

Gender Mainstreaming Manual to Guide Gender Responsive Forest Governance in Uganda



April 2021

Disclaimer

"The content of this document is the sole responsibility of the author and may in no way be taken to reflect the opinion of the Food and Agriculture Organization of the United Nations (FAO), the European Commission (EC), the Swedish International Development Agency (SIDA) or the United Kingdom's Foreign, Commonwealth and Development Office (UKFCDO)."

Abbreviations and Acronyms

CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women.
CDOs	Community Development officers.
CFM	Collaborative Forest Management.
CFR	Central Forest Reserves.
FSSD	Forestry Sector Support Department.
MoGLSD	Ministry of Gender Labor and Social Development.
MWE	Ministry of Water and Environment.
NACOBA	Nagojje Community Based Biodiversity Association.
NFA	National Forestry Authority.
NUSAF	Northern Uganda Social Action Fund.
RECPA	Rwoho Environment Protection Conservation Association.
SWAGEN	Support for Women in Agriculture and Environment.
UNCSD	United Nations Conference on Sustainable Development.
UNDRIP	United Nations Declaration on the Rights of Indigenous Peoples.
UNFCCC	United Nations Framework Convention on Climate Change.
UNREDD	United Nations Programme on Reducing Emissions from Deforestation and Forest Degradation.
UWA	Uganda Wild Life Authority.

TABLE OF CONTENTS

Pages

PART ONE: Preparation to Develop a Gender Mainstreaming Manual for The Forest Sector in Uganda.....	1
1.0 Introduction	1
1.1 Purpose of the Gender Mainstreaming Manual	1
1.2 Why Gender and Forest Governance?	2
1.3 The Focus of the Manual	4
1.3.1 Status of Gender Relations in the Forestry Sector in Uganda: Gaps, Opportunities Towards a Gender Responsive Forestry Sector in Uganda ...	5
1.3.2 Institutional Actors and Interests in the Forestry Sector.....	5
1.3.3 Actors' Awareness of Policies and Legal Frameworks that Guide the Forestry Sector.....	6
1.3.4 Women and Men's Relationship with Forests.....	7
1.3.5 Gendered Indigenous Knowledge and Advantage in Preserving Forests	8
1.4 Gendered Governance / Management and Participation – Good Practices	11
1.4.1 Gender Responsive Human Resource Structures	11
1.4.2 Collaborative Forest Management as a Participatory Strategy	13
PART TWO: Mainstreaming Gender	15
2.0 Stakeholder Engagement	15
2.1 The Rationale of Stakeholder Engagement	15
2.2 Successful Strategies for Stakeholder Engagement	15
2.3 Good Practices for Strengthening Stakeholder Engagement.....	15
2.4 What is a Stakeholder Engagement Strategy?	16
2.4.1 Step by Step Designing of a Stakeholder Engagement Plan	16
3.0 Gender Analysis in the Forestry Sector	16
3.1 How to Conduct a Gender Analysis in the Forest Sector	17
3.2 Gender Analysis Frameworks.....	18
3.2.1 Harvard Activity Profile Tool: 1	18

3.2.2	Harvard Gender Roles Tool 2: The Access and Control Profile - Resources and Benefits	19
3.2.3	Harvard Gender Analysis Tool 3: Influencing Factors	22
3.2.4	How to Mainstream Gender in Forestry Sector – Activities, Knowledge Systems, Planning Cycles.....	24
3.2.5	A Guide to Designing Gender Responsive Projects and Programmes in Forest Conservation	26
3.2.6	Encourage Women to get Trained in Forestry	29
3.2.7	Gender Indicators	30
4.0	Gender Responsive Budgeting	37
4.2	Making Gender-Responsive Budgeting Work in Practice	39
5.0	Conducting A Gender Audit Within the Forest Sector	40
5.1	What is a Gender Audit?	40
5.2	How to Conduct a Gender Audit in an Organization / Institution	41
5.3	A Practical Guide to Gender Audit in an Organization.	41
6.0	<i>A Recap On the Key Steps to Take When Mainstreaming Gender in Forest Governance.....</i>	45
7.0	<i>Selected Gender Related Terminologies in the Manual</i>	47

PART ONE: Preparation to Develop a Gender Mainstreaming Manual for The Forest Sector in Uganda

1.0 Introduction

Governance of Forestry sector lies within the mandate of the Ministry of Water and Environment, under the Forestry Sector Support Department (FSSD). In particular, the department provides support to the forestry sector on range of aspects including forest policy planning and formulation, technical backstopping of the district forest services, sector co-ordination, regulation of trade in forest products and gazettelement, among other roles. The Vision of the sector is to ensure “A sufficiently forested, ecologically stable and economically prosperous Uganda”. It’s mission is to “effectively co-ordinate, guide and supervise Uganda’s forestry sector and contribute to the rational and sustainable utilization, development, effective management, safeguard of forestry resources, for social welfare and economic development” (Ministry of Water and Environment, 2021). In view of the country’s vision of forestry conservation, sustainable management and development of forests for the benefit of all Ugandans, this Gender Mainstreaming Manual provides guidelines on how to promote gender responsive governance of forests.

In the context of this manual, gender responsive forest governance entails a deliberate focus on gender differences in the perceptions and uses of forest resources, women’s and men’s relationship with and knowledge about forests, increased security of tenure over forest resources for women and youth as well as women and men’s active participation in decision-making, resource management and sharing of benefits.

1.1 Purpose of the Gender Mainstreaming Manual

Support for Women in Agriculture and Environment, in partnership with stakeholders in the forest sector, conducted a study to explore ways of promoting effective gender mainstreaming in the forestry sector in Uganda. The participatory research process focused on the central forest reserves in the areas of the Karamoja sub-region,

central and western parts of Uganda, targeting in particular district forest services, private-owned forests and community forests in those selected areas. In addition to the analysis of forest policies and plans, multi-level consultations were conducted with all the actors in the forest sector and with forest-edge communities. These consultations were aimed at establishing the status of gender mainstreaming in the forestry sector; identifying existing policy interventions for gender mainstreaming; and examining strategies for the promotion of women's participation in forest governance. The overall goal was to identify innovative ways of promoting a gender responsive forest governance.

As an outcome of these consultative processes, the Gender-Mainstreaming Manual aims at:

1. Raising awareness of different stakeholders in the forestry sector about gender-based constraints in accessing, utilization, management and conservation of forest resources in Uganda.
2. Enabling forestry sector stakeholders to appreciate gender relations (inequalities, equality) existing in the sector and how these influence sustainable governance of forest resources.
3. Equipping stakeholders with the knowledge on how to promote women's active participation in accessing, usage, ownership and governance of forests.

The manual is to be used by policy makers, technical staff in Ministries, Departments and Agencies, district service officials, support staff, environmental activists within the civil society and community environmental practitioners who will be the key change agents in the process of ensuring a gender responsive forestry sector. The manual is intended to guide of the inclusion of gender considerations (in particular promotion of women's participation in forest governance) in everyone's day-to-day work. Manual's users can avail themselves of this tool to build a more gender-responsive forestry sector, from which they can also benefit, by creating an environment where every stakeholder, without bias, is able to participate in the sustainable use and management of forest resources for the current generation and the generations to come.

1.2 Why Gender and Forest Governance?

A deliberate and systematic focus on gender, in particular women's participation in the governance of forest resources, draws from the gendered experiences amongst women and men in relation to forests.

According to the National Forest Plan 2012, there is an intrinsic relationship between women and forest resources. Notably, women and men experience and relate with forest resources differently. This warrants gender-responsive forestry interventions, which take into account variations in the needs of poor people, are appropriate to local circumstances and based on a thorough understanding and knowledge of poor people's livelihood strategies.

BOX 1: Why do we need to focus deliberately and systematically on mainstreaming gender in the governance of forest resources?

