Gender Policy
FRAMEWORK

For The Belize Conservation Sector

December 2020

ACKNOWLEDGEMENTS

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1 INTRODUCTION

1.1 Policy Initiative

The initiative to develop a Gender Policy specifically for the Belize Conservation Sector was spearheaded by Protected Areas Conservation Trust (PACT) with the support of GIZ. PACT's main mandate is to contribute to the sustainable management and development of Belize's natural and cultural assets for the benefit of Belizeans and the global community. It was recognized that key stakeholders, involved in implementation of PACT financed and supported projects needed to be enhanced to ensure that all projects and/or programs developed and implemented through PACT have a strong gender focus; promote gender equality and minimize negative impacts to all beneficiaries. This Gender Policy Framework is a complement to the Gender Policy. The overall aim of this framework is to advance gender mainstreaming and to apply the new conservation sector gender policy.

1.2 The Purpose of Gender Mainstreaming

Gender mainstreaming also referred to as "integrating a gender perspective/approach" is the process of assessing and integrating the implications of any planned action on women and men, as well as including specific provisions for gender equality, including in legislation, policies or programmes. It is a systematic approach for ensuring the concerns and experiences of women and men are an integral part of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic, and societal spheres, so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal of gender mainstreaming is to achieve gender equality.

Promoting gender equality is crucial to protecting important biodiversity and ecosystems and also in addressing the effects of climate change. While women's vulnerability and victimhood are almost always assumed in these contexts evidence demonstrates that women around the world have been critical in mitigating and adapting to climate change, in reducing disaster risks, and in helping communities to survive in difficult conditions[1].

The contribution of women to implementing many conservation and climate adaptation measures has been attributed to their participation and leadership at the community and political levels, and also to their local knowledge, skills and experiences regarding the environment and management of food, water, and other natural resources, which are often the result of women's responsibilities within their families.

Research shows that women play a pivotal role in natural resource management, and their increased participation leads to improvements in local natural resource governance, conservation efforts and more sustainable livelihoods[2]. For example, an examination of 61 countries has shown that a greater per capita number of women's and environmental non-governmental organizations (NGOs) correlates with decreased levels of deforestation[3]. In the same vein, women's active participation in community

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[1] Aguilar et al. 2015; Carvajal-Escobar et al. 2008; McKinney and Fulkerson 2015.
[2] FAO 2010, 2016b; Leisher et al. 2016; UNDP 2017b; World Bank 2009, 2011; WWAP/UN-Water 2015.
[3] UNDP 2011.

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institutions is associated with greater probability of forest regeneration (Agrawal et al. 2006), and more equitable sharing of benefits and improved forest sustainability[4].

All this evidence clearly points to the importance of gender equality in addressing the effects of and environmental degradation and climate change. Although women tend to be disproportionately affected in these situations due to their unequal socioeconomic status and lack of rights and resources[5] treating them merely as victims only exacerbates their vulnerability and denies their roles as vital agents in reshaping conservation and climate change policies and responding effectively to its various impacts[6].

1.3 Institutional Gender Assessment

A gap analysis was carried out as part of an institutional gender assessment with the intent to determine how to best achieve the goal of gender mainstreaming within the conservation sector made up of PACT primary stakeholders. The gap analysis analyzed the current state of affairs in relation to gender and gender mainstreaming with standards set out in PACT's Policy on Gender Equality (PGE) and other international standards. The main areas of assessment included: a) Policy, b) Programming, c) Technical Capacity, d) Monitoring and Evaluation, e) Financial Resources and f) PACT PGE Compliance.

None of the current partner organizations who participated in the institutional assessment had a written gender policy. This means that there is no clear guidance for staff within the organization to integrate gender in their activities given the absence of organizational objectives and principles as it relates to gender. While partner organizations stated that gender equity and equality goals are "usually" included in project designs, it is clear that this is not done deliberately and systematically. There is limited knowledge in regard to gender within the leadership of the organizations and this is a barrier in promoting and ensuring gender mainstreaming within the respective organizations. There is also limited training among the staff of organizations in gender mainstreaming and gender analysis. Most organizations are only "somewhat familiar" with important international conventions on gender. Only about half of organizations assessed say they do collect gender disaggregated data. When asked if the organization has established gender specific indicators to monitor and evaluate its work over 90% said that they do not. None of the 12 organizations assessed regularly include budget allocations to support gender integration work. Most organizational partners say they are complying "moderately well" with PACT's PGE while a smaller number say they are complying "very well." Overall, however, there is still room for improvement in the level of compliance in that regard.

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[4] Agarwal, 2010.
[5] Neumayer and Plümper 2007; UNDESA 2016; UNDP 2017b,
[6] Aguilar et al. 2010; Dankelman 2010; Resurrección 2013; Sweetman and Ezpeleta 2017.

2 THE GENDER POLICY FRAMEWORK

2.1 Objectives of the Framework

The objectives of this framework are as follows:

- Promote the mainstreaming of gender in planning, implementation, monitoring and knowledge management activities of protected areas management organizations, to achieve gender-responsive conservation actions and contribute to SDG #5 on gender equality.
- Ensure gender equality and women's empowerment principles inform and are fully integrated into the formulation, prioritization, and implementation of protected areas management; and
- Realize the gender equality provisions contained in international agreements to which Belize has subscribed on the environment and women's empowerment.

