

CHAPTER VI

IMPLEMENTATION OF A GENDER-SENSITIVE MONITORING AND EVALUATION SYSTEM FOR EFFECTIVE MANAGEMENT OF PROTECTED AREAS

The PA system is currently going through a critical stage, as it is facing the need for conservation initiatives implemented in protected areas to show effectiveness and objective compliance.

Management effectiveness is considered as the set of actions through which, based on particular aptitudes, capabilities and competences, it is possible to fulfill in a satisfactory manner the role for which the protected area was created (Cifuentes, M. *et.al.*, 2000).

As stated by Cifuentes, M., *et.al.* (2000), it is necessary to determine the progress and achievements made through the actions, processes and activities to perpetuate PA, the weaknesses found over time, as well as the problems or critical issues that should be addressed in order to achieve either an adequate PA management or a PA system. The answers to these questions are not simple; they may arise from or nourish through a periodical, objective and participatory monitoring and evaluation system of management components. To this effect, methodological proposals are needed to provide adequate information not only to tackle management problems and weaknesses, but also to propose new alternatives.

To reach this end, one must recognize three elements that have had a negative influence on monitoring and evaluation processes.

1. Generally speaking, the various activities undertaken in protected areas (research, tourism, fishing, forestry, economic assessment of resources, livestock, harbor and oil activities, among others) have been monitored and evaluated from several perspectives. Some are quite "scientific", like, for instance,

those focused on the physical and chemical conditions of water and flora populations; other approaches are of a "productive" nature, primarily based on quantitative data like the number of vehicles available in the PA and percentage of visitors.

2. Monitoring and evaluation have been viewed as activities carried out by "external specialists". These specialists are usually incorporated at the end of a process and are not necessarily an integral part of the PA conservation initiative. This stereotype has also marked the fact that the various social players are unable to participate, as monitoring and evaluation are considered activities of such complexity that only specialists on the subject should undertake them.
3. The ideas about monitoring and evaluation are influenced by experiences focused on a conductivist approach based on good and bad, or praise and punishment. Therefore, they are not understood as processes involving achievements and difficulties, progress and set backs, which should be taken into consideration for the incorporation of timely and pertinent modifications.

Thus, efforts should be made to move forward towards a full understanding about the concept involving monitoring and evaluation of PA effectiveness as a dynamic and participatory process, that is an integral part of the work conducted in a PA.

According to Hockings, M. *et.al.* (2000), three components¹ are necessary for effective PA management:

- **Issues concerning the design of a particular site and the protected areas system**
Among some important elements are the size and shape of a specific PA; the existence of buffer zones and links between protected areas; ecological representation; and appropriateness of PA to achieve their stated function.
- **Appropriateness of the administration system and its processes**
Looking at how management is conducted and how well management is responding to challenges, including, for example, aspects of planning, training, capacity building, equity promotion, social relations and implementation. This component looks both at whether there is enough management and at whatever management process and actions are appropriate.

1 _____ The authors have incorporated into these three components elements whereby it is possible to make visible the importance of gender equity.

Through the utilization of this conceptual framework about effective management, it will be possible to:

- **Delivery**
Assessing whether PA are achieving their stated aims. Assessments include biological aspects (for example, whether key species are surviving, recovering or diminishing), and social aspects (such as recreational uses, attitudes of the communities adjacent to a PA, equitable distribution of costs and benefits, stakeholders' participation, or co-management promotion). A well-designed protected area, with capable and committed personnel, will not be able to achieve its objectives if, for example, poachers are depleting species, or if the communities adjacent to the PA make no efforts to improve their quality of life in an equitable manner.
- Increase the involvement of participants, women and men, in the PA conservation initiatives, particularly within the various decision-making spaces, and keeping an eye on agreement compliance and control.
- Adapt and improve PA administration and management. Monitoring and evaluation are considered as an integral part of the administration process, allowing continued feedback among execution, planning and administration.
- Improve planning by verifying how effective the actions undertaken are.
- Promote the fact that accountability does not only entail financial aspects, but administration effectiveness as well.
- Assess the impact of the activities undertaken in the PA. For example, whether they promote social justice, a more equitable quality of life, and sustainable development.

This book springs from the following principles:

1. Implementation of the monitoring and evaluation system

- Conservation as an equity promoting opportunity
- Equity as an indispensable requirement for conservation and sustainable development

Under these assumptions, the objectives and role of a conservation initiative should not be exclusively focused on biological aspects, but should integrate social aspects as well.

