GENDER MAINSTREAMING GUIDELINES FOR DIVISIONAL FOREST OFFICES
Gender Mainstreaming Guidelines for Divisional Forest Offices

(Mainstreaming Gender through Divisional Forest Office Management Plans)

30 June 2022
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1. Preface

Gender mainstreaming is goal oriented and eventually aims to empower women and men to shape society and their own lives. These guidelines provide guidance for Divisional Forest Offices (DFOs) in the nine districts on how to mainstream gender issues as part of Management Plan to achieve gender equality and women’s empowerment. It is important to incorporate gender in every aspect of the DFO management planning processes such as representation (inclusion) and decision making at all levels to ensure equality, equity, inclusion, and non-discrimination, access to relevant holistic information and sustained quality.

This gender mainstreaming guideline consists of guidelines and checklists that will facilitate the integration of gender parameters in DFO management plan. It consists of practical instruction and approaches that would assist DFO staff in mainstreaming genders aspects into their plans.

The primary purpose of this guideline is to also align and supplement the DFO Management Plan guideline in ensuring forest and natural resources outside the Protected Area Management System are sustainably managed.

These guidelines are adapted from various literature, and it is a living resource that will evolve with implementation, documentation of best-practices, knowledge and experience from the field. These are broad and general guidelines and will have to be adapted for use depending on the context of specific DFO jurisdiction, besides other conditions, such as, social and cultural norms, and environmental context.
## II. Abbreviations and Acronyms

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>BC</td>
<td>Biological Corridor</td>
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<tr>
<td>BFL</td>
<td>Bhutan For Life</td>
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<tr>
<td>CF</td>
<td>Community Forest/Community Forestry</td>
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<td>CFMG</td>
<td>Community Forest Management Group</td>
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<tr>
<td>CEDAW</td>
<td>Convention on the Elimination of all Forms of Discrimination Against Women</td>
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<td>CFO</td>
<td>Chief Forestry Officer</td>
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<td>DFO</td>
<td>Divisional Forest Offices</td>
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<td>DoFPS</td>
<td>Department of Forests and Park Services</td>
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<td>FMU</td>
<td>Forest Management Unit</td>
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<tr>
<td>HCV</td>
<td>High Conservation Value</td>
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<td>HCVA</td>
<td>High Conservation Value Area</td>
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<td>HWC</td>
<td>Human Wildlife Conflict</td>
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<td>IKI</td>
<td>International Climate Initiative</td>
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<td>LFMA</td>
<td>Local Forest Management Area</td>
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<td>LFMP</td>
<td>Local Forest Management Plan</td>
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<td>MoAF</td>
<td>Ministry of Agriculture and Forests</td>
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<td>NCWC</td>
<td>National Commission for Women and Children</td>
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<td>NWFP</td>
<td>Non-Wood Forest Produce</td>
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<td>PLRs</td>
<td>Policy, Legislations, Rules and Regulations</td>
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<tr>
<td>PRA</td>
<td>Participatory Rural Appraisal</td>
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<td>RGoB</td>
<td>Royal Government of Bhutan</td>
</tr>
<tr>
<td>RRA</td>
<td>Rapid Rural Appraisal</td>
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<td>SDG</td>
<td>Sustainable Development Goal</td>
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III. Gender Mainstreaming Terminologies

**GENDER:**

Refers to the different roles of women and men. It identifies the social and cultural relationships between women and men. It, therefore, refers not to women or men but to the relationship between them, and how that relationship is socially determined or perceived.

**SEX:**

It identifies biological differences between men and women.

**GENDER ROLES:**

The roles of women and men connected to their status, environment and culture. The roles of mother and father, therefore, incorporate the right to care for children and the obligation to provide a living for the family.

**WOMEN’S TRIPLE ROLE:**

Women perform several roles at the same time; these triple roles are productive (generating income for the family), reproductive (domestic activities), and community management role (provision and allocation of community resources).

**GENDER NEEDS:**

As men and women have different roles and responsibilities, they also have different needs (gender needs). These are practical gender needs (related with role performance) and strategic needs (related with status).
**GENDER APPROACH:**

Is distinct in that it focuses on women and men and not on women in isolation. It highlights different interests of men and women; the conventions and hierarchies, which determine the position of women and men in the family, community and society at large.

**GENDER EQUITY:**

Means equal and fair enjoyment by men and women of socially valued goods, opportunities, resources and rewards. Gender equity does not mean that women and men become the same, but that their opportunities and life chances are equal.

**GENDER EQUALITY:**

Is equal treatment of men and of women.

**GENDER ANALYSIS FRAMEWORK:**

It is the process of understanding the roles of women and men in relation to what they do and what resources they have by setting questions to guide the analysis. It is the approach to understand gender roles in water resources development and management (how are men and women using resources and for what purposes); how are contribution to the development of water resources by men and women; who makes decisions; and who get benefits from water projects.

**SEX DISAGGREGATED DATA:**

Is data gathered for women and men separately. Disaggregated data by sex can give the staffs of organizations to see the results of the research are the same or different for men and women.
GENDER MAINSTREAMING:

According to the UN Economic and Social Council (ECOSOC), 1997, ‘Agreed Conclusions, 1997/2’, excerpted from the ‘Report of ECOSOC for 1997’ (A/52/3), “Gender mainstreaming is a tool to correct existing gender “imbalances”. It can be defined 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, and 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.”

