GETTING IT RIGHT



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A GUIDE TO IMPROVE INCLUSION IN MULTI-STAKEHOLDER FORUMS

CIFOR
RIGHTS + RESOURCES
CGIAR RESEARCH PROGRAM ON Forests, Trees and Agroforestry
CGIAR RESEARCH PROGRAM ON Policies, Institutions, and Markets Led by IFPRI
CGIAR GENDER Platform

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KEY TERMS/GLOSSARY

- **A multi-stakeholder forum (MSF)** is a "purposefully organized interactive process that brings together a range of stakeholders to participate in dialogue and/or decision making and/or implementation of actions seeking to address a problem they hold in common or to achieve a goal for their common benefit" (Sarmiento Barletti et al. 2020b, 2).

- **Gender** refers to relations based on biological sex within society, as well as how such relations are constructed, contested and internalized (Nightingale 2011). In this guide, we address women's gendered experiences in MSFs, both as individuals and as a group.

- **Inclusion** is "the process of improving the terms of participation in society, particularly for people who are disadvantaged, through enhancing opportunities, access to resources, voice and respect for rights" (UN 2016, 17). In the context of MSFs, inclusion means ensuring that no institutional frameworks, cultural norms or forms of identity unfairly influence decision-making processes nor exclude people from engaging actively and participating effectively in any decision that affects them.

- **Indigenous Peoples**[1] have international recognition that grounds their claims for spaces of representation in diverse public decision forums, from local to global scales (UNPFII 2020). These rights have been formalized by the adoption of International Labour Organisation Convention 169 in 1989 and the United Nations Declaration of the Rights of Indigenous Peoples (UNDRIP) in 2007, calling for the recognition of Indigenous Peoples in formal governance spaces.

- **Under-represented groups** include sub-groups that historically have not had equitable influence in decision making in a specific context. These may include women, Indigenous Peoples, the poor, the elderly, young people, Afro-descendants, pastoralists, LGBTI people, people with disabilities, lower-caste peoples, religious minorities and others. It is important to consider that there are different degrees of under-representation, ranging from outright exclusion to token representation.

- **Success factors** include those enabling conditions, characteristics, activities, attitudes or events that promote the inclusion of women and other under-represented people and their ideas, values, knowledge and priorities in MSFs in a meaningful way, including decision-making processes and activities.

- **A rights-based approach** draws on the principle that all individuals are born with rights to dignity, freedom, equality, security and decent standards of living (Shankor 2014). A rights-based approach puts people and under-represented groups at the center of development efforts, positioning them as active agents in processes affecting their lives (Broberg and Sano 2018). In doing so, rights-based approaches rearrange the roles of states from development partners to accountable and transparent duty-bearers; and of citizens from passive beneficiaries to empowered rights-holders (Hamm 2001; Molyneux and Lazar 2003; Nelson and Dorsey 2018).

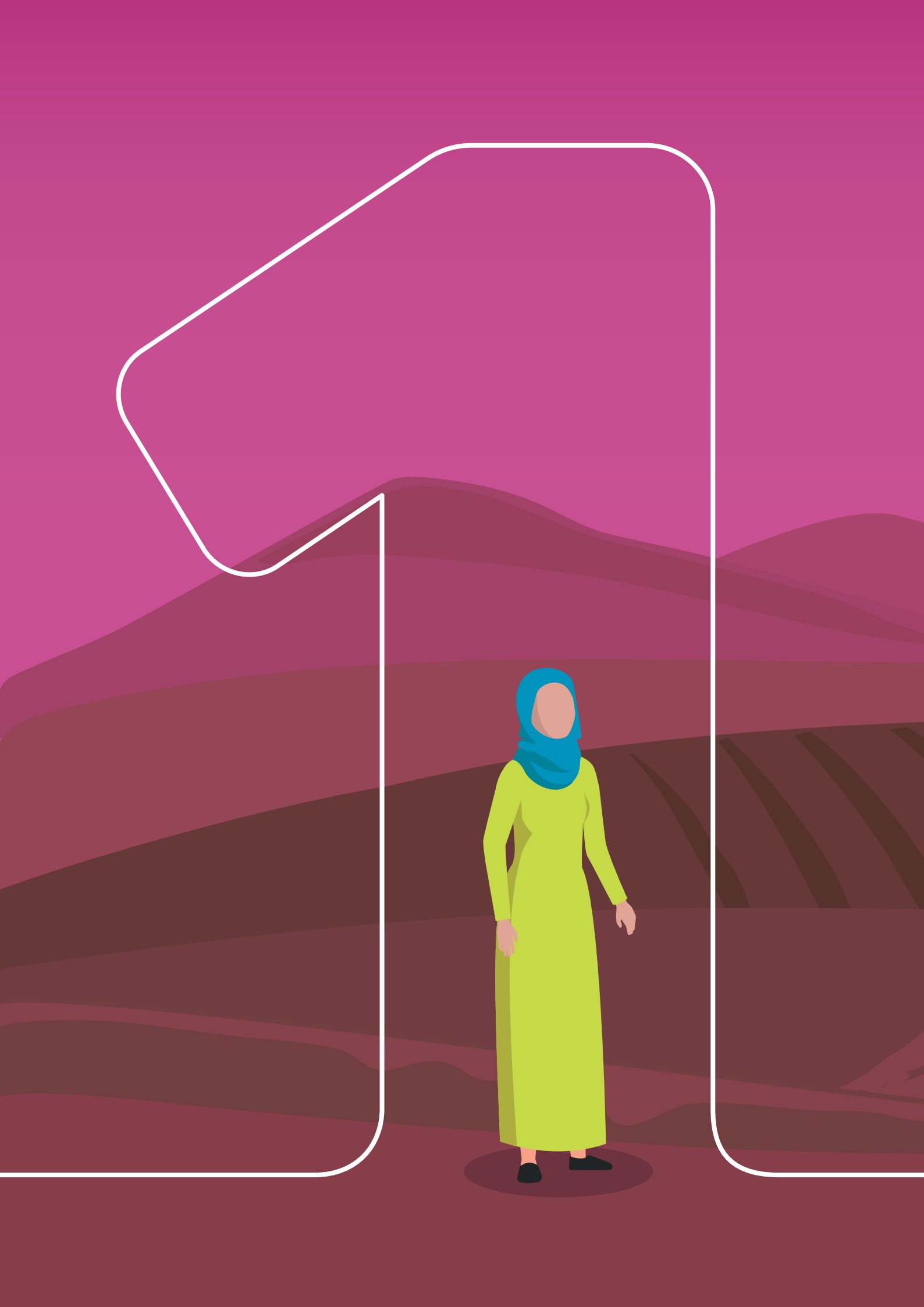
1 For the purposes of this guide, we do not define Indigenous Peoples, since this is a complex topic. For more discussion on Indigenous identity, see the United Nations Permanent Forum on Indigenous Issues Fact Sheet (UNPFII 2020).

- **Rights-holders and duty-bearers** have responsibilities for supporting and promoting the fulfillment of their rights and the rights of others in a rights-based approach. Rights-holders need to work to promote, defend and fulfill their claims to rights and freedoms. Duty-bearers are those individuals, groups and organizations responsible for upholding and enabling the realization of rights; they have an obligation to fulfill, protect and respect the rights of others (Sen 2004; Broberg and Sano 2018). All human beings are rights-holders, and people can be both rights-holders and duty-bearers, depending on the context, issues and relationships at play.

- **Capacities** include the abilities, awareness and motivations of rights-holders to assume their rights. This also includes the capacities of the duty-bearers to work to fulfill the rights of the rights-holders.

- **Structures** include social structures as well as political, economic and institutional processes that determine the enabling/constraining environment that allows duty-bearers to fulfill their obligations, as well as processes that determine the representation of rights-holders and the recognition and redistribution of rights and benefits.

- **Theory of Change (TOC)** is a structured process for identifying goals and then creating strategies to meet those goals.





INTRODUCTION

WHAT IS THIS GUIDE FOR?

This guide explains how to operationalize the inclusion of women, Indigenous Peoples and other under-represented groups in multi-stakeholder forums (MSFs). MSFs have been promoted and adopted as decision making, consultation and dialogue platforms around the world at all scales, from global climate change negotiations to local forest use decisions (Hart et al. 2014; Sarmiento Barletti et al. 2020b). MSFs can take various forms: as meetings, conferences, congresses and summits. They can also have different names: platforms, processes, partnerships, sector working groups and networks. MSFs may meet one time or multiple times. In general, MSFs aspire to bring together diverse constituencies to share ideas and opinions, formulate decisions in a more open and equitable way and promote more inclusive and horizontal dialogue than conventional decision-making and coordination spaces (Kusters et al. 2018).

Research finds that MSF organizers and proponents believed that their forums foster equity simply by inviting more under-represented actors to the table; however, they spend less effort in addressing the power inequalities among participants and the quality of the participation and representation of historically under-represented groups (Sarmiento Barletti et al. 2020b). Perhaps unsurprisingly, women and groups such as Indigenous Peoples and local communities are frequently either under-represented, excluded or lack influence on the important processes and outcomes of MSFs. Ineffective representation means that their opinions, values and knowledge are not included in decision making, and they may not benefit from the decisions made by MSFs. Their participation may be used to legitimize outcomes or agreements that conflict with their priorities, and they may even be harmed, as inequalities persist. On the other hand, MSFs present unique opportunities to leverage the influence of under-represented people and effect changes in broader arenas. This is a key challenge if we are to harness the potential for more equitable processes and outcomes. How can we improve the inclusion and impact of women, Indigenous Peoples and other under-represented groups in MSFs?



Getting it right addresses this challenge by providing several tools that are designed to operationalize inclusion at specific trigger points where we believe action is most effective.

Getting it right addresses this challenge by providing several tools that are designed to operationalize inclusion at specific trigger points where we believe action is most effective. This guide is aimed at the organizers, implementers, participants and funders of MSFs at subnational and national levels (the approaches may also apply at local and global levels). This guide is also aimed at members of under-represented groups, and provides them with knowledge and the means to hold MSF practitioners and conveners accountable as they seek to assert their rights and improve their influence in MSFs. We know that actors and organizations are often involved in various forums at different levels, and individuals often play various roles in the same MSF. This guide is intended to equip those actors with tools to effect change in their diverse roles. Our goal with this guide is to present ideas, not solutions; the challenges to inclusion are complex and unique to every MSF.

Differences in multi-stakeholder forums (MSFs)

Goals

Goals of MSFs may include any mix of the following: identifying goals, creating plans, making strategies, formulating policies, exchanging information, strengthening networks, consulting with stakeholders.

Temporal scale

The duration of MSFs can vary, from one-off, ad-hoc meetings to multi-meeting engagements over several years. While some inclusion strategies take time, there are many things that even a one-off meeting can do to support inclusion.

Governance scale

MSFs may engage stakeholders at the local, subnational, national, regional or global level. Some MSFs are structured to include stakeholders in a multi-level structure.

Phases

In general, MSFs have several phases of operation – design, planning, implementation, evaluation. There are opportunities at each of these phases to address inclusion.

WHO DOES THIS GUIDE FOCUS ON?

There are many groups and individuals who often do not have equal voice or influence in the decision-making mechanisms and consultation processes of MSFs. These may include women, Indigenous Peoples, the economically poor, the elderly, young people, Afro-descendants, pastoralists, transgendered people, people with disabilities, disadvantaged caste groups and rural populations. These different identities also intersect, e.g. a low-caste woman or an Afro-descendant Indigenous man. Identities are complex and unique for everyone. Every MSF, depending on its goals and stakeholders, will have a unique set of challenges for inclusion that reflect the contexts in which they are organized.

Getting it right focuses on the inclusion of women and Indigenous Peoples in natural resource management and governance contexts. In particular, we analyzed how these actors participate and/or are represented in spaces such as forest user group committees, co-management groups or forest commodity roundtable meetings.

Out of all possible under-represented groups, we chose women and Indigenous Peoples because the challenges that they face represent many of the difficulties of achieving equitable inclusion in MSFs. While other actors will have their own unique challenges, they may also share similar barriers to and opportunities for inclusion. We also feel that examining the inclusion of women and Indigenous Peoples can bring into focus two scales of identity. Gender can provide insights into the experiences of the individual navigating the household and public spheres. Understanding Indigenous Peoples' experiences brings to light the experiences and treatment of a group, which also includes gender dynamics. Furthermore, both identities receive different treatments under law and have unique experiences of exclusion from decision-making processes. Our hope is that presenting cases of women and Indigenous Peoples provides insights into how different dimensions of social differentiation intersect in practice, pushing us to look at these different scales and inform us about other under-represented groups.



