

GENDER TOOLKIT

FOREST TENURE PATHWAYS TO GENDER EQUALITY

STEPS FOR ACHIEVING ACCELERATED CHANGE

TRAINING HANDBOOK

ENABLING CHANGE IN FOREST TENURE:
POLICY AND LAW FOR GENDER EQUALITY

NAYNA J JHAVERI

EDITORS

ILIANA MONTERROSO AND ANNE M LARSON



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ABBREVIATIONS

FAO	Food and Agriculture Organization of the United Nations
FLR	forest landscape restoration
FPIC	free, prior and informed consent
NGO	non-governmental organization
SDG	Sustainable Development Goal
VGGT	FAO Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security



OVERVIEW

How to use this Training Handbook

This handbook supports trainers and facilitators in developing their own workshop materials. It provides a set of lecture notes, suggested discussion questions and debate activities, as well as some additional reading resources. On the website, "[Roadmaps to gender and social inclusion](#)", users of this handbook will also be able to download an associated PowerPoint presentation and infographics.

- c. Create a strategic approach and action plan to accelerate change;
- d. Identify collaborative partners for effective change;
- e. Launch a gender-based forest tenure barometer.

Handbook objectives

This training accompanies the publication, *Forest tenure pathways to gender equality: A practitioner's guide*, which lays out a three-step change pathway, *Analyze, Strategize and Realize* (Figure 1). In particular, this document addresses step number two, *Strategize*. Developing a compelling strategic approach and action plan for gender-responsive forest tenure reform is best carried out after a policy and legal review of the forest tenure regulatory framework. The content of the handbook and its handouts are illustrative and can be tailored to your training requirements. For example, if the handbook is used for government staff or members of a non-governmental organization, the content and exercises can be adjusted to suit the knowledge background and interests of participants.

The aim of this training handbook on *Enabling change in forest tenure: Policy and law for gender equality* is to outline five steps that develop a strategic approach to reforming forest tenure policies, laws and regulatory frameworks using a gender-responsive approach (Figure 2). The five steps are:

- a. Understand what is involved in reforming forest tenure policies and legal regulatory arenas;
- b. Carry out a gender-responsive policy and legal review of forest tenure and governance;

Time

The total time for this training course is about six hours.

Participants

The number of suggested participants for this training is between 15 and 25.

Who can join

The training handbook is focused on supporting those practitioners who are actively working towards gender-responsive forest tenure reform. It is open to both women and men from a range of backgrounds such as governments, non-governmental organizations (NGOs), civil society organizations (CSOs), donor agencies, project staff, women's organizations and other organizations such as forest federations, forest committees or forest groups.



Facilitators

Two facilitators are needed to instruct the course. It is important to find experienced and gender-sensitive facilitators who are well-versed in the development of gender equality work, are familiar with main concepts in the gender debate, understand the overall conceptual issues in the gender and forestry sector, and have good teaching and discussion skills. They should be able to initiate ice-breakers, give engaging lectures and lead out in small-group activities.

Equipment

Two flipcharts, marker pens, sticky notes, colored paper (of different sizes), adhesive tape to display flipchart sheets, a white board, name tags, notebooks, a computer, a projector and pens for all participants.

Preparation

The amount and type of preparation needed will depend on the trainer's approach to the program. Taking the time to prepare PowerPoint presentations, flip charts and other supportive materials ahead of time can aid the training process.

¹See also Figure 6 in Jhaveri (2020).



BACKGROUND READING

Chapter 1.4 of *Forest tenure pathways to gender equality: A practitioner's guide* (Jhaveri 2020).

STEPS & SCHEDULE



STEP 1



PLANNING THE PROCESS

The path forward for gender-responsive forest tenure regulatory reform

STEP 2



ILLUMINATING THE WAY

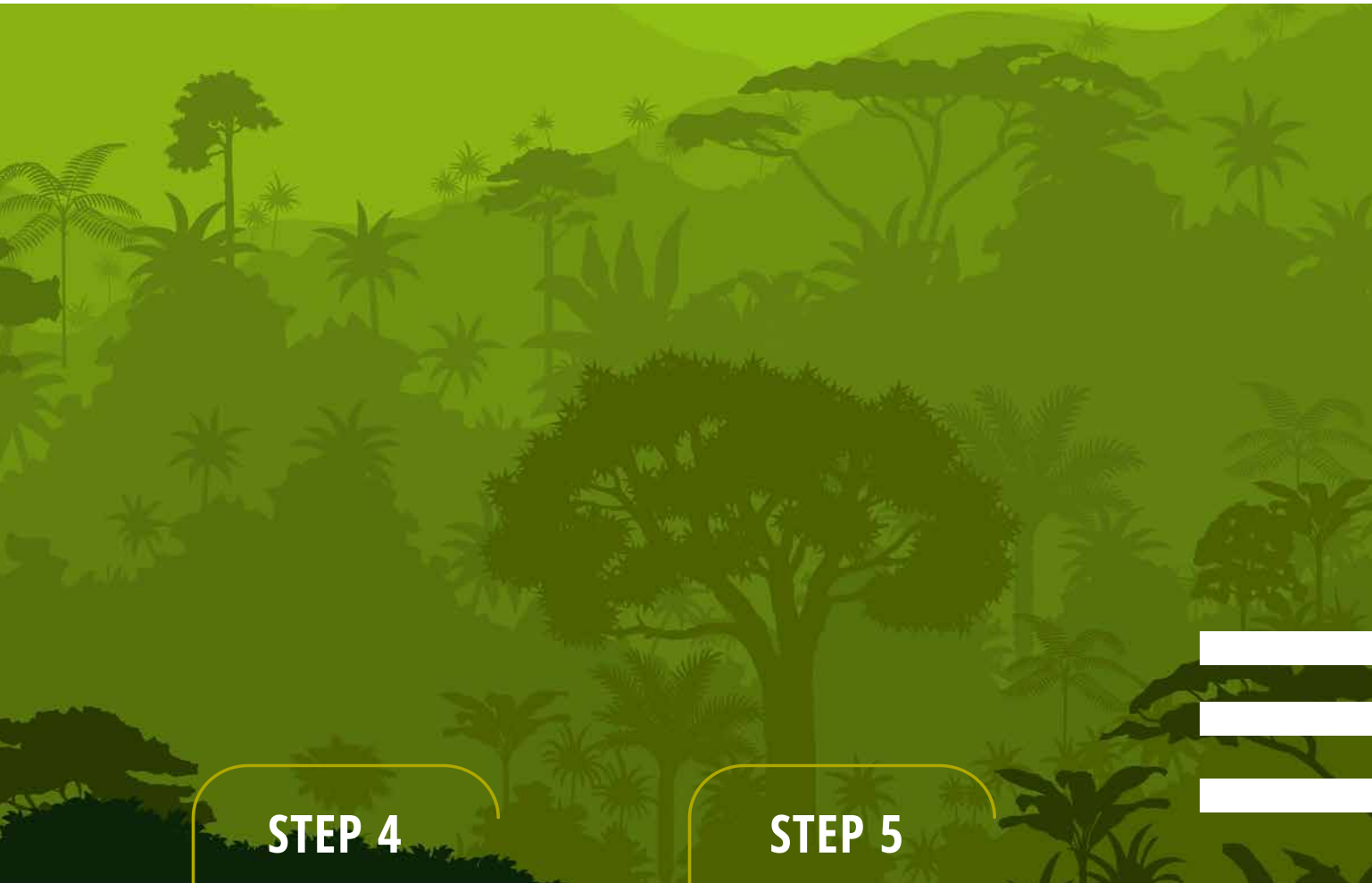
How to carry out a forest policy and legal review

