



GENDER MAINSTREAMING STRATEGY OF OFSDP-II



Odisha Forestry Sector Development Project, Phase-II
Odisha Forestry Sector Development Society
Forest & Environment Department, Government of Odisha

Gender Mainstreaming Strategy of OFSDP-II

Published by

Odisha Forestry Sector Development Society
SFTRI Campus, Ghatikia
Bhubaneswar-751 029
Forest & Environment Department,
Government of Odisha

Prepared by

Project Management Unit, OFSDP-II

Printed : November 2018

© 2018 Copyright reserved with
Odisha Forestry Sector Development Society

This publication is available on the internet at
www.ofsds.in/publications

webmail@ofsdp.org
0674-2386084, 2386016

Designed & Print by

Ketaki Enterprises Pvt. Ltd.
Unit-Third Eye Communications
Bhubaneswar

Shri L. K. Tewari, IFS

Additional PCCF (Projects)-cum-Project Director
Odisha Forestry Sector Development Society



PREFACE

The objective

Dr. Meeta Biswal, IFS

Additional PCCF -cum-
Additional Project Director
Odisha Forestry Sector Development Society





1

Gender Mainstreaming *The Conceptual Background*

Gender mainstreaming is a strategic process leading towards achievement of the goal of gender equity and gender equality. The UN Economic and Social Council has defined Gender Mainstreaming as a “strategy for making women’s as well as men’s concerns and experiences as integral dimension of the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality (ECOSOC, 1997). The gender mainstreaming strategy therefore, is designed incorporating the number of gender sensitive actions including but not limited to

- gender analysis to understand the gender specific issues, needs and priorities
- generation and utilisation of gender segregated data for designing any interventions
- ensuring effective participation of men and women in planning, implementation, monitoring and evaluation
- facilitating the process of empowerment for making best use of equality of opportunities and exercising the choices for living a life with dignity and self reliance.

The core principle of gender mainstreaming relies upon ensuring that the needs and priorities

of men, women, girls and boys are taken into account in the decision making process and the intervention strategies are designed accordingly. The development programs should not only provide equality of opportunities and access to resources (facilities, services, information, fund, benefits, natural resources, entitlements etc.) to both women and men but also must ensure that both the women and men have the control over such resources, promotes both women and men participate equally in decision making and benefits are equitably distributed. Empowerment of women and men through capacity building and expanding their choices is another key area.

Therefore, gender mainstreaming is not an isolated project component or activity rather it is to be integrated across all the components of any project. The gender mainstreaming strategy for any project or program must have clearly articulated objectives with measurable outcomes, set within distinct timeframes.



2

Gender Mainstreaming

A Paradigm Shift

Gender Mainstreaming is a process that requires a paradigm shift especially of the mindsets of the policy makers and implementers in the key areas as follows:

2.1 Changing trajectories from being Gender Blind or Gender Neutral to be Gender Sensitive and Gender Transformative

Gender Mainstreaming Strategy has to start with shifting the focus from being Gender Blind to become Gender Sensitive and facilitating the process of Gender transformation wherever is needed. Gender Blindness refers to the point where a person, policy or program does not recognise the differences in the issues, needs and priorities between women and men. The gender blind approach does not assume that a policy or intervention might have differential, even if, unintended impacts on women and men.

On the other hand gender sensitivity refers to being able to acknowledge and understand the gender differences, issues and inequalities in terms of the needs and priorities of women and men and then these are incorporated in the strategies and actions. Gender transformative approach challenges and redefines the existing norms by creating new opportunities for facilitating the process of gender equity and equality.

2.2 Gender Analysis as a tool to understand the gender differences

Gender analysis is the first step to understand and identify the gender differences in terms of the activities of women and men, their access to and control over resources, status in decision making and influencing factors. It also helps in understanding the socio cultural “stereotypes” that limit women and men to fulfil their potentials by limiting their opportunities and choices that lead to

gender discrimination. Gender analysis thus helps in identifying the issues and disparities and also to find options of how these might be overcome. It will result in acquiring sex and gender segregated data to identify patterns and trends of inequalities, reviewing gender specific needs, opportunities and constraints, identifying challenges and opportunities for specific issues and solutions.

2.3 Intervention strategies to achieve gender equality and gender equity

Gender equality refers to equality of rights, responsibilities and opportunities of both men and women. It however, does not mean that women and men are same but emphasises that they are not discriminated because they are born as women or men.

On the other hand gender equity refers to equality of outcomes i.e., the benefits derived from any policy, interventions, project or program engaging women

and men must be shared fairly between them considering their needs, priorities, vulnerabilities, marginalization, social barriers etc. Gender equity therefore, leads towards achieving gender equality.

The intervention strategies are to be made to ensure equality of rights, responsibilities and opportunities to have access to and control over resources by women and men and a fair and just distribution of benefits.

2.4 Gender mainstreaming is to be made system wide

Responsibility for translating gender mainstreaming into practice is system wide and rests at the highest level. Accountability of outcomes must be monitored constantly. However, It should be made clear that gender mainstreaming is not a substitute for women specific targeted policies or programs.

2.5 Broadening women's participation in decision making

The gender mainstreaming strategy also advocates broadening women participation at all levels of decision making.

2.6 Institutionalising and making the gender mainstreamed

Gender mainstreaming should not remain as an isolated activity. Rather gender equality should be stated as the overarching goal of the organisation. It is institutionalised through concrete mechanism, steps and processes and facilitating structural and functional readjustments / realignments / changes as required and having a gender focal persons/ experts responsible to supervise overall gender mainstreaming activities.

2.7 Gender responsive budgeting or gender budgeting

Gender responsive budgeting or gender budgeting is a methodology to integrate gender perspectives into the budget. The budget can impact women and men differently. It can directly promote women's development if funds are allocated directly to programs that are meant for addressing women's economic, social or other needs. A gender responsive budget acknowledges the gender pattern in the society and allocates money to implement programs that will change these patterns towards a more gender equal society. It is one of the most important policy instrument to facilitate the change. The gender budget assesses how the activities/interventions/programs will address the different needs of women and men. It does not seek to create separate budget to address women or gender concerns but takes gender differences into account. Special allocation can though be made to kickstart the change when the gender differences and inequality is severely asymmetric in nature.