Therefore, the monitoring and evaluation system for management effectiveness should not only assess the effectiveness of impact on the conservation of biodiversity, but should, at the same time, be able to provide information about the progress and achievements made on aspects such as quality of life, participation, equity promotion, and development of local abilities.

To the above end, we should be aware of the fact that in different PA conservation initiatives, the efforts made towards gender equity mainstreaming, are either weakened or lost, because of the lack of a monitoring and evaluation system to guide the process towards equity building. Fear arises about the possibility that maybe things are not being done well, as a result of which, the project tends to reduce the actions taken towards a simple numeric incorporation of women.

If, on the other hand, the process is planned in terms of specific deadlines and goals, with the assistance of a monitoring and evaluation system to ensure compliance, then both, the people working in the PA, as well as the stakeholders, become empowered.

The results, activities, criteria and indicators are the point of reference for the monitoring and evaluation system, and have to be formulated differentiated by gender in order to ensure that the participation of women and men will not depend on the awareness and will of the PA team, but is integrated into the objectives and plans of the PA.

The design of a system for evaluating effectiveness that is gender-sensitive should be included during the initial stages of PA planning, for the following three reasons:

- The objectives, goals and activities are set up from the very beginning.
- Monitoring and evaluation costs are included in the budget.
- The monitoring and evaluation system should be constant, permanent and systematic.

The system is initially nourished by the appraisal, which results we may call “analysis of the initial situation”, as it offers a reference about the status of gender relations among the various stakeholders and PA administration when the process began. As the initiative is developed, the monitoring and evaluation system will start taking shape and receiving input. In this way, the system is not conceived as a section within the conservation initiative, but, rather, as a mainstreamed element that will be present throughout all stages.

Obstacles

The efforts to structure gender-sensitive monitoring and evaluation systems into conservation initiatives, have faced a series of distortions and obstacles of a theoretical and methodological nature, such as the following:

- A prevailing notion that gender-based evaluations are complex, should be undertaken by experts, they make it hard to reach approximations, and it is impossible to change the power relations system.
- Qualitative aspects are not too scientific and measurable, and, therefore, it is not possible to design the instruments needed for monitoring purposes.
- Lack of starting points. Monitoring and evaluation systems are expected to be created without the availability of gender analysis indicators, criteria or elements, about the aspects to be influenced. The unavailability of indicators for the changes expected in gender identities, roles or relations, makes it more difficult to measure these changes, which—generally—end as assessments based on scarce evidence.
- Lack of measuring elements associated with the positive or negative changes in men.
- It is believed that the inclusion of gender attempts against the culture and customs of a zone or population, forgetting that every initiative or project offers options to promote changes in attitudes and aptitudes.

a. The proposal

Until now, several organizations (IUCN, WWF, IDB, TNC, 2000) have made progress regarding the development of a methodology to evaluate the effectiveness of management applied to different management categories; however, these have been designed to provide information primarily about biological and administrative aspects.

In light of this reality, we devoted our efforts to propose a series of gender equity indicators and criteria that may be considered by the people responsible for and involved in a PA. Through the methodological proposal it is possible to assess PA management effectiveness at four levels: area protected at an individual level, protected areas system, management and administration of the area, as well as towards its areas of influence.

The "management fields" (ámbitos) considered were built based on those defined in IUCN and WWF proposals. In this way, a contribution is expected to be made to the gender equity approach within the definition process underway. Attached (Annex 4) is a brief summary about the management fields described in "Measuring Management Effectiveness in Protected Areas" (WWF, GTZ, IUCN, 2000), to understand the logics behind the above-mentioned levels. The social aspects have been extended to facilitate incorporation, and new settings or variables have been included in the above-mentioned proposal.

*The
proposal is
based on six
management
fields:*

1. Administrative	<ul style="list-style-type: none">- personal- financial- organizational- infrastructure
2. Political	<ul style="list-style-type: none">- community participation- intrainstitutional- interinstitutional
3. Legal	<ul style="list-style-type: none">- ownership- set of laws and regulations
4. Planning	
5. Knowledge	<ul style="list-style-type: none">- environment- development and promotion
6. Management plan's programs and subprograms	<ul style="list-style-type: none">- co-management- access, use and control of resources (legal and illegal)- health

For a more comprehensive listing about the indicators and their development process, please refer to Module 6 of the "Toward Equity" Series: "Eyes that See... Hearts that Feel..."

Do not forget...