STEP 3



TRANSFORMING INSIGHT

Accelerated change through a strategic approach



STEP 4



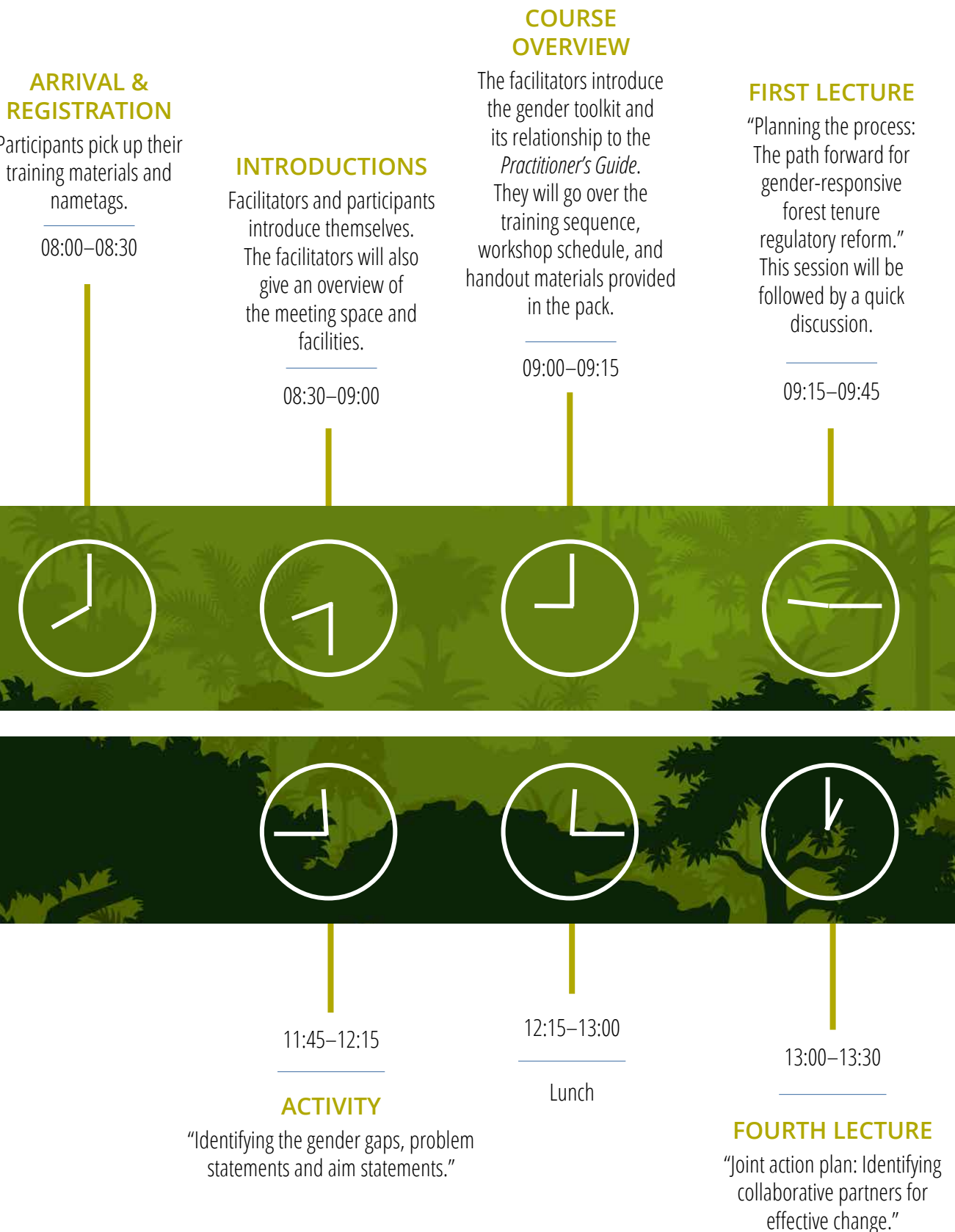
JOINT ACTION PLAN
Identifying collaborative partners for effective change

STEP 5



TURNING POSITIVE WHEELS
Launching a gender-based forest tenure barometer

SUGGESTED SCHEDULE



SECOND LECTURE

"Illuminating the way: How to carry out a forest policy and legal gap analysis."

09:45–10:15



DISCUSSION

"Designing a policy and legal gap analysis process."

10:15–10:45



Suggested break

10:45–11:15



THIRD LECTURE

"Transforming insight: Accelerated change through the strategic approach."

11:15–11:45



13:30–14:00



ACTIVITY

"Developing a joint action plan."

14:00–14:30



FIFTH LECTURE

"Turning positive wheels: Launching a gender-based forest tenure barometer."

14:30–15:00



DISCUSSION

"Designing a gender-based forest tenure barometer."

15:00–15:15



CLOSING

Workshop evaluation and closing remarks."

TRAINING HANDBOOK STEPS



STEP 1

Planning the process: The path forward for gender-responsive forest tenure regulatory reform

LECTURE & FACILITATED DISCUSSION

30 minutes

NOTE TO FACILITATORS

This first step gives an overview of the process for reforming forest tenure policies and law. Use the materials below to prepare a lecture and discussion for the group.

This handbook focuses on the second element of the three-step pathway for forest tenure reform for achieving gender equality, *Strategize* (Figure 1). Through the training, facilitators and participants will learn five steps to develop a strategic approach to reforming forest tenure policies, laws and regulatory frameworks using a gender-responsive approach (Figure 2).

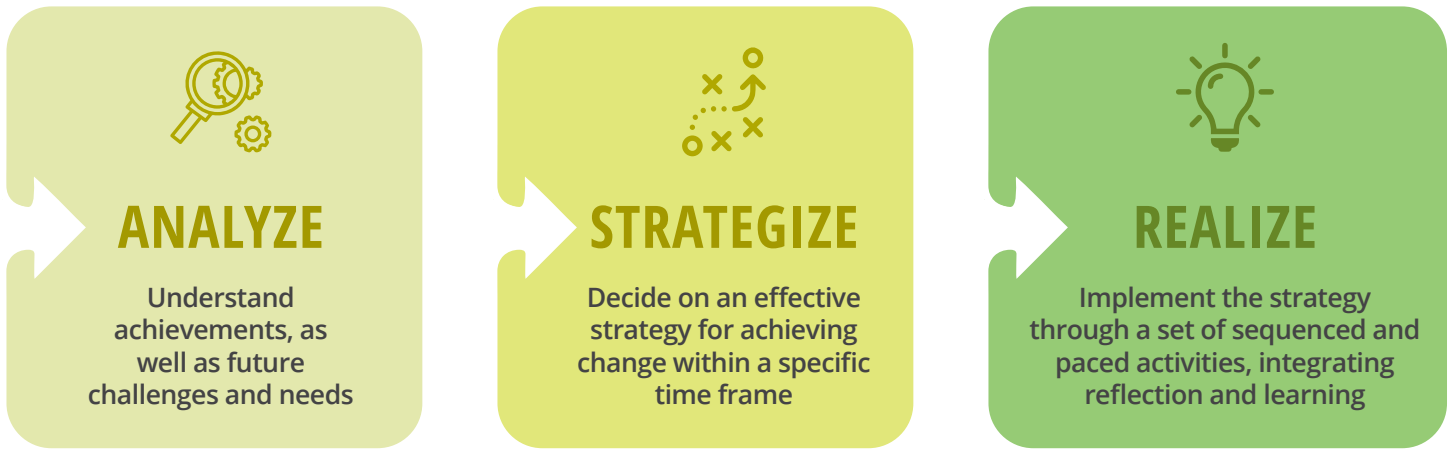


Figure 1. Three steps for building gender-responsive accelerators for forest tenure reform.