Gender perspectives are to be accounted for both women and men in preparing budget and also through monitoring the outcome of the budget. The parameters of monitoring should include how the budget has impacted the women and men of all age groups. Accordingly the gender segregated data is to be collected.



2.8 Gender impact assessments

The outcomes of gender budget and related interventions should be studied in a systematic manner with the objective to find out how these have impacted in achieving gender equity and gender equality.

Integrating Gender Indicators in the overall M&E Framework

The overall Monitoring and Evaluation Framework of the organisation should have gender indicators integrated in the system.

2.9 Gender specific safeguards

Gender specific safeguards are in place within the organisation at all levels.

3 JICA's approach to Gender and development The Conceptual Background

(Women's Integration as a strategy of Gender Mainstreaming)

JICA applies different approaches while identifying and addressing development needs of men and women in its various projects. JICA believes in mainstreaming Gender in all stages of the project-formulation-implementation-evaluation. Following this broad principle, JICA supported Forest projects in India have embraced a Gender Mainstreaming (GM) approach, on centre of which is women empowerment, in terms of leadership development and strengthening their socio-economic position in the society as well as recognising their role in relation to nature, forest and biodiversity conservations. Each thematic component (linked

with larger objective) will mainstream a gender approach and a coordination link to be established across these different components. Moreover, the project supports development of adequate institutional framework and policy framework for gender mainstreaming in Forest Department's work. Each action point should consider different needs of women and men and how the activities may impact women and men differently. Also, unintended negative impact/risks to be considered while designing Gender Action Plan (GAP) as a part of Gender Mainstreaming.

The 1988 Forest Policy of India mandated the



4 Gender considerations in the context of Joint Forest Management in Odisha

community participation in the forest management and recognized the significance of role of women in sustainable forest management. The successive JFM Resolutions of Odisha, issued in 1993, 2008 and in 2011(amended in June, 2015), too promotes the principle of gender equality and gender balance by stating that

- 1) At least 50% of the executive committee members of a Van Surakshya Samiti (VSS)/ Eco-Development Committee (EDC) shall be women.
- 2) 50% of the General Body members of a VSS / EDC are women
- 3) One of the women executive members would assume one of the key positions i.e., either the Chairperson or Vice Chairperson.
- 4) All adult villagers where a VSS/ EDC are constituted shall be the members of the General Body of the VSS/ EDC.

4.1 Lessons Learnt from OFSDP I

All the VSSs under OFSDP-I were constituted according to the prevailing JFM Resolutions and the project ensured the full representation of women in the VSS executive committees in compliance to the concerned Odisha JFM Resolution.

However, the study reports of JICA have suggested some areas for further strengthening which are as follows:

4.1.1 Opportunity for participation in VSS and assuming decision making role

Under OFSDP it was ensured that all the VSS has representation of women as per the JFM Resolutions. However, the representation of women as the Office

bearers of the VSS was not very balanced. Further, in many cases women VSS members participation in the meetings/ other activities remained passive in nature. These aspects, therefore, need proper attention not only from the point of view of women empowerment but also to ensure equity and equality in Gender Mainstreaming endeavours.

4.1.2 Capacity Development

Considering the social construct and the exposure of the women EC members there is specialised capacity building requirement for them.

4.1.3 Gender segregated database

There is ample need to capture gender segregated data at all levels to assess the condition of the

women and men as well as the impact of project interventions on them.

4.1.4 Participatory planning and reflection of the needs of the most marginalised women

Although micro plans were prepared following a participatory approach but adequate caution was not taken to ensure participation of the poorest and marginalised women of the VSS. The micro plans required to reflect gender specific needs, integrate gender budgeting and planning.

4.1.5 Livelihood promotion for economic empowerment of women

The SHGs and Livelihood activities need to target the women from the marginalised families in the VSS, promote women compatible IGAs and provide hand holding support for them.

4.1.6 Gender mainstreaming strategy at the forest department level

Both women and men department staff should get equal opportunity for training and capacity building and in all other areas and to engage more female staff at FMU level for better facilitation of women at the VSS level.

In view of the above learning, now it is suggested that

the OFSDP II should have gender mainstreaming strategy and implement Gender Action Plan to facilitate gender equality so as to promote gender specific economic and social empowerment equity through project interventions.



5 Gender Mainstreaming strategy and Gender Action Plan in the context of OFSDP II

This sub-section provides a set of guiding principles to design Gender Mainstreaming strategy and formulate a detailed Gender Action Plan (GAP). An indicative checklist and indicative action plan with broad monitoring indicators are presented below.

The main objectives of the gender mainstreaming strategy are

1. Develop a strategic plan to design and implement Gender Action Plan at all levels of the project to achieve gender equity and equality
 2. Design the intervention strategies for structural and functional changes to mainstream gender at all levels of the project
 3. Ensure gender equity in access to and control over the forest resources and provide equality of opportunities to access project benefits
 4. Promote economic and social empowerment of women through project interventions for the well-being of the forest dependent communities.
- other policies) and infrastructural regime and propose desired revision to ensure better adaptation of GM in the project. Here it is important to note Gender responsive policy is not limited to target only women as beneficiaries, rather tries to highlight the power - equation between men and women in socio-economic spheres and suggesting steps to ensure better balance in power structure
3. Suggesting a list of action points, to be considered for women empowerment and reducing gender gap (with sound understanding of different needs and priorities of men and women).
 4. Suggesting a set of indicators (to be further sharpened) for Monitoring progress and capturing achievements and challenges

The Main Objectives of GAP are

1. Analyse /understand status of women and men in project areas, map the gender gap and capture key challenges vis a vis potentialities /opportunities for gender inclusive project implementation
2. Analyse policy regime (OFD and relevant

5.1 The underlying principles for designing Gender Mainstreaming strategy and implementation of Gender Action Plan

5.1.1 Gender Mainstreaming to follow the entire Project Cycle

The Gender Mainstreaming strategy will be developed at the initial stage at the PMU level by involving the DMUs and FMUs. Following the Gender Strategy of OFSDP-II, the Gender Action Plan will be formulated and implemented at all levels. The Gender Action Plan of each VSS prepared during the Micro Planning exercise, will be implemented at the VSS/ EDC/SHGs. The micro plan is prepared for a 10 year period. The Gender Action Plan both at the PMU/DMU/FMU and the micro plan at the VSS/EDC level will be implemented by developing Annual Action Plan. The quarterly and annual reviews will be undertaken at PMU/DMU/FMU level and Annual Review and Social Audit at the VSS/EDC level, where the progress and achievements of the annual plan, of which gender responsive components will be a part.

