

**THE GENDER MAINSTREAMING
JOURNEY OF THE GEF-5
PROTECTED AREA PROJECT -
FROM GEN0 TO GEN2**



**South African
NATIONAL PARKS**



TIMELINE

1

2015

The project document for Improving Management Effectiveness of the Protected Area Network was signed. At that time gender mainstreaming was not a prerequisite for Global Environmental Fund (GEF) projects yet

2

2017

The project's mid-term review (MTR) identified the absence of gender mainstreaming at the planning and implementation stage as a gap.

3

2018

GEF introduced a new gender policy. This policy prescribed that all GEF funded projects would have to undergo a gender analysis and integrate gender mainstreaming initiatives.

4

2018

A short-term gender consultant was brought on board to address the gaps identified in the MTR. A gender analysis was conducted (see pg. 6).

5

2019

Upon completion of the gender analysis, a gender task team was established with four members, consisting one member from each of three different project sites and one from the Department of Forestry, Fisheries and the Environment (DFFE).

6

February 2020

An Engagement, Learning and Impact specialist was contracted and also tasked to identify the extent to which gender had been mainstreamed in the project. A list of possible interventions on how gender mainstreaming can be taken forward in the project was developed (see pg. 9).

7

October 2020

An interactive gender mainstreaming webinar to capacitate staff from the GEF-5 PA Project and the implementing agencies with hosted in collaboration with UNDP gender specialists. Over 50 participants attended the webinar.

July 2021

: A stocktaking of the gender mainstreaming efforts of the GEF-5 PA project was conducted to compare the achievements with national and international standards (see pg. 15).

8

April 2021

The UNDP reporting template was amended to allow for more gender responsive and in-depth reporting. Gender mainstreaming activities and indicators were included in the project's Monitoring and Evaluation Plan (see pg. 10 - 12).

9

October 2021

The impact of the gender mainstreaming efforts is indicated by the partner agencies' outcomes. This includes a list of women who held positions within the GEF-5 PA Project, either fully or partly financed by the project (see pg. 22).

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THE GENDER MAINSTREAMING JOURNEY OF THE GEF-5 PA PROJECT FROM GEN0 TOWARDS GEN2

1. INTRODUCTION

The GEF-5 PA Project titled Improving Management Effectiveness of the Protected Area Network is implemented by South African National Parks (SANParks) together with CapeNature, the Eastern Cape Tourism and Parks Agency (ECPTA), the Kruger to Canyons Biosphere Reserve Non-Profit Company (K2C BR NPC) in partnership with Mpumalanga Parks and Tourism Agency (MPTA) and the Limpopo Department of Economic Development, Environment and Tourism (LEDET).

The project’s objective is to protect the biodiversity of South Africa from existing and emerging threats of degradation while improving land use and economic development of existing communities. The project consists of three components:

- | | |
|--|--|
|  | (1) to establish new protected areas, |
|  | (2) to improve management effectiveness of existing and new protected areas, and |
|  | (3) to improve the financial sustainability of the PA network. |

Preparations for the GEF-5 PA Project started in 2013. The project document was signed by the Department of Forestry, Fisheries and the Environment (DFFE), SANParks, the United Nations Development Programme (UNDP) in 29 June 2015. At that time gender mainstreaming was not a prerequisite for Global Environmental Fund (GEF) projects yet. In 2018 the GEF introduced a new gender policy.

This policy prescribed that all GEF funded projects would have to undergo a gender analysis and integrate gender mainstreaming initiatives.

In order to meet these requirements in retrospect, the GEF-5 PA Project made a concerted effort to integrate gender into its work.

2. PURPOSE

This document explores to what extent gender issues have been mainstreamed into the GEF-5 PA work and how effective this has been. It provides an overview of the gender mainstreaming efforts in the GEF-5 PA Project at different implementation stages. Furthermore, the report shares insights of the gender mainstreaming interventions and what has worked and what has not, as well as the why and how. These efforts are measured against the standards provided by international and national agencies (see also chapter 8).

Moreover, the report describes the project’s journey over a period of six years, starting with zero contribution to gender equality (GEN)¹ and moving through phases of contributing to gender equality in different ways (GEN01). It captures all the information to serve as a guideline for other projects to learn from the GEF-5 PA gender mainstreaming experience. Importantly, it demonstrates that targeted efforts can steer a project towards incorporating gender equality as a significant objective with adequately mainstreamed gender outputs (GEN2).

¹Refers to UN gender rating system

3. BACKGROUND

At the planning stage of the GEF-5 PA Project in 2014, the integration of gender issues during project design and conducting a gender analysis was not a stated requirement. Hence the gender considerations were not included in the project document.

In 2018, the Global Environment Facility (GEF) published its [Guidance to Advance Gender Equality in GEF Projects and Programs](#) based on the GEF [Policy on Gender Equality](#) which was approved in 2017. The policy marked GEF's increased commitment to ensure gender equality and promote women's empowerment across its operations. It responded to the recommendations of the Evaluation of Gender Mainstreaming in the GEF, prepared by the Independent Evaluation Office of the GEF, which found that "there has only been a limited increase in the percentage of projects rated gender sensitive or gender mainstreamed."²

In its ambition to transform towards a more gender responsive approach, the GEF included a shift from a gender-aware, "do no harm" approach to a gender-responsive, "do good" approach. It also introduced a gender rating, ranging from gender blind, gender aware, gender sensitive, gender mainstreamed to gender transformative.³ Similarly, the UNDP works with gender equality markers, which are as follows:

GEN0 – Zero contribution to gender equality: "gender blind",
 GEN1 – Contribution to gender equality in a limited way,
 GEN2 – Gender equality is a significant objective, outputs have adequately mainstreamed gender,
 GEN3 – Gender equality is a principal objective; it reflects a gender specific or stand-alone intervention.

In response to the requirement that all GEF-financed projects must apply a focus on gender-responsive design, implementation, and monitoring, the

GEF-5 PA Project with support from GEF and UNDP involved two external gender specialist consultants at different stages of the project.

4. GENDER ANALYSIS FOR THE GEF-5 PA PROJECT-FINDINGS, ENTRY POINTS AND RECOMMENDATIONS

Since the GEF requirement, to mainstream gender at the planning and implementation stage, was not 'enforced' or monitored, neither by the donor or implementing partner, the mid-term review (MTR) in 2017 identified this as a gap. It stated, "a gender analysis was not made during the project preparation phase, and there are no gender disaggregated indicators among the project's results framework, and there is no explicit representation of broader development objectives in the results framework," (MTR 2017). As a result, a short-term consultant was brought on board in 2018. This consultancy produced a participatory gender analysis.

The key findings of the gender analysis were as follows:

Conservation management: changed from a white male dominated enclave to more black men and women employed in senior management positions. Government legislation aimed at equal opportunities and employment for women has ensured implementation of transformation in human resource planning and management. Cases of sexual harassment and discrimination are taken very seriously and swift action is taken. The GEF-5 PA Project has also achieved a good gender balance amongst staff as a result of focused efforts on behalf of senior management and site managers. It was acknowledged that women bring different communication and analytical skills and experiences that are complementary to those of men.