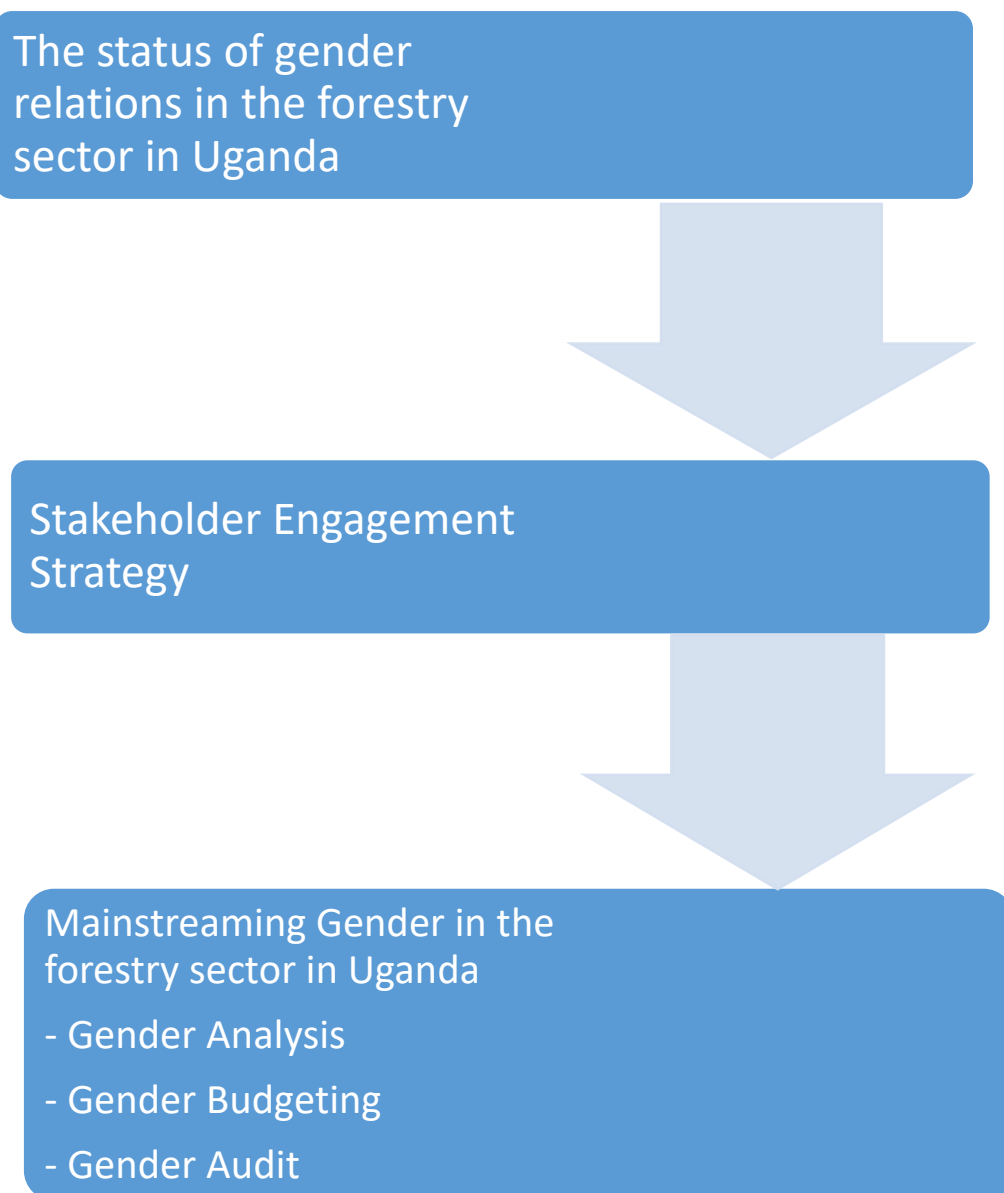
- **Land Ownership:** Generally, laws related to access, control, ownership and inheritance of land discriminate against women, who depend on their husbands to acquire land.
- Since men who own and control land are more concerned with cash crops, women are prompted to turn to forest foods but also to forest land to grow more food for the family.
- **Access to forest resources:** Women rely more on forests and trees for their livelihoods and suffer most when access to forests is denied by regulation or eviction.
- **Extension services:** In many communities, women still play a dominant role in the production of cash and food, especially by engaging in weeding, harvesting and processing activities. However, extension service providers still tend to work more with male farmers.
- **Improved health and general welfare of women and children:** Women and children's health and welfare can be compromised by pollution from smoke and sparks, the drudgery of cooking, eye defects and incidences of child burns, resulting from the continuous use of traditional stoves and open fires or walking of long distances in search for firewood, and the risk of rape while fetching firewood in distant places.
- Generally, there are few women trained as foresters and agricultural workers, who could train and reach out to other women working in the farms or engaging in activities in the forests.
- **Governance:** Women are generally excluded from decision-making processes. Many decisions over forest resources affect women more than men. Those that relate to the availability and accessibility of water, firewood and forest products can increase their workloads and affect health and well-being.

Mainstreaming gender in forest governance processes has the potential to facilitate capturing of the specific knowledge, skills and experiences of women as primary forestry users, and the different roles, rights and responsibilities of men and women, as well as their particular access to and use patterns and knowledge of forests.

This Gender Mainstreaming Manual aims at highlighting these unique relationships and enable stakeholders in the sector to respond to the contextual needs and interests of women and men for sustainable governance of forest resources.

1.3 The Focus of the Manual

This Gender Mainstreaming Manual has been prepared as a user-guide for key stakeholders involved in the daily interaction, use and management of forest resources in Uganda. The manual provides detailed content in the four specific areas around forest governance. Specific areas of focus are listed below:



Each of these areas of focus involves guiding questions, illustrations and examples to guide users for deeper understanding, analysis, design and implementation of particular actions towards a gender-responsive forest sector. The manual also includes a Glossary of some of the gender related forest conservation terminologies used in the sector.

1.3.1 Status of Gender Relations in the Forestry Sector in Uganda: Gaps, Opportunities Towards a Gender Responsive Forestry Sector in Uganda

This section provides detailed analysis of the sector with the aim of enabling forest stakeholders' understanding about institutional actors, their awareness of gender equality provisions in policies and regulations, men and women's relationship with forests. Other aspects of the status look at the existing forms of indigenous knowledge and how these are used to protect and preserve forests, and the state of women's participation in governance / management of forest resources. The section also highlights existing gaps as well as good practices to promote gender responsiveness.

1.3.2 Institutional Actors and Interests in the Forestry Sector

The forestry sector in Uganda is a complex sector due to its many stakeholders with diverse interests. Some of the actors are categorized as enabling Institutions and Delivery Institutions, while others are referred to as Producers and Users or beneficiary institutions¹. Enabling Institutions include the Ministry of Water and Environment, the Ministry of Tourism, Wildlife and Antiquities, the Ministry of Energy and Mineral Development, the Ministry of Finance, Planning and Economic Development, Development Partners and CSOs. Delivery institutions - institutions that are responsible for the implementation of government plans, policies and programmes in the sector – are the National Forestry Authority, the Uganda Wildlife Authority, the District Local Governments and the Urban Authorities. The overlapping governance institutions further interface with a

¹ See the Ministry of Water and Environment, State of Uganda's Forestry 2016 report on the categorisation of key institutions and their mandates. <https://www.mwe.go.ug/sites/default/files/State%20of%20Uganda%27s%20Forestry-2015.pdf>

diversity of forest categories. According to the National Forestry and Tree Planting Act, 2003, forests are classified as a) Central Forest Reserves, b) Local Forest Reserves, c) Community Forests, d) Private Forests, and e) forests forming part of the wildlife conservation area declared under the Uganda wildlife Statute, 1996 (RoU, 2003).

Gender Gap

- *It is worth noting that the Ministry of Gender, Labour and social Development, a government entity responsible for gender mainstreaming alongside environmental concerns as cross-cutting issues, is neither listed as an enabling institution nor as a beneficiary institution.*
- *There is inadequate collaboration and coordination on gender related activities and programmes within the forestry sector.*

1.3.3 Actors' Awareness of Policies and Legal Frameworks that Guide the Forestry Sector

The forestry sector cuts across many traditional management boundaries, including energy, agriculture, water, industry, wildlife, education and economic development planning. Nonetheless, this study noted that the majority of the stakeholders contacted were aware of, and in some cases conversant with, a number of policies and laws concerning the forestry sector. The most common referenced policies and laws include the 1995 Uganda's Constitution, the Uganda's Forestry Policy, 2001; the National Forest and Tree Planting Act, 2003, and the Uganda Gender Policy, 2007. One of the participants, for example noted; *"the Act of 2003 guides all our operations. So, all forest activities must be in line with National Forestry and Tree Planting Act and anything that deviates from it then you are committing an offence"*.

At the community level, communities within and around the forests were aware of the formal and informal rules and regulations that guided their interaction with the forest. Some of the common regulatory practices among forest communities included:

- a) Regulated firewood collection – almost all community residents knew designated days for firewood collection as well as the limits to how much can be collected – headload
- b) Communities knew that they were allowed to harvest non-timber forest products e.g. wild honey, fruits, mushrooms, medicinal products, among others
- c) Cautioning people from taking match boxes to the forest - to prevent fire breakouts.
- d) Regulated animal grazing in the sections of the natural forests

- e) Crop growing in young forests especially by women, to facilitate growth of trees
- f) Collaborative Forest Management (CFM) groups and the agreements that guided these collaborative arrangements. Community participants talked of how registered groups are allocated land at the edge of the forests to plant trees and create a buffer zone between the communities and the forest, as a way of protecting the central reserves.

Gender Gaps

- 1) Participants' responses on whether forestry sector policies focus on mainstreaming gender revealed mixed reactions. While some were not sure of which gender equity provision informs programmes and activities, others generally pointed to gender mainstreaming merely as a cross-cutting issue along with environmental concerns.
- 2) Localized rules and regulations were dominantly about securing and protecting the forest against unsustainable exploitation. However, there were no rules and regulations that specifically focused on promoting gender access and participation in conservation of the forests or about ownership of resources (by women and youth) to facilitate establishment and conservation of forests.
- 3) The lack of local initiatives targeting women's participation in the conservation of forests, coupled with limited knowledge of gender specific policy commitments and consequently how these are translated into mainstreaming gender in programmes and activities in the sector, hindered systematic and deliberate gender mainstreaming.
- 4) A review of literature indicated ways in which the laws and research reports on forestry often use gender-neutral terms such as "forest-edge communities", "forests benefiting all people", "community participation", "indigenous communities", sustainability, among others.

1.3.4 Women and Men's Relationship with Forests

Women and men's specific interest and relationship with the forest is moderated by the kind of gender division of labour in the households, as per the culture of the community. There are common patterns of gender division of labour that dictate how women and men, access, use and/or participate in the conservation of the forests. In Mt. Moroto Forest reserve, for instance, women commonly interact with the forest based on their culturally sanctioned roles e.g. picking poles for construction of Manyattas, firewood, water, wild fruits, agriculture activities, medicines among other things. On the other hand, men commonly interact with the forest with regard to cattle grazing, collecting materials for making stools, walking sticks, and other forms

of handcrafts. In Western Uganda, forest-edge communities around Rwoho Central Forest Reserve pointed to a common pattern in which women go to the forest for survival purposes, to meet the livelihood needs of the household while men tend to go to forests for commercial exploitation.