5.1.2 Gender Mainstreaming to be made System Wide

Gender Action Plan will be implemented at all levels of PMU, DMU, FMU, VSS/EDC, SHG cross cutting all the project components.

5.1.3 Gender Mainstreaming and Capacity Development

Gender is a social construct and thus gender mainstreaming is challenged more with the socio cultural barriers than the knowledge, resources or other infrastructural issues. Hence, sensitisation is required at all levels covering both the project implementers and community members. Gender Sensitisation would be included in the regular training cycle. The training outputs will be immediately assessed at the end of each training session and the outcome shall be assessed through the indirect indicators which will be set

while the training programmes/ contents are designed. However, as for gender specific capacity development, to begin with, awareness generation and sensitisation to increase gender sensitivity will be the primary focus. It will be followed to provide skill specific trainings for the targeted groups on Gender Analysis and Gender based Planning, Gender Responsive Budgeting and Monitoring.

5.1.4 Promoting Gender Equity and Equality

The Gender Action Plan will address to the need of broadening participation of women and men in the decision making process, reducing the gaps in having access to information, funds, services, benefits, natural resources and control over them and to ensure that the benefits of and from the projects are fairly and equitably distributed targeting the most vulnerable and marginalised groups, specially the marginalised women groups.

5.1.5 Gender Budgeting

Gender budgeting is one of the most important policy instrument to address the specific needs of women and men. Gender budgeting will be promoted through micro planning at the VSS level

5.1.6 Monitoring and Evaluation of Gender Mainstreaming

As part of the Project Cycle, monitoring and evaluation will be carried out by the PMU. However, to give a focus to the gender monitoring indicators, the specific responsibility of the Gender Nodal Officer at PMU will be monitoring of the gender related indicators. The data required for gender monitoring shall be generated through the project MIS and thematic studies which are planned under the project.



5.2. Gender Perspective in Institutional Framework

5.2.1 Deployment of Nodal Officer at PMU

PMU is the apex Implementation body with overall responsibility for policy formulation, planning and execution of the project through its field level extensions at DMU and FMU levels. The Gender Mainstreaming Strategy and Gender Action Plan will primarily be prepared at the PMU level with assistance from PMC. A Main Streaming Strategy Cell will be constituted at PMU for looking after the Gender Mainstreaming component of the project. Gender action plan and budget shall be prepared by PMU based on the gender mainstreaming strategy. The State Programme Manager – Livelihood will be the Nodal Officer at the PMU and shall take the lead in the process.

5.2.2 Nodal officers at the DMU and FMU level

Assistant DMU Chiefs and Assistant FMU Chiefs are proposed to be the Nodal Officer of gender mainstreaming at DMU and FMU level respectively. The project will encourage the woman foresters to join in the position of Assistant FMU Chiefs. It is suggested that at least 30% of the Assistant FMU Chief shall be women forester wherever possible.

5.2.3 Partner NGOs and Specialised Agencies

The Partner NGOs engaged / to be engaged for facilitation in implementation of OFSDP-II should engage at least one women member in each three member team at PMU level. Similarly for the specialised agency, who will be engaged for implementation of Bio-diversity Management Component, shall also place 30% of the women members in the team which will be responsible for micro planning, creation of people biodiversity register, and to provide assistance in IGAs where possible.

5.2.4 Project Management Consultants (PMC)

PMC also shall engage a Team Leader with sufficient experiences in gender mainstreaming. PMC will assist PMU in conducting the gender related trainings for PMU, DMU and FMU as has been finalized in the capacity development plan. Moreover, the PMC will facilitate the required capacity building of other stakeholders of OFSDP-II to ensure that the gender action Plans are effectively implemented.

5.2.5 Vana Surakshysa Samiti (VSS)

Each VSS/EDC should have at least 50% of its general body and 50% of its EC members as women. One key position i.e either the Chairperson or Vice Chairperson in each VSS shall be hold by a woman. A Women Working Group is to be constituted at the VSS to facilitate preparation of gender perspective micro plan.

5.2.6 Self Help Group (SHG)

3600 SHGs will be promoted for enhancement of livelihood opportunities in 1200 VSSs under OFSDP-II. All these groups in OFSDP-II will be exclusively Women Self Help Groups.

5.2.7: Animators:

Project will engage two animators in each VSS to assist community mobilization, sensitizing the communities on sustainable forest management, implementation of project activities, maintenance of records etc. As per the project document one female and one male animator will be engaged for two years at VSS level. The female animator, if found effective, shall be allowed to continue for additional three years.

5.3 Sensitisation and Capacity Development of all the stakeholders

The Capacity Development Plan of the project includes the gender sensitisation trainings as part of the regular training for all the stakeholders at PMU, DMU, FMU, PNGO, VSS/EDC and SHG level. The trainings will be conducted to change the perception on gender, making the stakeholders gender sensitive to have gender responsive planning and budgeting and develop and reduce asymmetric power relations.

5.4 Participatory method to prepare Gender Policy and Action Plan

Gender policy and Gender Action Plan will be prepared to mainstream gender throughout the project cycle. It will be prepared following a participatory approach and by involving the stakeholders at PMU, DMU and FMU level to make it inclusive and develop ownership.

5.5 Review of the Gender Action Plan

The indicative Gender Action Plan shall be reviewed by the Gender Mainstreaming Strategy Cell of PMU and ensure timely completion of gender responsive activities under the project.

The Gender Nodal Officer of DMU and FMU will conduct review meetings at least on a quarterly basis to assess the progress and issues to be addressed.

5.6 Gender Analysis for each

component of the project

Gender analysis and Gender Action Plan will be done for each component of the project and will not be treated as a separate project activity.

Since micro plan is the most important process whereby the VSS members prepare their 10 years perspective plan and accordingly the project components are implemented, it is an important pre requisite that the micro plans should capture gender specific needs and priorities and gender responsive budgets are prepared.

