Red Iberoamericana de Bosques Modelo

RIABM

Ibero-American Model Forest Network

Gender Equity and Equality Strategy of the Ibero-American Model Forest Network

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LIST OF ACRONYMS

CATIE	Tropical Agricultural Research and Higher Education Center (*Centro Agronómico Tropical de Investigación y Enseñanza* in Spanish)
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CIFOR	Center for International Forestry Research
FAO	Food and Agriculture Organization of the United Nations
GID	Gender in Development
IMFN	International Model Forest Network
LGBT	Lesbian, Gay, Bisexual and Transgender
RIABM	Ibero-American Model Forest Network (*Red Iberoamericana de Bosques Modelo* in Spanish)
UN	United Nations

1. INTRODUCTION

This proposal for a Gender Equity and Equality Strategy adapted to the Model Forest context has been prepared at the request of the Ibero-American Model Forest Network (RIABM) management team.

It is important to clarify that a Model Forest does not necessarily refer to a managed or natural forest plantation. Model Forests are territories where a governance process is carried out and sustainable development is promoted, with activities undertaken in the areas of agriculture, livestock, tourism, biodiversity conservation, environmental education, and more. There are currently 32 Model Forests that cover more than 31 million hectares in 15 Ibero-American countries (RIABM, 2016).

This proposal was developed under a participatory methodology that involved the RIABM management team, organizations and individual partners, and representatives of the Model Forests. The proposal was validated in person at the Pichanaki Model Forest in Peru, and will be presented at the annual meeting of the RIABM Board of Directors.

This strategy has a focus on gender in development (GID), which is different from other approaches for focusing on women in development. The GID approach is based on the idea that problems arise from unequal power relations and the structures that produce and/or maintain them, which prevent development under conditions of equality. For this reason, it stresses power relations between women and men – the transformation of their positions, how they are viewed in society, and their own perspectives of this. This approach is a way of observing and analyzing a situation within the historical context of relations between women and men, and considers variables such as age, ethnicity and economic link. This gives a better understanding of a situation by identifying the causes of gender inequalities and formulating means and mechanisms to overcome the gaps and promote relations of equity and equality (CATIE, 2012).

The institutionalization of gender implies that organizations make use of the gender approach as a theoretical and analytical tool, and that they make use of the gender perspective as a proactive and political action (CATIE, 2012).

It is expected that the strategy developed in this project will help institutionalize or mainstream the gender approach in the RIABM and in each of the Model Forests, with the purpose of examining the implications of the actions undertaken for both women and men, and so that all the needs, interests and experiences of women and men are an integral part of the design, execution, monitoring and evaluation of policies, programs and projects (CATIE, 2012).

2. STARTING CONTEXT

The RIABM is a regional organization that brings together 32 territories in more than 15 countries in Latin America and Spain, in order to manage the knowledge and exchange of experiences of Model Forests in Ibero-America (RIABM, 2014).

The RIABM promotes a territorial management model that focuses on the alignment of people with a common vision toward sustainable development (RIABM, 2014). Gender equity and equality are pivotal issues to address in achieving sustainable development, however they are not clearly stated in RIABM's principles and criteria for evaluating a Model Forest. An effort has been made to include an evaluation criterion that refers to strengthening the capacities of local actors and groups to manage their development, to promote equality and to manage natural resources in a sustainable way (RIABM, 2012), but both the criterion and its indicators are elaborated in such a way that it is not possible to clearly identify who participates and how. It is not possible to recognize specific actions with a gender focus, nor to identify the groups that achieve sufficient empowerment to exercise active participation and that have access to decision-making spaces.

Representation in the negotiation area, where representatives from all Model Forests participate annually, also lacks gender equality, a point that was raised at a meeting of RIABM members in 2016. In view of these gaps, the RIABM management team committed to creating a participatory proposal for a strategy of gender equity and equality adapted to the Model Forest context. The result, this document, has been validated in the Pichanaki Model Forest located in Peru and will be presented to the RIABM Board of Directors.

The RIABM currently does not have a gender policy, nor do the Model Forests. However, there have been some initiatives, such as the Risaralda Model Forest in Colombia through the *Corporación Autónoma Regional de Risaralda* (CARDER) and *Sabanas de Manacas* in Cuba, which has already made progress in the development of its own gender strategy. There is also the case of the Chiquitano Model Forest, which is in the process of preparing a gender policy with the support of Cuso International. Additionally, it is worth recognizing others such as Los Altos in Guatemala and Chachapoal in Chile, which are addressing the gender approach to policies set out by organizations on their boards. The rest of the Model Forests interviewed stated that they carry out actions that promote gender equality, but they have not established a formal gender policy or strategy.

