INTEGRATED PROTECTED AREA CO-MANAGEMENT (IPAC)

GENDER ASSESSMENT

INTEGRATED PROTECTED AREA CO-MANAGEMENT (IPAC)

GENDER ASSESSMENT

November, 2009

USAID Contract N° EPP-1-00-06-00007-00
Order No : EPP-I-01-06-00007-00

Submitted to :
USAID/Bangladesh

Prepared by:
Development & Training Services, Inc. (dTS)

Submitted for :
International Resources Group (IRG)
With subcontractors:
WWF-USA, dTS, East-West Center
Environmental Law Institute, Epler-Wood International
World Fish Center, CIPD, RDRS, CODEC
BELA, Asiatic M&C, Oasis Transformation
Module Architects, IUB/JU

International Resources Group
12 11 Connecticut Avenue, NW, Suite 700
Washington, DC 20036
202-289-0100 Fax 202-289-7601
www.irgltd.com

Acronyms

AIG	Alternative Income Generation
CHT	Chittagong Hill Tracts
CHTDF	Chittagong Hill Tract Development Facility
CMC	Co-Management Committee/Council
CMO	Co-Management Organization
CODEC	Community Development Center
COP	Chief of Party
CPG	Community Patrolling Group
CTO	Cognizant Technical Officer
CWBMP	Coastal Wetland and Biodiversity Management Project
DCOP	Deputy Chief of Party
DoE	Department of Environment
DoF	Department of Fishery
DF	Department of Forest
dTS	Development and Training Services, Inc.
ECA	Ecologically Critical Areas
FUG	Forest Users Group
FRUG	Federation of Resource User Groups
GSMART	Gender Sensitive Smart Indicator
IPAC	Integrated Protected Area Co-Management
IRG	International Resource Group
KAP	Knowledge Attitude and Practice
MACH	Management of Aquatic Ecosystems through Community Husbandry
MoEF	Ministry of Environment and Forestry
MoFL	Ministry of Fishery and Livestock
NGOs	Non-Governmental Organization
NSP	Nishorgo Support Project
NRM	Natural Resource Management
PA	Protected Area
PMPAR	Performance Monitoring Plan and Applied Research
RMO	Resource Management Group
RUG	Resource User Group
USAID	United States Agency for International Development

Glossary

Haor	extensive marsh
Para	neighborhood/locality
Sharia	Islamic law

TABLE OF CONTENTS

1.0 INTRODUCTION AND BACKGROUND

1.1 GENDER SCOPE OF WORK AND OBJECTIVES

The Integrated Protected Area Co-management (IPAC) project builds on USAID efforts to promote and institutionalize an integrated protected area (PA) co-management system that results in sustainable natural resource management and biodiversity conservation; responsible, equitable economic growth; and good environmental governance. IPAC also supports **cross-cutting approaches** to take account of gender perspectives in natural resource management and to enhance gender mainstreaming processes, along with a focus on youth, to improve the livelihoods of young people and to provide a solid future constituency for conservation.

Against this mandate, Development and Training Services, Inc. (dTS) was contracted to conduct a gender assessment during October 22-31, 2009 in Bangladesh. The objective of the gender assessment was to review progress to date in promoting gender equity in natural resource management programs in Bangladesh in order to inform the design of a gender action plan for the IPAC program. The purpose of the gender assessment is to ensure that the support provided to counterparts is gender sensitive, based on a sound analysis of the issues, and contributes to development programs that have equitable, positive impact for both women and men.

To achieve this objective, the gender assessment team reviewed existing data, gender lessons learned and best practices in natural resource management programs in Bangladesh, particularly under the Management of Aquatic Ecosystems through Community Husbandry (MACH) project, Nishorgo Support project (NSP), Coastal Wetland and Biodiversity Management Project (CWBMP), and the United Nations Development Programme (UNDP) funded Chittagong Hill Tract Development Facility (CHTDF) projects.

The framework for the gender assessment included three levels of analysis: policy and strategy; capacity building; and project implementation. Against these three levels, qualitative information was gathered through:
- Reviewing reports and evaluations on the progress of the IPAC project;
- Engaging in discussions with the IPAC project team, project implementing partners, and representatives of Government of Bangladesh (GoB) Departments of Forestry (FD), Environment (DoE) and Fishery (DoF);
- Conducting field visits and focus group discussions with IPAC project cluster and site staff in Rangmati and Sreemongol clusters; and
- Interacting with Co-Management Council and committee members (CMCs), Resource Management Organizations members RMOs, Forest Resource User Group members (FRUGs), Forest User Groups (FUGs), Conservation Petrol Group (CPG), Youth Group (YG) and Culture Group

(CG) and discussion with UNDP/CHT development project gender staff (see Annex 3: people and groups contacted)

Discussions with the IPAC team and GoB counterparts focused mainly on policy and management related issues including their sector specific responsibilities, institutional capabilities, monitoring of project outcomes, understanding of gender mainstreaming in the project, gender gaps and future steps to be taken to improve gender equality.

Discussion with IPAC implementation partners centered on legal matters (BELA), communications and outreach (Asiatic), and on site implementation (CIPD and CODEC), their services and partnership arrangements, understanding of gender issues under IPAC, gaps in addressing gender equality, and potential measures to ameliorate gender inequity.

Group discussions with IPAC cluster and site staff focused mainly on their sector specific roles and responsibilities, understanding of gender mainstreaming in the project, gender gaps, suggested capacity building including training, staffing, and selection of Alternative Income Generation (AIG), and activities to improve gender balance in project implementation.

Focus group discussions with community women's groups, youth groups, forest resource user groups and fishery resource users groups primarily focused on their levels of awareness about NRM issues, level of participation and organization, the role of men and women in conservation, benefit sharing, alternative income generation (AIG) activities and their sustainability, and alternative livelihood opportunities.

Findings from these discussions formed the basis of this gender assessment and the design of the gender action plan for the IPAC program. The action plan, developed in close collaboration with the IPAC Project Director, COP, DCOP, Governance Specialist, Communications and Outreach Specialist and others identifies tangible activities that would contribute to dual goals of gender equity and IPAC effectiveness. Activities were designed to fill gaps in promoting gender and equity considerations under IPAC, including institutional and governance considerations, capacity building and training programs, technical approaches for field level implementation, and communications and outreach.

1.2.   REPORT ORGANIZATION

The Gender Assessment report is organized as follows:
- Section 2 discusses concepts on gender mainstreaming, gender equality and gender equity issues that may be incorporated in the IPAC gender action plan.
- Section 3 reviews salient gender issues and constraints in Bangladesh.
- Section 4 examines four previous projects: MACH, NSP, CWBMP and CHTDF. It also reviews in brief IPAC documentation.
- Section 5 presents an assessment of gender issues vis-à-vis project activities, accomplishments and challenges.

-        <u>Section 6</u> posits recommendations, based on the findings of the gender assessment, for practical action and a proposed gender action plan.

2.0 GENDER TERMINOLOGY

The following provides definitions of commonly used gender terms in order to increase the utility of the gender assessment for project staff and counterparts and to support a better understanding of the framework underlying the gender assessment

Gender refers to the social, economic, political, cultural roles and relations between women and men. These roles and relations are learned, practiced, and over time they change and develop. In much of the world today, men and women are socialized differently, with different expectations of and attitudes to their roles and responsibilities. Given this reality, any development intervention may affect women and men differently, and can result in discrimination if gender roles are ignored.

