

MODULE
5

Taking Action: Implementing Gender- Responsive Forest Landscape Restoration



RESEARCH
PROGRAM ON
Forests, Trees and
Agroforestry



GENDER
Platform



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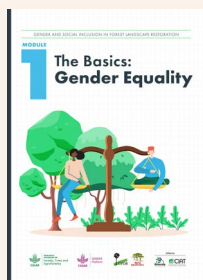
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About this guide

This guide supports the Gender and Inclusion in Forest Landscape Restoration (FLR) e-learning course. The course aims to build the capacities and understanding of diverse stakeholders on the gender and FLR nexus and address inequalities for more equitable and sustainable FLR.



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PART ONE

Gender mainstreaming in projects



At its most basic level, gender mainstreaming means simply **being aware of gender concerns and attempting to improve equality** across every stage of a policy, programme or project cycle.¹

At a baseline level, gender mainstreaming necessitates examining gender roles, responsibilities, rights, entitlements, obligations, capacities and power relations, and how these impact the dynamics between and among women and men, girls and boys.

From a rights-based approach, gender mainstreaming recognises women and other marginalised or under-represented groups as rights holders within FLR efforts and programmes.² Evidence shows that when gender and social equity considerations are meaningfully addressed in policies, plans and projects, there are multiple social, economic, and environmental benefits, particularly for marginalised communities.

KEEP IN MIND

It is essential for gender-responsive programming to recognise and build women's capacity to be agents of change.¹

THE CONTINUUM OF GENDER MAINSTREAMING

Gender-blind approaches do not consider potential gender differences and inequalities that can affect project, programme or policy outcomes. This often results in unequal participation and distribution of benefits.³

Gender-sensitive approaches indicate gender awareness, although often no remedial action is developed.

Gender-responsive approaches intentionally target and benefit women, men, girls, and boys based on their specific needs and capacities to achieve certain policy or programme goals.

This makes it easier for people to actively participate and contribute to solutions by accommodating gender roles and responsibilities.

Gender-transformative approaches seek to address causes of gender inequality and includes ways to change harmful gender norms and power relations.

The end goal is **gender equality**, where structures are in place to ensure that everyone has equal opportunity and access and social, economic, and legal barriers are effectively erased.¹

Gender-blind

Ignores the economic, social and legal rights, roles and expectations associated with gender, which can reinforce gender inequality and discrimination.

Gender-sensitive

Aware of gender norms and inequalities, as well as the different needs, constraints and opportunities of women, men, girls and boys.

Gender-responsive

Recognises gender norms and inequalities, and creates actions, policies and initiatives to address and overcome inequalities.

Gender-transformative

Examines and seeks to change power structures and the roots of gender inequalities, aiming to redefine systems in which inequalities are created and maintained.

Gender equality

State where everyone enjoys equal economic, social and legal rights and opportunities, with recognition and celebration of all people in all their diversity regardless of gender identity.

TOWARDS GENDER EQUALITY



Gender-aware

Examines and addresses the set of economic, social and political roles, responsibilities, rights, entitlements, obligations and power relations associated with one's gender, and the dynamics between and among men and women, girls and boys.

Implications for design and implementation

Adapted from Basnett BS, et al. (2017)¹



BENEFITS OF MAINSTREAMING GENDER:

- Enhances women's and men's ability to **realise their full human potential, rights and freedoms**
- Reduces gender inequality**, including the risk of violence, thereby fostering greater social and economic prosperity
- Improves outcomes of projects**, as they are able to effectively respond to the needs of women and men²



RISKS OF NOT MAINSTREAMING GENDER:

- Increased gender inequality** by failing to take into account gender-based social dynamics
- Jeopardized efficiency and sustainability outcomes** by failing to understand the whole picture
- Increased violence and conflict**, including gender-based and domestic violence²

PART TWO

Gender mainstreaming across project cycles



1 Introduction

In addition to enabling conditions that comprehensively support gender equality, there must be measures put in place to **actively promote and integrate gender across all policy, programme and project cycles**, including those related to restoration.² While gender specialists are often involved in proposing and implementing such measures, all actors and stakeholders should be actively engaged in ensuring progress toward gender equality.

