

CHAPTER IV

THE MANAGEMENT PLAN¹: FROM INEQUITY VISIBILIZATION TO EQUITY PROMOTION

The previous chapters have dealt with the identification and selection of a PA, development of the legal framework, and the need to identify the various stakeholders involved in the conservation initiative. Guidelines have also been provided for the elaboration of a participatory appraisal from a gender equity perspective. All of these stages provide a series of input and criteria to determine the most adequate management activities for the PA.

This chapter will specifically address the **process involving the elaboration of a management plan from a gender perspective (MPGP)**, which in itself constitutes a planning exercise. The proposal herein presented is based on social participation principles, and the ingredient that attaches a special color to it is gender equity.

The process and results of a MPGP in a PA should reflect a balance between the objectives and the guidelines involving management category, the interests and needs of local communities, and the various stakeholders.

MPGP seeks to make women and men assume a position about the conservation initiative, to analyze the positive or negative impacts of the initiative on their daily lives, as well as their impact on the PA, develop a vision about the present and the future, and assume individual and community commitments towards conservation and sustainable development.

This chapter presents a methodological proposal for the elaboration of a MPGP, which may be summarized in the following eight steps:

1 ____ Plan or program may be used indistinctly, according to country use.

*Eight
steps:*

1. Management plan participants
2. Appraisal analysis
3. Development of objectives
4. Zonation
5. Conceptual framework and guidelines
6. Definition of programs and subprograms
7. Definition of schedules and resources
8. Equity promoting ideas

PERMANENT
VALIDATION

Permanent validation by the stakeholders is required throughout the entire process.

The process for MPGP design requires open mindedness, willingness and patience. Usually, the facilitators are part of a team conformed by specialists from governmental offices, universities, and non-governmental organizations. The team may also be conformed by individuals who are familiar with the region, local authorities, PA managers, external staff and specialists on conservation issues.

Ideally, the facilitator team should have undergone a previous integrating process, as a result of which, everyone concerned is fully convinced and committed to the process involving the MPGP².

*Do not
forget...*

Development of a MPGP is a slow process of successive approximations, where the process is as important as the results. The first step is gaining awareness about the local reality, making use of various participatory techniques to identify objectives, set goals and propose alternatives and solutions.

2 ____ There are instances when external consultants are contracted to develop the management plan. In these cases, the consultants' terms of reference should clearly state that the management plan will be developed from a gender equity perspective.

*The
facilitating
team should
take the
following
criteria into
consideration:*

- PA residents possess different levels of “knowledges”. These knowledges are as important as the official knowledge. Thus, both points of view should be adequately linked, in order to make decisions whereby it will be possible to design an efficient and effective plan.
- There are groups or sectors with different interests and notions, for which reason a negotiation process should be undertaken to encourage the groups to voice their needs and find ways to meet such needs. These diverse interests may spring from economic, political or cultural groups, which—usually—enjoy a certain extent of recognition, but they may also spring from both, women and men, negotiating at an individual level. Thus, it will be necessary to generate capabilities and spaces for negotiation and addressing potential conflicts.
- A dialogue and negotiation process should take place among all stakeholders: among men, among women; among women and men; and among economic and political groups, to name a few.
- The participation of women and men should be balanced³. Women need support to learn to voice their opinions and concerns in public and negotiate their particular interests; and men need to learn to value the approaches voiced by women, in the understanding that both are valid. This process supports mutual recognition and respect; it is the basis of the democratic processes promoting representative decisions.
- Take into consideration the awareness process of local groups and authorities, to define strategies for the incorporation of women and men.

A process is not democratic when women are not recognized, are not present, or do not fully participate at all levels, or when their rights or dignity as individuals are violated.

When working with mixed groups, it is highly advisable for the MPGP to be facilitated by a mixed team, to gain the confidence of both, men and women. If the group includes indigenous participants, due consideration should be given to the cultural differences, including translation services, if needed.

3 ____ We are aware that the balance is a desired goal and that some times it is very difficult to achieve. In some cases it will be necessary to work with men and women in separate groups before having a community meeting. This will allow women to speak out in their own spaces as well as presenting some of their concerns as a group and not as a single individual.

There are instances when it is advisable to work with separate groups of men and women. The facilitator should keep in mind that gender education affects the manner in which men and women define their needs or problems. Women have been socialized to identify more easily the needs of other people: their daughters, sons, husband, relatives, or community members. Therefore, it is extremely important to probe deeply into the replies given by women about their needs, until there is certainty that their own needs have truly surfaced.

There are several mechanisms to secure the participation of women and men, that may be adapted to the style and procedures deemed most convenient for each PA. This chapter will not address these mechanisms extensively, but the reader may refer to Annex 3 of this book "Who is out there?", for a listing of the books, manuals and Web pages that include a wide range of methodologies, tools and techniques.

1. Management plan participants: Are all the right participants present

and are these all there are?

To ensure that the management plan will be plural and inclusive, and that the various groups of stakeholders⁴ have been invited, it will be necessary to design mechanisms and techniques to work with all of them. These may vary and should be adapted to the socio-environmental characteristics⁵ of each group.