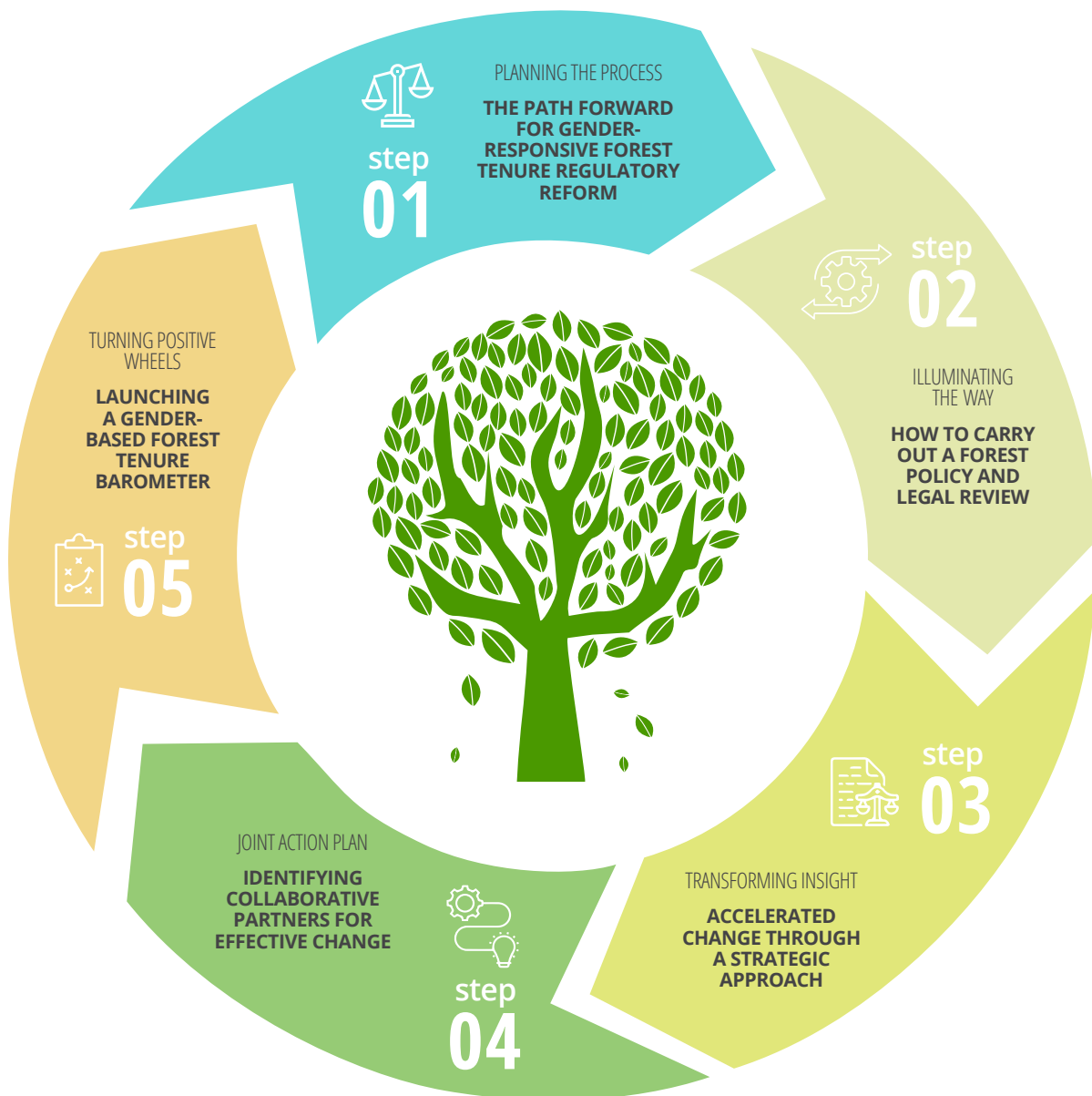


Figure 2. Five steps to developing a strategic approach to reforming forest tenure policies, government regulatory frameworks and laws that support gender equality.

This first lecture addresses step 1 to understand what is involved in reforming forest tenure policies and legal regulatory arenas. For this purpose, policy and law should not be seen as two separate entities that interact; rather, their relationship is a continuum (Cirelli 1993). Forest policies set out a set of guiding principles, and laws are some of the regulatory instruments for the actual implementation of these principles.

In the past, forest policies focused primarily on extracting financial benefits from forest products. Today, these policies cover a broad range of issues including sustainable forest management, supporting livelihoods, promoting medium to small-scale forest-based enterprises, improving biodiversity, watershed conservation, adapting to and mitigating climate change and so on. In particular, the role of forest tenure across all these objectives has come into clearer focus in recent years. For example, some researchers have begun studying the relationship between forest tenure conditions and effective forest landscape restoration (FLR) initiatives that support multifunctional landscapes (McLain et al. 2021). Increasingly, because forests are part of farmland-forest mosaics, (Macqueen and Mayers 2021), the linkages between forest tenure and various sectors such as agriculture, land and land-use planning are also being clarified. It is becoming clear that accelerated gender equality and social inclusion can help meet a wide range of development goals in forested landscapes.

Reforming forest policies and laws is not a quick-fix undertaking. Rather, it requires aspiring reformers to be ready for the long haul; it can take between two to five years to change forest policies so that they promote greater gender equality, and the process is even longer for laws. The trick to developing a strategic approach is to break the process down into interventions that can produce small wins in a shorter time frame. When these small wins accumulate in sequence, bigger changes will become visible on the horizon.

The ideal time to revise forest policies and laws is when there is a growing consensus among stakeholders that existing policies and laws do not

meet current needs. Such growing consensus can stem from trends in the broader society including: decentralization of forest administration, changes in political views of forest governance, international soft laws (agreements which are not legally binding), a new agenda for gender equality, demographic changes, the need for a quicker path to poverty reduction, an increase in consumer demand for forest products, or the need to address climate change (Christy et al. 2007; Pacheco et al. 2011). The way that forest tenure intersects with each of these issues should be better understood in order to advance gender equality. Rather than respond immediately to a crisis, it is often better to take a holistic look at these varied needs and build an integrated approach.

At present, international soft-law instruments are having a strong influence on national forest laws and regulatory culture. “The [national] law is an important vehicle for translating international standards into real change,” according to the Food and Agriculture Organization of the United Nations (FAO) Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests in the Context of National Food Security (VGGT) (FAO 2016, 3). Increasing links between national law and international standards have made forest laws more detailed and broader in scope, that is to say, more complicated. Therefore, engaging with current forest policies poses a set of “wicked problems” (Nikolakis and Innes 2020). A wicked problem is one that is difficult or complicated to solve because of inconsistent, contradictory or incomplete needs. International commitments such as the Sustainable Development Goals (SDGs), with their specific objectives on land, resource rights and gender equality, could bring positive changes to national forest regulatory domains. Gender-equal forest tenure comes under SDG 5, which focuses on women’s equal “access to ownership and control over land and other forms of property” (The World Bank 2021). Just as the majority of the SDG reporting requirements for indicator 5.a.2 on “Realizing Women’s Rights to Land in the Law” focus on the content of the legal and policy frameworks (FAO 2018), so too will tracking change in forest tenure for meeting SDG 5 revolve around analyzing these regulatory structures.



GROUP DISCUSSION

When was the last time the forest policy and laws were reformed in your country? What were the factors that led to their being reformed? What conditions presently exist in support of a gender-responsive approach across all components of forest tenure policy and law? Specifically, how does gender-responsive forest tenure affect each of the policy components?

As public policies increasingly strive for gender equality in forested landscapes, the need for clear strategies will also increase. Developing these strategies requires a hard, analytical look at how policy and legal reforms can help bring inclusive visions into practice (Larson et al. 2021). An integrated and holistic assessment across the entire forest sector can bring many rewards. In practice, it is not unusual to find that as forest policies are reformed, the overall frameworks used for setting up policies are disconnected and incoherent (Nilsson 2004). Some clear thinking is needed about how the various dimensions of forest policy are inter-related and work together to create wealth and welfare in different contexts. Thinking ahead can keep goals in sight while avoiding problems. This is particularly important for creating gender-responsive change, as gender considerations do not only apply to one dimension of forestry; they are woven into all elements of the forest sector.

Forest tenure and governance regulatory frameworks (particularly devolved ones where power has been relocated away from the central government) affect many different aspects of community-based forest management (Macqueen and Mayers 2021; Cotula 2021). In order to establish statutory support for greater local and gender-equitable control over forests, many parts of the world including Southeast Asia are already reforming their laws (RECOFTC 2020).