At each phase of a project cycle or process, it is important to recognise the entry points for integrating gender towards a more comprehensive and responsive approach, as illustrated below.²

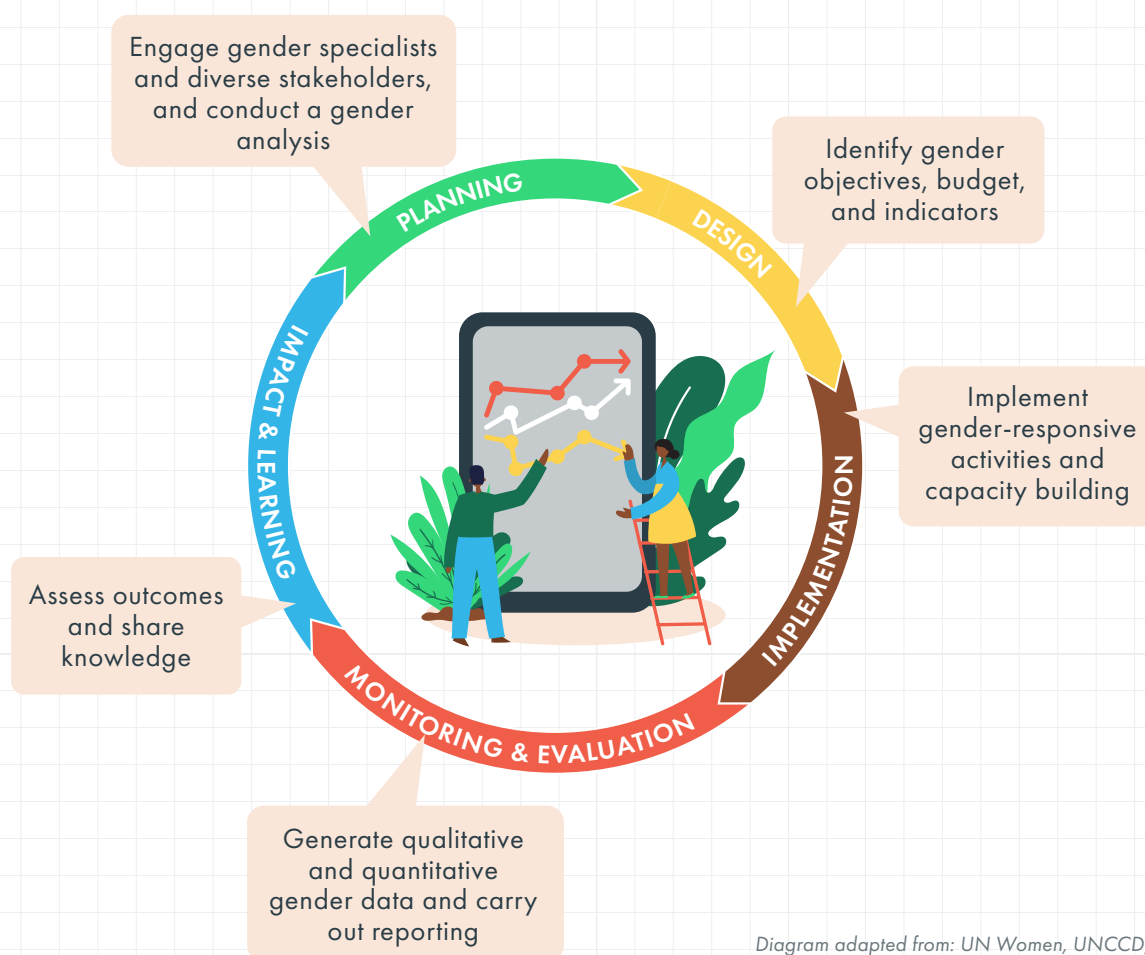


Diagram adapted from: UN Women, UNCCD, IUCN. 2019. A manual for gender-responsive land degradation neutrality transformative projects and programmes.

2 Planning

To effectively mainstream gender in programmes or projects, gender considerations must be included at the onset of the programme, in the planning phase. Additionally, ensuring that women are meaningfully included in a programme from the outset can support its success by incorporating women's skills and knowledge as beneficiaries, stakeholders and agents of change.²

Various tools, such as those highlighted below, can support gender-responsive planning.



GENDER-RESPONSIVE ACTIVITIES IN THE PLANNING STAGE⁴



High-level commitment and institutional environment:

Soliciting high-level commitment from parliamentarians or directors/department heads is valuable in ensuring that gender-responsive FLR programming has political support and engagement. Leveraging existing gender policies and commitments to establish the mandate for integrating gender considerations across the policy/project process is important. Oftentimes, this can be further strengthened by engaging with or developing an enabling institutional environment, such as by recognising national and international policies on gender equality, engaging with the national gender machinery, and supporting gender focal points.