Getting it right focuses on women and Indigenous Peoples because the challenges that they face represent many of the difficulties of achieving equitable inclusion in MSFs. Women of a Shipibo-Conibo community in Loreto, Peru, participating in a devolution workshop. *Photo by Marlon del Águila/CIFOR.*


EQUITY?
GETTING IT RIGHT
EQUITY

COMMON BARRIERS FOR WOMEN



Social norms

Embedded social structures discourage or even prohibit women from speaking in groups, especially in front of men.

Gender roles

Women are often over-burdened with household duties, childcare and resource collection, leaving little time for meetings.

Restrictions on mobility

Women either cannot travel because of household demands or lack of resources, or men will not let them. Lack of access to technology prohibits online engagement.

Low literacy and education levels

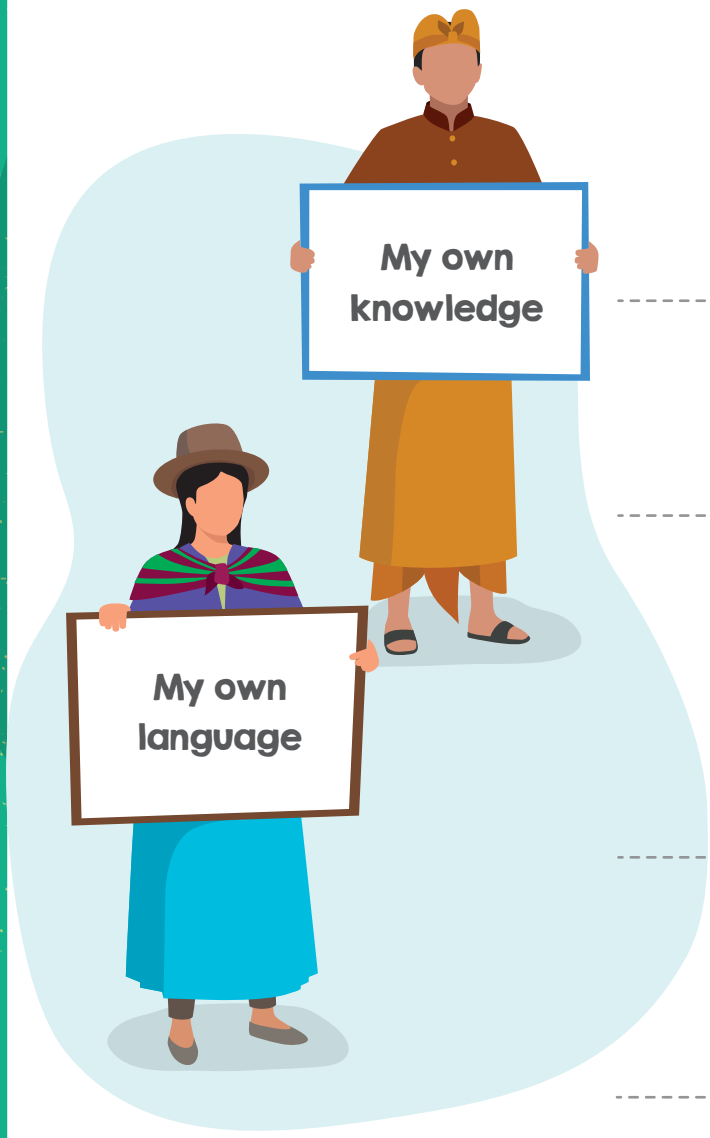
Lack of information and capacity keep women from engaging in the issues and undermine their confidence.

Low confidence

Women stay silent through fear, even though they have important knowledge and opinions.

Getting it right expands and complements prior work that developed a monitoring tool for MSFs more broadly (Sarmiento Barletti and Larson 2019; Sarmiento Barletti et al. 2020a), with specific versions developed for protected area co-management committees (Sarmiento Barletti et al. 2020c) and for Indigenous women's participation in community governance (CIFOR and ONAMIAP 2020).

COMMON BARRIERS FOR INDIGENOUS PEOPLES



Travel and access

Lack of financial support for travel keeps Indigenous Peoples at home, particularly because they tend to be more geographically isolated. Lack of internet access has exacerbated the situation during the COVID-19 pandemic.

Rights not recognized, not known or not enforced

Governments may not recognize rights, and Indigenous Peoples may not know them.

Cross-cultural differences

Indigenous Peoples often have different norms and processes for decision making and discussion. There can be stigmatization when other groups expect Indigenous Peoples to behave in a certain way. Lack of local language translation can result in significant barriers.

Resistance to Indigenous knowledge

Scientific biases often sideline Indigenous knowledge, knowledge systems and perspectives.

Governments exclude Indigenous Peoples

Indigenous Peoples may not be included in official delegations or guaranteed a seat at the table, and there may be no guidelines or policies for involving them or recognizing their rights.

HOW WAS THIS GUIDE CREATED?

We chose to draw on multiple contexts and lessons learned by practitioners from across the globe to create this guide. We started by reviewing 155 scholarly articles[2] about a range of natural resource management multi-stakeholder initiatives around the world, including MSFs. These included community forestry groups, co-management projects, payments for environmental services initiatives and others.

We identified success factors, that is, those enabling conditions, characteristics, activities, attitudes or events that promote the inclusion of women and other under-represented people and their ideas, values, knowledge and priorities in MSFs in a meaningful way, including decision-making processes and activities.

We synthesized these success factors into groupings to help identify key actions that could trigger positive change. These findings informed a semi-structured questionnaire that we used to interview 61 local, national and global practitioners across Latin America, Africa and Asia to learn from their experiences with MSFs and elicit what type of tool would be most useful to them (Figure 1). Based on our findings we designed the tools in this guide.

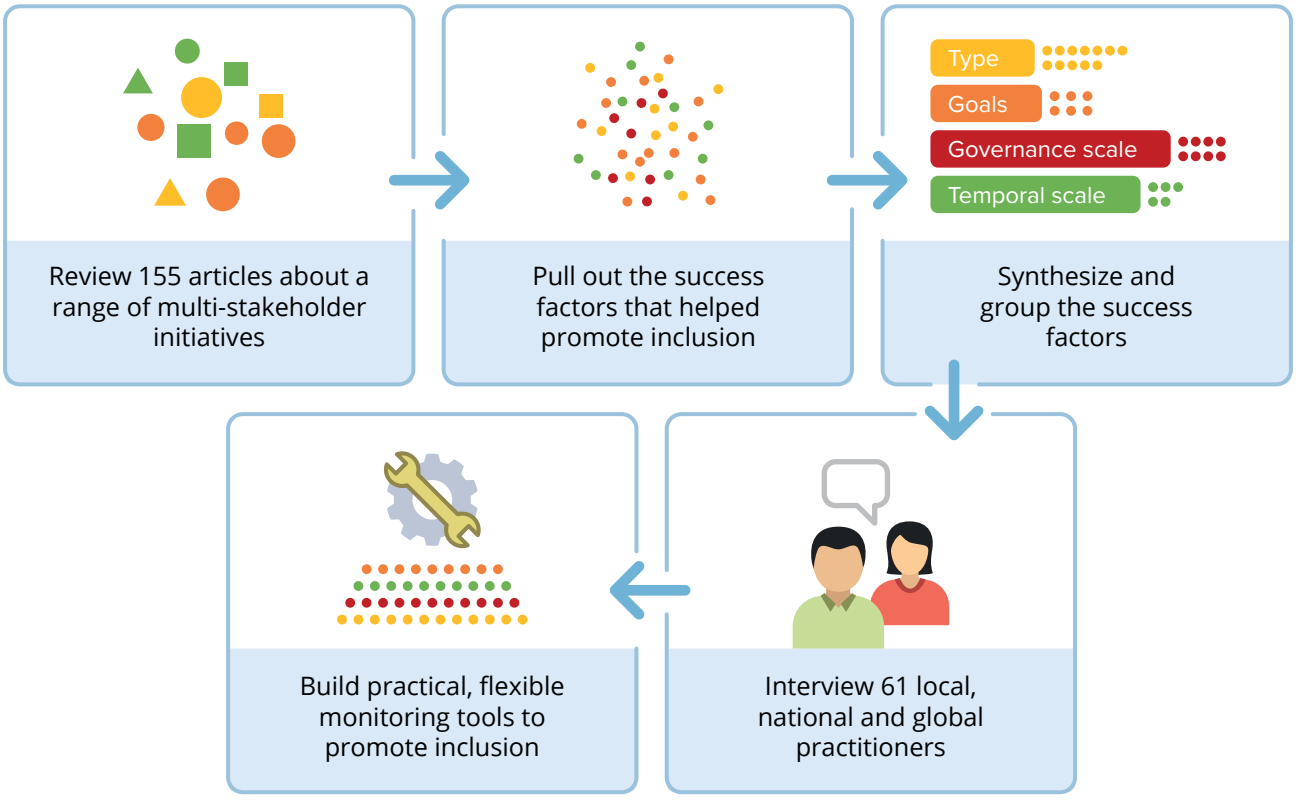


Figure 1. Learning from diverse experiences to build tools that promote inclusion.

2 We started with a database of 984 articles that was collected for the realist synthesis review by Sarmiento Barletti et al. (2020b). We then used the search string "women" or "gender" or "indigenous" or "marginalized" or "local communities" to select articles from the original database that specifically address social inclusion issues. A total of 261 articles were identified. Of these, 155 specifically addressed multi-stakeholder initiatives.

FRAMING THE GUIDE USING A RIGHTS-BASED APPROACH

Getting it right uses a rights-based approach, which draws on the principle that all individuals are born with rights to dignity, freedom, equality, security and decent standards of living (Shankor 2014). These human rights are universal; they cannot be taken away, and they do not have to be bought, earned or inherited (UNFPA 2010). These fundamental individual rights also include a right to associate and form groups that are also rights-holding entities.

A rights-based approach is derived in part from a large body of international and national frameworks that support human rights, ranging from the United Nations Universal Declaration of Human Rights (UN 1948) to the Sustainable Development Goals (OHCHR 2015). Some of these important frameworks protect the rights of Indigenous Peoples, such as the Indigenous and Tribal Peoples Convention (ILO 1989) and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) (UN 2007), while others protect the rights of women more broadly, such as CEDAW, the Convention on the Elimination of All Forms of Discrimination against Women (UN 1979). In addition to international frameworks, countries have their own human rights laws or constitutionally enshrined rights, which may support and inform a rights-based approach to MSFs.

A rights-based approach redefines development, transforming it from an act of charity to a legal obligation (Broberg and Sano 2018). In doing so, rights-based approaches rearrange the roles of states from development partners to accountable and transparent duty-bearers; and of citizens from passive beneficiaries to empowered rights-holders (Hamm 2001; Molyneux and Lazar 2003; Nelson and Dorsey 2018).

Furthermore, a rights-based approach puts people and under-represented groups at the center of development efforts, positioning them as active agents in processes affecting their lives. It emphasizes the use of advocacy and social mobilization and the strengthening of local groups and organizations (Broberg and Sano 2018). A range of development agencies and organizations across different sectors have adopted and promoted rights-based approaches (see e.g. UNDP 1998; UN 2003; UNESCO 2006; UNDO 2013; World Bank and OECD 2016). This has most recently been set out in the 2030 Agenda for Sustainable Development (UN 2015).

In our interviews, various development practitioners told us that a rights-based framework would be most useful in their work in MSFs. We also chose a rights-based approach because principles of social justice, empowerment, accountability and inclusion are embedded in it. Likewise, experiences in various MSFs (Hamm 2001; Broberg and Sano 2018; Nelson and Dorsey 2018) reveal that rights-based approaches may lead to more effective, efficient and equitable development outcomes by:

- ✓ **developing the capacities of actors** to engage with states and hold them accountable
- ✓ **strengthening social cohesion** by seeking consensus through participatory processes and focusing work on excluded sectors of national societies
- ✓ **codifying social and political consensus** on where accountabilities lie into laws, policies and programs aligned with international conventions
- ✓ **setting human rights** within a framework of laws and institutions
- ✓ **institutionalizing democratic processes**
- ✓ **including redress mechanisms.**

Key concepts in a rights-based approach: Rights-holders and duty-bearers

A rights-based approach is based on the relationships and responsibilities of rights-holders and duty-bearers. All human beings are rights-holders. Rights-holders need to work to promote, defend and fulfill their claims to rights and freedoms. The individuals and groups responsible for upholding and enabling the realization of rights are duty-bearers. Duty-bearers have an obligation to fulfill, protect and respect the rights of others (Sen 2004; Broberg and Sano 2018). We are all rights-holders and duty-bearers, depending on the context, issues and relationships at play. Figure 2 outlines the responsibilities of rights-holders and duty-bearers in MSFs to advance the empowerment and inclusion of women, Indigenous Peoples and other historically under-represented people.

