**FIP-FCPF Knowledge Day**
September 28, 2017, Villa Santi Hotel and Resort, Luang Prabang, Lao PDR

***Gender Knowledge Sessions***
***AGENDA***

The three gender knowledge sessions aim to share lessons and examples of gender-responsive practices, activities, policies, strategies and actions in relation to initiatives in forest landscapes. They are motivated by a widespread desire to take more actions in forest projects to address gender constraints and opportunities in a manner that is project-specific, appropriate, and 'do-able'. In these learning-based sessions, together we will build our skills in gender-responsive project design, implementation and monitoring.

**SESSION 2: Strategic Alignment and Policy Engagement: What works to make it more inclusive? (10:30am-12:00 pm)**
**Room: MEKHALA**

**Summary:** This session will feature global and national representatives sharing experience on policy-programming interface in gender and forests, and ways in which institutions and policy approaches can be supported over time to increase attention to gender integration.

*Facilitators:* Anne Kuriakose, CIF and Meerim Shakirova, World Bank Forest Investment Plan (FIP) Focal Point Team

- Anne Kuriakose and Patti Kristjanson (PROFOR): Introduction to session (10 min)

- Margaux Granat, Climate Policy Advisor, International Union for the Conservation of Nature (IUCN) – Global policy context and lessons from preparation of gender-focused REDD+ Roadmaps within countries (15 min)

Country case studies/examples (presentations - 10 min each):
- Tomas Bastique, Zambezia REDD Coordinator, Government of Mozambique
- Jacobo Cotto, Head of Climate Change, National Institute of Forests (INAB), Guatemala
- Nacibe Chemor Salas, Chief of Financing, National Forestry Commission (CONAFOR), Government of Mexico

- Meerim Shakirova, FIP: Facilitated Q & A session (15 min)

- Patti Kristjanson, PROFOR: Wrap-up – Outputs from Sessions 1 and 2 (gender gaps and project actions), reflections, and shared knowledge materials (10 min)

CLIMATE INVESTMENT FUNDS

# Strategic and Policy Alignment: Institutional Levers for Gender and Forests

Anne T. Kuriakose, Ph.D.
Sr. Social Development Specialist, CIF

FIP-FCPF Joint Knowledge Day

Luang Prabang, September 28, 2017

CTF FIP PPCR SREP

# Foundations for Gender Integration in SFM Investments, and the Process of Institutional Change

1. **National strategies** (gender; poverty; forests; climate)
2. Key gaps in SFM, and **gender gaps** within these
3. Project experience and existing **institutional mechanisms**
4. Working both from **top-down** *(mandates, requirements, M&E, capacity-building, policy reform)* **and bottom-up** *(social organizing, private sector)*
5. Identifying key challenges, and **re-tooling/ re-focusing** emphasis for social, instit., legal change

# FIP Mexico: *"Forests and Climate Change" project*

## Alignment with national policy

- *National Development Plan 2013-18,* first with gender equality as key principle; Mexican States required to carry out activities to promote women's rights and avoid discrimination

## Design features

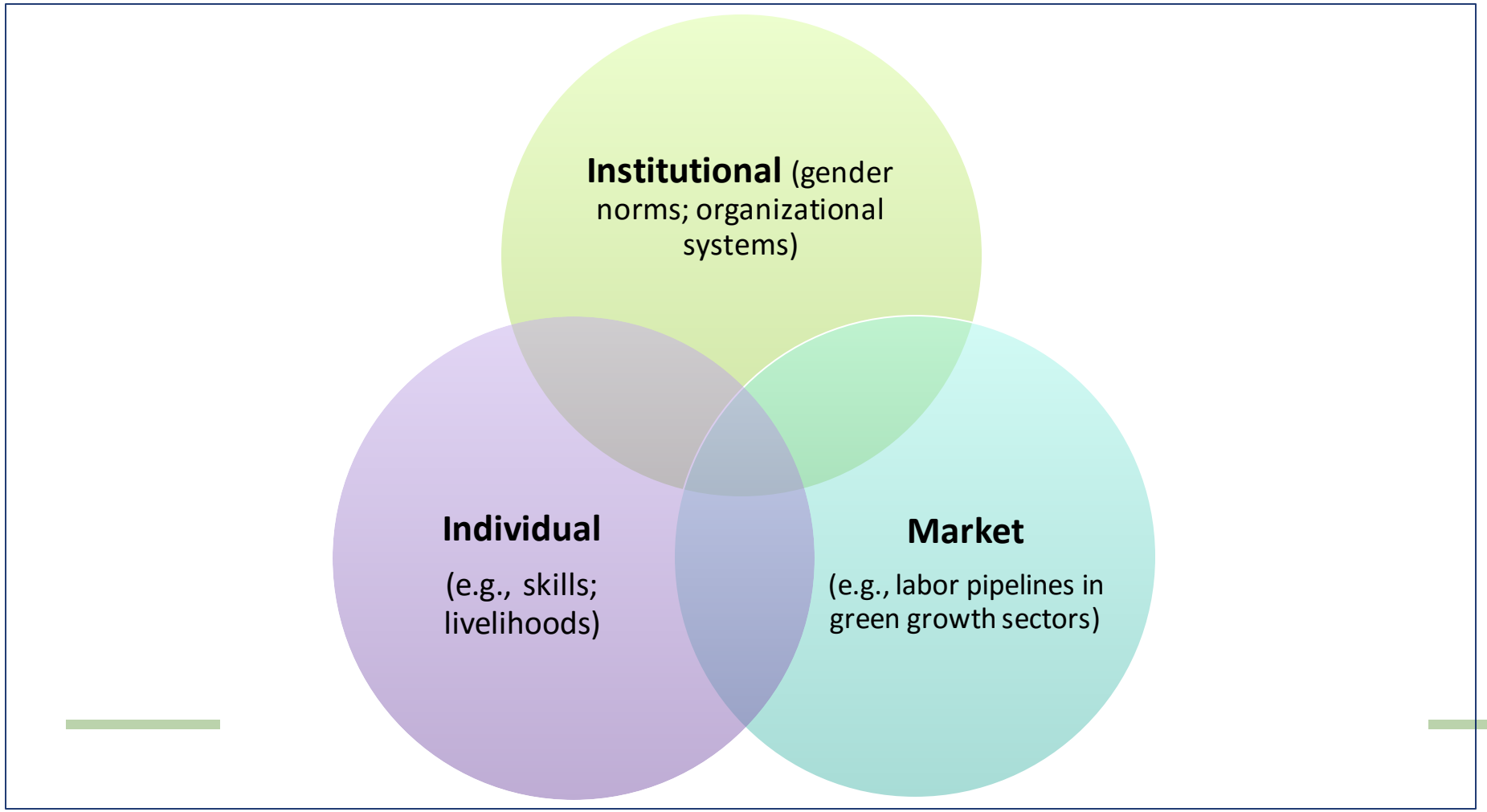
(i) Mainstreaming gender in **National Forestry Commission planning, budgeting,** and monitoring processes;

**(ii) Working with women foresters and women forest producers** to share experience, expand training and research; and leadership exchanges

(iii) Enhancing **women's role in formal forest governance** in *ejidos,* incl. non-timber forest production and management, and advancing integrated forest policy that considers these uses

