development (GAD) evolved in early 1980s as a response to the decline and shortcomings of WID programmes. AfDB (op. cit.) also notes that while WID never attempted to change the underlying dynamics of power and inequalities in societies, and therefore had not moved social structures significantly toward gender equity, GAD introduced explicit analysis of power imbalances within societies on the basis of attributed gender characteristics and roles.

19. The GAD-centered approaches are essentially based on three premises:

- Gender relations are fundamentally power relations.
- Gender is a socio-cultural construction rather than a biological given.
- Structural changes in gender roles and relations are possible.

20. UNICEF (no date) notes that central to GAD is the belief that transforming unequal power relations between men and women is a prerequisite for achieving sustainable

---

<sup>5</sup> United Nations Division for the Advancement of Women (2000). The United Nations Commission on the Status of Women. <http://www.un.org/womenwatch/daw/CSW60YRS/>.

improvements in women's lives. The onus is on women and men to address and re-shape the problematic aspects of gender relations. The conceptual shift from "women" to "gender" created an opportunity to include a focus on men and boys. This shift has given an impetus to the evolution of Gender Equality as a development objective. This has been achieved through many UN Conferences since the Mexico City 1<sup>st</sup> Women's Conference. The most relevant ones and some of their key outputs are described below.

### **The Mexico City First Women's Conference**

21. This Conference was held in 1975. It was a global effort that launched a new era in the advancement of women by opening a worldwide dialogue on Gender Equality. It set in motion a process of learning that would involve negotiation, setting objectives, and identifying obstacles and reviewing the progress made. It focused attention on the need to develop future oriented goals, effective strategies and plans of action for the advancement of women. The following three objectives that were set for it by the UN General Assembly were the basis of its work:

- Full Gender Equality and the elimination of gender discrimination;
- The integration and full participation of women in development;
- An increased contribution by women in the strengthening of world peace.

22. The Conference adopted a World Plan of Action that set minimum targets to be met by 1980. These targets focused on securing for women equal access to resources such as education, employment opportunities, political participation, health services, housing, nutrition and family planning. This marked a very significant change. While before mid-1970s, women were viewed as passive recipients of support and assistance, in the era after the Conference they are viewed as full and equal partners with men, with equal rights to resources and opportunities. This led to fundamental changes in development approaches, with a new consensus that development was not possible without the full participation of women.

23. Within the UN system, the Conference led to the establishment of the International Research and Training Institute for the Advancement of Women (INSTRAW) and the United Nations Development Fund for Women (UNIFEM) to provide the institutional framework for research, training and operational activities in the area of women and development.

### **United Nations Development Fund for Women (UNIFEM)**

24. As mentioned above, the creation of UNIFEM is a sign of institutional recognition by the UN of the need for a focused approach to women's empowerment at global and local levels. It was established in December 1976 in response to a call from women's organizations attending the 1975 UN First World Conference on Women in Mexico City. In 1985, it became an autonomous organization established in association with UNDP. Its mandate is to<sup>6</sup>:

- Support innovative and experimental activities benefiting women, in line with national and regional priorities;

---

<sup>6</sup> DFID (1999). Working in partnership with UNIFEM – United Nations Development Fund for Women : Institutional Strategy Paper.  
[http://www.bridge.ids.ac.uk/sites/bridge.ids.ac.uk/files/docs\\_gem/index\\_policy/unifem.pdf](http://www.bridge.ids.ac.uk/sites/bridge.ids.ac.uk/files/docs_gem/index_policy/unifem.pdf)

- Serve as a catalyst, with the goal of ensuring the appropriate involvement of women in mainstream development activities, as often as possible at the pre- investment stage;
- Play an innovative and catalytic role in relation to the United Nations overall system of development co-operation.

25. UNIFEM provides financial and technical assistance to innovative programmes and strategies that promote women's human rights, political participation, and economic security worldwide. UNIFEM works in partnership with UN agencies and NGOs to link women's issues and concerns to national, regional and global agendas. One of its focus areas is "Strengthening women's economic rights and empowering women to achieve economic security as entrepreneurs, producers and home-based workers, especially in the context of new trade agendas and technologies".

### **UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW).**

26. This is a historic landmark Convention adopted by the UN General Assembly in 1979 and entered into force in 1981. It is often described as the international bill of rights for women. It defines the meaning of discrimination against women, and establishes legal obligations for States parties to end such discrimination. By June 2006, 183 countries had ratified CEDAW, which illustrates the willingness of Governments to adhere to its terms. Through its ratification, these Governments pledged to make equality between men and women a reality by providing equal opportunities in all fields, whether political, civil, economic, social or cultural, as well as in family life<sup>7</sup>. The Convention includes articles on the elimination of discrimination in public life, civil status, education, employment, and other aspects of social and economic life. It requires states to take action to modify social and cultural attitudes and practices that disadvantage women. It applies to discriminatory action by private organizations and enterprises as well as by the state. It has inspired women globally, and has had an impact on legal and policy development at national level.

### **The Copenhagen Second Women's Conference**

27. The Copenhagen Conference was held in 1980. It focused attention on compliance: it was observed that a gap between legal equality and the real consecution of legal rights was beginning to emerge. It is precisely from this Conference that the talk about equality emerges, and not only from a legal point of view but also from these points of view:

- The exercise of rights;
- Equality in terms of women participation;
- Real opportunities between women and men and not only as legal recognition.

28. To address the concern on the problem of compliance, the Conference drew attention on three areas where a focused action was needed if the broad goals of equality, development and peace, identified in 1975 by the Mexico City Conference, were to be reached. These areas were: equal access to education, employment opportunities and adequate health care services. The Copenhagen Programme of Action called for, among other things:

- Stronger national measures to ensure women's ownership and control of property;
- Improvements in women's rights to inheritance;
- End to stereotyped attitudes towards women.

---

<sup>7</sup> United Nations (2003). The Convention on the Elimination of All Forms of Discrimination against Women and its Optional Protocol Handbook for Parliamentarians. [http://www.ipu.org/PDF/publications/cedaw\\_en.pdf](http://www.ipu.org/PDF/publications/cedaw_en.pdf).

### **The Nairobi Third Women's Conference**

29. This Conference was held in 1985 in Nairobi, Kenya. It was viewed as an evaluation of the Women Decade (1975-1985). It was marked by the emergence of a great change of perspective: women access to any aspect of life was considered not only as a right but also as a need of every society to count on the richness of women participation. This evolution led to taking three types of measures:

- Measures in the realm of Law;
- Measures to reach equality in social participation; and
- Measures to reach equality in political participation and in decision-making processes.

30. The Conference insisted on the fact that equality must impregnate every social, political and labor life spheres. Governments were urged to establish action lines according their priorities in order to reach equality between men and women.

### **United Nations Conference on Environment & Development (UNCED)**

31. The UNCED was held in Rio de Janeiro in 1992. Its Agenda 21 dealt with Gender Equality under Chapter 24, "Global Action for Women towards Sustainable and Equitable Development" placed the role of women at a central position as far as their contribution to environment management is concerned. It defined 8 objectives for governments, which include increasing women in decision-making positions. It includes this strong statement about gender, "Bodies of the United Nations system, governments and non-governmental organizations involved in the follow-up to the Conference and the implementation of Agenda 21 should ensure that gender considerations are fully integrated into all the policies, programmes and activities". Although it recognized women's suffering due to environmental depletion, particularly in the context of climate change, it does not really deal with gender in depth. For example, women are discussed as a homogeneous group. Though the words "gender" and "women" are found in many places, Agenda 21 does not refer to power imbalance in relation to gender. Overall, the Agenda has helped bring the gender dimension in all development work and beyond, including gender-differentiated official statistics.

### **Vienna UN World Conference on Human Rights**

32. The Vienna Conference was held in 1993. It was an impressive event attended by about 5000 delegates from 171 countries, as well as some 2000 representatives of some 841 accredited NGOs. It emphasized the importance of Gender Equality in all areas of social and economic development. It adopted the Vienna Declaration and Programme of Action (VDPA), which underlines the importance of the integration and full participation of women not only as agents in development process but as beneficiaries of development effort as well. The Conference reiterated the objectives established on global action for women towards sustainable and equitable development set forth in the Rio Declaration on Environment and Development and chapter 24 of Agenda 21, adopted by the UNCED in 1992.

### **Beijing Fourth Women's Conference**

33. The Fourth Women's Conference is deemed as the Conference that had the greatest impact of all Women's Conferences until 1995. Its focus was on women and men equality. Indeed it is in Beijing that there was talk not only about women but also the Gender concept which establishes women and men relationships from a cultural, historical and social perspective. A new vision emerged taking into account socially attributed roles for men and

women in politics, family, institutions and in every human relations aspects. Its other distinctive aspects include:

- The generic concept of women was left and women diversity was emphasized, as well as the different circumstances where they develop;
- The conviction that women rights are human rights, and that total participation of women in equal conditions in every sphere of society is a fundamental condition to reach equality, development and peace.

34. The Beijing Conference gave a significant boost to the integration of women into the development mainstream. One of its outputs was an internationally agreed strategy known as the “Beijing Platform for Action (PFA)”<sup>8</sup> for governments and development organizations to promote Gender Equality. A major tool for achieving Gender Equality is through gender mainstreaming.

35. The PFA outlines strategic objectives and actions in relation to twelve critical concerns: poverty, education, health, violence, armed conflict, the economy, power and decision making, government structures to support equality, human rights, media, the environment and the girl child. It emphasizes the responsibility of governments to promote equality between women and men, and the relevance of Gender Equality commitments to government policy and programmes in all sectors, and outlines responsibility of NGOs and development agencies as well as governments. However, it is weak on the discussion of environment and natural resource, which are gendered and are important for survival.