RIGHTS-HOLDERS

STRENGTHENING CAPACITIES OF RIGHTS-HOLDERS

- Awareness and information/knowledge (about rights, roles, responsibilities – resources and processes)
- Pressure from non-state and state actors to include women and Indigenous Peoples

COLLECTIVE ACTION

- Organizations/coalitions/networks
- Mobilization
- Collaboration/coordination – trust and reciprocity
- Negotiation/alliances
- Leadership

REALIZATION OF RIGHTS

- Ability to act upon rights to exercise/enjoyment of rights
- Information
- Resources
- Context conditions
- Characteristics of the rights-holder

DUTY-BEARERS

ENABLING ENVIRONMENT

- Processes and institutional arrangements
- Policy, institutions and legal structures (types and levels)
- Active presence of state and non-state actors at different levels

DEVELOPING/STRENGTHENING CAPACITIES OF DUTY-BEARERS

- Awareness of responsibilities and obligations
- Ability and realized obligation to protect, respect and safeguard rights

TRANSFORMATION

- Alliances and spaces for dialogue, disagreement, consensus and change
- Emphasis on social/reflexive learning – allow innovation
- Accessible and secure (not violent/conflictive)

Figure 2. Responsibilities of rights-holders and duty-bearers in multi-stakeholder forums.

In the context of an MSF, duty-bearers may include the designers, organizers and implementers of MSFs as well as government authorities, NGOs and donors. Stakeholders in MSFs are rights-holders, and there is a growing movement to reframe them as such (Ooft 2008; Rantala et al. 2013). Under many national legal frameworks, there may also be legal weight to arguments that MSFs have a duty to include under-represented groups and individuals. In this way, addressing inequalities is not just an add-on to fulfill a requirement, but rather the obligation of acknowledging the rights of under-represented groups. Figure 3 illustrates related goals, organized by time scale and by the levels of control and influence of the MSF. This highlights some of the challenges, along with processes that can strengthen rights recognition and realization, as well as highlighting spaces that allow for collective action and capacity building.

This guide proposes that processes of transformation that lead to more equitable outcomes require working with both rights-holders and duty-bearers within MSFs.

What this guide may produce for a multi-stakeholder forum

There are different benefits or products that the organizers and designers of an MSF might gain from this guide:

- **reflections on how to organize an MSF**, with a structured process for organizers to consider concrete goals and actions that improve inclusion when beginning the planning process for an MSF
- **tools to monitor the process**, through a framework for taking stock of the actions regularly taken
- **guidance on how to reflect on progress**, with questions to encourage discussion and promote organizational and self-reflective learning
- **input for a roadmap to change** that can guide the actions of an MSF towards its goals.

The challenge for women in MSFs

Many community presidents and leaders put women down because they think that women should not participate in these multi-stakeholder spaces. This means there is no social support that guarantees the participation of women in decision-making processes.

— *Environmental NGO, Peru*

I haven't come across many forums where women were given the leadership position. Women are there, they are present, nobody says that they can't come, but I haven't seen many where women were given positions as decision makers or leaders. But in the few forums where they were given leadership roles, they performed excellently and were examples.

— *Swapna Sarangi, Foundation for Ecological Security, India*

Are we making women the architects and artisans of their own futures?

— *Alain Frechette, Rights and Resources Initiative*



Figure 3. Potential outputs from this guide.

Each of these processes can be started independently, or they can be used together in a connected and iterative way. It is also possible to revisit them whenever needed.

Introducing the theory of change

The theory of change (TOC) is a structured process of identifying goals and then strategies to meet those goals (Belcher and Hughes 2020; Belcher et al. 2020). The TOC is often used to identify causal pathways linking an MSF and intended results (outputs, outcomes and impacts) – in this case, what is needed to happen to enhance gender equality and social inclusion. We drew on our findings to develop a TOC by synthesizing the experiences of MSFs that we reviewed. In the TOC we identified five action arenas that promote inclusion. For each of these action arenas, goals can be identified.

1

ORGANIZE FOR INCLUSION

MSF designers and implementers can improve inclusion in the practical ways that they organize the MSF, such as creating structures that provide more opportunities for participation and leadership, providing well-trained equity-sensitive facilitators, conducting proceedings in the local language(s), providing friendly and culturally appropriate explanations for technical terms, and implementing self-monitoring to make sure that people are being meaningfully included and reflexive learning is being promoted. Mobility is frequently a barrier, in terms of access to resources and social norms permitting travel. Therefore, crucial support for participants is necessary, such as providing culturally appropriate accommodations for childcare, making the meeting space safe and secure and providing sufficient money to travel safely and in a culturally appropriate way. It also includes addressing the constraining social norms that often keep people from participating, such as prohibitions against speaking, traveling or joining mixed gender groups.

2

IMPROVE INFLUENCE

Influence means more than just making sure women or Indigenous Peoples are present. Influence means better representation, increased membership, guaranteed speaking time, the power to set the agenda and seats in leadership or on the executive committee. This also includes representation among the speakers, panels, experts and moderators. Government, NGO and donor pressure is effective. Furthermore, those institutions are in turn more effective at inclusion when they have women and Indigenous Peoples in their own top ranks.

3 ENHANCE CAPACITIES

Capacity strengthening and training for both rights-holders and duty-bearers in leadership, technical skills and rights awareness as well as in presentation/ speaking/communication/organization skills builds knowledge and confidence. Enhanced capacities contribute to empowerment through increased awareness and access to information and training. Capacity development creates a feedback loop of participation and confidence: as participants gain skills, they gain confidence, and they participate more, thus building more confidence in their own abilities.

4 STRENGTHEN COLLECTIVE ACTION

Social networks, organizations, coalitions and public trust build the capacity, experience and social capital that promote the inclusion of women and Indigenous Peoples in decision making. Supporting women's and Indigenous organizations, and investing in the strengthening of these networks and groups, promotes empowerment and inclusion in decision making and helps to build alliances, and networks that improve the ability to negotiate.

5 FOCUS ON IMPACT

Having a clear path to impact motivates participation and provides a reason for stakeholders to participate in the MSF. The desired impacts of the MSF will vary, but they should be linked to tangible outcomes in policy, governance, livelihoods, resource management, human rights and other areas of development. Empowerment, strengthening collective action and capacity building may also be goals. Importantly, the MSF and local organizations must have genuine legitimacy and accountability to create an impact.

Action arenas can be organized into a theory of change that identifies the level of influence that an MSF has over the action arena. This can show where an MSF has the most control, and where it needs to develop strategies with others in order to works towards larger shared goals. See Figure 4 for an example of how these action arenas have been organized into a theory of change.

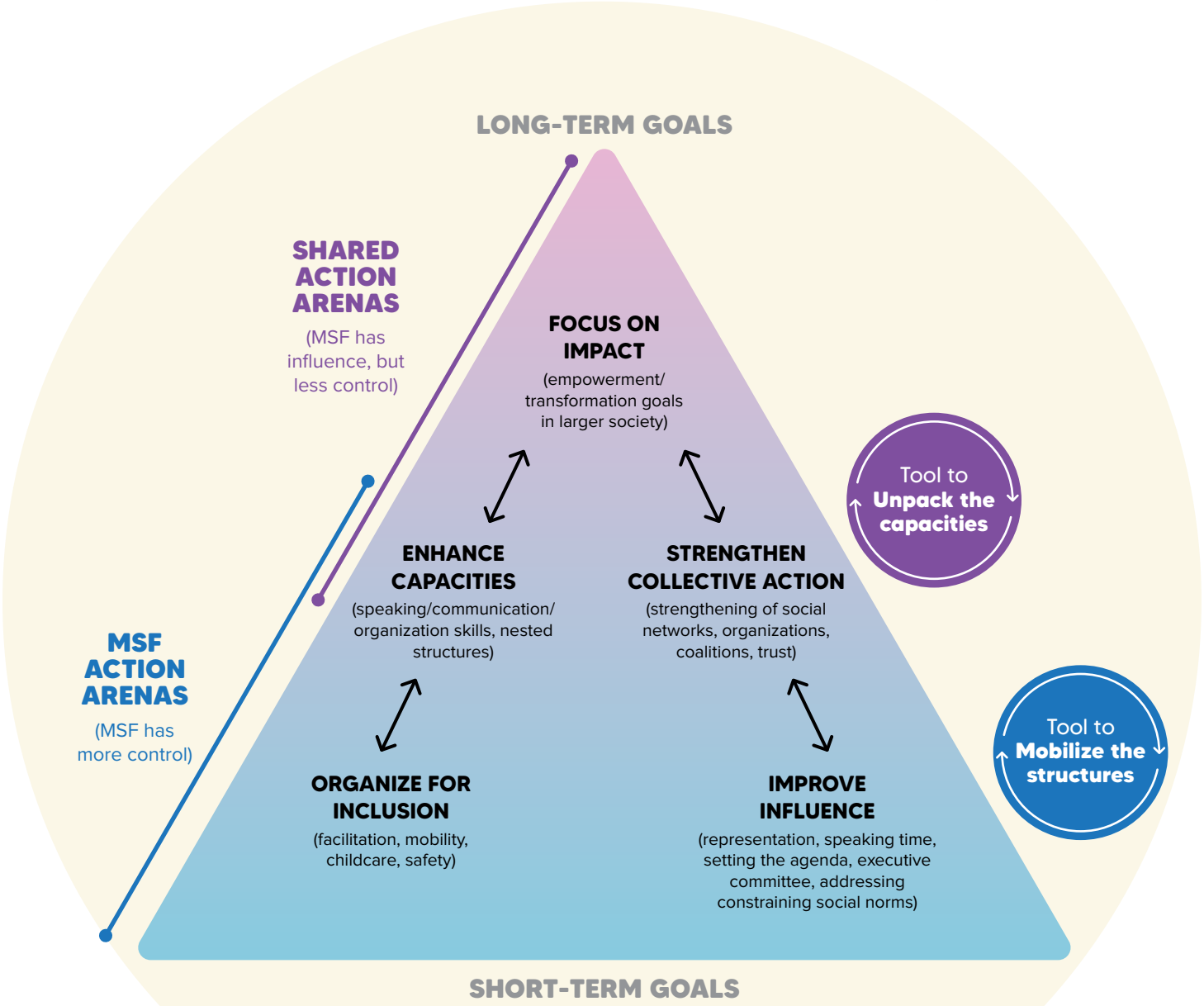


Figure 4. A rights-based theory of change for collective action and gender equality.

Action arenas are places where it is possible to catalyze change and where goals can be realized. Action arenas also interact with and strengthen each other. For instance, enhancing capacity in speaking skills will have a positive impact on efforts to improve stakeholders' influence.

We also created two tools to operationalize inclusion within the theory of change. Figure 4 also shows how the tools (described in the following section) serve to catalyze these changes. In the next section we present a step-by-step description of how the tools can be applied to an MSF.



THE TOOLS



These tools can be applied at any time, as there is potential for improvement at any phase of an MSF. However, the tools may present the greatest opportunities for impact when launched in the initial design phase of an MSF.

Through our literature review and interviews, we identified success factors that contribute to the meaningful inclusion of women and Indigenous Peoples in MSFs, and the constraints that inhibit their inclusion. When seen through a rights-based lens, these success factors can be organized into two action arenas: capacities and structures. The capacities include the abilities, awareness and motivations of rights-holders to assume their rights. It also includes the capacities of the duty-bearers to work to fulfill the rights of the rights-holders. The second arena includes the legal, civil, political, social and economic structures that either promote or inhibit inclusion.

We believe that these action arenas are the trigger points where both duty-bearers and rights-holders can take specific steps to improve inclusion. We developed two tools that focus on these action arenas. In this section, we describe the tools, explain how to use them and provide examples of how each can be used to improve inclusion. Figure 5 provides an overview of the tools and how they relate to each other. In the last section of this guide, we present lessons learned, examples and success stories from practitioners in the field.

The tool named Mobilize the structures examines the institutional arrangements and structures that can promote or constrain inclusion in an MSF, and suggests mechanisms for strategic goal-setting and monitoring actions to catalyze change. The tool named Unpack the capacities uses the success factors as a framework for analyzing opportunities for enhancing capacities and identifying existing gaps in an MSF. These tools can be applied at any time, as there is potential for improvement at any phase of an MSF. However, the tools may present the greatest opportunities for impact when launched in the initial design phase of an MSF.

These tools provide mechanisms for MSF organizers and implementers to improve meaningful inclusion. Each invites

Who should use these tools?

For the tools to be effectively implemented, key MSF stakeholders (both rights-holders and duty-bearers) should be represented during the process, whether the MSF is in the design or implementation phase. If the MSF has an executive committee, the involvement of those committee members is highly valuable. It may be useful to designate a sub-committee or create sub-groups and put them in charge of applying the tools and doing the follow-up monitoring. It is important that there are one or more champions of these tools, so that there is follow-up and follow-through.

its users to reflect on two important questions: How are we doing? and, Are we getting it right? The tools work best when used as a framework for discussion and decision making, ideally in a group setting.