The First World Conference on Women in Mexico City in 1975 marked the consolidation of an international women's movement that sought to draw attention to some of the ways in which women were being discriminated against in education, employment, law, economy, and the political sphere, among others–and how national and international development activities were perpetuating rather than removing this discrimination. Among other outcomes this movement led to a key international treaty: the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW).

In the early 1990s, the emphasis shifted from a focus on women in development (WID) to gender and development (GAD). The WID (or Women in Development) approach calls for greater attention to women in development policy and practice, and emphasizes the need to integrate them into the development process. In contrast, the GAD (or Gender and Development) approach focuses on the socially constructed basis of differences between men and women and emphasizes the need to challenge existing gender roles and relations. One reason for the shift was that dealing only with women often ended up marginalizing them in special projects rather than changing the mainstream of socio-economic and political planning to address their capacities and human rights. By contrast, focusing on how development impacts both women and men, given their different roles and responsibilities, helps to identify and address the power dynamics and stereotypes that result in discrimination against either sex.

Against this brief background, some of the terms in general usage are:

- **Gender Analysis:** The process of gender analysis encompasses a set of qualitative and quantitative social science methodologies used to identify the specific gender differences present in a given society. For example, it may involve a review of data, policies, procedures, plans, budgets, and/or activities, to identify obstacles to opportunities and resources that face either sex. If the findings of gender analysis reveal discrimination against women (or men), specific programs can be designed to address that discrimination, e.g. to increase access to credit or decrease female unemployment. Often the goal of a gender analysis is women's empowerment, discussed below.

- **Women's Empowerment:** Women's empowerment encompasses strengthened capacity of women to equally access resources, opportunities and rights – political, civil, economic, social, and cultural. The term "women's empowerment" has been included because much of the gender analysis that is done reveals a backlog of discrimination again women that must be addressed. However, it is important to avoid the tendency to automatically include "women's projects" or "women's components" in development interventions. Programs must respond in two ways: a) ensure that women and men benefit equally, and b) target resources where necessary to enable one or the other to catch up.

- **Gender Equality:** This term refers to equal access by women and men to opportunities, resources, benefits and rights and responsibilities in all spheres - economic, social, cultural, civil, and political. This is the outcome of projects that have ensured that both women and men benefit equally.

- **Gender Equity:** In order to achieve equality, groups that have been previously disadvantaged may require more investment than those that have had greater access to resources. For example, if men have traditionally enjoyed more access to credit than women, a development project would target women for special and additional access to credit.

- **Gender Integration**: The process of gender integration requires incorporating the data generated through the gender analysis process to support program design, planning, implementation, monitoring, and evaluation of impacts. It contributes to strengthening the project's life cycle by taking into account the structure of relations between men and women and their relationship to inequality. As a result, it becomes an important factor in managing for sustainable program impact.

- **Gender Mainstreaming**: Gender mainstreaming, particularly defined by the United Nations Economic and Social[1] committee as guidance for bilateral and multilateral assistance and government policies, calls for employing methods, processes and institutional structures for achieving gender equality. Gender mainstreaming goes beyond gender integration as it requires the consideration of gender as a critical element that needs to be taken into consideration in all policies, approaches and decision-making processes while, at the same time, it confronts traditional institutional arrangements in order to generate social equality and change. It is predicated on norms of justice and equality, but also on expectations that women's empowerment and gender equality will improve the lives of families and communities and nations – for more effective and sustainable social, economic and political change.

---

[1] http://www.un.org/documents/ecosoc/docs/1997/e1997-66.htm

- **Gender Sensitivity**: This term refers to the understanding that any development intervention may have different implications for women and men, and the determination to factor such differences into development programs. It should be noted that being female is not a guarantee of gender sensitivity: women and men can be equally gender blind and some men may be more gender sensitive than some women.

3.0 GENDER SITUATION ANALYSIS: BANGLADESH

3.1 THE ENABLING ENVIRONMENT FOR GENDER: POLICY, GOVERNANCE, AND CIVIL SOCIETY

At the policy and national levels, a number of positive measures codify gender equality. For example, Bangladesh's Constitution and its National Policy for the Advancement of Women (1998) stipulate equal opportunity and non-discrimination on the basis of sex. In addition, the National Parliament is currently debating a proposed quota to reserve seats for women thereby improving gender equity in decision-making. As with other countries that have instituted a women's quota for elected bodies, this decision could have far reaching effects in terms of setting a precedent for women's quotas in local decision making bodies.

In terms of national government operations, the Ministry of Women and Children Affairs (MWCA) has established a system of gender focal points who are staffed within all line ministries and their implementing departments (e.g., LGED, Department of Health, Department of Education, etc.) as per the National Action Plan on Gender. MWCA also has field offices in each district who register organizations engaged in women's development.

Some governmental and non-governmental institutions have gained valuable experience with staff gender training and programmatic gender mainstreaming experience. Notable examples include GOB's Local Government Engineering Department's efforts to use multi-disciplinary teams and fully integrate local women into water management cooperatives and the extensive staff gender training by the Bangladesh Rural Advancement Committee (BRAC).

There are a plethora of women's groups and NGOs working with women at the local and national level. Very few of the women's NGOs appear to be working on environment (e.g., improved cook stoves). However, they do provide extension services, training and support for women's entrepreneurial activities. Conversely, many of the NRM and environment related NGOs and institutions do not appear to be targeting women as clients.

Several donor agencies that have been or plan to be active have their own gender specialists (i.e., World Bank, ADB, UNDP, DFID and Netherlands). Several donors

supported the preparation process for the Poverty Reduction Strategy Paper (PRSP 1999-2004), which is the national document to be followed for development projects during the upcoming years. The interim version of the PRSP clearly states the importance of women's rights, their scope of participation in the planning process, implementation and supervision, and the need for gender equity for achieving poverty reduction.

While some sex-disaggregated statistics are available from the Bangladesh Bureau of Statistics, collection and analysis of these statistics is primarily focused on health, demographic, education and employment issues. The sex of the head of the household is recorded, but cross-tabulations and regressions with other variables have been quite limited for female-headed households.

3.2   BANGLADESH AND GENDER: SOCIAL AND ECONOMIC REALITIES

Bangladeshi women have considerable entrepreneurial experience and have proven to be reliable re-payers of micro-credit. The world-renowned Grameen Bank, with over 90% women clients, was founded in Bangladesh. Societal attitudes are changing regarding women's appropriateness for some non-traditional jobs, including those requiring mobility in rural areas (e.g., police, health, and NGO related work).

Much has been written about how the patriarchal nature of Bangladeshi society influences gender relations and limits women's social and productive roles in comparison to men. However, the degree to which legal, social, and religious issues constrain women's opportunities often varies by class, age, religion, location, and other factors. For example, women from conservative rural religious communities often have more limited mobility and economic opportunities than women from elite urban households.

With respect to poverty, women headed households make up a significant portion of Bangladeshi society.   Female-headed households include women who have been abandoned, widowed or have a husband who is temporarily away. While not all female-headed households are poor, they tend to be poorer than those headed by men (or couples) in all economic classes and are represented as a higher percentage among the poorest socioeconomic classes in Bangladesh. Estimates of the percentage of female-headed households in Bangladesh range from around 11 percent to 20-30 percent. The latter range is more consistent with other countries in the region and is likely to include *de facto* as well as *de jure* female-headed households. In 1991, the percentage of female-headed households in rural areas (11.41 percent) was somewhat higher than in urban areas (8.42 percent).

Bangladeshi women are less likely to own land and property and their access to land is often mediated by men. Islamic *sharia* inheritance laws specify that daughters receive less than sons and widows must share their husband's property with children. Besides affecting women's access to collateral for loans, women's lack of land ownership makes them ineligible for membership, services, leadership and voting rights within some organizations.