The criteria applied to each of the above-mentioned management fields, represent indicators that make visible social and gender equity aspects. The biological criteria or indicators as well as those developed by IUCN and WWF have not been included, in order to avoid repetition or making this section unnecessarily lengthy, but for further information, reference may be made to Annex 4. The reader should complement them with the indicators proposed in the methodological proposal of this book. Thus, the effectiveness monitoring and evaluation system will rely on adequately balanced biological, administrative and social criteria and indicators.

The proposed criteria and variables stem from a process undertaken these past few years with different communities. The objective is to develop gender equity indicators for the environmental sector from the perspective and expectations of the men and women of the communities.

These indicators should be considered as a point of reference, rather than as a recipe. They can be adapted and modified according to the realities of each management system and in accordance with the needs and concerns of the stakeholders of the PA. Ideally, the stakeholders should be involved in the development of the monitoring and evaluation system, and the corresponding criteria and indicators.

When defining indicators and criteria, these should be focused on the initiative's priority issues. To make monitoring and evaluation operational, the system should be global, precise and restricted to **essential** issues. In the monitoring and evaluation system may be included all the elements that conform the plan: objectives, results, activities, procedures and means. However, keeping such a complex system will require a large amount of time. Therefore, a manageable number of variables should be prioritized for evaluation purposes.

An excessively quantitative monitoring, where numbers are the priority, may generate a "data cemetery", inasmuch as there will be data about most of the activities and results expected, but may lack the opportunity or ability to analyze and interpret this information.

Consequently, the indicators and criteria selected for the monitoring and evaluation system are closely tied to the objective expected to be achieved. Thus, a selection is made about the activities that provide the best point of reference to measure progress.

The **pace** of the monitoring and evaluation system should be set in accordance with the needs of the initiative; if very low, the information will not be ready when decisions need to be made. Focusing on the essential and establishing **clear priorities** is a vital principle. It is far better *"more or less accurate and fast, than accurate and too late"*. Attention should be paid not only to quantity, but also to quality and participation².

The indicators and criteria herein proposed have been conceived to measure management effectiveness, regardless of the management category corresponding to the PA. The indicators that are not applicable to certain management category, should not be considered to determine the effectiveness of a PA, as is the case of the criteria considered in co-management. The methodological proposal is open and dynamic. It allows inclusion, elimination, or modification of indicators and criteria, depending on each PA's particular characteristics.

b. Assessment

The proposal regarding the rating system involves three levels from 0 to 2. Rate 2 corresponds to the optimal setting, and refers to the best situation or condition that should prevail in a PA, in order to develop the activities and reach its management objectives.

To assign a rate, the participants in the monitoring and evaluation process should first define the performance scales that will be used for each indicator or criterion.

One of the most common criticisms among personnel involved in conservation initiatives is the means and criteria used by evaluating teams to measure progress. This situation becomes even more difficult when the initiatives have been evaluated from a gender equity perspective.

2 ____ "Taking the Pulse of Gender" Module 4 of the "Towards Equity" series. Rodríguez, G., et.al. 1999. This module provides additional information about gender-sensitive monitoring and evaluation systems.

"When we arrived in this community there were a series of taboos and restrictions regarding the participation of women in forestry cooperatives. As a matter of fact, there was not a single woman in any structure of this type. Through the initiative's support, great efforts were made to change this conduct, and at the end of one year, two women were participating. When the external evaluation was conducted, the evaluating team used 40% as the indicator for female participation in decision-making positions. Obviously, the initiative was negatively scored."

There are frequent complaints about the impact indicators utilized because they do not accurately reflect the reality where the initiative was inserted.

Performance scales by criterion or indicator are created to avoid situations such as the above mentioned. A scale is built from a certain number of equal parts, proportionately to the units that will be used.

For example, a scale may be defined as follows:

Number of women in decision-making positions

3	-	Excellent
1-2	-	Good
0	-	Bad

Performance scale

The advantage of performance scales is that they are built taking into account the realities of the setting. In the case of gender relations, this becomes extremely important, as it avoids using standard criteria or indicators created in countries that are far more developed in terms of more equitable relation building.

Through a performance scale it is possible to obtain a more accurate measurement. Income and value added are measured in terms of money. But health is measured in accordance with disease and death rates. Occupation is measured by employment; the diversity of species by the rates of threatened species, etc. Subsequently, a determination is made about the levels of good and poor income, mortality rates, unemployment rates, percentage of threatened species, etc. The result is a series of performance measurements, where the same scale is used, making it, thus, possible to use them together and in combination (IDRC-IUCN, 1997).

A performance scale needs to be set or built for each variable or criterion selected. This implies defining the best and worst rate.