GENDER SENSITIVE INDICATORS:

These are indicators with the special function of pointing to gender-related changes in society overtime. Gender sensitive indicators are used to point to changes in the status and roles of women and men and therefore to measure the extent to which gender equality has been achieved.

GENDER MONITORING AND EVALUATION:

It is the assessment of whether development initiatives are meeting gender mainstreaming goals and objectives. It is the establishment of gender specific measurable indicators (qualitative and quantitative) against which the assessment of project progress and impact can be made.

GENDER ANALYSIS/GENDER IMPACT ASSESSMENT:

To incorporate a gender perspective into policies through taking account of the different needs, characteristics and behaviors of the affected groups. Gender analysis can be applied to legislation, policy
plans and programmes, budgets, reports, and existing policies and services. Ideally, it should be done at an early stage in the decision-making process so that policies can be changed or abandoned if necessary. Although there are some policies where it is clear that gender plays a central role, there are other policies where the relevance of gender is less obvious. These are as a result sometimes labelled gender-neutral, for example health and safety and regional or town planning. In these examples, it may be tempting to see such policies, goals and outcomes affecting people as a homogeneous group. If policies are mistakenly perceived as gender-neutral, opportunities will be missed to include the views of different groups of women and men in policy formation and delivery and, in turn, to misjudge the different effects on each group, and the systems and organizations that support them.

**GENDER AWARENESS:**

The state of being conscious of inequality arising from the power relations between women and men.

**GENDER BALANCE:**

An equitable distribution of life’s opportunities and resources between women and men or the equal representation of women and men.

**GENDER BUDGETING:**

Integrating a clear gender perspective within the overall context of the budgetary process, through the use of special processes and analytical tools, with a view to promoting gender-responsive policies.
**GENDER BIAS/DISCRIMINATION:**

Any act that advantages or perpetuates an existing advantage of one sex over the other.

**GENDER RESPONSIVE:**

Responding to the different needs, aspirations, capacities and contributions of women and men by developing appropriate policies and projects.

**GENDER NEUTRAL:**

Projects that do not challenge the existing distribution of resources, roles, responsibilities and values attributed to men and women.

**GENDER TRANSFORMATIVE:**

Policies and initiatives that are gender responsive and challenge existing biased and discriminatory policies, practices, programmes and existing inequalities resulting in the betterment of life for all.

**PRACTICAL GENDER NEEDS:**

These respond to immediate necessities (ie increasing women’s ability to access credit or providing a well close to a village to reduce the burden and risks faced by women collecting water) but they do not challenge women’s subordinate position in a particular society.

**STRATEGIC GENDER NEEDS:**

These are the needs that address and question the traditional roles that women and men play in society to bring about changes in gender relations. Activities which address strategic gender needs include:
a) achieving equality of legal rights such as land tenure,
b) improving access to productive resources,
c) enhancing participation in decision-making,
d) acquiring equal opportunities in employment,
e) taking up positions of power, and
f) gaining the right to participate in decisions about development interventions.
Chapter 1: Introduction

The project IKI Living Landscapes: securing High Conservation Values (HCV) in south-western Bhutan, is expected to secure biodiversity and ecosystem services in South-Western Bhutan outside the protected area system comprising of 9 Divisional Forest Offices (DFOs) and 9 Dzongkhags. It supports the government at national and sub-national level in identifying High Conservation Values (HCVs) in the project landscape and promotes their integration in official land use plans. The project will enhance the institutional and technical capacity of nine Divisional Forest Offices through the development of new holistic management plans, provision of technical equipment and capacity building programs. It will also address two key challenges for the livelihoods of local communities: Securing water resources/ water supply and mitigating human-wildlife conflicts. In cooperation with the private sector, it initiates business cases for improved market access and commercialization of agricultural and forest products.

Through sustainable management of these landscapes, the project aims to secure human well-being, biodiversity conservation and increase climate resilience of the people.

There is sufficient evidence that indicates that gender engagement/inclusion, specifically the role of women in biodiversity conservation and natural resource management are important and gender dimension should be integral to any intervention.

For the purpose of the Gender Mainstreaming guideline the following definition of gender mainstreaming is being adopted:
Gender Mainstreaming Definition

According to the UN Economic and Social Council (ECOSOC), 1997, ‘Agreed Conclusions, 1997/2’, excerpted from the ‘Report of ECOSOC for 1997’ (A/52/3), “Gender mainstreaming is a tool to correct existing gender ‘imbalances’. It can be defined 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, and 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.”

1.1 Purpose of the Guideline

There is a growing body of research that indicates that the existing gender inequalities undermine the success of national conservation and resource management strategies and action plans as well as the achievement of the National Targets, Sustainable Development Goals (SDGs) and policies to eradicate poverty. The implementation of these Guidelines will contribute significantly to achieving the goals of the Convention on conservation and sustainable use of biological resources, as well as the access to such resources and the fair and equitable sharing of the benefits arising out of their use.