### **The UN Millennium Declaration and the Millennium Development Goals (MDGs).**

36. The Millennium Declaration was adopted by the UN General Assembly in September 2000<sup>9</sup>. The MDGs were a pledge to uphold the principles of human dignity, equality and equity, and free the world from extreme poverty. They consist in 8 goals and a set of measurable time-bound targets, and were aimed at establishing a blueprint for tackling the most pressing development challenges of our time<sup>10</sup>. The Declaration requires members to promote Goal 3, “Gender Equality and empowerment of women”, which is at the core of all the MDGs. Eight are identified; they set up goals that provide a roadmap for the international community to meet the commitments set out in the Declaration. The third goal refers specifically to the need to promote Gender Equality and empower women while recognizing that Gender Equality remains crucial to achieving the other goals as well. The Declaration lends support to CEDAW which is a binding Instrument advocating actions to mainstream gender in all areas of life.

## **2.2 Review of Gender Equality Mainstreaming Strategies of Some International Organizations, Funds and Conventions**

37. Many international Organizations, Funds and Conventions are using the Gender Equality mainstreaming approach to ensure that the activities they carry out within their Mandates are sensitive to the needs of women as well as men. The strategies may be implemented through Gender Equality policies, Gender Equality plans of action or both. It would be an enormous task to review all of them here. This review will be limited to a sample of international agencies working in the areas of environment, biodiversity, agriculture, rural

---

<sup>8</sup> United Nations (1995). Beijing Declaration and Platform for Action.  
<http://www.un.org/womenwatch/daw/beijing/pdf/BDPfA%20E.pdf>.

<sup>9</sup> United Nations (2000). United Nations Millennium Declaration.  
<http://www.un.org/millennium/declaration/ares552e.pdf>

<sup>10</sup> United Nations (2014). The Millennium Development Goals Report 2014.  
<http://www.un.org/millenniumgoals/2014%20MDG%20report/MDG%202014%20English%20web.pdf>.

development and poverty reduction. The sample includes CBD, FAO, GEF, IFAD, UNEP, UNDP and UNIDO.

### **CBD: 2015-2020 Gender Plan of Action under the Convention on Biological Diversity**

38. The current CBD's Gender Plan of Action (2015-2020) defines the role that its Secretariat "will play in stimulating and facilitating efforts, both in-house and with partners and Parties at the national, regional and global levels, to overcome constraints and take advantage of opportunities to promote Gender Equality within its work. It also sets out actions that may be undertaken by Parties to mainstream gender in work under the Convention on Biological Diversity". The Plan pursues four strategic objectives:

- (1) To mainstream a gender perspective into the implementation of the Convention and the associated work of Parties and the Secretariat;
- (2) To promote Gender Equality in achieving the objectives of the Convention, the Strategic Plan for Biodiversity 2011-2020 and the Aichi Biodiversity Targets;
- (3) To demonstrate the benefits of gender mainstreaming in measures towards the conservation of biodiversity, the sustainable use of the components of biodiversity and the fair and equitable sharing of benefits arising out of the utilization of genetic resources; and
- (4) To increase the effectiveness of the work under the Convention on Biological Diversity.

39. The Plan comprises two parts:

- Proposals for actions by Parties to promote gender mainstreaming under the Convention on Biological Diversity in the context of the Strategic Plan for Biodiversity 2011-2020; and
- A framework for integrating a gender perspective within the work of the Secretariat during the period 2015–2020.

40. With regard to implementation of the Plan, activities for both Parties and the Secretariat are grouped under four spheres: policy, organizational, delivery and constituency.

### **FAO: FAO Policy on Gender Equality- Attaining Food Security Goals in Agriculture and Rural Development.**

41. The purpose of the FAO Policy on Gender Equality is to provide a framework for guiding its efforts to achieve Gender Equality in all its technical work, and for assessing results. It was developed in alignment with the Universal Declaration of Human Rights and CEDAW. It specifies FAO's goal and objectives related to Gender Equality and delineates an accountability structure for ensuring policy oversight and achievement of results. It includes a time frame for implementation, an accountability framework and institutional mechanisms for implementation and oversight. For its implementation, FAO planned to work in two main ways to achieve its Gender Equality objectives: adopt gender mainstreaming in all its work, and carry out programmes and projects that specifically target women. FAO's Gender Equality objectives by 2025 are as follows<sup>11</sup>:

- (1) Women and men participate equally as decision-makers in rural institutions and in shaping laws, policies and programs.

---

<sup>11</sup> FAO (2013). FAO Policy on Gender Equality- Attaining Food Security Goals in Agriculture and Rural Development. Rome, Italy. <http://www.fao.org/docrep/017/i3205e/i3205e.pdf>.

- (2) Women and men have equal access to and control over decent employment and income, land and other productive resources.
- (3) Women and men have equal access to goods and services for agricultural development and to markets.
- (4) Women's work burden is reduced by 20 percent through improved technologies, services and infrastructure.
- (5) The percentage of agricultural aid committed to women/gender-equality related projects is increased to 30 percent of total agricultural aid.

42. FAO's member countries bear the responsibility for achieving these objectives, and FAO plans, implements and monitor its programmes and policies to ensure that they contribute to achieving them.

### **GEF: Policy on Gender Mainstreaming; Roadmap for Gender Equality**

43. In May 2012, GEF adopted the GEF Policy on Gender Mainstreaming. The Policy addresses the link between Gender Equality and environmental sustainability, and provides guidance on how GEF will be addressing gender mainstreaming in its policies, programmes, and operations. It expresses GEF's commitment to enhancing the degree to which itself and its Partner Agencies promote the goal of Gender Equality through GEF operations. It acknowledges that, "gender equity and equality is an important consideration when financing projects that address global environmental issues, because gender relations, roles and responsibilities exercise important influence on women and men's access to and control over environmental resources and the goods and services they provide". It calls on the GEF and its Partner Agencies to mainstream gender into GEF operations, including "efforts to analyze and address in GEF projects the specific needs and role of both women and men, as appropriate to each intervention". The policy states for example that "order to be eligible to receive GEF financing for GEF projects, all GEF Partner Agencies will be required to have established either (a) policies, (b) strategies, or (c) action plans that promote Gender Equality.

44. GEF implements its Policy through a Gender Equality Action Plan (GEAP), which focuses on concrete actions and results. GEAP addresses five elements: 1) project cycle; 2) programming and policies; 3) knowledge management; 4) results-based management; and 5) capacity development. Its results are monitored annually to assess the progress in its implementation.

### **GCF: Gender Policy and Action Plan**

45. The Green Climate Fund was established in December 2010 by COP 16 decision in Cancun. It will be an operating entity of the financial mechanism of the UNFCCC. The Fund has integrated Gender Equality and gender justice as its overarching principles. It has adopted a Gender Policy and Action Plan in October 2014 whose overall objective is to contribute to gender equality and achieve greater and more sustainable climate change results, outcomes and impacts. The policy goes beyond gender parity, and includes compliance with Human Rights Framework and the mainstreaming of a gender perspective across all funding windows and instruments. With the policy the Fund commits to<sup>12</sup>:

- Understand the socio-cultural factors underlying climate change-related gender inequality and the potential contribution of women and men to societal changes to build climate resilience;

---

<sup>12</sup> Green Climate Fund (2014). Gender Policy and Action Plan.  
[http://www.gcfund.org/fileadmin/00\\_customer/documents/MOB201503-9th/10-Gender\\_Policy\\_and\\_Action\\_Plan\\_20150304\\_fin.pdf](http://www.gcfund.org/fileadmin/00_customer/documents/MOB201503-9th/10-Gender_Policy_and_Action_Plan_20150304_fin.pdf).

- Adopt methods and tools to promote gender equality and reduce gender disparities;
- Measure the outcomes and impacts of its activities on women and men's resilience to Climate change.

46. Direct access to the Fund should be possible at subnational levels, including for community groups, guided by gender equity considerations and involving women and women's and gender groups as important stakeholders. With the Fund's high Gender sensitivity, taking women's preferences into account means that processes that might harm gender-equitable development objectives, reinforce stereotypical gender roles, add an extra burden on women, or violate human rights, including women's human rights, in the recipient countries must be excluded from funding.

#### **IFAD: Mainstreaming a Gender Perspective in IFAD's Operations**

47. IFAD considers that Gender Equality is an essential component for sustainable economic development and that empowering rural women is vital to enabling poor people to improve their livelihoods and overcome poverty. Its GEWE Policy takes into account the fact that rural women have limited access to land, credit, information and technologies, and they face difficulties in terms of mobility and political participation. It addresses Gender inequalities and discrimination by focusing on areas which can empower women economically and socially, including access to land, water, education, training, markets and financial services. The Policy sets out five strategic objectives corresponding to five action areas, as follows:

- (1) Address GEWE issues systematically in IFAD-supported country programmes and projects.
- (2) Improve IFAD's contributions to advocacy, collaboration and partnerships, and knowledge management on Gender Equality.
- (3) Strengthen the capacity of partners to address gender issues in agriculture and rural development.
- (4) Develop corporate approaches and procedures that support gender and diversity balance.
- (5) Ensure that IFAD's corporate systems for human and financial resources, and monitoring and accountability fully support GEWE.

48. For each action area, an initial set of output indicators has been identified as well as a set of key deliverables with corresponding activities. The approach and the indicators are further developed at the regional level to reflect priorities and realities on the ground.

#### **UNDP: Gender Equality Strategy (2008-2015)**

49. The UNDP Gender Equality Strategy (2008-2015) notes that first and foremost, Gender Equality is a matter of human rights, and also a driver of development progress. It outlines the Organization's commitment to promoting GEWE. The Gender Equality Strategy is operationalized in parallel with UNDP Strategic Plan covering the same period. The strategy elaborates how UNDP works towards the goals defined in the Strategic Plan in a manner that supports countries in accelerating their progress towards Gender Equality as an integral component of human development. It provides in its results framework a broad range of gender-sensitive outcomes and indicators for each result area of the Strategic Plan.