GENDER-RESPONSIVE ACTIVITIES IN THE PLANNING STAGE (CONTINUED)⁴**Gender responsiveness as a guiding principle:**

Including gender responsiveness as a guiding principle during the planning phase of programming is essential to ensure that it will be taken up throughout the life of the programme. Often, donor or partner requirements mention gender equality; a commitment in the form of a guiding principle is an important opportunity to embrace these requirements.

**Stakeholder engagement:**

Stakeholders should be consulted and engaged at every phase of the programme cycle. One key component of this when working with communities is Free, Prior and Informed Consent (FPIC), 'the principle that a community has the right to give or withhold its consent to proposed projects that may affect the lands they customarily own, occupy or otherwise use'.

**Engage gender specialists and advocates:**

Engaging and partnering with experts on gender and social equity is particularly important for ensuring that programming will be gender responsive. These groups or experts can support implementation of activities, such as the gender analysis.

**Establish gender-equitable teams:**

Project teams should be diverse and equitably managed. This applies to men and women at all levels of management and implementation.

**Literature review, baseline assessment/ planning tool, gender analysis:**

An initial literature review is essential to review existing gender analyses, sex-disaggregated data and reporting on other relevant topics, such as the SDGs. The basis of gender mainstreaming in policies, programmes and projects is a solid gender analysis. A gender analysis provides data and information on economic, social, and institutional (legal and customary) gender inequalities in their specific context. This informs the development of interventions that address gender inequalities and meet the different needs of all people.

Planning a gender analysis

Gender analyses examine how women's and men's roles, rights and responsibilities interact and affect the outcomes under study, such as forest resource management processes.⁵

Recognising that women and men have **different roles and responsibilities** in, for example, small scale family farming and forest enterprises, will affect the types of questions asked to elicit information on the realities of both men and women.⁵ To carry out gender analyses, you will need to expand your areas of investigation beyond the visible activities that are often under men's control to bring women's often 'invisible' activities to light.

KEEP IN MIND

Aside from gender, other factors of social differentiation such as age, education level, wealth status, etc. affect livelihood activities and the use and management of resources. We must consider how these factors interact with gender to produce different opportunities and constraints for men and women.

ASPECTS OF A SUCCESSFUL GENDER ANALYSIS⁵

A successful gender analysis requires being aware of, and explicitly enquiring about, gender issues in relation to:



THE DIVISION OF LABOUR

- Multiple roles
- The reproductive sphere (domestic responsibilities and care work)
- Crop production
- Seasonality

ACCESS TO AND CONTROL OVER RESOURCES

- Informal access to resources
- Gendered spaces
- Control over resources

LIVELIHOODS

- Informal activities
- Various sources of income
- Non-staple crops
- Non-timber forest products (NTFPs)
- Non-market activities
- Animal rearing

DECISION MAKING

- Within the household
- Within the community
- Beyond the community (at higher levels of decision making)

PLANNING TOOLS

Restoration Opportunities Assessment Methodology (ROAM)⁶

ROAM was developed by IUCN and WRI to assist countries in:



ROAM is designed to **provide analytical input to national or sub-national policy and operational processes**, such as the development of programmes related to a national REDD+ strategy, a national adaptation programme of action, a national biodiversity strategy action plan, or requests for development assistance.⁶

In addition, **ROAM can fill in missing information relevant to other national policy priorities**, such as rural development, food security or energy supply. Many of these types of policies tend to ignore the potential of degraded or sub-optimally managed land.

In 2017, IUCN developed restoration guidelines to ensure gender responsiveness in the application of ROAM and the ensuing FLR implementation, including any policy uptake and land-use planning. This means identifying, understanding, negotiating and implementing FLR in ways that can address gender gaps, overcome historical gender biases in policies and interventions related to FLR, and ensure the outcomes of FLR interventions equally benefit women. FLR interventions that are gender responsive are also more sustainable in the long term, owing to the central role women play as foresters, farmers and food providers.⁶

ROAM TOOLS INCLUDE:

- Prioritisation of stakeholder and restoration interventions
- Restoration opportunities mapping
- Restoration economic modelling and valuation
- Restoration cost-benefit-carbon modelling
- Restoration diagnostic of presence of key success factors
- Restoration finance and resourcing analysis