The tools can be adapted and applied in several ways. For instance, **Mobilize the structures** can act as a goal-setting exercise that can be helpful before the analysis of the opportunities and constraints that **Unpack the capacities** provides. However, the tools can also be used independently and/or simultaneously; it is not necessary to use them both, or use them in order. In fact, we recommend an iterative or cyclical application of the tools –where the methods are revisited, adjusted and adapted repeatedly– (see Figure 5). This approach recognizes that the context will be constantly changing, as will the aspirations of the MSF; and engaging in deliberate and iterative group learning provides a mechanism for adaptation to the dynamic nature of multi-stakeholder engagement in a natural resource context. Short-term MSFs –that meet once or only a few times– may not have as many cycles, but the approach may still be useful.

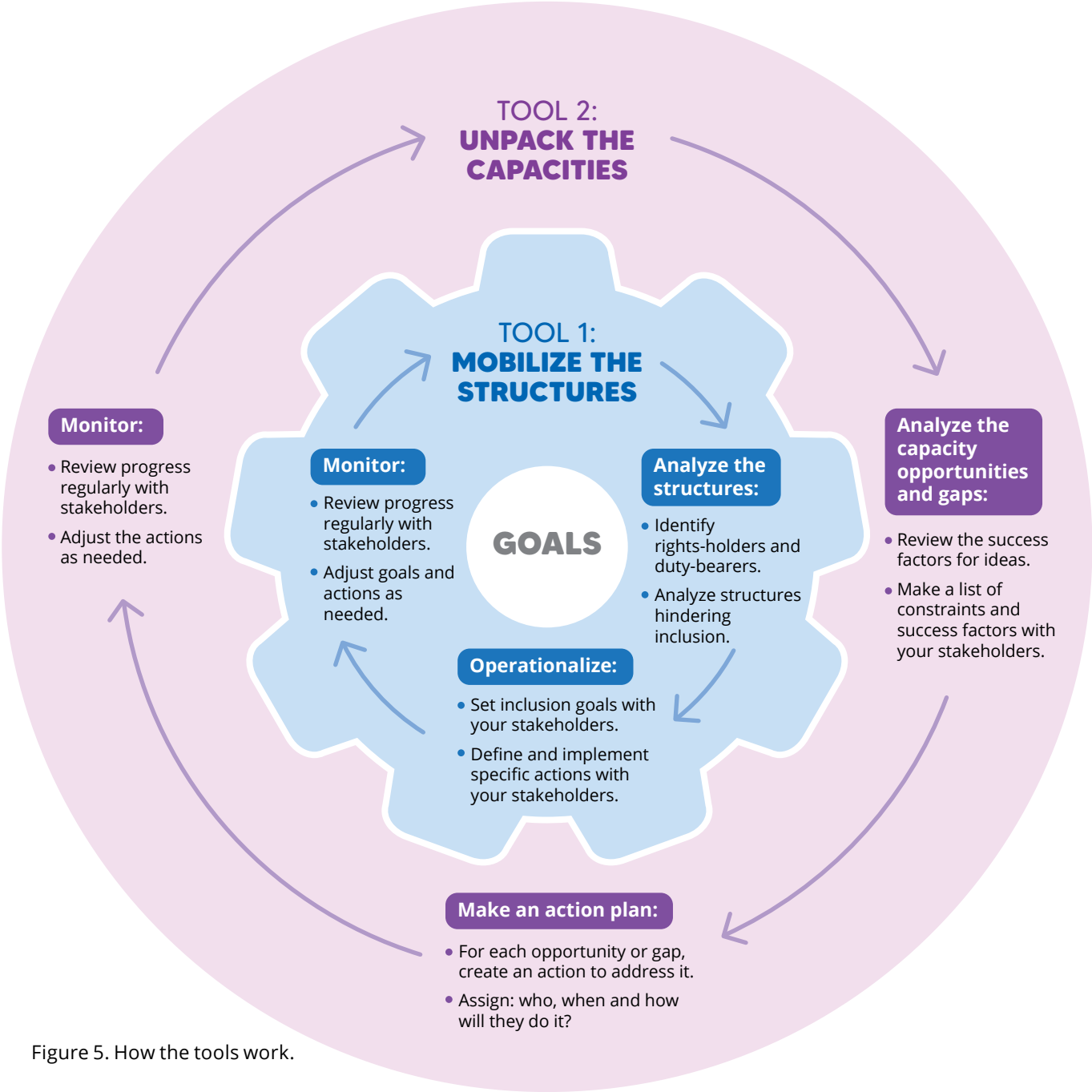


Figure 5. How the tools work.

TOOL TO **MOBILIZE THE STRUCTURES**

The purposes of this tool, Mobilize the structures, is to support MSFs in setting gender and social inclusion goals. These goals must be embedded in social structures as well as the political, economic and institutional processes that determine the enabling/constraining environment that allows duty-bearers to fulfill their obligations; they must also be embedded in the processes that determine representation of rights-holders, and recognition and redistribution of rights and benefits.

Mobilize the structures assesses the enabling environment and context conditions that motivate or hinder inclusion, identifies strategies for change and presents a starting point to monitor progress. It provides a framework for collective goal-setting and identifying strategies, as well as guidance on monitoring. This tool can also serve to help prepare a roadmap for change.

This tool is divided in three stages, each with multiple steps. The following pages take you through these in detail.



The Mobilize the structures tool aims to support MSFs in setting gender and social inclusion goals. Photo: A mapping workshop in Nakhon, Kassena Nankana District – Ghana, by *Axel Fassio/CIFOR.*

1 Analyze the structures

STEP 1

Identify the rights-holders and duty-bearers in the issue your MSF engages with: Who are the key rights-holders? Where are they lacking capacities to participate effectively? Who are the duty-bearers? Where do they lack capacities to fulfill their obligations? (adapted from UNFPA 2010).

STEP 2

Analyze the structures challenging or contributing to inclusion. See Figure 2 for a description of capacities and structures and related responsibilities of rights-holders and duty-bearers. For each of the categories, discuss with relation to your MSF or issue.

2 Operationalize

STEP 3

Set inclusion goals with your stakeholders. We identified five goal areas where the capacities of rights-holders and duty-bearers can be strengthened (see Figure 4).

STEP 4

Define specific strategies with your stakeholders. For each of the above goal areas, MSF participants set the goals, identify strategies and monitor progress. See Table 1 for an example.

3 Monitor

STEP 5

Review progress regularly before, during and after the MSF with stakeholders. Monitoring should be assigned to a specific person or committee who will be responsible for carrying out the monitoring activities, discussing and sharing results and feeding back into MSF planning. Monitoring should answer basic questions to understand whether progress is being made. You may refer to the tool *How are we doing?*[3], a participatory reflective monitoring tool developed by CIFOR. You can also check other monitoring tools shared in this document (see page 39).

STEP 6

Adjust the goals and strategies as needed. Schedule a session with the executive committee, key rights-holders and other stakeholders to discuss the results of the monitoring. This activity should clearly include and be guided by rights-holders. Discussion can start with a simple question: What can we learn from these results? Then, revisit the goals and strategies to see what needs to be adjusted.

3 See the MSF monitoring tool How are we doing? (Sarmiento Barletti et al. 2020a) accessible at https://www.cifor.org/knowledge/publication/7796

MONITORING TIPS

— **Monitoring does not have to be complicated.** Monitoring simply means collecting information systematically and discussing regularly.

— **Start first by defining the questions that you want to answer,** and then figure out the best information to collect to answer those questions.

— **Get your stakeholders involved in the process;** they can help define the monitoring questions and then collect the information. You could set up a monitoring sub-committee.

— **Disseminate the results of the monitoring through information channels** to make the process transparent and get feedback.

— **Monitoring should provide a mechanism to detect unintended consequences of the process,** such as gender-based violence and other potential negative outcomes. It is important to keep an eye out for possible conflicts so that they can be addressed quickly.

— **There are many interactive monitoring tools to make it engaging and visual (see page 39).** Ask your stakeholders for suggestions too.

Table 1. Example of a goal and strategy framework with sample strategies

GOAL	STRATEGIES
ORGANIZE FOR INCLUSION	Free childcare will be provided to all participants every day of the MSF.
BUILD CAPACITY	Three preparation workshops will be provided to all participants to develop their speaking skills.
IMPROVE INFLUENCE	At least 50% of the MSF's executive committee will be women.
STRENGTHEN COLLECTIVE ACTION	Four local women's organizations will be highlighted, and representatives from them will be moderating general discussions.
FOCUS ON IMPACT	The MSF will produce two gender-focused recommendations, the national government has agreed to hear our recommendations, and recommendations will be shared with all candidates running for representative office.

TOOL TO UNPACK THE CAPACITIES

A foundational strategy of a rights-based approach is to increase the capacity of rights-holders and duty-bearers. This tool, **Unpack the capacities**, provides a structured way to assess an MSF for capacity opportunities and gaps, and build strategies to address them.

This tool should be also used in a group format, including key stakeholders, MSF organizers or a specific group designated for these activities.

The tool is divided into three stages. The following pages go through the steps in detail.

1 Analyze the capacity opportunities and gaps

STEP 1

Review the checklists of success factors and constraints as a starting point. Table 2 and Table 3 present the success factors identified from the literature, for women and Indigenous Peoples respectively, organized by action arena.

These are meant to be starting points for discussion. Not all of these success factors may be applicable, and additional success factors can be added by stakeholders. It might be useful to identify and focus on a smaller number of success factors that are most essential (e.g. three to four) per action arena. Different success factors could be applied in the future as progress is made.

We found that while the success factors for women and Indigenous Peoples had some overlap, in general they present different areas of focus. Reviewing both groups could help inform possibly overlooked success factors for both women and Indigenous Peoples. In some instances, the success factors might also conflict –for instance, when cultural norms for Indigenous women constrain their participation– which would be important areas for discussion and resolution.

STEP 2

Assess your MSF for each of the success factors. The next step is to discuss each success factor, and collectively define specific criteria to determine whether or not a success factor is being achieved, and, based on those criteria, where the MSF stands. This will not be a simple process, and it may require lengthy discussion. However, this discussion is a valuable group learning opportunity, and it is useful to take notes for sharing with others.

One assessment tool is the stoplight approach, where the following colors are assigned to each success factor:

- No, little to no progress, not in place
- Somewhat, some progress, not fully in place
- Yes, implemented, in place

Table 2.

Success factors for the inclusion of women, organized by goal

Organizing for inclusion	🔴	🟡	🟢	N/A
Women have mobility and resources to travel and congregate				
Women and men can interact and have discussions together				
Organizational processes, discourses and cultures are reviewed and transformed to encourage women's participation, allowing for effective management of disagreements, use of small groups or women-only groups, nested structures for decision making and inclusive language				
There are provisions for extra household support for women, including providing childcare in a culturally appropriate manner				
There are self-monitoring systems and learning approaches to improve governance and oversight, including monitoring gender at the local (e.g. community), regional and national levels (e.g. sectorial policies, government and NGO interventions)				
Trained, equity-sensitive external staff or researchers observe, facilitate and support learning through discussion-provoking questioning of group practices and assumptions				
The decision-making space is an accessible and safe social environment, and safety and security concerns to travel around traveling to and participating in the event are taken seriously				
The decision-making space is made conducive to participation, with a tone of collaboration, cooperation, trust, respect and reciprocity, and conflicts are strategically addressed				
The local language is used and when not possible, interpretation and translation of materials are available				
Conflicts are managed through identification of commonalities and lack of confrontational interactions				
Poor or lower-caste women are actively included and represented, and education gaps, such as literacy, are recognized and addressed				

Improving influence	🔴	🟡	🟢	N/A
There is pressure (gender policies, guidelines, provisions, quotas) from the government, donors and NGOs to include women				
Women's roles and knowledge on natural resources are recognized, valued and incorporated				
Women are involved in the decision making on important and strategic issues				
All members can contribute to agenda items; women are involved in creating the meeting agenda and gender issues are included and addressed on meeting agendas				
All members are involved in decision making with real decision-making power				
Women and poor people are actively invited to participate in discussions before decisions are made				
There are opportunities to informally connect with fellow stakeholders, by walking to meetings, talking with friends and gaining information				
Women are equitably represented on executive committees, and their presence is mandatory for approval of important procedural changes and plans				
Women are equitably represented among the speakers, panels, experts and moderators				
There is a nested governance structure that increases the total number of leadership positions and opens more opportunities and spaces for women at all levels (including executive committees, sub-committees and specific groups), ensuring that women are able to gain confidence, leadership and facilitation skills to take on leadership positions. These structures also promote multi-directional information sharing and learning				

Enhancing capacities	🔴	🟡	🟢	N/A
People are empowered through awareness and knowledge of their rights during training and workshops, and there is an emphasis on equity and rights				
There are capacity-building activities that strengthen technical skills, knowledge and confidence				
There is capacity building that strengthens leadership and governance				
Recognizing that higher levels of women's education increases their confidence; education and literacy programs are supported and included in the process when possible				

Strengthening collective action	🔴	🟡	🟢	N/A
There are explicit strategies by stakeholders to bring participants to a common sense of purpose and mission and bring shared understanding as a group				
Social networks within the community and externally are strengthened; they develop trust and reciprocity, strengthen social capital, build skills and increase access to resources				
Women's organizations, networks, collective voices and social movements are strengthened and provided with the support needed for women to engage effectively, build experience in collective action, generate confidence, provide access to information, build alliances and ensure coordination and negotiation				

Focusing on impact	🔴	🟡	🟢	N/A
Local institutions are democratic, participatory and inclusive, and decision making is bottom-up				
Strong, visionary and pragmatic women leaders are present and are strengthened				
There is a purposeful emphasis on social learning, including reflection on processes and culture of decision making, in order to shift norms, behaviors and expectations				
A supportive environment for women in the household and community is created				
The role of women in agriculture and their knowledge on natural resources are recognized and addressed				
Local organizations have genuine legitimacy and accountability				
There are clear benefits and outcomes to participation				

Table 3.