In public life, public spaces and civic decision-making, men are dominant. In part, this is due to social conventions and is compounded by restrictions on women's mobility. Social norms, family responsibilities, and men's attitudes regulate women's mobility and a lack of suitable transport further limits women. However, women do have their own spaces within homesteads and villages and they often have their own women-only groups.

In terms of educational, professional and occupational issues, middle-aged and older women tend to have less education than their male peers. Women are less likely to participate in technical training and education, including fields related to natural resource and environmental management. Government and non-governmental agencies in the sector are dominated by male professionals and do not always have family-friendly policies. Recruitment, hiring and retention practices are not tailored by sex. Few staff in technical fields have received gender training or have been exposed to participatory, client-oriented service delivery approaches. Female employees, in field and desk jobs, often face negative attitudes and harassment from male colleagues and negative field performance by a few women is often generalized to all women. This is despite the fact that, particularly for younger women, literacy and educational levels are rapidly approaching parity with their male counterparts. Increases in girls' school attendance can be attributed, at least in part, to government policies that provide rice to families who send their children to school.

In Bangladesh, like in most regions, men play a greater and more direct role than women in the exploitation of natural resources for commercial purposes such as logging, grazing, livestock raising, fishing mining and extracting various natural resources. While both women and men are involved in economic activities such as farming, women have additional responsibilities including food preparation, water and fuel wood collection, child care, and maintaining family health. Participation of women in decision making around natural resource management is low in Bangladesh while men enjoy more decision making authority.

4.0 REVIEW OF MACH, NSP, CWBMP AND CHTDF

4.1. MANAGEMENT OF AQUATIC ECOSYSTEMS THROUGH COMMUNITY HUSBANDRY (MACH)

The floodplains of Bangladesh form one of the world's most important wetlands. They are home to hundreds of species of unique plants, fish, birds and other wildlife. The wetlands provide a critical habitat for migrating birds and most importantly a source of income and nutrition for millions of people in Bangladesh. The floodplain fisheries play a vital role in cushioning rural poverty and supplying animal protein to the poor and are an integral part of the culture and lifestyle of the Bengali people. Recognizing the need for new approaches to floodplain and wetlands resources management, the Governments of Bangladesh and U.S. jointly developed the Management of Aquatic Ecosystems through Community Husbandry (MACH) project. The first phase of the MACH project (MACH I) ended October 28, 2003, after five years of implementation. In order to continue the activities of this very successful project and allow sufficient time for its achievements to become sustainable, USAID awarded Winrock a four-year continuation project, MACH II, which ended on June 30, 2007. The Government of Bangladesh used local currency to fund the Investment Support to MACH (ISM) project through June 2008, which supported physical intervention activities to support improved wetlands and aquatic resources management and increased incomes of the rural poor.

The goal of MACH was to promote ecologically sound management of floodplain resources (fisheries and other wetland products) for the sustainable supply of food to the poor of Bangladesh. MACH II continued the work of MACH I to increase productivity, improve resource management, and increase involvement of the community in managing their resources. MACH established a community based co-management of three large wetland systems covering in total about 25,000 ha of wet season wetlands (about 4,600 ha of water in the dry season). The key elements of the MACH approach were to establish community organizations and then embed within them institutions for sustainable use of wetland resources. These were formally linked with the existing local government system, and were a vehicle for making interventions to restore wetland habitats and their productivity and to improve the livelihoods of poor people dependent on these wetlands.

MACH gave special emphasis to mainstreaming gender into wetlands resource management. For example, MACH worked to ensure equitable participation and opportunities for women both with the project Resource User Groups (RUGs) and Resource Management Organizations (RMOs) as well as in project staff. The MACH project formed 250 Resource User Groups (RUGs) with representatives from 5202 families, with 1/3 of the members being women, and provided 1,325 training courses for 24,891 RUG participants. Through the groups, 14,829 loans have been made totaling about 30 million taka. There is a comparable level of representation in the Federation of Resource Users Groups (FRUG). Recently, Upazila Fisheries Committees were required to have two women representatives from the RMOs, ensuring their participation in

decision making. Under MACH, women received credit, skill development training, awareness raising sessions on socio-economic and life oriented issues, leadership training and adult literacy training.

The MACH project also formed women only Resource User Groups (RUGs). More than one third of the RUGs (over 250) are women only and offer poor women opportunities to participate and prosper through new approaches to wetlands management.

The MACH project gave special emphasis to the recruitment of female staff within the project. A female Gender Specialist reviewed project initiatives to provide guidance to MACH management in the pursuit of its gender goals and targets in line with USAID indicators.

4.2. NISHORGO SUPPORT PROGRAM (NSP)

The NSP was a comprehensive effort to improve the management of the country's Protected Areas of all kinds. Nishorgo focused on building partnerships between the Forest Department and key local and national stakeholders to assist in conservation efforts.

The primary objective of Nishorgo Program was to conserve biodiversity within the protected areas of Bangladesh. The detailed objectives were as follows:
- A marked slowing of biodiversity loss in targeted Protected Areas;
- Active and formalized participation of local communities depending on forest resources;
- An increase in the number of Protected Area sites and the capacity to receive visitors;
- Formalization of a Protected Area management system; and
- Strengthening of local economy and betterment of living standard of local stakeholders.

Under the NSP, women's participation is mandated and supported in several ways. For example, women's participation is mandated by quota in Co-management Committees. Their participation is also targeted in Forest User Groups (FUGs) and enterprise development. In addition to targeting women for participation in income generation activities, women were also actively supported to patrol forest resources and participate in other conservation activities. Women's gatherings, where women FUG members took an oath to protect the forest, were organized to strengthen women's participation in patrolling forest resources.

Under NSP, activities strove to be gender sensitive and include women in project activities. For example, women were given priority for participating in field and exposure visits. Training programs also strove to be gender responsive by providing easy access to training venues. From FUG TOTs, girls who showed particular aptitude for community interaction were supported to give additional training to FUGs and reaching out to women in the community. A rights based paradigm was used under NSP that

fostered awareness of the poor and underrepresented groups. To this end, a Rights Reference Manual was developed and used.

4.3. COASTAL WETLAND AND BIODIVERSITY MANAGEMENT PROJECT (CWBMP)

The past, present, and future of Bangladesh, and its people's livelihoods, are intimately connected to its relationship with water and wetlands. A majority of Bangladesh's 130 million people are critically dependent on the country's wetland systems as vital natural resources to sustain them, primarily through agriculture and fishing. While serving as the central pillar of Bangladesh's resource base and thus providing an essential support for its goal of achieving sustainable human development, the country's wetland ecosystems also offer critical habitats for globally significant biological diversity. The main objective of the CWBMP is to ensure the conservation and sustainable use of globally significant wetland biodiversity through management as Ecologically Critical Areas (ECAs).

Interestingly a study of one of the CWBMP sites, *Hakaluki Haor,* found that overall those local people that believe they possessed management rights were more likely to indicate that they participated in wetland conservation activities. However, women remained willing to support wetland conservation activities despite the fact that they generally characterized themselves as not having the right to participate in decisions regarding the management of wetland resources. (Ahmed et al, 2008) This suggests that women's support for conservation is particularly strong; and that women, possessing the capacity to participate fully in decision-making, may be a potent force for sustainable management of ECAs under the CWBMP.

4.4. CHITTAGONG HILL TRACT DEVELOPMENT FACILITY (CHTDF) PROJECT

The Chittagong Hill Tracts (CHT) a hilly, forested area in south-eastern part of Bangladesh, constitutes 10% of the country's total land and is home to people from 11 indigenous tribes. The population of CHT is 1.3 million, 1% of the total population of Bangladesh. The people from the ethnic minority communities differ significantly from the rest of the population of Bangladesh in terms of their appearance, language, religion and social organization.