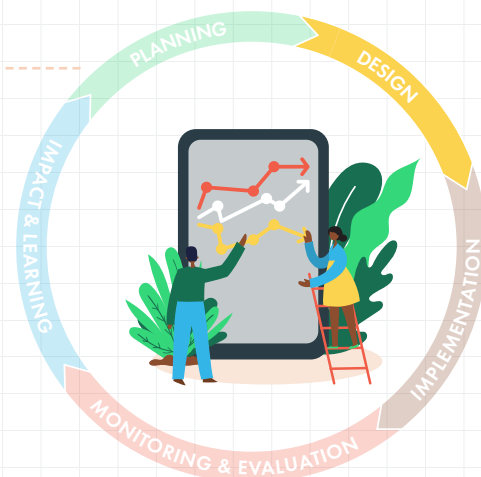
KEEP IN MIND

Gender inequality remains one of the most pervasive forms of discrimination. Where gender gaps and violations of human rights exist, FLR actions must identify those gaps and biases to avoid worsening or reinforcing gender inequalities.

3 Design

The design stage is the final step of planning and kicks off the implementation stage. This is a pivotal moment for mainstreaming gender. **At this point, gender must be included across priorities and activities** so the implementers can fully embrace gender equality and women's empowerment as official goals and targets of the programme.

The design stage should incorporate findings from the planning phase, especially the gender analysis and stakeholder consultations.² A key aspect is ensuring equitable inclusion of beneficiaries and distribution of benefits.



GENDER-RESPONSIVE ACTIVITIES IN THE DESIGN STAGE

**Summary & validation of analysis findings:**

Findings from the literature review and gender analysis should be summarised and validated, through consultation and engagement, in order to support programme design.² Noting that the programme cycle is iterative, this should be incorporated into programme proposals to be developed, leading into implementation.

**Stakeholder engagement:**

The design phase offers an opportunity to connect with stakeholders specifically about their priorities and needs, to ensure that a meaningful programme can be designed. This can be achieved through multi-stakeholder forums or other approaches, such as Adaptive Collaborative Management; both discussed later.

**Gender action plan:**

A gender action plan should be designed based on the findings of the analysis, and in consultation with stakeholders and experts.

**Budget allocation:**

Ensure that there is budget for activities specifically related to incorporating gender considerations.

**Gender-sensitive indicators:**

A gender-responsive monitoring and evaluation framework, including development of indicators that can demonstrate progress on gender equality, should be integrated in the programme.¹

**Gender integration across the entire programme:**

While specific provisions for gender equality and human rights should be included in the programme design, gender considerations should also be mainstreamed across all other parts of a programme, as applicable. For example, FPIC should explicitly incorporate engagement with both women and men community members.

DESIGNING COMMUNITY ENGAGEMENT APPROACHES IN A GENDER ACTION PLAN

In developing a gender action plan, there are many ways to engage communities. Two relevant examples that can be used in FLR are **Adaptive Collaborative Management (ACM)** and **Multi-Stakeholder Forums (MSFs)**.⁸

1 ADAPTIVE COLLABORATIVE MANAGEMENT (ACM)⁸

- ACM is a problem-solving and management approach in which stakeholders who share an interest in a common natural resource agree to **plan, act, observe and draw lessons** from the implementation of their plans to solve collective problems.⁹
- ACM focuses on **learning from mistakes**

ACM BROADLY ENTAILS 7 STEPS:



2 MULTI-STAKEHOLDER FORUMS (MSFs)

MSFs have been promoted as a tool to **bring together diverse constituencies**, in order to share ideas and opinions and formulate decisions about wide-ranging issues and scales, from global climate change negotiations to local forest use decisions, in a more open and equitable way.¹⁰ These initiatives take various forms, from small meetings to large forums, and adopt different names such as platforms, partnerships and networks.¹¹

A programme review of the outcomes of MSFs on land-use revealed four common lessons:¹¹