50. UNDP's Strategic Plan 2014-2017 outlines three main areas of work: (a) sustainable development pathways; (b) inclusive and effective democratic governance; and (c) resilience-building. Under the sustainable development pathways area of work, UNDP an opportunity is provided to address inequalities and reshape policies to empower women and

girls in all their diversity, so that they can become catalytic agents of change and equal partners with men in the quest to promote growth that is inclusive, just, equitable and sustainable. The Strategy notes that with women's engagement, success in eradicating poverty, promoting sustainable consumption and production patterns and sustainable management of natural resources can be achieved. Under the democratic governance area UNDP's work provides an opportunity to advance women's legal rights and empowerment, strengthen their access to justice, ensure gender responsive and equitable service delivery, and promote their equal participation in decision making. With regard to resilience-building area, the Strategy notes GEWE are integral to building individual, institutional and societal resilience.

51. Responding to reviews that reveal that men take in average 7,1 years to be promoted to P5 while women take 10 years to reach the same grade, UNDP's Gender Parity Strategy includes measures such as (i) flexibility with 'time-in-post' policies to provide women opportunities to apply for P4/P5 positions after only two years in a duty station; (ii) special hiring policies for bureaux that fall below a 45 per cent representation of women, including opening candidate pools only to women; (iii) a requirement that all bureaux address gender parity through retirement options for men and report on this issue as they work on the realignment of their capability during fiscal constraints; (iv) a requirement that all managers cultivate an inclusive work culture.

52. UNDP has produced manuals and guides on Gender mainstreaming. It has consecrated a web site (<http://www.sdnf.undp.org/gender/>) on Gender in Development. The site has a section on Men and Gender.

#### **UNEP: UNEP Gender Plan of Action**

53. UNEP has played a pioneering role in linking women and environment. It held a special session on women and the environment at the Third World Conference on Women held in Nairobi in 1985. It considers that Gender Equality and Equity are prerequisites to poverty eradication and sustainable development. UNEP's Gender mainstreaming strategy is guided by its Gender Plan of Action 2006-2010, which has the following three objectives<sup>13</sup>:

- (1) To ensure that human equality, equity and rights are well respected across gender; that positions are improved to create an equal balance between women and men at all levels, especially in decision-making positions from grade P5 to D2; and that there is active and balanced participation by both women and men throughout UNEP policies and work;
- (2) To promote equality of opportunity and treatment between women and men in the environment sector at national, regional, and global levels; and
- (3) To increase the quality and efficiency of UNEP work in environmental conservation and promotion of sustainable development.

54. The Plan is implemented at two levels: at UNEP headquarters and within the UNEP regional offices. All UNEP's divisions must promote Gender Equality and equity, and develop indicators of success and allocate resources to the promotion of Gender Equality in all work plans. Each regional office develops and implements its gender plan of action independently. The senior gender advisor reports annually on the implementation of the Gender Plan of Action, as may be required by the UNEP Governing Council and senior management.

#### **UNIDO: Policy on Gender Equality and the Empowerment of Women**

---

<sup>13</sup> UNEP (2006). UNEP Gender Plan of Action.

[http://www.unep.org/roa/amcen/Projects\\_Programme/climate\\_change/PreCop15/Proceedings/Gender%20strategies/Unep%20Gender%20Plan%20of%20Action\\_5\\_Feb07.pdf](http://www.unep.org/roa/amcen/Projects_Programme/climate_change/PreCop15/Proceedings/Gender%20strategies/Unep%20Gender%20Plan%20of%20Action_5_Feb07.pdf).

55. UNIDO recognizes that “Gender Equality and the empowerment of women have a significant positive impact on sustained economic growth and inclusive and sustainable industrial development (ISID), which are drivers of poverty reduction, social integration and environmental sustainability”. It has a two-pronged approach to achieving Gender Equality. The first approach is through pursuing programmatic goals of Gender Equality and the empowerment of women to advance the well being of women and men in all countries, through ISID. The second approach is through the commitment to achieving the goal of gender balance in the Organization.

56. UNIDO’s Policy on Gender Equality and the empowerment of women provides the guidelines for establishing a gender mainstreaming strategy that:

- Ensures that a gender perspective is reflected in its programmes, policies and organizational practices;
- Advances the overall goal of Gender Equality and the empowerment of women, particularly the economic empowerment of women;
- Benefits from the diversity of experiences and expertise within the United Nations system to advance the internationally agreed development goals related to Gender Equality, in line with the Organization’s mandate on ISID;
- Accelerates the Organization’s efforts to achieve the goal of gender balance, in particular at decision-making levels.

57. UNIDO implements its Gender Policy through Implementation Strategy and Action Plans. The current one covers the period 2014-2016.

### **2.3 Some findings from recent evaluations of Gender mainstreaming strategies of international organizations**

58. International organizations with recent Gender Equality evaluations have had mixed success in implementing gender mainstreaming. The reasons were summarized by IFAD (2010) as being mainly the lack of:

- Results orientation (for impact or for organizational process),
- Consistent leadership and follow-up by senior management,
- Accountability by staff through performance management systems;
- Clear understanding of how best to address gender inequality;
- Attention to gender balance in staffing,
- An inclusive organizational culture.

59. On the same aspect, many findings emerged from FAO’s Evaluation on the degree to which a gender perspective had been integrated into its work. Its conclusions include the following:

- FAO integrated gender concerns and included women in approximately 40% of its projects operational in the period 2002-2010;
- The extent of gender mainstreaming varied widely, but a GAD approach was more frequently followed than a WID approach;
- A gender perspective was not required in approximately 20% of FAO’s projects, confirming that some of the work of the Organization was „gender-neutral“;
- The share of projects where gender should have been integrated but was not, was found to be rather large: approximately 35-40% of FAO projects.

60. The Evaluation also noted that FAO should have integrated gender issues in approximately 75-80% of its projects.

61. With regard to Gender Equality impact, a review of Gender Mainstreaming in UNEP carried out by Mantilla (2012) pointed to the difficulty for the Organization to successfully demonstrate its contribution. Its projects could not demonstrate their contribution to promoting gender equality mainly due to lack of substantive gender considerations in the project design and implementation, lack of sex-disaggregated and gender-specific information in monitoring and reporting, and lack of attention to gender dimensions in UNEP evaluations.

62. With regard to reporting on gender information, the IFAD (op. cit.) Evaluation noted that the Fund is among the strongest of international organizations in that aspect. IFAD reports on field results related to GEWE through mechanisms such as the IFAD's "Results and Impact Management System", the Annual Report on Results and Impact of IFAD Operations, and the Report on IFAD's Development Effectiveness.

### **3. ANALYSIS OF ITTO'S DIFFERENT INSTRUMENTS AND TOOLS**

#### **3.1 General Lack of Instruments and Tools for Taking into Account GEWE Goals**

63. The crucial significance of Gender Equality for sustainable development policies is not explicitly recognized in ITTO's policy documents. The Organization does not have tools that can be used specifically for promoting GEWE. The ITTA 2006 itself and the ITTO Strategic Action Plan 2013-2018 do not mention a single time the words "gender", "women" or "men". Most Thematic Programmes documents are either totally or quasi gender neutral/blind. CFME makes reference to Gender at activity level, as follows: «p) Strengthening of community organizations to promote their interests taking into account equity and gender issues». Although TFLET does not include women as specific target groups, it mentions the word «women» in a couple of paragraphs without making a strong link between their groups and specific TP outputs or activities. The Meta-Evaluation conducted in 2011<sup>14</sup> noted that Gender aspects are neither always sufficiently recognized in the project design phase, nor subsequently during project implementation. It recommended that a particular attention in project design to addressing gender issues, among others. In 3.2 below, ITTO tools that most make reference to taking into account gender and women's needs aspects are reviewed.

#### **3.2 ITTO's Instruments and Tools that Make Reference to Women's Needs and Gender**

##### **ITTO Voluntary Guidelines for the Sustainable Management of Natural Tropical Forests**

64. This is perhaps the ITTO's document that addresses most the aspects relating to women and to Gender Equity. The word "Gender" is used in many places in relation to the description of the Gender Equity concept, women's empowerment, women's tenure security, rights of forest access and use, supporting education, and women participation in SFM. With regards to Gender Equity, the Guidelines recognize that there are different concerns between men and women regarding the use and conservation of forest resources. These differences affect the way in which forests are managed. The Guidelines further note that the activities of women are likely to be complementary to those of men. They advocate the shift in policy in order to recognize women's experience in forest management, an area that tends to be dominated by men's experience.

##### **ITTO Manual for Project Formulation, Third Edition**

65. The ITTO Manual for project formulation provides guidance on how to address Gender issues in stakeholders analysis, and social sustainability analysis. With regard to stakeholders analysis, it advises that the proposal should describe the characteristics and size of the target and beneficiary groups (e.g. by age, gender and ethnic composition). It further advises that the stakeholder analysis should include a gender analysis which will help to:

- Identify gender-based differences in resource access;

---

<sup>14</sup> Simula, M., El-Lakany, H. and Tomaselli, I. (2011). Meta-Evaluation of previously evaluated ITTO projects - Lessons learned & good practices towards sustainable management of tropical forests. Thematic Summaries. ITTC-JC(XLV)/2 – Annex II 26 September 2011.

- Determine how different members of target communities will participate in and be affected by project interventions
- Incorporate gender equity and empowerment in the project design process
- ‘Gendering’ the logical framework by defining indicators relating to gender equity and empowerment.

66. With regard to social sustainability, it is recommended to address the question whether the proposal has adequately analyzed and taken into account Gender issues, and whether all stakeholders will consider the project’s strategy as being fair and equitable.

### **ITTO Guidelines on Fire Management in Tropical Forests**

67. ITTO Guidelines on Fire Management in Tropical Forests refer to women’s groups as part of a broad-based support that must be mobilized as far as fire management strategies are concerned. They state that «in many rural societies, women play an extremely important role in agriculture, raising livestock, collecting fuelwood, and utilizing the forest to produce non-timber goods. Women are therefore more appreciative and caring for the natural environment although it is often difficult to integrate them into educational and extension programs, due to their other roles and responsibilities. Women’s active participation in fire management programs can be effective in protecting tropical forest resources from wildfires» (Principle 18). However this treatment of women’s strategic role in fire management is not done in Gender Equality perspective.