2.2 Components of the Framework

The framework has five (5) components. These components are all related and have direct bearing on the mainstreaming of gender within partner organizations involved in the management of the Belize National Protected Areas System (BNPAS). These components represent institutional areas where action is required to begin to mainstream gender throughout the sector. The components of the Framework are as follows:

- Component 1: Policy Adoption
- Component 2: Administrative Adoption
- Component 3: Operational Adoption
- Component 4: Method and Application
- Component 5: Management Effectiveness Tracking

The next sections explain each of the components in further detail.

3 POLICY ADOPTION

The Gender Policy for the Belize Conservation Sector, which accompanies this Framework document, must first and foremost be formally and officially adopted by the partner organization involved in the management of the BNPAS. This formal adoption signals to the stakeholders of the organization that it is purposefully taking gender considerations into account at all levels of the organization and in all its operations.

To formally adopt the Gender Policy to your organization, take into account the following considerations:

1. **Translate the policy document to your organization.** This means that it will be necessary for the organization to make modifications in order to customize the document for itself as the Gender Policy is written in a "generic" form. At this stage, your policy document should still be broad based as it is mainly a list of declarations, commitments and principles relating to gender that you will adhere to.

2. **Ensure that the scope of your new organizational policy is two-fold.** One aspect should focus on your organization itself and the other on your programme and operations.

3. **Formally adopt the policy at a meeting of your Board of Directors or your Committee of Management.** Put the adoption of your new policy on the agenda of your Board meeting and have your Board pass a resolution for its acceptance. The minutes of your Board meeting should reflect this resolution.

1. Translate the policy document to your organization.

2. Ensure that the scope of your new organizational policy is two-fold.

3. Formally adopt at a Board of Directors meeting.
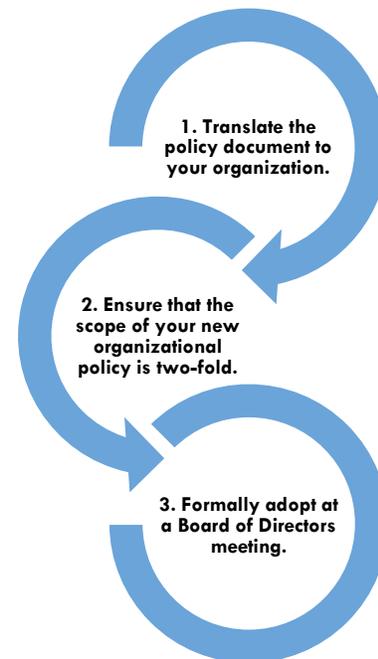
4 ADMINISTRATIVE ADOPTION

Your new organizational Gender Policy will need to be actioned by adopting the commitments into actions at the administrative level. This essentially means that specific measures must be included in your organization's policy and procedures and staff manuals. Smaller organizations may not yet have written policies and procedures, but this does not mean this step should be skipped. You can begin to prepare your organization's policies and procedures and staff manual with specific policies and procedures relating to gender. Current staff policies generally speak to several issues relating to the management of the organization's human resources including matters relating to sexual harassment. In some instances, some organizations may only need to revise their policies and procedures rather write ones. However, where there are no policies, procedures or staff regulations, new ones will need to be written and must be fully in line with your new gender policy. All new and revised policies and procedures must be communicated to all staff members and personnel.

When formally adopting the Gender Policy to your organization administratively, take into account the following considerations:

1. Include specific gender sensitive measures in your organization's policy and procedures and staff manual.
2. If your organization does not have policy and procedures or staff manual, start by writing policies and procedures for gender related matters for your staff.
3. In some instances, only a revision instead of a rewrite of policies and procedures will be necessary.
4. Your Board of Directors or Managing Committee will need to approve all new policy and procedures.
5. Communicate all new gender policies and procedures to staff and personnel and follow up to ensure that they are being adhered to.

5 OPERATIONAL ADOPTION

Gender mainstreaming is "the process of assessing the implications for women and men of any planned action including legislation, policies, programmes and projects in all areas and at all levels. It is a strategy for making the concerns and experiences of women and men an integral part of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres, so that women and men benefit equally, and inequality is not perpetuated[7]."

At this stage gender is no longer just policies and guidelines. It is something that becomes embedded across the organization's operations, programmes and projects and acted upon. Here, gender considerations are included throughout the Project or Programme Cycle in a systematic way. It is at this point where the organization makes the most contact with communities and stakeholders and gender therefore becomes extremely relevant.

5.1 The Project Cycle

The project modality of conservation actions is the most common format of engagement and action by partner organizations. Therefore, it is important for gender considerations to be a part of the entire project cycle. Mainstreaming gender requires making difficult decisions to end practices that contributes to an unequal society and not just continue along the same path simply because it is convenient. Doing this only further entrenches the status quo. For instance, it is possible that current job requirements are systematically excluding women or may be further entrenching the inequality of opportunities available to women. This is not going to change very rapidly but both the practical needs and strategic gender needs of women must be considered at all times. As an example, it is common that persons who are hired as rangers should have serve in the security services of Belize. This immediately puts women at a disadvantage as the number of women in the security services is low compared to men.