Needless to say, the best rates represent the goals. A country with an illiteracy rate of 60% should establish the best rate at 20%, because an international objective is to reduce by 80% the illiteracy rate by the year 2020 worldwide. However, a 20% rate of illiteracy still is a pretty high percentage. Most of the developed countries have percentages under 2%. It would be preferable to define the best rate at a 2%, setting the goal at 20%.

To measure the criteria proposed in this book, we have incorporated terms such as low, average, or high percentage, and adjectives such as few, some, equitable. The measure used has been:

Low percentage	from 0 to 20%
Average percentage	more than 20% up to 40%
Equitable percentage	40% to 60%

In the case of qualitative indicators or criteria, these categories could be replaced by adjectives such as:

- Scarcely-few times-in general
- Low-average-high
- Never-sometimes-always

Example

0-20%	20-40%	40-60%
People possess a low level of information about the right of women to live free of violence	People possess an average level of information about the right of women to live free of violence.	People possess a high level of information about the right of women to live free of violence.
Couple-wise, women never participate in decision-making.	Couple-wise, women sometimes participate in decision-making.	Couple-wise, women always participate in decision-making.

In those cases where the indicator may only be measured in terms of non-compliance or compliance, the intermediate level is not applicable.

Break-even point

Another important aspect to consider is the **break-even point**. For instance, upon arriving in a community and finding that there is not a single woman involved in an organized forestry group, a large amount of time and resources (training, negotiations) will have to be invested before a woman is accepted in a group. This break-even point has an initial investment and a higher value added, as it marks the difference and lays down a precedent towards more equitable relations. Therefore, it is very important to clarify and highlight this type of situations in evaluation reports, given the fact that there are times when moving from a 0% to a 5% is considered too low, when that 5% does actually have a higher value added because it is the break-even point.

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c. Gender-sensitive indicators

The following table shows the indicators proposed from a gender perspective. It would be useful in cases where the criterion or indicator is appropriate to the PA situation, to find the level that corresponds to a given experience.

The indicator is placed in a row with three possible ratings.

For example...

ADMINISTRATIVE		
PERSONAL		
RATE 0	RATE 1	RATE 2
No women or men from local populations are hired.	Some women and men from local populations are hired.	Women and men from local populations are hired on an equitable basis.

Each experience will verify the corresponding indicator level (0, 1, or 2), to determine any corrective actions that may be required and increase its effectiveness from a gender equity perspective. This allows the creation of a reference number for its situation, to enable its comparison over time or with other PA.

ADMINISTRATIVE

PERSONAL

RATE 0	RATE 1	RATE 2
The PA does not have a personnel hiring policy that promotes the participation of women and men.		The PA has a personnel hiring policy that promotes the participation of women and men.
Women and men from local populations are not hired.	Some men and women from local populations are hired.	Women and men from local populations are hired equitably.
The entire PA's operating, administrative and technical personnel ³ are conformed by men only.	The operating, administrative and technical personnel in 50% of PA are conformed by women and men.	The operating, administrative and technical personnel in all of the PA areas are conformed by women and men.
There is no motivation among personnel regarding gender equity mainstreaming into PA activities.	There is little motivation among personnel regarding gender equity mainstreaming into PA activities.	The staff is mainstreaming the gender equity perspective into PA activities.
There is no plan in force for affirmative actions ⁴ , they are not enforced, and there is no support to decrease existing inequality gaps.	Incipient affirmative action plan.	An affirmative action plan is in effect and it has a clear impact in the promotion of gender equity.
General perception about the existence of disrespectful relations ⁵ between women and men.	Perception about the existence of fairly respectful labor relations between women and men.	Perception about the existence of generally respectful labor relations between women and men.
There is no strategy designed to address sexual harassment in the PA.	A strategy exists to address sexual harassment in the PA, but it is not enforced.	The strategy to address sexual harassment in the PA is efficiently operating.
Women and men are not paid the same salary for the same job.		Women and men are paid the same salary for the same job.
The operating, administrative and technical personnel of the PA have not undergone any type of training or guidance on gender ⁶ .	The operating, administrative and technical personnel of the PA have undergone certain training or guidance on gender issues (2 courses).	The operating, administrative and technical personnel of the PA have undergone considerable training or guidance on gender issues (more than four specific events).

3 ____ It refers to the different departments, programs or work components.

4 ____ Affirmative actions refer to strategies implemented to achieve equal opportunities through measures or activities to offset or correct discrimination (for instance, training for women on subjects they do not usually handle, quota systems).

5 ____ In verbal, physical or psychological terms.