In general women from ethnic minority communities enjoy social mobility, women from some of the communities are free to choose their partners and are actively engaged in productive work along with performing their reproductive and community roles, but lack actual control over productive resources. Women in the CHT, as in other parts of Bangladesh, are primarily responsible for taking care of family and children. Ethnic minority communities living in the remote part of the hill districts do not have easy access to water and fire wood. Women must commute long distances daily to haul water and collect fire wood to meet their families' basic needs. Thus, women in the CHT are subject to a particularly heavy burden of work and drudgery.

Previously, over two decades of political unrest and instability in the region strained people's livelihoods, security, and rights. Women in particular had to bear the burden arising from this strenuous socio-political situation. There were reports of women, especially from CHT communities, experiencing various forms of physical and psychological harassment during the political turmoil.

The broad aim of the UNDP funded CHTDF is to assist GOB and the institutions and local communities of CHT pursuing socio-economic development, institutional capacity enhancement, and confidence building agenda based on the principles of self-reliance, decentralized development, and sustained peace.

For UNDP, gender mainstreaming is a process or a strategy to work toward the goal of gender equality–it is not an end in itself and that significant change cannot be achieved by adding marginal programs for women. Rather, according to the UNDP framework, what are required are changes in mainstream policies and resource allocations to reflect the interests and views of women as well as men. A mainstreaming strategy therefore emphasizes systematic attention to gender equality issues in organizational practices, policies and programs with the goal of progress toward gender equality.

CHTDF recognizes gender equity and equality as the central guiding principle in its plans, policies, and practice. CHTDF is committed to mainstreaming gender throughout its components both programmatically and organizationally. CHTDF project has five areas of intervention:

1. Build capacity and enhance the roles of CHT institutions in support of grassroots and multi-community development;
2. Regional cross community development initiative;
3. Community empowerment process for self-reliant development to support para community small projects across CHT;
4. Facilitate confidence building to resolve long-standing issues critical to development and peace in CHT; and
5. UNDP operational infrastructure and capacities to support CHT development, confidence building and donor coordination.

Gender is to be mainstreamed in all five areas. The CHTDF created a gender framework to support the institutionalization of gender mainstreaming in its program. Under this plan, a detailed plan was chalked out to sensitize staff on gender issues at all levels. Special emphasis was given to create awareness on the responsibilities of management to support in the strategic plan in gender for CHTDF.

From each CHTDF field office one Gender Focal Point was selected by the CHTDF Management, CHTDF field office teams (for their specific office) and the Gender Mainstreaming Officer. The three Gender Focal Points are in touch with each other on a regular basis. They also remain in close contact and coordinate on a regular basis with the central Gender Mainstreaming Officer. The Gender Focal Points receive extensive

capacity building training (in gender) including on the job training. They work as the main coordinating and networking point for their own districts.

The position of gender focal point is rotated amongst staff on an annual basis. This provides a means of sharing the responsibility and developing the gender expertise of all staff. Efforts are made to alternate between men and women officials and to avoid the job being consistently given to young junior women only.

5.0   GENDER ASSESSMENT OF IPAC

5.1.   GENDER PERSPECTIVE

IPAC project documents acknowledge gender as a relevant cross cutting issue. Women and men have different gender based knowledge of, access to, and control over natural resources, and different opportunities to participate in decisions regarding natural resource use. Understanding women's and men's relationship to natural resources therefore plays an important role in developing solutions that are more effective, equitable and efficient in advancing the sustainable use of natural resources. A gendered approach to natural resources management, therefore, takes the activities of both men and women into account incorporating them into all phases of project planning, implementation, management and monitoring and evaluation. Ignoring gender distorts the full understanding of human impact on the environment.

Through the MACH and NSP projects, USAID has tried to ensure that women are not only present in activities but are empowered to participate meaningfully. The IPAC Co-management Council and Committee structures guarantee women's participation in PA management.   The achievements made so far can be further strengthened and consolidated under the IPAC project by ensuring that women are not only represented but empowered to actively and meaningfully participate.

5.2.   SUMMARY OF FINDINGS

The findings of the gender assessment can be presented in terms of analysis relating to policy/management, capacity building and project implementation, as well as monitoring and evaluation. Field visits to project areas and interaction with different communities indicate there is strong support for the IPAC project at the local level. Community participation in IPAC activities is growing; however, the level of awareness and participation is relatively low among women and the poor.

Policy

The project management team has been committed to gender equality both in terms of organizational policy and programming principles since the inception of the project. IPAC has worked with the Government of Bangladesh to include gender concerns in government policies and practices. This has resulted in initiatives such as a Government Order to ensure the poor's participation in the Peoples' Forum, a platform for poor resource users. Quotas for women also ensure the participation of women in various decision-making platforms. The project has also helped to prepare a policy on social forestry where both men and women are included in benefit sharing.

IPAC has also worked to bring attention to gender among its own staff. For example, the project held and orientation to gender issues for its staff in December 2008. Similarly,

IPAC convened a joint session with UNDP to share experiences on gender integration in March 2009. To maintain the momentum of these efforts and to further institutionalize gender awareness within IPAC, clear, operational gender guidelines and a gender policy is needed. In addition to gender guidelines, clear guidelines on the involvement of youth may help provide a solid future constituency for conservation.

Another area the project could address to ensure gender is sufficiently considered is to adopt a gender balanced human resources policy. The IPAC team lacks a minimum critical mass of professional women at the center as well as women at the field organization level. IPAC has run advertisements in local newspapers to encourage recruitment of female staff at the center and in cluster offices; however, most cluster and site level coordinators, facilitators and field organizers are men. This is an important consideration particularly when considering that women staff at the field level may be better positioned to elicit local women's participation in the IPAC project.

Capacity Building

Training and institutional capacity development efforts by the project have tried to promote both technical and social expertise. Technical skills such as natural forest management, forest regeneration, eco tourism and outdoor recreation, and community based NRM skills have been identified as part of IPAC capacity building. Similarly, for social expertise, communications skills, outreach capabilities, organizational development, program coordination, natural resource economics and business management skills, conflict resolution skills and visitor management capabilities have been identified by the project (Catterson T.M. and Alam M.K, 2009). However training efforts still lack gender balance, gender integration and mainstreaming in approach and content. Changing knowledge, attitude and practice require more sustained efforts. Gender expertise among training staff in IPAC and partners could be strengthened, particularly for alternative income generation activities and empowering women in decision making, management, and implementation and monitoring.

Men and women in the project areas may have different access to information. Work on a communications and outreach strategy has recently begun but their messages have not be honed and targeted to reach men and women specifically. Most messages are gender neutral. A communications strategy that takes into account women's reliance on protected area resources to meet basic needs may be more effective than a gender neutral one.

In terms of capacity building, IPAC arranges exposure visits in which both men and women from the community participate. Under IPAC, women have also participated in training programs held locally, nationally, and internationally. Efforts are also made to incorporate women's participation in community activities in the various components.

Community capacity building and the process of institutionalization of user's groups such as the Forest User's Group (FUG), the Federation of Users Resource Group (FRUG), co-

management organization (CMOs), People's Forum, and resource management organization (RMOs) are taking place although the participation of women and disadvantaged poor are still very low especially in decision making procedures.

Users groups (especially the RUGs) are quite organized. They follow operational procedures, organize regular meetings, and maintain group savings. Group savings are primarily used for emergency consumption purposes (i.e. meeting food, medical and other expenses) rather than for investing in income generating or productive activities.