### **ITTO Guidelines for the Restoration, Management and Rehabilitation of Degraded and Secondary Tropical Forests**

68. These Guidelines do not make any mention of Gender Equality. However, under Principle 27, «Local income opportunities », one of the recommended actions is, «Recognize gender-specific issues and other opportunities for labor as important determinants of the local acceptability of forest-based economic activities» (Action 93).

### **ITTO Fellowship Programme**

69. This is the only ITTO’s programme that has demonstrated systematic gender sensitivity in its implementation. One of the criteria against which Fellowship applications are assessed is «Geographic and gender balance”.

### **ITTO manual for project monitoring, review, reporting and evaluation**

70. This Manual measures implementation performance, rather than outcomes or impacts. It does not provide M&E frameworks or approaches that can enable the Organization to better understand whether and how change in gender relations happens, and how to measure gendered impacts. In fact it does not mention anywhere the words «Gender», «women» or «men». Yet a Manual for project M&E that is sensitive to Gender Equality issues is necessary if ITTO wants to identify the most effective approaches and actions for shifting the complex social power relations that mediate women’s access to forest resources and rights, and timber markets.

71. An other weakness of the Manual is not providing what evaluations should measure, particularly in relation to the assumptions or theory of change underlying the project or programs. No guidance on gender indicators is provided and the consequence is that currently ITTO’s evaluations are unable to influence the organization’s gender strategy because they cannot adequately inform on what is really happening in the daily lives of target groups as a result of project and TPs initiatives.

#### 4. OVERALL DIRECTION OF THE ITTO GUIDELINES FOR ACHIEVING GENDER EQUALITY AND WOMEN EMPOWERMENT (GEWE)

##### 4.1 Integrating Gender Analysis in ITTO's Planning Processes

72. The strategy that is most used by international organizations and multilateral donors for promoting Gender Equality is Gender Mainstreaming. This strategy ensures that the concerns and experiences of women and men are the center of attention in any institutional policy or decision process, and in any development initiative, from the design, implementation, to monitoring and evaluation of programmes and projects, so that they can all benefit equally. To achieve this Gender Mainstreaming relies on the use of methods, tools and practices that allow ensuring that all activities carried out by an organization, at all levels and all stages promote Gender Equality, in a sustained endeavor to abandon gender blind/neutral ways, and of using gender sensitive procedures and practices. It involves ensuring that Gender perspectives and attention to the goal of Gender Equality are central to all activities, from policy development, to planning, resource allocation, implementation and monitoring of programmes and projects. Gender mainstreaming process must start with an effort to understand the issues in the context of ITTO's Mandate, at institutional level, or at program and project levels.

##### **Box 2: What does Gender Analysis imply ?**

- Assessment of the roles and needs of women and men, including gender-based labour division.
- Understanding gender-differentiated systems for access to resources, labour, uses, rights and the distribution of benefits and products.
- Focusing on gender relations, not just on women (looking at differences, inequalities, power imbalances, differential access to resources between women and men).
- Knowing that gender is a factor that influences how people respond both individually and collectively.
- Perceiving the gender dimensions of institutions at all levels in society.
- In each context, ideally using participatory methodologies.

Source : *UNDP (2002). Accessed through UNEP Environmental Policies: «Towards gender mainstreaming in environmental policies ».*  
<http://www.unep.org/PDF/Women/ChapterSix.pdf>

73. Gender sensitive Strategic Planning as well as program and project design, must start with Gender analysis (see Box 2) in order to ensure that the specificities of the contexts are taken into account. Gender analysis focuses on understanding and documenting the differences in gender roles, activities, needs and opportunities in a given context. It examines the differential effects of strategies, plans, programmes, projects and activities on men and women as a result of their social status, access to and control over resources, and decision-making capacity.

74. Table 1 shows how Gender analysis information can be integrated into ITTO's

Strategic planning processes, as well as programs and projects planning, implementation and evaluation processes. In the earliest stages of processes linked to designing gender-sensitive strategies, programs and projects, an adequate attention should be allocated to the question «What is the Gender context of the strategy/program/project to be planned?» Statistics and data are collected. Information on the issues and barriers to be addressed in order to eliminate Gender gaps, and on the underlying causes is gathered. In the analysis, the focus question is «what barriers prevent opportunities for gender equal participation?» The analysis highlights the practical/basic needs and the factors causing gender unequal opportunities, as well as Gender strategic interests linked to empowerment and control of use and benefits of resources and could lead to equality of outcomes. At the phase for designing the action, the main question is, «How to enhance equal men and women’s voice in ITTO’s institutional processes and women’s benefits from its programs and projects?» The interventions to address Gender-based basic needs and strategic interests are identified, as well Gender explicit results to be achieved in SAPs, BWPs, TPs, projects, and activities. The last question to address is, «How can progress made by ITTO towards achieving Gender Equality be proven and measured?» The Gender explicit frameworks are established, and Gender explicit results are integrated into results frameworks of SAP, BWPs, TPs, projects, or activities.

**Table 1 : Integrating Gender analysis information into ITTO’s Strategic planning processes, implementation and evaluation processes**

ITTO related Gender Equality context Assessment	Analysis	Action	Monitoring and Evaluation
What is the Gender context in ITTO’s work?	What barriers prevent opportunities for gender equal participation?	How to enhance equal men and women’s voice in ITTO’s institutional processes and women’s benefits from its programs and projects	How can progress made by ITTO towards achieving Gender Equality be proven and measured?
Gender issues and barriers to be addressed in the planning contexts	Practical/basic needs and factors causing gender unequal opportunities	Identify interventions to address Gender-based basic needs and strategic interests.	Establish Gender explicit frameworks.
Underlying strategic factors (social, cultural, political...)	Gender strategic interests linked to empowerment and control of use and benefits of resources and leading to equality of outcomes.	Identify Gender explicit results to be achieved in SAPs, BWPs, TPs, projects, and activities.	Integrate Gender explicit results into results frameworks of SAP, BWPs, TPs, projects, and activities.

75. GEWE issues are basically political issues. They need firm political responses and not mere technical approaches. That is why these Guidelines are articulated around ITTO's "Commitments", which means that a Decision to achieve Gender Equality would mark a new paradigm for ITTO development work.

#### **4.2 The Theory of Change (TOC) for Achieving Gender Equality in ITTO's Work**

76. ITTO's Guidelines on Achieving GEWE are underpinned by a Theory of Change (TOC) that is presented in Figure 2. The TOC applies critical thinking to the design, implementation and evaluation of strategies, programs, and projects aimed at supporting changes in the context<sup>15</sup>. It is the bridge that links an organization's activities with its mandate. It articulates the outputs/outcomes, assumptions and the drivers of change of the processes through which desired changes would happen, and the organizational capacities to manage such processes. It specifies the ways in which short-term outcomes drive to medium-term or intermediate outcomes, and how medium-term outcomes create the conditions that make long-term outcomes likely. The TOC is therefore an important link between the Gender Equality that is pursued by ITTO and its Evaluation directives.

77. The TOC shows the logical sequence of means-ends linkages that underlie an approach. It starts with the intended impact of the process, and then moves toward the short and medium term outcomes that the process will allow to achieve. The TOC was constructed to make it flexible so that it can be regularly revisited in order to address emerging issues and to take up lessons learnt and institutional experiences. That flexibility also allows that each area of work of ITTO can develop its gendered impact pathway and update it whenever it becomes necessary. The TOC also incorporates the assumptions (A), i.e. external factors that need to hold true if progress is to continue, and the internal factors known as Impact Drivers of Change (DC) which must drive the process towards the impact.

78. The theory of change followed is based on the recognition that to be successful gender mainstreaming is the right strategy to achieve GEWE. It applies to the following four spheres of work of ITTO: Decision-making sphere, organizational sphere, operational sphere, and partnership sphere, which are all part of the ITTO process cycle illustrated in Figure 2. The TOC suggests that ITTO's strategies, programmes and projects that promote Gender Equality can lead to greater women's economic empowerment, as actors in the timber trade sector in which they can become better able to voice their concerns and interests. This, in turn, can lead to overall institutional gendered development outcomes and transformational political, social and economic changes in the lives of target groups and respective societies.

79. The TOC has two main assumptions for the outcomes and impacts:

- Members policy engagement to promote Gender Equality in ITTO's processes, programs and projects;
- Funding for Gender Equality mainstreaming is secured;
- Gender awareness at organizational level is raised.

80. It has also two main Drivers of Change<sup>16</sup>:

- Tools for project design and implementation adjusted for gender mainstreaming;