Success factors for the inclusion of Indigenous Peoples, organized by goal

Organizing for inclusion	🔴	🟡	🟢	N/A
There is a clear understanding of expectations and conditions from the beginning, regarding decision-making authority, fiscal matters and schedule				
There is acceptance of the value and legitimacy of Indigenous knowledge. There is successful navigating, coordinating and understanding of multiple knowledge systems: traditional practices, government regulations, and international scientific and management expectations				
Workshops and information meetings are held in the local languages or translation is available				
Decision-making procedures do not marginalize minority groups (e.g. voting by majority rule)				
Multi-tiered decision-making organization and nested governance structures are used to broaden participation, including use of working groups, sub-committees and planning tables				
Recognition of the rights of Indigenous Peoples is a fundamental component of the decision-making processes, including, among others, rights to self-determination, rights over lands, rights to free, prior and informed consent, right not to be removed from lands				
Meetings, processes and bodies are accessible for Indigenous Peoples to participate in, and Indigenous Peoples have resources and mobility to travel, and are included in official delegations				
Indigenous Peoples are equitably represented among the speakers, panels, experts, moderators and executive committee				
There are preparatory and intersessional meetings by Indigenous Peoples' organizations				
An Indigenous Peoples' council is formed specifically to have a voice in natural resource issues				
There is open discussion about historical factors, colonial power relations and failures of the past, including distrust and resistance towards participative development and conservation due to lack of livelihood and other benefits, and failure by agencies/governments to honor their commitments				
There is sufficient time for Indigenous Peoples to negotiate conditions for participation				
There is a process for resolving conflicting interests and traditions of governance that have led to frustrations with the rules of participation and deliberation				
There is sufficient time, resources and expertise to work successfully in cross-cultural environments and in remote areas				

Improving influence

	🔴	🟡	🟢	N/A
There is pressure from government, NGOs and donors to include Indigenous Peoples, and there are alliances with international NGOs to protect rights				
Rights of Indigenous Peoples are recognized in policies and secured; policies and laws also provide for inclusion of the minority in leadership and cultural autonomy, and there are safeguards and mechanisms for addressing conflicts between laws and Indigenous rights, customs and practices				
There is respect and inclusion of Indigenous approaches and values in co-management frameworks, e.g. conflict management approaches, vesting decision-making power in Indigenous institutions, transferring control to local communities, and integrating social control				
Government has policies and guidelines to involve Indigenous Peoples in local decisions and to operationalize rights, and there are safeguards				
The government is willing to strengthen participatory approaches in forest management				
Stakeholders are considered 'rights-holders' with legal or customary rights to natural resources, and natural resource laws consider social inclusion				
There are dedicated government funds to improve Indigenous Peoples' engagement				
There is knowledge and willingness to use external forces, such as the courts or international pressures				
There is respect for and inclusion of Indigenous Peoples' values and decision making, and vesting decision-making power in Indigenous Peoples				
There is fair representation and reflection of diversity of Indigenous Peoples on local councils and government boards, with guaranteed seats for Indigenous Peoples				

Enhancing capacities

	🔴	🟡	🟢	N/A
Indigenous Peoples are empowered with rights and understand how to use a rights-based framework				
There is strong, visionary and pragmatic Indigenous leadership and Indigenous governance that promote equitable and fair processes				
There is capacity building in the management of benefits and incentives, as well as mechanisms to improve transparency and cope with corruption				
NGOs strengthen local governance and provide assistance that government agencies cannot				
There is capacity development in professionalism, and training in negotiation, including the ability of Indigenous communities to negotiate with state institutions				
Indigenous Peoples engage with clear goals				
Two-way learning is encouraged so that Indigenous Peoples and scientists both learn each other's knowledge systems				

Strengthening collective action

	🔴	🟡	🟢	N/A
There are mechanisms to address rivalries and competing claims over resources among Indigenous groups				
There are community networks, customary or informal institutions, and broader engagement with institutions for learning, discussion and to build trust				
Indigenous ideology is used to strengthen community and traditions				
There are strong, vocal local institutions and civil society organizations (CSOs) with a common framework of information sharing that enhances information elicitation and management to enable development of social capital, trust and transparency				
There is understanding of shared and competing priorities, methods and goals among stakeholders and a recognition of problems as shared ones				

Focusing on impact	🔴	🟡	🟢	N/A
Community benefits, or provision of other incentives to participation (e.g. economic benefits, capacity building) including benefit sharing and/or cost-sharing, are ensured. This is true also when access to the land is limited due to conservation efforts				
Well-defined/secure tenure rights are achieved				
Emphasis shifts from a multi-stakeholder planning table to a more deeply bonded government-to-government (G2G) forum				
Benefits and compensation are spread as widely and equitably as possible				



Make an action plan

STEP 3

For each 'red' or 'yellow' capacity opportunity or gap, discuss the actions.
What can be done to enhance or address it?
When and where can it be addressed?
Which duty-bearers and rights-holders have responsibilities to address it?

Capacity opportunity or gap	What can be done?	When?	Who has responsibility?

3

Monitor

STEP 4

Review progress regularly during the MSF with stakeholders, for instance, one month before an event and then one week after the same event. Discussion questions could include: How have we improved inclusion (or not)? What are the three most important lessons learned? What are our three main challenges to improve? How will we address them? You may also refer to the tool *How are we doing?*[3], a participatory reflective monitoring tool developed by CIFOR and check other monitoring tools shared at the green box on the right.

STEP 5

Adjust the checklist as needed. Schedule a session with the executive committee and other stakeholders to discuss the results of the monitoring. Discussion can start with simple questions: What can we learn from these results? How are we doing? Then, revisit the goals and strategies to see what needs to be adjusted. These decisions should then be validated by rights-holders.

3 See the MSF monitoring tool How are we doing? (Sarmiento Barletti et al. 2020a) accessible at https://www.cifor.org/knowledge/publication/7796

MONITORING TOOLS

— **Gender Avenger Tally**
This app is an interactive way to monitor in real time how much speaking time women and men and other groups get in meetings. https://www.genderavenger.com/tally

— **Scorecards**
A visual way of seeing if you are meeting your goals is creating a type of report card or scorecard. https://www.seaf.com/womens-economic-empowerment-and-gender-equality/gender-equality-scorecard/

— **Interactive surveys and polls**
There are a wide range of interactive surveys and polls to collect information from stakeholders before, during and after the MSF. Try http://Mentimeter.com or a Whatsapp poll.

— **Stoplight**
Keep it simple and visual by asking people to rate progress using the stoplight approach: green (yes, implemented, in place), yellow (somewhat, some progress, not fully in place), red (no, no progress, not in place).

Unpack the capacities

Women and gender

Constraints

Social norms constrain women from participating in public affairs; behavioral norms expect women to express shyness or subservience

Little consideration of women's views in meetings; when they speak, women's opinions are given little weight, or women are excluded from meetings or made to wait to speak

Lack of attention to gender at local level reinforces national disregard for the issues

Continued low representation of women in forestry institutions, and low influence by the women who are present

Women are constrained by socioeconomic status and personal attributes (unequal access to productive resources, information, education, leadership qualities, skills)

Perceptions about women's alleged inability to participate are reinforced by their lack of confidence

Women are not in higher level positions at international donor agencies

Lack of personal property and political connections reduces the weight of women's opinions

Household responsibilities (childcare) constrain participation

Non-incorporation of women's specific knowledge into discussion



Figure 6. Example of capacities identified through use of the Unpack the capacities tool.




MAKING IT
WORK

In this section, we share a selection of practical examples, success stories and lessons learned, so that their experiences and insights can help inform other practitioners. During our work, we interviewed 61 practitioners – in Africa, Asia, Latin America and at the global level – who are involved with MSFs and have seen what works (and fails) to improve inclusion.

HOW TO ORGANIZE AN INCLUSIVE MSF

Practitioners discussed various approaches to organizing MSFs to improve the inclusion and influence of women and Indigenous Peoples.

Nested structures

Structuring the MSF with several levels and nested decision making – i.e. with subgroups, such as working groups or subcommittees, feeding input to a larger group – has multiple benefits. This approach not only creates more opportunities for participation, it also creates more leadership positions, thus building leadership capacity. Smaller groups may be more comfortable spaces for participation. And these subgroups might choose to meet at the village level, making participation more accessible to those who are constrained by lack of mobility.

Facilitation

Practitioners told us that picking trained, gender-sensitive, culturally sensitive facilitators is a crucial success factor for inclusion. **A good facilitator knows the culture and can address a lack of participation:**

"[At an] MSF at the sub-national level…the facilitator invited women during break time to converse using the local language, and they succeeded in obtaining input and voice from these women."

— *Lead at global development institution, Indonesia*

The key factors that have worked for us are a facilitation approach, scheduling meetings at appropriate times and venues, using women to mobilize fellow women, encouraging participation verbally in meetings, sometimes women-only conferences, and using strategies that involve both women and men. In the field of preparation, we consider it very important that particular groups such as youth and women have sufficient knowledge of the political landscape, as well as of their rights.

— *Suzane Irau, Land and Equity Movement Uganda (LEMU), Uganda*

A lot of people don't like to speak in big groups. The way you host a meeting has been set up by the people in power the longest. Just inviting people into that space does not allow people to participate effectively.

— *Natalie Elwell, World Resources Institute*

Multi-directional commitments to inclusion

Being part of a network can help with setting inclusion goals and creating a roadmap to meet them. For instance, the International Land Coalition (ILC) is a multi-stakeholder network of local organizations oriented on securing land rights for smallholders, with a focus on women and Indigenous Peoples and other under-represented groups. Member organizations designed and are committed to certain standards for inclusion. It was then the responsibility of the Secretariat to apply these standards among the members. This type of bottom-up decision making with top-down enforcement has strengthened and improved inclusion.

"The fact that those standards have been decided on by the assembly of members, it is easier for us to encourage members to effectively apply them. If it were just a top-down decision, it would be more challenging. But it was a result of discussion and agreement among members".

— *Member of the ILC Secretariat*

Separate groups

Whether to create separate groups for women or Indigenous Peoples depends on the context. In cultures where norms discourage women from speaking, separate groups can give room for women to share freely. This applies to supporting women's groups and networks. However, care must be taken that they do not become mechanisms for sidelining under-represented groups.

Meeting size and format

The format, size and decision-making rules of an MSF can privilege the influence of people who present themselves well on that platform. Indigenous Peoples often have different norms about engaging in meetings. Women may have less experience – and thus less confidence – in certain environments. Explicitly addressing the biases of a format and discussing alternatives or solutions may bring to light more equitable arrangements.

Agenda

Participation in determining the agenda of the MSF is a crucial point of influence.

"...the presence of a group of women in the forum is essential, but does not guarantee the quality of their participation. The space must ensure a horizontal dialogue and an inclusive methodology so that these groups are part of the agenda-building process with their leaders."

— *Gender justice program lead, international NGO, Cuba.*

Quotas

Creating requirements for women or Indigenous Peoples in membership – e.g. a required minimum such as 30% – has generated results in many contexts. In circumstances where representation is poor, quotas can create the necessary wedge to start the process of change and establish role models for younger participants. However, there is the counter-argument that achieving quotas creates the illusion that the gender problem has been solved, and sometimes undermines efforts towards equality.

Childcare

Making provisions for childcare – in a culturally acceptable way – is one of the most effective ways to improve women's participation. Not only does childcare free up women to participate, but it also sends the message that their participation is important:

"The limitations of our reality do not allow us to pay a nursery to take care of our children... I even took my children to meetings myself because I had nowhere to leave them."

— *Leader of federation of Indigenous Peoples, Ecuador*

What about quotas?

What works? Explicitly giving women a seat at the table. Requiring women to be present in the interactions. Our evidence from land titling experiments in Uganda shows that it truly made a difference.