Co-management partnerships between various stakeholders are being strengthened. Women's representation in resource management organizations is relatively high at almost 40%. However, the representation of women and the poor is relatively low in the Co-Management Council (CMC), a policy and decision making body at local level. Women's representation in CMCs formed previously is less than 10-15%, although newly formed CMCs have a somewhat higher percentage of women members. The participation of women and poor in the CMCs may be improved by making the selection criteria for membership more flexible and through measures such as the reservation of seats for women as done under the MACH project.

Project Implementation

Although technical skills at the project sites are impressive, the expertise required for effective gender mainstreaming, social mobilization, and participatory approaches to project implementation, management and monitoring among the field staff including the implementation partners could be strengthened. Criteria for field staff selection are not flexible enough to attract qualified women from local communities. This has resulted in the recruitment of mostly male field staff. The IPAC team cites obstacles to recruitment of local women. For example, the team believes that women do not apply due to security concerns, or that they are restricted from participation in IPAC activities because of conservative families (especially in the Muslim community), or they do not meet the eligibility criteria.

Viable site specific economic activities have been identified to a large extent. Still there is room for improvement by making them more responsive to community demand and making it more market led. Under IPAC, women have been involved in training on trade and value chain activities. Although building training and market linkages through a value chain approach are important, this will take time to materialize through extended markets. The poor and women, who may be risk averse, may not be able to invest the time it takes to reap the rewards of this training.

Community participation in Alternative Income Generation (AIG) activities and conservation efforts are encouraging, still the participation of women and disadvantaged groups in project activities is weak for the following reasons: AIG activities are not very responsive to the community's real demand (i.e. AIG activities tend to be project guided), there are few choices for alternative livelihood opportunities, and social mobilization skills among field facilitators and organizers may be strengthened. For example, a

women's weaving group in Rangamati expressed concern that there is too little demand for their products in the local market to generate sufficient income. This comment came from the leader of the weaving group. They feel raising livestock would be a more immediate, reliable source of income. This illustrates the potential for a more demand responsive approach that would incorporate women's feedback and concerns into IPAC project activities.

The financial support provided for AIG activities to groups are often not adequate in creating substantial gains in income. This opinion was expressed by all women in the Conservation Petrol Group (CPG) in Sreemongol (this group is regarded as one of the most effective CPG groups under the project). They are a highly motivated group of women and have effectively carried out conservation protection activities at the cost of their own security, yet they do not receive any portion of the revenue generated from fines imposed on illegal fellers of timber and other forest products. Such practices may dampen their spirit and may become detrimental to the sustainability of conservation efforts in the project.

By contrast, most users groups, especially the RUGs are better organized and have their own financial resources from group savings and various grants and endowment funds created during MACH. However, such funds have been primarily used for consumption purposes rather than productive purposes (i.e. alternative income generation activities). Sustainability of the projects depends very much on how the resources are utilized and managed. Users groups need to be built around economic effectiveness and sustainability.

Monitoring and Evaluation

The monitoring and evaluation system used by IPAC consists of 22 Performance Monitoring Plan (PMP) indicators, the first 12 indicators are used in all USAID projects and the remaining are project specific indicators. Most of the current indicators are not gender disaggregated, although some data is collected for men and women separately. Similarly, there are no indicators to measure the impact on children and poor who depend heavily on forest and aquatic resources. Currently, a framework for the monitoring and evaluation of bio-physical indicators is being prepared. By contrast, socio-economic indicators have not yet been implemented. Although a monitoring and evaluation format pertaining to gender under the project has been developed, it has yet to be finalized and implemented.

The coordinator of the Performance Monitoring Plan and Applied Research (PMPAR) team will shortly depart from the IPAC project, leaving his position vacant. Although the M&E staff does have sufficient capacity in most areas of monitoring and evaluation, PMPAR associates have very little understanding of gender based participatory monitoring and evaluation processes. Gender training for M&E staff would strengthen gender sensitive project performance and evaluation. IPAC M&E, if in-depth and targeted to poorer communities who depend heavily on forest and aquatic resources within the project areas, will be more cost effective than broadly covering those

communities who either do not depend or depend very little on protected area natural resources.

6.0 RECOMMENDATIONS FOR GENDER ACTION PLAN

The following Gender Action Plan (GAP) is recommended based on discussions with IPAC stakeholders including government departments, field visits to project sites and interaction with the beneficiary community. A summary of the GAP is contained in Table 1.

Table 1: Gender Action Plan

	Activity	Primary responsibility	Effort
Short-term (< 2 months)	Relax criteria for recruitment of female field staff	HO	Low
	Change criteria for participation in CMCs and RMOs to increase women's participation	HO	Low
	Create gender focal points at cluster level (proposed to be rotated among existing staff)	Clusters	Low
Medium-term (<6 months)	Hire gender and social development specialist	HO	Medium
	Carry out gender capacity needs assessment of staff	HO and Clusters	Medium
	Reevaluate AIG activities to respond to demand from women and the poor	Clusters	Medium
	Leadership training for female CMOs and other female members of decision-making bodies	Clusters	High
	Review and implement gender sensitive monitoring and evaluation procedures	HO	Medium
	Review communications and outreach strategy for gender sensitivity	HO	Low

6.1. GENDER POLICY/STRATEGY

The following presents recommended gender strategy guidelines for IPAC to consider for incorporation into project operations and activities:

Greater gender balance in IPAC project staffing, particularly at the cluster (field) level.

Staff selection criteria could be made more flexible to encourage more participation from qualified women. At the field level, flexibility in recruitment policies such as substituting social mobilization skills for educational qualifications would encourage more women to apply for field level positions from local communities. This would ease security as well as cultural conservatism concerns (prevailing among certain communities) against women's participation in PA co-management. Additionally, it is anticipated that more women as part of the field staff would lead to increased participation of local women in IPAC activities. Selection criteria for IPAC partners should also emphasize gender balance in staffing at the local level.

Greater representation of women in community groups.

The criteria for CMCs and RMOs could be made flexible to encourage greater women's representation from civic society, youth groups, and community forums. At the same time, government departments could be encouraged to promote women's representation (at district and Upazilla levels) in CMOs. This could also be followed up by leadership training and capacity building specifically for women CMO members, so as to foster meaningful participation.

Increased capacity for social development and gender expertise.
IPAC staffing at the center could be strengthened with the inclusion of a **S**ocial Development and Gender Specialist (SDGS) to augment its sector specific and technical expertise.

Gender focal points at the cluster level would assist cluster staff in developing gender skills (through gender training) and integrating gender issues in sector specific activities. These focal points would be responsible for developing the capacity of all staff to integrate gender into their own activities. The position of a gender focal point may be rotated among staff. This approach may be more sustainable than appointing just one person as a gender specialist at the central level and expecting him/her to undertake all responsibilities of gender mainstreaming at the field level. This recommendation builds on lessons learned under the CHTDF project.

6.2. CAPACITY BUILDING AND TRAINING

An assessment of the capacity development needs of IPAC staff could help fill gaps in expertise related to gender and social development goals. A gender and social development specialist, housed at the head office would conduct a needs assessment for the national level IPAC staff. Similarly, Gender Focal Points, given guidance from the head office, would carry out a needs assessment for field offices. Based on the results of this needs assessment, the SDGS would design staff gender training modules based on the needs assessment findings. Gender training could be either general and/or sector specific pertaining to forestry, bio-diversity and aquatic resource management. The SDGS, in partnership with a local NGO (competent in training in gender mainstreaming), would implement training programs for IPAC staff, GOB, and NGO partners.