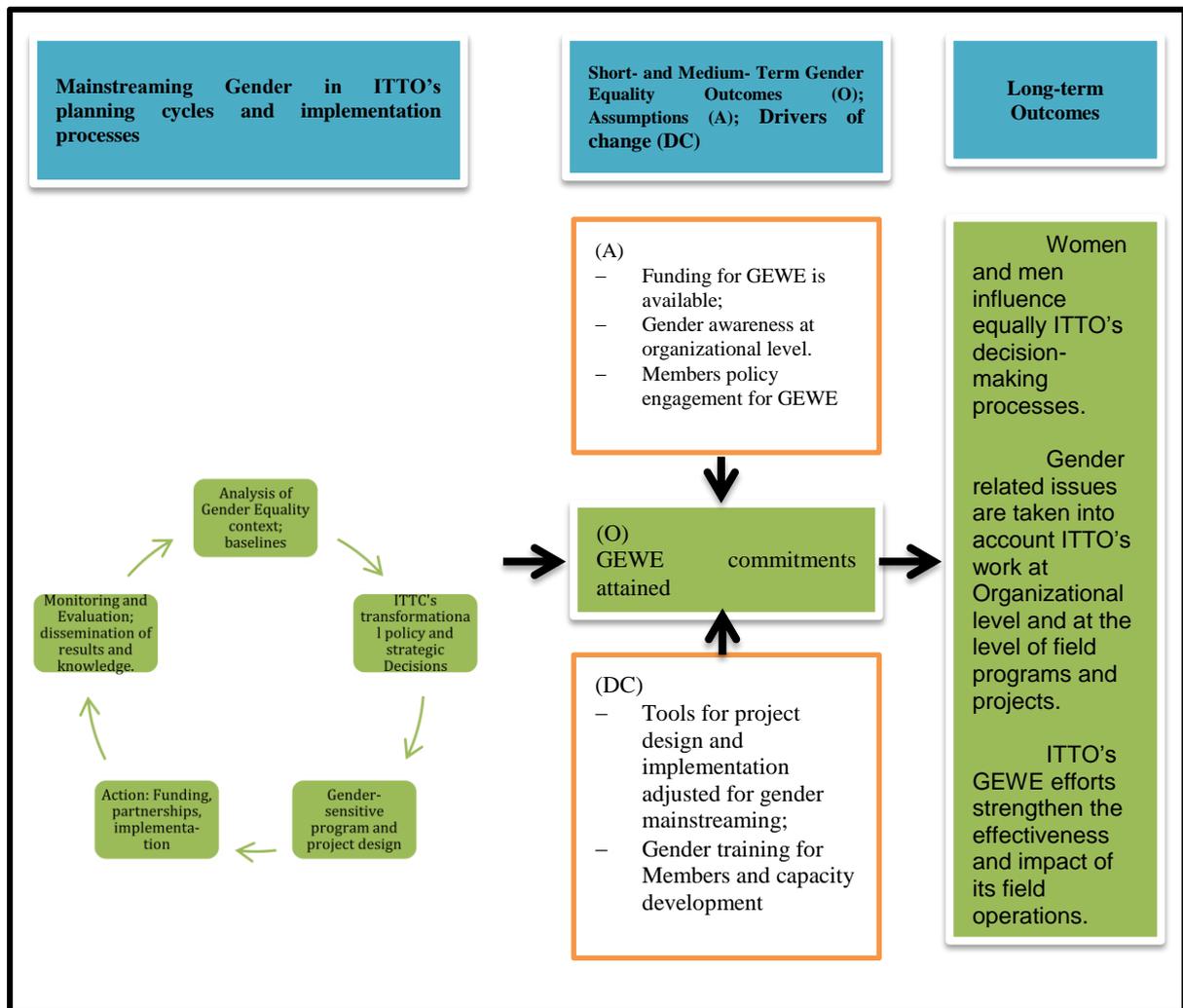
---

<sup>15</sup> Vogel, I. (2012). Review of the use of the "Theory of Change" in international development. DFID, UK.

<sup>16</sup> Drivers of change are the significant factors that, if present, are expected to contribute to the achievement of Outcomes, and are within the ability of the Organization to influence.

- Gender training and awareness building activities.

**Figure 2: The Theory of Change for achieving Gender Equality in ITTO's work**



## 5. ITTO GUIDELINES FOR GENDER EQUALITY AND WOMEN'S EMPOWERMENT

### 5.1 Statement of ITTO's Principles on Gender Equality and Equity

81. The following are Principles to which ITTO intends to abide in its endeavor to achieve Gender Equality:

- (1) *Equality means that one's rights or opportunities do not depend on being male or female.*

Gender Equality is a crosscutting theme and must be considered as an integral part of all ITTO's strategies and plans, programmes, projects and activities. Equality implies that the interests, needs and priorities of both women and men are taken into consideration, and the diversity of different groups of women and men is recognized. It refers to equal opportunities for all people and to the equally valued work done by all, irrespective of their sex.

- (2) *Achieving gender equality requires the recognition that strategies, programs and projects affect women and men differently.*

Women and men have different perspectives, needs, interests, roles and resources. Significant factors such as poor educational provision for girls or cultural restrictions on women's freedoms contribute to gender differences. These differences may be reinforced by other factors such as age, class, race, caste, ethnicity or religion and by the geographical, economic and political environment. Changes in gender roles often occur in response to changing economic, social or political circumstances.

- (3) *Gender Equality is an issue that concerns both women and men, and achieving it will involve working with men to bring about changes in attitudes, behavior, roles and responsibilities in the workplace, in the community, and in ITTO as an institution.*

Gender equality is not a concern for women alone but a responsibility that they share with men. Therefore achieving Gender Equality requires the active contribution and input from both women and men. In the past the battle for Gender Equality has been fought mainly by women and for women. Today it is widely recognized that both men and women play a key role as partners in achieving Gender Equality. It is recognized that men can and do make contributions to gender equality in all spheres of society.

- (4) *Gender Equity is critical to making progress towards sustainable development.*

In all societies women's and men's roles are socially constructed, and gender-based disparities exist that disadvantage women. These disparities impede women's development and hence they also impede development of humankind. Gender equity has proven to be a driver of change for achieving inclusive growth, and enhancing it is therefore critical to sustainable development.

- (5) *Women's empowerment is key to achieving Gender Equity and Equality.*

Through empowerment women become aware of unequal power relations, improve access to resources and advice, and acquire a greater voice to overcome inequality in their workplace and community. The empowerment of women involves awareness-raising, building self-confidence, expansion of choices, increased access to and

control over resources and actions to transform the structures and institutions which reinforce and perpetuate gender discrimination and inequality. This requires that women and men put together their collective strengths to work towards common goals without domination.

- (6) *ITTO's decision-making, planning and reporting should strive to use sex-disaggregated data and performance indicators for the achievement of gender equity and women's empowerment.*

Plans and strategies that do not recognize the different and unequal positions of women in society and the gender development gaps may perpetuate or even aggravate those gaps. Gender statistics and indicators can inform ITTO decision-making process for the elimination of gender blindness for example in the formulation of Strategic Action Plans, BWP, or in reporting. Statistics and indicators on the situation of women and men in all ITTO's work contexts are an important tool in achieving GEWE. They raise awareness, and provide an impetus for change.

- (7) *It is essential to undertake regular context and gender analysis and to update ITTO's Theory of Change based on acquired experience in order to continue building on a holistic approach to GEWE.*

ITTO needs to use Gender analysis prior to taking decision on strategies or planning interventions in order to ensure that the outcomes do not disadvantage men and women, and to enhance the sustainability and effectiveness of those interventions. During programs and project implementation, monitoring and evaluation, context and Gender analysis assists to assess differences in participation, benefits and impacts between males and females, including progress towards gender equality and changes in gender relations. Gender analysis can also be used to identify Gender Equality issues and at any chosen planning/implementation level.

- (8) *Evaluations conducted by ITTO should more adequately capture the impacts of programmes and projects on the multiple dimensions of women's empowerment.*

ITTO's programs and projects monitoring and evaluations must address GEWE for the same reasons they address other issues. As mentioned above, Gender is a crosscutting issue within the Organization's Strategic Action Plans. If gender impacts should be evaluated at various levels, i.e. Organizational, programs and project levels.

## **5.2 Specific Objectives of the ITTO GEWE Guidelines**

82. Promoting the achievement of Gender Equality as an essential component of sustainable human development, in conformity of one of ITTO's objectives of contributing to sustainable development (Article 1, paragraph c). To this end, the specific objectives of these Guidelines are:

- (a) To ensure an active and equal participation by both women and men in decision-making processes in Council, Committees and subsidiary bodies.
- (b) To promote equality of opportunity and treatment between women and men in all the operational work of the Organization, at all levels;
- (c) To foster gender equity in access to and control over the resources and benefits of ITTO's development programs, projects and activities.
- (d) To improve the effectiveness and impact of ITTO's work in its development programmes, projects and activities.

83. ITTO's programmes and projects should lead to transformational changes in women's lives, supporting the enhancement of their empowerment for the control of resources, full participation in decision-making, and not simply limit their scope to participation in forestry operations or increased income.

### 5.3 Expected Long-Term Outcomes

84. The Long-Term Outcomes that expected from the implementation of ITTO GEWE Guidelines are:

- (a) Women and men influence equally ITTO's decision-making processes.
- (b) Gender related issues are taken into account in ITTO's work at Organizational level and at the level of field programs and projects.
- (c) ITTO's GEWE efforts strengthen the effectiveness and impact of its field operations.

### 5.4 Policy Commitments and Actions

85. To turn the above Principles into a reality, ITTO undertakes commitments with which it will measure its own accountability to achieving GEWE in the areas of its Mandate. The Commitments and respective Actions and Indicators and to implement them are listed in continuation. The Actions and Indicators lists may improve over time based on the experience and emerging issues, as well as the adjustment of the GEWE Theory of Change.

<b>Commitment 1:</b>	<b>Ensuring that no person is discriminated on grounds, inter alia, of sex or gender in any area of ITTO's work</b>
----------------------	---

86. **Actions:**

- 1.1 Take steps to establish in time appropriate gender balancing of staff in the ITTO Secretariat at P4 and above levels, ensuring that each sex does not fall below 40% of all the job positions in those levels.
- 1.2 Strengthen accountability of senior management of the ITTO Secretariat and develop an enabling organizational and cultural environment to implement the Organization's Gender Equality Principles.
- 1.3 While the overall responsibility for reporting on implementation of the GEWE Guidelines to ITTC rests with the Executive Director, the Focal Point for Gender matters across the Organization's areas of work will be the person in charge of M&E. He/she will report to Executive Director.

87. **Indicators:**

- Closeness to gender parity in human resources of work positions paid on ITTO resources, across the Organization's areas of work;
- Percentage of women employed in senior levels of responsibility within ITTO, and in managerial positions.

- Percentage of women hired as consultants or service providers.
- Gender competence of staff members in senior and managerial positions of the Organization, and in ITTO project management teams;
- Evidence that staff recruitment for the ITTO Secretariat and ITTO project management teams positions take into account is guided by ITTO's Gender Equality Principles.
- Visibility of ITTO's approach to promoting GEWE.

**Commitment 2: Ensuring participation of men and women in decision-making processes of the Council, Committees and subsidiary bodies.**

**88. Actions:**

- 2.1 Broaden women's and men's equitable participation at all levels of decision-making and in all policy-making processes in ITTC, Committees and subsidiary bodies.
- 2.2 Encourage Members to foster women and men inclusion in their delegations to ITTC.
- 2.3 Encourage Gender parity for the bureaux of Committees and subsidiary bodies.
- 2.4 Regular review of progress made in the implementation of these Guidelines at all levels of the activities of the Organization in order to decide on proper action where needed.
- 2.5 Introduce a Gender policy perspective in the agendas of the work of Council and Committees.
- 2.6 Adopt a framework for annual review of ITTO's performance in GEWE.