2.1 CONCEPTUAL FRAMEWORK

2.1.1 What is gender equity and equality?

To begin, it is important to clarify the difference between sex and gender as used in this document. **Sex** refers to the biological, physiological and genetic distinctions between females and males, while **gender** refers to the psychological, social and cultural differences of women and men. It must be understood that being different is not the same as being unequal, and, therefore, the differences between sexes and genders are themselves not the basis for having equality of conditions, rights, responsibilities and opportunities (Escalante et al., 2002).

Gender equality means both women and men having the same opportunities to exercise human rights: social, political and cultural conditions that guarantee equal access to education, health, housing, employment, recreation, and more. At the same time, it implies equal contribution to the development of society and obtaining equal benefits of such results (Escalante et al., 2002).

Although there has been progress made in formalizing equality of rights, obstacles must still be overcome to attain real equality for women. This forces us to reconsider the exercise of rights and responsibilities of women and men in domestic, labour and political activities. In this context, **gender equity** refers to the "fairness" of giving each person what corresponds to them, based on their needs and possibilities. In order to attain gender equity, it is necessary to promote the equalization of unequal conditions and to favour the management capacity of women. This is achieved through affirmative actions and implementing normative principles that provide differential treatment in the presence of a situation of disadvantage in order to guarantee greater access to equality for women in the enjoyment of their rights and resources. In other words, equity is a mechanism to achieve equality (Escalante et al., 2002).

2.1.2 International regulatory framework

There is a priority international regulatory framework on GID, which has allowed international policies related to gender to be enhanced with more fundamentals, especially in recent decades. The main events are summarized below:

1992

- United Nations Conference on Environment and Development in Rio de Janeiro. Recognizes the essential role of women in the conservation and management of natural resources and the close link between poverty, gender and the environment (López, 2005).

1993

- World Conference on Human Rights in Vienna. Violence against women and other issues related to the rights of women are included in the agenda and the global activities of the United Nations (UN) in the field of human rights. This conference heralds a fundamental change in the theory of human rights when, on the initiative of women, it is accepted that human rights can be exercised or, on the contrary, violated, both in public and in private. In addition, for the first time, acts occurring in private can give rise to state responsibility (López, 2005).

1994

- International Conference on Population and Development in Cairo. The empowerment of women is considered an integral part of development and the sexual and reproductive rights of women and men are recognized. The recognition of the rights that are enjoyed or denied inside the home becomes more and more prominent in the understanding of human rights (López, 2005).

1995

- World Summit for Social Development in Copenhagen, Denmark. The commitment to ensure full equality between women and men is adopted (López, 2005).
- Beijing Declaration and Platform for Action. It marked the road map and the most comprehensive international policy framework for action. It has been the source of guidance and inspiration for achieving gender equality and human rights for women and girls throughout the world (UN, 1995).

1999

- Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) (1979) and Optional Protocol (1999), the latter being a legal mechanism that will facilitate a more effective implementation of the CEDAW through the extension of its interpretation and practical application (IIHR, 2004).

2000

- World Conference on Education for All (Jomtien 1990-Dakar 2000). Within its objectives, it includes the elimination of all disparities between the sexes in primary and secondary education by 2015, ensuring that girls have equal and unrestricted access to quality education (López, 2005).
- Millennium Summit. Specific and measurable objectives are established in gender equity, in relation to education and maternal health, as well as a specific objective (3) on gender equality and the empowerment of women (López, 2005).

2005

- Paris Declaration on the Effectiveness of Development Aid. The commitment of the Ministers of developed and developing countries to undertake far-reaching actions with a view to effectively manage development aid is reaffirmed, considering adaptation to the different situations of countries, specifying indicators, timetables and goals, as well as how to monitor and evaluate implementation. It is also mentioned that similar harmonization efforts will be necessary for other cross-cutting approaches, such as gender equality and other problems, including those financed by dedicated funds (OECD, 2005).

2007

- Communication from the European Commission to the Council and the Parliament on Gender Equality and the empowerment of women in development cooperation. Basis of consensus of the European Council, which seeks to strengthen and optimize all measures aimed at achieving gender equality and the empowerment of women in development cooperation, based on a review and reflection on the years after Beijing in the application of gender mainstreaming (Pérez Baldovinos, 2008).

2010

- Creation of the Global Network of UNESCO Chairs on Gender at the International Congress "Gender Equity Policies: A Prospective View, New Scenarios, Actors and Articulations." This network works as an international platform that facilitates collaborative work between the UNESCO Chairs and other organizations dedicated to gender analysis at the international level with a goal of promoting interdisciplinary exchange and the creation of new knowledge, practices and innovative policies related to education, culture, science, development, technology and other topics (Global Network of UNESCO Chairs on Gender, 2011).