**(iv) Joint action on policy to address land rights of rural women**

# Gender Arenas of Change



# *Investment Plan as an 'Ecosystem' of Elements and Sequencing*

## *Investments in What, for Whom, and to What End?*

1. ***Mainstreaming across Project:*** Specific attention to gender, procedures/ remedial measures, monitoring, in all Components of project

2. ***Monitoring – PDO Level Indicator:*** *"People in targeted forest and adjacent communities with increased monetary or non-monetary benefits from forests (numbe (% of which female)*
3. ***Participation of Women and Men:*** What prerequisites? [PROCESS ←→ CONTENT]

4. ***Policy Environment and Government Institutions:*** National Gender Policy; INDC; FIP Investment Plan; Gender Committees in Ministries; Ministry for Prom. of Women
5. ***Key Actors/ Potential Allies:*** Local CSOs; global NGOs e.g., IUCN, with regional, globa gender presence; research bodies (CIFOR nationally and internationally); CIF Gender
6. ***Sequence of Activities?*** Field consultations; investments; research and mid-term evaluation; programmatic work on gender/ partnerships
7. ***Risks and Assumptions?*** Change in actors/ functions; Further specialization or macro-coordination? Scaling up (and across)
8. ***FIP as Umbrella Planning Process:*** MDBs; DGM, FCPF, other donors, GEF, private sector

# Social and Gender Analysis in Forestry

→ Gender division of labor within household and at community level

→ Distribution of rights and resources

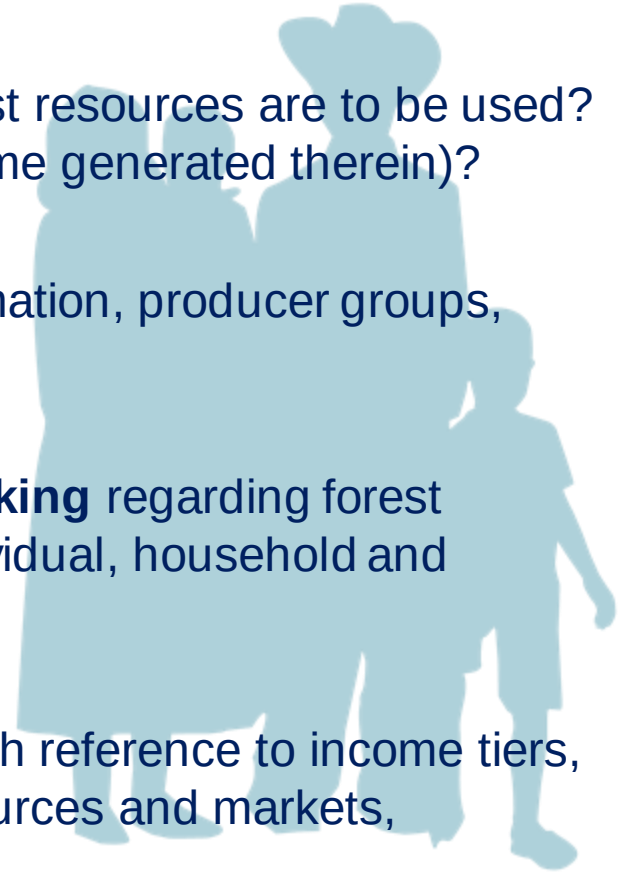
- **Gender division of labor:** What forest-related tasks are undertaken by women, men, girls and boys?

- Who has the **access and power to decide** whether and how forest resources are to be used? Who has **control** over the output or product (and its sale and income generated therein)?

- Who has access to which **markets** and why? What support (information, producer groups, value addition) could improve this?

- How are women and men included in each aspect of **decision making** regarding forest resources under the project, and on forest products for use at individual, household and community levels?

- INTERSECTIONS: Similar **social analyses** can be undertaken with reference to income tiers, ethnic groups, migrants, regarding tenure regimes, access to resources and markets, participation



# Adaptive Capacity in the face of Climate Change

- **STRENGTHENING ADAPTIVE CAPACITY** (from local to national levels) to mitigate climate risk and enhance **resilience.**

- **ADAPTIVE CAPACITY** - dynamic state, based on e.g.,:
  - Human and social capital levels
  - Presence and quality of formal and informal institutions
  - Quality of governance, policy and technology/ innovation frameworks
  - Resources e.g., fiscal status and planning systems

- ***INVESTMENTS IN WHAT, FOR WHOM, TO WHAT END? / IP AS 'ECOSYSTEM' OF ELEMENTS; SEQUENCING***

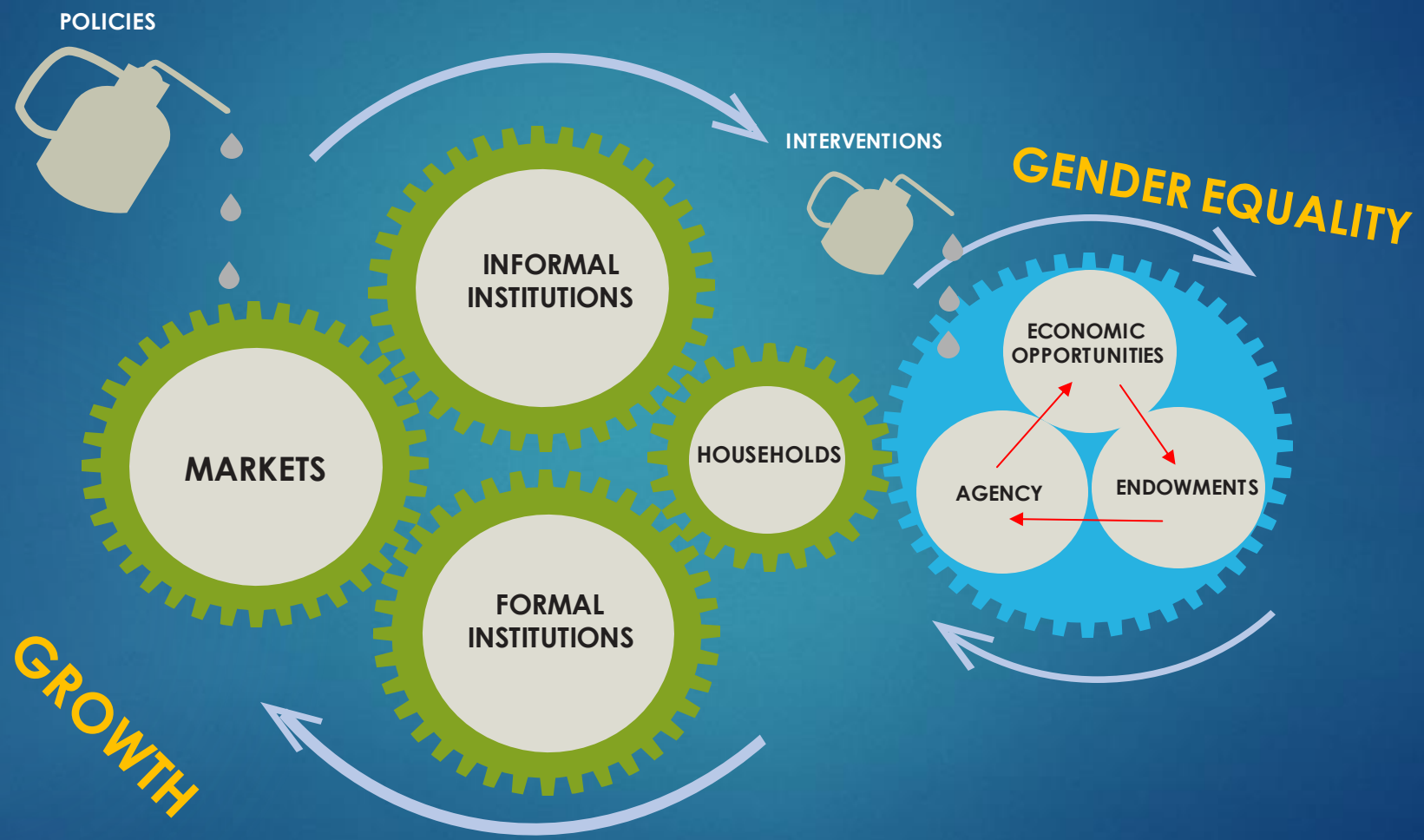
**→ ASSETS, RULES, AND INSTITUTIONAL DEVELOPMENT… for SUSTAINABILITY**

**---National Policy, Strategic Direction, 'PROJECT LAW', Socio-institutional Change in NORMS -- of what is 'reasonable' and 'desirable' to end up in the hand of vulnerable groups, particularly women**