While these gendered divisions of labour provide a general predictable pattern of who interacts with the forests, there are new changes in household roles. For instance, women in Moroto were identified as among those spearheading charcoal burning given the household provisioning roles that they are increasingly taking on. In Mabira, participants pointed out cases of women engaged in commercial timber logging. Other changes in gendered interaction with forest resources pointed to women (albeit in fewer cases) who own private plantations and those engaged in tree planting for income generation. Women were reportedly among private tree planters with in Rwoho Central forest reserve and actively involved in district forest service tree planting programmes.

Gender Gaps

While there is agreement on changing gender relations, including women owning and controlling forests and plantations, there are neither comprehensive studies nor comprehensive statistics documenting the status of women in access, control and ownership of forests and forest resources. What is available are merely individual anecdotes on women's ownership of plantations.

1.3.5 Gendered Indigenous Knowledge and Advantage in Preserving Forests

Communities' relationship with nature was further highlighted through different forms of indigenous knowledge around forests. In particular, women and men in focus group conversations talked about how they have historically co-existed with the forests. In Mabira Central Forest reserve (CFR), research team conversations with communities around Nagojje beat pointed to ways in which the community views the forest as a life-long source of livelihood, source of wealth and a cultural asset. The majority of participants shared stories of great benefit from the forest, in terms of moderating climate

and enabling agricultural productivity but also shared myths about spirits in the forest that can make one get lost within the forest.

In Karamoja Sub-Region, Local Communities draw on traditional/indigenous knowledge to access, use and conserve the forest. The research team visited the communities of Tapak, and Katikekire sub-counties within and around Mt. Moroto respectively. The team also interacted with district officials in the natural resources department, staff from NFA, and civil society. In all these conversations, participants noted the intrinsic relationship between people and nature. Below we share insights from the regional reflection on the role of culture in framing women's and men's knowledge of and participation in forest conservation.



Mt. Moroto Central Forest Reserve in the background, a forest –edge community settlement in the foreground, Moroto, Uganda. Photo Courtesy of SWAGEN

- (a) Participants shared detailed accounts on how women and men draw on knowledge from within their traditions to protect the forests, read into weather changes and use nature to meet their livelihood needs. For example, women and men in Karamoja sub region with use nature (vegetation or trees) to predict weather changes. They noted that when you see a greening area during a dry season, that is an indication of a water source.
- (b) Communities in Karamoja use nature, e.g. anthills to predict seasons water availability. They noted that anthills are part of indicators for understanding environment. *If you see an anthill*

wet on top with intense activity, it means the water table is stable for every crop and when the anthill dries, it alerts the pastoralists to migrate in search for water. It's a signal that pastoralists should migrate and allow the environment to rejuvenate for restoration using natural methods.

- (c) When seasonal birds inhabit acacia trees, you know you are going to have rains all through the season.
- (d) Tradition and pro-conservation decision-making: In Karamoja, elders always use shrines within forests as areas for decision-making. One of the agendas within the shrines is on vegetation use and conservation. For instance, tradition protects acacia species within the forests. All acacia trees towards dry season are forbidden to be used for fencing because they give pods that feed small ruminants. In turn, these ruminants feed people (as game meat) during dry seasons.
- (e) Elders often use traditional knowledge and make decisions on how to protect the environment. These elders work in close association with women. There are decisions that men make and those that women in communities make.
- (f) In Karamojong culture, there is a cluster of women associations that protect the environment. These are called NGADURUKO. These women are the ones that package the information on forest protection. They decide on the type of materials that must be used for fencing a home, they pronounce sanctions against misuse of the forest resources. Women associations sanction punishments even on initiated elders. For instance, if an elder cut a tree that is supposed to be preserved, the man must sacrifice his most loved animal.
- (g) Women conduct ceremonies to promote environmental protection. They perform ceremonies when animals (pastoralists) are migrating. They use a ceremony of breaking the branches and leaves for paving way into a journey for those who are going to look for pasture, life of animals.
- (h) In this ceremony, male elders do not have powers. Women are the ones mandated to conduct these. They conduct prayers and in these prayers, nature is inclusive; such as "let the rivers give us the signs of accessing water wells; Let nature give us thriving grass that does not have vectors against the animals".

Indigenous knowledge points to greater opportunities through which women and men are and can continue to access, use and participate in the management of forest resources.

Gender Gap

While this form of knowledge is essential, it has not formerly been drawn upon to enhance women's participation in protection of the forests. There is no deliberate investigation on culture, its role in conservation and the possible socio-economic changes that might be eroding the cultural agency of indigenous communities.

Emerging economic investment projects also put pressure not only on the forest-centered community livelihoods but also on age-old communities' relationships with nature.

1.4 Gendered Governance / Management and Participation – Good Practices

1.4.1 Gender Responsive Human Resource Structures

The forestry sector has a gender responsive human resource positions in central and local government that supports gender mainstreaming. According to the Uganda Gender Policy, gender mainstreaming is a crosscutting priority area that all government institutions are mandated to integrate in their specific areas of focus². Other crosscutting issues include environmental concerns and HIV/AIDS. Ministries have appointed gender focal persons, including community development officers (gender focal persons in local government) within local governments, to facilitate integration of gender in different sectors. These exist along forest officers / environment officers / natural resources officers who coordinate the integration of environmental concerns in development programming.

In practice, the Ministry of Water and Environment has a gender focal officer who also doubles as a Senior Forestry Officer. This is one of the highly placed and gender specific positions in the forestry sector. The focal person is responsible for *“ensuring that the day to day work in the ministry is engendered. For example, if we are coming up with projects, I am responsible to see that there is a gender component”* (Senior Forest Officer, Ministry of Water and Environment). As a forest officer, the official is responsible for supervising and support district forest services as well as monitoring and evaluating forestry-

² See the 2007 Uganda Gender Policy, Section 6.1: Institutional framework Matrix and the particular role of Ministry of Gender Labour and Social Development in promoting gender mainstreaming.

related projects in the district. In all the districts visited, there was a gender focal person in the community development office and a district forest officer. At the sub-county level there were community development officers coordinating gender mainstreaming while agricultural officers coordinate forestry related activities. Having a ministry official at a senior leadership level occupying positions of forestry and gender, and the gender focused human resources in the local government, provides an opportunity to integrate gender in the forestry programmes and activities and facilitate women's participation therein. Gender focused interventions in the sector include:

- Gender related trainings to equip staff with knowledge and skills of gender analysis, to ensure that project designs in the forestry sector are gender responsive.
- Ministerial (Water and Environment) support for gender mainstreaming within the district forest services. This includes providing standard reporting formats which require indication of gender equity categories (women, men, youth, persons with disabilities) targeted with forest projects.
- Innovations that enable women to participate in forest conservation programmes e.g. sensitization meeting especially by NFA staff with communities around CFRs, tree-planting projects by district forest services, institutional greening.
- Women groups participate in nurseries and tree planting for women's economic empowerment. In Rwoho women groups assisted by Support for Women in Agriculture and Environment (SWAGEN) are part of carbon trade projects / programmes in partnership with NFA.
- NFA encourages Contractors within the plantations to employ women as part of the labour force. Women are also actively involved in establishing and maintaining NFA nursery beds.
- In Katikekire sub-county, Moroto, community development officers integrate conversations on crosscutting issues (gender, environment, HIV) into pre-public meetings activities. Since there is no specific budget for cross-sectoral issues, these are often addressed alongside other social development programmes.
- In Karamoja sub-region, Northern Uganda Social Action Fund (NUSAF) programme is involved in deliberate involvement of women and men in natural resource conservation. This is done by building resilience of communities, through tree planting, soils conservation and nursery beds establishment. This has also enhanced community members' awareness about natural resources conservation and protection of biodiversity loss.

Gaps in Gender Mainstreaming

- *Inadequate sensitization of women on their relationship and possible role in forestry conservation. There are more women groups coming up within communities but they do not have adequate knowledge and skills in how to invest in forestry, which is often seen as a male domain.*
- *Majority of the women groups are focused on how to benefit from forests rather than conservation.*
- *Women were notably hesitant to invest in forestry activities. They cited traditional norms that constitute them as temporal in homes, limit their control over resources such as land.*
- *Lack of deliberate, systematic and coordinated gender mainstreaming initiatives.*
 - *There are multiple actors, with overlapping mandates.*
 - *In some districts, the district forest service's staff did not know the activities of the NFA with regard to integrating gender.*
 - *In other areas, district forest officers referred to unfunded and non-functional environmental and natural resources committees.*
 - *Less prioritization of forestry sector in district budgets.*

1.4.2 Collaborative Forest Management as a Participatory Strategy

Collaborative forest management (CFM³) is identified by the National Forestry and Tree Planting Act, 2003, as a key component in the management of forest reserves. CFM is defined as a “mutually beneficial arrangement in which a forest group or a responsible body share roles, responsibilities and benefits in a forest reserve or part of it”. Currently, CFM is practiced in central forest reserves, in Karamoja sub-region, in Mabira and Rwoho Central Forest Reserves. In these communities, CFM groups are allocated stretches of land between the communities and the natural forests in which they plant trees and create buffer zones aimed at shielding natural forests. The study visited and interacted with two CFM groups in Rwoho, namely; Support for women in Agriculture and Environment (SWAGEN) and Rwoho Environmental Protection Conservation project (RECPA), both in Rwoho South-Beat.

³ CFM is a mechanism established under the 2003 Forestry and Tree planting Act. Groups under CFM come into force through Memorandum of Understanding signed between NFA and Communities

In Mabira, the research team met with Nagojje Community based Biodiversity Association (NACOBA), in Mabira - Nagojje beat.

Collaborative Forest Management approach provides a key platform for women and men's participation in accessing, use and conserving natural forests. The objectives of CFM groups mostly include protection of natural forests from illegal activities, promoting natural forest regeneration, support livelihoods of communities especially the vulnerable groups around central forest reserves through forestry activities that are in line with the National Forestry and Tree Planting Act, 2003.