— *Economist, global development institution*

In India, there is mandated representation in village councils through quotas. It had substantial impact in the longer term; when researchers returned to these villages and interviewed adolescent girls, their educational attainment and aspirations had improved.

— *Beaman et al. 2012*

Just because we invite the same number of women and men, gender issues will not be resolved immediately. There is also the issue of guaranteeing balance and justice.

— *Focal point for Indigenous Peoples, global land rights network*

SUPPORTING AND TRAINING WOMEN LEADERS AND WOMEN'S GROUPS

Multiple practitioners emphasize the importance of investing long term in the development of women leaders: even with just one or two dynamic women leaders, the environment can change. Working with men to encourage them to become allies is equally important.

TRAINING, PREPARATION AND CAPACITY DEVELOPMENT

Training, preparation and capacity development are crucial to develop skills and knowledge, enhance empowerment and give confidence to women, Indigenous Peoples and other under-represented groups, so they can participate effectively in MSFs. In Burkina Faso, integrating literacy classes into a natural resource management project with rural women helped bridge these gaps. Training the MSF organizers in gender, facilitation and inclusion is equally important.

One of the major challenges for gender and social inclusion is insufficient skills and expertise presence in MSFs and other programs for development. This is a reason why gender and social inclusion are just touched upon but not progressively worked on, and thus, there have not yet been positive changes. Proper skills and expertise in gender and social inclusion help to raise the issues effectively in MSFs and other development programs.

— *Tran Nhat Lam Duyen, School of Interdisciplinary Studies, Vietnam National University (VNU), Hanoi, Vietnam*

COMMUNICATION AND TECHNOLOGY

Women and Indigenous Peoples face gaps in technology resources, capacity and access. Practitioners have had success with social messaging platforms such as WhatsApp groups and radio broadcasts to reach rural women and Indigenous peoples.

Today a lot of important information circulates through the web, but not everyone has access to it. Another important challenge is to convey the message clearly without very technical or academic [language] so that all women can understand it.

— *Leader of rural and Indigenous women's network, El Salvador, Guatemala, Nicaragua*

MAKING AN IMPACT

Practitioners are increasingly impatient with MSFs that are simply consultations. They believe that MSFs should work harder to create pathways to generate real positive change for women and Indigenous Peoples.

The level of influence remains marginal…We need stronger networks, greater linkages, to get women elected in politics, to get women their rights, to get women world recognition.

— *Alain Frechette, Rights and Resources Initiative*

It is important to create strategies so that agendas that place women's rights at the center reach the political and institutional debate.

— *Gender justice program lead, international NGO, Cuba*



Training, preparation and capacity development are crucial to develop skills and knowledge, enhance empowerment and give confidence to women, Indigenous Peoples and other under-represented groups, so they can participate effectively in MSFs.
Photo: A REDD+ workshop in Mencoriari community, Peru, by *Marlon del Águila/CIFOR.*

Success stories:

Supporting women leaders

I was elected vice president of my community when I was 23 years old, and I was very afraid to speak. There are a whole series of stereotypes inside the minds of many women, and they think that they cannot reach important positions either because they are not capable or because they have children. It is important that women lose their fear so that is why we support and train them. If they do not overcome this barrier, it will be difficult to achieve their objectives.

— *Leader of federation of Indigenous Peoples, Ecuador*

In the rural regions of Mexico, there is the [village council]. One person leads the institution and in recent years, women have taken up the position and have inspired many others. It is important that these women's husbands show solidarity and support them so that they can continue to hold these important positions.

— *Leader of network of rural forest holders, Mexico*

Preparing with stakeholders for the MSF

The Forest Forums bring together various stakeholders such as the timber companies, representatives of leaders, the politicians and local chiefs. Before we bring communities in these forums, we identify various community-based organizations at the community level and build their capacity, to create awareness on the rights of communities and also the rights and responsibilities of other interest groups in natural resources. This is important, because you are bringing them to face more elite people. They need to know the issues that they will be presenting in the forum, such as on law enforcement and reporting, so that they have confidence.

— *Albert Katako, Civic Response, Ghana*

Making an impact

In Laos, we were able to support the first ever Women in Agriculture forum at the national level. It resulted in a code of conduct and recognition of women's role in agriculture within the government. And on the producer side, this led to women-led producer groups, including organic certified farmers' markets managed by women farmers with support from the public and private sector (and their husbands).

— *Agnieszka Kroskowska, Helvetas*

4 ADDITIONAL TOOLS AND RESOURCES

Gender Training Resources, CGIAR
https://gender.cgiar.org/cgiar-training-materials/

Women's Empowerment in Agriculture Index, IFPRI
https://www.ifpri.org/project/weai

Gender Resources, FAO
http://www.fao.org/gender/resources/publications/en

The Gender Box, CIFOR
https://www.cifor.org/knowledge/publication/4026/

Gender Evaluation Criteria – International Land Coalition
https://learn.landcoalition.org/en/e-learning-courses/e-learning-gender-evaluation-criteria-gec/

GALS - Gender Action and Learning Systems
https://dev.ckm.ilri.org/cgiar-gender/gals-for-qualitative-research/

GESI - Gender Equality and Social Inclusion
https://uganda.oxfam.org/policy_paper/gender-action-learning-system-methodology

https://www.ifad.org/en/web/knowledge/publication/asset/39435857

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Sarmiento Barletti et al. 2020a. How are we doing? A tool to reflect on the process, progress and priorities of your multi-stakeholder forum. Bogor, Indonesia: Center for International Forestry Research (CIFOR).

5 REFLECTIONS

Our goal with this guide is to present ideas, not solutions; the challenges to inclusion are complex and unique to every MSF.

Improving inclusion does not happen overnight: it takes time, trust, persistence and a commitment to getting it right.

One factor for success is the constant effort of Indigenous women, because, thanks to it, we have made our demands visible. It is very difficult to get the State to open the doors to dialogue for you, so we decided to organize and fight. Our struggle has been representing Indigenous women for more than 25 years in front of different government departments such as the Ministry of Culture, the Ministry of Women and the Ministry of Agriculture.

— *Melania Canales, National Organization of Indigenous, Andean and Amazonian Women of Peru (ONAMIAP), Peru*

In our case, it is women who contributed to uniting the community. They used culture, they used to sing folk songs which kept the community together over the 20 years that we waited for [a court case on rights] to be determined. One woman was a witness in the case and was able to articulate herself in Addis Ababa during the court case. People [were amazed] at how she was able to articulate herself.

— *Daniel Kobei, Ogiek Peoples Development program (OPDP), Kenya*

WHAT WE LEARNED ABOUT INCLUSION

We discovered that the success factors to promote inclusion for women and Indigenous Peoples are not the same. We found that a rights-based discussion is more frequently applied to Indigenous Peoples, and reflections on individual, internalized constraints are more frequently brought up with regard to women. It may benefit both groups to apply the lessons learned and success factors from one group to the other, potentially identifying 'blindspots' and previously unrecognized issues.

In some instances, the success factors for women and Indigenous Peoples can even be in conflict, as when the customs and practices of an Indigenous group constrain the effective participation of women, such as prohibitions on speaking in front of men, or travel outside of the community. Navigating this complex path to improve inclusion for both groups likely requires a process of reflection and discussion to find solutions.

NEXT STEPS



We chose to focus on women and Indigenous Peoples to develop tools to improve inclusion. However, the experiences of all under-represented groups are unique, and MSFs would benefit from a better understanding of the treatment of groups, such as pastoralists, Afro-descendants and lower-caste groups, among others.



We hope that the publication of this guide will lead to its application in various MSFs, and we invite those MSFs to share their experiences with us so that we can learn from them and improve this guide.

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ANNEXES

ANNEX 1. LIST OF ARTICLES REVIEWED FOR THIS GUIDE

* Only first authors are listed.

First author	Title	Journal	Year
Adhikari, Sunit	Incentives for community participation in the governance and management of common property resources: The case of community forest management in Nepal	Forest Policy and Economics	2014
Agarwal, Bina	Participatory exclusions, community forestry, and gender: An analysis for South Asia and a conceptual framework	World Development	2001
Agarwal, Bina	Conceptualising environmental collective action: Why gender matters	Cambridge Journal of Economics	2000
Ahebwa, WM	Conservation, livelihoods, and tourism: A case study of the Buhoma-Mukono community-based tourism project in Uganda	Journal of Park and Recreation Administration	2013
Akamani, Kofi	Determinants of the process and outcomes of household participation in collaborative forest management in Ghana: A quantitative test of a community resilience model	Journal of Environmental Management	2015
Alashi, Silas A	National parks and biodiversity conservation: Problems with participatory forestry management	Review of African Political Economy	1999
Ali, Tanvir	Impact of participatory forest management on vulnerability and livelihood assets of forest-dependent communities in northern Pakistan	International Journal of Sustainable Development and World Ecology	2007
Amare, Dagninet	Willingness and participation of local communities to manage communal grazing lands in the Lake Tana Biosphere, Ethiopia	Society and Natural Resources	2017
Andrade, Gustavo SM	Protected areas and local communities: An inevitable partnership toward successful conservation strategies?	Ecology and Society	2012
Appiah, Mark	Co-partnership in forest management: The Gwira-Banso joint forest management project in Ghana	Environment, Development and Sustainability	2001
Barbier, Edward B	Can REDD+ save the forest? The role of payments and tenure	Forests	2012
Barry, Janice	Indigenous state planning as inter-institutional capacity development: The evolution of 'government-to-government' relations in coastal British Columbia, Canada	Planning Theory and Practice	2012

First author	Title	Journal	Year
Bastakoti, Rishi R	Framing REDD+ at national level: Actors and discourse around Nepal's policy debate	Forests	2017
Bayrak, Mucahid Mustafa	Ten years of REDD+: A critical review of the impact of REDD+ on forest-dependent communities	Sustainability (Switzerland)	2016
Bekele, Tsegaye	Do interventions from participatory action research improve livelihood and reduce conflicts over forest resources? A case study from South Central Ethiopia	Small-scale Forestry	2015
Bellfield, Helen	Case study report: Community-based monitoring systems for REDD+ in Guyana	Forests	2015
Biggs, Duan	Developing a theory of change for a community-based response to illegal wildlife trade	Conservation Biology	2017
Boissière, M	Can engaging local people's interests reduce forest degradation in Central Vietnam?	Biodiversity and Conservation	2009
Boissière, Manuel	The feasibility of local participation in measuring, reporting and verification (PMRV) for REDD+	PLOS ONE	2017
Boissière, Manuel	Participating in REDD+ measurement, reporting, and verification (PMRV): Opportunities for local people?	Forests	2014
Bollig, Michael	Fragmentation, cooperation and power: Institutional dynamics in natural resource governance in North-Western Namibia	Human Ecology	2014
Booth, Annie L	'There's a conflict right there': Integrating indigenous community values into commercial forestry in the Tl'azt'en First Nation	Society and Natural Resources	2011
Bottazzi, Patrick	Carbon sequestration in community forests: Trade-offs, multiple outcomes and institutional diversity in the Bolivian Amazon	Development and Change	2014
Bourgoin, Jeremy	Engaging local communities in low emissions land-use planning: A case study from Laos	Ecology and Society	2013
Bridgewater, Peter	Implementing SDG 15: Can large-scale public programs help deliver biodiversity conservation, restoration and management, while assisting human development?	Natural Resources Forum	2015
Burgoyne, Christopher N	'The Mkuze River it has crossed the fence' (1) – Communities on the boundary of the Mkuze protected area	Bulletin of Geography. Socio-economic Series	2014
Butler, JRA	Priming adaptation pathways through adaptive co-management: Design and evaluation for developing countries	Climate Risk Management	2016a
Butler, JRA	Scenario planning to leap-frog the Sustainable Development Goals: An adaptation pathways approach	Climate Risk Management	2016b
Carter, Jane	Recent experience in collaborative forest management: A review paper	CIFOR Occasional Paper	2005
Caruso, Emily	Co-management redux: Anti-politics and transformation in the Ashaninka Communal Reserve, Peru	International Journal of Heritage Studies	2011
Charnley, Susan	Community forestry in theory and practice: Where are we now?	Annual Review of Anthropology	2007