# Gender equality is central to the WBG twin goals of ending extreme poverty and boosting shared prosperity



The Strategy builds on the WDR 2012 conceptual framework




*Men and women are not homogenous groups, rather, sex is one dimension of identity, along with race, ethnicity and disability, among others. Often these dimensions, combined with factors such as income level and location, can act as sources of disadvantage.*

# From 'Mainstreaming' to Institutional Change

| Influence Area | Design Type | Specific Examples from CIF Projects from GAP Phase 1 | Program examples from: |
|---|---|---|---|
| *** GENDER-POSITIVE TRANSFORMATION | GOVERNANCE, VOICE & AGENCY | 7-Enhancing women's formal roles in natural resource governance | PPCR, **FIP** |
| | SECTOR CHANGE | 6-Sector training for women, incl. RE industry pipeline development | SREP, CTF |
| ** STRATEGIC GENDER INTERESTS | ECONOMIC OPPORTUNITIES | 5-Strategies/ targets for women's employment (e.g., women-owned energy enterprises) | SREP, CTF |
| | | 4-Ancillary services (e.g., targeted credit schemes) | CTF, PCR, **FIP** |
| * GENDER MAINSTREAMING | ORGANIZATIONAL MAINSTREAMING | 3-Gender focal points in climate planning units; gender budgeting and planning approaches | PPCR, SREP |
| | PROJECT ASSESSMENT & DESIGN | 2-Gender-sensitive project design (e.g., in mass rapid transit) | All programs |
| | TARGETING | 1-Identification/ tracking of female beneficiary targets (including re national social inclusion goals) at national and CIF reporting levels | SREP, PPCR, **FIP,** Partial in CTF |

# CIF Gender Program's theory of change

# Further Considerations

1. [OVERALL APPROACH] What is the **vision** for working on gender and SFM in your program/country context? How does its **contribute to overall project objectives?**
   - Move from focus on targets and requirements alone, to how gender perspective informs the overall approach and its execution *(importance of both 'content and process').*

2. [DISTRIBUTION OF BENEFITS] What are expectations regarding relative balance of **individual and collective benefit?** Of benefit to different **income tiers,** and **livelihood groups,** and **migrant/non-migrant status**? What is role of private sector? On what basis are project activities being selected/ approved (place for locally-identified criteria?).

3. **[**MEASURING SUCCESS] **What would success look like** in terms of gender outcomes, and how do we measure it from baseline through implementation, mid-term and project close, using existing instruments?
   - Are these contributing to country's national goals?
   - Scope for PM&E, use of scorecards? Pilot sites for action research; rapid assessments?
4. [GRIEVANCE REDRESS] What **accountability and grievance mechanisms** are being set up, and how can women and men access these?

5. [COORDINATION] What is the **relationship between this program and others** operating in SFM, including e.g., DGM?

CLIMATE INVESTMENT FUNDS

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@CIF_Action

https://www.youtube.com/user/CIFaction

https://www.flickr.com/photos/cifaction/sets

# FROM GLOBAL TO LOCAL: Translating legal frameworks toward sustainable implementation

# Legal Framework

Innumerable global mandates, which apply to climate change, call for integrating a gender perspective:

- human rights
- gender equality
- disaster risk reduction
- sustainable development and environment

- By 2006, the Parties to the UNFCCC still did not acknowledge gender in formal negotiation processes, notwithstanding:
  - The importance and prominence of gender in other UN processes;
  - Governments being signatory to a number of strong international agreements binding them to the promotion of gender equality
- No political will from the UNFCCC decision-makers to acknowledge gender

# Gender in UNFCCC

- Cancun the first agreed text on gender in the history of UNFCCC

- Women not only as victims but as agents of change

# Gender and REDD+ in Cancun

(FCCC/CP/2010/7/Add.1 decision 1/CP.16 paragraph 72).

Requests parties to address:

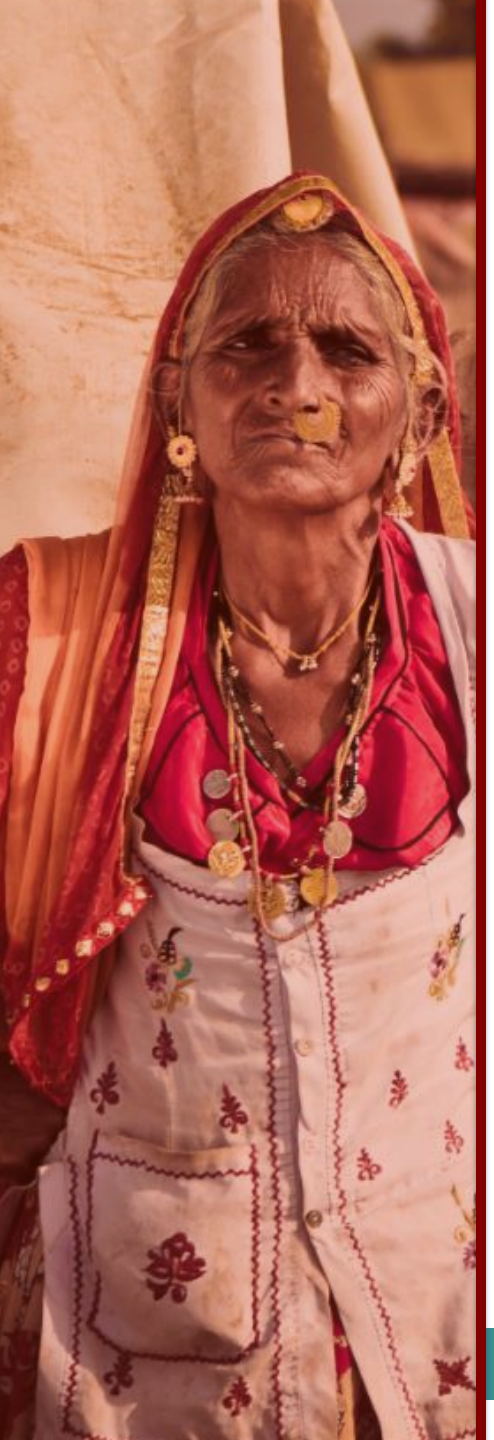
(…) gender considerations and the safeguards ensuring the full and effective participation of relevant stakeholders, inter alia, indigenous peoples and local communities

In Durban (FCCC /CP/2011/9/Add.2)

"Agrees that systems to provide information on the safeguards referred to in Appendix I of decision 1 / CP.16 must be taken into account and respected, taking into account national circumstances (...) and **respecting gender considerations** (...)