Figure 1: Project Cycle

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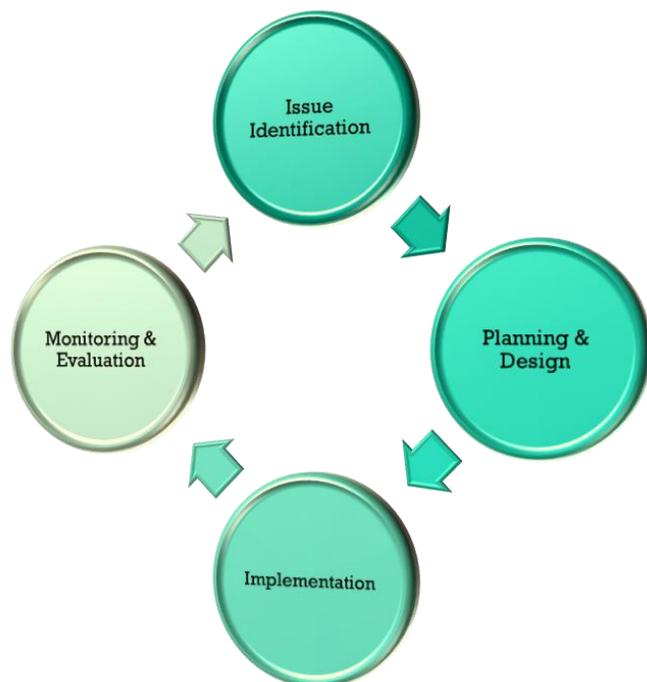
[7] UN Economic and Social Council, 1997.

Some practical steps towards integrating gender within the project cycle are as follows:

Project Cycle	Gender Issues to Address
1) Issue Identification	a) The responsibilities, activities and constraints affecting the participation of women and men in relation to the proposed project activities. b) The constraints preventing men and women from gaining access to and benefiting from the various resources needed to satisfy their needs. c) Problems and needs, differentiated by gender, of men and women within the community, including possible solutions.
1) Planning and Design	**Outcomes:** a) The project activities positively impact the productive, social reproductive and community roles of both men and women. b) Potential negative effects on women and men have been avoided or addressed. c) Opportunities to increase women's roles in the development process are identified and pursued but not to the detriment of men. d) The project activities positively affect women's access to and control of the resources and benefits relating to their livelihoods and production and in relation to men. e) The project activities positively affect women's access to and control of the resources and benefits relating to their social reproductive roles **Objectives:** a) Both men and women should participate in setting those objectives b) Project objectives should explicitly relate to and adequately reflect men and women's needs c) The present work programme is built on previous activities and on lessons learned especially relating to gender issues. **Activities:** a) The likely impact of project on the workloads of men and women. If necessary, remedial measures should be taken. b) Who has access to, and control over, community resources, including project resources and whether existing inequalities will be exacerbated.

		c) The project beneficiaries (male and female) have been fully identified.
		d) The numerous factors influencing the participation of women and men.
		e) Factors that may inhibit women´s full participation in the project and how these will be addressed.
		f) Project resources are suitable for providing services and promoting opportunities for women and men (budget, participation strategies, schedule, experts in gender issues, etc.).
		g) Methodologies to be employed ensure that women and men are comfortable and will facilitate their participation.
		h) The planned activities will empower women/females.
2)	**Implementation and Execution**	a) Project and agency personnel aware of and sympathetic towards women's and men's needs. b) The needs of both men and women being adequately considered in the delivery of activities. c) Women are used to deliver the goods or services to women beneficiaries. In the event that it is a male facilitator, are women comfortable with him? d) Personnel have the necessary skills to provide any special inputs required by women. e) Training techniques will be used to develop delivery systems are these adequate for women and men. f) There are appropriate opportunities for women and men to participate in project decision-making positions. g) There are mechanisms to ensure that the project resources or benefits are not usurped by a privileged few. h) Funding levels are adequate for proposed tasks.
3)	**Monitoring and Evaluation**	a) The effect of the project on the prevailing sexual division of labour within the community. b) How women and men have accessed the project resources and benefits, including their degree of control over them. c) How the project has affected the condition and position of women and men from the community.

	d) How the counterpart agency strengthened its capacity to carry out gender-based projects.

5.2 Gender Sensitive Monitoring & Evaluation

An important aspect of gender mainstreaming is having a gender sensitive M&E system in order to track the performance of the organization and its projects. This section addresses M&E at the organizational level.

5.2.1 Why are gender sensitive Monitoring & Evaluation (M&E) frameworks important?

Implementing a gender sensitive M&E system will help:

- ◉ Determine gendered dimensions of resource access & use
- ◉ Detail project effects on women and men
- ◉ Help strengthen accountability for implementing national, sectoral, and local commitments on gender equality
- ◉ Achieve practical benefits for women & progress toward changes in gender relations
- ◉ Lead to more effective & sustainable conservation actions

Gender sensitive indicators **+** Sex disaggregated data **=** Gender sensitive M&E

5.2.2 What is a gender sensitive indicator?

Gender-sensitive indicators (GSIs) require the production of data that is disaggregated by sex, age, ethnicity, and other socio-economic variables relevant to the project or programming context. By pointing to changes in gender relations in society over time, GSIs support gender mainstreaming in planning and implementation and, more importantly, in monitoring and evaluation of activities. They also contribute to achieving of sustaining development and eliminating poverty.

There are varying aspects which would help result in an indicator to be gender sensitive. These are:

- ◉ Data disaggregated by sex;
- ◉ Gender specific;
- ◉ Implicitly gendered; and
- ◉ Chosen separately by men & women.

Data disaggregated by sex

- ◉ Data is calculated separately for men and women
- ◉ Allows for comparisons to be made
- ◉ Reveals the differential impact and reach of an intervention on men and women
- ◉ EXAMPLE: Ratio of number of agroforestry workshop participants who are men to that of women

Gender specific

- ◉ Indicator is specifically targeted at women or men
- ◉ In practice, this type of indicator is used to measure the output or outcomes designed to increase women's empowerment
- ◉ EXAMPLE:
  - o Proportion of seats (%) in project steering committee that are reserved for women
  - o (Over the course of a certain time period) what is the proportion of senior level positions, within a certain sector, that are held by women?