5.7 Integrating gender in the M & E framework of the project and MIS

Gender will be integrated in the M & E framework of the project and its Management Information System (MIS). The project will capture gender segregated data for each component as per the specified benchmark indicators set through participatory GAP. All reports being generated in OFSDP-II will use the protocol of incorporating gender segregated data.

5.8 Gender specific safeguards are in place

The grievance redressal on gender related issues shall be in place. The grievance redressal on gender related issues shall be dealt with at the FMU & DMU /Circle Office and PMU levels as appropriate.

5.9 Gender impact assessment

Periodic evaluation and thematic studies will be conducted by engaging specialised agencies/ institutions to assess the impact of the project interventions in achieving the goal of gender equity and equality and changing power relations.



6 Gender Mainstreaming Strategy and Gender Action Plan

Keeping in mind the institutional framework in place for implementation of the project and the project components an indicative Gender Mainstreaming steps and Gender Action Framework are suggested below:

Table 1. Suggested Steps for Gender Mainstreaming in the Project

Cycle/ Type	Actions required	Responsibility
Policy Review and policy action	1. Review the existing policies and their implementation	PMU and PMC
Initiation of Gender Analysis to avoid gender neutrality	1.1 Review the existing policies of the OFD related to gender representation in VSS, decision making, benefit sharing 1.2 Collect gender segregated data from the project area on 1.2.1 VSS membership 1.2.2 VSS office bearers 1.2.3 Participation in meeting (not merely number present but resolutions to find participation of women in decision making and reflection of gender needs in decisions) 1.2.4 Direct beneficiaries of the project and types of benefits received 1.3 Identify the existing programs/schemes/policies that promote gender equality 1.4 Preparation of a handbook of such schemes/programs for dissemination at the DMU and FMU level 1.5 Promotion of convergence of these programs at the VSS level through HPC	

Preparation of Gender Action Plan	2. Develop a gender action plan for the entire project life	PMU and PMC Specialised agency to conduct baseline study
Facilitation for gender equity and equality	<p>2.1 A baseline study is to be conducted to assess the existing situation covering both the VSS and project implementation cells (PMU, DMU, FMU)</p> <p>2.2 Setting of benchmark indicators to be achieved during the project cycle</p> <p>2.3 Collect gender segregated data against each component of the project</p> <p>2.4 Develop a draft Gender Action Plan for the entire project life</p> <p>2.5 Develop guidelines for ensuring equal participation of women and men in VSS meeting, micro planning, preparation of business development plan, training and capacity building, sustainable forest management and biodiversity conservation initiatives, environmental and social safeguards,</p> <p>2.6 GAP for each VSS is prepared and aptly incorporated in the respective Micro Plan.</p> <p>2.7 Conduction of consultative workshops at the Regional level to engage the stakeholders to finalise and roll out the GAP</p> <p>2.8 Orientation of the staff at DMU and FMU level on step wise implementation of GAP</p>	



Inducing Structural changes	3. Structural changes to address to the needs and requirements of both women and men	PMU, DMU, FMU
	3.1 Constituting an exclusive Gender Cell at PMU and assigning a Nodal Officer each at the DMU and FMU level to ensure implementation of GAP 3.2 Try to engage 30% of the FMU staff to be women. To have special orientation of men staff to be gender sensitive and gender responsive where there is no women staff available. 3.3 At least one women staff will be deployed within the FMU level PNGO team 3.4 50% of the EC member of the VSS/EDC will be women 3.5 At least one of the women EC member of the VSS will assume the position of Chairperson/Vice Chairperson. 3.6 At least one of the animators of the VSS will be woman 3.7 Formation of women sub committees in the VSS for micro planning and ensuring implementation of GAP at the VSS level	
Capacity Development	4. Develop and encourage practice of an institutional culture that promotes Gender sensitivity and responsive to different needs of men and women	PMU, PMC and specialised training providers
Facilitation for becoming gender sensitive and promote gender transformation, institutionalisation of gender mainstreaming process	4.1 Develop/update Gender training manual 4.2 Collection of case studies from the project areas 4.3 Develop training modules and materials from real life cases 4.4 Organise Gender trainings for PMU, DMU, FMU, PNGO, Animators and VSS members 4.5 Special training for women EC members and Women Working Group members of the VSS 4.6 Preparation of action plan the end of the training session to promote gender equity and equality within the organisation and at the VSS level 4.7 Review the action plans through monthly review meetings conducted at the DMU level	
Planning to facilitate gender equity and equality at VSS level	5. Identification: Mapping gender gaps through participatory processes during micro planning process	DMU and FMU

<p>Promoting gender equity and equality, equality of opportunities and equitable sharing of benefits</p>	<ol style="list-style-type: none"> 5.1 Develop a holistic understanding of Gender (roles) in social context of the project areas through gender analysis during micro planning process following Gender Analysis Framework (gender division of reproductive and productive activities, access to and control over resources, influencing factors) 5.2 Map gender inequality/gaps & challenges by involving both the women sub committee and male members of the JFMC 5.3 Identify unique needs and priorities of different women groups (by Tribe, location, exposure, age, status in the family, economic status) specially the marginalised women groups 5.4 Plan interventions to overcome the gaps by involving the community 5.5 Assess how the activities are likely to impact both women, men, girls and boys 5.6 Finalise the activities and integrate in the micro plan 5.7 Also analyse how all other activities that are planned under the micro plan are likely to impact women, men, girls and boys 5.8 Identify possible risks (negative impacts on women/men like extra work load, loss of opportunities, access & control over land etc) and develop a mitigation strategy 5.9 Finalise the activities and prepare gender responsive budget for the micro plan. At least 5% of the budget of the micro plan should be dedicated to implement GAP . 5.10 Assess the disparity in of wage payment between female and male and to ensure equality in wage payment. 5.11 At least 10% of the Community Development Fund should be utilised for implementation of GAP 5.12 Identify the existing schemes/projects/programs of the government that promotes gender equality and equity and converge in the micro plan 5.13 Clearly identify potential beneficiaries (men/women/ SHGs) 5.14 Facilitate the process of preparing a perspective plan by the VSS to achieve gender equality at the village level 5.15 Break down the perspective plan into Annual Action Plan and integrate with the Annual Plan section in the 	
<p>Review of the plan</p>	<p>6 Review the micro plan with gender perspective at the FMU, DMU and PMU level before approval</p>	<p>FMU, DMU and PMU</p>