It is important to assess the groups' representativeness, as it is quite likely that not all of the population will participate in the process involving the development of the management plan.

**It is
necessary
that...**

The stakeholders' "social map" should be clearly identified, as the success of the management plan lies on democratic participation. Not all people have the same abilities or skills needed to participate in a conservation initiative. Thus, it is extremely important to make clear distinctions among the various groups of stakeholders, and ensure that all men and women have the opportunity of participating.

4 — Please refer to Chapter II.

5 — Reference is made to the socio-environmental characteristics of the groups because the cultures develop attitudes, customs, and practices associated with their own ecosystem. For instance, the communities residing in areas where there is a high rate of rainfall, develop drainage practices for their crops, whereas cultures having lower rainfall rates, develop irrigation systems.

*There
are several
forms of
participation:*

- *Direct participation*, where people voice their opinions, discuss, vote, work and assume commitments in a direct manner. These are basically individual representations.
- *Semi-direct participation*, where people delegate representation to others—relatives, friends, community representatives, a well-known person from the community—but maintain close communication with their representatives.
- *Indirect participation*, where people delegate representation on others—specialists, advisors, NGOs, political parties, the church or other institution—but never or hardly ever interact with their representatives in a direct manner.

When initiating the process for plan development, it is important to consider that the various forms of participation within a PA will be determined by different factors: size of the PA, management category, space distribution, socio-cultural diversity, among others.

There are communities where socio-cultural factors limit the participation of women, for which reason mechanisms should be created to promote greater participation equity, without disregarding community traditions. It is also important to consider ethnic and religious diversity, as well as their own particular participation mechanisms.

In many countries, laws and regulations clearly establish the criteria guiding the population's participation during the process for management plan development.

For example...

For example, in Mexico the law stipulates that.. "*the Ministry of Environment and Natural Resources (SEMARNAT), shall formulate not later than one year after the date of publication in the Official Gazette of the respective declaration, the **management program**⁶ for the corresponding protected natural area, by promoting the participation of the area's population, owners, and land concessionaires, other competent entities, state and municipal governments, including the Federal District, as applicable, as well as any other interested social, public or private organizations and individuals...*"

Source: Article 65 of the General Law for Ecological Balance and Environmental Protection, Mexico, 1999.

Other elements that should be taken into consideration when setting times for meetings are:

It should be mentioned that the plan would be developed through different methods, meetings, and consultations undertaken at different points in time. Therefore, the steps involved in the process and invitation mechanisms are steps that may be repeated as many times as necessary.

- Productive schedules (agriculture, fishing, harvesting), reproductive activities (meal times, children's chores, laundry), and community celebrations.
- Social relations (family, clan, among others), which at times are invisible forms of organization.
- Capability of the group(s) to hold meetings.

The people invited to meetings should be clearly informed about the objectives of the meetings, as well as the purpose and scope of their participation. Consultations should not be limited to "listening or gathering opinions", based on which decisions will be made at a later time by a small group of people. Just as impossible it is to expect all decisions to be taken collectively. The scope of participation of the various stakeholders in decision making, should be clearly established, and accepted by and acceptable to everyone concerned.

It is essential to take into account that the spaces for information dissemination and meeting arrangements, should be aware of the fact that women, men and the various groups do not necessarily have access to the same places, sources or information means. For example, female invitations may take place through the children's school notebooks; and in the case of youngsters, through recreational spaces such as dance halls or sports fields.

Time is of the essence, particularly in the case of women, since given the type of work they carry out in their household, there are many times when they are unable to attend meetings at the same hours scheduled for other groups. Consideration should be given to handling different schedules for different work subgroups. In addition, consideration should also be given to childcare, as there are many instances when women cannot attend the meetings because they have no one to look after their children.

2. Appraisal analysis: Where and how are we?

To begin the process for MPGP development, we must first consider the information generated by the appraisal.

The facilitating team, together with the communities and stakeholders, proceeds to make an analysis of the information obtained. The end purpose is to set the foundations upon which the management plan will be built, but prior to this, stakeholders require information feedback, analysis and appropriation. The facilitating team should make an in-depth study about gender, without ignoring any aspect, regardless of how simple it may seem. Of the utmost importance is to understand the logic behind gender relations within a given environmental setting, particularly regarding the access, use and control of resources, the distribution of costs and benefits, and decision making about existing resources.

*Following
are some of
the elements to
be considered
in appraisal
analysis:*

- Knowledge about the background and political situation of the stakeholders and the communities, and their implications differentiated by women and men.
- Knowledge about the ecological environment and present condition.
- Indication, in a clear and concise manner, about the gender situation prevailing in the protected area and zones of impact, with respect to living conditions; production of goods and services in the area; social standing; ecological, economic, productive and political aspects of the various social groups; existing organizations, and level of participation of women and men.
- Indication about the needs and demands voiced by the women and men of the community.
- Identification of regulations, patterns and legislation having a differentiated effect on women and men (country legislation and common law rights).
- Work division by sex among participating groups: Who does what regarding productive, reproductive and community work?, When and how is it done?
- To identify the patterns regulating the access, use and control of resources, goods and services, including the distribution of costs and benefits between women and men. Particular attention should be paid to those resources and services over which the PA conservation initiative expects to have a certain degree of impact.