The main aim of the Gender Mainstreaming Guidelines is to answer the demand for supporting the Divisional Forest Office (DFO) involved in DFO management plan development to adopt a coherent and systematic approach towards the mainstreaming of gender and promoting gender equality. Indeed, these Guidelines are intended to be a resourceful document of practical use for governments,
decision makers and stakeholders involved in the development and implementation of Management plans, rather than a document with a theoretical focus. In particular, they are intended to:

- offer guidance to DFOs in developing and implementing their management plans for community forest (CF), local forest management area (LFMA) and forest management unit (FMU) that is gender parameter inclusive.
- ensure effective leadership and coordination of gender mainstreaming and women empowerment in the context of sustainable natural resource management, climate change impacts through appropriate management interventions.
- provide a set of clear checklists for different phases of integrating gender mainstreaming while developing the DFO management plans.
- offer guidance as to how and when to integrate gender perspective from the conceptualization/planning phase of management plan development to implementation and Monitoring and Evaluation (M&E).
- acknowledge that gender mainstreaming guideline is not a stand-alone document but rather it should be logical, interconnected, coherent to ensure comprehensive inclusion of gender perspective into the process of planning, designing, implementing and monitoring and evaluation of the DFO management plan.
- recognize and acknowledge the roles and responsibilities of women and men; and accordingly incorporate them into DFO management planning cycle.
- be a living document and serve as a resource for all the DFOs implementing IKI projects to start with, and then for the DFOs beyond IKI landscape divisions subsequently during/after the project period.
These guidelines will foster that the principles of equality and equity are applied to all stakeholders irrespective of which social group they belong to and should be consulted and engaged under equal conditions in the varied DFO interventions under the IKI support. The full and active participation of those who are discriminated against, disadvantaged and vulnerable within the community will be ensured.

Therefore, in line with the DFO management plan guideline, while developing management prescription it has been stated “Gender Mainstreaming: It is important to ensure that gender is mainstreamed in sustainable forest management and its planning process. The DFO management plan shall be gender-responsive in their design and implementation. All the planning will seek to identify and address the different needs, constraints, contributions and priorities of women, men and youths. Integrating a gender perspective means promoting equal opportunities, rights, voice, influence, leadership and benefits for different groups at all levels and areas of activities of the DFO management plan. Men and women will be provided with equitable opportunities to be included in stakeholders’ consultations and decision-making during management planning, implementation and evaluation” (DFO Management Plan Guideline, 2021).

1.2 Policy, Legislations Rules and Regulations for Gender Mainstreaming

There are not many Policy, Legislations Rules and Regulations (PLRs) in Bhutan within the domains of the Gender and Gender mainstreaming. However, the following are few that are relevant to gender:

The Constitution of the Kingdom of Bhutan promulgates in Article 9, Principles of State Policy, Clause 17, “The State shall endeavor to take appropriate measures to eliminate
all forms of discrimination and exploitation against women including trafficking, prostitution, abuse, violence, harassment and intimidation at work in both public and private spheres”.

Also, a Royal Decree was issued in 1998 that highlighted the need to have women’s representation in the National Assembly of Bhutan.

In the National Gender Equality Policy of Bhutan 2020, it envisions a society where substantive equality is practiced, providing equal opportunities for women and men, and boys and girls to achieve their full potential and benefit from the social, economic and political development in the country.

Similarly, Bhutan ratified the Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW) on 31 August 1981. Thus, women have been an integral part of Bhutan’s planned developmental process. It ensures equal participation and opportunities for both women and men in sharing the benefits of development. In addition, the Labor and Employment Act of Bhutan, 2007 prohibits discrimination in recruitment, transfer, and training. It supports equal pay for equal work of value and prohibits sexual harassment and provides for maternity leave.

1.3 Institutional Framework for Gender Mainstreaming

Divisional Forest Offices will be required to initiate a process of some organizational change(s) to mainstream gender equality, although some of these DFOs might not have to start from scratch due to Bhutan for Life (BFL) projects. All of the DFOs that fall within the Biological Corridors (BC) are required to integrate gender mainstreaming in their BFL activities. A few DFOs may

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already have a tradition of promoting the advancement of women; others may already have gained some experience in implementing gender mainstreaming in particular fields and strive to extend this to the organization as a whole.

In any case, an organizational (DFO level) analysis is a good way to start in terms of initiating organizational change. The aim of an organizational analysis is to appraise where the organization currently stands and to provide information on what would be the most promising way for that particular organization to implement gender mainstreaming.

However, some of government-initiated interventions for addressing gender issues and gender mainstreaming are given below:

a. Twelfth Five-Year Plan in its National Key Result Area 10, states that “Gender equality promoted, and women and girls empowered”. This will be achieved through two programs, i) enhancing gender equality and strengthening child wellbeing and protection, and by ii) promoting gender equality and empowerment of women and girls.

b. Gender Responsive Planning and Budgeting in Bhutan that will address budget shortage in gender equality and women’s empowerment.


d. In 2016, Internal Framework to address Gender Issues at the Workplace was developed.

e. In order to create an enabling environment for working parents and to support proper care and child development, childcare creches were established.

f. A Gender equality monitoring system (GEMS) was also established in 2016 to improve information collection pertaining to gender equality.
1.4 General Situation

The following are findings that have been adapted from the “Gender Analysis, Gender Mainstreaming Strategy and Gender Action Plan, 2019” report to provide the context for developing the guideline.

In Bhutan, there are more than 35 PLRs related to environment, biodiversity and natural resource management but there probably isn’t a clear understanding of gender roles and responsibilities in sustainable forest management and access to natural resources.

As presented in the “Gender Analysis, Gender Mainstreaming Strategy and Gender Action Plan”, 62.2 percent of the Bhutanese population reside in the rural areas and to a large extent they are dependent on the natural resources. They utilize non-wood forest products (NWFPs), timber, fuelwood, and pastures for grazing livestock.