**89. Indicators:**

- Gender parity for the bureaux of ITTC, Committees and subsidiary bodies.
- Visibility of the Council's political will to achieve Equality and Equity in all ITTO's areas of work.
- Gender Equality sensitivity of Council, Committees, and subsidiary bodies processes.
- Percentage of women in Members delegates in ITTC and Committees sessions.
- Score in annual review of ITTO's performance in GEWE.

**Commitment 3: Implementing Gender mainstreaming in all areas of ITTO's work**

**90. Actions:**

- 3.1 Establish frameworks that ensure accountability on the implementation of Gender Equality Principles by the ITTO Secretariat staff and ITTO project managers, irrespective of their function or geographical location.

- 3.2 Ensure that responsibilities for implementing ITTO's Gender Equality and Equity Principles are explicitly described in job descriptions of ITTO Secretariat staff and of the experts of ITTO projects management teams.
- 3.3 Define in ITTO's SAPs a specific Gender Equality and Equity objective in addition to mainstreaming Gender Equality across all areas of work with specific targets and indicators for results.
- 3.4 Adapt Thematic programmes and projects appraisal criteria to take into account ITTO's goal to achieve Gender Equality and Equity, namely by introducing Gender Marker system in and giving an appropriate weight to gender aspects in the proposals scores.
- 3.5 Mainstream GEWE issues in ITTO Monitoring and Evaluation practices.
- 3.6 Improve measurement of the impact of ITTO's work on women through impact assessments.
- 3.7 Require the incorporation of a gender perspective into relevant analytical parts of reports, documents and publications relating to ITTO's work and processes, and supported, where possible, by sex-disaggregated data.
- 3.8 Ensure gender is mainstreamed in ITTO statistical and information systems.
- 3.9 Scale up experiences from TPs and projects.
- 3.10 Addressing emerging Gender Equality and Women Empowerment issues.

91. **Indicators:**

- Gender relevant objectives, outcomes and indicators of achievements in the ITTO Strategic Action Plans.
- Targets and budget allocation to GEWE in the SAPs
- Gender sensitivity of the Manual on Standard Operating Procedures (SOP) for the ITTO Project Cycle.
- Number of substantive ITTO's inputs on Gender Issues in international fora and publications.
- Inclusion in ITTO policy documents and knowledge products of references to GEWE.

**Commitment 4:** **Develop partnerships with Civil Society, Private Organizations and other international agencies that are active in the field of GEWE to ensure ITTO's progress in this field in the areas of its work.**

92. **Actions:**

- 4.1 Involve Civil Society and Private Sector partners in dialogue on projects and activities to address Gender gaps with regard to access to resources and to tropical timber and NTFPs markets.
- 4.2 Ensure that participatory methods are used to adequately involve men and women in the project identification, implementation and in M&E processes.
- 4.3 Strengthen partners' capacity for gender-responsive and participatory analysis, planning and implementation of projects.

93. **Indicators:**

- Number of joint initiatives on Gender Equity related activities with Civil Society, Private Sector organizations, and other development agencies.
- Number of Women's NGOs and networks participating as observers in ITTC sessions.
- Percentage of ITTO projects with specific GEWE objectives in different areas of work.
- Percentage of budget allocations to GEWE projects and activities in different areas of work.
- Gender markers ratings of TPs and projects.

**Commitment 5: Providing the empowerment of women through implementation of gender responsive programs, projects and activities.**

94. **Actions:**

- 5.1 Mainstream gender equity and empowerment of women in ITTO's project cycle.
- 5.2 Support actions and implement models that advance women's forest tenure rights, and their access to and control over productive assets.
- 5.3 Promote women's access to advisory services, financial services, training, access to timber and NTFP markets and information
- 5.4 Promote women's entrepreneurship and leadership in tropical forest industry and tropical timber trade.
- 5.5 Support strategies that have a potential to increase jobs for women in the formal sector, access to credit, markets and technological innovations.
- 5.6 Mainstream gender equity in analysis, design and impact assessment of tropical timber and forest products value chain development initiatives.
- 5.7 Support building capacities in member government institutions for women in front line role to advance the Gender Equality agenda in the forestry sector.
- 5.8 Adopt innovative and/or proactive approaches and processes to enhance women's meaningful participation in decision-making and leadership roles, and equitable sharing of benefits

95. **Indicators:**

- Number and quality of ITTO projects and activities supporting GEWE at Organizational and Members levels in a given period (project cycle; Biennium) and different ITTO working areas.
- Cumulative GEWE results since the adoption of ITTO's GEWE Guidelines.
- Type of Gender Equality issues addressed in programmes and projects.
- Extent to which Project formulation Manual integrates Gender Analysis to support the project design process and requires projects to identify gender-specific negative impacts.

**Commitment 6: Building ITTO Organizational and Members capacity for the implementation of ITTO's GEWE Guidelines.**

96. **Actions:**

- 6.1 Ensure that Gender strategies in Thematic Programs and projects are based on quality Gender Analyses and will yield expected results.
- 6.2 Adopt innovative and/or proactive approaches and processes to enhance women's meaningful participation in decision-making and leadership roles, and equitable sharing of benefits.
- 6.3 Take steps to ensure gender duty compliance and staff fluency in Gender Equality.
- 6.4 Build Members capacity for the implementation of the ITTO GEWE Guidelines in the formulation of ITTO projects and in the application of Gender-sensitive M&E.
- 6.5 Manage knowledge on GEWE from experiences in ITTO's TPs and projects, and build evidence on Gender-related ITTO project impacts.
- 6.6 Use TPs and ITTO project Evaluations to publish regularly successes and lessons learned on gender-related aspects.

97. **Indicators:**

- Evidence that ITTO's policy and strategy documents include objectives and activities to address barriers to Gender Equity outcomes.
- Evidence that ITTO Members proposals include objectives, strategies and activities to address barriers to equity outcomes.
- Number of success stories from ITTO projects having GEWE objectives.

**Commitment 7: Allocating appropriate resources for implementing Gender Equality and equity mainstreaming.**

98. **Actions:**

7.1 Design approaches and innovative strategies for funding ITTO's GEWE activities.

7.2 Provide in each biennial work programme an overview of resources allocated to Gender Equality and equity specific objective and to mainstreaming.

99. **Indicators:**

- Percentages of resources allocated to GEWE-related ITTO programs, projects and activities.
- Predictability of resources allocated to achieving Gender Equality in ITTO's activities.
- Breadth of GEWE related activities donor base.

## 6. CONCLUSION

100. In addition to the fact that Gender Equality and Women's Empowerment need to be pursued in their own right, they have been acknowledged over the decades by governments around the world as important objectives for sustainable development, including in the Millennium Development Goals. There is considerable evidence and broad international agreement that advancing Gender Equality helps achieve many broad development outcomes including poverty reduction and inclusive growth. There is also evidence that focusing development program on promoting access to technologies alone is unlikely to be sufficient for inclusive outcomes and impact. Taking into account power dynamics is deemed necessary to understand the social, economic and cultural situations that may be acting to maintain existing power structures in many societies. The implementation of ITTO's GEWE Guidelines can therefore enhance the effectiveness and impact of its thematic programs and projects.

101. Incorporating GEWE perspectives into ITTO's development work presents the challenge of addressing gender inequalities at all stages of planning and implementation of thematic programs and projects in order to ensure that the desired outcomes will be reached. Ensuring progress also requires explicit formulation of GEWE-related objectives, strategies, targets, and activities to ensure that the Organization's Commitments are met. The use of indicators outlined for each Commitment will allow to measure GEWE results and to adjust the necessary means to improve the Organization's performance.

102. Setbacks and slow progress should not lead to so-called "Gender evaporation" in ITTO's work; they may rather mean that strategies, results, and indicators need to be revised. The processes of change involved in GEWE are so complex that the TOC needs to be regularly updated in order to cope with this complexity and to use the experience that emerges from the Organization's programs and projects.