²https://www.thegef.org/sites/default/files/council-meetingdocuments/EN_GEF.ME_C.52_Inf.09_Gender_May_2017.pdf pg. 1

³Ibid.; pg. 58

Community concerns: Poverty, unemployment, geographic isolation and in some cases, illiteracy are shared concerns. In the Northern and Western Cape alcohol abuse contributes to domestic violence. Foetal alcohol syndrome is widespread in some communities. Child sexual abuse and domestic violence is rife and few women take cases to court as the judicial system is both mistrusted and a high number of cases are withdrawn as a result of family pressure and economic dependence on partners. Security for some landowners is a concern in the Eastern Cape for example. In addition, some farmer's wives choose to live in towns where they can work and their children can attend school more easily.

Impact of the project at community level: Employment opportunities have been improved for both men and women community members. Expanded Public Works Programmes (EPWP) have offered opportunities to many young women and men, and provided financial management skills as well as improved health and social awareness.

Participation and control of resources: Women are still largely excluded from participating in decision making processes at community level, due to social oppression and continued patriarchal norms and practices. Lack of knowledge and information regarding rights and governance issues also prevent their participation. The church is reportedly playing a big role in perpetuating women's oppression. While white women make up a significant number of commercial farmers, small holder black women farmers face obstacles of lack of information, weak marketing skills, little financial security and access to land and find it impossible to get loans or start up grants to enable economic growth.

It provided potential entry points to improve gender mainstreaming in the project:

- Conduct a stakeholder analysis and plan for each site to promote change in gender awareness and community values and engage in a social change process. Entry points could be working with traditional leaders, chiefs, Extended Public Works (EPWP) contractors and NGOs and community-based organisations.
- Improve community property associations (CPA) and governance by ensuring equal female representation at executive committee level. Empower women with governance and

financial management knowledge. Facilitate capacity development on land rights, tenure and governance in order to improve gender equality and participation of women in decision-making (component 1).

- Deepen the understanding of gender and development along with specific gender mainstreaming tools for planning and M&E purposes. This needs strong leadership at project-level together with oversight from the project steering committee to ensure improvement in gender mainstreaming, together with an accompanying budget and plan. This will also assist to 'embed' gender mainstreaming once the project comes to an end (component 2).
- Explore funding opportunities for greater sustainable women and men's economic development, especially in tourism. Conservation should take a business and profit-making approach. This requires skills development in business planning, marketing, hospitality and tourism and tender processes (component 3).

The gender analysis also proposed an additional outcome to the strategic results framework, which was 'gender mainstreaming strengthened in the project'. This should include gender awareness and mainstreaming tools training with staff, development of gender action plans at each site, inclusion of gender in the Management Effectiveness Tracking Tool (METT) and putting a budget in place. It further proposed to include specific gender indicators for socio-economic development and partnerships.

Women are still largely excluded from participating in decision making processes at community level, due to social oppression and continued patriarchal norms and practices.

In conclusion, the gender analysis proposed the following recommendations for the project to consider in going forward:

- Organise a workshop with the national steering committee and site representatives to identify a gender-specific problem statement and action plan for each of the three components of the GEF-5 PA Project.

For longer-term sustainability all agencies, project staff and partners should participate and agree on a clear accountability structure.

- Facilitate gender mainstreaming capacity building interventions and collaborative planning around key performance indicators for site specific gender action plans involving staff, site managers and partners.
- Follow the entry points (as above) to improve gender mainstreaming.
- Conduct a review of site-specific programme documents, including the Management Effectiveness Tracking Tool (METT), to include gender analysis (problem statement), state actions and indicators. Some sites are already engaged in gender mainstreaming approaches that offer opportunities for lesson learning at review meetings.

Find the full gender analysis [here](#).

5. SETTING UP A GENDER TASK TEAM

Upon completion of the gender analysis, at the subsequent Project Steering Committee (PSC) meeting in 2019 the GEF-5 PA Project set up a sub-committee with four members, consisting one member from each of three different project sites and one from the Department of Forestry, Fisheries and the Environment (DFFE). With the DFFE being the driver of gender mainstreaming with agencies nationally, it was important for them to be part of this process. Hence, a representative from the Protected Areas Legislation and Management Effectiveness at DFFE was included in the sub-committee. Of the four members, two were women and two were men. The aim of the sub-committee was to focus on the progress of gender mainstreaming within the project and assess the recommendations from previous meetings and how to address these collectively and convey outcomes to the Project Management Unit (PMU).

Among the achievements of the gender mainstreaming sub-committee was an increased awareness of gender equality as a standing item at the Project Steering Committee (PSC) meetings. This resulted in a heightened awareness of what can be achieved and ensured accountability of the required actions. The sub-committee worked through the

recommendations of the gender analysis and rated these according to their feasibility. They developed a document guiding the operationalisation of the proposed gender mainstreaming recommendations until the completion of the project.

They also reviewed the strategic results framework and proposed amendments with regard to indicators and associated targets that are attainable and a stepping stone towards embedding gender mainstreaming into project partners' organisational strategies, plans, programmes and operations.

Upon introspection and a critical review of the sub-committee towards the end of the GEF-5 PA Project, members rated the sub-committee only partially efficient. The fact that the scope of work was only introduced halfway through project implementation resulted in project partners not fully comprehending the role of the sub-committee. That gender mainstreaming had been an add-on instead of a fundamental and integral part of project planning, design and conceptualisation, made it difficult for project sites to buy-in and own the process. In addition, a lack of guidance and the stop-and-go of addressing gender mainstreaming in the project prevented the commitment necessary to take this work forward.

In hindsight, the sub-committee was established to move the process of developing reasonable indicators and targets forward as gender mainstreaming was seen as a project 'step child'. Once indicators and targets existed partners could choose to report against (as part of the amended strategic results framework), there was no longer a need for the sub-committee. Consequently, the role of the sub-committee was phased out until it ceased to exist. The task of addressing gender mainstreaming in the project was eventually handed over to a consultant.

The sub-committee members still have an appetite to share their experiences and inform similar processes and would be willing to become part of a gender mainstreaming working group. They feel passionate about gender mainstreaming and see it critical to the success and sustainability of projects and programmes and a tangible tool and approach to assist in mitigating gender inequality.

6. THE ELI CONSULTANCY

In January 2020, the project brought an Engagement, Learning and Impact (ELI) specialist on board. This consultancy also included gender mainstreaming. The objective was to ensure the recommendations from the gender analysis report were integrated within the agencies to enhance gender responsiveness. The main aim was to assist with implementing the recommendations identified by the gender mainstreaming sub-committee. Unfortunately, the ELI consultancy only started more than a year and a half after the gender analysis was conducted. The omission of addressing gender equality early on in the project and the missed opportunity of adequately capacitating project staff in M&E at the inception of the project presented additional challenges.

Consultations with project staff as well as studying relevant documents, including the DFFE gender strategy, provided a status quo. This helped to review the gender mainstreaming efforts in the project so far, identify gaps and find solutions to address some of the gaps before the project would come to an end.

7. FILLING THE GAPS WITH GENDER MAINSTREAMING INTERVENTIONS

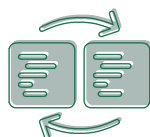
The ELI input at the partners meeting in August 2020, provided a brief summary of the broader context of gender mainstreaming, internationally and then zoomed in to the national context and the project itself. Since the project was preparing for the Terminal Evaluation, it suggested an overarching evaluative question: “To what extent have gender issues been mainstreamed into the project’s work and met the compliance of existing standards?”