A rapid assessment was carried out during (in 2019) the gender analysis of six districts (Dagana, Haa, Samtse, Sarpang, Tsirang and Zhemgang) it was found that 71 percent were farmers, 16 percent were non-formal education learners, two were monks. Eight of the respondents had primary school level education and four had middle-school level education. The average household size was eight family members, and the average land holding (including all types of land category) is 5.6 acres. Also, almost all the farmers own cattle, horses, sheep, goats, pigs and poultry.

In the IKI project area, spanning across nine districts, 65 percent of the households are male headed and 35 percent are female headed. In terms of carrying out household chores 39 percent women and 6.7 percent men were engaged. And 55 percent of men are engaged in off-farm work during the lean agriculture season and only 5.8 percent of females are engaged in off-farm work.
The gender report has ascertained around 15 developmental activities\(^2\) that could have direct or indirect impacts on how natural resources are used and managed. And in the context of decision making and participation in all the 15 different activities, 95 percent of the survey respondents said they are engaged.

In reference to the “Gender Analysis, Gender Mainstreaming Strategy and Gender Action Plan, 2019”, the following were identified as the priority needs that should be addressed.

**Table 1: Practical Gender Needs**

<table>
<thead>
<tr>
<th>Women’s Need</th>
<th>Men’s Need</th>
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<tbody>
<tr>
<td>Capacity building on sustainable management of land and water resource management</td>
<td>Establishment of daphne factory and maintenance</td>
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<tr>
<td>Support for establishment of green houses</td>
<td>Subsidies for maintenance of farm roads</td>
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<tr>
<td>Support for indigenous medicinal plant preservation</td>
<td>Training on water harvesting technologies</td>
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<tr>
<td>Training of eco-tourism enterprise development and management</td>
<td>Subsidies for plantation activities</td>
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<tr>
<td>Support in marketing vegetables</td>
<td>Capacity building on CF management</td>
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<tr>
<td>Support in handicraft development and marketing</td>
<td>Support provision of farm machineries and technologies</td>
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<tr>
<td>Training on income generating skills</td>
<td>Support access to efficient agricultural tools</td>
</tr>
<tr>
<td>Training on good governance for forest resource management</td>
<td>Training on good governance for forest resource management</td>
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</table>

\(^2\) Refer pp.24 sub-section 5.4 of the Gender Analysis Report.
<table>
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<tr>
<th>Improved quality of agricultural crops</th>
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<tr>
<td>Exchange programs on best practices on community enterprise management</td>
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</table>

(Source: Gender Analysis, Gender Mainstreaming Strategy and Gender Action Plan, 2019)

In addition to the above practice gender needs, several recommendations were also provided, and these would be important (inter alia) elements to consider during the formulation of the “Gender Mainstreaming Guidelines” in the DFO management plans.
Chapter 2: Design, Planning and Implementation

As a key consideration, gender mainstreaming is a requirement under the IKI project and the institutional structure to carry out gender mainstreaming must be established with all the DFOs. The mandate to mainstream gender is clearly reflected in the DFO Management Planning Guideline and Gender Analysis Report. There are several chapters and sections in the guidelines of DFO management plan, where there can be entry-points of integrating gender parameters. The following conceptual model describes six phases of mainstreaming gender.

Figure 1: Conceptual Model for Different Phases for Gender Mainstreaming

Thus, the gender awareness of the IKI focal at the National level, Chief Forestry Officer or IKI focal at the DFO level with equivalent responsibilities is essential since she or he is responsible
responsibilities is essential since she or he is responsible for guiding, planning, designing, implementing, monitoring and reporting of the gender mainstreaming processes.

2.1 Strengthening Collection, Analysis and Use of Sex-disaggregated data

Phase 1: Preparatory/Planning for Gender Mainstreaming

In line with the DFO management planning guideline, under chapter 2, it would be critical to ensure that gender parameters are included as a sub-component of the planning process. Ascertain how your management interventions would impact women and men differently. The DFO management planning guideline section 2.6 has prescribed the need to carry out some assessment in relation to local people and their livelihood. Therefore, it provides a platform for gender mainstreaming in the management plan design and planning provided the above checklist is administered.

CHECK-LIST (PHASE 1)

- Will gender differences be considered during planning stages? Will women stakeholders be consulted equally with men stakeholders?
- Will gender issues or gap be identified?
- Are number of men and women equal in terms of target beneficiaries?
- Do men and women have equal access to resources in order to benefit from management interventions?
- Are you going to engage men and women during consultation?
- Is gender balance ensured during the planning phase?
- Do women have a say?
- Have the recommendations of the “Gender Analysis Report, 2019” reviewed and did you plan how you will integrate those into your management plan?
Phase 2: Situation Analysis

In alignment with section 2.6 (Local people and Livelihood) of the guidelines for DFO management planning, the gender mainstreaming approach, will require to understand the existing differences in men’s and women’s roles, responsibilities, access to and management of resources. Also, understand their participation in decision making when it comes to resource utilization and management. An initial analysis to assess the gender roles in general, and the sector specific roles, knowledge, capacity and assets of men and women in a particular district. This stage should provide a management intervention baseline against which progress can be measured. Although a broad situation analysis is provided in the Gender Analysis Report, it might be practical to carry out similar analysis in the specific districts. For the purpose of the situational analysis tools such as Harvard gender analysis (Annex 7.2) framework could be administered.