Additional social mobilization efforts to reach women, disadvantaged and poorer sections of communities who depend heavily on PA resources may be emphasized through the following interventions. Proper targeting of the most vulnerable beneficiaries would include a gender sensitive communications and outreach strategy, as well as AIG activities that respond to women's needs and priorities. A policy of reserving seats for women in CMCs and supporting them through capacity building programs would strengthen their participation in decision making.

6.3.   MONITORING AND EVALUATION

Gender Sensitive Smart Indicators (GSMART) for project monitoring and evaluation should be introduced. Gender-sensitive monitoring and evaluation reveals the extent to which a project has addressed the different needs of men and women, and has made an impact on their lives and overall social and economic well-being. It also improves project performance during implementation and allows for midterm corrections. Orientation/training on GSMART M&E should be provided to IPAC staff and partners. In addition, monitoring and evaluation that includes beneficiary involvement may help participation of local communities. Guidelines for GSMART M&E are as follows:

- Review and revise on-going projects as necessary, in light of the gender strategy and checklists provided.
- Involve women and men participants (beneficiaries) in project monitoring and evaluation.
- Ensure that monitoring tools and processes are made gender sensitive.
- Ensure that the data management systems are gender sensitive.
- Ensure that monitoring and evaluation team members are aware of the gender concerns and at least one member in the evaluation team has an extensive background in gender mainstreaming.
- Ensure that project and program information is collected in a sex disaggregated manner so that it provides gender specific information.
- Ensure that gender sensitive indicators are selected (i.e. that indicators are relevant to measuring participation, changes and results both for women and men), for example those that collect data relevant to women's use of natural resources.
- Ensure that all projects and programs analyze direct and indirect impact on women and men.
- Ensure that evaluation teams assess the program aspirations and are dedicated.
- Allocate adequate budgets for gender initiatives (i.e. to determine the amount of resources available for incorporating gender initiatives or mainstreaming gender vis-à-vis other program areas).

ANNEX 1: REFERENCES

ADB. Gender Checklist. Asian Development Bank Publications.

Ahmed, I. et al. Wetland ownership and management in a common property resource setting: A case study of Hakaluki Haor in Bangladesh. Ecological Economics. Volume 68, Issues 1-2, 1 December 2008, Pages 429-436.

CIDA. Gender Responsive Community Development. Canadian International Development Agency.

Catterson, T.M. and Alam, M.K. Capacity Building for Promoting and ImplementingCo-Management of Protected Areas in Bangladesh.

Christopher Bijoy Sarkar. Report on Value Chain program Design and Enterprise Development Training. OASIS Transformation Ltd.

Dev Tech System, Inc. Gender Analysis and Recommendation for a Gender Plan of Action: Rural Energy Portfolio. USAID/Bangladesh, 2005.

The World Fish Center. Workshop on Lessons Learned in Wetlands and Forests Co-Management. Bangladesh and South Asia Office.

IRG. First Quarterly Report. IPAC, June-August 2008.

IRG. Second Quarterly Report. IPAC, September-November 2008.

IRG. Third Quarterly Report. IPAC, December 2008-February 2009.

IRG et. al. A Summary Report on Work Planning Session with Forest Department on Co-Management of Protected Area.

IRG et.al. Summary Report on Work Planning Session With Department of Environment on Co-Management of Protected Area.

IRG et.al. A Summary Report on Work Planning Session with DOF on Co-Management of Protected Area.

IRG, Nishorgo Support Project. USAID.

Rahman, A.S. et.al. Gender and Conservation: Strategies for Implementation of Co-Management at NSP Sites. IRG, 2005.

UNDP. Gender Mainstreaming Strategy for CHTDF Project (Final Draft).

UNDP-GEF, Coastal and Wetland Biodiversity Management at Cox's Bazar and Hakaluki (CWBMP). DoE, Ministry of Environment and Forest, GOB.

Winrock International, Investment Support to MACH Project. Ministry of Environment and Forest, GOB.

World Bank. Gender in Monitoring and Evaluation of Rural Development (Tool Kit).

ANNEX 2: TERMS OF REFERENCE FOR GENDER ASSESSMENT

IPAC Project Background:

The Integrated Protected Area Co-management (IPAC) project builds on USAID efforts to promote and institutionalize an integrated protected area (PA) co-management system for sustainable natural resources management and biodiversity conservation that results in responsible, equitable economic growth and good environmental governance. The definition and core of co-management is the full participation of local stakeholders, such as communities and government to sustainably manage natural resources. IPAC is a continuation of two ongoing USAID co-management activities: the Management of Aquatic Ecosystems through Community Husbandry (MACH) project and the Nishorgo Support Project (NSP, Co-management of Tropical Forest Resources in Bangladesh).

The IPAC Project aims to achieve scaling-up natural resource co-management at the policy and operational levels by achieving recognition, acceptance and integration of this approach by the GOB into its management tactics. IPAC will achieve its goals through three major components: (1) development of a coherent integrated protected areas co-management strategy, (2) building stakeholder and institutional capacity, and (3) site-specific implementation.

Gender considerations in the IPAC project:

Women and men have different gender-based knowledge of, access to, and control over natural resources, and different opportunities to participate in decisions regarding natural resource use and protected area conservation. In Bangladesh, like in most regions of the world, men often exert more control than women and play a more direct role in the exploitation of natural resources for commercial purposes – such as logging, fishing, mining, and extraction of high value natural resources. Women, by contrast may draw upon natural resources to meet basic needs for water and energy as well as for productive needs such as fodder. While both women and men are involved in economic activities such as farming, women have additional domestic responsibilities such as food preparation, water and fuel wood collection, child care, and maintaining family health. Participation of women in decision making is low in Bangladesh, particularly in some rural, remote areas. To date, only modest participation by women, the poor and ethnic minorities has been achieved in most pilot efforts to support the collaborative management and conservation of forest Protected Areas; somewhat greater participation by these groups has been achieved in community based collaborative management of wetlands and open water fisheries.

Understanding women's and men's relationship to natural resources conservation and improved management plays an important role in developing solutions that are more effective, equitable and efficient in advancing the sustainable use of natural resources and co-management of Protected Areas. A gendered approach, therefore, takes the activities

of both men and women into account, incorporating them into project planning in order to reap the benefits from both. The goal of such a gender approach would be to advance IPAC effectiveness and sustainability as well as gender equity.

dTS Activities
The IPAC team will look to dTS to pragmatically integrate gender considerations throughout the three IPAC components and support IPAC staff in implementing gender responsive programming on an ongoing basis. Technical support and assistance provided by dTS will be operational in nature, rather than research oriented to maximize direct impact of IPAC interventions on women and men affected by PA policies and programs.

In October 2009, a dTS team member will provide technical support to conduct a gender assessment for IPAC. The gender assessment team will review existing data on progress to date in promoting gender equity in natural resource management programs in Bangladesh, particularly under the MACH, Nishorgo, CWBMP and UNDP CHTDF projects. In addition, the team will gather information from field visits as well as meetings and interviews with IPAC partners and counterparts from civil society and government.

The gender assessment will form the basis for the design of a gender action plan for the IPAC program. The action plan, developed in close collaboration with the IPAC Project Director, COP, DCOP, Governance Specialist, Communications and Outreach Specialist and others, will identify tangible activities that contribute to dual goals of gender equity and IPAC effectiveness. The activities shall be designed to fill gaps in promoting gender and equity considerations under IPAC, including aspects related to policy and legislative framework, institutional and governance considerations, capacity building and training programs, technical approaches for field level implementation, communications and outreach, and other key areas included in the IPAC Statement of Work and annual work plans. The gender action plan will detail where initiatives proposed are to be "housed" and assign responsibility for implementation. In addition, the gender action plan will specify a timeline for tasks and activities to be undertaken as well as any targets or milestones to be achieved. This gender action plan will then be incorporated into the overall Strategic Framework and Action Plan for implementing IPAC.