The document also included a list of possible interventions on how gender mainstreaming can be taken forward in the project, building on the findings and recommendations from the previous gender consultancy. Partners were afforded the opportunity to give their feedback to ensure there was understanding and buy-in.

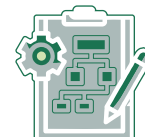
List of Interventions:



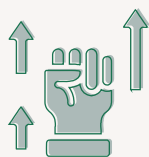
1. Equip project staff, agencies and partners with gender mainstreaming awareness/ tools following an assessment



2. Amending existing reporting template to integrate more gender responsive measures



3. Review agencies’ documents with assistance from UNDP to include GEF/UNDP standards



4. Encourage gender focal points at agencies to ensure sustainability of gender mainstreaming efforts



5. Communicate gender mainstreaming efforts within the project and via external newsletters



6. Establish working group of current and past GEF-5 PA colleagues



7. Develop learning brief of the gender mainstreaming journey in the GEF-5 PA Project - from GEN0 to GEN1

The list of interventions was presented to project staff at partner meetings and accompanied the project until the end of the consultancy. It was used to measure the progress of further integrating gender mainstreaming into the project.

The importance of extending the gender mainstreaming efforts beyond the project staff to agency level was highlighted. This was to ensure greater sustainability of all previous and future efforts.

7.1. ASSESSMENT OF GENDER ISSUES

One of the proposed interventions was to assess what each project site had in place and what it thought could still be achieved. In this regard a survey was circulated to all project staff and agency personnel involved with gender issues. The assessment included questions on capacity building, gender policies and strategies. It also asked if organisations had been working with strategic implementers and facilitators of social change to advance gender equality. Respondents were also asked to explain what had been done to ensure equal participation of women and men in key decision-making processes. The responses informed the next steps to be taken in advancing gender mainstreaming.

7.2. REFINING THE MONITORING & EVALUATION SYSTEM

7.2.1. Testing the SRF Feasibility

In order to connect to the work done previously, an effort was made to establish if the proposed adjustments to the Strategic Result Framework (SRF) were feasible for the project staff. Their feedback revealed that more needed to be done to ensure gender mainstreaming was adequately considered in the monitoring and evaluation (M&E) system. It also highlighted the need to include more qualitative questions and indicators. The fact that gender mainstreaming had been an add-on to the project and was not considered from the onset, became quite apparent.

7.2.2. Amending the UNDP Reporting Template

The need for more gender-responsive reporting and M&E had emerged. The focus shifted to the GEF-5 PA reporting mechanism. The existing mechanism did not sufficiently capture all the outputs, consequently affecting M&E. The purpose was to generate as much information as possible from project staff to assist in measuring the outcome and impact of gender mainstreaming amongst others. This was also meant to serve as a preparation for the Terminal Evaluation. The reporting mechanisms of the GEF-5 PA Project included the quarterly UNDP report, the quarterly DFFE report and the annual UNDP Project Implementation Review (PIR).

The PIR requires the project's gender analysis and for projects approved since 2018 a gender action plan as well as the gender marker rating. It further requires information on how the project is contributing to gender equality and how the results reported addressed the different needs of men or women, changed norms, values, and power structures, and/or contributed to transforming or challenging gender inequalities and discrimination.

The quarterly UNDP reporting template was chosen as it allowed for more narrative feedback. Information captured in these reports feed into the PIR. The template was reviewed to enhance the collection of more qualitative information and to better capture results and information that was previously omitted. Since sex-disaggregated data is a minimum standard for planning, implementing, monitoring, and evaluating project activities, the template was also amended to include sex-disaggregated data in all sections about project personnel, target groups, beneficiaries, etc.

The proposed changes were shared with project staff before presenting the revised template at a project meeting. The amendments were approved by the project and the revised reporting template was used since the fourth quarter in 2020. See screenshot of amended version of the UNDP reporting template on page 10.



1.7 CONTRIBUTION OF PROJECT TO EMPLOYMENT OF COMMUNITY MEMBERS*

If applicable, in a separate report, please provide a short paragraph on gender equality issues: Have women benefitted equally with men in the intervention, including in decision making and leadership? Has the employment been meaningful and necessary for women to further their career in nature conservation and biodiversity? Have logistical issues and potential restrictions (language, culture, care work, child care, etc.) been considered?

Project and Duration (Indicate if on-going or once-off)	Total number participating	Project gender targets	% Females (include Female vs male numbers)	No. of Youth (35 years and below)	No. of Adults (older than 35)	Description and other comments	Separate Report (tick)

**Focus on employment programmes in Cape Nature (DCCP/EPWP); SANParks (Richtersveld - Biodiversity Stewardship Programme); and K2C (EMs) and CPA's in the West Coast Corridor and Richtersveld – see PIR 2019 and 2020.*

1.7.1 CONTRIBUTION OF PROJECT TO GENDER EQUALITY AND EMPOWERMENT

If applicable, please report on any specific interventions, efforts, events and activities aimed at achieving gender equality and the empowerment of women, e.g. working with women trainers, offering training relevant to women's needs (negotiation, financial literacy, etc.), gender-sensitive approaches in meetings and workshops (ensuring women's views and voices are heard and considered), development of documents such as gender policy, gender action plan and/or establishing gender focal person or task team, etc.

Intervention, events, activities	Date/Duration	Description of gender equality and/or women empowerment component of the intervention
e.g. Cape Nature gender task team	From October	Cape Nature established a task team of seven led by the GM Human Resources to take gender mainstreaming forward in the organisation

Screenshot of amended version of the UNDP reporting template including gender.

A guideline was developed to accompany the reporting template for project staff to capture more in-depth information. In addition, a survey was developed for project staff to use at their discretion with stakeholders who benefitted from capacity building interventions or employment opportunities as part of the project. The survey was intended to capture more personal information to gain a better understanding of how gender equality is perceived within the groups a project site was working with. It inquired about one's understanding of gender and gender equality, what hinders and what enables equal participation of men and women and if men and women participated equally in an intervention.

7.2.3. Including Gender Indicators in the M&E plan

A detailed and practical M&E Plan, based on the original Strategic Results Framework in the Project Document (ProDoc) was developed in line with existing reporting obligations. In order to make the plan as practical and accessible for project staff to use, the questions, indicators, data collection methods developed for the M&E Plan were directly linked to the revised reporting template. The outcome (for component 2) was amended to include "Enhanced gender equality and women's empowerment is achieved" with "Gender mainstreaming is strengthened in the project" added as an output. See screenshot of M&E Plan with additions regarding gender on page 11

|| A guideline was developed to accompany the reporting template for project staff to capture more in-depth information. ||