Beyond the policies and laws themselves, the reform process will also impact how organizations re-organize under the new regulations and how they are implemented in practice (although this falls outside this training handbook's focus). Additionally, robust measuring, evaluation and reporting on community-based forest management can produce an adaptive learning culture that better understands what is working and what needs attention. In this way, crafting sound and coherent forest policies and laws that work for equality between all genders and social groups becomes a foundation for ongoing change that leads to sustainable benefits.

Experience from reforming forest laws and policies in certain countries (Contreras-Hermosilla and Rios 2002; The World Bank 2009) has shown that the following conditions help to ensure positive transformation:

1. Strong political will and motivation by the government;
2. A participatory and consultative approach;
3. A sectoral vision with clear goals;
4. Consideration of the different inter-sectoral linkages affecting forest tenure;
5. A clear rights-and-governance system for forest tenure;
6. Simple, clear and stable rules that facilitate an understanding of the law;
7. Clear and accessible procedures for implementing the law;
8. Transparency and accountability;
9. Reformers have made assessments of the financial impacts on principal stakeholders — positive economic incentives support effective implementation;
10. Government entities have a clear role for coordinating implementation while maintaining low transaction costs;
11. Reformers understand the capacity and limits of major stakeholders to help improve implementation.



GROUP DISCUSSION

Consider which of these above conditions exist within your country context. Which of these do you consider the most important for achieving gender-transformative change in forest tenure policy and law?

STEP 2

Illuminating the way: How to carry out a forest policy and legal gap analysis

LECTURE & ACTIVITY

60 minutes

NOTE TO FACILITATORS

This step teaches course participants how to carry out an analysis of forest policies and legal gaps in their own national and regional contexts. Use the materials below to prepare a lecture and group activity.

You should have a general understanding of what is going on when it comes to gender and forest tenure in your country's regulatory framework before developing a strategic approach and action plan. This knowledge provides the groundwork for figuring out what the positive developments in your country have been, what needs attention and what changes are being sought already. What exactly needs to be changed to attain gender equality in forest tenure arrangements found in community-based forestry? It is obvious that any large-scale reform of forest policy or law will involve more issues than just devolved forest tenure or gender equality. Promoting gender equality in forest tenure regulatory frameworks will need to be part of a larger set of changes. So, you will need to think about the five or six major strategic goals that should be achieved over the next 20–25 years in a new forest policy. Also, in what way will gender-equal forest tenure be part of these broader goals?

Answering these questions involves taking stock of exactly what needs to be revised in the forest policies and laws as they relate to forest tenure and governance (Christy et al. 2007; FAO 2016; Gobena 2020). Some of this information can be obtained from the situational gender analysis of forest tenure carried out in the training handbook, [*Is there responsible gendered governance of forest tenure?*](#) However, understanding current regulatory frameworks will also require a contextual policy and legal gap analysis to understand the extent to which a) forest policy and law are currently aligned with emerging forest tenure goals and challenges related to gender equality; b) good gender principles and practices are already integrated in the frameworks (e.g., clauses related to human rights); c) the frameworks are meeting older and newer objectives sought; d) the frameworks are silent on equity issues.²

² See Faure et al. (2020) for instructions on how to carry out a quality legal reform process.

Such a review may also choose to focus on separately addressing both immediate and urgent needs as well as long-term goals. It is typically useful to carry out a policy and legal gap analysis with the help of one or more experts.

When undertaking a policy and legal gap analysis on gender equality in forest tenure, the following questions can act as a guide:³

1. In what way does the country's Constitution support women's rights and gender equality?
2. Does the proposed forest policy set out all its five or six major objectives with attention to gender equality? How are these objectives related to the broader development goals set out for the country? To what extent do these development goals address gender equality and social inclusion?
3. In what specific ways does the forest policy and law reflect international or bilateral agreements on tenure, governance, gender and so on?
4. Does the forest policy clarify how these gender-equal objectives will intersect with other related sectors such as land, agriculture, water, environment, and land use planning? A coherent legal regime is needed to govern land and natural resource sectors so that multifunctional landscapes are well-managed and conflicts are reduced.
5. In what way does the forest policy intersect with other social inclusion policies related to Indigenous Peoples, customary communities, poor and marginalized communities and so on?
6. What is the relative balance in the forest policy between potentially conflicting goals such as gender equality, poverty reduction, livelihoods support, biodiversity conservation, climate change adaptation and mitigation, expanding forest-based enterprises, payment for environmental services programs and so on? What type of synergies and tradeoffs exist between these different goals? What types of policies and programs will need to be considered in determining these synergies and tradeoffs (e.g., social safeguards or benefit-sharing mechanisms)?
7. To what extent do the general cross-cutting governance principles (Figure 3) form part of the existing forest policy and laws that apply across the forestry sector?
8. Does the policy and law provide for durable and secure forest tenure rights for women and men?
9. Does the current forest law protect what the VGGTs call "legitimate tenure rights," which are legally and socially legitimate (FAO 2016; FAO 2019; ClientEarth 2021)? States have to arrive at their own non-discriminatory definitions of legitimate tenure rights after carefully examining all existing tenure systems at work within the country.

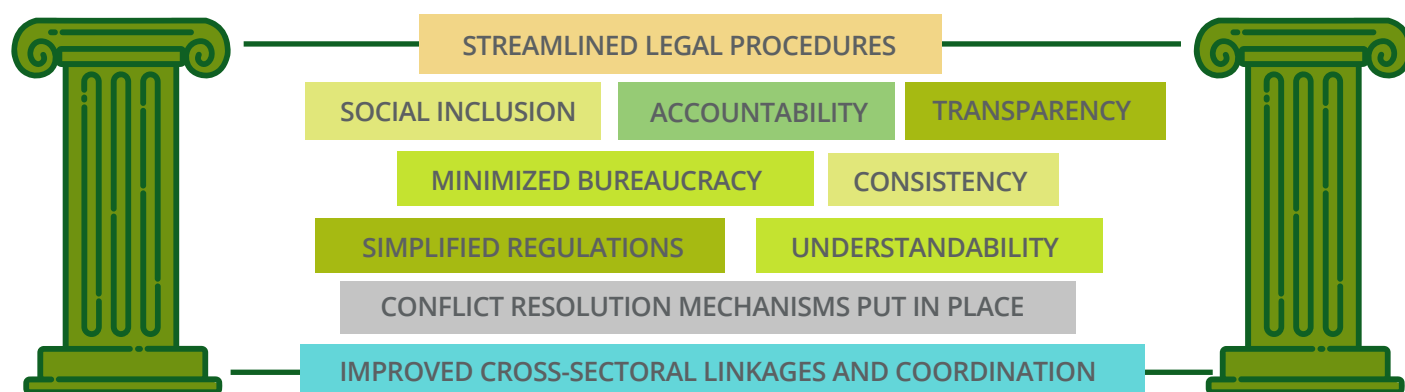


Figure 3. Key principles for effective forest sector governance including forest tenure.

Source: Adapted from FAO 2005; FAO 2012; FAO 2016.

³ See also Figure 14 in Jhaveri (2020).



Figure 4. Ten elements needed for effective community-based forest tenure and governance that supports gender equality. *Source: Adapted from Faure et al. 2020*

10. Does the forest policy and law recognize and protect community-based forest tenure rights so that it can support local-level gender equality in an explicit way?
11. Does the forest law make statutorily recognized, de jure forest tenure rights equal in weight to customarily recognized, de facto forest tenure rights?⁴
12. Do customary forest tenure rights arrangements recognize the importance of equal rights to women and men in an explicit way?
13. What is included in the bundle of forest tenure rights for women and men? Does the forest law uphold all the rights in the bundle (Figure 2 in Jhaveri 2020)?
14. Is a duration of rights specifically clarified within the forest law? Under what conditions would these rights be withdrawn?
15. Does the bundle of forest tenure rights include a “holistic bundle” meaning that low value and high value resources are allocated to both women and men (World Bank 2021)?
16. What are the rules for renewal of community forestry rights?
17. Is there an appeal mechanism for obtaining and renewing community forest rights?
18. To what extent do the ten elements for effective community-based forest tenure and governance in Figure 4 exist within the current forest law?