To conduct the gender assessment, a field visit is proposed to enable the assessment team to carry out the follow activities. Tentative proposed dates are October 22 - 31, 2009, and estimated allocation of field work days are indicated below.

1. Analysis of Available Knowledge, Data and Experience
    - Review MACH, Nishorgo, CWBMP and CHTDF documents to understand history and identify any good practices and evident challenges
    - Review IPAC project documentation, including any available work plans, quarterly reports, and performance monitoring plans

2. Data Gathering through Consultations and Interviews

- Interviews with available staff from MACH, Nishorgo, CWBMP and CHTDF projects
- Meet with IPAC staff, GoB and NGO partners to integrate their insights, particularly at the field level, into the gender action plan
- Meet with IPAC beneficiaries to understand concerns and interests in promoting gender equity under the project.
- Visit the UNDP Chittagong Hills Tract Facility project to gain an understanding of how this project is integrating gender and how to incorporate best practices into the IPAC project.

3. Integration of Gender into the Program
- Review options for addressing gender under the IPAC project and identify several strategic activities based on criteria of feasibility, effectiveness, and sustainability.
- With guidance from the COP and other IPAC staff, detail the prioritized activities, a timeline for tasks to be undertaken, how IPAC staff may take ownership of and move these activities forward, and any milestones or targets to be achieved.
- Develop monitoring and evaluation (M&E) indicators for gender to add to the existing M&E systems

4. Gender Integration Training and Dissemination of Findings
- Develop a presentation of the proposed gender plan, incorporate project feedback and develop PowerPoint presentation
- Make presentations to project staff, partners and USAID

5. Reporting
- Present the draft gender action plan to key IPAC staff and partners for comments and feedback; and incorporate feedback.
- Finalize the gender action plan.

6. Deliverables:

dTS deliverables will include:

- PowerPoint presentation of gender action plan
- Gender action plan draft report
- Gender action plan final report in digital format
- Copies of any digital pictures taken during the assignment

Total level of effort (LOE) for the assessment in Bangladesh is estimated as follows:

TASKS	LOE	LOCATION
ANALYSIS OF AVAILABLE KNOWLEDGE, DATA, AND EXPERIENCE	5 days	HO
DATA GATHERING THROUGH CONSULTATIONS AND INTERVIEWS		
Visit to IPAC HQ for consultation with IPAC staff, and Dhaka based NGO partners and beneficiaries, and others	1 day	Dhaka
Field visits to IPAC and CHTF project sites to meet with implementing partners and beneficiaries	3 day	Field
GENDER INTEGRATION		
Review options for integrating gender and develop detailed timeline and targets with inputs from IPAC staff	1 day	Dhaka
Develop M&E indicators	1 day	Dhaka
GENDER INTEGRATION TRAINING		
Develop and deliver presentation of draft gender action plan	1 day	Dhaka
REPORTING		
Finalize gender action plan integrating IPAC staff comments	10 days	HO
Total LOE Estimate	22 days	

Total Level of Effort (LOE) for the assessment is estimated at 22 days.

ANNEX 3: PEOPLE AND GROUPS CONTACTED

NAME	POSITION/TITLE
1. Mr. Robert Winterbottom	Chief of Party, IPAC/Dhaka
2. Dr. Ram A. Sharma	Protected Area Management Specialist/DCOP, IPAC/Dhaka
3. Mr. Utpal Dutta	Local Gov. & Capability Building, IPAC/Dhaka
4. Mr. Md. Makhulkur Rahman	Director, Admin.and Finance, IPAC/Dhaka
5. Mr. Nasim Aziz	Performance Monitoring and Applied Research Specialist, IPAC/Dhaka
6. Mr. Kazi M.A.Hashem	Institutional Capacity Building Specialist, IPAC/Dhaka
7. Ms. Nadira Khanam	Communications and Outreach Specialist, IPAC/Dhaka
8. Ms. Sumaiya Feroze	Comm. & Soc. Sc. Research Associate, IPAC/Dhaka
9. Ms. Nahid Ferdaus	Com. & Outreach Associate, IPAC/Dhaka
10.Mr. Zahid Ahmed	Graphics and Communication Support, IPAC/Dhaka
11.Dr. Gulam Mustafa	Advisor/PMPT, IPAC/Dhaka
12.Mr. MD Ehmaul Hanan	Lawyer, BELA (IPAC Partner, Law and Trg.)/Dhaka
13.Mr. Rakesh Chakravorty	Director/Operations, Asiatic (IPAC Partner,Marketing Communications Limited)/Dhaka
14.Mr. Tapan Kumar Paul	Asst. Director/Trg., DoF/Dhaka
15.Mr. Ishtiak Uddin Ahmad	Conservator of Forests, DF and Project Director, Nishorgo Support Project/Dhaka
16.Mr. Mohammad Amirul Islam	Site Coordinator, Sreemongol Cluster, IPAC
17.Ms. Shaila Sultana	Communication Outreach & Governance Facilitator, Sreemongol Cluster/IPAC
18.Mr. ABM Shahidul Haque	Enterprise Support Facilitator, Sreemonogol Cluster/IPAC
19.Mr. Manzurul Haque	Site facilitator, Sreemongol Cluster/IPAC

20.Mr. S.M.Abdhullah Al-Mamun	Site facilitator, Sreemongol Cluster/IPAC
21.Ms.Archana Paul	Service Provision Coordinator, Sreemongol Cluster/IPAC
22.Mr. Tapash Karan Roy	PMAR Associate/IPAC
23.Mr. A.K.M.Shamsuddin	Consultant, LPR/IPAC
24.Mr. Jana Lal Chakma	Chief Executive, CIPD (IPAC Partner, CHT Cluster/Rangamati)
25.Mr. Pulak Chakma	Enterprise Support Facilitator, CHT Cluster/Rangamati, CIPD/IPAC
26.Mr. Nikhilesh Chakma	Site Coordinator, CHT Cluster, Rangamati, CIPD/IPAC
27.Mr. Tuku Moni Chakma	Site Facilitator, CHT Cluster, Rangamati, CIPD/IPAC
28.Mr. Subinoy Khisa	Site Facilitator, CHT Cluster, Rangamati, CIPD/IPAC
29.Ms. Tuku Talukdar	Gender Consultant, UNDP/CHT Program
30. Ms. Jhuma Dewan	Gender Cluster Leader, UNDP/CHT Program
31. Mrs. Afrin Aktar	Program Coordinator (Gender Focal Point), DoE
31.Mr. Toi Aung Marma	Traditional Headman, CMC Member, Koptai CMC
32. Women Weaving Group	Village Conservation Forum, Kaptai
32. Men Nursery Group	Village Conservation Forum, Kaptai
33. Women Group	Jethuwa RMO, FRUG
34. Men Group	Jethuwa RMO, FRUG
35. Women Group	Dolubari Tripura FUG
36. Women Group	Dolubari Tripura Youth Club
37. Women Culture Group	Dolubari Tripura Culture Group
38. Mrs. Rezia Begam	President, CPG
39. Mrs. Renu begam	President, FUG
40. Mrs. Begam Bibi	Vice President, CPG

ANNEX 4: GENDER ANALYTICAL FRAMEWORK

The framework is useful in data gathering tool that charts and organizes information and can be adapted in many situations. It is used to develop a description and analysis of gender relations in a given community. It has three main components - The activity Profile: identifies all relevant productive, reproductive work (and community work) and addresses the question *who does what?*- The access and control profile: identifies and lists the resources used to carry the work identified in the activity profile. It indicates who has access to resources and control over the resources.