2015

- In September 2015, world leaders approved the 2030 Agenda for Sustainable Development at a historic United Nations summit. This agenda includes 17 Sustainable Development Goals (SDGs), within which the fifth objective is geared toward gender equality with goals such as: ensuring the full and effective participation of women and equality of leadership opportunities for all levels of decision-making in political, economic and public life; undertaking reforms that grant women the right to economic resources under equal conditions, as well as access to property and control of land and other assets, financial services, inheritance and natural resources, in accordance with national laws; and approving and strengthening sound policies and applicable laws to promote gender equality, among others (UN, 2015).

2.1.3 What is sustainable development?

The World Commission on Environment and Development in 1987 defined sustainable development as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs." Supplementary to this definition, according to Imbach (2016), sustainable development is the "permanent process toward the satisfaction of all the fundamental human needs of all people without irreversible degradation of the environment." This last definition clarifies what needs to be met and by whom, and takes a less anthropocentric approach to the commitment to not harm the environment.

2.1.4 Model Forests and sustainable development

A Model Forest is an example of land management that focuses on people working in partnerships toward a common goal of sustainable development, occurring within an area that includes different land uses and values and where the forest ecosystem plays an important role. A Model Forest is a governance structure that functions as a catalyst for bottom-up sustainable development, offering a negotiation forum that brings together local stakeholders to promote sustainable human development in a jurisdiction, and, together, these participants plan and participate to jointly manage their development in relation to natural resources (RIABM, 2014).

This model of governance emerged in Canada, based on conflicts related to forests in the late 1980s. In 1992, the concept was expanded through an international program to address the management of environmental conflicts (RIABM, 2014).

Although each Model Forest has its own characteristics, they are all founded on the same core principles:

1. **Partnership** – *Each Model Forest is a neutral forum that welcomes voluntary participation of representatives of stakeholder interests and values on the landscape.*
2. **Landscape** – *A large-scale biophysical area representing a broad range of forest values, including social, cultural, economic and environmental concerns.*
3. **Commitment to sustainability** – *Stakeholders are committed to the conservation and sustainable management of natural resources and the forested landscape.*
4. **Governance** – *The Model Forest management process is representative, participative, transparent and accountable, and promotes collaborative work among stakeholders.*
5. **Program of activities** – *The activities undertaken by a Model Forest are reflective of the Model Forest's vision and stakeholder needs, values and management challenges.*
6. **Knowledge-sharing, capacity building and networking** – *Model Forests build stakeholder capacity to engage in the sustainable management of natural resources, and collaborate and share results and lessons learned through networking.*

Being part of a Model Forest under these shared principles contributes to the prevention and resolution of conflicts, the democratization of priorities, and helps to catalyze opportunities and achieve political incidence (RIABM, 2014).

In 1995, the International Model Forest Network (IMFN) was created with headquarters in Ottawa, Canada, and currently includes more than 70 Model Forests, in more than 31 countries with presence on 5 continents. In turn, regional networks under the IMFN umbrella have been created, including the RIABM, which contains 32 Model Forests in 15 different countries (RIABM, 2014).