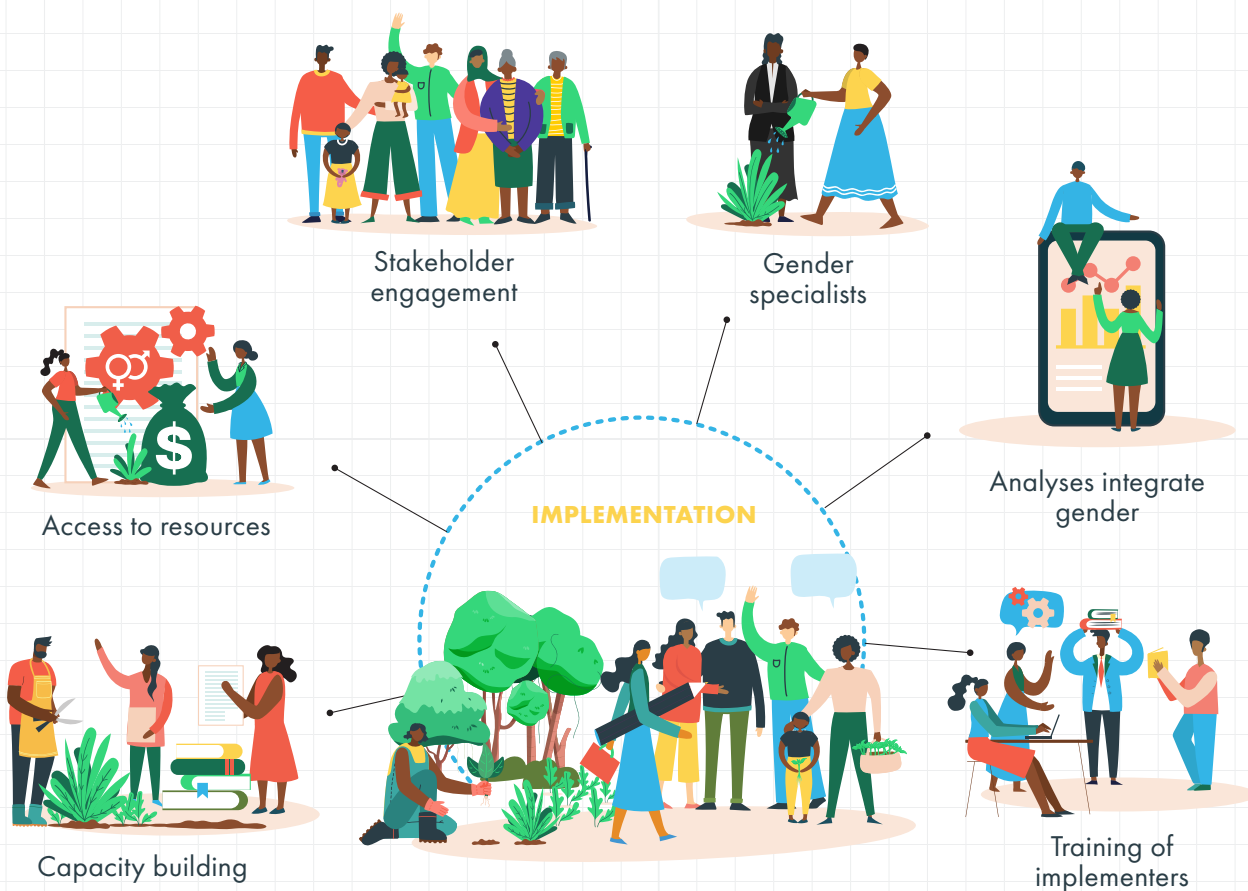
- The **importance of commitment** to people, process and the initiative's goals.
- **Engaging the implementers** – key brokers and government officials who determine what happens on the ground.
- **Openness to learn** from and listen to underrepresented stakeholders.
- **Adapting to context** and to change, with the time and resources to do so.

4 Implementation

During implementation, **stakeholder engagement is key**.¹⁰ Through initial stakeholder engagement, it should be possible to identify key stakeholders' roles, perspectives and needs, and assess their historical engagement in FLR efforts.

Stakeholders should be consulted throughout implementation to ensure that both FLR goals and gender equality goals are being met. Gender specialists should be involved during implementation to support capacity building efforts, to train implementers and to assess potential unintended consequences of FLR efforts.¹

Considering project proposals, ideas and activities through a gender lens can help to identify how well gender considerations have been included and, if not, to identify the relevant gender considerations that ought to be incorporated or enhanced as the project is planned, designed and implemented.



GENDER-RESPONSIVE ACTIVITIES IN THE IMPLEMENTATION STAGE

**Capacity building:**

It is important to build the capacity of FLR project teams to enhance their understanding of the social implications of their work. This includes a greater understanding of the project stakeholders, especially those who may be impacted by the project, for example, where project activities unintentionally restrict access to resources. Without specific gender training, project team members may generate unintended repercussions in communities due to their work, or miss valuable ecological (or other) knowledge held by stakeholders.