# Where we are today:

- Widespread understanding and recognition of linkages
- Over 60 UNFCCC decisions recognise the importance of addressing gender considerations for effective climate action
- Women not only as victims but as agents of change
- Lima 2 year Work Programme on Gender; UNFCCC GAP



# COUNTRIES MAKING A DIFFERENCE THROUGH GENDER-RESPONSIVE CLIMATE CHANGE FRAMEWORKS

# Gender-Responsive

**Gender-responsive: Entails identifying, reflecting, and implementing needed interventions to address gender gaps and overcome historical gender biases in policies and interventions—contributes to the advancement of gender equality with** an idea to 'do better'

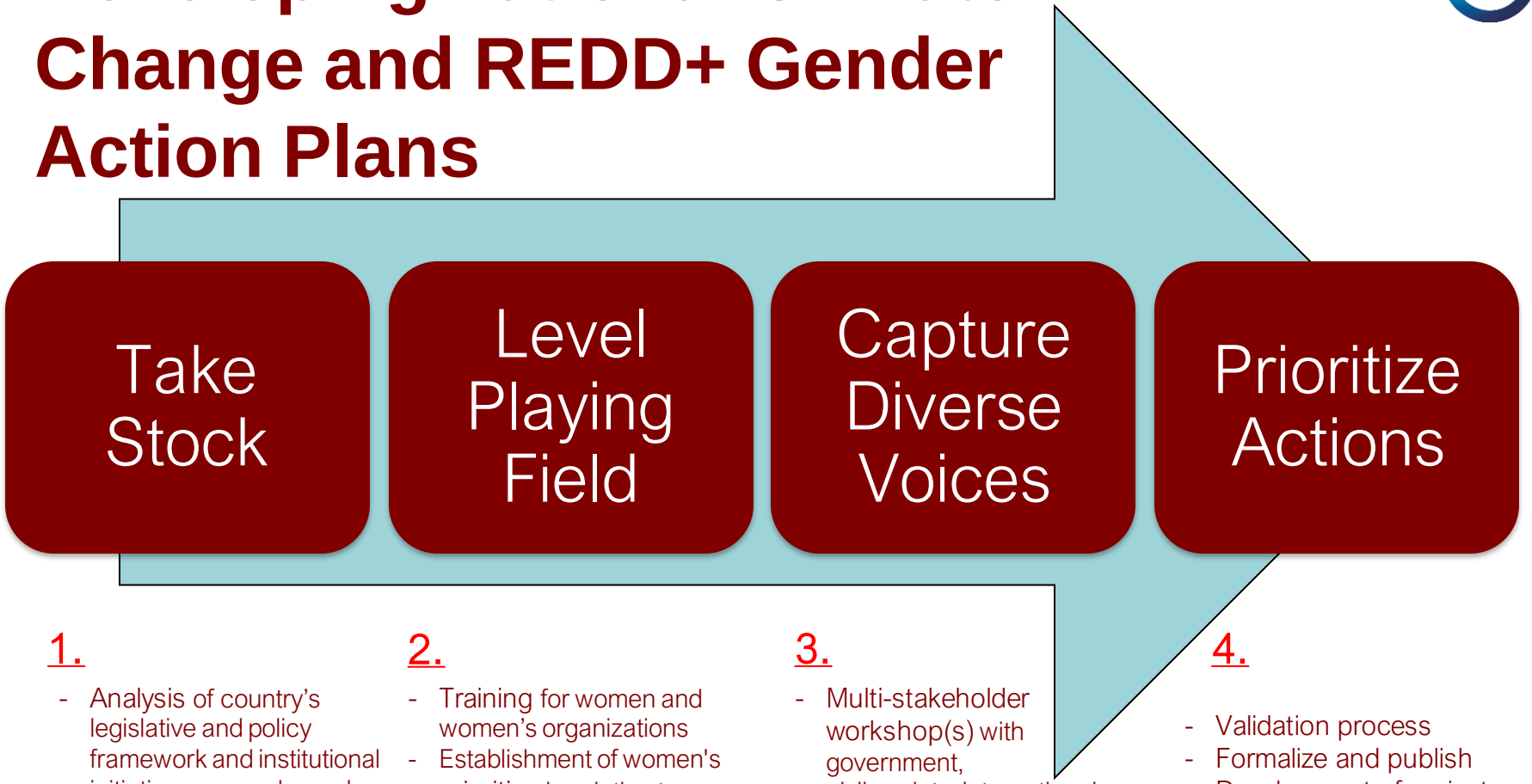
**More than just women's participation**

# Guiding Principles

- Anchor global agreements within national contexts so as to encourage a gender-responsive approach
- Recognize gender both as a driver for transformational change and as a catalyst that increases the effectiveness and efficiency of climate change initiatives
- Frame women as agents of change – beyond merely a vulnerable group – in both adaptation and mitigation

Knowledge Generation
2007
Capacity Building
Advocacy
2010
National Strategies
Action
Scaling-up Best Practices

# Developing national Climate Change and REDD+ Gender Action Plans




1.

- Analysis of country's legislative and policy framework and institutional initiatives on gender and climate change
- Mapping of stakeholders
- Interviews with key stakeholders and potential champions
- Assessment of technical capacities

2.

- Training for women and women's organizations
- Establishment of women's priorities in relation to gender and climate change

3.

- Multi-stakeholder workshop(s) with government, civil society, international institutions, academia, etc.
- Assessment of gender and climate change in-country, and development of action steps across priority sectors

4.

- Validation process
- Formalize and publish
- Development of projects
- Inclusion in national strategies

# The right REDD+

- **REDD+ mechanism does not happen in** a "vacuum" should be framed according **to development principles and criteria:**
  - **Rights**
  - **Empowerment**
  - **Participation**
  - **Good governance**
- **REDD+ is a great opportunity for development and to introduce reforms in land-forest tenure**

# What Does Transformation Look Like?

- **Ghana-** working with chiefs' wives **and mothers**
- **Ecuador-** Community "lawyers"
- **Peru- MRV indigenous women**
- **Cameroon- REFACOF forest and land tenure law reform**
- **Uganda/Mexico- concessions of land to women (Trees for Global Benefits)**