6 ____ Under this criterion it is necessary to divide the information between the social science personnel and the natural science personnel, as well as disaggregated by sex.

ADMINISTRATIVE		
PERSONAL		
RATE 0	RATE 1	RATE 2
There is no gender equity specialist in the PA.	There is a gender equity specialist in the PA.	There is a promoting team in the PA working jointly with the gender equity specialist.
Personnel performance evaluations do not consider the impact on the promotion of more equitable relations.	Personnel performance evaluations consider for some of the staff the impact on the promotion of more equitable relations.	Personnel performance evaluations consider for all staff the impact on the promotion of more equitable relations.
FINANCIAL		
The PA has no financial resources to include gender in its different work areas or components.	The PA has scarce financial resources (less than 20% of total budget) to carry out gender work throughout the different work areas or components.	The PA has sufficient financial resources (about 20% of total budget) to carry out gender work throughout the different work areas or components.
The PA has no mechanisms to inform the stakeholders about its financial and accounting situation.	The PA occasionally holds meetings to inform the stakeholders about its financial and accounting situation.	The PA has mechanisms to ensure providing the stakeholders with accurate information about its financial and accounting situation.
ORGANIZATIONAL		
There is no organization chart that clearly defines power relations in the PA.	There is an organization chart that does not clarify power relations or is unknown to PA personnel.	Clear and well-defined organization chart. It is known by all personnel and shows an adequate level of internal decision autonomy.
Information flow among the various levels and positions is practically non-existent.	Information flow among the various levels and positions is acceptable.	Permanent mechanisms are used to ensure adequate information flow among the various levels and positions.
INFRASTRUCTURE		
No differentiated facilities are provided for the women and men that work in the PA ⁷ .	The PA provides some facilities for women and men, giving consideration to the gender condition.	The PA provides facilities for women and men, giving consideration to the gender condition.
PA structures are unsafe, their condition is deplorable and poses a risk to personal health.	PA structures are somewhat safe, although they are not in top-notch condition.	PA structures are very safe, comfortable and in good condition.
7 ____ Bathrooms, bedrooms, facilities for elderly care.		

POLITICAL

COMMUNITY PARTICIPATION

RATE 0	RATE 1	RATE 2
There is no community cooperation, recognition or support towards the PA.	There is partial cooperation between administration and the community, although the latter does not participate in PA planning or management activities.	Throughout PA activities exists a formal and institutional strategy for equitable community participation.
There is no system to guarantee full representation by the various stakeholders in the PA conservation initiative.	There is a system whereby partial representation by the various stakeholders is ensured.	There is a system whereby full representation by the various stakeholders is ensured throughout the PA conservation initiative.
The stakeholders involved in the PA initiative are not equitably represented.	Some of the stakeholders participating in the PA initiative are not equitably represented.	Most of the stakeholders participating in the PA initiative are equitably represented
Perception by the stakeholders (disaggregated by sex) about the fact that they are unable to influence the conservation initiative, they do not feel part of the process.	Perception by the stakeholders (disaggregated by sex) about the fact that they can have a partial influence on the conservation initiative, they feel they participate in only a certain part of the process.	Perception by the stakeholders (disaggregated by sex) about the fact that they are able to influence the conservation initiative, they enjoy a feeling of process appropriation.
Low percentage (under 20%) of female participation in mixed organizations related to the PA conservation initiative.	Average percentage (30%) of female participation in mixed organizations related to the PA conservation initiative.	Equitable percentage (40%-50%) of female and male participation in mixed organizations related to the PA conservation initiative.
The establishment of women's organizations has not been promoted in the PA.		The number of women's groups in the PA has increased.
The PA conservation initiative has not increased the percentage of women who participate in environmental and natural resource management activities.	The PA conservation initiative has increased the percentage of women who participate in environmental and natural resource management activities.	The PA conservation initiative has achieved an equitable participation of women and men in environmental and natural resource management activities.
Community work has not promoted the participation of women in public positions in local institutions.	Community work has promoted partial participation of women in public positions in local institutions.	Community work has promoted an equitable participation of women in public positions in local institutions.

POLITICAL

COMMUNITY PARTICIPATION

RATE 0	RATE 1	RATE 2
Perception that there is no female presence in public spaces.	Perception that there is scarce female presence in public spaces.	Perception that there is a significant presence of women in public spaces.
Low percentage of women involved in consultation/ management processes about public policies related to PA management.	Average percentage of female participation in consultation/ management processes about public policies related to PA management.	Equitable percentage of female and male participation in consultation/ management processes about public policies related to PA management.