Gender Gaps

- *Agreements between CFM groups and NFA use gender neutral language.*
- *CFM group agreements have no deliberate focus on gender mainstreaming or promoting women participation in particular.*
- *None of the agreements reviewed has a specific objective on addressing gendered specific needs of these communities adjacent to the forests.*
- *All CFM groups interacted with were male-headed (men as chairpersons) including the women specific group – Support for Women in Agriculture and Development.*

PART TWO: Guide to Mainstreaming Gender

2.0 Stakeholder Engagement

2.1 The Rationale for Stakeholder Engagement

The principle of participation rests on a number of International Human Rights standards including “The right to participate in public affairs and the rights to freedom of expression, information and association.” Participation should be transformative. This means that people and groups are actively and deeply involved in considering options, decision making and acting together. It strengthens sense of ownership and shared responsibility, leads to increased awareness of the relevant issues, increases skills levels and confidence.

2.2 Successful Strategies for Stakeholder Engagement

- Map the stakeholders in the Forestry Sector.
- Identify challenges of reaching-out to various stakeholders and solutions to these challenges. Examples of such challenges are; the stakeholders may be too difficult to reach, the engagement requires special skills e.g. language, the engagement is resource intensive, etc.
- Design a stakeholder engagement strategy for Gender Mainstreaming in the Forestry Sector.

2.3 Good Practices for Strengthening Stakeholder Engagement

Effective stakeholder engagement should be;

- Long-term, regular and continuous rather than a one-time only event done when decisions have already been made.
- Open, transparent and clear about the intended level of engagement.
- High quality and aiming for higher levels of engagement.
- Well organized with equitable access to needed resources.
- Empower stakeholders especially vulnerable groups for effective engagement.
- Encourage contribution to implementation and stakeholder accountability.
- Mindful of the need for follow-up.
- Inclusive of and strengthening the voice of the most vulnerable groups.

- Have a clear link from the household to the community to the Local Government and to the Central Government policy, institutional and legal framework.

2.4 What is a Stakeholder Engagement Strategy?

It is a tool to plan and guide the work of institutions, organizations, government departments, multilateral agencies, etc., with stakeholders.

2.4.1 Step by Step Designing of a Stakeholder Engagement Plan

1. Have a Vision, Goal and Objectives.
2. Justification.
 - (a) What does the government, the line Ministry and National Forest Authority (NFA) stand to gain?
 - (b) What do stakeholders stand to gain?
3. How will stakeholder engagement improve gender mainstreaming in the Forestry Sector in Uganda.
4. How should the various stakeholders identified in the mapping be engaged considering the identified challenges to reach them? Will you use letters, emails, phone calls, radio broadcasts, etc.?
5. What challenges do you envisage and how will you overcome them?
6. What are the planned outcomes, outputs and activities?
7. What resources are available for these reach-outs? Human, Financial, Technical, etc.?
8. Make a Budget and List Technical and other resources available.
9. Set a time line.

3.0 Gender Analysis in the Forestry Sector

What is the rationale of a detailed situation analysis of the forest sector?

Providing a detailed analysis of the sector enables stakeholders to:

- Understand the progress registered in promoting gender mainstreaming in the sector. Good practices can be scaled up to promote sustainable management of forest resources.
- The analysis identifies the gaps and opportunities that exist in the sector. These are the entry points for promoting effective and efficient participation of excluded groups of people in forest governance.

The gender analysis will help you assess the aspects related to gender in your work. It will also enable you to redress any shortcomings or inconsistencies in the design of your project or programme.

3.1 How to Conduct a Gender Analysis in the Forest Sector

So, what gender analysis? Gender analysis seeks to understand the 'differing priorities, needs, activities and responsibilities of men and women, boys and girls at multiple levels, across different life stages in the various roles they play' (CARE, 2012)

In the context of the forestry sector, gender analysis is conducted to identify differences and opportunities amongst women and men in terms of:

- Access to forest resources.
- Division of roles and activities performed by men and women within and around the forests.
- Utilization of forest resources.
- Decision-making regarding using, ownership, management of forests and other related resources.
- Existing Knowledge (indigenous) regarding forest use and conservation, management and governance.
- Many other variations based on one's sex.

While gender analysis often traces differences between women and men, comprehensive gender analysis requires taking a broad approach to include other categories of social identity such as age, ethnicity, religion, disability, indigenous identities, etc., to ensure inclusiveness.

The Guidance note on gender sensitive REDD+ (UN REDD Programme, 2013) indicates that a gender analysis is an essential dimension of a socio-economic analysis to inform policy-making. It provides information on the different social, economic and political conditions that women and men face in a specific context, and identifies possible benefits from particular activities, which can inform and improve policies and programs. Such an analysis explores and highlights the relationships of women and men with forests and the inequalities in those relationships, by asking: Who does what? Who has what? Who decides? How do they decide? Who gains? Who loses? These analytical questions also seek to establish which men? Which women?

Gender analysis is the first step in gender-sensitive strategic and development planning. By establishing gender differences (inequalities), the gender analysis identifies entry points for integrating gender in a sector, with the objective of addressing these inequalities.

3.2 Gender Analysis Frameworks

There are several questions to ask while conducting gender analysis. These questions will depend on which aspects of the forestry sector one wants to analyze or the analytical framework used. There are different tools for gender analysis. Below, the Manual shares THREE examples of analytical tools from the Harvard analytical framework. These include **Harvard Activity Profile tool**, **Harvard Gender Roles Tool** and **Harvard Gender Analysis tool** to guide users in gender analysis within the sector. The Harvard Analytical Framework, sometimes called "Gender Roles Framework," is a simple and practical toolset to identify the type and amount of work men and women do in a household, farm, or community.

3.2.1 Harvard Activity Profile Tool: 1

This is a tool drawn from the Harvard analytical framework. It assesses the activities that women and men do in a given social setting. To assess women's participation in forest governance, a

gender analysis would ably draw on the Gender Roles Framework⁴ and assess women and men’s access and participation in forest activities.

Gender Roles Too1: Activity Profile		
Examples of Activities performed within the forest	Women & Girls	Men and Boys
<u>Administrative Roles</u> 1. Forest managers 2. Supervisors 3. Environment Police Officers 4. District Forest Officers 5. Natural resource officers 6. Patrol ‘man’ 7. Any other position		
<u>Forests Use</u> 1. Collecting non-timber forest resources 2. Collecting water 3. Any other activity		
<u>Forest Maintenance</u> <ul style="list-style-type: none"> • Raising nursery beds • Spot weeding • Fire guarding • Trimming • Re-planting • Community sensitization • Environmental education • Membership to CFM group • Any other 		

Depending on the context e.g. the category of the forest, or the stakeholders (policy makers, managerial staff, forest users, CSOs, etc.) conducting a gender analysis, other parameters may be introduced and examined.

3.2.2 Harvard Gender Roles Tool 2: The Access and Control Profile - Resources and Benefits

This tool enables users to list what resources people use to carry out the tasks identified in the Activity Profile. It indicates whether women or men have access to resources, who controls their use, and who controls the benefits of a household's (or a community's) use of resources.

⁴ This gender roles framework is also commonly known as Harvard Analytical Framework. It works through tracing the gender roles that women and men play as well as the resources they access and use. See the link: <https://www.ndi.org/sites/default/files/Guide%20to%20Gender%20Analysis%20Frameworks.pdf>

Harvard Gender Roles Tool 2: The Access and Control Profile - resources and benefits				
	Access		Control	
	Women	Men	Women	Men
<u>Resources</u> 1. Land 2. Equipment 3. Labour 4. Cash 5. Environmental Education/training 6. Nursery beds 7. Privately owned Plantations/local forests 8. Forest conservation networks e.g. groups/CFM 9. Indigenous knowledge 10. Others				
<u>Benefits</u> 1. Income 2. Asset ownership 3. Timber 4. Wild fruits and food 5. Improved climate for agricultural productivity 6. Medicines 7. Education 8. Other				

Sex disaggregated data from these analytical processes will enable the stakeholders to know the existing inequalities regarding women’s participation in the governance of the forest resources. These analyses can be used to suggest appropriate strategies through which to promote women’s participation in access, using, management and conservation of forest resources.

Box 2: Sample questions and guiding steps to take during gender analysis

To adequately consider the potential engagement of women in activities, gender analysis should begin with the following questions addressed to men and women and applicable at the household, local, national, regional and global levels:

- Who does what? How? Where? When? Why? (labour).
- Who uses what? How? Where? When? Why? (access).

- Who controls what? How? Where? When? Why? (power over decision-making and control).
- Who knows what? How? Where? When? Why? (power over information).
- Who benefits from what? How? Where? When? Why? (benefit sharing).
- Who is included in what? How? Where? When and Why? (participation).

Once the initial information is obtained, stakeholders doing the analysis should answer the following questions to gain greater insights on gender in the relevant project or programme context:

1. What are the relevant gender-related rights specific to your project or programme (i.e. on land use, water, etc.) in a given country or regional context? How do unequal gender relations, gender discrimination, subordination and exclusion influence the denial of rights for men and women, boys and girls? How does this intersect with other areas of discrimination – based on ethnicity, culture, class, age, disability?
2. What data, particularly sex-disaggregated data, are available? Have data been collected from meetings, focus-group discussions, key informal interviews, discussions with different stakeholder groups? How do data enable informed decisions about gender during project or programme formulation? What are the missing data that prevent you from drawing conclusions on gender-related priorities in the project or programme context?
3. How do cultural and social gender norms (e.g. women's limited access to markets) affect the achievement of sustainable and equitable results? How "business as usual" affect the relative status of men and women in project or programme activities? Will it exacerbate or reduce inequalities?
4. How can the project or programme integrate gender-related activities to help overcome norms or behaviours limiting the equal engagement of men and women? How can specific aspects of the project or programme include women and promote the equal engagement of men and women to change norms and improve the outcome of project or programme activities?
5. What are the work burden and time-use implications of the project or programme for women and men? Will additional activities place excessive burdens on women who already have substantial daily responsibilities?