<p>Institutionalising the gender mainstreaming approach</p>	<p>6.6 All the micro plan should be reviewed with a gender perspective with the following checklists</p> <p>6.6.1 Whether it includes Gender Analysis</p> <p>6.6.2 Whether activities selected reflect specific gender needs and priorities</p> <p>6.6.3 Whether likely impacts and risks of each of the activities and project components on women and men are assessed</p> <p>6.6.4 Whether the budget prepared is gender responsive</p> <p>6.6.5 Whether at least 5% of the microplan budget is planned to implement GAP</p> <p>6.6.6 Whether Gender Perspective Plan and Annual Action Plan is included</p>	
<p>Institutionalisation and making GM system wide</p>	<p>7 Implementation: Put into place mechanisms to ensure implementation of Gender responsive actions</p>	<p>PMU, DMU, FMU and VSS</p>

<p>Institutionalisation, making gender mainstreaming system wide, fixing accountability</p>	<p>7.6 Implementation of the Annual Gender Action Plan of the VSS through micro plan</p> <p>7.7 Involve Women Working Group to monitor implementation of the activities at the VSS level</p> <p>7.8 Women and men to get equal opportunities of work under Sustainable Forest Management and SATOYAMA Model</p> <p>7.9 Women and men to get equal pay</p> <p>7.10 SHG based livelihood will be promoted keeping women in the centre</p> <p>7.11 Women and men will equally be involved for CMRV implementation</p> <p>7.12 Environmental and social considerations of each component/tasks of the project will have gender considerations too</p> <p>7.13 Community preparedness on disaster management will be designed with assessment of gender specific needs and requirements and building capacities accordingly</p> <p>7.14 All the meetings of VSS, FMU, DMU and PMU should have a mandatory agenda to discuss the progress of Gender Action Plan</p> <p>7.15 All the reports generated under the project should have gender segregated data</p>	
<p>Monitoring</p>	<p>8 Monitoring the progress based on the specified indicators and processes</p>	<p>PMU, DMU, FMU</p>



<p>Accountability fixing and institutionalisation of GM process</p>	<p>8.1 Include Gender Indicators in the overall M&E framework of the project so that benefits to women and men could be captured separately as well as collectively</p> <p>8.2 Ensure Gender disaggregated data collection (where needed)</p> <p>8.3 Integrate Gender Indicators in MIS (all components) and establish intra link</p> <p>8.4 Data analysis and review of Gender action plan on quarterly basis through the quarterly review meeting at the DMU and PMU level and on monthly basis at FMU level</p> <p>8.5 Monitoring should be able to capture potential risks/negative impact of project components/tasks on women and men and flag the same for resolving</p> <p>8.6 Grievance redressal system at each level is to be in place and the redressal status to be monitored on regular basis</p> <p>8.7 Expenditure tracking and outcome based monitoring of the budget to be put into place</p>	
---	---	--

Evaluation	9 Evaluation of the processes, outputs, outcomes and impact	Third Party, PNGO, DMU, PMU, PMC
<p>Reiterate the process of gender analysis, achieving the benchmark for gender equity and equality, learnings from success and failure to develop further strategies</p>	<p>9.1 Gender responsive evaluation approach to be adopted</p> <p>9.2 Mid-term and end term evaluation studies to be conducted by engaging a third party.</p> <p>9.3 Participatory evaluation process to be initiated by involving the community members and setting indicators for monitoring the process, outputs and outcomes based of the benchmark indicators set by the project</p> <p>9.4 All documents related to Gender interventions to be made available for evaluation/impact study</p> <p>9.5 External evaluations' like MTR's recommendations (on Gender Mainstreaming) to be incorporated in strategies and programmes</p> <p>9.6 Evaluation result should clearly indicate lessons learned on Gender issues</p> <p>9.7 Thematic case studies to be prepared from the VSS level for learning and replication</p>	



Strategic partnerships	10 Strategic partnerships with academic institutions/ specialised agencies for study, action research and documentation	PMU
	10.1 Strategic partnerships can be developed with some specialised agencies to conduct studies on gender related issues in general and also on specified themes 10.2 Conduct action research on thematic areas as suggested by the project 10.3 Document the process and learning,	

7

Component wise indicative Gender Action Plan for OFSDP-II

Component wise indicative Gender Action Plan shall be incorporated as a part of Gender Mainstreaming Strategy of OFSDP-II are as below:

Components	Gender responsive Action	Monitoring Indicators
Component – 1: Preparatory Phase:		
Constitution of PMU, DMU, FMU and deployment of Staff	<ol style="list-style-type: none"> Engage Women Forester at FMU level Constitute a Gender mainstreaming Cell at PMU level and assign a nodal officer on gender mainstreaming at each level of project implementation 	<ol style="list-style-type: none"> 30% of the FMU Staff to be women All nodal officer are appointed
Deployment of P-NGOs	<ol style="list-style-type: none"> Engage one women staff at each FMU level team members 	<ol style="list-style-type: none"> At least 30% of the PNGO staff engaged for the project
VSS Identification	<ol style="list-style-type: none"> The composition of VSS executive members to comply with JFM resolution of Odisha General Body of VSS to be comprised of all adult members of the village Encourage women to become a Chairperson or Vice Chair person 	<ol style="list-style-type: none"> Women Executive members comprise at least 50% of the executive committee members of VSSs / EDCs. 50% of the general Body members of VSSs / EDCs are women One of the women executive member would assume one of the key position either the Chairperson / Vice Chairperson.