19. What provisions exist for addressing the rights of “legitimate tenure holders,” both women and men, who are living on public lands, forests, conservation areas or other areas set aside for public welfare?
20. Does the law stipulate the rules for transfer, inheritance and other forms of alienation of the forest tenure rights with respect to women and men?
21. What does the law say about how community-based forest tenure rights are to be recorded? Will the rights documentation be kept in the records of the community forestry governance body, at the local forest department office or somewhere else? Is the record to be maintained in gender-disaggregated way? How accessible are the records to rights-holders?
22. Are there provisions in the forest law (or other laws governing business operations) for permitting of forest-based enterprises initiated by mixed or single-gender groups? Is this process complex or simple?
23. Does the forest law clarify in a gender-responsive way which land can and cannot be converted to another use (ClientEarth 2018)? Land allocation processes should be clearly set out, and the way that overlapping rights will be addressed should be clarified in the law.
24. Are there any requirements for social and environmental impact assessments that take into consideration gender-equal forest tenure rights and their implementation?
25. Are there gender-responsive protections within the law against any external investments in the community-based forest area? These protections may include carefully-considered consultations with free, prior and informed consent (FPIC) requirements. Is outright rejection of any proposed investment allowed?
26. If the government expropriates the community forest land through compulsory acquisition, does the law include stipulations that would leave local rights-holders in the same or better situation as they were before? Do these stipulations apply to the declassification of forested areas? Are there transparent and fair procedures in place for equitable compensation?
27. What does the law state as to how the law will be implemented? Is there a system of decentralization in place that will affect how the law is administered?
28. What procedures are in place to enforce the law?
29. Lastly, what case studies are available to learn more about real-world improvements to gender equality within forest tenure arrangements and how they were achieved? What key lessons can be taken from the empirical evidence?

Clearly, the policy approach and legal framework are related but have different purposes and approach. Therefore, the review needs to be mindful of these differences. Additionally, it will be important to analyse both the primary laws and secondary regulations to ensure that the enabling framework is reflected in working procedures.

The findings from this policy and legal gap analysis can be shared in consultative forums to seek input. A report of the analysis can be published in draft form and made available for open consultation. Drafting a brief that describes the main findings of the gaps analysis is probably the best way to engage key stakeholders in interviews and discussions. A consultative and participatory policy-making process that brings together women and men of different status, knowledge and interest groups will ensure that multiple perspectives are included in reforming forest policy and law (FAO 2013). Earlier, forest agencies would sometimes be over-influenced by donors and develop forest policies in a non-transparent way. Today, this is thankfully

becoming more rare. Open and transparent consultations will help air and debate diverse viewpoints on gender equity in the forest sector, including for community-based forest management, so that the final agreement is realizable, gender-responsive and formalized through policies and laws (Chapter 2.1 in Jhaveri 2020). However, simply including women and men in the consultations is not sufficient; participatory approaches should consult people in various socioeconomic groups and regions to create a truly representative taskforce. Expert interviews, round tables, data collection, and other forms of learning about people's perspectives can become part of the set of methods for ensuring mutual understanding.

The consultation process itself can be multi-tiered. One important group to consult is made up of key forest-agency officials and policy decision makers; the process should speak with leaders who are known to be vocal supporters of gender equality as well as those who are more silent on the issue. Another group that should be consulted is made up of legal professionals and lawyers. A third group will consist of either women's rights organizations or any organizations that have women's rights as part of their mandate, particularly related to the natural resources sector. Of course, a fourth set of consultations should be conducted with key non-governmental organizations (NGOs) working in the forest sector as well as donor agencies. Some of these organizations may also become partners in the consultation process by both providing resources and organizational support. Also, if it is possible to mobilize resources, regional consultations across the country involving local groups and communities can ensure that ground-level contributions help to translate the concerns of the forest dwellers and users into the broad-ranging debate on gender and forest tenure policy and law.

Balancing multiple interests among different types of stakeholders is a difficult task; carrying out effective consultations will require careful and sensitive thought. One important tip is to proactively set out the terms for participation and representation for key stakeholders; this will ensure that everyone is on the same page

during the consultation process. Identifying power relationships among the various groups involved will help facilitators understand how to organize the consultations so that they receive effective input. The organizing team should also develop a clear, coordinated and realistic timeline. Doing so may involve looking at election cycles to ensure that other important activities do not compete for attention. Lastly and importantly, a multistakeholder committee can be established to collate the inputs from the consultation and work towards a final-review publication.

Once the review report is finalized, it can be shared as a draft within various consultation forums. Persuasively communicating the specific benefits that these gender-focused, forest tenure reforms will bring to women and men will build interest and momentum across the board. The report should begin by emphasizing the multiple reasons why gender equality is important for forest tenure and how equality can support various development goals for communities. A shorter summary report, with good visualizations, will also help to ensure that the participants are able to meaningfully contribute to a discussion of the findings, help establish priorities and determine approaches to achieving gender-responsive forest tenure change. This knowledge will then guide the creation of a strategic approach and action plan for ensuring forest tenure policies and laws are able to support gender equality.



GROUP DISCUSSION

Designing a forest policy and legal gap analysis process

Ask your group to discuss the following key steps in carrying out a forest policy and legal gap analysis in your country:

1. Who are the experts who could support such an analysis?
2. What are the main set of findings that would emerge from carrying out a forest policy and legal gap analysis?
3. What main points should be in the summary document to facilitate discussion?
4. What kind of visualizations should be included in the analysis to ensure widespread participation and input?
5. Who should be members of the multistakeholder committee to finalize the draft document?
6. How would a multi-tiered consultation process be designed to get input into the analysis?
7. What major groups/stakeholders would need to be consulted for the analysis?
8. How would each consultation be structured?

STEP 3

Transforming insight: Accelerated change through a strategic approach

LECTURE & ACTIVITY

60 minutes

NOTE TO FACILITATORS

This step instructs participants on how to craft a strategic approach that will accelerate forest tenure reforms. Use the materials provided to prepare a lecture and group activity.

Once you have your legal and policy gap analysis's primary findings in hand, the next task is to develop a strategic approach for a collaborative process that creates accelerated change in forest policies and laws on tenure issues. Crafting such an approach is complicated; it is not like following a recipe where you could take the main ingredients of existing forest laws, blend with a half cup of research findings, add a pinch of inspirational thinking by NGOs and finish with a dash of positive branding. Rather, an altogether different approach is needed to successfully "bake" a strategy.

What does a strategic approach for policy and legal change contain? The strategy should focus solely on the kind of policy and legal changes being sought and how they will be achieved over a particular time frame. Since policy and legal changes take time, it is important to develop a strategy that sets out some immediate and short-term goals. These short-term goals in a sequence can accelerate long-term, transformative change. The aim is to build momentum, bring more people on board, and collectively work for the goals set out.

With this in mind, the best place to start crafting an approach is to identify three or four major issues that need to be addressed by a new, gender-sensitive forest

law. The analysis carried out in step 2 helps set out the major needs and problems in terms of how gender-equal forest tenure is addressed in forest policy as well as forest law. Jumping off of these points, the strategic approach document can include a number of components including:

- a. Vision for the future;
- b. Rationale for change;
- c. Specific common goals and priorities;
- d. Emerging opportunities;
- e. Gender gaps and problem statements;
- f. Aim statements;⁵
- g. Monitoring and communication.

To make sure the specifics are very clear, it is helpful to use a matrix (Figure 5) to link the gender gaps, problem statements and aim statements. This helps to set the stage for determining which aim statements are a priority or need to come first over a specific period of time (often about 3 years). This strategic approach can be developed among key staff within your organization or office, or it can involve a wider consultative process bringing on board experts, key stakeholders and other agencies such as donors.

⁵ See Figure 16 in Jhaveri (2020) for best practices on forest rights for indigenous and rural women.