Output	Baseline (as per SRF)	End of Project Target (as per SRF)	Monitoring Question (What do we want to know?/What has been the significant change?)	Indicator (How will we know it?)	Data collection method/s (Where will the data come from?)	Person/s responsible for data collection (Who captures data?)	Timeframe (When will data be captured?)
Outcome 2.1 - Improved PA management effectiveness delivers enhanced protection to 1,100,000 ha of new and existing PA's. Enhanced gender equality and women's empowerment is achieved.							
Outputs							
<ul style="list-style-type: none"> Capacity of PA staff to implement robust and low cost PA expansion is improved through providing key support to the low cost PA expansion processes including facilitating contract negotiation, declaration of PAs, completion of PA registers, management planning, monitoring and evaluation of newly expanded PAs. Gender mainstreaming is strengthened in project. Cost effective management planning, monitoring and evaluation developed and implemented in existing and newly expanded PA's. 							
Capacity of PA staff	-	-	How many people have been capacitated?	Number of people trained	Attendance registers, certificates	GEF-5 Project staff	Quarterly
			How have they been capacitated?	Formal/informal training and name of qualification	Certificates, workshop reports	GEF-5 Project staff	Quarterly
			How many of the trainees are women?	% of female trainees	Attendance registers	GEF-5 Project staff	Quarterly
			How have female trainees benefitted from the training?	Evidence of initiatives that increase women's capacity and provide career development	Surveys, reports	GEF-5 Project staff	Quarterly
				Evidence of initiatives that provide women's career development	Employment contracts, organograms	GEF-5 Project staff	Quarterly
				Evidence of initiatives that increase women's level of access and control	Employment contracts, organograms, meeting minutes	GEF-5 Project staff	Quarterly
			How has gender mainstreaming been strengthened in the project?	Sex (age and disability) disaggregated data included in M&E plan	M&E reports	GEF-5 Project staff	Quarterly
Evidence that project staff and agencies take initiative to mainstream gender in their organisations, incl. working with men to shift patriarchal attitudes and practices	Gender analysis, gender related documents, articles and reports of gender related interventions, meeting minutes of gender committees, emails	GEF-5 Project staff		Quarterly			

Screenshot of M&E Plan with additions regarding gender.

7.3. CAPACITY BUILDING THROUGH AN INTERACTIVE GENDER MAINSTREAMING WEBINAR

A webinar was hosted in response to the recommendation from the gender analysis to facilitate gender mainstreaming capacity building interventions. The programme was developed in collaboration with UNDP gender specialists. All GEF-5 PA project staff and other staff from the implementing agencies with an interest in gender mainstreaming were invited. Over 50 participants attended the webinar.

The webinar presented an overview of gender concepts and approaches to achieve greater gender equality. This assisted participants in becoming more aware of the importance in gender mainstreaming generally and for project management. It also created a better understanding of the link between gender and biodiversity management, conservation and climate change. In order to enhance learning and the sharing of experiences in the sector, various project partners provided valuable input. UNDP colleagues from Namibia shared their gender mainstreaming experiences in implementing GEF projects from their Country Office. Colleagues from the GEF-5 PA project provided input on how they approach gender matters when engaging with their stakeholders.

The webinar served as a catalyst to look at the status of gender mainstreaming in the project and the implementing agencies - posing the questions of how much had been achieved and what positive contributions could still be made.

Some of the key points of the webinar:

- Consciously consider gender issues in every project to achieve greater gender equality;
- An in-depth gender analysis forms the basis for effective gender mainstreaming;
- Adequate reporting templates to capture gender work for monitoring and evaluation;
- Gender mainstreaming goes deeper than just providing sex-disaggregated data;
- Women should not be seen as beneficiaries only but as agents of biodiversity management and be involved in solutions mapping and programme design;
- Men should not be left out (male champions are needed);
- The gender marker is a helpful tool to track progress in achieving gender equality.

“ Gender mainstreaming goes deeper than just providing sex-disaggregated data. ”

Welcome to Gender Mainstreaming in the GEF-5 PA Project Live Webinar

The webinar will begin soon

Live Webinar
Gender Mainstreaming in the GEF-5 PA Project
 Improving Management Effectiveness of the Protected Area Network
 Thursday, October 8th 9 am - 12 pm South African Time

Objectives

- Create general awareness on gender mainstreaming and its importance in project management
- Understand the link between gender and biodiversity management, conservation and climate change
- Reach a consensus on a set of gender indicators for reporting and reporting tools
- Learn and share experiences on gender mainstreaming from other countries

Presenters

- Anela Batschari, Engagement, Learning and Impact Consultant, GEF-5 PA Project
- Nelly Mwaika, Gender and HIV Programme Manager, UNDP South Africa
- Daisy Makarakate, Regional Climate Policy Advisor, UNDP Ethiopia
- Representatives from local organisations
- Representatives from Namibia

9:00	Welcome Remarks/Introduction and Background	Anela Batschari
9:10	Gender Concepts and Gender Mainstreaming	Nelly Mwaika, UNDP
9:40	Linkage between Gender and Biodiversity Management, Conservation and Climate Change	Daisy Makarakate, UNDP
10:10	Practical gender analysis of current working document, identification of indicators and reporting mechanisms	UNDP Team
10:55	5 Minute Break	
11:00	Sharing of Gender Mainstreaming Experiences - Namibia	Muano Shomanda, UNDP Sali-Mashumba, UNDP
11:30	How to Strengthen Working Relationships with Various Stakeholders? - Examples from the GEF-5 PA Project	Bronwyn-Bothe, MCTPE Suzie Mwaika, ERS
11:55	Closing Remarks	Martin Akerhus, Cape Nature

Screenshot of webinar

7.4. COMMUNICATING GENDER ISSUES WITHIN THE PROJECT AND WITH STAKEHOLDERS

As part of joint learning and knowledge management on gender, GEF encourages its partners to showcase their gender mainstreaming experiences in project development and implementation and share good practices, methodologies, and lessons learned. This report is a direct response to that. Other experiences, like the hosting of the gender mainstreaming webinar were shared via the GEF-5 PA newsletter and UNDP's communication platform.

The newsletter also featured a series of women in conservation that is available on the [GEF-5 PA website](#). This series (gender equality) portrays women who chose their career in the conservation sector, sharing why they chose this career and what their work means to them. It also highlights the obstacles they had to overcome. The articles aimed to showcase the shift towards more women, and black women in particular, in a sector that used to be dominated by white male. The stories serve as an encouragement for other women to consider a career path in conservation and the protection of biodiversity.

The GEF-5 PA newsletter also shared [good practice from the Kruger to Canyons Biosphere Region](#) (K2C BR). K2C BR is a non-profit organisation and one of the project partners working with the Mpumalanga Tourism and Parks and Agency (MTPA) and the Limpopo Department of Economic Development, Environment and Tourism LEDET. They are making a great effort in advancing gender equality through innovative projects and sharing regular articles in their quarterly newsletter.

A particular effort was made to ensure that communication in the newsletters, reports and articles was gender sensitive – avoiding gender insensitive language and refraining from gender stereotypes and gender responsive – ensuring that women were portrayed, quoted and presented in a manner equal to their male counterparts.

“ **The newsletter also featured a series of women in conservation that is available on the GEF-5 PA website.** ”

7.5. EXPLORING GENDER MAINSTREAMING AS AN INDICATOR FOR THE METT

As mentioned further above, the gender analysis proposed the inclusion of gender in the Management Effectiveness Tracking Tool (METT). In this regard the METT was to be reviewed and the strategic results framework amended with the suggested indicator 'gender is mainstreamed in revised METT tool'. This was a recurring subject of discussions in Project Steering Committee (PSC) and Partner meetings. To bring this to a conclusion, a survey on the METT experiences of project partners, included a question on gender related indicators and if these should be added to the METT for improved gender equality outcomes of protected area management and how these would best fit in.