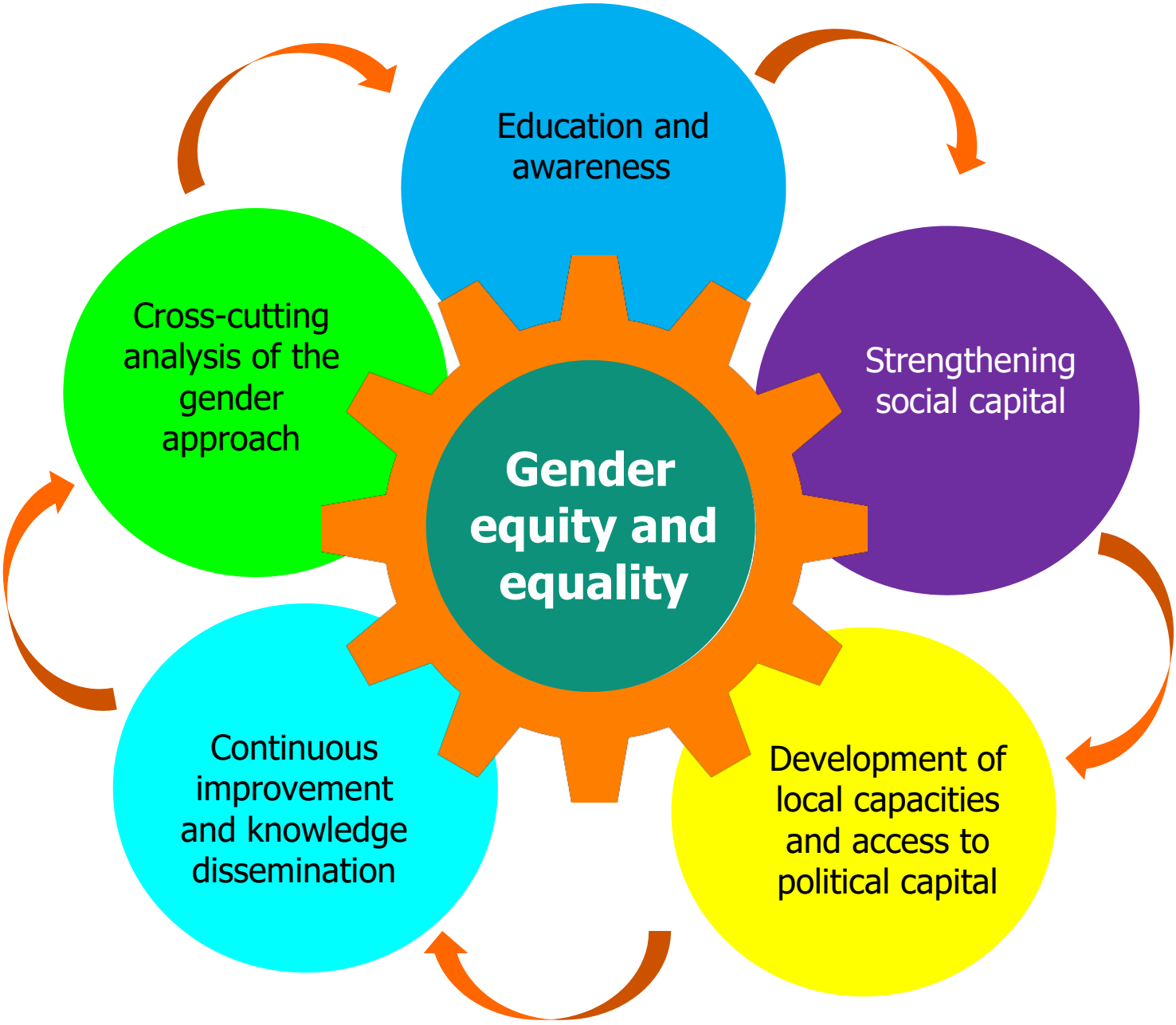
The RIABM has alliances with other organizations that identify with this governance model and add efforts from their own areas of interest, including the IMFN Secretariat, CATIE (Tropical Agricultural Research and Higher Education Center), the Food and Agriculture Organization of the United Nations (FAO), CUSO International, and CIFOR (Center for International Forestry Research) (RIABM, 2014).

Being part of the RIABM makes it possible to internationally showcase the efforts of each Model Forest. It also fosters the exchange of experiences and offers opportunities for initiating network projects, training and seed funds (RIABM, 2014).

3. AIM OF THE STRATEGY

To contribute to the process of institutionalizing and mainstreaming the gender approach in the RIABM and in each of the Model Forests, with the purpose of examining the implications of the actions undertaken for women and men, and making all needs, interests and experiences of both women and men an integral part of the design, execution, monitoring and evaluation of policies, programs and projects.

4. AXES OF ACTION OF THE STRATEGY



4.1 Education and awareness

Paulo Freire wrote that education is a praxis: the action and reflection of women and men upon their world in order to transform it. The world cannot be an island that closes its doors to the social, economic, political and environmental reality; we must collect and incorporate the expectations, feelings, experiences and problems of all people. Who are the people and what do Model Forests have to do with them? They are all the people of our territories: men, women, children, youth, elderly, lesbian, gay, bisexual and transsexual (LGBT) individuals, immigrants, ethnic groups, and people with different physical and cognitive abilities. These people live in our Model Forests, and they are as diverse as each of the Model Forests that make up the RIABM.

In the RIABM team and in each of the Model Forests, it is necessary to more effectively consider the practice of inclusive processes, which requires a real commitment from those in charge of decision-making – the management teams, the boards of directors and the technical teams that carry out the actions of each Model Forest in the field. However, to be effective, these groups must undergo human regenerative and intercultural education. For that reason, this first axis of the strategy is aimed at contributing to the training of stakeholders, both in the RIABM and in each of the Model Forests. We believe that members of the Model Forests are those who seek sustainable development and do so through a participatory process of governance, with the knowledge that equity, inclusion, and participation are part of the principles of governance. We are also aware that these people may not yet be coherent when using these terms, inadvertently giving continuity to processes of marginalization of the population that lives in the territory, and possibly moving forward without sharing the spaces for dialogue and decision-making.