- Reflect demographic trends such as: birth rates and migratory patterns of men and women.
- Inclusion of quantitative and qualitative data about power and subordination relations between the men and women of the participating groups
- Identification of the different forms of women participation (quantity and quality) in the decision-making processes at community level, at household level, and at the level of community organizations.

Several techniques may be applied to present the findings of the appraisal. Following are two matrixes that may be used. These matrixes are very important inasmuch as they seek to “make a cross comparison” between environmental, social and economic information.

RESOURCE: MANGROVES

¿What is there? Existing natural resources	¿How are they? ⁷	¿Who are present? Groups of stakeholders	Social gender relations ⁸		Implications for the management plan
			Women	Men	
Mangroves 250 ha.	<p>The height of the mangrove ranges between 4.50 m and 13.20 m; the average is 8 m.</p> <p>Density ranges from 600 to 3,800 trees per hectare.</p> <p>Over the past 10 years 50% of the area has been lost.</p> <p>Serious effects associated with water pollution caused by the agrochemicals used in the production of watermelons in the area.</p> <p>It basically consists of <i>rihizophora mangle</i>.</p> <p>A significant presence of mollusks at the mouth of the estuary.</p> <p>Mollusk overexploitation, resulting in an important loss of genetic material.</p> <p>The size of mollusks for extraction does not meet minimum commercialization standards.</p>	<p>Cooperative of coal producers.</p> <p>Independent woodmen.</p> <p>Group of women engaged in the extraction of mollusks.</p> <p>Women involved in firewood extraction.</p>	<p>Women's access to the mangrove for firewood extraction purposes is limited; there are no concessions in the hands of women.</p> <p>Women, together with boys and girls, extract mollusks; the entire production is sold to middlemen, who pay them only US\$0.50 per kilo.</p>	<p>They have the concessions for lumber extraction.</p> <p>They engage in fishing in estuary waters.</p> <p>They are in charge of selling the lumber and coal.</p>	

7 ____ Biological characteristics, resource status, inventories, status, ecological relations.

8 ____ It refers to the access, use and control of resources and the equitable distribution of costs and benefits.

SOCIO-ECONOMIC CONDITION OF THE LIVERPOOL COMMUNITY

Who are present? Groups of stakeholders	Socio-demographic area ⁹	Differentiated effect by gender		Implications for the management plan
		Women	Men	
Fishermen's cooperative	Number of people (75)	52%	48%	
	Illiteracy (70%)	80%	20%	
Indigenous council	Number of people (100)	80%	20%	
	Illiteracy (70%)	65%	35%	

9 ____ These areas vary depending on the data gathered by the appraisal.

3. Development of objectives: What do we want to achieve?

Upon completing the analysis of the information generated by the appraisal and determining the impact that the conditions highlighted might have on the MPGP, the next step is to develop the objectives of the plan. At this stage it is important to take up the objectives and the declaratory upon which the PA was based, as the objectives established for plan management must, necessarily, be in correspondence with the objectives established for the PA.

At this point it is worth clarifying certain aspects related to the scope of an objective and how it is worded.

The objective is a situation or condition expected to exist in the future. It should be reachable and realistic.

Two types of objectives may be defined: a general objective and specific objectives.

General objective

The general objective includes a broader and far reaching purpose. It defines the changes expected through the implementation of the conservation initiative, the situation that is expected to be reached. It should take into consideration gender differences and undertake activities to overcome inequalities and inequities, and have a broader and more integral impact.

*Its
wording should
contemplate:*

- Balancing out the interests of ecological nature and those affecting the people's quality of life.
- Expressing the equity-related changes the conservation initiative expects to promote in the PA.

Specific objectives

These are the accomplishments the PA conservation initiative expects to achieve as a result of the activities undertaken. It should be verified whether the specific objectives do, entirely, cover the purposes of the general objective.

This is one of the most difficult steps, as it constitutes the link that connects the desired situation with the activities that will be undertaken to reach said situation. The specific objectives should clearly identify gender equity mainstreaming, both, language-wise (inclusion of women and men), as well as contents-wise.

At this time in MGP development, it is advisable to make a clear identification about the elements of change we wish to achieve, each of which may be expressed by way of a specific and as realistic as possible objective. The number of objectives developed will depend on management capability, the resources available for the conservation initiative, and the diversity of activities to be undertaken.

In most cases, it is advisable to either define certain specific objectives that address gender gaps, or mainstream gender equity into the conservation and sustainable development objectives.

*Therefore,
the specific
objectives
aim to:*

- Propose the equity-oriented changes and transformations expected to be achieved in the relations between women and men.
- Define the conditions leading to the empowerment of women regarding the access and control of the resources and the equitable distribution of benefits.
- Reduce the poverty levels of women and men, through profitable and ecologically viable productive alternatives.
- Promote women's organization and their actual participation in decision-making spaces, thus, contributing to the democratization of power within the conservation initiative implemented in the PA.