The majority of respondents felt that the METT is a tool to assess the management effectiveness of reserves and that gender is not necessarily an indicator of how well a protected area is meeting its objectives or how well the values are conserved. Most respondents were of the view that gender should be dealt with at HR departments. In that regard agencies should apply their equity policy to any applications or positions interviewed for.

However, it was suggested that gender issues could potentially be nested in the HR indicator of the METT-SA related to organograms and HR capacity. Another suggestion was to have an indicator that speaks to whether a protected area has a gender mainstreaming plan, similar to how the METT evaluates protected area governance in terms of communities and indigenous people having an input to management decisions.

7.6. LIAISING WITH PARTNER AGENCIES FOR CONTINUOUS GENDER MAINSTREAMING PRACTICE

A particular effort was made to consult with partner agencies to ensure that the gender mainstreaming efforts are sustained on an organisational level and not fade out if project staff moves on at the end of the project. Each agency was contacted to identify the gender focal point or person mostly responsible for gender issues. This was mostly directed at the HR departments. It was then established in how far the agency had made efforts to advance gender equality and which documents had been produced in that regard. This information was used to compare the interventions undertaken by the different agencies and explore if agencies can benefit from peer learning.

The level of work done in this regard differed greatly between agencies but all equally acknowledged the need to do more. K2C BR shared their gender policy and gender strategy as well as their gender action plan. CapeNature shared their gender equality policy, which was approved by their Chief Executive Officer in 2020. All the documents were forwarded to the UNDP Gender Specialist for review to assess in how far these documents comply with international standards and make recommendations for improvement.

This exercise motivated CapeNature to consider developing a gender strategy. In order for them to ensure that gender equality received the necessary attention, they established a gender task team as a follow-on to the gender mainstreaming webinar. Their efforts are serving as an example for their counterparts to follow suit.

|| CapeNature shared their gender equality policy, which was approved by their Chief Executive Officer in 2020. All the documents were forwarded to the UNDP Gender Specialist for review to assess in how far these documents comply with international standards and make recommendations for improvement. ||

8. MEASURING PROGRESS AGAINST INTERNATIONAL AND NATIONAL STANDARDS

The purpose of this report is to explore to what extent gender issues have been mainstreamed into the GEF-5 PA work and how effective this has been. In order to measure these efforts, relevant documents by the Convention on Biological Diversity (CBD), the GEF, UNDP and DFFE have been reviewed. This allowed to compare the project's achievements with the standards provided by international and national agencies.

The stocktaking exercise helped to identify how well the GEF-5 PA Project was aligned with international and national policies and strategies on gender equality. It measured the gender mainstreaming efforts in the project against other entities' policies, standards and guidelines. This exercise did not only provide a good overview of what exists on international and national level but also ascertained the level of progress that has been made by the GEF-5 PA Project with regards to achieving greater gender equality, especially in the absence of any baseline.

The table below provides an overview of the documents that were consulted and describes the relevant checklists and key performance areas and how the GEF-5 PA Project is performing.



Source	Checklist/Key Performance Areas (KPA)	Status GEF-5 PA
CBD ⁴	<p>Carry out “gender analysis” based on sex-disaggregated data as well as qualitative research to clarify women’s and girl’s gender roles, priorities and knowledge in relation to those of men’s and boy’s and in the context of biodiversity, so that they move from being invisible and ignored to visible and valued.</p> <p>Include a “gender action plan” and/ or integrate gender actions into the main results framework. These actions should be based on gender analysis, with measurable outputs in line with the CBD Gender Plan of Action.</p> <p>Promote equal access to natural resources, including land and water, so as to incentivize women as well as men to manage these resources more sustainably.</p> <p>Ensure that women and men enjoy equal participation and voice in key institutions, decision making processes, policies and programmes about biological resources, so that they can bring their expertise to bear and so that they may enjoy equal benefits from ecosystem services.</p> <p>Allocate gender expertise and finance to make gender-responsive biodiversity management a reality.</p>	<p>A gender analysis was conducted in 2018, clarifying gender roles in the context of biodiversity.</p> <p>A Gender Action Plan was planned but due to time constraints not developed.</p> <p>Even though this was not stated in any of the documents, partner agencies promoted equal access nevertheless.</p> <p>This was applied by all partner agencies to various degrees.</p> <p>Two gender experts were taken on board to assist.</p>
<p>GEF Policy on Gender Equality⁵</p> <p>GEF Guidance on Gender⁶</p>	<p>Gender responsive approach is applied throughout the identification, design, implementation, monitoring, and evaluation of GEF.</p> <p>Efforts to mainstream gender and promote gender equality and the empowerment of women are pursued in accordance with the decisions on gender under the Multilateral Environmental Agreements (MEA) that the GEF serves, and in recognition of related international and national commitments to gender equality and human rights.</p> <p>A gender analysis is conducted to assess the potential roles, benefits, impacts and risks for women and men of different ages, ethnicities, and social structure and status and to identify the potential negative impacts of project intervention on women as well as men.</p> <p>Stakeholder engagement and analyses are conducted in an inclusive and gender-responsive manner, so that the rights of women and men and the different knowledge, needs, roles and interests of women and men are recognised and addressed.</p>	<p>A gender responsive approach was considered from mid-term and efforts to mainstream gender and promote gender equality were made when gender experts were brought in 2018 and again in 2020.</p> <p>A gender analysis was conducted in 2018.</p> <p>Partner agencies conduct their own stakeholder engagement. There was no oversight of an explicit gender responsive approach.</p>

⁴ <https://www.cbd.int/gender/doc/cbd-towards2020-gender-integration-en.pdf>

⁵ https://www.thegef.org/sites/default/files/documents/Gender_Equality_Policy.pdf

⁶ <https://www.thegef.org/sites/default/files/publications/GEF%20Guidance%20on%20Gender.pdf>

Source	Checklist/Key Performance Areas (KPA)	Status GEF-5 PA
<p>GEF Policy on Gender Equality ⁵</p> <p>GEF Guidance on Gender ⁶</p>	<p>GEF-financed activities are conducted, designed, and implemented in an inclusive manner so that women's participation and voice are, regardless of background, age, race, ethnicity or religion, reflected in decision-making, and that consultations with women's organizations, including Indigenous women and local women's groups, are supported at all scales.</p> <p>GEF-financed activities address and do not exacerbate existing gender-based inequalities and measures are identified to avoid, minimize/mitigate adverse gender impacts.</p> <p>Information is provided in their annual project implementation reports (PIR), mid-term reviews (MTR), and terminal evaluations (TE) on progress, challenges, and outcomes of gender responsive measures</p> <p>The institutional framework for gender mainstreaming is strengthened, for example, by having a focal point for gender, or other staff, to support the development, implementation, monitoring, and provision of guidance on gender mainstreaming.</p> <p>A system for monitoring and evaluating progress in gender mainstreaming is in place, including gender responsive indicators and sex-disaggregated data.</p> <p>Gender experts to support gender mainstreaming in projects and for implementation of policies, strategy, or action plan are included.</p> <p>Gender mainstreaming experiences in project development and implementation are showcased.</p> <p>Communication is gender sensitive.</p>	<p>Even though this was not stated in any of the documents, activities were conducted in an inclusive manner.</p> <p>This was not explicitly addressed, but activities did not seem to have any adverse gender impacts.</p> <p>The project provided this information throughout.</p> <p>The M&E system was amended in 2020 to include more specific gender responsive indicators and sex-disaggregated data.</p> <p>Two gender experts were taken on board to assist.</p> <p>Experiences such as the gender mainstreaming webinar were showcased and the GEF-5 PA Gender Mainstreaming Journey also serves this purpose.</p> <p>This was considered with all communication products with the gender expert from 2020.</p>