CHECK LIST (PHASE 2, 3 & 4)

- Does the analysis/stocktaking and assessment provide information on the following?
- Data on the use of biological resources, disaggregated by sex – what is used by whom, by women or men?
- Data on threats to biodiversity, disaggregated by sex what kind of threats are the activities carried out by women and men?
- Data on the anthropogenic causes behind such threats, disaggregated by sex – what are the socio-economic, cultural and other factors influencing women and men?
- Data on trends of sustainability disaggregated by sex – changes in the sustainability of activities carried out by women and men?
- Data on control over biological resources and resource-use regimes, disaggregated by sex?
- Availability of sufficient resources to carry out gender mainstreaming.
- Identification of Women’s group and networks (CFMG)

Source: Adapted from “Taking as the starting point Hagen, R.T 1999.”
Phase 3: Problem Analysis/Risk Analysis

At this phase, it would be important to identify some of the root cause of inequality, discriminatory attitude (if any), behavior and practices that may undermine women’s role. Uncovering root causes of inequality, including any discriminatory attitudes, behaviors and practices that may prevent women of their rights and opportunities or participate in decision-making processes. This phase can align well with the Chapter 4 of the DFO management planning guideline. Besides what has been prescribed in the guideline, threats, challenges and risks related to gender equality could be identified.

Phase 4: Design

At this level, the intention is to produce clearly articulated management interventions with gender parameters embedded within the DFO management plans. It should include objectives, outcomes, expected inputs and a budget. There should also be indicators and targets (specific to gender parameters) that could be integrated with the M&E framework. There is already a M&E plan for this IKI project (*Living Landscapes: Securing High Conservation Values in South-Western Bhutan*). The project indicators should be gender responsive to be able to track gender related changes over a period of time. Also, ensure gender-sensitive data collection tools, for example separate focus group discussion (where needed) with women or men to make their voices heard. Also, the guideline for DFO management plan has indicated some data collection tools such as Participatory Rural Appraisal/Rapid Rural Appraisal (PRA/RRA) and consciously integrating gender aspects while collecting information is crucial.

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3 In the checklist phase 2, 3 and 4 (bullet point 4) the sustainability of activities is referenced to the 15 developmental activities that are identified in the Gender Report 2019. It would be important to assess the sustainability of those activities that are carried out by the communities.
At this stage, it would also be important to integrate the recommendations provided in the “Gender Analysis, Gender Mainstreaming Strategy and Gender Action Plan, 2019”. It Includes

- Gender Mainstreaming
- Governance and institutional arrangements are critical to the realization of the impacts of the IKI project.
- Involvement of women organizations.
- Capacity development.
- Alternative Livelihood and Incentive for participation.
- Support Community Forest Management Group
- Integration of gender parameters/issues into project cycle/management planning.

**Phase 5: Implementation, Monitoring & Evaluation (M&E) and Reporting**

The purpose of this phase is to initiate implementation, monitoring, evaluation and reporting of the progress of the objectives, outcomes and output from the management interventions in the context of gender mainstreaming. It requires clear information concerning the situations existing (men & women) from the start of the management plan development. The implementation should foster and address all the recommendations that are provided in the Gender analysis report of 2019.

Like in all the other phases, gender perspectives will need to be embedded at this stage. It will be required to assess the outcomes and impacts on women and men and ensure equal participation of women and men in M&E activities and decision-making process.

The DFO management plans are developed for a period of 10 years. The Chapter 7 of the DFO management plan guideline states that in the M&E plan, gender mainstreaming actions would be clearly defined in the output indicators.
Phase 6: Adaptive Management (Review & Feedback)

It is essential to promote normative changes in natural resource management and to engage women and other vulnerable groups in all the above phases. The inclusion of gender parameters through systematized and comprehensive actions will need to be assessed through monitoring and evaluation of the management interventions. The M&E is one of the important pillars of any gender mainstreaming action, which needs to be based on evidence collected through disaggregated data. And the commitment of all staff (not just IKI focal) in the DFO to mainstream gender equality. Gender mainstreaming requires all staff members to integrate gender equality into their respective fields of responsibility.

This phase should use information from the M&E to learn and adapt both in terms of gender mainstreaming

CHECK LIST (PHASE 5 & 6)
- Promotion of gender equality as a prerequisite of all the management interventions?
- DFO project staff: gender balance in staff ensured (For all 6 phases)?
- Does the M&E specify gender issues and questions to be addressed in the evaluation?
- Is gender-responsive participatory approaches developed?
- Is gender-specific indicators developed and applied?
- Are specific activities or components targeted at women? What was the objective and was this achieved? Specifically, how did the activities impact on women’s role in management interventions?
- Do project reports identify gender gaps and gender-related success? Are indicators of success clearly defined and applied?
- How can negative impacts be mitigated or eliminated (lessons learned) and positive impacts increased?
- Are there any internal and/or external factors contributing to the success/failure of gender mainstreaming within the DFO’s area?

(Adapted from UNDP 2013, Gender Mainstreaming made Easy: Handbook for Programme Staff)
and natural resource management. Adaptive management should allow DFO staff to make appropriate management interventions and follow up monitoring to enhance understanding and improve subsequent decision-making processes.

2.2 Stakeholder Engagement

The Chapter 8, section 8.1 of Guidelines for management plan states that DFOs shall identify all the relevant stakeholders and rights holders in and outside their divisional jurisdiction and consult on the proposed management plan.

However, it may be critical to identify all the relevant stakeholders and right holders in and outside their divisional jurisdiction during the planning and designing, implementation and M&E phases to ensure that gender parameters are well integrated into their management plan development processes. Engaging a broad range of stakeholders would support promotion of gender equality. This stakeholder engagement and consultation should also be used as a platform to garner their support and to take stock of any gender related issues that might have implications on management interventions.