# Gender in Mozambique's Integrated Landscape Management Programs

*JOINT FIP-FCPF KNOWLEDGE DAY, LAOS PDR*

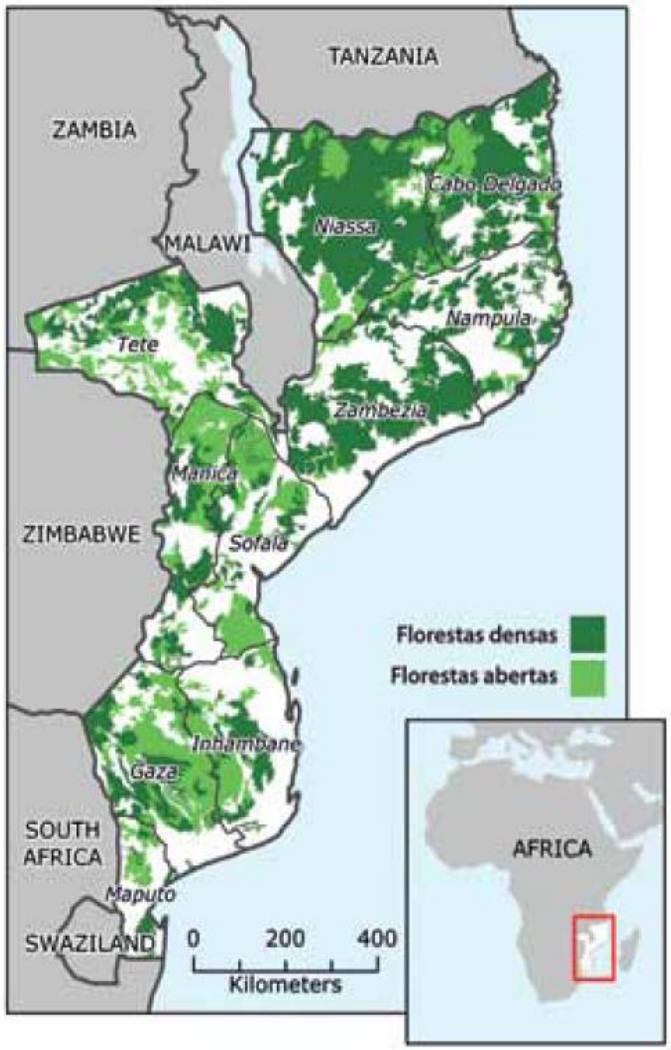
TOMAS BASTIQUE

NATIONAL SUSTAINABLE DEVELOPMENT FUND

MINISTRY OF LAND, ENVIRONMENT AND RURAL DEVELOPMENT

# Presentation Outline

- Country Overview
- The Context
- Legal Framework
- Gender Statistic
- Gender Implementation (MOZFIP)
- Final considerations

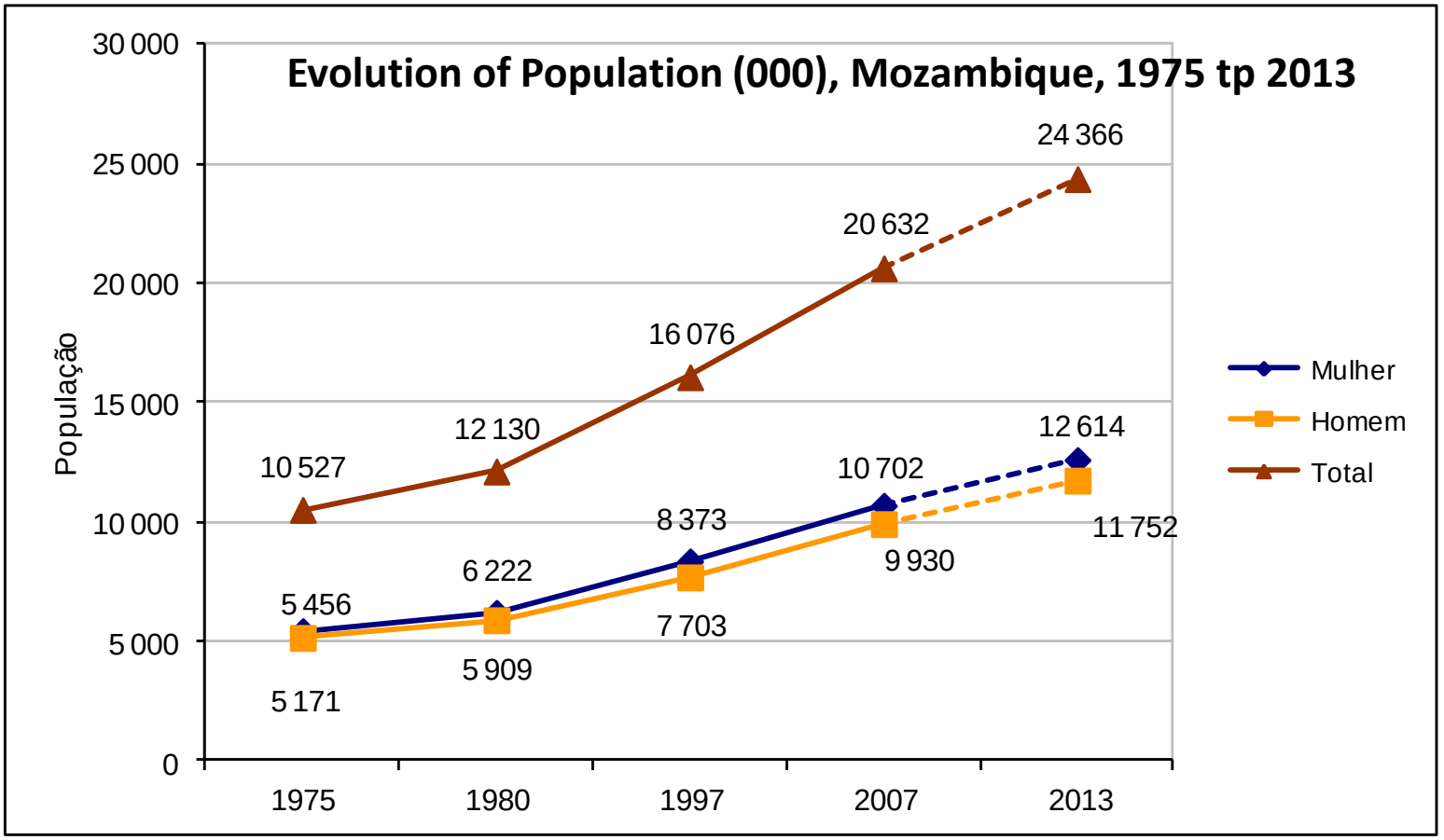



# Country Overview

The Republic of Mozambique is a developing country on the eastern coast of southeast Africa, with South Africa and Swaziland to the south, Zimbabwe to the west, Malawi and Zambia northwest, and Tanzania at its northern border.

The estimated population of Mozambique is almost 24 million, of which 52% are women and about half are under 15 years of age.

# Country Overview (cont.)



# Women in Mozambique

Women's social and economic situations including in relation to political and environmental issues – were included in international development discourse in the early 1960s and came especially to the fore in the 1970s at numerous world conferences.

Mozambique is a signatory to all the major human rights conventions including CEDAW (The United Nations Convention on the Elimination of All Forms of Discrimination Against Women), which it ratified on 21 April 1997. And submitted its first CEDAW report in 2007.

# Legal Framework

Mozambique has a institutional and legal framework favorable to gender equality. The main planning documents such as the Government's Five-Year Program for 2015-2019 reiterate as a priority the promotion of **gender equality as a key factor for development**.

The Constitution of Mozambique states that "**men and women shall be equal** before the law and in all spheres of political, economic, social and cultural life."

Mozambique's Gender Policy and related Implementation Strategy (GPIS) sets up principles that allow the identification of appropriate actions aimed at promoting **gender equality, respect of human rights, and strengthening the participation of women** in development processes.