⁵ https://www.thegef.org/sites/default/files/documents/Gender_Equality_Policy.pdf
⁶ <https://www.thegef.org/sites/default/files/publications/GEF%20Guidance%20on%20Gender.pdf>

Source	Checklist/Key Performance Areas (KPA)	Status GEF-5 PA
Guiding questions to consider when conducting for the Terminal Evaluations (TE) ⁷	<p>Were gender issues fully integrated into the project design, implementation, monitoring, and reporting?</p> <p>How did the project work to promote gender equality and women's empowerment (GEWE)?</p> <p>Did the project miss any opportunities in terms of mainstreaming gender or advancing GEWE?</p> <p>What were the benefits and opportunities of taking gender into consideration?</p> <p>What were the GEWE results achieved (or likely to be achieved)?</p> <p>What were the gender mainstreaming principles adhered to by the project?</p> <p>Are there any lessons learned in terms of gender that could be used for similar future interventions in terms of design, implementation, and monitoring and evaluation?</p>	To be confirmed in the TE.
UNDP Social and Environmental Risk Screening Checklist Principle 2 ⁸	<p>Is there a likelihood that the proposed Project would have adverse impacts on gender equality and/or the situation of women and girls?</p> <p>Would the Project potentially reproduce discriminations against women based on gender, especially regarding participation in design and implementation or access to opportunities and benefits?</p>	<p>The likelihood was minimal; however, this was not considered specifically.</p> <p>It was unlikely for the project to reproduce discrimination; however, this was not considered specifically.</p>
UNDP Social and Environmental Standards ⁹	<p>Have women's groups/leaders raised gender equality concerns regarding the Project during the stakeholder engagement process and has this been included in the overall Project proposal and in the risk assessment?</p> <p>Would the Project potentially limit women's ability to use, develop and protect natural resources, taking into account different roles and positions of women and men in accessing environmental goods and services? For example, activities that could lead to natural resources degradation or depletion in communities who depend on these resources for their livelihoods and wellbeing.</p> <p>UNDP uses sex-disaggregated data and gender sensitive indicators in its programming.</p>	<p>This process was not taken up when gender experts came on board.</p> <p>It was unlikely for the project to limit women's ability; however, this was not considered specifically.</p>
		The M&E system was amended in 2020 to include gender responsive indicators and sex-disaggregated data.

⁷ <https://www.thegef.org/publications/gef-guidance-gender-equality>; pg. 19

⁸ https://info.undp.org/docs/pdc/Documents/SOM/Draft_SESP_PIF-CCCD_2017_002_.pdf

⁹ https://info.undp.org/sites/bpps/SES_Toolkit/SitePages/Gender%20Equality%20and%20Women's%20Empowerment.aspx

Source	Checklist/Key Performance Areas (KPA)	Status GEF-5 PA
UNDP Social and Environmental Risk Screening Checklist	UNDP Programmes and Projects will be gender-responsive in their design and implementation. UNDP will seek to identify and integrate the different needs, constraints, contributions and priorities of women, men, girls and boys into its programming.	A gender responsive approach was considered from mid-term and efforts to mainstream gender and promote gender equality were made when gender experts were brought in 2018 and again in 2020.
Principle 2 ⁸ UNDP Social and Environmental Standards ⁹	UNDP Programmes and Projects will promote gender equality and the empowerment of women. UNDP will seek to reduce gender inequalities in access to and control over resources and the benefits of development. Programmes and Projects will ensure that both women and men are able to participate meaningfully and equitably, have equitable access to Programme and Project resources, and receive comparable social and economic benefits. UNDP will ensure that its Programmes and Projects do not discriminate against women or girls or reinforce gender-based discrimination and/or inequalities.	It was unlikely for the project to reinforce discrimination/ inequalities.
Stakeholder analysis and engagement will be conducted in a gender-responsive, culturally sensitive, non-discriminatory and inclusive manner, ensuring that potentially affected vulnerable and marginalized groups are identified and provided opportunities to participate.	Stakeholder analysis and engagement will be conducted in a gender-responsive, culturally sensitive, non-discriminatory and inclusive manner, ensuring that potentially affected vulnerable and marginalized groups are identified and provided opportunities to participate.	Partner agencies conduct their own stakeholder engagement. There was no oversight of an explicit gender responsive approach.
UNDP Checklist for Gender Mainstreaming in Project Proposals ¹⁰	Does the situation analysis take into account the different social, economic, cultural and political situations of men and women? Does the analysis reflect an awareness of the gender-differentiated impacts of socio-economic and development processes? Have data and statistics provided as background and/or justification for intervention been disaggregated by sex? If not, has a reason (e.g., unavailability of such data, inappropriateness of desegregation against a particular indicator) been given for the omission? Is it proposed to address gender gaps in data under the project? Has collection of sex-disaggregated data been specified in the proposal for baseline survey?	The gender analysis conducted in 2018 takes the different situation into account and reflects an awareness of gender-differentiated impact. Data gender gaps were addressed from 2020.

⁸ https://info.undp.org/docs/pdc/Documents/SOM/Draft_SESP_PIF-CCCD_2017_002_.pdf

⁹ https://info.undp.org/sites/bpps/SES_Toolkit/SitePages/Gender%20Equality%20and%20Women's%20Empowerment.aspx

¹⁰ https://www.undp.org/content/dam/somalia/docs/Project_Documents/Womens_Empowerment/Gender%20Mainstreaming%20Made%20Easy_Handbook%20for%20Programme%20Staff1.pdf (pg. 22)

Source	Checklist/Key Performance Areas (KPA)	Status GEF-5 PA
<p>UNDP Checklist for Gender Mainstreaming in Project Proposals¹⁰</p>	<p>Does the proposed strategy appropriately address the dimensions of gender inequality described in the analysis? If not, where are the gaps? Do the proposed activities include action on gender issues identified in the strategy? Are they appropriate and adequate? Do the activities include any interventions to advance women's empowerment (e.g., formation of women's collectives, support to these groups, capacity-building for women, gender training with men, creation for opportunities for women to participate in decision-making, increased access to resources, support for entry into non-traditional roles and spaces)? If yes, are these appropriate to the intervention and do they build on advances under other interventions? If not, are there opportunities for such action?</p> <p>Does the monitoring framework include measurable gender indicators appropriate to the intervention? If only general indicators have been included, are there any specific indicators that could be suggested?</p> <p>Have adequate resources been provided for the proposed gender activities? Are there opportunities under the 'general' activities in the project where a gendered approach could be introduced or specific activities suggested? Have specific actions for gender equality been mandated under the project (e.g., specified percentage of women members in decision-making bodies, training programmes, study tours and other learning opportunities, economic opportunities)?</p>	<p>Interventions were identified in 2020 to close some gaps before the project's completion. Some of the implementing partners included interventions to advance women's empowerment.</p> <p>The M&E system was amended in 2020 to include measurable gender indicators.</p> <p>Generally, the project employed more women. Some of the implementing partners introduced gendered approaches to their activities.</p>
<p>Department of Forestry, Fisheries and the Environment (DFFE)¹¹</p>	<p>Research, Development and Evidence: Number of research projects finalized/ Number of skills developed/initiatives conducted/Number of gender implementation instruments developed/Number of mentoring programmes created/ Number of finance opportunities offered to up and coming female students.</p> <p>Partnerships: Number of partnerships forged/Number of sector initiatives expanded to other sectors/Number of women beneficiaries in environmental programmes.</p> <p>Events: Number of gender mainstreaming events held/Percentage budget spent on events.</p> <p>Funding Models: Number of funding models identified/Women owned organizations prioritized as part of Enterprise Development on the BBBEE scorecard/Number of funding opportunities secured/Percentage allocation of funds to women led projects.</p>	<p>A gender assessment and other instruments were developed to respond to gender mainstreaming in the project. Two female students were provided a research opportunity.</p> <p>Various partnerships were forged with many women beneficiaries on implementing level.</p> <p>A webinar was hosted in 2020.</p> <p>All implementing partners considered women led projects and businesses in their procurement processes.</p>