**CHECK-LIST (STAKEHOLDER ENGAGEMENT)**

- Carry out Stakeholder Mapping in relation to Gender mainstreaming.
- Clearly define the purpose of stakeholder consultation and topics to be covered.
- Ensure broader community and stakeholder consultation before initiating the DFO management plan.
- Ensure representation and involvement of women and men in all the phases of DFO management plan development.
- Stakeholder participation: (1) ensuring that stakeholders dealing with gender equality are involved; (2) ensuring that all other implementing partners are committed to gender equality.

(Adapted from Ford Foundation, Gender Mainstreaming Guideline)
Chapter 3: Capacity Building for Gender Mainstreaming

One critical aspect behind gender mainstreaming is that all staff members are individually responsible for implementing some activities related to gender in their respective roles. Nonetheless, there are practical experiences that indicate establishing a gender mainstreaming support structure is a critical factor for successful and sustainable implementation. Thus, it would be important at the DFO level to have an institutional set-up that drives gender mainstreaming in its daily activities.

Gender mainstreaming is a fairly new activity for most DFOs, as such building gender and social analysis skills and capacity will need to be strengthened at all levels of DFO staff and stakeholders. At least the key IKI project staff will need to have capacity to implement and monitor gender strategies and actions.

It would be important to carry out assessment within the DFO to identify what capacity for gender analysis and gender mainstreaming are available. Then based on the assessment, there

CHECK LIST (CAPACITY BUILDING)

- Is there an institutional set-up to support gender mainstreaming?
- Is there communication and knowledge about gender equality and how an institution is to implement gender mainstreaming?
- Is gender equality part of the information management system?
- Is there training for staff and other members on gender analysis/gender mainstreaming?
- Dedicated resources and budgets committed to gender related training?
- Partnership working with national women’s machineries and women organizations.
- Gender monitoring structures and reporting mechanisms established/ strengthened.
- Gender equality awareness raising with beneficiary institutions/ agencies/.
is a need to develop training and capacity building plans. Ideally, all DFO staff should be equipped to carry out assessment to be able to recognize and address gender inequalities, raise awareness about gender issues, and their importance and ways to respond to them. Gender training should be tailored to meet the diverse needs of the target audiences.
Chapter 4: Gender Budgeting

Chapter 6 of the guidelines for DFO Management Plan prescribes that the implementation plan should have clear objectives, strategies and actions. Based on all the above 6 phases, it would be important to ensure that the budget is allocated for gender mainstreaming. Some of the international agencies allocate 10-14% of the total plan budget for gender mainstreaming.

The aim of gender mainstreaming is to integrate gender equality into the objectives and procedures of DFO management plan, so that in the long term it will not be an additional task but an inherent aspect of all activities. However, some extra efforts are required to get started and to make sustainable progress in introducing gender mainstreaming. It is not possible to initiate and advance organizational change to ensure gender mainstreaming and gender equality without time and money. Allocating both sufficient financial resources and enough working time to facilitate the process of change are important success factors.

Financial resources may be needed for a variety of activities, including collaborating with external consultants and trainers, commissioning the development of tailor-made methods and tools, conducting data collection and research, exchanging information with stakeholders and publishing brochures or launching a website (communicating gender mainstreaming), as well as other subsidiary activities.

CHECK LIST

- Has budget explicitly been allocated for gender related work and gender mainstreaming?
Chapter 5: Communication and Knowledge Management

In the guidelines for DFO management plan, there is no mention of communication, awareness, advocacy and learning. As a general principle, communication plays a major role in the process of learning and adaptation. Grounded on gender-responsive and gender-sensitive data collection that has been integrated into the management plan design/planning, implementation and M&E phases, the reporting on gender parameters should be a component of all reporting processes. Documentation and dissemination of gender relevant learnings and best practices should be critical. This should guide future planning and interventions.

Therefore, the DFO plan should have a component on communication and knowledge management.

CHECK LIST (COMMUNICATION)

- Is there communication and knowledge about gender equality and how an institution is to implement gender mainstreaming?
- Is gender equality part of the information management system?
- Gender monitoring structures and reporting mechanisms established/strengthened.
- Production of sector documents and guidelines on gender equality?
- Gender equality awareness raising with beneficiary institutions/agencies/.
## Chapter 6: Quick Mainstreaming Checklist

The objective of the checklist is to assess if your management plan is gender responsive and gender sensitive. If most of your answers to the questions are **YES**, it suggests that the interventions are gender responsive and gender sensitive. This is just to give you a quick view of how well your interventions are gender responsive/sensitive.