Implicitly gendered

- ◉ Indicator makes no explicit reference to gender terms of women and men
- ◉ However, if it is interpreted within a broader context, it is clear that the indicator is of particular relevance to women or men
- ◉ EXAMPLE: Time savings, or time increases in collecting and carrying water, fuel, and forest products as a result of a project intervention or activity

Chosen by women

- ◉ Usually reflect differences in men's and women's preferences and priorities regarding different aspects of a sector, programme or action
- ◉ EXAMPLE: Percentage of women who say that they receive adequate information from the organization on conservation measures that affect them

How to develop an effective gender sensitive indicator?

- ◉ Identify the action and aspect to be measured
- ◉ Conduct gender analysis at the field level
- ◉ This can be used to help form the baseline data
- ◉ Develop gender-sensitive indicators that are objectively (quantitative) and subjectively (qualitatively) verifiable and that meet the following SMART criteria

- Determine whether data exists or there is a need to collect data and monitor change
- Monitor the indicator over time, and make corrections as needed.

SMART Criteria

- **Specific.** Indicators should be linked to the goal or objective. One indicator per objective is useful.
- **Measurable.** Baseline data is used to measure change. This data is disaggregated by sex, socio-economic grouping, age, and ethnicity, and reveals the situation in the project area before intervention.
- **Achievable.** Measurements (costs, etc.) and timelines (e.g., project life) are realistic. Data is realistic to obtain.
- **Reliable.** The same conclusion is yielded if the measurement is carried out: i) with different tools; ii) by different people; iii) in similar circumstances.
- **Time-bound.** Ideally, time frames should develop from the project and not be imposed.

5.2.3   Supportive Frameworks

There are supportive factors that help to ensure that an adequate gender sensitive M&E system is developed. These are:

- **Capacity building** to promote the effective collection, retrieval, and analyzation of data on gender equality indicators

- Indicators & data collection developed in a **participatory, consultative process** with key stakeholders (promotes ownership). Both women and men should be involved in the process

- Adequate **financial resources** to cover the cost of M&E implementation

- **Involve women's organizations and groups**, gender focused NGOs, etc., in monitoring activities

5.2.4   Main Types of Indicators

There are typically four types of indicators that should be developed and monitored in a gender sensitive M&E framework. These are:

- Resource Use and Knowledge Indicators: This identifies the patterns of natural resource use and knowledge of such resources by men and women.
- Participation Indicators: This identifies inclusion and involvement of both men and women in project activities.
- Benefit Sharing Indicators: This identifies how men and women benefit from the project activities.
- Decision-making and Financial Management Indicators: This identifies how men and women are involved in decision-making and in the allocation of financial resources.

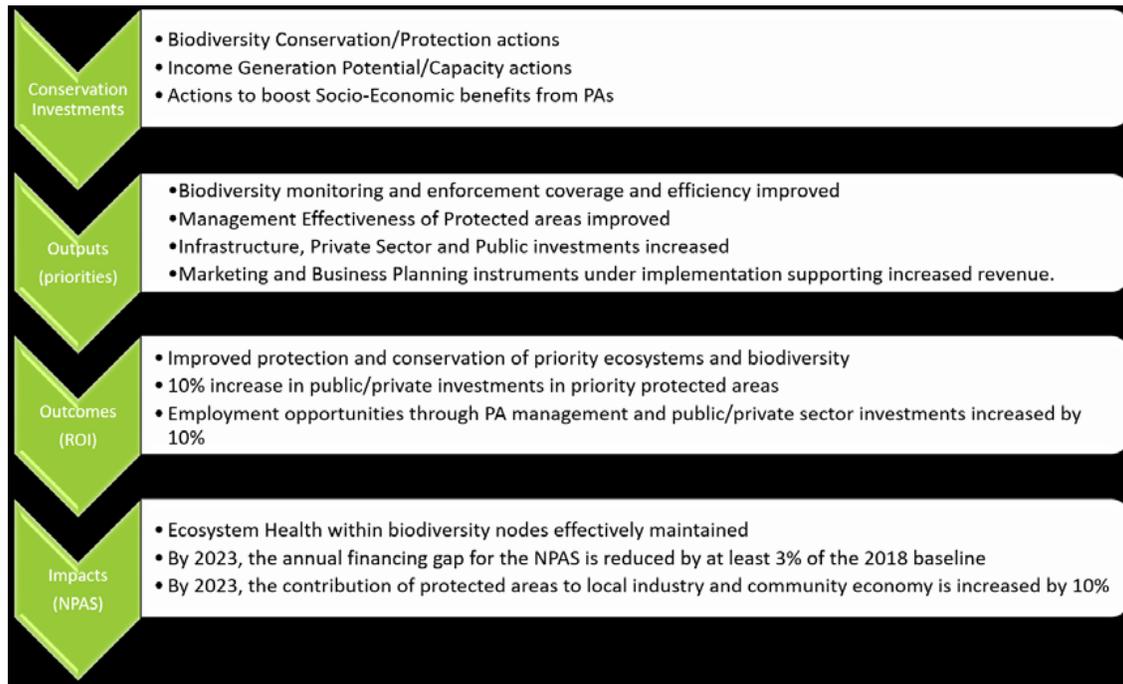# 5.3 Consider NPAS Strategic Actions.