Engagement of Animator	<ol style="list-style-type: none"> 1. Engage one male & one female animators during 2 years intensive support period 2. The female animator, if found effective, shall be allowed to continue for next three years. 	<ol style="list-style-type: none"> 1. 50% of the total number of animators are women. 2. Female animator, if found effective are continued for next three years
Micro Planning / Annual Planning	<ol style="list-style-type: none"> 2. Incorporate Gender perspectives in the micro planning / annual planning manuals 3. Organize a women working group for micro planning at each VSS / EDC . 4. Each Micro Plan / Annual Plan to contain gender action plan / budget 	<ol style="list-style-type: none"> 1. Micro Plan / Annual Plan formats have dedicated section for gender responsive plan / budget. 2. Women Working Group for Micro Planning organised at all VSSs 3. 5% of micro plan / annual plan budget are to be allocated for the implementation of gender action plan.
Component – 2: Sustainable Forest Management		
<p>JFM Mode:</p> <ul style="list-style-type: none"> • Consolidation and demarcation of Forest Boundaries. • ANR • Block Plantation • Fire Protection 	<ol style="list-style-type: none"> 1. Ensure equal wage payment for men & women 	<ol style="list-style-type: none"> 1. No. Of women/men engaged and total wages paid for women / men
Component 3: Sustainable Biodiversity Management		

Sustainable Biodiversity Management incorporating Concept of SATOYAMA model	<ol style="list-style-type: none"> 1. The composition of EDC Executive members to comply with JFM Resolution of Odisha. 2. General Body of EDC to comprised of all adult members of the village 3. Encourage women to become a Chairperson, Vice Chairperson or Treasurer 4. Engage one male and one female animators during 2 years intensive support period 5. Organize a women working group for micro planning at each EDC 6. Each Micro Plan / annual plan to contain gender action plan / budget 	<ol style="list-style-type: none"> 1. Women Executive members comprise at least 50% of the executive 2. 50% of the General Body members of VSSs / EDCs are women 3. One of the women executive members assume the position of Chairperson, Vice Chairperson or Treasurer 4. 50% of total animators are women. 5. Micro Plan / Annual Plan formats have dedicated section for gender responsive plan / budget formats 6. Women Working Group for Micro Planning organised at all VSSs. 7. 5% of micro plan / annual plan budget are to be allocated for the implementation of gender action plan
Component 4: Livelihood Improvement		
Community Development Fund	<ol style="list-style-type: none"> 1. To be used to implement Micro Plan / Annual Plan including women responsive activities. 	
Promotion of IGAs Revolving Funds for SHGs NTPF based Livelihood Interventions Livelihood resource Centre Annual Partner NGO Review Meeting	<ol style="list-style-type: none"> 1. To be implemented according to the project plan (All these activities are targeting women SHGs only) 	<ol style="list-style-type: none"> 1. All project monitoring indicators 2. Qualitative Change in Women's status in household and community (Qualitative Assessment)



Component-5: Capacity Building		
Executing Agency	1. To create gender awareness among the project staffs at all levels	1. Assessment of learning achievement (before and after the training)
Community Institutions	1. To create gender awareness among VSS/EDC/ SHGs. 2. To capacitate women SHG members to plan and implement the gender responsive activities 3. To ensure equal training opportunities for women VSS members	1. Assessment of learning achievement (before and after the training) 2. Qualitative changes in the women's capacity to plan/ implement activities (Qualitative assessment) 3. No of women participants in each training programmes
Training of Partner NGOs	1. To capacitate PNGOs in gender responsive facilitation skills and gender analysis tools 2. To provide knowledge on the resource/ schemes/ programmes that can cater for women's practical and strategic needs	1. Assessment of learning achievement
Training of Animators	1. To create gender awareness among animators 2. To capacitate them in gender responsive facilitation skills	1. Assessment of learning achievement
Component 6: Supporting Activities		
Monitoring and Evaluation	1. Socio Economic/ Gender baseline studies shall be undertaken 2. Gender Disaggregated Monitoring Indicators are to be adopted 3. Through the project Grievance Redressal, RTI and Public disclosure mechanism, the gender related issues are to be dealt with.	1. Reports of Socio Economic/ Gender baseline studies. 2. Reports of the thematic studies 3. Records of the Grievance Redressal/ RTI/ Public Disclosure
Communication / Publicity	1. Success stories on women empowerment will be documented and published	1. No of cases/ stories published
Component 7: Phase-Out/ Phase-In (Not Applicable)		
Component 8: Consulting Services		
Consulting Services	1. PMC shall include at least one specialist to look after gender responsive interventions	1. PMC TOR

Table 2. Indicative Gender Action Framework (with monitoring Indicators)

Component 1 – Preparatory Phase				
Actions to be taken	Output indicators	Outcome Indicators	Impact indicators	MOV
Constitution of PMU, DMU and FMU and deployment of Nodal Officer/Staff	<ul style="list-style-type: none"> ● Engagement of women forester at FMU level ● Constitution of Gender Mainstreaming Cell at PMU ● Assign a Nodal Officer for Gender Mainstreaming at DMU and FMU ● GAP developed and adopted in a participatory way ● Policy in Place ● Baseline study report and benchmark indicators developed ● Finance section understand Gender budgeting and analyse budget from Gender perspective ● Sensitisation on gender at all levels 	<ul style="list-style-type: none"> ● The staff deployment at field and all levels reflect gender balance ● A clear understanding on gender and gender budgeting among the staff of PMU, DMU and FMU ● Gender Analysis and gender specific interventions practised in each component of the project ● Gender action points have enough budget, enough budget for Gender coordination and overall better understanding of notion of Gender budgeting ● Enhanced coordination of Gender Mainstreaming at the PMU, DMU and FMU level ● Gender policy helpful in addressing gender gaps and grievances from a holistic perspective 	<p>Gender balanced staff</p> <p>Improved awareness on gender</p> <p>Gender mainstreaming institutionalised</p> <p>Lessons learnt in terms of GM for replication/course correction</p>	<p>30% of to be w</p> <p>All nod appoin</p> <p>Gender OFSDP GAP</p>
Deployment of PNGOs	At least one woman staff engaged by the PNGO	<p>Better mobilisation of women members in VSS</p> <p>Better understanding of gender needs and priorities at the VSS level</p>	<p>VSS has appropriate gender representation</p> <p>Gender needs and priorities are properly captured and reflected in microplan and other project activities</p>	At least PNGO : is wom