When developing the MGP objectives, it is important for the women and men of the various groups of stakeholders to reach consensus about the objectives they wish to include, making sure that these reflect the needs and interests of both genders.

Care should be exerted throughout the entire process to ensure that these objectives are based on the two principles mentioned earlier in this document:

- Conservation as an equity promoting opportunity.
- Social equity as an indispensable requisite for conservation and sustainable development.

General objective

To provide the elements needed to conform and integrate strategies and actions towards the conservation, use, and rational exploitation of renewable and non-renewable natural resources, to guarantee the region's equitable and sustainable development.

Specific objectives

- To establish, define, systematize and prioritize the actions involving protection, restoration, research, education, legislation, regulations, operation, and financing that will be undertaken in the area from a gender equity perspective.
- To delimit, together with the stakeholders, the legal recommendations and dispositions that will be applied to the integral management of the natural resources existing in the protected area.
- To propose the coordinating mechanisms that will be enforced at a local, national and international level to manage the protected area in an equitable manner.

4. Zonation: area demarcation

There is no pre-determined model for PA zonation; area demarcation should be established in accordance with country legislation and regulations, and should be based on the characteristics and conservation status of the ecosystems, species, or natural phenomena to be protected, socio-economic aspects, and present potential uses and exploitation of natural resources.

*Some
zonation
guidelines
are:*

- To offer protection for representative habitats, ecosystems and ecological processes.
- To preserve some areas in their natural condition without human disturbance except for scientific and conservation purposes.
- To protect the natural and cultural qualities of the PA, allowing—at the same time—a reasonable spectrum of human uses.

- To reserve appropriate areas for certain human uses, to the extent that the effects resulting from such uses may be minimized.
- To separate conflicting human activities.
- To describe the area's resources.
- To describe the uses of the resources by sex, ethnic, economic group and age. This description should focus on present uses, although consideration should also be given to past uses and levels of use.
- To analyze by sex, ethnic, economic group and age, the costs and benefits about the limitations and opportunities of potential activities in the area.
- To define in an equitable manner the boundaries, objectives and conditions of use and entrance to the different areas.

Zonation is an instrument whereby the administrators, along with the stakeholders and communities, define the purposes of each PA sector as well as possible uses. Zonation may be determined through either a legal document, or a more informal means. What is really important is to disseminate it among all PA stakeholders. Below are some of the elements conforming zonation from a gender equity perspective:

- When establishing the uses, rules and regulations of the forest, land and other resources, an analysis should be conducted about the uses women attach to the resources, prior to establishing restrictions or prohibitions. Women should, likewise, be included in the allocation of firewood quotas for household activities, herb gathering for medicinal or food purposes, hunting or fishing for self consumption and low-scale commercialization.
- Women and men should be informed about the sanctions applicable to resource depredation, and should be included in surveillance and supervision tasks.
- When zonation involves the displacement of human populations towards other lands, women should be consulted and included in decision making, payment of indemnifications, as well as the selection of new sites, whether for productive, reproductive or community activities. This is particularly important when it involves relocation of human settlements, as women are also directly affected by this situation.

As a result of the resolution adopted by 15 states in India under the program for Joint Forest Management, for forest protection purposes, women had to walk an average of 10 kilometers to gather firewood in non-restricted areas. The resolution established severe penalties (public flagellation) for wood collectors in the PA. The result was that women accounted for 90% of the people punished (Sarin, M. 1995).

- The creation of income-generating alternatives for women should be guaranteed, either to compensate them for prohibitions imposed on activities previously carried out by them, or to improve their quality of life.
- When conflicts of interest arise and mechanisms are established to deal with them and make the corresponding decisions, particular attention should be paid to the inclusion of women, boys, girls, and the elderly members of the community.

Zonation may be undertaken through several techniques. One of the most common techniques is the elaboration of community maps identifying the different zones in accordance to use by the various stakeholders.

The work conducted at the Terraba Sierpe area in Costa Rica, involved poachers and illegal fishermen, as they possessed extremely valuable information about animal populations. There were many instances where the animal habitats pointed out by these groups corresponded to areas that were later classified as nucleus or restricted use areas.

Regardless of the technique used, the zonation process should clearly define the uses women and men make of the resources. This is essential to the inclusion or exclusion of these uses in the zonation. Particularly, because there are many regions in the world where zonation begins by making a list of permitted activities. The activities that are not permitted are excluded, and consequently, considered as illegal activities.

5. Conceptual framework and guidelines

It is strongly advised that a section outlining the theoretical basis and guiding principles upon which the MPGP is based, be incorporated into the written document resulting from the MPGP, such as sustainability, equity, participation, among others.

As a result, the document will be read in an agile and non-repetitive manner, there will be congruity in the guidelines proposed, and the people who were not directly involved in the plan's development process, will be able to find a clear and defined conceptual framework to correctly apply the guidelines contained therein.

6. Definition of programs and subprograms

Upon having defined and delimited the zones and determined the uses that will be allowed, restricted and forbidden, the next step involves a process whereby it will be possible to put into practice and achieve the objectives previously developed.