This gives rise to the opportunity to address gender equity and equality, which is one of the dimensions of equity and inclusion, immersing the different groups of people that live in a territory, each with their own needs, interests, potentials and different world views. When all of this is considered, Model Forest dialogue tables will be enriched, and the people will make decisions that really represent the diversity of the population.

The following measures should be considered in implementing this axis:

- Understanding and analyzing the links between gender equity and emerging issues that have a direct impact on development and conservation processes, such as: poverty, climate change, restoration, mining, food security and sovereignty, peace processes, gender violence, and human trafficking, among others according to the context of each Model Forest.

- Exploring the role and status of human capital and the cultural capital of women in each territory and supporting initiatives that allow them to be part of leadership spaces within projects and programs, and join dialogue tables of the management teams, boards of directors and technical teams in the Model Forests.
- Internalizing that gender equity and equality is not a trending issue, but rather a human rights issue built on years of struggle, and it is necessary to continue educating ourselves and educating the generations to come.
- Analyzing in depth the double or triple burden that women bear and how this affects active participation in Model Forests and aspirations to decision-making spaces.
- Questioning why our societies claim patriarchal behaviour that privileges certain people over others is culturally acceptable.
- Learning to make baselines or diagnoses using a gender approach. One recommended tool for this is CATIE's "Tools for the analysis of gender in project cycles: checklists and analysis instruments" (Gutierrez-Montes and Ramírez-Agüero, 2013; see also Annex).
- Addressing the formation of new masculinities.
- Learning to design policies, programs and projects that ensure the equal distribution of benefits between women and men in the different groups of the territory.
- Approaching strategies to prepare budgets with a gender perspective, considering that at least 30% of budgeted resources should be assigned to guarantee gender equity.

4.2 Strengthening social capital

The RIABM and each Model Forest are excellent examples of social capital that has emerged from the human capital strengthened in the different territories. They have partnered to work in a network for sustainable development and, although each territory is different, they share principles that unite them at the local, regional and international levels.

In the same way that Model Forests have sought to develop and strengthen alliances to achieve objectives in forestry, agriculture, ecotourism, and restoration, among others, they should also seek out the necessary alliances to strengthen their capacities in the gender approach and put it into practice in the programs and projects that they carry out.

The RIABM and each Model Forest could further explore their social capital through the following actions:

- Understand and analyze the national and international regulatory framework related to gender equity and equality.

- Identify the interest groups that are supporting initiatives to promote gender equity and equality and interculturalism at the local, regional and international levels, for example: the International Union for Conservation of Nature (IUCN), FAO, UN, International Indigenous Women's Forum (FIMI), Help Them Hope, Envol Vert, and universities, among others. It is important to clarify that the institutions or organizations do not necessarily have to be dedicated only to the gender focus to be allies, but they must be committed and willing to provide the RIABM and Model Forests with concrete support in the process of learning and implementing the gender approach.
- Recognize that, within the territories, civil society also represents human capital with knowledge and experience that could join efforts to train and implement the gender approach.
- CUSO International has been an organization associated with the RIABM for years, and although there is no direct support to the RIABM from Costa Rica, the support does continue in countries such as Peru, Colombia and Bolivia, where the presence of Model Forests coincides with that of CUSO International. It is recommended these relationships be upheld and even strengthened, and that there be a follow-up of the achievements obtained through them.
- Announce the achievements of each Model Forest with respect to the gender approach is a way to create motivation and generate ideas for the rest of the Model Forests, which is why they are urged to share their experiences more frequently through the RIABM.
- Explore partnerships with the private sector, for example: airlines that are focused on social and environmental responsibility could become allies of the RIABM, possibly offering to finance airfare to facilitate meetings.
- Strengthen the RIABM management team's social capital with current partner organizations such as CUSO International, CIFOR, and FAO, putting the issue of gender equity and equality directly on the agenda and together explore what else can be done to ensure that Model Forests attain more tangible benefits. The RIABM management team should also take advantage of visiting CATIE to educate themselves on gender issues and provide spaces for Model Forest representatives.

4.3 Development of local capacities and access to political capital

The two previous axes of this strategy were focused on strengthening human capital and social capital in both the RIABM and in each Model Forest. Once these capitals are strengthened, then the members of the RIABM and MF management teams, boards of directors and technical teams must be made aware and trained so that they have social capital strong enough to generate opportunities for sustainable development, from the perspective of equity and inclusion and with special attention to vulnerable populations in the territories.

It is important to start by clarifying that populations in vulnerable situations will depend on the context, but to be on the same page, we will define vulnerable populations as: people who are at a disadvantage in accessing resources, opportunities and the full exercise of their human rights, which promotes conditions of vulnerability to poverty, climate variability and change, violence, wars, socio-environmental conflicts and intolerant attitudes toward differences.