Adopted with minor adjustments from FAO - How to mainstream gender in forestry: A practical field guide
<http://www.fao.org/3/i6610e/i6610e.pdf>

3.2.3 Harvard Gender Analysis Tool 3: Influencing Factors

This tool allows the users to examine factors, which influence the differences in the gender division of labour, access, and control over forest resources as listed in the previous two analytical tools. These factors present opportunities and constraints to increasing the involvement of women in forest use and governance projects and programmes.

Influencing factors include all those that shape gender relations, and determine different opportunities and constraints for men and women. These factors:

- Community norms and social hierarchies, such as family/community, religious, cultural beliefs and practices.
- Demographic conditions;
- Institutional structures, including the nature of government bureaucracies, and arrangements for the generation and dissemination of knowledge, skills, and technology;
- General economic conditions, such as poverty levels, inflation rates, income distribution, international terms of trade, and infrastructure;
- Training and education;
- Attitude of community to development/assistance workers.

The purpose of identifying these influencing factors is to consider which ones affect women's or men's activities or resources, and how they, in turn, can affect their bargaining and engagement in decision making or/and governance of the forest resources.

Example of Harvard Gender Analysis Tool 3: Influencing factors				
Influencing factors	Constraints		Opportunities	
	Men	Women	Men	Women
<ul style="list-style-type: none"> • Community norms and social hierarchies, such as family/ 				

<p>community, religious, cultural beliefs and practices.</p> <ul style="list-style-type: none"> • Demographic conditions; • Institutional structures, including the nature of government bureaucracies, and arrangements for the generation and dissemination of knowledge, skills, and technology; • General economic conditions, such as poverty levels, inflation rates, income distribution, international terms of trade, and infrastructure; • Training and education; • Attitude of community to development/assistance workers. 				
--	--	--	--	--

Gender assessments in forestry should explain:

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

Source: *Climate Investment Funds (CIF) 2017, Gender and Sustainable Forest Management: Entry points for Design and Implementation.*

3.2.4 How to Mainstream Gender in Forestry Sector – Activities, Knowledge Systems, Planning Cycles

Now you have the data from the Gender Analysis. What next? This section builds on gender analysis to identify key opportunities for gender mainstreaming. It includes putting in place tangible steps on how to mainstream gender across thematic areas in the sector or institutions and processes within the forest sector e.g. in information and data systems, participation in forest conservation activities, capacity development, among others specific areas.

Once data has been generated through a systematic gender analysis, forest officials or any other stakeholder doing the analysis can follow the following steps to facilitate the design of gender-responsive activities and actions in the project or programme. Different tools can be used to help analysts in the programme design. See for instance the FAO "How to mainstream gender in forestry: A practical field guide" <http://www.fao.org/3/i6610e/i6610e.pdf>

BOX 3: Steps in developing a gender sensitive project

Step 1: Conduct and write a problem analysis to determine the specific situation of men and women, boys and girls. Develop specific programme/project objectives based on the gender change you would want to see

Step 2: Develop the objectives for the change(s) that the women and men have identified as desirable for achieving improvements in gender relations and/or the status of women.

Step 3: Formulate the gender-responsive activities and inputs necessary to achieve the gender changes established in the agreed objectives. (E.g. If the analysis indicated lower numbers of women on committees and in professional positions in the sector, the activities could focus on specific interventions (promoting Affirmative Action) to recruit and increase the number of women in governance committees).

Step 4: Identify obstacles that may hinder the achievement of the gender changes outlined.

Step 5: Formulate gender-sensitive indicators that will help you know if and when you have achieved the described changes (i.e. women's access to resources or the number of women in decision-making positions).

Step 6: Develop a gender-sensitive monitoring and evaluation plan.

After completing steps 1 to 6 above, you should be well aware of any inequalities between men and women affecting your project or programme and be able to identify how to better mainstream gender in your work. In the consultative process within Uganda's forest sector, the research report identified critical gender concerns. These included the following:

- (a) Institutional actors and capacities for gender mainstreaming;
- (b) Knowledge and information systems e.g. sex disaggregation data;
- (c) Women's participation in forestry management structures;
- (d) Indigenous knowledge and advantage in preserving forest.
- (e) Collaborative strategies in forest management.

Promoting gender mainstreaming in the sector implies that stakeholders develop deliberate strategies to address these gaps in order to promote women's effective participation in accessing, using and managing forest resources. In the table below, the manual provides an illustration on how to design gender sensitive programme, project after a comprehensive gender analysis.

3.2.5 A Guide to Designing Gender Responsive Projects and Programmes in Forest Conservation

Thematic Area	Gaps	Targeted intervention
<p>Institutional actors and capacities for gender mainstreaming: The forestry sector in Uganda is a complex sector due to its many stakeholders with diverse and sometimes overlapping interests and mandates.</p> <p>The forestry sector has a variety of policies and legal framework that provide for gender mainstreaming e.g. those, which guide women and men’s access and use of forests resources; Collaborative Forest Management (CFM); and women’s participation on structures that govern the forests.</p>	<ul style="list-style-type: none"> ▪ <i>Ministry of Gender, Labour and social Development, a government entity charged with the mandate of gender mainstreaming as crosscutting issues, is not listed neither as an enabling institution nor a beneficiary institution in the forest sector.</i> ▪ Majority stakeholders not aware of the gender policy provisions and not implementing them. ▪ At the local level (in the forest communities), there were no rules and regulations that specifically focused on promoting gendered access and participation in conservation of the forests or about ownership of resources (by women and youth) to facilitate establishment and conservation of forests. These hindered systematic and deliberate gender mainstreaming. 	<p>Develop national strategic partnerships across MDAs to enable effective coordination of gender mainstreaming. Ministry of Gender, Labor and Social Development should exercise its mandate of coordinating gender mainstreaming in the forest sector</p>
<p>Knowledge and information systems: Women and men’s specific interest and relationship with the forest is moderated by the kind of gender division of labour in the households, as per the culture of the community. There are common patterns of gender division of labour that</p>	<ul style="list-style-type: none"> ▪ Inadequate sex-disaggregated data on the changing gender relations including women owning and controlling forests and plantations, or number of women in professional positions, governing structures at different levels in the sector. ▪ <i>Indigenous knowledge is not used to enhance women’s participation in protection of the forests.</i> 	<p>Strengthen Research, Documentation, Monitoring and Evaluation to enable</p>

<p>dictate how women and men, access, use and/or participate in the conservation of the forests.</p> <p>Gendered Indigenous knowledge and advantage in preserving forests:</p> <p>Communities' relationship with nature was further highlighted through different forms of indigenous knowledge around forests. Women and men talked about how they have historically co-existed with the forests and the kind of knowledge they have in conserving the environment.</p>	<p><i>Emerging economic investment projects also put pressure not only on the forest-centered community livelihoods but also age-old communities' relationships with nature.</i></p>	<p>evidence-based gender responsive forest conservation</p>
<p>Gendered Governance/Management and Participation:</p> <p>The forestry sector has a gender responsive human resource infrastructure that supports gender mainstreaming. Gender mainstreaming is a crosscutting priority area that all government institutions are mandated to integrate in their specific areas of focus. Other crosscutting issues include environmental concerns and HIV/AIDS.</p> <p>All ministries have gender focal persons, including community development officers within local government, to facilitate integration of gender in different sectors. These exist along forest officers / environment officers/natural resources officers who coordinate integration of environmental concerns in development programming.</p>	<ul style="list-style-type: none"> ▪ <i>Inadequate sensitization of women on their relationship and possible role in forestry governance. There are more women groups coming up within communities but they do not have adequate knowledge and skills in how to invest in forestry, which is often seen as a male domain.</i> ▪ <i>Women were notably hesitant to invest in forestry activities. They cited traditional norms that constitute them as temporal in homes, limit their control over resources such as land.</i> ▪ <i>Lack of deliberate, systematic and coordinated gender mainstreaming initiatives within the sector.</i> ▪ <i>There are multiple actors, with overlapping mandates. In some districts, the district forest</i> 	<p>Sensitization of women and men on the role of women's participation in governance of forest resources</p> <p>To raise awareness among forestry actors on the intrinsic relationship between forests and communities</p>

	<p><i>service's staff did not know the activities of the NFA with regard to integrating gender.</i></p> <ul style="list-style-type: none"> ▪ <i>In other areas, district forest officers referred to unfunded and non-functional environmental and natural resources committees</i> ▪ <i>Less prioritization of forestry sector in district budgets.</i> 	
<p>Collaborative Forest Management as a Participatory Strategy: The National Forestry and Tree Planting Act, 2003, identifies Collaborative forest management (CFM) as a key component in the management of forest reserves. In areas where it is practiced, CFM approach provides a key platform for women and men's participation in accessing, use and conserving natural forests.</p>	<ul style="list-style-type: none"> ▪ <i>Agreements between CFM groups and NFA are gender blind despite having high membership of women.</i> ▪ <i>CFM group agreements have no deliberate focus on gender mainstreaming or promoting women participation in particular.</i> ▪ <i>None of the agreements reviewed has a specific objective on addressing gendered specific needs of these communities adjacent to the forests.</i> ▪ <i>All CFM groups interacted with were male-headed (men as chairpersons) including the women specific group – Support for Women in Agriculture and Development.</i> 	<p>NFA to promote mandatory inclusion of gender in the CFM agreements</p>
<p>Any other Thematic Area</p>		

It is important to note that interventions to address the existing gender gaps are largely informed by the questions asked during gender analysis and the suggestions communities/stake holders suggested in view of the situation at hand.