This process is undertaken by defining the components, programs or subprograms comprising large areas of activity, such as environmental education, research, training, population dynamics, and productive and community projects.

Because of their connection with the objectives, these subprograms vary according to the characteristics of each PA.

Subprograms describe the entire organizational system, where technical, methodological, administrative, and operational elements are integrated, including the conditions needed to execute the PA conservation initiative. At this point in the MPGP is where the strategies or work methods for the conservation initiative will be determined. The following question is asked: What has to be done and how will the work be carried out? And a definition is made regarding the participation of the various stakeholders and other people.

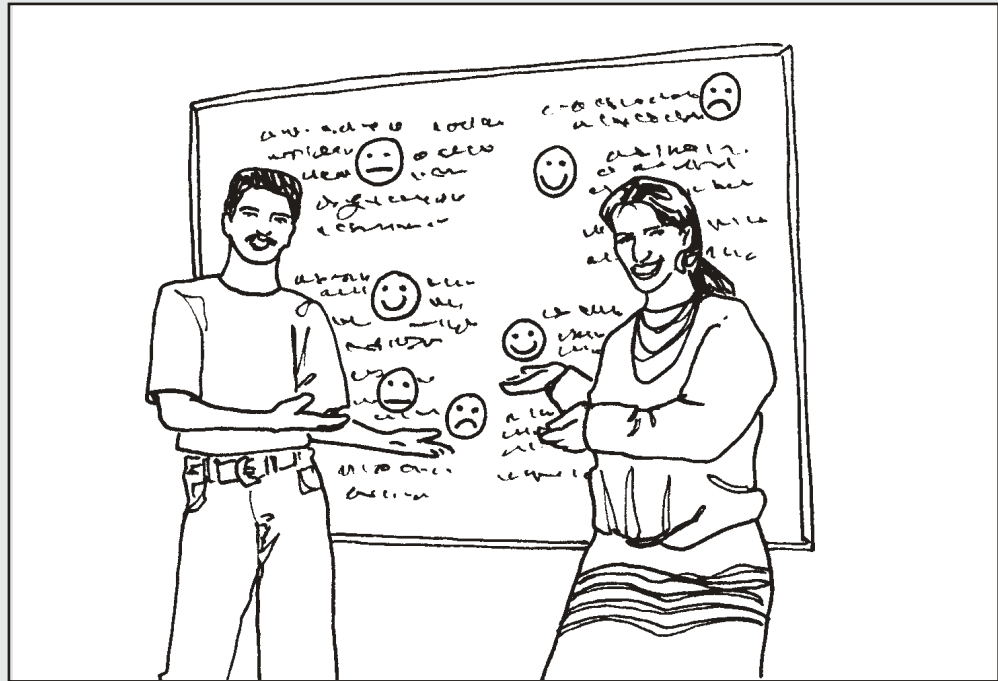
To
guarantee
mainstreaming

- One way to guarantee gender equity mainstreaming in subprograms, is for each subprogram to establish equity achievement responsibilities, clearly defined within the roles of their permanent staff, including the resources needed for implementation purposes. This will ensure that all subprograms will include activities to develop the potential of women, and establish relations based on gender equity.

- Of the utmost importance is to provide the technical and financial resources needed by the activities to be undertaken, including mechanisms to guarantee the participation and visibilization of women in the environmental, productive and social processes.
- As part of the resources needed for subprogram execution, efforts should be made to gain access to the technical resources and methodologies that facilitate the application of the gender equity approach. For example, systems to gather data disaggregated by sex, indicators to project and assess the presence of a gender equity perspective in the various subprograms, among others.
- The technologies, times, meeting places, and message dissemination forms selected, should be convenient and appropriate for women. This will enable the MPGP to have a strategy to guarantee the participation of women, preventing them from being limited as a result of the socialization process.
- Subprogram development and implementation requires, at the very least, one person in charge of gender issues, with authority and decision-making power and resources, responsible for the provision of technical assistance, and monitoring and evaluation of the gender dimension. This is not incompatible with the stipulation to the effect that all members of the team in charge of the implementation of the conservation initiative in the PA, are equally responsible for its incorporation and application. There are instances where such personnel may be requested as part of inter-institutional cooperation in the region (offices addressing women-related issues, development organizations, poverty prevention programs, etc.).
- Setting-up of a gender unit conformed by the head of the unit plus those identified in each subprogram, acting as liaisons among subprograms and the person in charge of gender.
- It is essential to design gender sensitizing and training programs for all personnel, as part of a permanent effort throughout the execution of the conservation initiative.

After completing the definition of the subprograms, it will be necessary to specify how these will be implemented. This is generally done through the implementation of more specific actions or activities, such as the Annual Operating Plans. At this moment, it is extremely important to conduct an exercise for the purpose of prioritizing and selecting activities, ensuring that, in addition to promoting conservation, they also promote equity. This exercise may be carried out through the following technique.

Which is the most convenient solution?



How can potential activities or actions be identified through the various alternatives at hand to influence conservation and equity promotion?

Methodology:

1. Upon defining the subprograms, it is necessary to **identify potential actions or activities** to be undertaken. Creativity is essential at this stage. Action proposals should meet two requirements: first, to provide the answers to the problems identified, and secondly, to ensure that the solutions proposed promote equity or avoid inequalities.