## REFERENCES

- AfDB (2011). Mainstreaming Gender Equality: A Road to Results or a Road to Nowhere? A Working Paper – An Evaluation Synthesis.
- DFID (1999). Working in partnership with UNIFEM – United Nations Development Fund for Women: Institutional Strategy Paper.  
[http://www.bridge.ids.ac.uk/sites/bridge.ids.ac.uk/files/docs\\_gem/index\\_policy/unifem.pdf](http://www.bridge.ids.ac.uk/sites/bridge.ids.ac.uk/files/docs_gem/index_policy/unifem.pdf)
- ECOSOC (1997). Report of the Economic and Social Council for 1997 (A/52/3, 18 September 1997). <http://www.un.org/documents/ga/docs/52/plenary/a52-3.htm>.
- European Commission (2010). Strategy for equality between women and men 2010-2015.  
[http://ec.europa.eu/justice/gender-equality/files/strategy\\_equality\\_women\\_men\\_en.pdf](http://ec.europa.eu/justice/gender-equality/files/strategy_equality_women_men_en.pdf)
- FAO (2011). Evaluation of FAO's role and work related to Gender and development. Rome, Italy.  
<http://www.fao.org/docrep/meeting/023/MB469E01.pdf>
- FAO (2013). FAO Policy on Gender Equality- Attaining Food Security Goals in Agriculture and Rural Development. Rome, Italy. <http://www.fao.org/docrep/017/i3205e/i3205e.pdf>.
- Green Climate Fund (2014). Gender Policy and Action Plan.  
[http://www.gcfund.org/fileadmin/00\\_customer/documents/MOB201503-9th/10\\_-\\_Gender\\_Policy\\_and\\_Action\\_Plan\\_20150304\\_fin.pdf](http://www.gcfund.org/fileadmin/00_customer/documents/MOB201503-9th/10_-_Gender_Policy_and_Action_Plan_20150304_fin.pdf)
- Haataja, M-L., Leinone, E., and Mustakallio, S. (2011). Gender mainstreaming in development programmes and projects. Guide for authorities and project actors. Ministry of Employment and Economy, Finland.  
[http://www.wom.fi/Gender\\_mainstreaming\\_in\\_projects\(2011\)Haataja\\_Leinonen\\_Mustakallio.pdf](http://www.wom.fi/Gender_mainstreaming_in_projects(2011)Haataja_Leinonen_Mustakallio.pdf).
- IFAD (2003). Mainstreaming a Gender perspective in IFAD's operations – Plan of Action 2003-2006.
- IFAD (2010). IFAD's Performance with regard to Gender Equality and Women's Empowerment. Corporate Level Evaluation Report.
- Luttrell, C.; Quiroz, S. with Scrutton, C. and Bird, B. (2009). Understanding and operationalizing empowerment. Overseas Development Institute, 111 Westminster Bridge Road London SE7 1JD. [www.odi.org.uk](http://www.odi.org.uk).
- Mantilla, F. (2012). Review of Gender Mainstreaming in UNEP. UNEP Evaluation Office.  
[http://www.unep.org/eou/Portals/52/Reports/Review%20of%20Gender%20Mainstreaming%20in%20UNEP\\_final%20report%20with%20annexes.pdf](http://www.unep.org/eou/Portals/52/Reports/Review%20of%20Gender%20Mainstreaming%20in%20UNEP_final%20report%20with%20annexes.pdf)
- Mediterranean Institute of Gender Studies (2009). Glossary of Gender-related Terms.  
[http://www.medinstgenderstudies.org/wp-content/uploads/Gender-Glossary-updated\\_final.pdf](http://www.medinstgenderstudies.org/wp-content/uploads/Gender-Glossary-updated_final.pdf).
- Simula, M., El-Lakany, H. and Tomaselli, I. (2011). Meta-Evaluation of previously evaluated ITTO projects - Lessons learned & good practices towards sustainable management of tropical forests. Thematic Summaries. ITTC-JC(XLV)/2 – Annex II 26 September 2011.
- UNDP (2006). Evaluation of Gender Mainstreaming in UNDP.

<http://web.undp.org/execbrd/pdf/Evaluation%20of%20Gender%20Mainstreaming%20in%20UNDP.pdf>

UNDP (2007). Gender mainstreaming in practice: A Toolkit.

[http://descentralizare.gov.md/public/publications/936268\\_en\\_gender\\_mainstre.pdf](http://descentralizare.gov.md/public/publications/936268_en_gender_mainstre.pdf)

UNDP (2013). Gender mainstreaming made easy: Handbook for Programme Staff. Country Office for UNDP Somalia.

[http://www.undp.org/content/dam/somalia/docs/Project\\_Documents/Womens\\_Empowerment/Gender%20Mainstreaming%20Made%20Easy\\_Handbook%20for%20Programme%20Staff.pdf](http://www.undp.org/content/dam/somalia/docs/Project_Documents/Womens_Empowerment/Gender%20Mainstreaming%20Made%20Easy_Handbook%20for%20Programme%20Staff.pdf)

UNDP (2014). Fast-forwarding GEWE? Reflections on Measuring Change for UNDP's Thematic Evaluation on Gender Mainstreaming and Gender Equality 2008-2013. UNDP Independent Evaluation Office Occasional Paper.

UNEP (2006). UNEP Gender Plan of Action.

[http://www.unep.org/roa/amcen/Projects\\_Programme/climate\\_change/PreCop15/Proceeding/s/Gender%20strategies/Unep%20Gender%20Plan%20of%20Action\\_5\\_Feb07.pdf](http://www.unep.org/roa/amcen/Projects_Programme/climate_change/PreCop15/Proceeding/s/Gender%20strategies/Unep%20Gender%20Plan%20of%20Action_5_Feb07.pdf).

UNESCO (2005). Handbook for Gender Focal Points in UNESCO National Commissions. Paris, France. <http://www.unesco.org/women>

UNICEF (no date). Glossary: Definitions A-Z.

<http://www.unicef.org/gender/training/content/resources/Glossary.pdf>

United Nations (1995). Beijing Declaration and Platform for Action.

<http://www.un.org/womenwatch/daw/beijing/pdf/BDPfA%20E.pdf>.

United Nations (2000). United Nations Millennium Declaration.

<http://www.un.org/millennium/declaration/ares552e.pdf>

United Nations (2003). The Convention on the Elimination of All Forms of Discrimination against Women and its Optional Protocol Handbook for Parliamentarians.

[http://www.ipu.org/PDF/publications/cedaw\\_en.pdf](http://www.ipu.org/PDF/publications/cedaw_en.pdf).

United Nations (2014). The Millennium Development Goals Report 2014.

<http://www.un.org/millenniumgoals/2014%20MDG%20report/MDG%202014%20English%20web.pdf>.

United Nations Committee on the Elimination of Discrimination against Women (2010). General recommendation No. 28 on the core obligations of States parties under article 2 of the Convention on the Elimination of All Forms of Discrimination against Women.

<http://daccess-dds-ny.un.org/doc/UNDOC/GEN/G10/472/60/PDF/G1047260.pdf?OpenElement>.

United Nations Division for the Advancement of Women (2000). The United Nations Commission on the Status of Women. <http://www.un.org/womenwatch/daw/CSW60YRS/>.

Vogel, I. (2012). Review of the use of the "Theory of Change" in international development. DFID, UK.

Woodroffe, J. and Smee, S. (2012). Women's Empowerment and Gender Equality in the Post -2015 Framework. <https://www.worldwewant2015.org/fr/node/287981>.

## **ANNEXES**

### **ANNEX 1: GLOSSARY**

**Discrimination.** “Direct discrimination occurs when a person is treated less favorably than another in a comparable situation, on grounds such as sex. Indirect discrimination occurs when an apparently neutral provision, criterion or practice would disadvantage people on grounds such as sex unless the practice is objectively justified by a legitimate aim and the means of achieving that aim are appropriate and necessary” (UNDP 2007).

**Duty bearers.** “Duty bearers are those actors who have a particular obligation or responsibility to respect, promote and realize human rights and to abstain from human rights violations. The term is most commonly used to refer to State actors, but non-State actors can also be considered duty bearers”. UNICEF (no date).

**Empowerment.** “Describes both the process and the outcome of people - women and men - taking control over their lives: setting their own agendas, gaining skills (or having their own skills and knowledge recognized), increasing self-confidence, solving problems, and developing self-reliance. Empowerment implies an expansion in women's ability to make strategic life choices in a context where this ability was previously denied to them. In most cases the empowerment of women requires transformation of the division of labor and of society” (Mediterranean Institute of Gender Studies, 2009).

**Gender.** It is “a social and cultural construct, which distinguishes differences in the attributes of men and women, girls and boys, and accordingly refers to the roles and responsibilities of men and women. Gender-based roles and other attributes, therefore, change over time and vary with different cultural contexts. The concept of gender includes the expectations held about the characteristics, aptitudes and likely behaviors of both women and men (femininity and masculinity). This concept is also useful in analyzing how commonly shared practices legitimize discrepancies between sexes”. UNICEF (no date).

**Gender and Sex.** “Usually, sex is understood to refer to the biological difference between male and female bodies. Gender, on the other hand, refers to the sociologically-and culturally based distinction between men and women. One's gender is therefore most often comprised of those roles and attributes that are not purely “natural“ or biologically determined, but are rather dictated by norms and traditions. Because gender is not biologically given, the attributes of both male and female gender can (and do) change over time and across cultures” (UNDP 2007).

**Gender analysis.** ECOSOC-agreed conclusions 1997/2 defines gender analysis as the process of assessing the implications for women and men of any planned action, including legislation in all areas and at all levels. Elements of an adequate gender analysis include: (i) Examination of inequalities between women and men and how Gender Equality can be promoted; (ii) Data or information to allow the experiences and situations of women and men to be analyzed, i.e. through the collection and use of sex- and age-disaggregated data; (iii) Assess levels and extent of participation between males and females in activities.

**Gender balance.** It is “a human resource issue. It is about the equal participation of women and men in all areas of work (international and national staff at all levels, including at senior positions) and in programmes that agencies initiate or support. Achieving a balance in staffing patterns and creating a working environment that is conducive to a diverse workforce

improves the overall effectiveness of our policies and programmes, and will enhance agencies' capacity to better serve the entire population" (UNICEF, no date).

**Gender division of labor.** "The gender [or "sexual"] division of labor refers to the allocation of different jobs or types of work to men and women, usually by tradition and custom. In feminist economics, the institutional rules, norms and practices that govern the allocation of tasks between men and women, girls and boys, also constitute the gender division of labor, which is seen as variable over time and space and constantly under negotiation. Unequal gender division of labor refers to a gender division of labor where there is an unequal gender division of reward. Discrimination against women in this sense means that women are likely to get most of the burden of labor, and most of the unpaid labor, whereas men collect most of the income and rewards resulting from the labor" (Mediterranean Institute of Gender Studies, 2009).

**Gender Equality.** "Gender Equality means equal rights, possibilities and obligations for both men and women in society. As an objective, Gender Equality entails that stereotyped concepts of gender roles must not restrict the opportunities of individuals. It also means equal appreciation of the values, choices and life experiences typical of women and men. Gender Equality does not mean seeking to make women and men the same" (Haataja, Leinone and Mustakallio, 2011).

**Gender Equality project.** "A project with the primary aim of promoting Gender Equality" (Haataja, Leinone and Mustakallio, 2011).

**Gender Equity.** "Fairness of treatment for women and men, according to their respective needs. This may include equal treatment that is different but which is considered equivalent in terms of rights, benefits, obligations and opportunities. In the development context, a gender equity goal often requires built-in measures to compensate for the historical and social disadvantages of women. Gender equity denotes an element of interpretation of social justice, usually based on tradition, custom, religion or culture, which is most often to the detriment to women. Such use of equity in relation to the advancement of women is unacceptable" (Mediterranean Institute of Gender Studies, 2009).