INTRAINSTITUTIONAL

There is no strategy or guidelines to promote gender equity throughout the entity responsible for PA management.	There is a strategy or guidelines to promote gender equity, although it is not enforced and is not known to PA personnel.	There is a PA strategy or guidelines regarding gender equity promotion adequately followed by PA personnel.
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INTERINSTITUTIONAL

There is no coordination with organizations specialized in gender issues operating in the PA.	Occasional actions are undertaken jointly with organizations specialized in gender issues operating in the PA.	Actions are coordinated with organizations specialized in gender issues operating in the PA.
There is no coordination with other government agencies operating in the PA.	Occasional actions are undertaken jointly with other government agencies operating in the PA.	Actions are coordinated with other government agencies operating in the PA.

LEGAL

OWNERSHIP

RATE 0	RATE 1	RATE 2
The ancestral rights (common law rights) of native populations regarding ownership of the land, water, forest, minerals, among others, in the PA, are neither known nor respected.	The ancestral rights (common law rights) of native populations regarding ownership of the land, water, forest, minerals, among others, in the PA, are known and partially respected.	The ancestral rights (common law rights) of native populations regarding ownership of the land, water, forest, minerals, among others, in the PA, are known and respected.
Land titles are given only to men.	Land titles are jointly held (by the woman and the man in the case of couples by right or fact).	Women are direct beneficiaries of land titles.

LEGAL

OWNERSHIP

RATE 0	RATE 1	RATE 2
PA work has not promoted female ownership or co-ownership of business enterprises.	PA work has partially promoted female ownership or co-ownership of business enterprises.	PA work has successfully promoted female ownership and co-ownership of business enterprises.
PA work has not promoted female ownership or co-ownership of equipment and tools for production, processing, commercialization, and other services associated with natural resources.	PA work has increased the percentage of female ownership or co-ownership of equipment and tools for production, processing, commercialization, and other services associated with natural resources.	PA work has successfully promoted female ownership or co-ownership of equipment and tools for production, processing, commercialization, and other services associated with natural resources.

SET OF LAWS AND REGULATIONS

The international agreements and national legislation on gender equity are neither known nor respected.	The international agreements and national legislation on gender equity are known and partially respected.	The international agreements and national legislation on gender equity are known and respected.
Ancestral rights are not recognized. National laws and regulations prevail in the conservation initiative.	Ancestral rights are recognized in an incipient manner; national laws and regulations prevail in the conservation initiative.	Ancestral rights are recognized and respected, and efforts are made to complement and make compatible the system involving national laws and regulations with the ancestral rights system.
The PA legal framework is not clear; it is filled with serious deficiencies and contradictions, which fact hinders integration and participation.	The PA legal framework is sufficiently clear; there are few deficiencies, which, although present, allow the integration and participation of the stakeholders.	The PA legal framework is clear, consistent, and allows the equitable integration of the stakeholders into PA management and conservation.
The subject of female and male intellectual ownership over natural resources, is not addressed by the PA conservation initiative.	The subject of female and male intellectual ownership over natural resources, is addressed by the PA conservation initiative in a partial and fragmented manner.	The PA conservation initiative has implemented a strategy to promote recognition about female and male intellectual ownership over natural resources.
Stakeholders do not know the laws/regulations related to the PA ⁸ and PA personnel make no dissemination efforts.	In spite of proper dissemination, user adherence to the laws/regulations related to the PA, is partial.	The laws/regulations related to the PA are fully adhered to by the stakeholders and PA personnel make every possible effort towards proper dissemination.

8 ____ The information should be disaggregated by sex, as there are instances when the creation of a PA has not taken into account the differentiated use of natural resources. For example, when designing a PA no consideration is given to the fact that women gather firewood in the area, and when applicable regulations are discussed with the community, this activity is restricted. This leads to regulation violations, as the women were neither invited to these meetings nor consulted about such regulations.

PLANNING

RATE 0	RATE 1	RATE 2
The management plan was elaborated without stakeholders' participation.	The management plan was elaborated taking into consideration only a certain sector of the population.	The management plan was elaborated with the participation of all stakeholders, taking into account social diversity (women, men, native people, of different ages).
There is an operating plan, but it does not take into consideration nor does it respond to the needs of the various stakeholders, equity promotion is not mainstreamed.	There is an operating plan that takes into consideration the interests and needs of the stakeholders in a partial manner, equity promotion is not mainstreamed.	The operating plan responds to the interests and needs of the stakeholders, and its actions are based on equity promotion.