2. Once the action proposals have been defined, it is advisable to request process participants to analyze the feasibility of the solutions proposed, based on the following criteria:

- **Equitable benefit.** Promotes an equitable distribution between men and women of the costs and benefits generated, breaking away from the traditional forms of resource control.
- **Increased income.** Improvement on the quality of life of men and women (economic as well as reproductive-wise).
- **Profitability.** Are there mechanisms through which local players may meet their economic needs in a manner compatible with conservation in the PA in question?, Should it become necessary, is there capital availability to undertake the investments required?, If necessary, do the local people feel confident enough to invest in income-generating activities?

- **Technical and social feasibility.** The solution is adequate to the community context and it is technically possible to implement it.
- **Life span.** What is the period of time required?, Is this a long-term solution?
- **Local resources.** Is there availability in the area of the human, natural and material resources needed to solve the situation?, If not, where will they come from?, And who will secure them?
- **Sustainability.** Does the impact on the natural resources contribute to conservation?, Will it be a long-term impact?, Can the stakeholders do it with little external assistance and continue doing it after the assistance is ended?
- **Participation.** Involves a large segment of the population, at least a sufficient number of women and groups of women. Does public appreciation promote the contribution made by women to community development, placing them in a social position similar to the position men enjoy in the community?, Are democratic power practices promoted within the groups of women and men, as well as in decision-making spaces?
- **Appreciation of local knowledges and experiences.** Good use of the knowledge and experience possessed by women and men about the use and management of natural resources, traditional knowledge about biodiversity, ecosystems, climate management, resource use and management.
- **Decision making.** Promotes the involvement of women and men in decision-making spaces under equal conditions.
- **Risks or threats.** What type of changes could occur as a result of the solution?, Will it be possible to face them?

3. Following criteria definition, the next step is to submit the various actions to the consideration of the participants, in order to select the action that meets with all of the selected criteria. A scoring system is used to this effect.



Sad (0 points): when it is a bad solution with regard to the criterion assessed.













Serious(1 point): when it is a fair solution with regard to the criterion assessed.



Happy (2 points): when it is good solution with regard to the criterion assessed.

Example

CRITERIA	ACTIONS PROPOSED	
	Acquisition of gear for organized fishermen	Improve aquaculture productivity
Benefits		
Increased income		
Requires external resources		
Is ecologically viable		
Promotes participation		
Score obtained	5	8
Priority	Less advisable	More advisable

It is worth mentioning that when there is no Management Plan in effect for a PA, and short-term conditions for drafting such a plan are unavailable, the work about gender equity may be started through the Annual Operating Plan or any other planning instrument in effect. The overall guidelines presented in this chapter may be adapted. In addition, there are tools and techniques at a project level that may be very useful for field work (please refer to Annex 3).

7. Definition of schedules and resource allocation

Upon completing the identification of subprograms and related activities, the next step is to determine the human, financial and equipment resources required, work out the schedules and determine the persons responsible for the actions. This last point is essential, since it will not be advisable to have a series of activities without the people needed for their promotion or execution.

It is also essential to consider the costs involved in the internal and external activities required for MPGP implementation. Thus, it will be possible to determine as accurately as possible the investment required and costs involved.

The schedule becomes the instrument through which it is possible to keep control of the various times needed for MPGP implementation, and compliance with the activities planned for objective achievement.

In a MPGP the schedule is an essential instrument to keep track of the actions undertaken within each subprogram, the progress achieved, as well as to determine the actions needed for activity follow-up purposes.

The management plan that has been drafted from a gender equity perspective, will be completed in this section upon reflecting the importance inherent to the allocation of human and financial resources for gender equity building throughout plan subprograms.

Necessary conditions:

- The PA technical team includes feminine and masculine staff equitably distributed **throughout** the most important areas of the management plan.
- The personnel selection policy considers gender criteria and assigns priority to people who are knowledgeable and sensitive to gender equity (for example, the program will not hire personnel who have been charged for household or sexual violence).
- The directors and field workers should be sensitive to gender equity.
- The PA has an on-going staff training process addressing gender equity issues.
- The allocation of at least 20% of the budget to explicitly guarantee actions leading to gender equity.

- The resources required for the implementation of the activities planned should be clearly guaranteed, or the ability to secure them should exist. Resource allocation should consider criteria related to rationality, contingency precaution, and the implementation of coherent and coordinated activities throughout plan execution.

8. Equity promoting ideas

The programs, subprograms and operating plans may include a wide range of new activities offering alternatives for employment, as well as personal and community development. This is an opportunity for equity promotion provided the participation of women, elderly people, and youngsters is encouraged and prioritized.

Following are some examples of activities. Consideration should be given to the fact that the implementation of some of these activities will require women to devote some of their time, for which reason it is essential to reduce or distribute their workload and avoid imposing an excessive burden on them.

a. Studies, scientific research and monitoring of species

In most communities there always are members—usually older women and men—who possess considerable knowledge about the area's biodiversity. Through previous training, they may be excellent specimen collectors and be able to participate in inventory taking activities, population surveys, and recovery of knowledge about the properties of medicinal plants.