Box 4: A sample guidance on how to design interventions for women's increased participation in forestry sector

Increasing women's participation for instance in collaborative forest management groups, small- and medium-scale enterprises (SMEs), NGOs, and village administration, as well as in the marketing and sale of non-wood forest products (NWFP) are often the principal entry points for empowering women in the forestry sector. However, aiming for a minimum number of women to be represented among stakeholder groups is not always enough. Women also need higher-level institutional decision-making powers, i.e. at the local and management levels. This will often require a socioeconomic shift that starts with women being empowered through education, training and support for income generation in order to have a say in dialogue and in transformative decisions. Education and training is also important so that women know their rights and can effectively participate in decision-making fora. Suggestions on how to promote women's participation in forestry sector is reflected below:

3.2.6 Encourage Women to get Trained in Forestry

Affirmative action, information campaigns and career guidance will be developed to encourage and support women to develop professional careers in forestry. Women are more exposed to fuel-wood and firewood problems than men and, generally perform better than men in tree nursery management and the uptake of extension services, and require equally good practical forestry skills. Women are likely to be better users of practical training. To mirror this, women are likely to be more effective service providers to other women, and should be encouraged to take up specialized training and join the various forestry professions. There should be more career guidance for female students to take up forestry, affirmative action should be pursued to encourage more women to join forestry courses and professions, with information campaigns being used to motivate

female students in forestry practices and experiences. Adopted from the Uganda National Forest Plan 2012.

When creating actions to improve women’s participation and decision-making power:

- Determine the challenges women face when participating in policy-making, income-generating and community-level activities.
- Engage women stakeholders by planning activities and meetings at a time of day and in a location conducive to their schedules. Allow children to be present whenever possible.
- Maintain an open dialogue between women’s advocacy groups and the government.
- Make the case for a stronger role for women in policy and decision-making by describing the overall benefits to all members of the community and society.
- Reserve leadership and decision-making roles for women capable of taking on such roles, rather than simply counting the number of female participants during meetings and when forming boards or committees relevant to your project or programme.
- Invite female extension workers or hold women-only training sessions when conducting surveys or training activities to maximize female participation and to allow participants to feel comfortable expressing their ideas on policy formation, income-generating or other community-level activities.

For more guidance, consult FAO guidelines on *How to mainstream gender in forestry: A practical field guide* <http://www.fao.org/3/i6610e/i6610e.pdf>

3.2.7 Gender Indicators

Based on which thematic the gender officers are looking at, specific indicators should be developed to ensure that implementation of activities, programs is tracked and progress registered. The table below shows some indicators that can be tracked to monitor gender-mainstreaming progress

Thematic areas	Gender gaps	Suggested interventions	Quantitative indicators (sex
----------------	-------------	-------------------------	------------------------------

			disaggregated data)
Institutional actors and capacities for gender mainstreaming;			<ul style="list-style-type: none"> ▪ No of coordination meetings amongst stakeholders on gender mainstreaming ▪ What is the percentage of men and women attending forestry schools? ▪ Percentage of credit, financial and technical support services received by women/men
Knowledge and information systems e.g. sex disaggregation data;			<ul style="list-style-type: none"> ▪ No of studies conducted assessing integration of gender in the sector ▪ No of institutions with progress reports on gender in forestry
Indigenous knowledge and its advantage in preserving forest			<ul style="list-style-type: none"> ▪ No of sensitization meeting on the role of indigenous knowledge in forest conservation
Gendered governance/management and participation			<ul style="list-style-type: none"> ▪ What is the percentage of women members of local organizations/decision-making bodies/

			<p>environmental committees?</p> <ul style="list-style-type: none"> ▪ No of times the committee convene in a given period of time?
Collaborative strategies in forest management			<ul style="list-style-type: none"> ▪ Percentage of property owned and controlled by women and men (e.g. land, livestock), across socio-economic, ▪ age and ethnic groups ▪ No of CFM groups with MOUs that focus on gender ▪ No of women heading CFM groups ▪ %ge of women in CFM groups

Other trackable gender indicators in the forest sector

Other indicators are qualitative in nature. These may include assessment of perceptions of men and women towards changes in behavior, knowledge, skills and self-reliance

- Men and women’s perception on the quality of their participation and perceptions about the impact of project’s activities on their lives.
- The degree to which men and women are aware of their legal rights.
- Perception of women and men regarding whether women are becoming more empowered and the reasons why.

In the section below, the Manual shares a sample of gender -sensitive indicators that are used in measuring results in forest management initiatives. These indicators are divided into Impact indicators and Output indicators. These indicators are drawn from: ***Marin Amanda***

Beaujon and Kuriakose T. Anne, 2017, Gender and Sustainable Forest Management: Entry Points for Design and Implementation.

[Click here to access the guide](#)

Sample gender sensitive indicators for measuring results in Forest management initiatives.

- Sample Impact Indicators.

<ul style="list-style-type: none"> • Women and men’s access to Income. 	<ul style="list-style-type: none"> • Income change from land-based activities (agriculture or forestry) among households in program areas, disaggregated by sex of head of household. • Changes in fund allocation as a result of project activities (food, health and education), disaggregated by sex of head of household. • Perceived increase of land productivity in program areas, disaggregated by sex of head of household. • Reduced poverty and increased livelihood security. • Satisfaction regarding their access to agricultural inputs, training, financial resources, and markets in project areas, disaggregated by sex. • Changes in average time collecting firewood before and after the project implementation. • Perceived satisfaction with changes in forest resources management, disaggregated by sex.
<ul style="list-style-type: none"> • Increased women’s empowerment. 	<ul style="list-style-type: none"> • Changes in access to common property resources in forest, disaggregated by gender and type of resources (timber and non-timber). • Change in household income, disaggregated by sex of head of household. • Changes in decisions over household nutrition allocation, health and education, disaggregated by head of household. • Percentage change of gender based violence among households in project areas.
<ul style="list-style-type: none"> • Increased land and forest resources usage or ownership rights for women and men. 	<ul style="list-style-type: none"> • No. and % of recorded forest, land or tree usage or ownership titles (jointly or individually) registered to women. • Post-titling land sales, disaggregated by sex.

	<ul style="list-style-type: none"> • Evidence of diversification of economic activities after receiving land title documents, disaggregated by sex. • Number of women-led forest enterprises established as a result of project activities.
<ul style="list-style-type: none"> • Increased productivity for women and men in forestry, agroforestry and marketing of their produces. 	<ul style="list-style-type: none"> • Changes in productivity after adopting an improved agroforestry technology, disaggregated by sex. • No. and % of people who adopted an improved agroforestry technology, disaggregated by sex. • Change in income received from adopting improved agroforestry technology, disaggregated by sex. • Number of women able to make independent decisions on improved agroforestry technology.
<ul style="list-style-type: none"> • Increased access to market and financial services. 	<ul style="list-style-type: none"> • No. and % of people using land ownership title to access financial services, disaggregated by sex • No. and % of people with access to credit, including value of loans, disaggregated by sex • What about increased opportunities for women to set up a business and sell to the market, thanks to gender-friendly policies or project interventions targeting the time allocation and share of household chores between women and men?
<ul style="list-style-type: none"> • Increased employment opportunities for women and men 	<ul style="list-style-type: none"> • No. and % of jobs generated, disaggregated by sex. • No. and % of contracted producers, disaggregated by sex. • No. and % of people who started participating into a high end of the value chain, disaggregated by sex. • Evidence of the type of incentives designed to recruit women, increase their capacity, and provide career development in the forestry sector and service providers.
<ul style="list-style-type: none"> • Increased participation of women in forest management institutions 	<ul style="list-style-type: none"> • No of women able to participate in managerial positions in forestry sector. • No. and % of people engaged in community associations and organizations, including irrigation, production, agroforestry, credit groups, disaggregated by sex.

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

(a) Sample Output Indicators

- No. and % of people receiving environmental payments, disaggregated by sex.
- No. and % of people engaged in community associations and organizations, including irrigation, production, agroforestry, credit groups, disaggregated by sex.
- No. and % of women in community forest institutions.
- No. and % of women in executive committees and decision-making positions.
- Project budget includes earmarked funds for gender mainstreaming. For example, the project allocated funds to hire gender experts, conduct a gender assessment, develop gender specific actions, and collect sex-disaggregated data.
- Procedures for responding to complaints are publicly available and accessible to women; standards for responding to complaints are implemented and monitored.
- No. and % of people consulted in project design and implementation, and participating in project meetings, disaggregated by sex and socioeconomic groups.
- No. and % of people trained and/or receiving extension services in sustainable forest management, disaggregated by sex.
- No. of meetings with local women’s groups and organizations.



Women only Focus Group Discussion



Group Photo: Researchers and Community Members

4.0 Gender Responsive Budgeting

Situation analysis of the forest sector indicated that gender and environment are cross-sectoral issues that are supposed to be integrated in all strategic plans and programmes of the economy, political and policies' discussions. Additionally, forest sector boasts a well-developed gender mainstreaming infrastructure, in terms of technical gender focal persons as well community development officers in lower and higher local governments. These are mandated to coordinate gender mainstreaming in forestry but also all other sectors of the economy.

Challenge of inadequate Gender Budgeting

Limited budget allocation to coordinate and undertake gender-mainstreaming activities sometimes results in lack of implementation of the gender- and forestry-related plans and programs. For example it is not uncommon for actors in the sector to have unfunded priorities regarding forest activities e.g. operationalizing of forestry and natural resources committees. Often, gender mainstreaming budgets are lumped with other budget lines within the development sector, leaving gender related activities unimplemented.