**Stakeholder engagement:**

Through initial stakeholder engagement, it should be possible to identify key stakeholders and their roles, perspectives and needs, as well as identifying stakeholders who have not been historically engaged in processes or projects. Stakeholder engagement and consultation does not end with the planning phase, but must continue throughout each phase of a project or programme. During the implementation stage, stakeholders should be engaged and consulted to ensure that the goals of the project (both sustainability goals and gender equality goals) are being met.¹¹

**Trainings of implementers:**

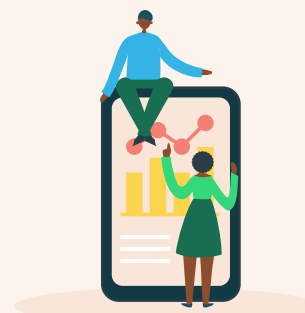
Training and capacity building aimed at the implementers is critical and should ideally be delivered by gender specialists.

**Access to resources:**

Access to resources, as well as distribution of benefits, should be carefully considered when implementing FLR efforts.

**Gender specialists:**

Gender specialists should be engaged in consultations and contribute to gender mainstreaming activities. They should also be engaged throughout the development and implementation of the gender action plan. Their engagement can eliminate gender-neutral or gender-blind actions.¹¹

**Analyses integrate gender:**

Throughout implementation, analyses conducted as part of the programming should integrate gender, including collecting disaggregated data and analysing qualitative information, as well as considering gender issues and dynamics.¹

4 Monitoring and evaluation

Along with impact assessments, monitoring and evaluation (M&E) should be designed and initiated during the early phases of programme development (when baseline information will be collected) and continued throughout the iterative programme cycle.¹²

A gender-responsive M&E framework should include **attention to intersectionality** (i.e., assess how the programme or project affects different groups of women and of men) and draw on quantitative and qualitative information to measure progress toward programme goals, including environmental sustainability and gender equality goals. M&E should be a participatory process with stakeholder engagement.¹



GENDER-RESPONSIVE ACTIVITIES IN THE MONITORING AND EVALUATION STAGE

**Stakeholder engagement:**

In addition to consulting experts, stakeholder (including especially targeted beneficiaries) should be included during design and implementation of the gender-responsive M&E framework. Focus groups with stakeholders can support this process to ensure that the needs and priorities of community members and various stakeholders are incorporated into the monitoring system, acting as an accountability tool.¹²

**Inclusive monitoring teams:**

During indicator development, data collection and data analysis, it is important that monitoring teams, including enumerators, be well trained and inclusive to ensure that those providing data and information are comfortable and confident in sharing their knowledge, experiences and outcomes.

**Gender indicators and gender actors in framework development:**

The M&E framework should be developed in the planning and design phases, and included in implementation. Gender-sensitive indicators should be included throughout the M&E plan. Achieving this will be strengthened by consulting and engaging gender actors, such as gender machineries, academia, and other experts.

A MANAGING AND REPORTING PLAN ANSWERS THE FOLLOWING QUESTIONS:

WHO

Who will be responsible for collecting information?

HOW

How will data be disaggregated? (e.g. sex, age, type of household, etc.)

WHAT

What will be the source(s) of data?

WHICH

Which indicators will be collected as baseline data?