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Chernela, Janet	Limits to knowledge: Indigenous Peoples, NGOs, and the moral economy in the Eastern Amazon of Brazil	Conservation and Society	2014
Chettri, Nakul	Developing forested conservation corridors in the Kangchenjunga landscape, Eastern Himalaya	Mountain Research and Development	2007
Chomba, Susan W	Illusions of empowerment? Questioning policy and practice of community forestry in Kenya	Ecology and Society	2015
Chowdhury, Mohammad Shaheed Hossain	Community attitudes toward forest conservation programs through collaborative protected area management in Bangladesh	Environment, Development and Sustainability	2014
Coombes, Brad L	'Na whenua, na Tuhoe. Ko D.o.C. te partner' - Prospects for comanagement of Te Urewera National Park	Society and Natural Resources	2005
Coutinho-Sledge, Piper	Feminized forestry: The promises and pitfalls of change in a masculine organization	Gender, Work and Organization	2015
Cronkleton, Peter	Co-management in community forestry: How the partial devolution of management rights creates challenges for forest communities	Conservation and Society	2012
Danielsen, Finn	Community monitoring for REDD+: International promises and field realities	Ecology and Society	2013
Das, Nimai	Can gender-sensitive forestry programmes increase women's income? Lessons from a forest fringe community in an Indian province	Rural Society	2011
Davidson-Hunt, Iain J	Anishinaabe adaptation to environmental change in northwestern Ontario: A case study in knowledge coproduction for nontimber forest products	Ecology and Society	2013
Davies, Jocelyn	Innovation in management plans for community conserved areas: Experiences from Australian Indigenous protected areas	Ecology and Society	2013
De La Fuente, T	Do current forest carbon standards include adequate requirements to ensure indigenous peoples' rights in REDD projects?	International Forestry Review	2013
De Lopez, Thanakvaro Thyl	Deforestation in Cambodia: A stakeholder management approach	International Journal of Sustainable Development and World Ecology	2001
De Urioste-Stone, Sandra	Co-Administration in the Zunil Regional Municipal Protected Area, Guatemala	Journal of Park and Recreation Administration	2013
Dean, Erin	Birds of one tree: Participatory forestry and land claims in Tanzania	Human Organization	2011
Delgado-Serrano, Maria del Mar	Local perceptions on social-ecological dynamics in Latin America in three community-based natural resource management systems	Ecology and Society	2015
Dewulf, Art	How issues get framed and reframed when different communities meet: A multi-level analysis of a collaborative soil conservation initiative in the Ecuadorian Andes	Journal of Community and Applied Social Psychology	2004
Dhruba Bijaya, GC	Community forestry and livelihood in Nepal: A review	Journal of Animal and Plant Sciences	2016

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Egunyu, Felicitas	Learning through new approaches to forest governance: Evidence from Harrop-Procter Community Forest, Canada	Environmental Management	2016
Egunyu, Felicitas	Social learning by whom? Assessing gendered opportunities for participation and social learning in collaborative forest governance	Ecology and Society	2015
Everett, Yvonne	Participatory research for adaptive ecosystem management: A case of nontimber forest products	Journal of Sustainable Forestry	2001
Fache, Elodie	Caring for country, a form of bureaucratic participation: Conservation, development, and neoliberalism in Indigenous Australia	Anthropological Forum	2014
Fagerholm, Nora	Landscape characterization integrating expert and local spatial knowledge of land and forest resources	Environmental Management	2013
Funder, Mikkel	Reshaping conservation: The social dynamics of participatory monitoring in Tanzania's community-managed forests	Conservation and Society	2013
Gallemore, Caleb T	Discursive barriers and cross-scale forest governance in Central Kalimantan, Indonesia	Ecology and Society	2014
Galloway, Glenn E	Barriers to sustainable forestry in Central America and promising initiatives to overcome them	Journal of Sustainable Forestry	2007
García, Carolina	Fostering ethno-territorial autonomy: A Colombian case study of community-based conservation of mangroves	Journal of Latin American Geography	2014
Garcia, Claude A	Monitoring, indicators and community-based forest management in the tropics: Pretexts or red herrings?	Biodiversity and Conservation	2008
García-López, Gustavo A	Scaling up from the grassroots and the top down: The impacts of multi-level governance on community forestry in Durango, Mexico	International Journal of the Commons	2013
Gautier, D	The limits and failures of existing forest governance standards in semi-arid contexts	International Forestry Review	2015
Giri, Kalpana	Outmigrating men: A window of opportunity for women's participation in community forestry?	Scandinavian Journal of Forest Research	2010
Goldman, Mara	Partitioned nature, privileged knowledge: Community-based conservation in Tanzania	Development and Change	2003
Guillozet, Kathleen	Forest investments and channels of contestation in highland Ethiopia	African Identities	2014
Gunawan, Budhi	Community dependency on forest resources in West Java, Indonesia: The need to re-involve local people in forest management	Journal of Sustainable Forestry	2004
Gupte, Manjusha	Participation in a gendered environment: The case of community forestry in India	Human Ecology	2004
Haller, Tobias	Who gains from community conservation? Intended and unintended costs and benefits of participative approaches in Peru and Tanzania	Journal of Environment and Development	2008
Hennessey, Ryan	Leveraging community capacity for nature conservation in a rural island context: Experiences from Brier Island, Canada	Landscape Research	2014

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Hodgdon, Benjamin D	Community forestry in Laos	Journal of Sustainable Forestry	2010
Holmes, Ignacia	Early REDD+ implementation: The journey of an Indigenous community in Eastern Panama	Forests	2017
Johansson, KE	Community based forest groups in Eastern and Southern Africa – a study of prospects for capacity improvement	International Forestry Review	2013
Jum, Cyprain	Building broad-based partnership for sustainable forest management: The Model Forest experience in Cameroon	International Journal of Environmental Studies	2007
Karjala, Melanie K	Criteria and indicators for sustainable forest planning: A framework for recording Aboriginal resource and social values	Forest Policy and Economics	2004
Khadka, Manohara	Gender equality challenges to the REDD+ initiative in Nepal	Mountain Research and Development	2014
Klenk, Nicole Lisa	Models of representation and participation in Model Forests: Dilemmas and implications for networked forms of environmental governance involving Indigenous People	Environmental Policy and Governance	2013
Krause, Torsten	Evaluating safeguards in a conservation incentive program: Participation, consent, and benefit sharing in Indigenous communities of the Ecuadorian Amazon	Ecology and Society	2013
Kweka, Demetrius	The context of REDD+ in Tanzania: Drivers, agents and institutions		2015
Lawler, Julia H	A case for Indigenous community forestry	Journal of Forestry	2017
Leventon, Julia	Delivering community benefits through REDD+: Lessons from Joint Forest Management in Zambia	Forest Policy and Economics	2014
Leys, Andrea J	Stakeholder engagement in social learning to resolve controversies over land-use change to plantation forestry	Regional Environmental Change	2011
Lin, Pei-Shan	Towards sustainable community-based natural resource management in the indigenous Meqmegi community in Taiwan: Rethinking impacts of local participation	Natural Resources Forum	2011
Lund, Jens Friis	Are we getting there? Evidence of decentralized forest management from the Tanzanian Miombo woodlands	World Development	2008
Manyena, Siambabala Bernard	Are you serious to ask me about who owns wildlife? Politics of autonomy over wildlife resources in the Zambezi valley, Zimbabwe	Forum for Development Studies	2013
Martin, Adrian	Challenges for participatory institutions: The case of village forest committees in Karnataka, South India	Society and Natural Resources	2001
Matta, Jagannadha	Can environmental services payments sustain collaborative forest management?	Journal of Sustainable Forestry	2006
Matta, Jagannadha	Agency perspectives on transition to participatory forest management: A case study from Tamil Nadu, India	Society and Natural Resources	2005

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Mazur, Robert E	Prospects for enhancing livelihoods, communities, and biodiversity in Africa through community-based forest management: A critical analysis	Local Environment	2008
McDougall, Cynthia L	Engaging women and the poor: Adaptive collaborative governance of community forests in Nepal	Agriculture and Human Values	2013
Memon, P Ali	Contesting governance of indigenous forests in New Zealand: The case of the West Coast Forest Accord	Journal of Environmental Planning and Management	2007
Moritz, C	The Australian monsoonal tropics: An opportunity to protect unique biodiversity and secure benefits for Aboriginal communities	Pacific Conservation Biology	2013
Mulrennan, Monica E	Revamping community-based conservation through participatory research	Canadian Geographer	2012
Musavengane, Regis	Community-based natural resource management: The role of social capital in collaborative environmental management of tribal resources in KwaZulu-Natal, South Africa	Development Southern Africa	2016
Mustalahti, Irmeli	Can REDD+ reconcile local priorities and needs with global mitigation benefits? Lessons from Angai Forest, Tanzania	Ecology and Society	2012
Mutamba, Emmanuel	Community participation in natural resources management: Reality or rhetoric?	Environmental Monitoring and Assessment	2004
Mutune, Jane M	What rights and benefits? The implementation of participatory forest management in Kenya: The case of Eastern Mau Forest Reserve	Journal of Sustainable Forestry	2017
Mvondo, Samuel Assembe	An assessment of social negotiation as a tool of local management: A case study of the Dimako Council Forest, Cameroon	Scandinavian Journal of Forest Research	2004
Mvondo, Samuel Assembe	Decentralized forest resources and access of minorities to environmental justice: An analysis of the case of the Baka in southern Cameroon	International Journal of Environmental Studies	2006
Nawir, AA	Commercial community tree-growing inside state forests: An economic perspective from eastern Indonesia	International Forestry Review	2013
Newton, Adrian C	Forest landscape restoration in the drylands of Latin America	Ecology and Society	2012
Niedziałkowski, Krzysztof	Participation and protected areas governance: The impact of changing influence of local authorities on the conservation of the Białowieża Primeval Forest, Poland	Ecology and Society	2012
Nijnik, Maria	Afforestation and reforestation projects in South and South-East Asia under the Clean Development Mechanism: Trends and development opportunities	Land Use Policy	2013
Nuggehalli, Roshni K	Motivating factors and facilitating conditions explaining women's participation in co-management of Sri Lankan forests	Forest Policy and Economics	2009
Ogbaharya, Daniel	Community-based natural resources management in Eritrea and Ethiopia: Toward a comparative institutional analysis	Journal of Eastern African Studies	2010

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Olivier, Lennox	Bossiedokters and the challenges of nature co-management in the Boland area of South Africa's Western Cape	Journal of Contemporary African Studies	2013
Ooft, Max	Indigenous peoples are rights-holders, not only stakeholders in sustainable forest management	Global Watch	2008
Oyono, Phil René	The social and organisational roots of ecological uncertainties in Cameroon's forest management decentralisation model	The European Journal of Development Research	2004
Padwe, Jonathan	Participatory conservation in the Condor Bioreserve, Ecuador	Journal of Sustainable Forestry	2004
Parkins, John R	Forest governance as neoliberal strategy: A comparative case study of the Model Forest program in Canada	Journal of Rural Studies	2016
Pasgaard, Maya	Lost in translation? How project actors shape REDD+ policy and outcomes in Cambodia	Asia Pacific Viewpoint	2015
Pasgaard, Maya	Double inequity? The social dimensions of deforestation and forest protection in local communities in Northern Cambodia	Austrian Journal of South-East Asian Studies / Österreichische Zeitschrift für Südostasienwissenschaften	2013
Phiri, M	Local community perception of joint forest management and its implications for forest condition: The case of Dambwa Forest Reserve in southern Zambia	Southern Forests: A Journal of Forest Science	2012
Pokharel, Ridish K	Good governance assessment in Nepal's community forestry	Journal of Sustainable Forestry	2013
Pollini, Jacques	Carbon sequestration for linking conservation and rural development in Madagascar: The case of the Vohidrazana-Mantadia Corridor Restoration and Conservation Carbon project	Journal of Sustainable Forestry	2009
Potts, Ruth	A study of governance arrangements for land use and natural resource management planning in Cape York Peninsula	Australian Geographer	2015
Poudel, Mohan	Social equity and livelihood implications of REDD+ in rural communities: A case study from Nepal	International Journal of the Commons	2015
Poudel, Mohan	REDD+ and community forestry: Implications for local communities and forest management – a case study from Nepal	International Forestry Review	2014
Purnomo, Herry	Communicative action to level the playing field in forest plantations in Indonesia	Journal of Sustainable Forestry	2014
Reed, Maureen G	Linking gender, climate change, adaptive capacity, and forest-based communities in Canada	Canadian Journal of Forest Research	2014
Reed, Maureen G	Guess who's (not) coming for dinner: Expanding the terms of public involvement in sustainable forest management	Scandinavian Journal of Forest Research	2010
Rishi, Parul	Joint forest management in India: An attitudinal analysis of stakeholders	Resources, Conservation and Recycling	2007