KNOWLEDGE

ENVIRONMENT

RATE 0	RATE 1	RATE 2
The information obtained is not disaggregated by sex.	Only part of the information obtained is disaggregated by sex.	All of the information (statistics, census, activity impact) is disaggregated by sex.
Scientific research is carried out by external scientists only.	There are some times when community men and women participate in scientific research. However, the scientist's vision always prevails.	Community women and men are involved in scientific research, and local knowledge and experiences is recognized and appreciated.
Traditional cultural knowledge and resource management practices are not documented.	Traditional cultural knowledge and management practices, although documented, are not recognized or appreciated by PA personnel.	Traditional cultural knowledge and management practices about the resources of women and men are duly documented, known by PA personnel, and used in the Management Plan.

DEVELOPMENT AND PROMOTION

Community members have no accounting or financial knowledge or skills.	Community women and men possess basic knowledge about financial and accounting matters.	Community women and men possess knowledge and experience about accounting and financial matters.
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KNOWLEDGE

DEVELOPMENT AND PROMOTION

RATE 0	RATE 1	RATE 2
Women are not trained on technical-productive fields (agriculture, technology, tourism, fishing, administration, economy).	Some training activities in technical-productive aspects involve women.	Equitable participation of women and men in training activities about technical-productive aspects.
Women do not undergo training required for power or decision-making positions.	A small percentage of women undergo training required for power or decision-making positions.	An equitable percentage of women undergo training required for power or decision-making positions.
Women are not trained in organization or leadership issues.	A small percentage of women undergo training on organization and leadership.	An equitable percentage of women undergo training on organization and leadership.
Women do not participate as beneficiaries of the training programs involving productive, conservation and community development project management.	A small percentage of women participate as beneficiaries of the training programs involving productive, conservation and community development project management.	Women account for 40% of total participation in training workshops involving productive, conservation and community development project management.
Women do not participate in environmental education training programs.	A small percentage of women participate in environmental education training programs.	Women account for 40% of total participation in environmental education training programs.
Women are not trained, and do not participate as community facilitators (multipliers).	A small percentage of women are trained and participate as community facilitators.	An equitable percentage of women are trained and participate as community facilitators.
There are no training programs promoting the participation of women and men in non-traditional activities.	There are a few partial initiatives to train women and men in non-traditional activities.	There is a training program promoting equitable participation of women and men in non-traditional activities.
Men are not willing to participate in masculinity-sensitization spaces.	Some men are willing to participate in masculinity-sensitization spaces.	Overall, men are willing to participate in masculinity-sensitization spaces.
The literacy program is addressed to men.	Some women participate in literacy programs.	Women and men have an equitable participation in literacy programs.
Women and men obtain no community or domestic support (information, assistance) on natural resource management.	A small percentage of women and men obtain community or domestic support (information, assistance) on natural resource management.	Women and men obtain community or domestic support (information, assistance) on natural resource management.

KNOWLEDGE

DEVELOPMENT AND PROMOTION

RATE 0	RATE 1	RATE 2
Information about environmental laws and regulations is not provided to the population, or is only provided to men.	A small percentage of community women and men have access to information about environmental laws and regulations.	Community men and women have equal access to information about environmental laws and regulations.
Women and men are not aware of national and international legislation about human rights and equity.	A small percentage of women and men are aware of national and international legislation about human rights and equity.	Both, men and women, are aware of national and international legislation about human rights and equity.

MANAGEMENT PLAN'S PROGRAMS AND SUBPROGRAMS

RATE 0	RATE 1	RATE 2
The conservation activities of the Management Plan do not promote equity relations.	Some of the conservation activities of the Management Plan promote equity relations.	Equity is mainstreamed throughout all of the conservation activities of the Management Plan.
The Management Plan does not have a participatory monitoring and evaluation system.	The Management Plan has a monitoring and evaluation system that links the stakeholders in a few aspects.	The Management Plan has a participatory monitoring and evaluation system.
Few women and men consider that the initiative is acceptable or convenient to natural resource conservation (reluctance exists).	Some women and men consider that the initiative is acceptable or convenient to natural resource conservation (some reluctance exists).	Most women and men consider that the initiative is acceptable and convenient to natural resource conservation (there is no significant reluctance).
Few women and men consider that the conservation initiative will improve the quality of life of the communities.	Some women and men consider that the conservation initiative will improve the quality of life of the communities.	Most women and men consider that the conservation initiative will improve the quality of life of the communities.