WHEN

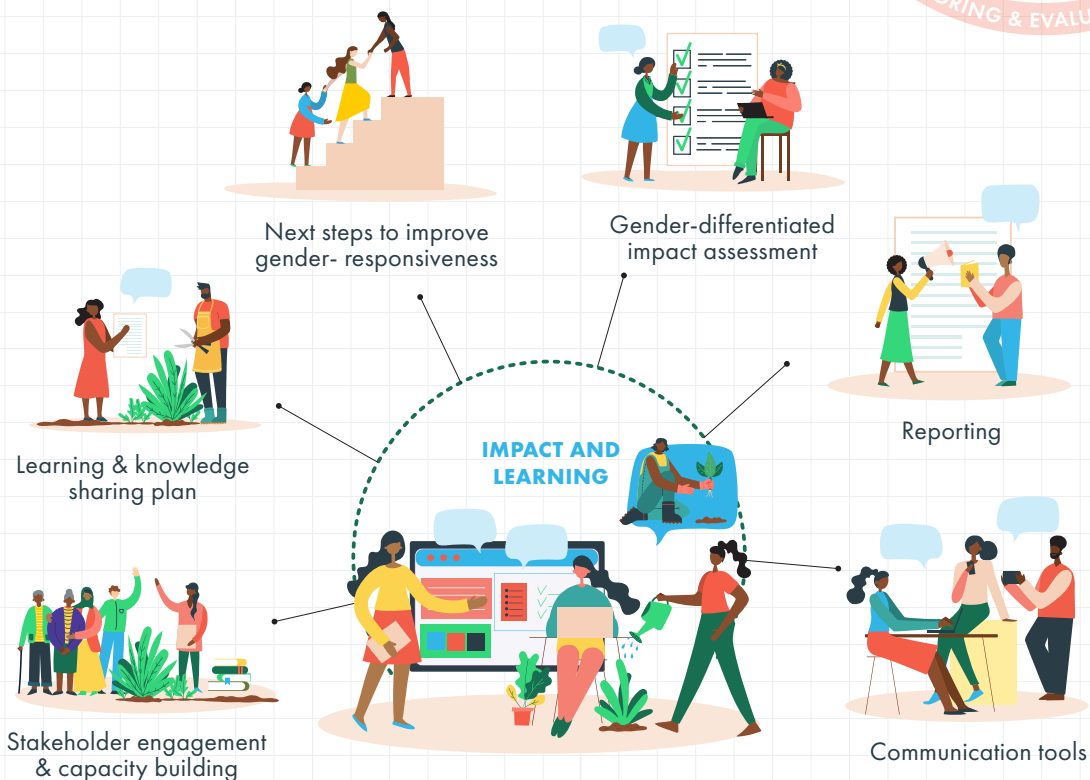
When and how frequently will information be collected and reported?

HOW

How will the gender-responsive M&E framework be incorporated into the budget?

5 Impact and learning

The impact and learning phase provides an opportunity to share lessons learned throughout implementation and adapt accordingly. This is where the process of gender mainstreaming and gender-differentiated impacts can be assessed and shared.⁵ Reflecting on best practices, lessons learned, challenges faced, and gaps experienced can support gender equality and women's empowerment through FLR efforts. Communication tools developed with this in mind can support knowledge sharing and capacity building.¹³



GENDER-RESPONSIVE ACTIVITIES IN THE IMPACT & LEARNING STAGE⁵



Stakeholder engagement and capacity building:

Capacity building based on the lessons learned through the programme should be included as a programme goal. This capacity building, whether in the form of workshops or communication tools, should be available for stakeholders, FLR specialists and practitioners in related fields to provide for collaborative, continual learning.



Next steps to improve gender responsiveness:

Taking stock of process and progress, next steps can be determined (in consultation with stakeholders and specialists) to improve gender-responsiveness of follow-up activities, community-led efforts and future programming.

GENDER-RESPONSIVE ACTIVITIES IN THE IMPACT & LEARNING STAGE (CONTINUED)

Reporting:

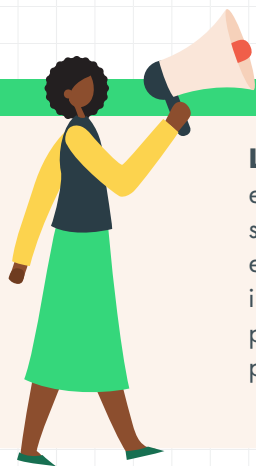
The impact and learning phase provides an opportunity to report on successes, challenges, lessons learned and remaining gaps of the programme, including related to gender equality goals.

**Communication tools:**

At this stage, developing gender-responsive communication tools and using those to build knowledge and capacity in a cyclical process, will result in stronger and enhanced gender mainstreaming implementation and outcomes.¹⁴



LEARNING AND KNOWLEDGE SHARING PLAN



Learning: M&E supports efforts to learn from the successes or challenges experienced during implementation of a policy, programme or project.

Adapting: The M&E process can be utilised as a tool for adjustments and improvements to enhance progress toward results.

Sharing: Knowledge should be shared with donors, partners, stakeholders, beneficiaries and practitioners to collectively and continually advance outcomes.

PART **THREE**

Towards action



1 In summary

Gender-responsive restoration necessitates enabling women and men at all levels to have an equal say in strategic decisions related to FLR, and ensuring this translates into substantive equality in FLR outcomes.¹

This requires that women and men in indigenous and local communities are recognised as **rights-holders and legitimate stakeholders** who can exercise voice and influence in changes in land use from FLR, governance of FLR and distribution of resultant benefits and costs.⁴ Decisions about what species to introduce in a degraded landscape and what areas should be prioritised for restoration should be made following inclusive participatory processes.