<h2>GENDER GAPS</h2>	<h2>PROBLEM STATEMENTS</h2>	<h2>AIM STATEMENTS</h2>
<p>The lack of explicit objectives related to gender equality in forest policy.</p>	<p>There are only brief references to the importance of including women in forest decision making without any clear reference to the need to work towards gender equality in the forest sector, especially on forest tenure and governance.</p>	<p>There is a clear recognition in the forest policy objectives that gender equality forms a central and cross-cutting goal in which gender-equal forest tenure and governance provides a foundation for positive change.</p>
<p>Few women are members of the government's taskforce on forest law reform.</p>	<p>There are only a few women with little effective power nominated to the government's taskforce on forest law reform.</p>	<p>There is a need for gender-equal representation from women and men involved in different dimensions of the forest sector such as from timber plantations, conservation management, community-based forest management and carbon projects.</p>
<p>The forest law, in recognizing community-based forestry as one devolved modality for forest management, does not explicitly set out the importance of women and men as equal members of community-based forest governance bodies.</p>	<p>Across the country, there are very few examples of community-based forest governance bodies having more than one or two token women members. Moreover, no goals have been set to increase the percentage of women in forest governance bodies.</p>	<p>Future reforms should ensure that the revised forest law explicitly sets out the need for all community-based forest governance bodies in the country to have equal numbers of women and men members.</p>

<h2>GENDER GAPS</h2>	<h2>PROBLEM STATEMENTS</h2>	<h2>AIM STATEMENTS</h2>
<p>The forest law, in requiring a forest management plan from community-based forestry groups, does not explicitly address both women and men's forest-product needs and contributions to sustainable forest management.</p>	<p>Many forest management plans across the country are created based on a pre-existing template in which the specific details of forest inventory, zoning, management approaches and so on are set out. This template does not differentiate between the varied ways women and men use and manage the forests.</p>	<p>Reformers should develop a template for the forest management plan that clearly provides information on how women and men use different parts of the forest, how the forest inventory is affected by this differentiated use, and how women and men have diverse ways of managing their respective forest areas.</p>
<p>The forest law, while permitting benefit-sharing of resources and forest-based income, does not clearly state that the benefits need to be shared equitably among women and men members of the community.</p>	<p>Often, the benefits from timber sales or REDD+ payments to a community are shared among households. These payments are made to the household head which, in the majority of cases, is a man. As such, women do not have any direct access or authoritative control over such beneficial income.</p>	<p>The by-laws of community forestry groups as well as any agreements on payments for environmental services need to explicitly state that benefits (in kind and financial) will be shared equally among women and men members.</p>

Figure 5. Some example statements that identify key gender gaps while setting problem statements and aim statements.

Once such a strategic approach document for gender-equal forest tenure policy and legal change has been finalized, the next step towards developing a joint action plan with collaborative partners can begin.



GROUP DISCUSSION

Identifying the gender gaps, problem statements and aim statements

Form small groups of five to six persons. In each group, re-create the table in Figure 5 for your country and use the following discussion questions to fill in some examples:

1. What are the major gender gaps that you can currently identify within the forest tenure arrangements (devolved or otherwise) in your country?
2. What problems do the gaps create?
3. What are the aims or goals for reforming these challenges in priority order?

Once finished, each group can give a report on their discussion. The facilitator will summarize the key insights from each small group and identify common gender gaps discussed in the presentations.

STEP 4

Joint action plan: Identifying collaborative partners for effective change

LECTURE & DISCUSSION

60 minutes

NOTE TO FACILITATORS

In this step, course participants will learn how to identify partners, such as influential individuals and organizations, that will collaborate for forest tenure reforms. Use the materials provided below to prepare a lecture and group discussion.

Identifying and working with a set of collaborative partners to create effective change is a necessary but complex and challenging process. Together, partners should create an action plan or roadmap based on the strategic approach from step 3. Before this can occur, however, finding and forming partnerships involves taking a hard look at how synergetic activity can achieve plan-centric outcomes. Whether or not a potential partner organization can skillfully contribute towards the strategic approach outcomes is the central issue. It is vital to identify powerful change agents. Other considerations, such as the ability to create collaboration between lead partners and other supporting partners, will also be important. Carefully structuring this collaborative approach is

vital for moving in the right direction to produce timely and worthwhile results for the partnership. A situation assessment can help with determining the right balance between the number of organizations in a collaborative partnership and relative advantages and contributions of each organization. Such an assessment can be done from within your organization or through a specialized consultant. The following ten themes (Figure 6) can help with both collaborative partner selection as well as designing an approach for the collaborative venture itself.

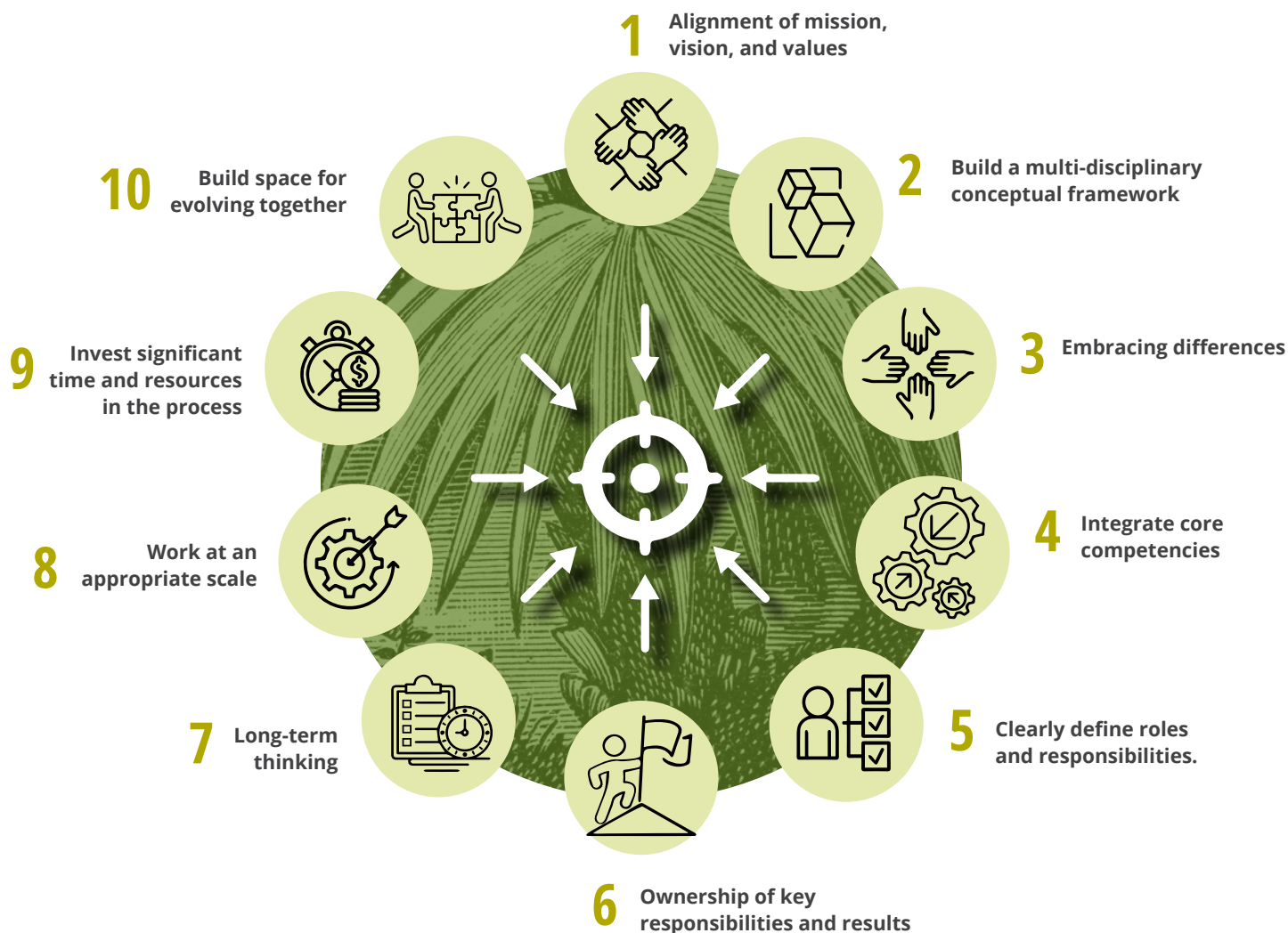


Figure 6. Ten themes to consider during collaborative partner selection and the collaborative design process.