¹⁰ [https://www.undp.org/content/dam/somalia/docs/Project_Documents/Womens_Empowerment/Gender%20Made%20Made%20Easy_Mainstreaming%20Made%20Easy_Handbook%20for%20Programme%20Staff1.pdf](https://www.undp.org/content/dam/somalia/docs/Project_Documents/Womens_Empowerment/Gender%20Made%20Easy_Mainstreaming%20Made%20Easy_Handbook%20for%20Programme%20Staff1.pdf) (pg. 22)

¹¹ Thematic areas and indicators as per Environment Sector Gender Action Plan 2019/ 2020.

Source	Checklist/Key Performance Areas (KPA)	Status GEF-5 PA
Department of Forestry, Fisheries and the Environment (DFFE) ¹¹	<p>Advocacy / Governance & Planning: Number of gender mainstreaming plans finalized/Ratio of gender equality in management structures/Number of policies reviewed for gender considerations/Number of coordination initiatives convened.</p> <p>Note: Programmes that empower women include Working for Water (WfW), Land (WfL), Wetlands, Fire (WoF). Other programmes that involve women and the environment are Rhino Dialogues South Africa, Green Cars, Green Fund, Climate Action Now, as well as donor funded projects.</p>	<p>The project encouraged implementing partners to develop and/or review existing plans and policies.</p> <p>Some of the implementing agencies were involved in some of the programmes.</p>
Department of Public Works and Infrastructure ¹²	<p>The Expanded Public Works Programme (EPWP) is offered by the National Department of Public Works. The EPWP aims to provide poverty and income relief through temporary work for the unemployed to carry out socially useful activities. In order to increase participation of the vulnerable groups of our society, demographic targets for the participation of women in the EPWP Phase IV are set at 60%.</p>	<p>Some of the implementing agencies were aligned with EPWP.</p>

¹¹Thematic areas and indicators as per Environment Sector Gender Action Plan 2019/ 2020.

¹²http://www.epwp.gov.za/documents/Cross_Cutting/Monitoring%20and%20Evaluation/EPWP_PhaseIV_Business_Plan_2019-2024.pdf

9. PARTNER AGENCIES' OUTCOME

The majority of project leads in the GEF-5 PA Project were women. In addition, many other positions at the agencies and sites are occupied by women. This provided a gender balance from the onset and during the project. The high level of women can also be attributed to the various agencies' employment equity policies. The GEF-5 PA Project has enabled women progressing into management positions in some of the project agencies.

The appointment of women in positions such as stewardship facilitators, GIS in-house trainers, conservation officers at project sites contributed to female participation in this previous male dominated field. Importantly, it helps women in communities to relate better.

Below is the list of positions held by women within the GEF-5 PA Project, either fully or partly financed by the project. The list also includes women who were involved in the project via their role in the partner agency. Of the total 30 positions procured for the project, 18 were held by women and 12 by male.

Agency	Site	Positions in project	Positions at agency
SANParks	PMU	Project Manager	General Manager: Park Planning and Development
		Project Assistant	
		Project Management Administrator	
		Financial Control Officer	
		Resource Economist	
		Student/Junior Scientist	
	Richtersveld National Park	Field Ranger	
	Mountain Zebra Camdeboo Protected Environment	Buffer Zone Coordinator	
		Environmental Ecologist	
		Junior Scientist	
West Coast	Buffer Zone Coordinator		
Kruger to Canyon and Greater Kruger region		General Manager: Regional Integration	
CapeNature		DCCP Coordinator	Legal Manager
		Specialist GIS Land Use	Landscape Manager
		Field Ranger	
		Administrator	
ECPTA		Biodiversity/Stewardship Officer	Senior Manager: Protected Areas Expansion and Planning
		Financial Officer	
		Administrator	
SANParks and K2C (incl. MPTA and LEDET)		Chief Operation Officer (K2C)	Director for Protected Areas (LEDET)
		Administrator (Kruger Beneficiation Scheme)	
		Intern	

Figure showing the positions held by women within the GEF-5 PA Project.

The gender analysis conducted in 2018 and the gender mainstreaming interventions implemented under the ELI consultancy contributed to raising awareness of the importance of gender equality and challenging gender inequalities. This resulted in conscientising staff towards this issue.

Some of the partners achievements and progress with regard to gender equality:

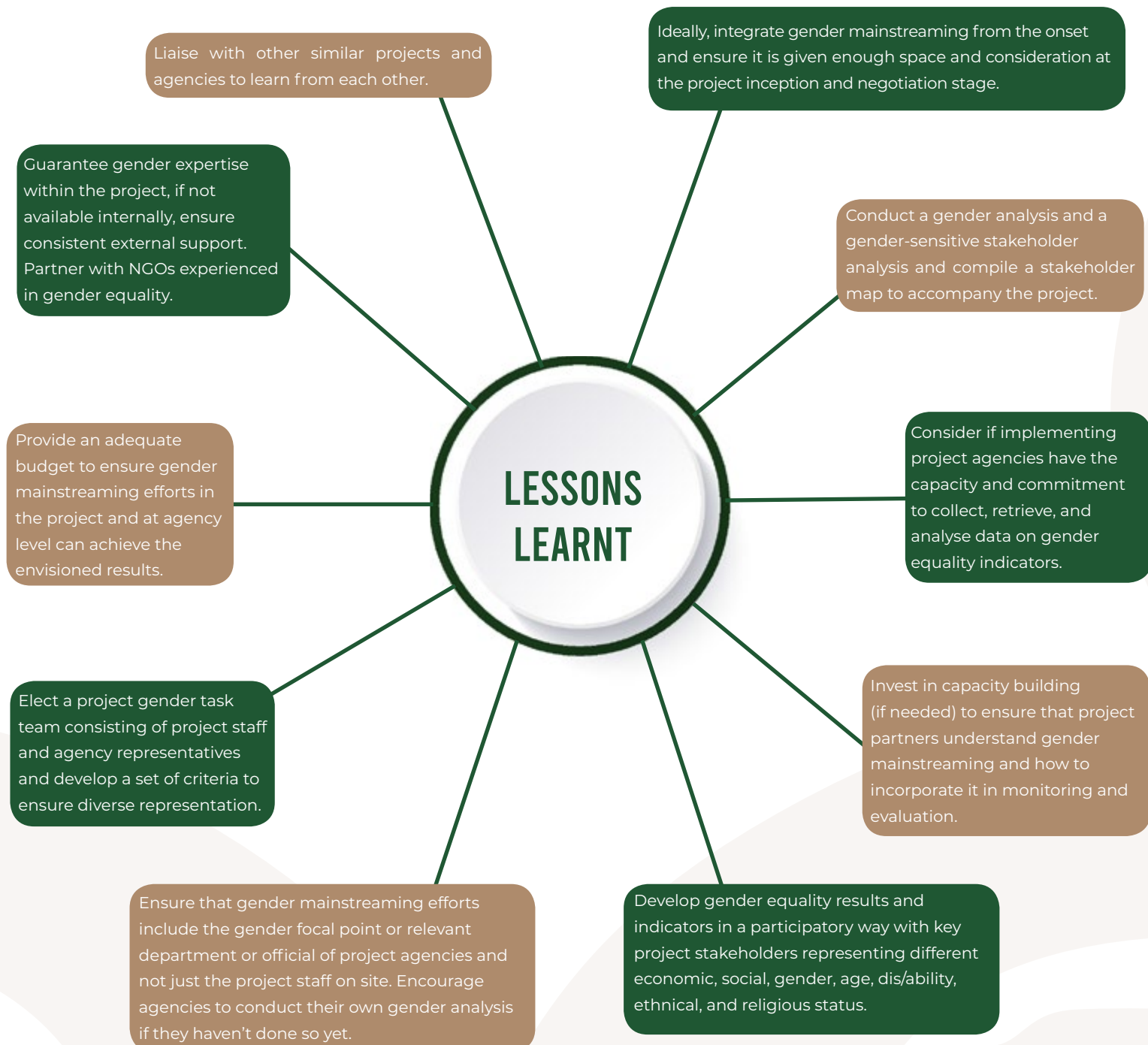
- CapeNature established an internal Gender Mainstreaming Working Group and is in the process of developing a Gender Mainstreaming Strategy.
- Kruger 2 Canyons (K2C) considered the different needs of men and women for their attendance of an online train-the-trainers course as well as a boot camp, accommodating female members' responsibility towards family care. They also made an effort toward changing norms and challenging gender inequalities through a workshop for men on positive role modelling. They also regularly report on gender equality in their external communication with a particular focus on their female employees.

- Richtersveld National Park addressed the different needs of men and women when considering patrol vehicles for field rangers in the protected area. They opted for the vehicle where rangers can sit side by side instead of sitting one behind the other where they must hold on to each other. Also, instead of purchasing one tent for all the field rangers, two tents were purchased for male and female rangers. This way of thinking should eventually be entrenched on all levels and lead to changed norms, values, and power structures, and transforming inequalities and discrimination.
- The Eastern Cape Parks and Tourism Agency (ECPTA) in facilitating the Protected Area Management Plan for the Maloti Thaba Tsa Metsi Protected Environment (MTTMPE) empowered women by encouraging women to participate in the community resolutions. They work closely with a local women led NGO, which plays a big role in transforming the narrative.



10. LESSONS LEARNT

The gender mainstreaming efforts in the GEF-5 PA Project provided some important lessons learnt through the consultation of relevant literature, the implementation of gender mainstreaming interventions and practical experiences of project staff. These lessons are shared below to consider when embarking on gender mainstreaming work, be it during the inception phase or even mid-term of a project.



Importantly, the UNDP and GEF should promote their resources that assist in advancing gender equality much more. For example, their (online) training courses (e.g., <https://www.thegef.org/content/open-online-course-gender-and-environment>), toolkits and guidelines. Information of projects sharing their experiences such as this and similar reports (e.g., Gender Mainstreaming Made Easy: Handbook for Programme Staff, Country Office for UNDP Somalia, 2013) should be made available more widely to implementing agencies and other partners.

11. CONCLUSION

As explained in the gender mainstreaming webinar, gender mainstreaming is a process of assessing the implications for women and men and other gender non-conforming persons of any planned action, including legislation, policies or programmes, in all areas and at all levels.

It is a strategy towards realising gender equality. It involves the integration of a gender perspective into the preparation, design, implementation, monitoring and evaluation of a project.

Gender representation and gender responsive content need to be taken into consideration in all the phases. As such it is a continuous learning process that must be coordinated and monitored. It isn't a straightforward intervention.

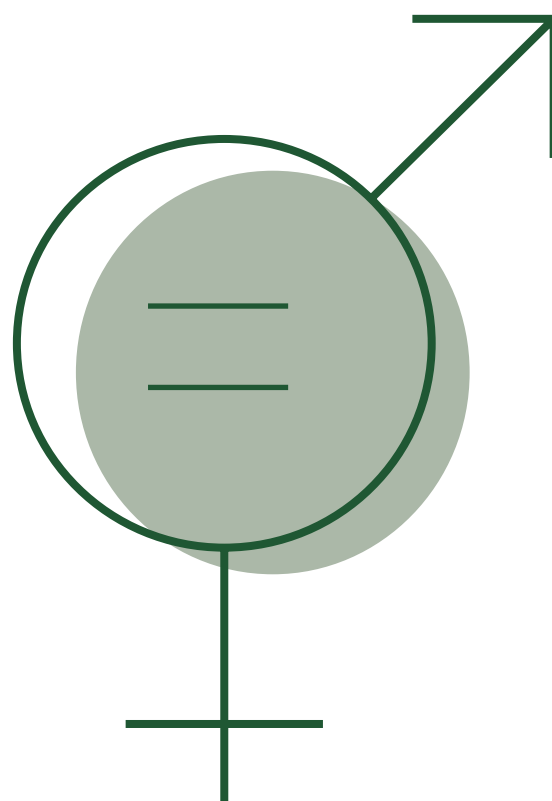
The challenge of gender mainstreaming in the GEF-5 PA Project was that it had not been considered in the beginning of the project. After the midterm review, it was more of a funder driven agenda to fulfil an obligation and the approach was rather ad hoc. The fact that gender mainstreaming was introduced halfway through project implementation resulted in many project partners not fully committing to the targeted deliverables. In view of that, the gender task team should have continued to operate. An effort should have been made to review and possibly restructure the team.

An issue highlighted by one of the project staff was the lack of female representatives at management level of protected areas. This was compared to the

lack of people with disabilities in managerial positions, noting that some sites are not yet developed to accommodate disabled people in the protected areas. These concerns make us aware that much more still needs to be done on the journey to achieve greater gender equality and transformation to a more just, diverse and equal society.

Considering these challenges, the project itself made great strides in terms of gender representation as well as gender responsive content. The approach of reviewing the gender mainstreaming efforts in the project with the beginning of the Engagement Learning and Impact (ELI) consultancy to identify gaps and how to address these before the project would come to an end worked well. It showed that it is possible to achieve good results even when a gender equality component is only introduced mid-way into a project.

The output was a number of interventions that were specific, measurable, achievable, relevant and time-based and put the project on course towards the Gender Marker 2, moving from gender blind towards gender equality being a significant objective.



Improving Management Effectiveness of the Protected Area Network - **the GEF-5 PA Project**