Example

In a Belize PA, the women from fishing communities and retired fishermen attended a training course about the patterns of behavior of birds in a mangrove area. The incorporation of these community members has been extremely successful as a result of their detailed observations and records. They even come to know the birds in an individual manner (giving them names), and are extremely happy about their work, not only because of the money they earn, but also because they now feel they are participating in the protection of these species. They are also appreciated by the communities and are invited to visit schools for informal chats about their own experiences.

It would be most appropriate to incorporate into this activity the shamans, traditional doctors, or women who use these plants on a daily basis. medicinales.

There are many water, soil, or air quality monitoring systems and tests that may be carried out by community women, following previous training, without the need for highly sophisticated laboratories, (for example, level of hydrogen sulphide (H_2S), test to determine the presence or absence of [P/A], or analysis involving paper strips¹⁰).

b. Management of natural populations

There are some projects involved in management of threatened species or species which habitats have disappeared, that provide human populations with alternative income sources. Of particular importance are the projects providing opportunities whereby women and elderly people are able to participate in the benefits derived from such projects. There are countries where great success has been achieved through management of certain species, such as deer, crocodiles, butterflies, camels, elephants, fish, turtles, llamas, and alpacas, which redound not only in economic but also ecological benefits.

c. Protection, surveillance and administration

Women, boys, girls, and elderly people constitute groups with greater levels of permanence in rural areas. This characteristic allows them to participate in surveillance activities related to the control of end seasons, restrictions and quotas.

The incorporation of boys and girls since early childhood into conservation initiatives is highly advisable, as the ecosystems' recovery and restoration cycles are long, and quite possibly, during their youth years they will be responsible for the execution of these cycles.

Female technicians and professionals may carry out certain administrative tasks. Also, women may undergo training to acquire skills on data accounting control, management and systematization, resource administration, or relations with local authorities, etc. This aspect is further addressed in Chapter V, dealing with PA administration and management.

10 ____ For further information about these tests, please refer to "Guidance Document for Sample Collection and the Use of Commercial Presence-Absence (P-A) Tests for the Bacteriological Analysis of Drinking Water". Laboratory Services Branch, Ministry of Environment and Energy, Ontario, Canada, 1997.

Example

In Brazil, the women's association of Bahia de Sol, has undergone training about the steps required for IBAMA (environmental agency) registration. Through this knowledge, women are able to help the fishermen obtain the corresponding fishing permits, that are mandatory for rural populations involved in fishing activities (María Cristina Manshy, extracted from Yemayá, 1999).

d. Payment of environmental services that can promote equity

One of the issues under international discussion is the compensation for environmental services. One such strategy consists on charging users (at a local, national and even international level) for the services provided by the forests. Among these services it is worth mentioning carbon fixing or capture, and payment for forest-produced resources, such as water, among others.

This concept poses the challenge of undertaking equity promoting activities related to cash benefits received in return for these services. For instance, a commercialization strategy based on payments received for environmental services, might ensure that a percentage of the amount collected be allocated to indigenous and female farmers, as direct beneficiaries of this type of initiatives.

Example

The government of Costa Rica has promoted compensation payments for carbon fixing with some developed countries. The amounts received for these environmental services are transferred to the communities, in accordance with the total area of preserved, planted or recovered forests. The Minister of Environment, in coordination with its gender office, determined that a part of the funds obtained in return for environmental services, would be allocated to equity promotion activities among beneficiary communities.

e. Women's participation in fire prevention and control

Wildfire prevention and control of agricultural field burning practices are two of the most important prevention activities related to management of protected areas. For example, in Indonesia, Central America, and the Philippines, the women who live in areas adjacent to the PA as well as in the areas of influence, have been

formally trained to become part of the wildfire fighting brigades. Women are capable of promoting the replacement of agricultural field burning for other practices, participating in area mapping actions to control wildfire and agricultural field burning risks, and community training in wildfire prevention and control.

f. Environmental education

Most management plans include the environmental education component. The gender equity approach may be incorporated into this component in two ways: first, by including in environmental education programs considerations about how conservation initiatives in a PA represent an opportunity for gender equity promotion; and secondly, by incorporating women into the activities derived from this component. The latter would be more appropriate if environmental education is carried out through the use of all types of techniques, such as camp and field days, visits and informal chats.

g. Technologies to help reduce women's workload

Women's work shifts require devoting much of their time to activities which time and resource requirements could be considerably reduced. Some of the actions could be directed towards access to firewood, water, medical services (physicians' visits to the communities), childcare facilities, etc.

In some villages in Africa women have to walk up to 20 Km. To obtain water. In some cases this activities takes all their day. In Ndhiwa in East Africa a project introduced bicycle transport. This has reduced women's workload in two ways, men or older children are going to look for the water or even some women are using them. This means that there are saving time and energy that was earlier used unproductively for transport, on more productive activities or even spare time (Easter Africa Newsletter, April 2001).

h. Credit

Credit access is extremely important for female activities, where scarce, insufficient or inappropriate credit facilities hinder women's development, profitability and income. However, it should be recalled that because of their gender condition, women usually possess no assets, which fact—in turn—restricts their access to credit facilities. Therefore, consideration might, alternatively, be given to include in credit portfolios non-traditional collateral such as stoves, jewels, sewing machines, *huipiles*¹¹, etc.