1. Alignment of mission, vision, and values. In selecting organizations to work with, there has to be a careful evaluation of what benefits each one brings to the strategic approach and action plan. Exactly how are the missions between your organization and those of your collaborative partners aligned? Do the partners work in similar sectors, such as in the forestry sector, women's rights sector or land use planning sector? What specific areas of engagement do the prospective partners bring to the table — such as policy or social networks, knowledge, ground-level staff capabilities or strong advocacy skills? Which particular area of the strategic approach and action plan can they champion?

2. Build a multi-disciplinary conceptual framework.

When it comes to creating lasting change in forest tenure systems that are gender-equal, it is very helpful to build a multi-disciplinary conceptual framework that includes the social, political, economic and ecological dimensions of multi-functional forested landscapes, as it relates to women and men of different status and background. Often, such a framework helps to bring everyone to the same, agreed working mindset.

3. Embracing differences. Each organization brings their unique insights and history of engagement. Finding ways to explicitly share the knowledge, capabilities and experience of each organization helps to forge a

common understanding as well as identify areas of strength, overlap and limitations. In this way, a strategy can be forged that respects each organization's domain of expertise and brings about an enhanced ability to achieve transformative change. This is facilitated by a collaborative style that encourages active listening and respectful dialogue.

- 4. Integrate core competencies.** First, based on the strategic approach and the related conceptual framework, recognize the specific competencies that each organization brings in the form of knowledge, skills, experience, and networks. This will help set out exactly what the engagement levers are that can then help define roles and responsibilities in the overall action plan or roadmap.
- 5. Clearly define roles and responsibilities.** Partners must agree on the relative roles and responsibilities of each organization in achieving the overall strategic approach and action plan. This will help avoid fragmentation of activities and ensure that a concerted approach is possible. Areas of cooperation between specific organizations can also be mapped out so that joint action results in greater impact.
- 6. Ownership of key responsibilities and results.** For each organization in a collaborative partnership, the best approach is to identify how their activities are aligned with the strategic approach from step 3 in a way that also brings them recognition and further growth. In this way, their own mission can expand while achieving forest tenure regulatory reform for gender equality. A clear set of commitments and timeframe can be set out for each organization. Other mechanisms for accountability will also need to be built into the partnership arrangement so that timely delivery of proposed actions can take place.
- 7. Long-term thinking.** Whatever the time-frame of the action plan, the thinking that informs the respective interventions by collaborative partners needs to keep the long-term vision in mind. The actions themselves serve to jumpstart and catalyze the changes needed on the ground so that the local communities, active NGOs and others can take the work forward over time in an affordable and accessible way.

- 8. Work at an appropriate scale.** Identify the scope of the work with a practical sense of what can be undertaken and achieved within specific time frames. Appropriate scales can refer to geographical scope, multiple governance levels, or it can be about the level of reform aspired to. Overreaching and dreaming of large transformations without a sense of the practical reality can produce a deflated situation where results are lackluster.

- 9. Invest significant time and resources in the process.** Any collaborative partnership takes a lot of planning, foresight and cultivation. It requires dedicated attention to the details of how and where meetings will take place, who will be facilitating them in a gender-sensitive way, what steps will be involved in preparing an action plan or roadmap, and how it will be agreed to and finalized. Besides the time and human effort, it also will need considerable investment of financial resources. These should be clearly set out in the plan so that it is achievable in reality.

- 10. Build space for evolving together.** The work together will span one year or, more likely, multiple years. Over this time, much real-time experience will be gained and lessons gathered from the experience during the launch period, during consolidation and so on. As such, an adaptive approach that allows all collaborative partners to reflect on and revisit original goals and approaches will ensure that there is room for finessing the plan and activities.

Once you have used these ten dimensions to identify partners, the process for engaging them in formulating an action plan can begin. What are the specific pathways of change being pursued (Figure 25 in Jhaveri 2020)? The action plan will build from the main themes set out in the strategic approach from step 3 and set out key interventions under each theme.⁶ Who will be responsible for each of these interventions, the timeframe and the commitment to specific elements that form a collaborative approach? Designating these responsibilities can take place during a two or three-day workshop with a well-appointed facilitator who is able to bring the different types of organizations together by developing a core framework, set of goals and associated interventions.

⁶See Figure 15 in Jhaveri (2020) to learn more about one approach to gender-responsive legal reviews related to forest tenure.



GROUP DISCUSSION

Developing a joint action plan

After forming small groups of four to five persons, develop an action plan for reforming a forest law so that it works towards gender-responsive change in forest tenure arrangements. For this activity, your group will be using the strategic approach of a lead community-forestry organization that works to achieve gender-equal involvement of women and men in governance, forest management, benefit-sharing, and monitoring and dispute resolution. The organization's strategic approach has four pillars:

1. Ensure that executive committees of forest governance bodies at the local level have equal participation from women and men.
2. Work to create forest management plans that explicitly recognize the differentiated dependencies of women and men of different backgrounds.
3. Identify benefit-sharing systems from varied forest products and associated income that equally benefit women and men members of households
4. Provide for monitoring and dispute resolution approaches that recognize the particular needs and contributions of women and men.

Using this context, consider how the lead organization will work in collaborative partnership with three different organizations to create an action plan that defines their role, relative contribution, and responsibilities in meeting the four strategic approach goals (above). These three organizations include: an organization of legal professionals specializing in the natural resource sector, a women's rights organization and a poverty reduction organization. It is not unusual for a forest law reform process to take a long time because of conflicts between different interests. Proactively consider how such conflicts of interest can be addressed to craft a new law that works for everyone.

STEP 5

Turning positive wheels: Launching a gender-based forest tenure barometer

LECTURE & DISCUSSION

60 minutes

NOTE TO FACILITATORS

This step teaches participants how to measure and monitor progress towards forest tenure reforms using barometers. Use the materials provided to prepare a lecture and group discussion.

Following the creation of a strategic approach and action plan, reformers must begin implementing the plans while also building a public understanding of what forest governance reforms are being sought, why and how well things are going. A gender-based forest tenure barometer can aid in this process of monitoring progress by marking out to what extent each step has been completed and what it serves to achieve in the big scheme of things for a socially equitable world. Collecting good quality data and developing powerful visualizations — such as a gender-based forest tenure barometer — can help share significant findings with different stakeholders and the broader public on a regular basis. This is an investment that pays off in big ways.

What is a tenure barometer? A barometer is a measure of change. In this case, it provides a reading of how much change has been achieved by the tenure interventions themselves. This can be done in many ways, but two ways are suggested here. The first is to provide a way to track the implementation of the strategic approach and action plan by assessing the level of achievement done in a particular time period for each step. A graphic image of the gender-based forest tenure barometer can be created to help with tracking of different steps (Figure 7).

Figure 7. A sample gender-based forest tenure barometer for one step of the joint action plan.



GENDER-RESPONSIVE RESTORATION SHOULD INVOLVE...