Model Forests are open platforms for inclusion of interest groups that represent the interests and needs of the population, especially providing opportunities to promote processes of gender equity and equality, and including the diversity of groups in the population (children, youth, ethnic groups, LGBT individuals, elderly, people with different physical and cognitive abilities, immigrants). For this reason, a bottom-up training process is proposed in this axis of the strategy, in which the disadvantaged population must be strengthened to exercise their right to active participation in dialogue spaces where decisions are made that affect their lives.

It is necessary to carry out a situation analysis to understand in depth the potentialities in the territories, with a particular focus on sustainable livelihoods and community capital. Based on the results, actions aimed at the development of local capacities and how to access political capital can be more firmly established. However, as a guide, some actions that could be carried out depending on the context include:

- Education and awareness of the family unit regarding gender equity and equality as an opportunity to build a fairer and more complementary society.
- Promoting the empowerment of women, youth and ethnic groups, with the clarity that within these groups diversity can also present itself.
- Promoting the development of entrepreneurial and associative skills.
- Contributing to the diversification of practised means of life, exploring community capital, depending on the rural or urban context.
- Promoting the value chain approach and the development of local markets.
- Strengthening cultural capital, valuing local knowledge, ancestral knowledge and the worldview of peoples.
- Considering the need to create platforms of opportunities for generational change.
- Promoting a dialogue of knowledge between the technical teams of the Model Forests with the people who live in the communities.
- Promoting organizational policies and strategies that promote access to resources for women, youth, and families in poverty.
- Promoting human regenerative education for children as a fundamental pillar that can be passed down to raise better human beings and conserve the planet’s biodiversity.

- Opening spaces of diverse representation in the dialogue tables of the Model Forests while aiming for an ideal of 50% women and 50% men, both in the Model Forests as well as in the RIABM.
- Projecting human regenerative education to organizations/institutions allied with Model Forests, as well as to those that are not allied but that are present in the territory.

4.4 Continuous improvement and knowledge dissemination

Human development and the conservation of biodiversity are processes, and as such, they are not something that is achieved in the short term and with the first proposed version. For this reason, it is urged that the RIABM, as well as each of the Model Forests, continuously review their processes, tools, and methodologies, and that they make the necessary adjustments to achieve the objectives and have the openness to incorporate ideas that facilitate the processes and the optimal management of resources. In the same way, it is urged that this proposed strategy be tested, adapted and adjusted according to the context and that advances be shared at the network level and with partner institutions/organizations.

Some actions to guide the execution of this axis include:

- Documenting and systematizing the experiences of both the RIABM, as well as those of each Model Forest.
- Using social networks and virtual platforms to spread the knowledge acquired in the management of natural resources through governance.
- Sharing the progress made and the lessons learned in the Model Forests with local institutions/organizations as well as the way in which the gender focus has been integrated in the diversity of activities they carry out.
- Promoting in universities and other educational centres the model of governance used in Model Forests, calling for the participation of the population and urging new generations to participate.
- Organizing events at local, national and international levels that make visible the contributions of both women and men in the sustainable development of the territory.
- Using inclusive language in the different spaces of oral and written participation.
- Model Forests are a representative interest group that can influence local or national institutions to create policies, strategies, and ordinances that support the processes of equity and inclusion, gender being one of the emerging dimensions to become visible without neglecting the implicit diversity.

4.5 Cross-cutting analysis of the gender approach

The last axis of the strategy is designed to ascertain whether the rest of the four proposed axes influence decision-making and if structural and behavioural changes have been achieved both in the RIABM and in each of the Model Forests, under the premise that culture is made by people and that a strategy of gender equity and equality seeks a culture of justice between the relationships between women and men living in the territories. Some actions to be considered include:

- Strategic plans, operational plans, programs and projects include gender equity and equality in their axes and objectives.
- The RIABM presents Model Forests with alternative social capital for exploring financing possibilities for programs and projects that prioritize the development of local capacities, especially the training of women, youth and ethnic groups.
- Model Forests each present the RIABM with a strategy of gender equity and equality adapted to their own context, and they move forward in the creation of policies that support and facilitate operability.
- Model Forests share progress and lessons that are learned annually, supported by a monitoring and evaluation process.
- The RIABM and the Model Forests influence allied organizations to strengthen the capacities of women and to promote representation in the dialogue tables of Model Forests.
- The RIABM and the Model Forests open a space for equal participation of women and men in the dialogue tables and share decision-making positions.
- Managing scholarships and promoting the participation of women and men in an equal manner in training courses, both in the area of gender approach as well as in other relevant areas according to the activities of the Model Forest.