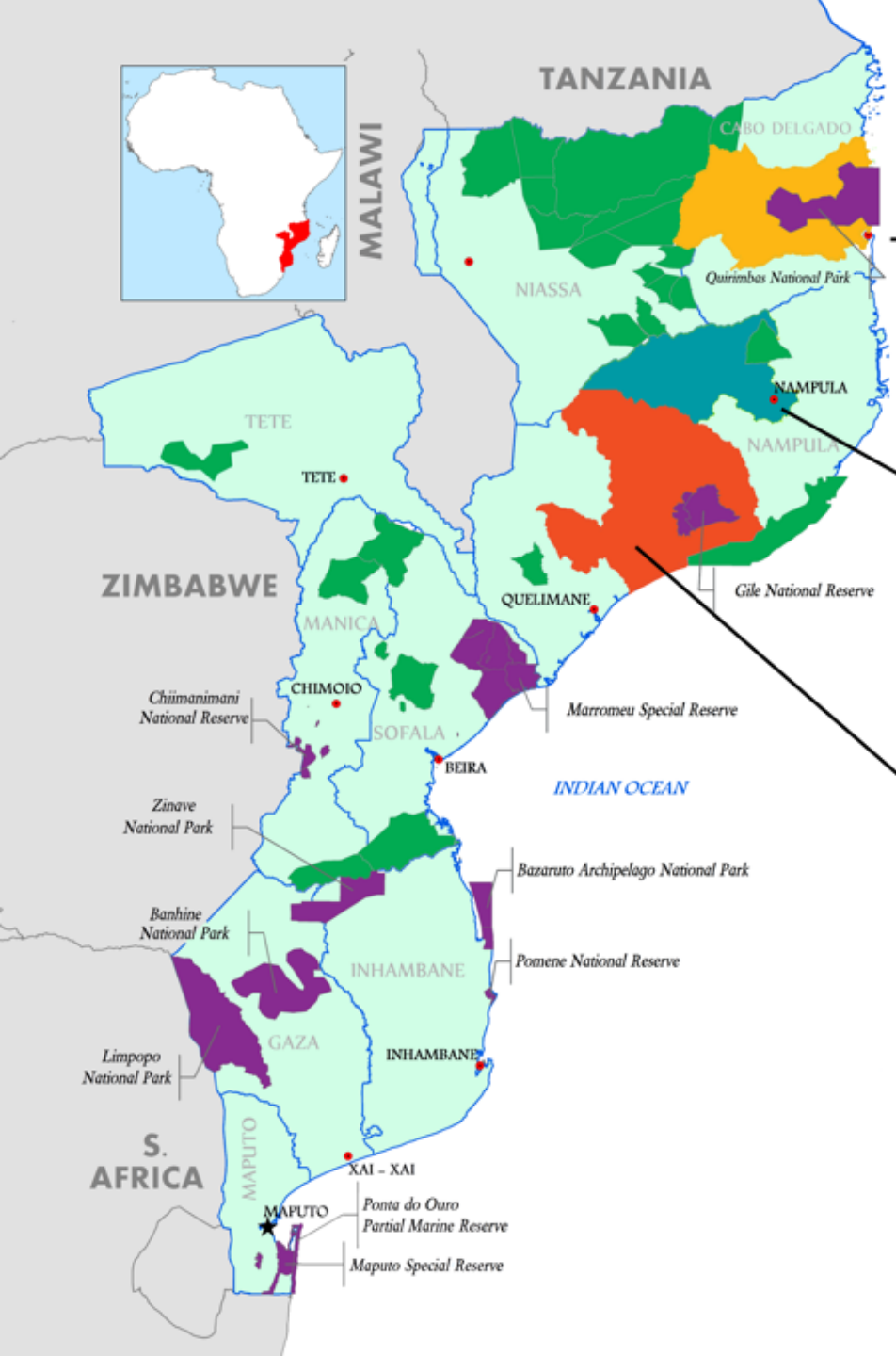
# Gender, forests and agriculture

Women in Mozambique tend to work in the agricultural, informal sectors and low-paid occupations while men move to pursue higher earnings in other sectors. (alguma estatistica ou dado sobre mulheres no sector florestal e agricola no pais?

Research has found that women are less likely than men to grow tradable crops because they concentrate on basic foods to feed their family. However, there is evidence that with education, women do move into commercial agriculture and as such may be interested in service provision.

In Mozambique, women are responsible for most of the collection of biomass fuels and cooking. As part of agroforestry and afforestation efforts, women can also plant trees that not only sequester carbon but also produce crops which may provide them with an alternative source of income, or have distinctive co-benefits, such as assisting in disaster risk management, and alternative household energy.

# Integrated Landscape Management Programs




## Cabo Delgado Landscape

**Total Area:** 4 million ha

**Population:** 611,538

**Rural Population**: 78.4%

**Total forest area:** 1,756 ha

**Deforestation Rate:** 0.32%

## Nampula Landscape

**Total Area:** 3 million ha

**Population:** 926,621

**Rural Population:** 79%

**Poverty:** 49% below the poverty line

**Total Forest Area:** 797,000 ha

## Zambezia Landscape

**Total Area:** 6 million ha

**Total Population:** 2,286,988

**Rural Population:** 74%

**Poverty Level:** 56% below poverty line

**Forest Area:** 3,225 ha

**Deforestation rate:** 0.62%

## Women participation in consultations

(Aqui pode falar sobre a participação das mulheres durante as consultas publicas na fase de preparação)

## Land Tenure

MozFIP will promote systematic community land delimitation and individual titling that is gender-responsive. Both husbands' and wives' names will be registered and listed on land documents.

## Agroforestry

The project will promote Agro-Forestry Systems (AFSs) schemes, with a targeted proportion of women, and will give priority to AFSs with species that are mostly grown by women such as legumes.

## Planted Forests Grant Scheme

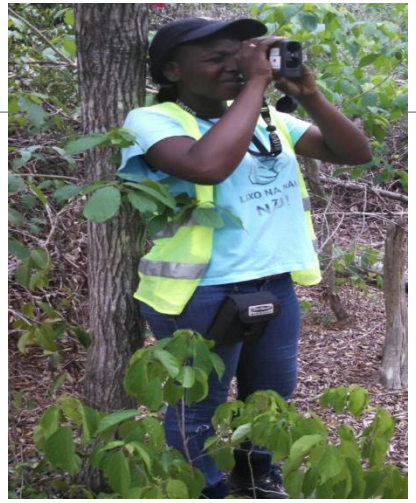
Performance-based scheme for the promotion of planted forests for multiple purposes by small and medium landholders and local communities

Partnership with Portucel to supply eucalyptus for pulp and paper

The company promotes women's employment, with a crèche onsite to allow local women to work and care for their children. Currently, the nursery staff is 65%t female.

# Forest Inventory

| Function | M | W | Total |
|---|---|---|---|
| Botanic | 5 | -- | 5 |
| Chef of brigade | 2 | 1 | 3 |
| Chef of equip | 4 | 4 | 8 |
| Coordinator | 3 | -- | 3 |
| Cooker | -- | 3 | 3 |
| Equipment's | 1 | -- | 1 |
| Logistic | 4 | -- | 4 |
| Height meter | 6 | 2 | 8 |
| Diameter meter | -- | 1 | 1 |
| QC/QA | 6 | 4 | 10 |
| Data collector | 2 | -- | 2 |
| Total | 33 (69%) | 15 (31%) | 48 (100%) |



# Mozambique Dedicated Grant Mechanism for Local Communities (MozDGM)

National Steering Committee has 25 members, of whom 4 are women, including the Vice-President. The Mozambican Rural Women's Movement (MMMR) is represented.

Project will promote small-scale agriculture, forest and fishery businesses.

Community projects supported under MozDGM will require at least **40% women participation**.

# Multi-Stakeholder Landscape Platforms

The Zambézia Sustainable Development Platform is an important forum for discussions, decision-making and exchange amongst stakeholders.