**Gender Focal Point.** A Gender focal point is a change agent whose overriding role is one of advocating for increased attention to and integration of gender equality and women's empowerment in his or her agency's policy and programming and in the related work of development partners. Gender focal points serve as a hub for new information on gender equality and as a conduit for information on what has worked well in the organization. (UN Women and ITC-ILO. 2013. Blended course for UN System Gender Focal Points).

**Gender impact assessment (GIA).** "GIA is a specific type of gender analysis that is used to predict and reveal how projects and policies have affected or will affect men and women differently. It shows how men as a group and women as a group may differ from each other in terms of their capacity to participate in and benefit from a given policy. These assessments have a positive role to play in determining policy opportunities to actively increase and enhance equality between men and women" (UNDP 2007).

**Gender in Development (GID) or Gender and Development (GAD).** "The GID perspective emerged in the late 1980's as an alternative to the prevailing Women in Development or WID approach. Unlike WID, which focused on women only, and called for their integration into development as producers and workers, GID focuses on the interdependence of men and women in society and on the unequal relations of power between them. The GID approach aims for a development process that transforms gender relations in order to

enable women to participate on an equal basis with men in determining their common future. The GID approach emphasizes the importance of women's collective organization for self-empowerment". There is no substantive difference in the meaning between GID and GAD. (Mediterranean Institute of Gender Studies, 2009).

**Gender mainstreaming.** "The process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of the policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve Gender Equality"(ECOSOC 1997).

**Gender Markers.** A tool that rates gender mainstreaming and equality at the activity level on a scale from zero to three (0, 1, 2 or 3), as follows (UNDP 2013):

- Activities that have gender equality as a principal objective should be rated 3;
- Activities that have gender equality as a significant objective should be rated 2;
- Activities that will contribute in some way to gender equality, but not significantly, should be rated 1; and
- Activities that are not expected to contribute noticeably to gender equality should be rated 0.

**Gender Needs.** "Leading on from the fact that women and men have differing roles based on their gender, they will also have differing gender needs. These needs can be classified as either strategic or practical needs" (Mediterranean Institute of Gender Studies, 2009).

**Gender neutrality/gender blindness.** "Gender neutrality refers to a situation in which Gender genuinely plays no role in a given activity. The Gender neutrality of a project can only be established as a result of high-quality assessment, but cannot be based on presuppositions or everyday knowledge. Gender neutrality can also mean that no attention is paid to Gender, or that its significance in terms of goals or an activity goes unrecognized. In such a case Gender neutrality often means so-called Gender blindness in practice, i.e. the inability to perceive Gender and understand its significance. Gender blindness is a significant attitudinal obstacle to making progress in Gender Equality". (Haataja, Leinone and Mustakallio, 2011).

**Gender parity.** "It is a numerical concept. Gender parity concerns relative equality in terms of numbers and proportions of men and women, girls and boys. Gender parity addresses the ratio of female-to- male values (or males-to-females, in certain cases) of a given indicator" (UNICEF, no date).

**Gender roles.** "They are social and behavioral norms that, within a specific culture, are widely considered to be socially appropriate for individuals of a specific sex. These often determine the traditional responsibilities and tasks assigned to men, women, boys and girls" (UNICEF, no date).

**Gender sensitivity.** Encompasses the ability to acknowledge and highlight existing gender differences, issues and inequalities and incorporate these into strategies and actions. (Mediterranean Institute of Gender Studies, 2009).

**Gender stereotypes.** They are simplistic or stereotyped ideas and assumptions about what women and men are "usually" like, or what constitutes "appropriate" behavior for them. Gender stereotypes are often subconscious, "self-evident truths", deeply rooted in the culture. They are superficial and harmful everyday "knowledge" of Gender. Stereotypes may

prevent factual information acquisition and in-depth understanding of Gender-based phenomena (Haataja, Leinone and Mustakallio, 2011).

**Multiple discrimination.** It is understood as “any combination of discrimination on the grounds of sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation”. (European Commission, 2010).

**Practical Gender Needs (PGN).** “These are gender needs that women and men can easily identify, as they relate to living conditions. PGNs do not challenge, although they arise out of, gender divisions of labor and women’s subordinate position in society. PGNs are a response to immediate and perceived necessity, identified within a specific context. They are practical in nature and often concern inadequacies in living conditions such as water provision, health care and employment” (Mediterranean Institute of Gender Studies, 2009).

**Sex.** Refers to the biological and physiological reality of being males or females.

**Strategic Gender Interests/Needs.** “Strategic gender needs are the needs women identify because of their subordinate position in society. They vary according to particular contexts, related to gender divisions of labor, power and control, and may include issues such as legal rights, domestic violence, equal wages and women’s control over their bodies. Meeting SGNs assists women to achieve greater equality and change existing roles, thereby challenging women’s subordinate position. They are more long term and less visible than practical gender needs” (Mediterranean Institute of Gender Studies, 2009).

**Women in Development (WID):** “A WID approach to development is based on the concept that women are marginalized in development-oriented interventions, with the result that women are often excluded from the benefits of development. Hence, the overall objective is to ensure that resources and interventions for development are used to improve the condition and position of women. The WID approach, however, does not necessarily result in changing male-female hierarchal gender relations. Rather, it intends to support women-specific practical needs, such as women’s skills development for income generation. The fact that WID approaches do not analyze and address power differentials in the relationship between women and men is seen as a major shortcoming of this approach. WID-oriented programmes are often contrasted to Gender and Development (GAD)-oriented programmes.” (UNICEF, no date”.

**Women’s empowerment:** “A ‘bottom-up’ process of transforming gender power relations, through individuals or groups developing awareness of women’s subordination and building their capacity to challenge it” (UNDP 2007).

## **ANNEX 2: OUTLINE OF THE TRAINING ON THE IMPLEMENTATION OF ITTO GEWE GUIDELINES**

This Training outline is designed to contribute to the strengthening of the institutional capacity of ITTO Members to implement ITTO's GEWE Guidelines. The specific objectives of the training are:

- Raise the level of awareness and understanding of Gender Equality issues and their related concepts and language.
- Support changes in attitudes and behavior and strengthen the vision, capacity and processes needed to build a more gender-responsive culture.
- Provide participants with the skills necessary to appropriately ensure the effective integration of GEWE issues in all stages of the project formulation.
- Promote the integration of Gender Equality issues in programmes at the national level, promote their visibility and improve their future coverage.

The Training outline may serve for organizing a stand-alone event or may be restructured to be part of an ITTO project formulation workshop. It is designed to highlight:

### **(1) Gender Relations and Sustainable Rural Livelihoods:**

- Why gender is an issue for forest sector policies;
- How the social construction of gender shapes the work that rural women and men do; The importance of cross-cutting gender concerns such as land/forest access rights, access to credit;
- Women's participation in community institutions and empowerment;
- The impact of technology and the role of climate change in building livelihood resilience and adaptation.

### **(2) Gender Issues in Different Forest Sector Areas:**

- Look at the broad gender concerns in the areas of Forest management and reforestation, Forest industries, Tropical timber trade, Value Chains Development.
- Policy approaches and examples of good practices.

### **(3) Practical Exercises using project ideas brought by participants for project formulation:**

- Guided project design will enhance the participants' understanding of concepts and frameworks, and their application.

Training will be subdivided into training modules. The practical exercises will be organized depending on whether it is a stand-alone training or it is integrated in project workshops. The outline is as follows:

## **MODULE 1: INTRODUCTION TO THE WORKSHOP**

- Objectives and expected outputs
- Participants' expectations
- Introduction to ITTO and to ITTO's GEWE Guidelines
- Resource materials of the Workshop

## **MODULE 2: GENDER APPROACHES IN DEVELOPMENT WORK: FROM 'WID' TO**

## **'GAD'**

- Difference between sex and gender;
- Historical background of Gender approaches in development, since the Universal Declaration of Human Right in 1948;
- WID and GAD approaches;
- Key gender terms: gender analysis, gender-based discrimination, gender blind/neutral; gender bias, gender glass ceiling, gender equality, gender equity, gender gaps, gender perspective, gender roles, women's empowerment, etc.
- Factors of gender gaps and gender discrimination practices: cultures, traditions, laws, religions, events (conflicts, climatic factors), etc.

### **MODULE 3: GENDER AND LEADERSHIP**

- Factors that influence women's access to decision-making positions, particularly as far as influencing changes in resource management and tropical timber trade is concerned;
- Factors that influence women's active involvement in decision-making on resource use and management at community level;
- The role played by the civil society and women's associations in promoting women's leadership in environment and natural resource management areas.

### **MODULE 4: GENDER-SENSITIVE NATIONAL POLICIES APPRAISAL**

- Feminization of rural poverty; introduction to sustainable rural livelihoods approach.
- Gender mainstreaming policies to address/prevent Gender disparities;
- Gender-sensitive approaches in natural resource related national policies;
- Examples of policies empowering women and men;
- National institutional frameworks for Gender GEWE.

### **MODULE 5: WOMEN'S EMPOWERMENT**

- Power and women's empowerment;
- Actions for/challenges to economic empowerment of women for their access to SFM and tropical timber and NTFPs value chains;
- Factors affecting women's access to land, forests, and other production resources;
- Experiences from ITTO's activities.

### **MODULE 6: INNOVATIONS AND GEWE IN THE FOREST SECTOR**

- Enabling conditions for achieving GEWE, with a strategic emphasis on how women and men can participate in innovation processes and benefit equitably from the outcomes.
- The role played by influential champions - men as well as women- in launching or facilitating innovations that empower women;
- The role played by women's movements in supporting or influencing the agenda and the direction of innovation processes.
- Examples of innovations in the areas of SFM and tropical timber trade, which transformed women's lives.

### **MODULE 7: GENDERING THE PROJECT MANAGEMENT CYCLE**

- Assessing gender differentiated needs in project stakeholders analysis;
- Defining gender-sensitive project objectives, outputs and activities;
- Incorporating GEWE in the project's theory of change;
- Identifying and developing gender equality indicators;
- Elaborating gender-sensitive project budgets;
- Incorporating gender in M&E systems;