How to apply the Strategy for Gender Equity and Equality?

How to follow up on it?

5. IMPLEMENTATION

5.1 Participants

Axes	Responsible parties			Target groups
	RIABM management team and Board of Directors	Model Forests management teams and boards of directors	Technical team of each MF	
Education and awareness	X	X		• RIABM management team and Board of Directors • Management teams, boards of directors and technical teams of each Model Forest • Organizations and institutions that are not necessarily partners of the Model Forests but that do have an impact on the territory • Family units
Strengthening social capital	X	X		• RIABM regional Board of Directors • Boards of directors of each Model Forest
Development of local capacities and access to political capital	X	X	X	• Women • Children and youth • Native communities • Ethnic groups • LGBT population • Elderly • People with different physical and cognitive abilities • Immigrants • Family units
Continuous improvement and knowledge dissemination	X	X	X	
Cross-cutting analysis of the gender approach	X	X	X	• RIABM management team and Board of Directors • Management teams, boards of directors and technical teams of each Model Forest • Organizations and institutions that are not necessarily part of the Board of Directors but have agreements with the RIABM and/or the Model Forests

5.2 Action plan per axis

Axis 1. Education and awareness

Products	Expected results	Indicators
Capacity development of the RIABM management team and regional Board of Directors, and the boards of directors and technical teams of each MF to promote the gender approach.	The RIABM management team and regional Board of Directors, and the boards of directors and technical teams of each MF carry out the gender approach from an intercultural and regenerative human perspective.	% of budget allocated for training and awareness activities. Number of people actively participating in training workshops. Increased number of proposals for programs and projects that include the gender approach in their objectives. Inclusive language is used in written documents, as well as in behaviour and oral expression.

Axis 2. Strengthening social capital

Products	Expected results	Indicators
Generation of collective construction spaces. Representative and legitimate governance platform at local, national and international levels.	The RIABM and each Model Forest strengthens and extends its relations with the public sector, private sector and civil society, with whom the interest in practising gender equity and equality in common territories is shared.	Number of interest groups that join the regional and local governance platform to support processes of gender equity and inclusion. Number of local, national and/or international exchanges promoted by the RIABM and each Model Forest. Formalized support agreements that reflect commitment to gender equity and equality. Number of programs or projects carried out in the network.

Axis 3. Development of local capacities and access to political capital

Products	Expected results	Indicators
Generating an analysis of territorial situation (diagnosis) from a holistic perspective that evaluates in depth the reasons that limit the active participation of people in vulnerable conditions in the territory, as well as opportunities to improve their quality of life. Generating programs and projects aimed at strengthening leadership, self-esteem, overcoming gender violence, developing technical, entrepreneurial and organizational capacities of people in a disadvantaged situation, e.g. women, youth, the elderly, ethnic groups, LGBT individuals, immigrants, people with different abilities, children.	The RIABM and each MF promotes and monitors the analysis of the situation generated and promotes leadership initiatives for vulnerable populations. The RIABM platform and Model Forests open spaces for participation in decision-making for women, native communities, youth and other diverse groups in the territory.	Number of leadership initiatives supported in the territory (business, cultural, sports, etc.). Number of women participating in decision-making positions on the Board of Directors of the RIABM and on the boards of directors of the MFs. Fundamental human needs that have been improved through the initiatives being promoted.

Axis 4. Continuous improvement and knowledge dissemination

Products	Expected results	Indicators
Methodologies, tools and proposals for policies, ordinances and strategies for municipalities that allow them to improve the management of ecosystem goods and services and social equity (mapping, monitoring and evaluation plans, forest management, SAF, etc.). Advocacy, communication and knowledge dissemination strategy.	Model Forests in conjunction with governments, organizations and local decision-makers implement mechanisms of good productive and environmental governance that seek equality, poverty reduction, payment for ecosystem services and adaptation to climate change. Local, national or international decision-making organizations use the knowledge generated and adapt it to the different territories.	Number of proposals for methodologies, tools, policies, ordinances and strategies adapted to the territory and aimed at improving the management of ecosystem goods and services in an equal manner in the population. Number of proposals with advocacy, communication and knowledge dissemination strategies both domestically and internationally.

Note: Axis adapted from the strategy of the Mesoamerican Agro-Environmental Program (CATIE, 2012).