CO-MANAGEMENT

The Management Plan does not have a strategy that will allow community women and men to administer their own natural resources.	The Management Plan has a strategy that is incipiently allowing community men and women to administer their own natural resources.	The Management Plan has a strategy that allows community men and women to administer their own natural resources ⁹ .
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9 ____ Implies transference or co-responsibility of authority and duties.

MANAGEMENT PLAN'S PROGRAMS AND SUBPROGRAMS

CO-MANAGEMENT

RATE 0	RATE 1	RATE 2
There are no institutional management arrangements between the PA and the stakeholders.	Some management arrangements exist between the PA and the stakeholders.	Institutional management arrangements exist between the PA and the stakeholders.
Women feel left out of the decisions taken about the access and control of the natural resources of the PA.	Some women feel they have participation in the decisions taken about the access and control of the natural resources of the PA.	Women feel they have participation in the decisions taken about the access and control of the natural resources of the PA.
There is no equitable distribution of costs and benefits in relation to the PA management and the communities.	There is some distribution of costs and benefits in relation to the PA management and the communities.	There is an equitable distribution of costs and benefits in relation to the PA management and the communities.

ACCESS, USE AND CONTROL OF RESOURCES (LEGAL AND ILLEGAL)

Women do not benefit from the concession of natural resources.	Some women benefit from the concession of natural resources.	Women are equitably benefited from the concession of natural resources.
Few women benefit from the compensation for environmental services ¹⁰ .	Some women benefit from the compensation for environmental services.	Women are equitably benefited from the compensation for environmental services.
Women take no part in decisions involving conservation and development activities.	There are a few instances when women take part in decisions involving conservation and development activities.	Women have an equitable participation in the decisions involving conservation and development activities.
Few women benefit from credit programs.	Some women benefit from credit programs.	Credit programs equitably benefit women.
The credit amounts to which women have access to are scarce and proportionately small compared to the amounts provided to men.		Women and men have access to equitable amounts of credit
There is no credit collateral system based on a gender equity approach ¹¹ .		There is a credit collateral system based on a gender equity approach.

10 ____ Implies cash compensations resulting from conducting conservation work on their own property or maintaining the ecosystems' integrity.

11 ____ A gender-based collateral system allows women to pledge assets owned by them, such as *guipiles* (traditional garments hand-embroidered by indian women in Guatemala), jewelry, stoves, sewing machines, etc.

MANAGEMENT PLAN'S PROGRAMS AND SUBPROGRAMS

ACCESS, USE AND CONTROL OF RESOURCES (LEGAL AND ILLEGAL)

RATE 0	RATE 1	RATE 2
The illegal exploitation of natural resources carried out by men and women persists.	Some changes of opinion have taken place in the attitude of men and women towards the illegal exploitation of natural resources.	The illegal exploitation of natural resources by men and women is minimum.
Men and women have no access to health care services.	The health services to which men and women have access to are poor.	The health services to which men and women have access to are adequate.
Women and men have no access to information and services related to sexual and reproductive rights.	Men and women have a limited access to information and services related to sexual and reproductive rights.	Women and men have access to information and services related to sexual and reproductive rights.
There is no technical offer to improve health conditions (water, latrines, environmental sanitation, waste management, nutrition).	The technical offer to improve health conditions (water, latrines, environmental sanitation, waste management, nutrition) is incipient and fragmented.	An integral strategy exists to improve health conditions (water, latrines, environmental sanitation, waste management, nutrition).

The proposed system does, by no means, intend to be comprehensive. The primary objective is to provide ideas and suggestions from a gender equity perspective to analyze the reality and understand its changes. For this reason, the staff from each of the protected areas should review the proposal from a critical standpoint to:

1. Understand the feasibility of integrating gender equity indicators into their monitoring and evaluation system.
2. Adapt conventional mechanisms and work formats in PA to mainstream the gender equity perspective.
3. Make a selection about the indicators that may be better adapted to their specific situation.
4. Design special indicators, taking into consideration the above-mentioned examples, to better reflect and report the changes for their specific situation.
5. Prioritize indicators. A monitoring and evaluation system should be essentially flexible and practical. We suggest adopting about 20 indicators for integration into the monitoring system.

The idea is not to establish yet one more system to assess the impact in gender equity relations. This would imply considering the proposal as an additional burden for PA personnel, which fact would reinforce the separation of gender-related work from the major objective of the PA. Quite on the contrary, the proposal implies selecting the most appropriate indicators for integration into the system used by the PA. In this way both, practice and gender equity, are structurally linked as requirements for conservation and development, considering conservation as an opportunity for equity achievement.

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