<table>
<thead>
<tr>
<th>SL. NO.</th>
<th>CRITERION</th>
<th>YES</th>
<th>NO</th>
<th>N/A</th>
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</thead>
<tbody>
<tr>
<td>I. PREPARATORY/PLANNING PHASE</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>1</td>
<td>Has Gender differences been considered during planning stages?</td>
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<tr>
<td>2</td>
<td>Have Women Stakeholders been consulted equally with men stakeholders?</td>
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<td>3</td>
<td>Are you going to engage men and women during consultation?</td>
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<td>4</td>
<td>Is gender balance ensured during the planning phase?</td>
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<tr>
<td>5</td>
<td>Have the recommendations of the “Gender Analysis, Gender Mainstreaming and Gender Action Plan, 2019” Report reviewed during this phase?</td>
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<tr>
<td>II. SITUATION ANALYSIS, PROBLEM/RISK ANALYSIS</td>
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<tr>
<td>6</td>
<td>Are data on the use of biological resources, disaggregated by sex – what is used by whom, by women or men?</td>
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<td>7</td>
<td>Are data on threats to biodiversity, disaggregated by sex what kind of threats are the activities carried out by women and men?</td>
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<td></td>
<td>Question</td>
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<tr>
<td>8</td>
<td>Are data on the anthropogenic causes behind such threats, disaggregated by sex – what are the socio-economic, cultural and other factors influencing women and men?</td>
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<td>9</td>
<td>Are data on trends of sustainability disaggregated by sex – changes in the sustainability of activities carried out by women and men?</td>
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<tr>
<td>10</td>
<td>Are data on control over biological resources and resource-use regimes, disaggregated by sex?</td>
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<tr>
<td>11</td>
<td>Is the availability of resources (human &amp; financial) to carry out gender mainstreaming identified?</td>
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<tr>
<td>12</td>
<td>Have Women’s group and networks (CFMG) been identified?</td>
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</tbody>
</table>

**III. IMPLEMENTATION, M&E AND ADAPTIVE MANAGEMENT**

<table>
<thead>
<tr>
<th></th>
<th>Question</th>
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</thead>
<tbody>
<tr>
<td>13</td>
<td>Does your Management Plan promote gender equality as a prerequisite of all the management interventions?</td>
</tr>
<tr>
<td>14</td>
<td>DFO project staff: gender balance in staff ensured?</td>
</tr>
<tr>
<td>15</td>
<td>Does the M&amp;E specify gender issues and questions to be addressed in the evaluation?</td>
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<tr>
<td>16</td>
<td>Is gender-responsive participatory approaches developed?</td>
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<td>17</td>
<td>Is gender-specific indicators developed and applied?</td>
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<td>18</td>
<td>Are specific activities or components targeted at women?</td>
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<tr>
<td>19</td>
<td>Have women and men been equally consulted in assessing the usefulness of activity?</td>
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<tr>
<td></td>
<td>IV. STAKEHOLDER ENGAGEMENT</td>
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<tr>
<td>20</td>
<td>Is stakeholder mapping going to be carried out?</td>
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<td>21</td>
<td>Will the purpose of stakeholder consultation and topics to be covered be clearly defined?</td>
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<td>22</td>
<td>Will broader community and stakeholder consultation before initiating the DFO management</td>
</tr>
<tr>
<td>23</td>
<td>Will stakeholder consultation ensure that stakeholders dealing with gender equality are involved?</td>
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<td></td>
<td>V. CAPACITY BUILDING</td>
</tr>
<tr>
<td>24</td>
<td>Is there an institutional set-up to support gender mainstreaming?</td>
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<tr>
<td>25</td>
<td>Is there communication and knowledge about gender equality and how an institution is to implement gender mainstreaming?</td>
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<tr>
<td>26</td>
<td>Is gender equality part of the information management system?</td>
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<tr>
<td>27</td>
<td>Is there training for staff and other members on gender analysis/gender mainstreaming?</td>
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<td>28</td>
<td>Partnership working with national women’s machineries and women organizations (CFMG, CSOs and CBOs).</td>
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<td>29</td>
<td>Are Gender equality awareness raising with beneficiary institutions/agencies/carried out?</td>
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<td></td>
<td>VI. GENDER BUDGETING</td>
</tr>
<tr>
<td>30</td>
<td>Has budget explicitly been allocated for gender related work and gender mainstreaming?</td>
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</tbody>
</table>
### VII. COMMUNICATION & KNOWLEDGE MANAGEMENT

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<tbody>
<tr>
<td>31</td>
<td>Is there communication and knowledge about gender equality and how an institution is to implement gender mainstreaming?</td>
</tr>
<tr>
<td>32</td>
<td>Is there gender monitoring structures and reporting mechanisms.</td>
</tr>
<tr>
<td>33</td>
<td>Is gender equality part of the information management system?</td>
</tr>
</tbody>
</table>
7. Annexures

The following narratives are directly adapted from the “Gender Mainstreaming Made Easy: Handbook for Programme Staff, 2013. The detail handbook can be downloaded from the following link: https://www.undp.org/sites/g/files/zskgke326/files/migration/so/Gender-Mainstreaming-Made-Easy_Handbook-for-Programme-Staff.pdf

7.1 UNDP Gender Marker

“The UNDP Gender Marker11 is a tool that rates gender mainstreaming and equality at the activity level on a scale from zero to three. The Bureau of Peacebuilding and Recovery (BCPR) under UNDP recommends/requires that all country offices allocate 15% of expenditure towards gender mainstreaming. For this purpose, a Gender Marker requires projects to rate all project activities in terms of how they contribute to gender equality and women’s empowerment. This is done in the work planning and budgeting phase and can also be used for monitoring/reporting. The tool has been incorporated into the CO master work plan template for 2013.

Each activity must be allocated a gender rating of 0, 1, 2 or 3, as follows:

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

“Gender analysis is a type of socio-economic analysis that assists programmes and projects to go beyond simply tentative gender mainstreaming to sustainable gender mainstreaming. This is done by being both sensitive and responsive to problems linked to women and men. The Harvard Framework12 is a tool for gender analysis that represents one of the earliest efforts to systematize attention to both women and men and their different positions in society. Many frameworks thereafter are adaptations, extensions and improvements of this tool. It emphasizes gender-awareness and is based upon the position that allocating resources to women as well as men in development efforts makes economic sense and will make development itself more efficient. Key to the Harvard Gender Analysis Framework tool is adequate data collection. Ideally, a gender analysis should be conducted using participatory methods and obtaining qualitative information as well as quantitative data disaggregated by sex. The analysis can be performed at any stage of the development cycle. However, timely gender analysis at the beginning of project design is important because it informs either mainstreaming procedures or specific measures directed to women or to men”.