Axis 5. Cross-cutting analysis of the gender approach

Products	Expected results	Indicators
The RIABM strategic plan incorporates the approach, knowledge, methodologies, results and lessons learned from the gender approach. Incorporation of the gender approach in each of the Model Forests that are part of the RIABM. Monitoring and evaluation system of the gender approach in use. Scholarships in which the selection process respects equity criteria for studies in courses, master's programs and other educational opportunities related to the areas of study of the Model Forests.	The RIABM improves its capacities to collaborate and support Model Forests, with local, regional and international partners in the design and implementation of strategies and policies for gender equity and equality.	Changes reflected in the update of the 2018-2022 strategic plan. Each Model Forest presents its strategy for gender equity and equality, adapted to its context. Monitoring process underway and with annual verification. Number of scholarships granted in accordance with the principles of equity. Number of women participating in the courses offered by the RIABM. % of women in decision-making positions in the RIABM management team, governing board and Board of Directors, proposed ideal 50%. Representation of ethnic groups in the RIABM Board of Directors.

Note: Axis adapted from the strategy of the Mesoamerican Agro-Environmental Program (CATIE, 2012).

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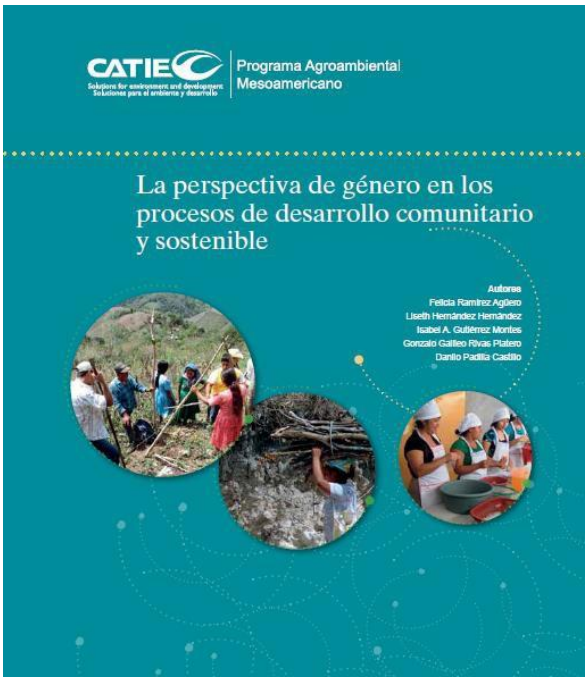
7. ANNEX

Recommended methodologies and support tools (Available online)

http://metabuscador.bibliotecaorton.catie.ac.cr/Record/487599



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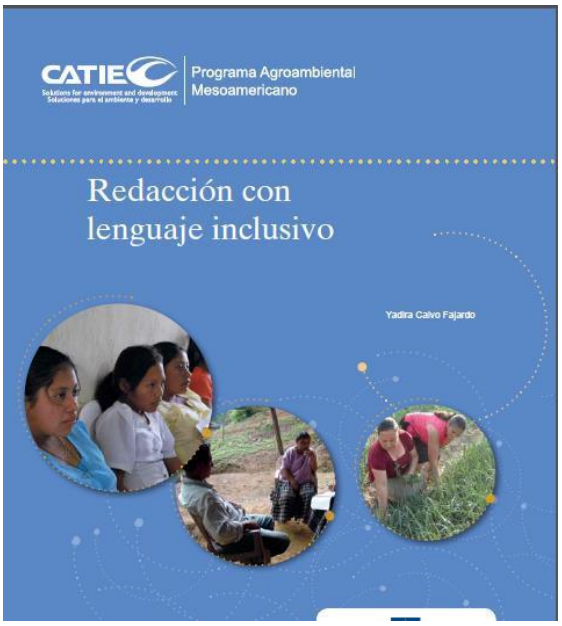

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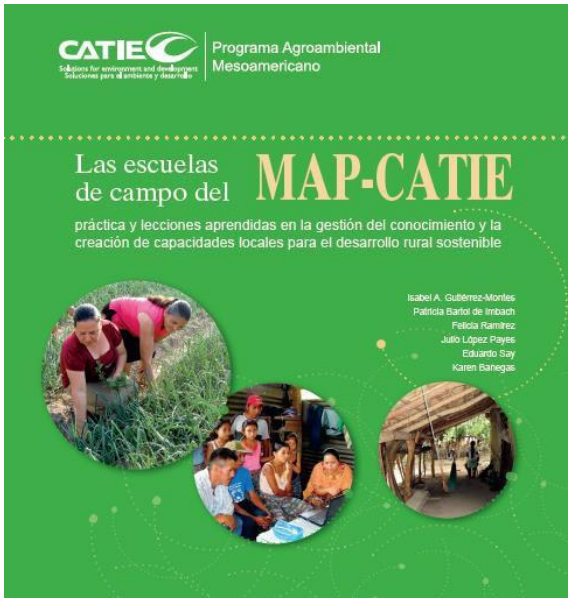

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