VSS Identification	<ul style="list-style-type: none"> - The composition of the VSS executive members comply with JFM Resolution of Odisha - General Body of VSS comprised of all adult members of the village - Women chairperson, vice chairperson, or treasurer in place. 	<p>The number of Women VSS chairperson accounts for 30% of the total number of VSSs</p> <p>Reduction in gender gaps in terms of access to information, resources, services, entitlements, control over decision making process and equitable sharing of benefits at the VSS level</p>	<ul style="list-style-type: none"> - Women members of VSS taking decision making roles - Women are elected in the EC even without reservations - Women under the VSS are becoming empowered for social and economic empowerment 	<p>At least 50% of the executive committee members of VSS/EDCs are women</p> <p>-50% of the General Body members of VSS/EDCs are women</p> <p>- One women EC member assume the role of Chairperson or Vice chairperson</p> <p>Increase in % of women as direct beneficiaries of the project</p>	FMU, PNGO
Engagement of Animators	<ul style="list-style-type: none"> - Engagement of at least one woman Animator at the VSS 	Improved mobilisation of women in VSS	Gender responsive planning, implementation and monitoring of Annual Action Plan at the VSS level	<ul style="list-style-type: none"> - 50% of the total number of animators are women - % of women animators continued after the core period of two years 	FMU

Micro Planning/ Annual Planning	- Engagement of at least one woman Animator at the VSS	Improved mobilisation of women in VSS	Gender responsive planning, implementation and monitoring of Annual Action Plan at the VSS level	50% of the total number of animators are women - % of women animators continued after the core period of two years	FMU
Micro Planning/ Annual Planning	<ul style="list-style-type: none"> - A woman working group is formed for micro planning at each VSS/ EDC - Micro plans integrate GAP and Perspective Plan for gender equality - Allocation of at least 5% of the micro plan budget for implementation of GAP 	<p>A clear understanding on gender and gender budgeting at the VSS level</p> <p>Gender specific needs and priorities are considered before taking up the interventions at all levels</p> <p>Outcomes of project interventions have equitable impacts on women, men, boys and girls</p>	<p>Reduction in gaps in women's visibility and recognition in Forest management and balanced representation of gender enhanced</p> <p>Women's role changes in community decision making and community development activities</p>	<p>- Micro plan/ annual plan formats have dedicated sections for gender responsive plan/ budget</p> <p>- Woman working groups are organised at all the VSSs.</p>	PMU, DMU, FMU, PNGO



Component 2 – Sustainable Forest Management					
<p>JFM Mode</p> <ul style="list-style-type: none"> • Drainage Line Treatment • ANR • Block plantation • Fire protection <p>Non JFM Mode</p> <ul style="list-style-type: none"> • Consolidation and Demarcation of Forest • Boundaries • Construction/Improvement of Permanent Nurseries • Drainage Line Treatment <p>Farm Forestry</p>	<ul style="list-style-type: none"> - Contribution of women and men in ensuring protection of forest following formal and informal practices - Contribution of women and men in controlling the drivers of degradation at VSS level - No. of women/ men engaged for work - Total wages paid for women/ men - Total number of works (days) created for men/women - Nature of works created (gender disaggregated) - No. of men and women selected as beneficiaries for Farm Forestry 	<p>% increase in income of women vs men</p> <p>% increase in workdays in project area (gender disaggregated)</p> <p>% increase in role of women vis a vis in protection initiatives</p>	<p>Perceived satisfaction in forest resource management vis a vis poverty reduction and improved livelihood (%) (gender disaggregated)</p>	<p>Baseline-End-line study</p> <p>Impact study</p> <p>Interim MIS</p> <p>Case studies</p>	<p>PMU, DMU, FMU VSS/EDC</p>

Component 3 – Sustainable Biodiversity Management					
The composition of the EDC executive members to comply with JFM Resolution of Odisha	Woman executive members comprise at least 50% of the executive committee members of VSS/ EDCs.	No. of issues raised by women are addressed	Gender sensitive biodiversity management practices in place	Reports	PMU, DMU, FMU
General Body of EDC to comprised of all adult members of the village.	50% of the General Body members of VSS/ EDCs are women.	Gender disaggregated proposals in biodiversity management captured in micro plans	Both men and women contributing & benefiting from the biodiversity conservation and management	Surveys	VSS/EDC
Encourage women to become a chairperson, vice chairperson, or treasurer	One of the woman executive members assumes one of the positions of chairperson, vice chairperson, or treasurer.	% change in awareness and non destructive harvesting of NTFPS regarding biodiversity conservation and use of natural resources (gender disaggregated)	Both men and women practice non destructive harvesting methods	Case studies	
Engage one male and one female animators during the 3 year intensive support period.	50% of the total number of animators are women	% increase of participation of women vis a vis men in CMRV implementation	Both men and women are engaged in the process of participatory monitoring of the biodiversity		
Organize a woman working group for micro planning at each EDC	Micro plan/ annual plan formats have dedicated sections for gender responsive plan/ budget		The gender specific skills and indigenous knowledge of both women and men are used in conservation of biodiversity and conservation based sustainable livelihood generation		
Each micro plan/ annual plan to contain gender action plan/ budget	Woman working groups for micro planning are organized at all the VSSs		The contribution of women and men in conservation of traditional knowledge and practices of biodiversity is recognised		
Sustainable Livelihood initiatives for women and men	Women and men sub committees to be involved to develop participatory indicators for monitoring				
Engagement of community to develop participatory indicators for CMRV and capturing the data					