The influencing factors: charts the factors that influences gender differentiations in the Profiles (Harvard Analytical Framework):

Activity Profile
Women / Girls   Men / Boys
A. Productive Activities.
B. Reproductive Activities: Water related, Fuel related, Food Preparation, Child Care, Health Related, Cleaning and repair, Market related, Other:
Access and Control Profile: Women and Men
A. Resources: Equipment, Labor, Cash, Education / training, Land, Other
B. Benefits: Outside Income, Basic needs (food, clothing, shelter etc), Education, Political Power, Prestige, Influencing factors

ANNEX 5: TOR FOR GENDER FOCAL POINTS

At each IPAC cluster, one staff (facilitator or the field organizer) will work as the gender focal point (GFP). They will be responsible to coordinate, monitor and realize strategic plans in gender for IPAC project at the cluster level under the guidance and supervision of the SDGS. GFP will remain in close contact and coordinate on a regular basis with the SDGS for successful implementation of the gender strategy and monitor progress at the field level. The GFPs will be in touch with each other on a regular basis to discuss and update on their respective work areas.

Selection

From each IPAC cluster one GFP (mix of men and women) will be selected by SDGS. The GFP will be rotated amongst staff on an annual basis. This will provide a means of sharing the responsibility and developing the gender expertise of all staff. Efforts will be made to alternate between men and women officials and to avoid the job being consistently given to young junior women only.

Responsibility

Overall, the GFPs and SDGS will work actively with partner institutions (government and non-government) in promoting gender equality throughout the program in all the clusters.   The GFPs will be mainly responsible for: i). Regular supervision and coordination of gender mainstreaming work, ii). Networking with IPAC partners i.e. CMOs/RMOs, FRUGs, women's organizations and groups on gender mainstreaming works, iii). Update Gender Content in IPAC web page, iv). Assist in carrying out needs assessment for capacity development at various levels, v). Assist in capacity development training modules, vi). Assist in monitoring project progress in terms of gender mainstreaming, and vii). Update SDGS of the developments /progress related to gender mainstreaming work in their respective clusters regularly.

ANNEX 6: CHECKLIST FOR MAINSTREAMING GENDER IN VARIOUS STAGES OF PROJECT CYCLE

The following checklists are suggested to ensure fulfillment of gender equality goals
.

1. Checklist for Project Identification/Formulation

- Have gender issues relevant to each project components including gender impact and anticipated outcomes, been systematically identified, and updated as appropriate?
- How far is the project informed of the gender dimensions of the development problem(s) to be solved?
- How have individuals, community based organizations, and women's NGOs (preferably with knowledge and experience of gender mainstreaming) participated in project identification, formulation and appraisal?
- Have women in the communities been consulted equally with men during the formulation process, especially female beneficiaries?
- Does the project have clearly defined indicators to measure advancement of women?
-Does the project proposal reflect this?
- Has all background information been disaggregated by age, sex, and ethnic origin?
- Have relevant gender issues been raised at project appraisal meetings, ensuring discussion of the impact of the project on gender equality?

2. Checklist for Project Implementation

- Do all staff members have joint and shared understanding of 'basic gender concepts, gender concerns and gender mainstreaming objective of IPAC project. Will gender orientation / sensitization workshop among all staff members of IPAC ensure that?
- Are all the stakeholders such as the GO and NGO partners, staff, leaders in the community, are aware of the IPAC gender mainstreaming objectives?
- Do IPAC partners have a clearly defined gender policy / commitment towards gender mainstreaming? Do their staffing pattern ensure a gender balance? Do they ensure that female leadership is promoted? Do the female staff in the partner organizations think their concerns / voices are considered by management (at least the field level concerns are meet)?
- Is the project providing back stopping support (capacity building support) to partner institutions to help them understand the gender concerns and are they working towards realization of the gender mainstreaming objective of IPAC project? - Has gender balance orientation/workshop/ training been ensured?
- How far has gender balance among participants in all project meetings been attained?
- Is the project giving priority to the female-headed organizations to be the partners? Do the project has flexible selection criteria to foster partnership with female headed NGOs
- Does the Project Appraisal team have women representation to select / appraise the projects?

- Do women members think their voice is heard in the selection / appraisal process?
- Do the staff, especially CFs and FOs raise relevant gender issues in project monitoring meetings?
- Do project Progress reports / Monitoring reports reflect gender issues, and are all information disaggregated by sex?
- Do project staffs include gender knowledge and experience as requirements for implementation of different component activities?
- Is the Gender Analysis Matrix being used at the field level to ensure monitoring changes in gender relations at the community level?
- Do final project reports systematically identify gender gaps and gender-related project successes?
- Does staff monitor project disbursements to ensure that inputs are used in such a way as to ensure equality of outcome for both women and men among project beneficiaries?

3. Special Events (workshops, press conferences, launchings, reporting etc)

- Have gender equality priorities been reflected in the selection of topics and agendas for special events?
- Are there consistent mechanisms in place to ensure that women and men participate equally in special events as speakers, chairpersons, decision-makers etc. and are equally consulted during preparations and follow-up?
- Are all participants made aware of the gender dimensions of the special event, through background documentation, presentations, agenda-setting and through the discussions at the meeting?
- Is the press informed of the gender dimensions of project work?

4. Selection Criteria for Partners

The selection criteria for the partner NGOs should incorporate the following additional criteria:
- Does the NGO have active commitment towards promoting /mainstreaming gender into their work, practice and policy?
- Are we giving priority to select partner organizations / NGOs run and managed by women?
- Does the NGO have a clearly defined policy to actively recruit and retain female staff, promote female leadership in the organization and commitment to staff development?
- Does the partner organization / NGO have a gender policy / HR policy (with provision specifically looking into the aspects of female staff needs in order to carry out their responsibilities properly).
- Are the senior management/staff members responsible for making decision committed to mainstreaming gender in the organizational plan, policy and practice?

ANNEX 7: CHECKLIST TO ENSURE PROJECT EVALUATIONS ARE CARRIED THROUGH GENDER LENS

An effective gender-sensitive monitoring and evaluation requires following key activities to be undertaken at different points of the project cycle:

Identification and Preparation: Ensure that the benchmark survey or baseline study are gender-sensitive, undertake an initial gender study or analysis to identify the potential negative impacts of project intervention on women as well as men, identify gender-related goals and priorities based on available information and consultation with stake-holders, conduct a gender-sensitive social assessment to broadly cover social, cultural and economic aspects, if possible assess the institutional capacity for integrating gender into development activities.

Design and Appraisal: Ensure gender is integrated into goals and objectives and set clear targets, plan for developing capacity to address gender issues and to monitor and evaluate progress, set up a monitoring and evaluation system to adopt and "engender" the Logical Framework, gender-sensitive indicators for input, output, outcome and impact.

Implementation: Carry out capacity development exercise for integrating and monitoring and evaluating gender related issues; collect gender sensitive data based on selected indicators; monitor the progress against the targets set for the period under evaluation and feed back the results into the system to allow for midterm correction; assess progress and make correction if needed to obtain expected gender related outcomes

Implementation Completion: Assess impact of gender integration in the overall project context; assess impacts of project interventions on men and women; derive lessons that can be learnt for future operations.