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Rist, Lucy	Ecological knowledge among communities, managers and scientists: Bridging divergent perspectives to improve forest management outcomes	Environmental Management	2016
Roth, Robin J	'Fixing' the forest: The spatiality of conservation conflict in Thailand	Annals of the Association of American Geographers	2008
Saito-Jensen, Moeko	Social and environmental tensions: Affirmative measures under REDD+ carbon payment initiatives in Nepal	Human Ecology	2014
Sanders, Wendy Hinrichs	The Great Lakes Forest Alliance building bridges to raise collective wisdom across governments and institutions	Journal of Sustainable Forestry	2001
Sattler, Claudia	Multilevel governance in community-based environmental management: A case study comparison from Latin America	Ecology and Society	2016
Simane, Belay	The sustainability of community-based adaptation projects in the Blue Nile Highlands of Ethiopia	Sustainability (Switzerland)	2014
Snyder, Katherine A	Participation and performance: Decentralised planning and implementation in Ethiopia	Public Administration and Development	2014
Songi, Ondotimi	Defining a path for benefit sharing arrangements for local communities in resource development in Nigeria: The foundations, trusts and funds (FTFs) model	Journal of Energy & Natural Resources Law	2015
Staddon, Sam C	Exploring participation in ecological monitoring in Nepal's community forests	Environmental Conservation	2015
Stiem, L	Exploring the impact of social norms and perceptions on women's participation in customary forest and land governance in the Democratic Republic of Congo—implications for REDD+	International Forestry Review	2016
Sunam, Ramesh K	Community forestry and the threat of recentralization in Nepal: Contesting the bureaucratic hegemony in policy process	Society and Natural Resources	2013
Sutta, HE	REDD+ piloting process in the Zanzibar Islands, Tanzania: The assessment of the community's perceptions and attitudes	Ethiopian Journal of Environmental Studies and Management	2014
Szulecka, Julia	Local institutions, social capital and their role in forest plantation governance: Lessons from two case studies of smallholder plantations in Paraguay	International Forestry Review	2014
Tai, Hsing Sheng	Cross-scale and cross-level dynamics: Governance and capacity for resilience in a social-ecological system in Taiwan	Sustainability (Switzerland)	2015
Tessema, Mekbeb E	Community attitudes toward wildlife and protected areas in Ethiopia	Society and Natural Resources	2010
Thoms, Christopher A	Co-constructing community forests in Nepal: Mutual constraint in a transnational aid network	Journal of Natural Resources Policy Research	2011
Tsanga, R	What is the role for forest certification in improving relationships between logging companies and communities? Lessons from FSC in Cameroon	International Forestry Review	2014

First author	Title	Journal	Year
Ulybina, Olga	Participatory forest management: The experience of foreign-funded programmes in the Kyrgyz Republic	Environmental Policy and Governance	2015
Usongo, Leonard	Participatory approaches towards forest conservation: The case of Lobéké National Park, South east Cameroon	International Journal of Sustainable Development and World Ecology	2004
Wagle, Radha	Examining Nepalese forestry governance from gender perspectives	International Journal of Public Administration	2017
Wambede, Nabalegwa	Effectiveness of transboundary collaborative conservation in Virunga national parks	Indonesian Journal of Geography	2013
Watts, Scotney	Institutional constraints on interactive community participation in forest conservation in Mozambique	Journal of Sustainable Forestry	2008
Wells, Michael P	Protected area management in the tropics: Can we learn from experience?	Journal of Sustainable Forestry	2003
West, Thales AP	Indigenous community benefits from a de-centralized approach to REDD+ in Brazil	Climate Policy	2016
Westholm, L	Fruits from the forest and the fields: Forest conservation policies and intersecting social inequalities in Burkina Faso's REDD+ program	International Forestry Review	2016
Wilshusen, PR	By, for and of the people: The development of two community-managed protected areas in Oaxaca, Mexico	Journal of Sustainable Forestry	2002
Wilson, Randall K	Collaboration in context: Rural change and community forestry in the Four Corners	Society and Natural Resources	2006
Wyborn, Carina	Collaboration and nested environmental governance: Scale dependency, scale framing, and cross-scale interactions in collaborative conservation	Journal of Environmental Management	2013
Xu, Jianchu	Decentralisation and accountability in forest management: A case from Yunnan, Southwest China	The European Journal of Development Research	2004
Zulu, Leo Charles	Community forest management in Southern Malawi: Solution or part of the problem?	Society and Natural Resources	2008

ANNEX 2. LIST OF INTERVIEWEES CONSULTED FOR THIS GUIDE

Table 4. List of interviewees in Africa

Name	Male/Female	Organization	Country
Asiku Micah	Male	Community Development and Conservation Agency (CODECA)	Uganda
Abraham Nkuruna	Male	Narok County Natural Resource Network (NCNRN)	Kenya
Adam Ole Mwarabu	Male	Parakuiyo Pastoralists Indigenous Community Development Organisation (PAICODEO)	Tanzania
Albert Katako	Male	Civic Response	Ghana
Anne Kamau, Rahma Kivugo	Female	Mikoko Pamoja (Swahili word translated Mangroves Together)	Kenya
Bernard Baha	Male	Tanzania Land Alliance (TALA)	Tanzania
Cécile Bibiane Ndjebet	Female	African Women's Network for Community Management of Forests (REFACOF)	Cameroon
Concepta Mukasa	Female	Association of Uganda Professional Women in Agriculture and Environment (AUPWAE)	Uganda
Daniel Kobei	Male	Ogiek Peoples Development program (OPDP)	Kenya
Daniel Ouma	Male	Tanzania Natural Resource Forum (TNRF)	Tanzania
Gerald Ngatia	Male	National Alliance of Community Forest Associations (NACOFA)	Kenya
John Leckie	Male	DAI	Washington DC based, works in Ethiopia and Tanzania
Zake Joshua	Male	Environment Alert	Uganda
Steven Cole	Male	International Institute of Tropical Agriculture (IITA)	Tanzania
Suzane Irau	Female	Land and Equity Movement Uganda (LEMU)	Uganda
Tereza Getahun	Female	Pastoralist Forum Ethiopia (PFE)	Ethiopia

Table 5. List of interviewees in Latin America

Name	Male/Female	Organization	Country
Álvaro Acevedo	Male	Red Nacional de Agricultura Familiar (RENAF)	Colombia
Breny Herrera	Female	Red Centroamericana de Mujeres Rurales, Indígenas y Campesinas (RECMURIC)	El Salvador, Guatemala, Nicaragua
Eileen Mairena Cunningham	Female	Organización de Mujeres Indígenas Wangki Tangni	Nicaragua
Fany Kuiru Castro	Female	Organización Nacional de los Pueblos Indígenas de la Amazonía Colombiana (OPIAC)	Colombia
Gustavo Sánchez	Male	Mexican Network of Rural Forest Organization (RED MOCAF)	Mexico
Judith Walcott	Female	United Nations REDD+ (ONUREDD+)	Latin America
Luisa Lozano	Female	Confederation of Indigenous Nationalities of Ecuador (CONAIE)	Ecuador
María Alejandra Rodríguez Acha	Female	Fondo Feminista Joven FRIDA	Peru
Margarita Florez	Female	Environment and Society Association	Colombia
María Teresita Chinchilla Miranda	Female	Asociación de Comunidades Forestales de Petén (ACOFOP)	Guatemala
Melania Canales	Female	National Organization of Indigenous, Andean and Amazonian Women of Peru (ONAMIAP)	Peru
Telma Taurepang	Female	Union of Indigenous Women of the Brazilian Amazon (UMIAB)	Brazil
Valeria Urbina	Female	Law, Environment and Natural Resources (DAR)	Peru
Vilma Mendoza	Female	National Confederation of Indigenous Women of Bolivia (CNAMIB)	Bolivia
Yohanka Valdes	Female	Gender Justice and Women's Rights Program, Oxfam	Cuba

Table 6. List of interviewees in Asia

Name	Male/Female	Organization	Country
Andhika Vega Praputra	Male	Samdhana Institute	Southeast Asia, Indonesia, Philippines
Bharati Pathak	Female	Federation of Community Forestry Users Nepal (FECOFUN Nepal)	Nepal
Kevin Jeanes, Chanthaphone Thammavong, Sitthideth Abhay, Pany Vanmanivong	Male/Female	Climate Change Adaptation in Wetlands Areas in Lao PDR (CAWA) Project, Food and Agriculture Organization of the United Nations (FAO), funded by the Global Environment Facility (GEF)	Lao PDR
Dharm Raj Joshi	Male	International Land Coalition, NES Nepal	Nepal
Dian Ekowati	Female	CIFOR	Indonesia
Ellen Dictaan	Female	Tebtebba (Indigenous Peoples' International Centre for Policy Research and Education)	
Gamma Galudra	Male	The Center for People and Forests (RECOFTC)	Indonesia
Ishan Agrawal	Male	Foundation for Ecological Security (FES)	India
Ly Thi Minh Hai	Female	The Center for People and Forests (RECOFTC)	Vietnam
Mia Siscawati	Female	University of Indonesia	Indonesia
Pasang Dolma	Female	Center for Indigenous Peoples' Research and Development (CIPRED) Nepal	Nepal
Pratiti Priyadarshini	Female	Foundation for Ecological Security (FES)	India
Reonaldus Paembonan	Male	Dewan Daerah Perubahan Iklim (DDPI)	Indonesia
Shambu Dangal	Male	The Center for People and Forests (RECOFTC)	Nepal
Subekti Rahayu	Male	World Agroforestry Centre (ICRAF)	Indonesia
Swapna Sarangi	Female	Foundation for Ecological Security (FES)	India
Tini Gumartini	Female	World Bank	Indonesia
Tran Nhat Lam Duyen	Female	School of Interdisciplinary Studies, Vietnam National University, Hanoi (VNU)	Vietnam

Table 7. List of organizations working internationally/globally

Name	Male/Female	Organization	Country
Agnieszka Kroskowska	Female	HELVETAS	Global
Alain Frechette	Male	Rights and Resources Initiative	Global
David Alejandro Rubio	Male	International Land Coalition	Global
Elisabetta Cangelosi	Female	International Land Coalition	Global
Joao Montalvao	Male	World Bank' Africa Gender Innovation Lab	Global
Margaux Granat	Female	EnGen Collaborative	Global
Mathurin Zida	Male	CIFOR	Global
Natalie Elwell	Female	World Resources Institute	Global
Patricia Van de Velde	Female	World Bank, Food and Agriculture Practice	Global
Ruth Meinzen-Dick	Female	International Food Policy Research Institute	Global
Sylvia Cabus	Female	U. S. Agency for International Development (USAID)	Global

GETTING IT RIGHT

This guide explains how to operationalize inclusion of women, Indigenous Peoples and other under-represented groups in multistake-holder forums (MSFs).

MSFs have been promoted to bring together diverse constituencies to share ideas and opinions and to formulate decisions in a more open and equitable way about wide-ranging issues and scales, from global climate change negotiations to local forest use decisions, but in practice evidence shows that women and Indigenous Peoples are often frequently either under-represented or lack influence in multi-stakeholder initiatives. Getting it right addresses this challenge by providing several tools that are designed to operationalize inclusion at specific trigger points where action is most effective.

RIGHTS + RESOURCES

This research is supported in part by the Rights and Resources Initiative (RRI). The Rights and Resources Initiative is a global coalition of more than 200 organizations dedicated to advancing the forestland and resource rights of Indigenous Peoples, local communities and rural women. Members capitalize on each other's strengths, expertise and geographic reach to achieve solutions more effectively and efficiently. RRI leverages the power of its global coalition to amplify the voices of local peoples, and proactively engage governments, multilateral institutions and private sector actors to adopt institutional and market reforms that support the realization of rights. By advancing a strategic understanding of the global threats and opportunities resulting from insecure land and resource rights, RRI develops and promotes rights-based approaches to business and development, and catalyzes effective solutions to scale rural tenure reform and enhance sustainable governance. RRI is coordinated by the Rights and Resources Group, a non-profit organization based in Washington, DC. For more information, please visit **www.rightsandresources.org**

CGIAR RESEARCH PROGRAM ON Policies, Institutions, and Markets Led by IFPRI

The CGIAR Research Program on Policies, Institutions, and Markets (PIM) leads action-oriented research to equip decision makers with the evidence required to develop food and agricultural policies that better serve the interests of poor producers and consumers, both men and women. PIM combines the resources of CGIAR centers and numerous international, regional, and national partners. The program is led by the International Food Policy Research Institute (IFPRI). **www.pim.cgiar.org**

CGIAR RESEARCH PROGRAM ON Forests, Trees and Agroforestry

This research is also supported in part by the CGIAR Research Program on Forests, Trees and Agroforestry (CRP-FTA). This collaborative program aims to enhance the management and use of forests, agroforestry and tree genetic resources across the landscape, from forests to farms. CIFOR leads CRP-FTA in partnership with Bioversity International, CATIE, CIRAD, the International Center for Tropical Agriculture (CIAT) and the World Agroforestry Centre (ICRAF).

CGIAR GENDER Platform

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CIFOR

Center for International Forestry Research (CIFOR)
CIFOR advances human well-being, equity and environmental integrity by conducting innovative research, developing partners' capacity, and actively engaging in dialogue with all stakeholders to inform policies and practices that affect forests and people. CIFOR is a CGIAR Research Center, and leads the CGIAR Research Program on Forests, Trees and Agroforestry (FTA). Our headquarters are in Bogor, Indonesia, with offices in Nairobi, Kenya; Yaounde, Cameroon; Lima, Peru; and Bonn, Germany.

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