The very real possibility that FLR may lead to **displacement of land and livelihoods** must be acknowledged, and therefore avoided and/or minimised where possible.⁴ Gender-responsive FPIC, compensation and adequate grievance mechanisms for all those likely to be affected are critical to safeguarding the rights of local and indigenous women and men.

Ignoring women in restoration initiatives means overlooking the priorities, strategies and knowledge of a significant proportion of the population.

Decisions about what tree species to introduce in a degraded landscape and what areas should be prioritised for restoration should be made following inclusive participatory processes. These processes should address the different interests of community members, who rely on distinct tree species or varieties and use their gender-specific skills to manage and use them.

The **distribution of costs and benefits** will depend on the extent to which different social groups have a voice in, and influence over, FLR processes and decisions. Lessons from past restoration efforts have shown that, although women are mobilised to provide labour and skills for restoration initiatives, they usually have less ability to benefit than men.³

Hence, responsibilities for restoration are devolved, but rights to benefit equally from restoration are not. Mechanisms and measures at various scales are required to develop and implement initiatives that equitably benefit members of participating communities.



1 Everybody's business

Many different actors have a role to play in ensuring that FLR is gender-responsive and equitable. It is important to remember the cross-cutting nature of FLR and as such, the different stakeholders that need to be involved at different points.²

Some of the critical stakeholders you need to consider are:

- Government policymakers
- FLR programme developers
- FLR research and/or technicians
- Gender specialists



GOVERNMENT POLICYMAKERS

Government policymakers focus on FLR for **meeting climate and environment goals in the sustainable development agenda**, and on how women and gender can be mainstreamed to better enhance outcomes toward these goals.¹³

Government policymakers can:

- ✓ Build capacity on gender equality linkages with FLR
- ✓ Include the national gender machinery in policy and planning processes
- ✓ Incentivise gender mainstreaming
- ✓ Allocate sufficient budget for: hiring gender specialists; engaging women and gender-related groups; compensating women's participation and efforts
- ✓ Engage women and gender-related groups as stakeholders
- ✓ Monitor and evaluate progress on gender-equality in, and independently of, restoration efforts
- ✓ Share knowledge and learning to understand gender impacts of restoration

FLR PROGRAMME DEVELOPERS

FLR programme developers are responsible for **guiding the planning, design, implementation, M&E, learning and impact of FLR programmes**.¹ While they are probably familiar with many social implications of this work, such as the importance of engaging with local communities and stakeholders, they may be less familiar with the specific ways that gender inequalities may impact these efforts, or the ways that FLR efforts can enhance gender equality within a community.

FLR programme developers can:

- ✓ Conduct gender analyses
- ✓ Engage women and gender-related groups
- ✓ Address constraints and risks
- ✓ Include gender specialists
- ✓ Create gender-responsive budgets
- ✓ Create gender-sensitive indicators to be used in M&E and learning to assess gender impacts on restoration
- ✓ Enhance capacity related to implementing gender-responsive programming

FLR RESEARCHER AND/OR TECHNICIAN

FLR researchers and/or technicians work on a range of FLR issues, from conducting research and data collection, to building capacity and implementing restoration practices. These actors may want to ensure gender is integrated, but may need further knowledge and tools in order to build their understanding of gender mainstreaming, and better their project outcomes.

FLR researchers or technicians can:

- ✓ Conduct gender analyses

- ✓ Understand constraints and risks
- ✓ Include gender specialists
- ✓ Create gender-responsive budgets
- ✓ Identify gender data gaps and develop indicators to close gaps and enhance knowledge
- ✓ Enhance implementation of gender-responsive programming

GENDER AND SOCIAL INCLUSION SPECIALISTS

Gender and social inclusion specialists work on a range of projects for governments and organisations.² They are specialized in examining and addressing gender-differentiated issues and inequalities that exist, including constraints women face. They may want to learn more about the nexus of gender and FLR, as well as the specific challenges and opportunities related to integrating a gender-responsive approach.

Gender and social inclusion specialists can:

- ✓ Participate in cross-sectoral efforts to integrate gender and social inclusion considerations into restoration efforts

- ✓ Build capacity on technical restoration practices and goals
- ✓ Support restoration specialists in efforts to close gender data gaps
- ✓ Incorporate cross-sectoral efforts into budgeting and planning
- ✓ Develop or support a gender and social inclusion focal point system

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