¹¹ ____ A *huipile* is an embroider blouse used by the indigenous women in Guatemala, whose price can be very high.

Example

There are some Moslem countries where prior to the wedding, the groom presents the bride with a certain amount of gold jewels. For credit access purposes, the women have worked out, together with the banks, a credit system that allows them to pledge their jewels.

i. Non-traditional activities

The ideas and beliefs about what is masculine and what is feminine is also reflected on the assignment of certain activities to men and women. It is common for professions and activities such as nursing, cooking, or secretarial work, to be assigned to women, whereas others like engineering and mechanics are considered as masculine activities. These stereotypes hinder modifying opportunity inequalities between women and men.

Women's participation in trades usually assigned to men is known as non-traditional activities. Some of these may be undertaken in a PA. For example, the tourism sector may well be a field for innovation in non-traditional trades, by training women in activities such as diving guides, vehicle driving through ecotourist trails, or boating and kayaking in coastal areas, parking lot concessions and other tourist-related services (such as renting of horses), restaurants, information modules, tourist shops, ecoshelter administrators, repair mechanics for boats, cars, and other vehicles.

Other options derived from projects connected to the productive use of resources, without affecting the ecosystems, such as plant collection for medicinal or commercial uses, such as the Bach flowers, potpourri or aromatic herbs, production of natural dyes, sale of ferns or aerial plants, the fibers and skins of marine species for handcraft production.

j. Enterprises involving recycling and organic products

There is a good account of women-operated recycling enterprises, involving collection, processing, and sale of products such as paper, aluminum and plastic.

Organic crops have gained popularity over the last few years, but require certification to increase market value. Women could undergo training and work as organic product inspectors; learn, develop and promote new practices to improve soil fertility through

the production of cover crops and composting; install women's enterprises for the production of organic input like fertilizers, fungicides, and biologic pest controls; women-managed cooperatives for organic products' commercialization, and restaurants selling organic food.

Example

By venturing into resource exploitation, an elephant park in Thailand is raising funds by manufacturing paper from elephant dung. The project was granted to a group of women from the Ayutthaya Park, located 80 km North of Bangkok, who extract and dry the fibrous pieces from elephant slops, for paper manufacturing, using the surplus nutrients as fertilizer. Women call this "golden slops" on account of the income they obtain from paper sales.

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k. Female concessions, permits, possession and inheritance

There are very few groups of women or individual women considered as concessionaires of forest or marine resources. The negotiation about this type of benefits is of the utmost importance for female participation under equal opportunity conditions. The same applies to land ownership or inheritances (inheritances go to the eldest son), for which reason it is essential to set up mechanisms to reduce these irregularities and promote legal modifications.

Women should be consulted and taken into consideration in cases of relocation of productive lands or housing areas. Mechanisms should also be established to guarantee that indemnification payments be equitably distributed within the household, ensuring the inclusion of female household heads, or female members responsible for land production (even if they are not land owners) in absence of a formal owner.

The permits, concessions and listings involving the legal use of resources and geographical zones should explicitly recognize the activities carried out by women, regardless of whether of a recollection or self-consumption nature.

l. Literacy campaigns

Development of literacy campaigns along with training on rights, legislation, gender, sexuality, and issues involving the appropriate and sustainable use of resources.

The guides for the literacy campaign that involve learning the vocal letters, words and phrases, should be strategically designed so that the messages used to learn to read and write be related to women's rights, non-traditional roles, violence prevention, resource access possibility, minimum collection sizes for certain species, fragility of the ecosystems, the role of flora and fauna in the food and reproductive chain, and reproductive health.

m. Other equity promoting activities

It should be recalled that gender relations are expressed at the individual as well as collective level. Whenever these relations experience modifications, important changes affect people's lives in many ways: regarding the distribution of household chores, arrangements between couples, relation with the daughters, sons and other relatives; income generation, social recognition, personal appreciation and self-esteem.

The incorporation of a woman into a conservation project to undertake an income-generating activity that demands spending time away from her home, may turn into a true revolution inside her household, deriving in conflictive situations or additional workloads. Thus, it is important that, simultaneously to the above-mentioned participation and training activities, actions be included to prevent and reduce the conflicts resulting from any situation that involves change.

Some actions are related to issues such as masculinity¹² allowing the development of new forms of relationship at both, household and community levels.

It is advisable to schedule meetings, workshops and campaigns aimed at reflecting and informing about issues involving intra-family violence, reproductive health, the rights of women and men, girls' and boys' rearing and education, and equitable distribution of household chores.

12 ____ The Notebook on Reflections on Masculinity-Related Issues may be consulted. "Gender Does Also Concern Men". Briceño, G. and Chacón, E. IUCN-Arias Foundation-El Productor. Ed. Absoluto S.A. 2001

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