The Platform strongly encourages and promotes women as key stakeholders.

A Gender thematic group has been established to ensure that women were involved in all processes.

A similar group will be encouraged in the Cabo Delgado Platform.

# Final Considerations

- Algo sobre a consideração forte das mulheres durante a preparação e agora implementação dos projectos.

- Os desafios

THANK YOU
MUITO OBRIGADO!

GOBIERNO DE LA REPÚBLICA DE GUATEMALA

Ministerio de Ambiente y Recursos Naturales | Ministerio de Agricultura, Ganadería y Alimentación | Consejo Nacional de Áreas Protegidas

CONAP

inab Guatemala
Instituto Nacional de Bosques
Más bosques, Más vida

# Pilot Countries Meeting

# Forest Investment Program (FIP)

# Gender and FIP in Guatemala

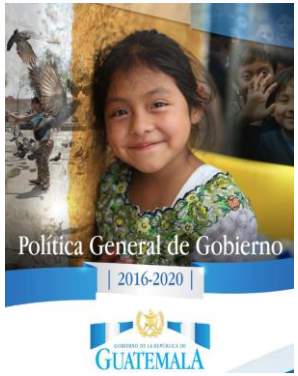
Luang Prabang, Laos. September 28th 2017

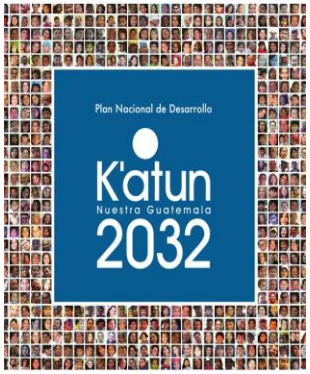
**With the support of:**

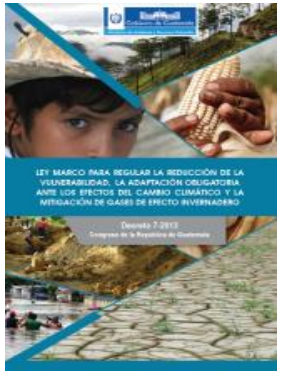
IDB Inter-American Development Bank

THE WORLD BANK

# FIP Investment Plan bases in Guatemala´s national policy framework

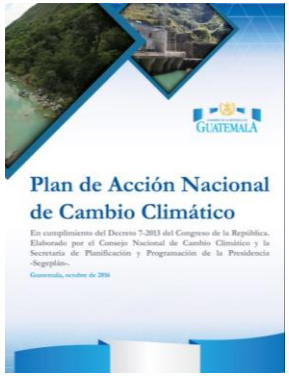


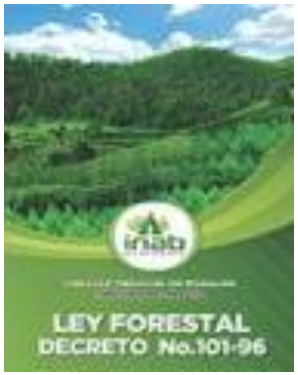



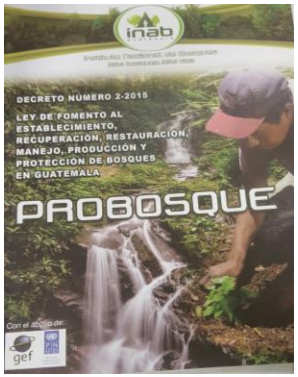




REPÚBLICA DE GUATEMALA

CONTRIBUCION PREVISTA Y DETERMINADA A NIVEL NACIONAL





# FIP Investment Plan bases in the national forestry incentive programs

## Forest Incentives Programs Results (1996-2015)…

**PINFOR IMPACTS (1998-2015)**

- Protection of water and soil

- + 4.1 million beneficiaries (**30% women**)

- + USD 250 million to the rural economy

- +28.7 million of rural jobs

**PINPEP IMPACTS (2007-2015)**

- Protection of water and soil

- + 135 thounsand beneficiaries (**57% indigenous, 31% women**)

- + USD. 50 million to the rural economy

- +5,8 million of rural jobs

# FIP Investment Plan bases in the national forestry incentive programs

## Goals for 2017-2046 throught PROBSOQUE Law

Impacts expected with PROBOSQUE (2017-2046)

Forestry plantations(300k ha)

Restaoration 200k ha

Natural forest for protection (375k ha) and production (125k ha)

Sistemas agroforestales (300k ha)

Protection of water and soil

+ 1.5 million families benefit per year (**30% women**)

USD 625.7 million to the rural economy

+ de 20,000 direct jobs/year and 60,000 indirects/year

Under this framework the REDD+ national process is being build on…

…including Gender Mainstreaming

# Gender and REDD+ Roadmap build under gender national policies and strategies

United Nations Entity for Gender Equality and the Empowerment of Women

# Gender and REDD+ Roadmap takes into acount 8 considerations

- Aims to facilitate and promote the incorporation of gender considerations in the REDD+ national process of Guatemala: preparation (strategy), implementation (FIP-IP) and results-based payments (Carbon Fund and others)
- It takes into account 8 gender considerations:

Access and equitable land tenure rights for women and men

Equitable distribution of benefits between women and men

Improving women's livelihoods and well-being

Good Governance - Women's Leadership and Empowerment for Decision Making

Maintain and improve biodiversity and environmental services for the equitable benefit of women and men

Full and effective equal participation of women and men

Equitable and relevant access to information by women and men

Compliance with local, national and international laws, treaties and conventions on women's rights

# Women participation in the Gender and REDD+ Roadmap

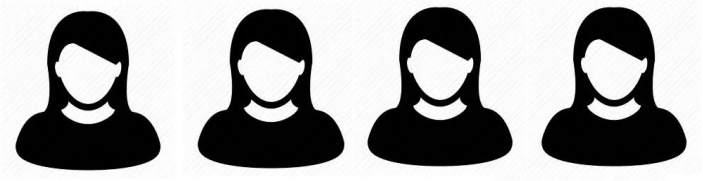
- **Women defined** strategic actions for mainstreaming gender considerations in the four components of the Strategy, for the 3 REDD+ phases
- For this, training was needed for: *weather, climate change, GHG, REDD+, related policiy framwork, gender consideration, Safeguards, and National REDD+ Strategy*

**Government Gender Experts lead the process**

MARN MAGA INAB CONAP

# Women participation in the desing of the IP

Government Gender experts



INAB CONAP MARN MAGA

MDB gender specialist

**Gender policies and strategies**
**(MARN, MAGA, INAB y CONAP)**

Women participation in consultation

**27%**

Experience on gender roadmap

**REDD+**

# FIP IP is aligned with the national framework and the Gender and REDD+ Roadmap

- Institutional strengthening for effective user attention for the sustainable management of the forest landscape (indigenous peoples, women's groups, private and local communities)
- Link between forest-industry and market
- Support to local actors (e.g. indigenous peoples, local communities, women's groups) to access to the forest incentive programs (PINPEP and PROBOSQUE)
- Development of financial mechanisms for local actors to access private banking resources (men and women)
- Capacity building on forest governance to public institutions, indigenous peoples, women's groups and local communities
- Consolidation and diversification of indigenous peoples', women's groups and local communities´ livelihoods, through the promotion of productive models

# Thank you

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# Gender Perspective
## at Mexico National Forestry Comission

FIP Pilot Country Meeting
September 2017
Luang Prabang, Lao PDR

# National Legal Framework

**National development Plan**
*Bring Mexico to its highest potential*

National goals

- I. Peaceful Mexico
- **II. Inclusive Mexico**
- III. Quality educated Mexico
- IV. Prosper Mexico
- V. Globally responsible Mexico

Transversal Strategies

- iii) Gender perspective

**National Forest Program (PRONAFOR)**
*Foster and promote an institutional framework that facilitates sustainable forest development*

- Create adequate spaces to ensure participation of women, youth and indigenous people.
- Incorporate gender perspective and diferentiated attention within institutions that relate to the forest sector,
- Develop organizational, planning self-management and technical capacities for women, youth and indigenous people.