When the organization is developing a project that is related to any of the strategic actions that have significance to gender, the organization must ensure that the appropriation gender analysis is carried out

as part of the design of that project as this has implications for the **B**NPAS. As identified in the Gender Policy to which this Framework is tied, the following table indicates those strategic actions of the BNPAS Plan which needs special attention.

5.4 PACT CIS and M&E Framework

PACT's Conservation Investments in protected areas management executed with partner organization is an important aspect that needs to be included in the gender mainstreaming process. PACT's CIS is aligned with its M&E Framework which covers key expected outcome at the system level. Partner organizations working with PACT should ensure that their gender sensitive M&E is also contributing to the achievement of these outputs, outcomes, and overall impact. To do this, gender sensitive project indicators must be aligned with PACT's M&E indicators as shown in the change model in Figure 2 below, especially at the Outcomes level.

Figure 2: PACT CIS Change Model and Performance Targets

Conservation Investments
- Biodiversity Conservation/Protection actions
- Income Generation Potential/Capacity actions
- Actions to boost Socio-Economic benefits from PAs

Outputs (priorities)
- Biodiversity monitoring and enforcement coverage and efficiency improved
- Management Effectiveness of Protected areas improved
- Infrastructure, Private Sector and Public investments increased
- Marketing and Business Planning instruments under implementation supporting increased revenue.

Outcomes (ROI)
- Improved protection and conservation of priority ecosystems and biodiversity
- 10% increase in public/private investments in priority protected areas
- Employment opportunities through PA management and public/private sector investments increased by 10%

Impacts (NPAS)
- Ecosystem Health within biodiversity nodes effectively maintained
- By 2023, the annual financing gap for the NPAS is reduced by at least 3% of the 2018 baseline
- By 2023, the contribution of protected areas to local industry and community economy is increased by 10%

6   METHOD AND APPLICATION

6.1 Gender Analysis

Gender analysis refers to the variety of methods used to understand the relationships between men and women, their access to resources, their activities, and the constraints they face relative to each other. Gender analysis provides information that recognizes that gender, and its relationship with race, ethnicity, culture, class, age, disability, and/or other status, is important in understanding the different patterns of involvement, behaviour and activities that women and men have in economic, social, and legal structures.

Gender is a factor in all social and economic relations. An analysis of gender relations provides information on the different conditions that women and men face, and the different effects that policies and programs may have on them because of their situations. Such information can inform and improve policies and programs and is essential in ensuring that the different needs of both women and men are met.

GENDER ANALYSIS SEEKS TO UNDERSTAND THE 'DIFFERING PRIORITIES, NEEDS, ACTIVITIES AND RESPONSIBILITIES OF MEN AND WOMEN, BOYS AND GIRLS AT MULTIPLE LEVELS, ACROSS DIFFERENT LIFE STAGES IN THE VARIOUS ROLES THEY PLAY.' (CARE, 2012)

At the local level, gender analysis makes visible the varied roles women, men, girls, and boys play in the family, in the community, and in economic, legal, and political structures. A gender perspective focuses on the reasons for the current division of responsibilities and benefits and their effect on the distribution of rewards and incentives. The gender-analysis process seeks to collect and interpret information concerning the different roles of women and men, while identifying their specific needs and priorities. By using gender analysis at the outset of a project or programme, you will be helping to ensure that men and women can participate equally and also derive equal benefits from your interventions. To adequately consider the potential engagement of women in activities, your analysis should begin with the following questions addressed to men and women and applicable at the household, local, and national.

- Who does what? How? Where? When? Why? (labour)
- Who uses what? How? Where? When? Why? (access)
- Who controls what? How? Where? When? Why? (power over decision-making and control)
- Who knows what? How? Where? When? Why? (power over information)
- Who benefits from what? How? Where? When? Why? (benefit sharing)

- ◉ Who is included in what? How? Where? When and Why? (participation)[8]

6.2 Key Entry Points

Key entry points are those areas of your programme where it is critical that gender considerations are addressed as they provide an impactful avenue for gender mainstreaming.

6.2.1 Participation

People have a right to participate in decisions that affect them, their families, and their communities. For instance, this is recognized in the Paris Agreement and other decisions under the UNFCCC that emphasize human rights and establish principles of participation and transparency. However, in reality, many people, particularly women and people in marginalized groups, face barriers to participation in decision making, from the household level to national policy making. This has implications for gender equity in participation and influence in the adaptation of decision-making processes. In communities and at the household level, social norms and patriarchal traditions may inhibit women's decision-making power. Within households, decisions about the allocation of resources are often taken by male heads of household, based on their priorities[9]. Women are under-represented in local governance structures, including those for land management, forestry, and fisheries[10]. Because their contributions are under-valued, they may not be viewed as stakeholder's decision making[11]. Collective action through women's groups and other community organizations is an important mechanism for increasing women's influence in decision making[12].

Ensuring gender-equitable participation and influence and promoting women's leadership at all levels will begin to redress the historical exclusion of women in decision making, in line with commitments such as CEDAW, the Beijing Declaration and Platform for Action, and the SDGs. This requires particular attention to the representation of marginalized groups, in addition to achieving gender balance, to ensure that differences among women and men are captured. Involving more diverse voices increases the likelihood that gender issues will be addressed in decision making[13].