Despite these institutional commitments, technical officials identified inadequate budgetary allocations as constraints to effective mainstreaming of gender in the forest sector. Research indicates, "having gender-integrated forest policies alone is not enough to reduce pervasive gender inequalities in forestry. These policies must be supported by technical expertise for facilitating gender-sensitive policy implementation and practice. Moreover, clear targets, gender guidelines, strategy and action plans supported by adequate budgets and institutional mechanisms in forestry departments and agencies must be in place so that gender mainstreaming becomes an achievable milestone within a set time frame⁵" **(FAO 2015)**.

⁵ See the Research Report by Food and Agriculture Organisation of United Nations (FAO) & The Center for People and Forests, 2015, *Mainstreaming Gender into Forest Policies in Asia and the Pacific*

4.1 What is a gender Responsive Budget?

A gender-responsive budget is a budget that works for everyone – women men and, girls and boys – by ensuring gender-equitable distribution of resources and by contributing to equal opportunities for all. Gender-responsive budgeting (GRB) is essential both for gender justice and for fiscal justice. It involves analyzing government budgets for their effect on different genders and the norms and roles associated with them, and the relationship between genders. It also involves actually transforming these budgets to ensure that gender equality commitments are realized. This means thinking about impacts on people, including women and men, girls and boys, of:

- How money is raised (for example through direct or indirect taxes, fees, fines and levies on imports) and how revenues are lost (for example through tax havens, tax dodging and unproductive incentives);
- How money is spent (including spending on public services, social welfare programmes or infrastructure such as roads);
- Whether spending is sufficient to meet the practical and strategic needs of men, women, girls and boys, while at the same time contributing to closing the gender gap;
- Whether spending in practice matches budget plans.

Gender-responsive budgeting looks at the budget from a gender perspective to analyze how it will meet and respond to the different needs of everyone, including women and men, girls and boys. They can also involve assessment of the intersection of women and men, girls and boys with other dimensions (for example by age, class or religion).

Adopted from: Oxfam: A guide to Gender-Responsive Budgeting <https://reliefweb.int/sites/reliefweb.int/files/resources/gt-guide-gender-responsive-budgeting-280218-en.pdf>

Box 5: Policy commitment to gender responsive budgeting

Public Finance Management (AMENDMENT) Act, 2015

In the Public Finance Management (AMENDMENT) Act, 2015, every Ministry, Department and Agency is mandated to present to parliament Budget framework paper. The Act directs that: “The minister, shall in consultation with Equal Opportunities Commission, issue a certificate - a) certifying that the budget framework paper is gender and equity responsive; and b) specifying measures taken

to equalize opportunities for women, men, persons with disabilities and other marginalized groups” (RoU, 2015).

4.2 Making Gender-Responsive Budgeting Work in Practice

Different actors in the forest sector can get involved in Gender Responsive Budgeting. Regardless of who is involved, the GRB works best where:

- There is a strategy for translating gender analysis into policy change;
- Actions are adapted to political and economic context;
- There is political commitment and leadership at the highest level of government to making budgets work for gender justice;
- Initiatives involve civil society, including women’s rights organizations and gender experts;
- Key players, including Ministers, officials, parliamentarians and civil society have sufficient awareness and capacity to deliver GRB;
- Gender-disaggregated statistics and other data are available.

5.0 Conducting A Gender Audit Within the Forest Sector

5.1 What is a Gender Audit?

As earlier indicated in the section on gender related conservation terms, gender audit is a tool and a process to assess and check the institutionalization of gender equality into organizations, including in their policies, programmes, projects and/or provision of services, structures, proceedings and budgets. Participatory gender audits often serve as entry points for the discussion of wider substantive and operational concerns in the development sectors.

Box 6: Rationale for conducting a gender audit in the forest sector?

The overall aim of a gender audit is to promote organizational learning on how to implement gender mainstreaming effectively in policies, programmes and structures and assess the extent to which policies have been institutionalized at the level of the:

- Organization.
- Work unit.
- Individual.

In Particular, the gender audit's objectives are to:

1. Generate understanding of the extent to which gender mainstreaming has been internalized and acted upon by staff;
2. Assess the extent of gender mainstreaming in terms of the development and delivery of gender-sensitive products and services;
3. Identify and share information on mechanisms, practices and attitudes that have made a positive contribution to mainstreaming gender in an organization;
4. Assess the level of resources allocated and spent on gender mainstreaming and gender activities;
5. Examine the extent to which institutional policies are gender-sensitive;
6. Examine the staff sex balance at different levels of an organization;

Gender audits are self-assessment tools/processes through which a sector, institution or an organization seeks to enhance the collective

capacity of an organization to examine its activities from a gender perspective and identify strengths and weaknesses in promoting gender equality issues. Gender audits also help to build organizational ownership for gender equality initiatives and sharpens organizational learning on gender through a process of team building, information sharing and reflection.

5.2 How to Conduct a Gender Audit in an Organization / Institution

The International Labour Organization Participatory Gender Audit methodology prescribes 5 key areas of the organization that have to be assessed during the audit. Questions are designed for each of the 5 key areas to raise awareness about gender in each of the areas. These questions are intended to familiarize the facilitation team with the issues that will generate important information about the organization.

5.3 A Practical Guide to Gender Audit in an Organization.

BOX 7: Five key areas of analysis

Gender issues in the context of the work unit, and existing gender expertise, competence and capacity-building

- Is there a common understanding among work unit staff of gender and gender mainstreaming?
- Are there specific posts and resources for gender specialists/advisory staff in the unit?
- What are the perceived and real levels of expertise regarding gender: knowledge, skills and attitude?
- How is this expertise dispersed or available in the organization?
- How is gender competence distributed between male and female staff, gender focal points and others working in the field and at headquarters?
- How much time do gender focal points spend on gender-related tasks?
- How much training and follow-up have work unit staff received and at what levels (basic, awareness raising, planning, training-of-trainers, etc.)?
- What initiatives have been taken by the unit's management to promote capacity building on gender?
- How much has been allocated and spent on each staff member's gender expertise, competence and capacity building?

- What percentage of each staff member's time is spent on gender-related activities?

Gender in Organization's objectives, programming and implementation cycles, and choice of partner organizations

- Is gender equality integrated into the work unit's programme objectives, and, if so, how?
- Do the policies and strategic objectives show that gender is understood as concerning women only or as concerning both sexes and the relations between them?
- Are gender equality objectives formulated and translated into performance indicators and targets at the level of the programme and budget?
- Are financial resources available to carry out activities promoting gender equality issues (gender-specific and mainstreamed)? Are these adequate?
- Are gender equality objectives incorporated into the work unit's work plans?
- Are these choices based on gender analyses, stakeholder analyses or market analyses?

How are the responsibilities for gender mainstreaming shared at different levels in the work unit?

Information and knowledge management within the work unit, and gender equality policy as reflected in its products and public image

- Is information collected, adapted, disseminated and used in a structured manner?
- Is someone assigned to this task?
- Are sex-disaggregated data used in all areas of work, including staffing and organizational matters?
- Is there an overview of available gender training modules/tools?

Are policy documents on gender available and actively disseminated to the work unit's staff and partner organizations?

Information and knowledge management within the work unit, and gender equality policy as reflected in its products and public image

- Is information collected, adapted, disseminated and used in a structured manner?
- Is someone assigned to this task?
- Are sex-disaggregated data used in all areas of work, including staffing and organizational matters?
- Is there an overview of available gender training modules/tools?

Are policy documents on gender available and actively disseminated to the work unit's staff and partner organizations?

Decision-making, Staffing and human resources, and organizational culture

- How are decisions taken in the work unit? To what degree are people left out or included, partially- or fully-informed, informed in a timely manner or not?
- Who is always included in decision-making? Is this selection related to functions, hierarchical position or other factors? What other factors?
- Do men and women participate equally in decision-making?
- What is the sex balance of staff at all levels of the work unit?
- Are initiatives taken by managers to facilitate women to break through the glass ceiling? What are they?
- Are recruitment and selection procedures transparent and gender-sensitive for all types of jobs, including technical cooperation?
- Does the work unit respect family-friendly policies and work/life balance?
- What is the staff salary distribution in the work unit (sex-disaggregated according to level)?
- Who is involved (women and men) in developing the budget for the work unit?
- How much money is spent on promoting women's representation at senior levels of management?

How is the sex balance of staff promoted and maintained, if at all: by positive action, additional facilities, targets, and training?

Work unit's perception of achievement on gender equality.

- Do work units have ideas about the relative success and outcomes of their work on gender equality?