Component 4 – Livelihood Improvement					
Community Development Fund	- CDF is used to implement GAP components of micro plan / Annual Action Plan	Villagers become sensitive towards gender needs and priorities	Improvement of social and economic empowerment of marginalised and vulnerable women	10% of the fund is used to implement GAP components	FMU, PNGO
Promotion of IGAs	- No. of SHGs formed and membership (Disaggregated data on across class, ethnicity, marginalisation within the gender	Changes in productivity after adopting improved technologies / knowledge by women and men (Farm Forestry, other IGAs)	Change women's paid and unpaid work structure	Total employment creation for women and men (records of community institution)	PMU, DMU, FMU, PNGOs
Revolving Fund for SHGs	- No. of SHGs having financial discipline and their credit absorption capacity	% increase in skill/capacity among women and men to manage IGA, micro enterprises	% increase in women's participation in paid work		
NTFP Based Livelihood Interventions	- No. and % of people trained on livelihood development skills-disaggregated by gender	No. and % of people with diversified livelihoods (gender disaggregated by head of HH)	Income changed from land-based / forest dependent activities in project area (from forest, agriculture to micro enterprises, value added products and services like -eco-tourism)	Use of community asset by women and men for economic and social benefits (Log)	
Livelihood Resource Centre	- No. and - Types of trainings conducted -disaggregated by gender	% increase in income received from newly adopted economic activities	Change in HH income (gender disaggregated by head of family)		
Livelihood Development Fund	- Increase in availability of employment opportunities (gender-wise), mention types - No. and % of people with enhanced skill and capacity for running micro business/enterprises (gender disaggregated)	% increase in workdays in project area (gender disaggregated)	Diversified livelihoods (options increased)	Baseline-End-line study	
Annual Partner NGOs Review Meeting	- No. of employment created by OFSDP II & incentives given to women for capacity building and engagement (gender disaggregated)	No and % of people with access to credit (gender disaggregated) Presence of a Convergence Framework for integration with other policies/programmes for livelihoods, economic upliftment (link with other line departments)	No. and % of people started participating into a higher part of the value chain (gender disaggregated) Qualitative changes in women's position for strategic and operational actions at the HH and community level	Impact study	

Component 5 – Capacity Development

<p>Executing Agency</p>	<ul style="list-style-type: none"> - No. of awareness trainings organised for the PMU, DMU and FMU staff - Gender disaggregated participation (list) in trainings 	<p>Awareness on gender, gender responsive planning and budgeting among the staff</p> <p>Enhanced facilitation skill and gender analysis tools among key actors</p>	<p>Reduced biases and stereotypes about women and men</p> <p>Redefined gender roles, responsibilities and rights</p> <p>Increased gender sensitivity among the project implementers</p> <p>Gender Analysis and Action Plan is understood and practised at all levels</p>	<p>Assessment of learning achievement</p> <ul style="list-style-type: none"> -Case studies -Regular monitoring formats (M&E indicators) 	<p>PMU</p>
<p>Community Institutions</p>	<ul style="list-style-type: none"> - No. of Gender awareness among VSS/ EDC/ SHGs. - No. of Capacity building training for women SHG members to plan and implement the gender responsive activities - Gender segregated list of participants of all the trainings conducted at the VSS level 	<p>Men members appreciate the needs and priorities of women and the vice versa in the VSS</p> <p>Reduced knowledge gap between men and women (owing to better exposure and equal opportunities for women)</p> <p>Increased No. of women accessing the existing entitlements and schemes directed to them</p>	<p>Redefined gender roles, responsibilities and rights</p> <p>Change in decision making roles of women and men and reducing inequality</p> <p>Enhanced social mobility of women</p>	<p>Review Reports</p> <p>MIS report</p> <p>Case studies</p> <p>Study Reports</p>	<p>DMU, FMU, PNGOs</p>



Component 6 – Supporting Activities				
Monitoring & Evaluation	<ul style="list-style-type: none"> - Socio Economic/ Gender baseline studies undertaken. - Gender Disaggregated Monitoring Indicators developed - M&E Framework with Gender indicators which are SMART in place - Gender component integrated with MIS - Grievance Redressal, RTI and Public Disclosure mechanism in place - No. of grievances redressed 	Gender disaggregated data flow installed Mid-term Strategic changes made in Programme approaches/ interventions as per gender disaggregated info Gender role recognised, and visibility of women's work increased Gender disaggregated data in public domain Gender linked complains resolved/ actions taken	Gender Sensitive workplace change in social behaviour towards women Increase in numbers of women leaders Replication of good practices	PMU, DMU, FMU MIS report and dash boards Survey reports Project reports Publications
Communication/ Publicity	<ul style="list-style-type: none"> - No. of success stories on women empowerment, gender equity documented and published 	Success stories are used to sensitise the line departments to converge their programs at VSS level under OFSDP II	Creating an enabling environment for gender equality within and outside the project Inputs to develop new policy/ interventions strategy for gender mainstreaming in OFD as an organisation Inputs are used as training material for training front line staff	Case studies Stories Video films
Component 7 – Phase In /Phase out				
NA	NA	NA	NA	NA
Component 8 – Consultancy Service				
PMC shall include at least one specialist to look after gender responsive interventions	PMC specialist appointed	PMC specialist providing expert support on Gender Guiding GAP implementation	Gender mainstreaming strengthened and smooth implementation of GAP ensured	Technical briefs Training/ Workshop reports PMU-PMC

From Output to Outcome

In Gender Action Plan inputs need to be considered in tandem with gender budgeting. Inputs would enable action points to take place leading to desirable (and sometime unintended output). From output to graduate to Outcome is a long journey. While output will be able to capture in short term (first three years of a project cycle) and would be both quantitative and qualitative but Outcome refers to the change happened in the lives of the targeted beneficiaries owing to project interventions (without external attributions). This would require longer time to measure and document. Often qualitative techniques would be

required along-with quantitative measures. This change is also a change in perception (Gender roles, rights, equality and equity), hence mid-term impact study may capture some outcomes, in the last phase of the project. However, emphasis should be given to form Specific Measurable Appropriate Reliable and Timely (SMART) indicators for all stages and to prioritise two or three, to highlight achievements. Between output and outcome level there is a level often called as 'Use of Output' level. This level shows how the target groups are using the outputs (newly acquired skills, knowledge and facilities) to change their lives. A framework up-to use of output level could be developed as this would be the main thrust of periodical monitoring.

Prioritisation for immediate action within March 2019

Time frame	Action	Deliverable
Nov 18 – Jan 2019	Finalisation of Gender Policy and GAP of the project through consultative processes Set Benchmark indicators	Final GAP
Dec 2018	Finalise the gender segregated data set to be captured through MIS and dissemination	Indicators for monitoring
Dec 18 – Feb 2019	Design of baseline study and collection of data on sample basis	Baseline study report
Nov 18 – Dec 2019	Review of the existing micro plan and suggest for re orientation	Gender compliant micro plans
Dec 18 – Feb 19	Design of training modules, materials and orientation of DMU and FMU staff	Training modules, materials and training reports
Mar 19	Analysis of gender segregated data, analyse the trends and develop action points for reducing the gaps	Report