WHEN DOING GENDER ANALYSIS, ONE SHOULD LOOK AT WOMEN’S AND MEN’S:

“Different roles/division of labour: Who does what? Who decides?

- Access to and control over benefits/assets/resources/opportunities: Who has access to which resources? Who has control over which resources e.g. land, money, credit, skills, time, etc., and decision making power? Who benefits more?
- Priorities, needs and responsibilities: What are the practical
needs of women and men in the sector/context? What are the strategic needs of women and men in the sector/context? What is the socio-economic context? How do the elements identified in questions 1 (roles) and 2 (access to and control over resources) above are shaped by structural factors (demographic, economic, legal, and institutional) and by cultural, religious, and attitudinal ones”?

THE FRAMEWORK INCLUDES THREE LEVELS OF ANALYSIS THAT SHOULD BE TAKEN INTO CONSIDERATION:

- **Micro:** The micro level analysis helps to identify major constraints faced by women at the household and community level, which will have repercussions on the meso and macro levels.

- **Meso:** The meso level deals with gender sensitivity of specific local structures; it focuses on institutions and organizations and their delivery systems. It investigates whether they reflect gender equality principles in their structure, in their culture, in the services they provide and in the way these services are provided.

- **Macro:** The macro level deals with the overall institutional environment and interrelations between actors. This can relate to for example legislation, policies and budgets”.

7.3 List of People Consulted

1. Kinley Tshering, Forest Protection & Enforcement Division
2. Tshering Zam, Nature Conservation Division, Thimphu.
3. Tashi Norbu Waiba, Forest Resource Management Division, Thimphu
4. Gyeltshen Drukpa, Divisional Forest Office, Thimphu
5. Kencho Dukpa, Divisional Forest Office, Dagana
17. Pema Gyeltshen, Divisional Forest Office, Tsirang.
21. Phub Dhendup, Divisional Forest Office, Sarpang
22. Dago Dorji, Divisional Forest Office, Sarpang
29. Sampa Chogyel, Divisional Forest Office, Samtse.
30. Sangay Tshering, Divisional Forest Office, Samtse.
31. Sangay, Divisional Forest Office, Samtse.
33. Rin Dorji, Divisional Forest Office, Samtse.
34. Sonam Tshering, Divisional Forest Office, Samtse.
38. Tashi Tshering, Divisional Forest Office, Gedu.
41. Pema Gyeltshen, Divisional Forest Office, Gedu.
42. Basaat Thapa, Divisional Forest Office, Gedu.
44. Nagphel, Divisional Forest Office, Gedu.
45. Rinchen Wangdi, Divisional Forest Office, Gedu.
46. Lhab Dorji, Divisional Forest Office, Gedu.
47. Jigme Lharig, Divisional Forest Office, Gedu.
49. Singye Wangchuk, Divisional Forest Office, Gedu.
52. Rinzin Dorji, Divisional Forest Office, Gedu.
53. Ugyen Takchung, Divisional Forest Office, Haa.
54. Karma Choden, Divisional Forest Office, Paro
55. Sonam Tshering, Divisional Forest Office, Thimphu
56. Ugyen Dorji, Divisional Forest Office, Thimphu
57. Kinley Lham, Divisional Forest Office, Thimphu
58. Sangay Gyelmo, Divisional Forest Office, Thimphu
59. Chhimi Dema, Divisional Forest Office, Thimphu
60. Tashi Choden, Divisional Forest Office, Thimphu
61. Sonam Lhaki Dema, Divisional Forest Office, Thimphu
62. Tshering Wangmo, Divisional Forest Office, Thimphu
63. Kinley Wangmo, Divisional Forest Office, Thimphu
64. K.K Gagi, Divisional Forest Office, Thimphu
65. Yejay, Divisional Forest Office, Thimphu
66. Karma Dema, Divisional Forest Office, Thimphu
67. Lhaba, Divisional Forest Office, Thimphu
68. Pema Rinchen, Divisional Forest Office, Sarpang
69. Tshering, Divisional Forest Office, Sarpang
70. Yadu Kumar, Divisional Forest Office, Sarpang
71. Jigme Zangmo, Divisional Forest Office, Sarpang
72. Karma Yangzom, Divisional Forest Office, Sarpang
73. Chimi Wangmo, Divisional Forest Office, Sarpang
74. Yeshi Dema, Divisional Forest Office, Sarpang
75. Nime Sangay, Divisional Forest Office, Sarpang
76. Yeshi Dorji, Divisional Forest Office, Sarpang
77. R.B Mongar, Divisional Forest Office, Sarpang
78. Kezang Dhendup, Divisional Forest Office, Sarpang
79. Birman Rai, Divisional Forest Office, Sarpang
80. P.B Mongar, Divisional Forest Office, Sarpang
81. Chhimi Dema, Divisional Forest Office, Sarpang
82. Sonam Dorji, Divisional Forest Office, Sarpang
83. Kezang Wangmo, Divisional Forest Office, Sarpang
8. References


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NATURE AND REDUCE THE
MOST PRESSING THREATS
TO THE DIVERSITY OF LIFE
ON EARTH