Therefore, workshops, committees, participation structures, taskforces, consultations, decision-making, capacity building trainings etc., must equitably involve women and men as well as equitably take their perspectives into account is part of a socially inclusive policy process. Given that women constitute about half of society, institutions and processes should then be reflective of this percentage and be composed by women in similar proportions. Acknowledging, however, there are often socio-economic, social, cultural, and political barriers faced by women, explicit and deliberate action needs to be taken to ensure women, in addition to men, are equitably, actively, and meaningfully involved.

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[8] Adapted from FAO, 2009.
[9] Beuchelt & Badstue, 2013.
[10] FAO, n.d.; GGCA, 2016; Mirzabaev et al., 2019.
[11] Mbow et al., 2019.
[12] (Mbow et al., 2019; Organisation for Economic Co-operation and Development, 2014; World Bank, 2011.
[13] Dazé & Dekens, 2017; World Bank, 2011.

6.2.2   Capacity Development and Awareness Raising

This entry point is two pronged. Conservation organizations do invest heavily in training and capacity building for their target communities. However, insufficient attention is paid to whom these trainings are provide and who is benefitting. Often times, due to their gender roles, opportunities for women to participate are marginal. It is therefore import that in any training opportunity being provided that both men and women are considered as equal participants. On the other hand, gender mainstreaming relies heavily on stakeholders having a proper understanding of and knowledge on gender equality and women's empowerment concepts. Awareness raising and capacity building on gender among stakeholders is therefore crucial to help ensure gender is effectively mainstreamed. Such efforts range from including training discussions on the need for and benefits of gender-responsive processes and addressing misperceptions concerning gender issues, to building capacity on how to integrate gender considerations throughout the cycle. Capacity building of this nature can take the form of specific training on gender approaches. Through these activities, both partner organizations and communities will have a better understanding of what a gender approach is and knowledge of how to integrate gender within their projects.

6.2.3   Data Collection and Reporting

Gender-responsive reporting, monitoring and evaluation are accountability tools which help reinforce and promote the full consideration of gender in planning, implementation, monitoring and evaluation conservation actions. With less access to technologies, services and financial capital, women face additional barriers to participation in conservation actions including climate adaptation. Gender-responsive M&E processes acknowledge and identify gaps and target investments accordingly, with the aim of equitable benefits across genders and for marginalized groups. M&E is critically important to track who is benefiting from adaptation investments and how, as well as to identify where inequities in access to opportunities, financial resources and other benefits exist. Data for all indicators for all projects must always be gender sensitive and gender disaggregated.

6.3 Gender Based Budgeting

Budgets are one of the most influential tools for organizations because without funds, policies or programmes cannot be implemented. They influence the overall objectives of a project and reflect the strategic priorities of the organization. Although budgets are usually perceived as gender-neutral or a set of numbers that impartially affect women and men, closer inspection reveals that this is often not the case. The way project funds are spent has a different impact on women and girls as compared to men and boys, often to the detriment of the former.

Gender sensitive budgeting is an approach designed to mainstream the gender dimension into all stages of the budget cycle. It refers to the process of conceiving, planning, approving, executing, monitoring, analyzing, and auditing budgets in a gender-sensitive way. It involves analysis of actual expenditure on women and girls as compared to on men and boys taking into account their different needs and priorities. It helps to decide how strategies should be made, adjusted and reprioritized. It is a tool for effective policy

implementation where one can check if the allocations are in line with policy commitments and are having the desired impact.

Gender-sensitive budget analysis looks beyond the balance sheets to investigate whether men and women fare differently under existing expenditure patterns. This process does not involve creating separate budgets for women or aim solely to boost spending on women's programmes. Instead, it helps us understand how priorities may need to be adjusted and reallocate resources to live up to commitments to achieving gender equality and advancing women rights—including those stipulated in the Conservation Gender Policy, the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the Beijing Platform for Action, Goal #5 of the SDGs.

> *Gender sensitive budgeting is not about whether an equal amount is spent on women and men, but whether the spending is adequate to address women's and men's needs.*

6.3.1   Five Steps of Gender Budgeting:

There are 5 main steps to gender based budgeting. Reviewing these steps will help to ensure that budgets are gender sensitive and gender responsive. This approach also runs throughout the project cycle an ensures that resource allocation addresses the needs of both men and women in any intervention.

1	Describe the situation of women and men, girls and boys (and different sub-groups) in the sector
2	Check whether your strategy is gender-sensitive i.e. whether it addresses the situation you described
3	Check that adequate budget is allocated to implement the gender-sensitive strategy.
4	Check whether the expenditure is spent as planned
5	Examine the impact of your project i.e. whether it has addressed both men and women's needs.

6.4 Gender Analysis Tools

Gender Analysis is usually carried out using various tools that have been developed over the years by various specialists and researchers. The most common tools are listed and described below. These tools can apply as stand-alone or hybridized as needed.

1. The Harvard Analytical Framework
2. The Moser Gender Planning Framework
3. The Gender Analysis Matrix (GAM)
4. The Women's Empowerment Framework (WEP), and
5. The Social Relations Approach
6. Gender in LFA

6.4.1 The Harvard Analytical Framework

The Harvard Analytical Framework (sometimes referred to as the "Gender Roles Framework" or the "Gender Analysis Framework") was developed by researchers at the Harvard Institute of International Development (HIID) in collaboration with USAID's Office of Women in Development. It represents one of the earliest efforts to systematize attention to both women and men and their different positions in society. It is based upon the position that allocating resources to women as well as men in development efforts makes economic sense and will make development itself more efficient – a position labelled as the "efficiency approach."