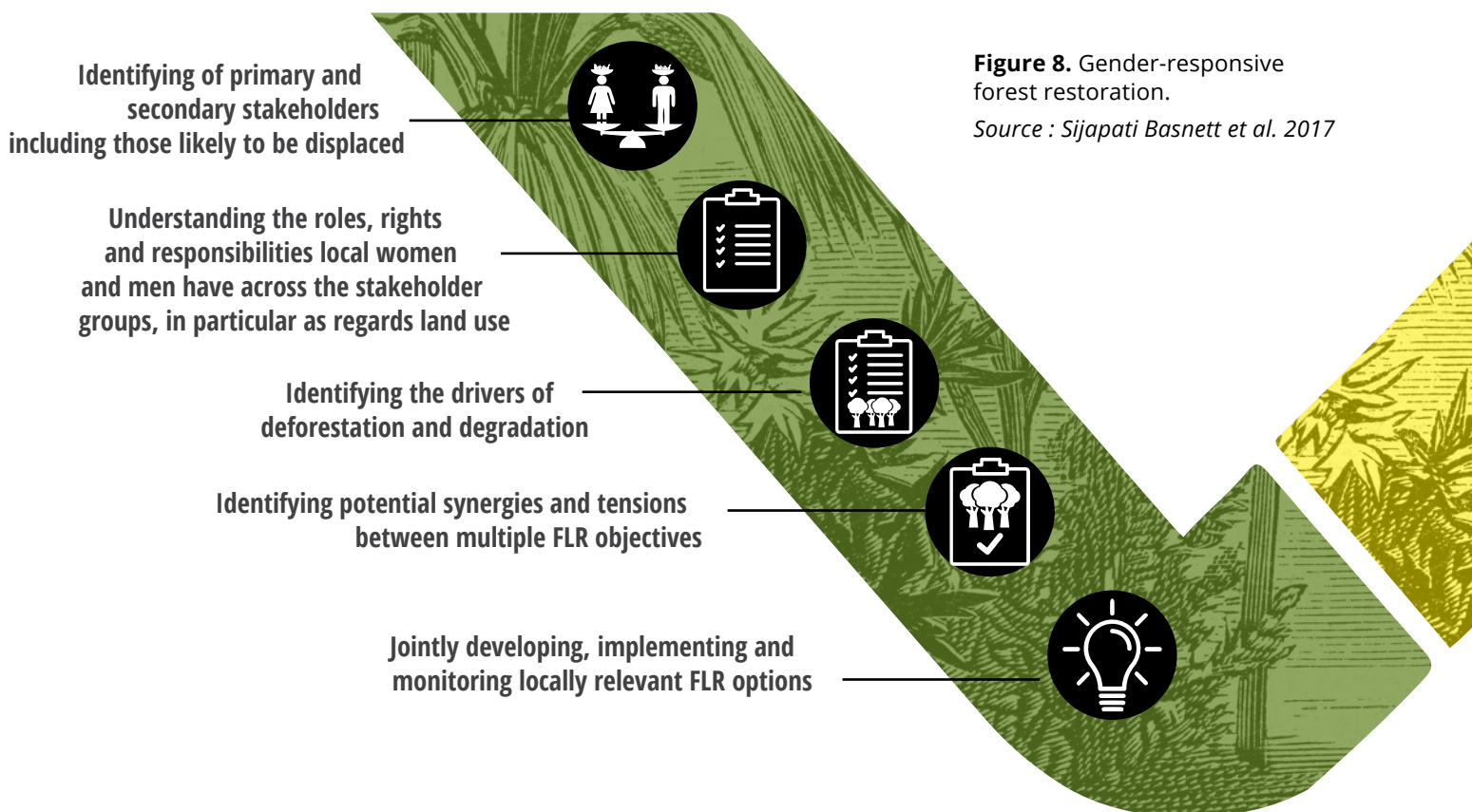


Figure 8. Gender-responsive forest restoration.

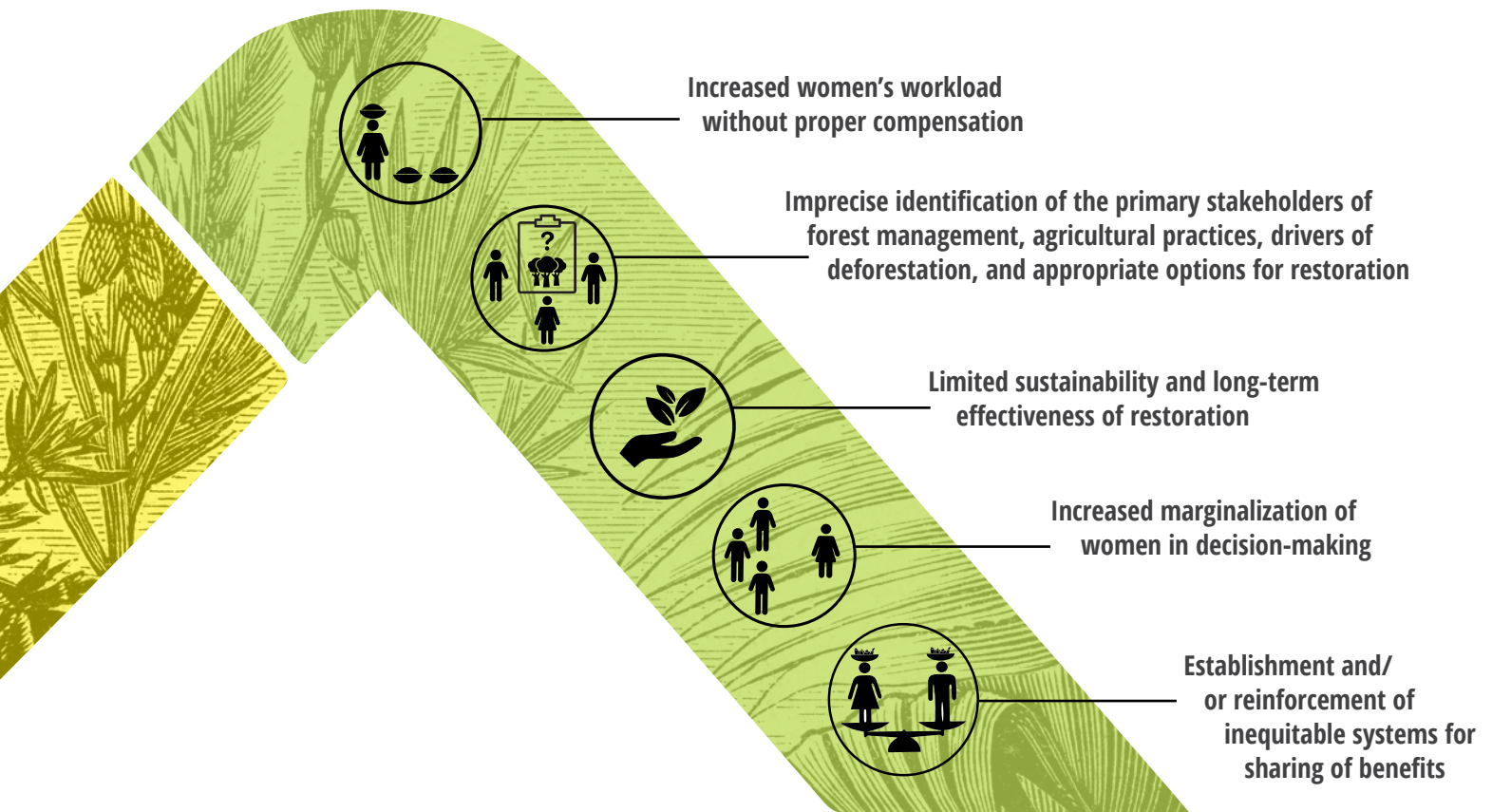
Source : Sijapati Basnett et al. 2017

The second is to undertake opinion surveys among affected communities as well as among relevant decision makers on a regular basis. Together with these surveys, building some case studies in each time period also helps to provide a human-centric reading of the beneficial transformations.

Once the work on data collection and analysis has been completed, the pivotal task of developing such visualizations to share among the public and relevant organizations needs to take place. In analyzing the data, a system of color coding can help to quickly identify achievements and improvements, and these can form

the cornerstone of the visualization work together with key messages. The powerful voices and stories of women and men championing the work as well as those affected in different ways by the transformative activities can add depth to the gender-based forest tenure barometer work. A set of two or three infographics such as the one in Figure 8 can be created in different relevant languages to help disseminate the message. Choose one or two key themes each year to ensure focused messaging and social impacts.

RISKS RELATED TO IGNORING GENDER ISSUES IN RESTORATION MAY INCLUDE...



GROUP DISCUSSION

Designing a gender-based forest tenure barometer

Ask your group to discuss the following questions:

1. What type of data would need to be collected to create a gender-based forest tenure barometer to track the shift towards gender equality in community-based forest tenure for your region or country?
2. What would be the main steps or components of the barometer?
3. What type of case studies or stories would need to be collected to showcase progress?
4. What type of visualizations would be most able to capture the attention of decision makers and the public? What types of public media outlets would they be disseminated through?

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