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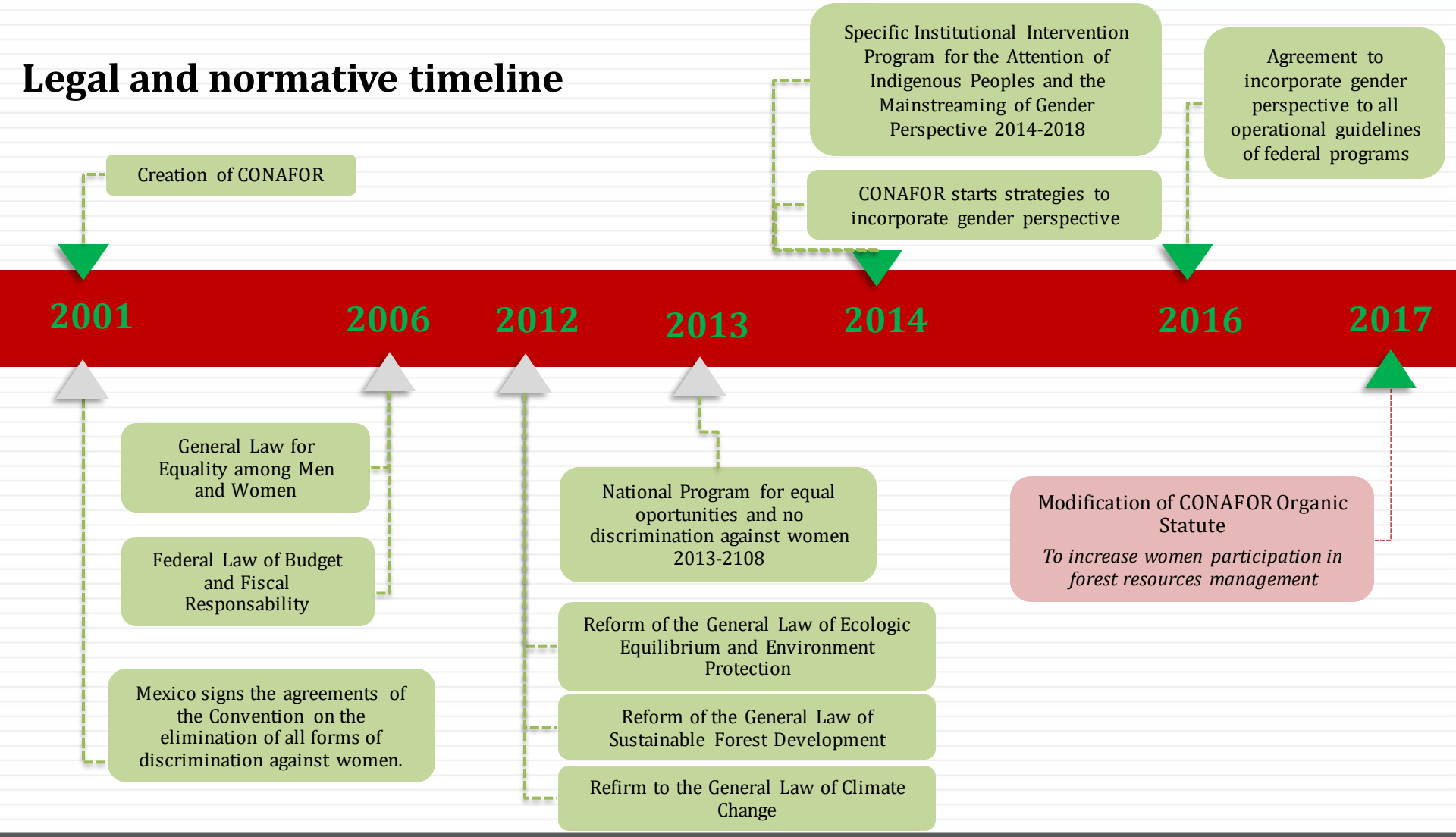
# Legal and normative timeline



# CONAFOR Institutional Program for the Attention of Indigenous Peoples and the Mainstreaming of Gender Perspective

**Mainstream gender perspective**

- Creat a **Gender Unit** in CONAFOR
- Promote studies to **document women's status** in the forest sector.
- Incorporate an **institutional culture** with gender perspective**Strenghten capacities** of public personnel.
- Apply **gender perspective in operative guidelines** and special programs and projects operated by CONAFOR
- Generate a **gender network** among CONAFOR areas and state offices.

**Measures for women participation in forests**

- Promote the creation of a **program for women** of the sector
- Strenghten capacities of women who live in forest areas, to increase their **participation on new initiatives**.
- Promote **sensibilization of male population** of the forest sector.

## Main activities on gender mainstreaming

1. **Incorporation of gender perspective on CONAFOR operational guidelines**
   - ✓ Workshops to analize other institution's guidelines (INMUJERES, COFEMER)
   - ✓ Working groups aiming to include gender perspective to CONAFOR support categories (Proyectos productivos para mujeres)
   - ✓ Capacity development to different technical areas of CONAFOR.

2. **Gender network troughout CONAFOR state offices**
   - ✓ Regional forums oriented to gender approach
   - ✓ Coordination with institutions at the local level

## Main activities on gender mainstreaming

3. **Affirmative actions (temporary special measures)**
   - ✓ PRONAFOR privileges project support requested by women, or organizations represented by them.
   - ✓ In 2017, the **first support category** designed specially for productive projects led by women.
   - ✓ Developed capacities of groups of women embarking on productive projects

4. **Creation of the first female brigade of protection against forest fires.**

5. **Collaboration agreement with the National Institute for Women**

## Mainstreaming gender perspective – Lessons learned

- ✓ Any mainstreaming process starts with sensibilization and capacity development, and for this, openess on the subject is required.
- ✓ The base of the mainstreaming process is a strong legal and normative framework
- ✓ Updated diagnostics on the status of female participation in the forest sector provides useful information to propose affirmative actions or actions in favor of gender equality.
- ✓ Political will and strenghtened interinstitutional joint actions, allow for the continous generation and support of gender equality activities.

## Mainstreaming gender perspective – Lessons learned

- ✓ Interinstitutional coordination provides a bigger platform for actions, resource procurement, and joint efforts towards gender equality.
- ✓ Operative staff can help generate key lessons on the ground to foster the involvement of high rank decision makers.
- ✓ The gender liaisons network facilitates information, contributes ideas and strenghtens efforts in the mainstreaming of gender perspective in every state.
- ✓ Continuous develoment capacity is a relevant factor for any program or project.

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# THANK YOU

SEMARNAT
SECRETARÍA DE MEDIO AMBIENTE Y RECURSOS NATURALES

ESTADOS UNIDOS MEXICANOS

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