Key to the Harvard Analytical Framework is adequate data collection at the individual and household level, and it adapts well to various scenarios and contexts. Data is collected on men's and women's activities which are identified as either "reproductive" or "productive" types and is then considered according to how those activities reflect access to and control over income and resources, thereby "highlighting the incentives and constraints under which men and women work in order to anticipate how projects will impact their productive and reproductive activities as well as the responsibilities of other household members." Data is collected in three components: an **activity profile**, an **access and control profile** that looks at resources and benefits, and a list of **influencing factors**. The approach helps those with little understanding of gender analysis useful ways of documenting information in the field.

Because the approach emphasizes gender-awareness and does not seek to identify the causes of gender inequalities, it "offers little guidance on how to change existing gender inequalities." There is the expectation that having good data on gender will, on its own, allow practitioners to address gender concerns in their activities; it assumes that both the problem and the solutions are technical ones. Compared to more recent and more participatory approaches, the Harvard method does not directly involve informants in describing their own views of the development problems they face.

Further details of the Harvard Analytical Framework can be found here:

https://agriprofocus.com/upload/CASCAPE_Manual_Gender_Analysis_Tools_FINAL1456840468.pdf

https://www.agrilinks.org/sites/default/files/resource/files/ING%20Info%20Sheet%20%282016_09%29%202%20Harvard%20Analytical%20Framework%20%28Ludgate%29.pdf

6.4.2   The Moser Gender Planning Framework

This framework, developed by Caroline Moser[14], links the examination of women's roles to the larger development planning process. The approach introduces the idea of women's "three roles" in **production**, **reproduction**, and **community management** (see below), and the implication that these roles have for women's participation in the development process. In making these links, both between women and the community, and between gender planning and development planning more broadly, Moser's framework encompasses both the technical and political aspects of gender integration into development.

The framework is composed of several components (or tools). In the first, the triple roles of women are identified by mapping the activities of household members (including children) over the course of twenty-four hours.

- Reproductive Roles: Childbearing and rearing, domestic tasks that guarantee the maintenance and reproduction of the current and future work force (e.g., cooking, cleaning, etc.)
- Productive Roles: Work done for remuneration, in cash or kind. (e.g., wage labor, farming, crafts, etc.)
- Community Management Roles: Work that supports collective consumption and maintenance of community resources (e.g., local government, irrigation systems management, education, etc.)

The second component identifies and assesses gender needs, distinguishing between practical needs (to address inadequate living conditions) and strategic needs (for power and control to achieve gender equality).

The third component, or tool, disaggregates information about access to and control over resources within the household by sex: who makes decisions about the use of different assets.

The fourth component identifies how women manage their various roles and seeks to clarify how planned interventions will affect each one.

Finally, the WID/GAD policy matrix evaluates how different planning approaches (welfare, equity, anti-poverty, efficiency, and empowerment) have addressed the triple roles and women's practical and strategic needs.

Further details of the Moser Gender Planning Framework can be found here:

http://ingenaes.illinois.edu/wp-content/uploads/ING-Info-Sheet-2016_09-3-Moser-Triple-Role-Framework-Ludgate.pdf

https://www.ndi.org/sites/default/files/Guide%20to%20Gender%20Analysis%20Frameworks.pdf

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[14] Moser, Caroline O.N. 1993 Gender Planning and Development: Theory, Practice, and Training. London: Routledge

6.4.3 The Gender Analysis Matrix (GAM)

The gender analysis matrix[15] was developed by A. Rani Parker as a quickly employed tool to identify how a particular development intervention will affect women and men. It uses a community-based technique to elicit and analyze gender differences and to challenge a community's assumptions about gender. Unlike some of the other tools described, this one is explicitly intended for use by the community for self-identification of problems and solutions. The principles of the Gender Analysis Matrix are:

- All requisite knowledge for gender analysis exists among the people whose lives are the subject of the analysis
- Gender analysis does not require the technical expertise of those outside the community being analyzed, except as facilitators
- Gender analysis cannot be transformative unless the analysis is done by the people being analyzed.

Each project objective is analyzed at four levels of society: women, men, household, and community by various groups of stakeholders. They carry out the analysis by discussing each project objective in terms of how it impacts on men's and women's labor practices, time, resources, and other socio-cultural factors, such as changes in social roles and status.

Further details of the Gender Analysis Matrix can be found here:

https://www.ndi.org/sites/default/files/Guide%20to%20Gender%20Analysis%20Frameworks.pdf

https://www.gdrc.org/gender/framework/matrix.html

6.4.4 The Women's Empowerment Framework (WEF)

The Women's Empowerment Framework was developed by Sara Hlupekile Longwe, a gender expert from Lusaka, Zambia. Her model is explicitly political, arguing that women's poverty is the consequence of oppression and exploitation (rather than lack of productivity), and that to reduce poverty women must be empowered. The framework suggests five progressively greater levels of equality that can be achieved (listed from highest to lowest):

- Control – equal control over in decision-making over factors of production.
- Participation – equal participation in decision-making processes related to policymaking, planning and administration.
- Conscientisation – attaining equal understanding of gender roles and a gender division of labor that is fair and agreeable.
- Access – equal access to the factors of production by removing discriminatory provisions in the laws.
- Welfare – having equal access to material welfare (food, income, medical care).

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[15] Rani. 1993 Another Point of View: A Manual on Gender Analysis Training for Grassroots Workers. New York: UNIFEM.