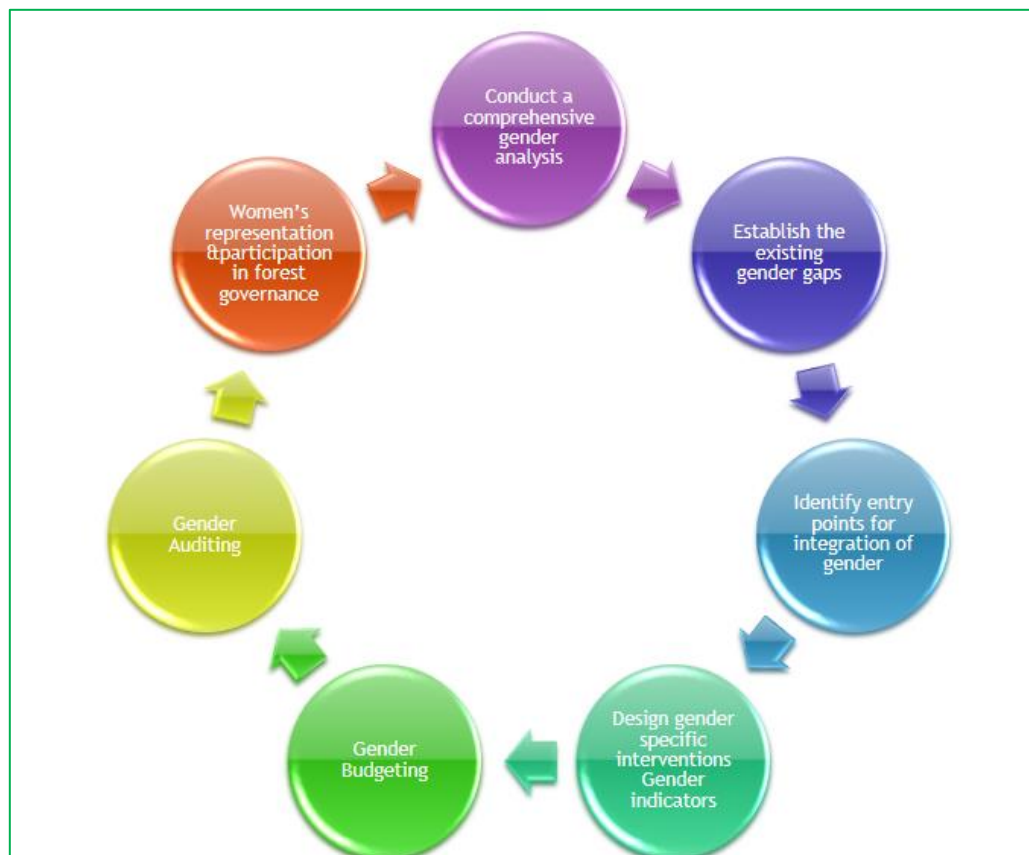
Adopted from International Labour Organization, 2012, A Manual for Gender Audit Facilitators: The ILO Participatory Gender Audit Methodology, 2nd Edition, Geneva.

https://www.ilo.org/wcmsp5/groups/public/---dgreports/---gender/documents/publication/wcms_187411.pdf

While gender audits do perform the function of assessing institutional progress towards gender mainstreaming, they too provide opportunities for work unit's staff to learn and also generate institutional recommendations to improve mainstreaming of gender in an institution.

6.0 A Recap On the Key Steps to Take When Mainstreaming Gender in Forest Governance

In the context of this manual, Gender mainstreaming is a deliberate strategy, a political commitment and a guiding framework towards achieving equal representation and participation of women in governance structures of the Forest sector. While several steps have been discussed on how to promote women's participation in governance of forest resources, this section of the manual provides a recap summarizing key steps to remember when integrating gender in the sector.



1. Conduct a comprehensive gender analysis to establish good practices in women's access, usage, control over, and participation in decision making regarding governance of forest resources.
 - (a) Gender analysis helps in establishing the existing gender gaps and entry points for integration of gender,
2. Design gender specific interventions to address gender gaps in women's access, usage, control over, and participation in decision making in governance of forest resources.

3. Develop specific gender indicators (e.g. tracking the number of women represented in different structures of governance) to monitor implementation of gender interventions.
4. Commit resources (financial and human) towards implementation of gender interventions. Without specific funding, gender specific interventions may not be implemented.
5. Assess institutional performance on gender mainstreaming through gender audits. Gender auditing (as provided for by ILO Gender Auditing Manual) is a step-by-step assessment of the institutionalisation of gender equality into organisations, including in their policies, programmes, projects and/or provision of services, structures, proceedings and budgets. Participatory gender audits often serve as entry points for the discussion of wider substantive and operational concerns in the development sectors.

7.0 Selected Gender Related Terminologies in the Manual

Gender related forest conservation terminologies used in the sector

Gender: Gender is the social and cultural construct of roles, responsibilities, attributes, opportunities, privileges, status, access to and control over resources and benefits between women and men, boys and girls in a given society.

The concept of gender encompasses differences in needs, access, and abilities due to a person's sex, age, sexual orientation, and gender identity. It is important to note that Uganda's forest resources are located in different communities whose cultures, norms and values dictate men and women's access to forests, their relationship with forest resources, who can own and control forest resources and the decisions women and men make regarding sustainable use of forests.

See key reading here

Source:

<https://www.nfa.go.ug/images/UgandaForestryPolicy2001.pdf>

Gender Equality: means that women and men have equal conditions for realizing their full human rights and for contributing to, and benefiting from, economic, social, cultural and political development. Gender equality is therefore the equal valuing by society of the similarities and the differences of men and women, and the roles they play. It is based on women and men being full partners in their home, their community and in conserving their environment.

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. Equity is a means. Equality is the result. In the context of the forest sector, the Uganda Forest Policy, 2001 identifies certain categories of the population e.g. women, youth and poor people as beneficiaries in the development of the forest sector yet they often find themselves at the margins of forest governance processes. The policy calls upon the government to deliberately integrate **gender concerns** and

issues into the development of the forest sector. Integration of gender is aimed at accounting for gender differences in the perceptions and uses of forest products. This will include efforts to:

Gender related forest conservation terminologies used in the sector

Gender: Gender is the social and cultural construct of roles, responsibilities, attributes, opportunities, privileges, status, access to and control over resources and benefits between women and men, boys and girls in a given society.

The concept of gender encompasses differences in needs, access, and abilities due to a person's sex, age, sexual orientation, and gender identity. It is important to note that Uganda's forest resources are located in different communities whose cultures, norms and values dictate men and women's access to forests, their relationship with forest resources, who can own and control forest resources and the decisions women and men make regarding sustainable use of forests.

See key reading here

Source:

<https://www.nfa.go.ug/images/UgandaForestryPolicy2001.pdf>

Gender Equality: means that women and men have equal conditions for realizing their full human rights and for contributing to, and benefiting from, economic, social, cultural and political development. Gender equality is therefore the equal valuing by society of the similarities and the differences of men and women, and the roles they play. It is based on women and men being full partners in their home, their community and in conserving their environment.

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. Equity is a means. Equality is the result. In the context of the forest sector, the Uganda Forest Policy, 2001 identifies certain categories of the population e.g.

women, youth and poor people as beneficiaries in the development of the forest sector yet they often find themselves at the margins of forest governance processes. The policy calls upon the government to deliberately integrate **gender concerns** and issues into the development of the forest sector. Integration of gender is aimed at accounting for gender differences in the perceptions and uses of forest products. This will include efforts to:

- a) Increase security of tenure over forest resources for women and youth;
- b) Encourage active participation of women and youth in decision-making, resource management and sharing of benefits;
- c) Promote changes in attitudes and organizational cultures, to break down gender barriers and to provide mutual respect and dignity for all people irrespective of social group, gender or background.

Gender Analysis is the collection and analysis of sex-disaggregated information. Men and women both perform different roles. This leads to women and men having different experience, knowledge, talents and needs. Gender analysis explores these differences so policies, programmes and projects can identify and meet the different needs of men and women. Gender analysis also facilitates the strategic use of distinct knowledge and skills possessed by women and men. For instance, through a gender analysis, the Uganda Forest Policy 2001 noted:

"Typically, men are more interested in trees as sources of construction materials or cash income, while women's interests are more in the supply of firewood and the contribution of forestry to food production. Women are disadvantaged in security of tenure, in many cases they cannot inherit land and are rarely involved in decision-making over natural resource management or the management of household income. All these factors are disincentives for women to invest in tree growing".

Such an account of gender differences in access, use and management of forest resources can only be achieved through a gender analysis.

See key reading here:

<https://www.ndi.org/sites/default/files/Guide%20to%20Gender%20Analysis%20Frameworks.pdf>

Gender mainstreaming

The concept of gender mainstreaming has been defined globally and locally. UN ECOSOC describes gender mainstreaming as *“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 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 Agreed Conclusions 1997/2)

In the Uganda Gender Policy, Gender mainstreaming is defined as *“a conscious approach of an organization to take into account gender equality concerns in all policy, program, administrative and financial activities as well as organizational structures and procedures”*.

Core principles to take note of about Gender Mainstreaming

- It is a deliberate rather than incidental process
- It is a strategic choice that requires institutional commitment. It does not happen by coincidence
- It is cross-cutting. Gender ought to be mainstreamed across all sectors as well as throughout the entire development cycle. The cross-cutting nature of gender implies that the different actors/sectors have the responsibility to finance the gender mainstreaming interventions pertinent to their respective sector.
- Gender mainstreaming is a process rather than a goal in itself.

See key reading here:

1. <http://www.unesco.org/new/fileadmin/MULTIMEDIA/HQ/BS/ENDER/PDF/1.%20Baseline%20Definitions%20of%20key%20gender-related%20concepts.pdf>

2. The Uganda Gender Policy 2007 accessible here: <http://extwprlegs1.fao.org/docs/pdf/uga163564.pdf>

Gender Audit: This is also referred to as a participatory gender audit. Gender audit is a process aimed at assessing whether gender was effectively mainstreamed in one organization, process, project or program.

What to consider when carrying out a gender audit

A participatory gender audit;

- Considers whether internal practices and related support systems for gender mainstreaming are effective and reinforce each other;
- Monitors and assesses the relative progress made in gender mainstreaming;
- Identifies critical gaps and challenges;
- Recommends ways of addressing them and suggests new and more effective strategies;
- Documents good practices towards the achievement of gender equality.

See key reading here:

1. International Labour Organisation, 2012, *A Manual for Gender Audit Facilitators: The ILO Participatory Gender Audit Methodology*, 2nd Edition, Geneva. https://www.ilo.org/wcmsp5/groups/public/---dgreports/---gender/documents/publication/wcms_187411.pdf

Collaborative Forest Management: A responsible body may enter into a collaborative forest management arrangement with a forest user group for the purposes of managing a central or local forest reserve or part of it in accordance with regulations or guidelines issued by the Minister.

Sustainable forest management is the management of forest resources so as to supply goods and services to satisfy the needs of present and future generations in perpetuity.