The framework is intended to assist planners to identify what women's equality and empowerment would mean in practice, and to determine to what extent a development intervention supports greater empowerment. The tool examines elements of a project's design or a sectoral program to determine to see if it affects the five different levels of equality either negatively, neutrally, or positively.

Further details of the Women Empowerment Framework can be found here:

http://www.bridge.ids.ac.uk/sites/bridge.ids.ac.uk/files/docs_gem/index_implementation/pf_coretext.htm#Longwe/Women%E2%80%99s%20Empowerment%20Framework

https://oxfamilibrary.openrepository.com/bitstream/handle/10546/141359/bk-gtm-8-gender-sensitive-appraisal-010194-en.pdf?sequence=8&isAllowed=y

6.4.5 The Social Relations Approach

The social relations framework was created by Naila Kabeer[16] at the Institute of Development Studies (IDS) in Sussex, UK. It draws on explicitly structural feminist roots. It is broader than earlier approaches, locating the family and household within the network of social relations connecting them to the community, market, and state. Kabeer writes that the triple roles model formulated by Moser is insufficiently attentive to "the fact that most resources can be produced in a variety of institutional locations (households, markets, states, and communities) so that the same resources may be produced through very different social relations." The Social Relations Approach shows how gender and other inequalities are created and reproduced within structural and institutional factors, and then to design policies that can enable women to work to change those factors that constrain them.

The Social Relations Approach asserts that:

- Development is a process for increasing human well-being (survival, security, and autonomy), and not just about economic growth or increased productivity.
- Social relations determine people's roles, rights, responsibilities and claims over others.
- Institutions produce and maintain social inequalities, including gender inequalities. Four key institutions are the state, the market, the community, and the family. These have rules (how things get done), resources (what is used and/or produced), people (who is in/out, who does what), activities (what is done), and power (who decides, and whose interests are served), all of which engender social relations.
- The operation of institutions reflects different gender policies. Gender policies differ according to the extent they recognize and address gender issues: gender-blind policies, gender-aware policies, gender-neutral policies, gender-specific policies, and gender-redistributive policies.
- Analysis for planning needs to examine whether immediate, underlying, and/or structural factors are responsible for the problems, and what their effects on those involved.

Further details of the Social Relations Approach can be found here:

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[16] Kabeer, Naila. 1994. Reversed Realities: Gender Hierarchies in Development Thought. London, UK: Verso.

6.4.6 Gender in the Logical Framework Approach

An important consideration in the design of projects is ensuring that gender issues are addressed at every level of the results framework. This will help to ensure that gender is integrated into the design of every project and will also ensure that gender sensitive indicators can be developed for future gender sensitive M&E. Some key questions to ask at every level are shown below.

PROJECT LOGIC	GENDER ISSUES TO ADDRESS
IMPACT	• Is gender equality one overall goal that the project aims to contribute to? • Are men and women (of different ages and socio-economic groups) going to benefit equally from this long-term change?
OUTCOME	• Does the outcome include any clear reference to men and women, and existing inequalities between them? • Does the intervention have the potential to improve women's access to productive resources, services, technologies, training, and employment opportunities?
OUTPUTS	• Do the outputs respond to the different needs and priorities of men and women, as identified by the gender analysis? • Do the outputs challenge/redress existing gender inequalities and discriminatory norms and practices?
ACTIVITIES	• Are women and men given equal opportunities to plan, participate and monitor the project's activities? • Do the planned activities consider the roles and responsibilities of women and men, in order to ensure equal opportunities for and benefits from participation?

7 MANAGEMENT EFFECTIVENESS TRACKING

One of the main tools of measuring the performance of protected areas management system-wide is through the application of the Management Effectiveness Tracking Tool (METT). This tool is often used in the evaluation of the previous management plans in preparation of new or revised management plans. It can also be applied in a collective manner across the system if the Ministry responsible for the protected areas so chooses as was done during the management gap assessment.

There is currently no specific mention of gender in the METT tool so this needs to be modified to take gender into account. Similar and related areas mentioned in the METT tool currently include community participation and indigenous communities. These can easily be expanded to cover gender issues. It is recommended that the Ministry responsible for protected areas revised the METT tool to reflect the inclusion of gender.

Including gender indicators in the METT tool will help to ensure that gender can be assessed across the system at any given time and progress can therefore be measured. The Elements and Criteria within the METT Tool where gender issues can be integrated are show in the table below.

Table 1: Relevant Sections of METT

Elements	Criteria
Management Plan	Planning/Planning process
Inputs	Staff numbers
Inputs/Process	Staff training
Inputs	Current budget
Process	Education and awareness
Process	State and commercial neighbours
Process	Indigenous peoples
Process	Local communities
Outcomes	Economic benefit
Planning/Process	Monitoring and evaluation
Outputs	Visitor facilities

8 CONCLUSION

This Framework serves both as a guide and roadmap for the mainstreaming of gender in Belize's conservation sector starting with the adoption of a gender policy by each organization. It clarifies critical areas that must be addressed in order for gender to be mainstreamed in all the conservation work that is being done across the NPAS as well as demonstrates the various methods and tools that are available. This alone however will not be sufficient as there are capacity building needs among the stakeholders who are involved in conservation and protected areas management in Belize. Training in gender and gender analysis is therefore necessary.

There also needs to be modification to the METT Tool and PACT's own M&E Framework in order to the make them more gender sensitive.

This Framework should be considered a living document and will need to be revised based on the experience of partner organizations in the implementation of both the Policy and the Framework. There is also ongoing development in international standards and approaches to gender that will need to be reflected in the Framework in order for it be relevant and timely.