

# FOREST<sub>AND</sub>FARM FACILITY



## Gender Strategy

Draft as of February 2017

## Table of Contents

Table of Contents .....	2
1. Introduction .....	2
1.1 The Forest and Farm Facility .....	2
1.2 Gender equality and the Forest and Farm Facility .....	2
2. Rationale .....	4
2.1 Women in forest and farm landscapes .....	4
2.2 Women in Producer Organizations .....	5
3. FFF's Gender Strategy .....	9
3.1 Goal and objectives .....	9
3.2 Gender Strategy for FFF Management .....	10
3.3 Gender Strategy for FFF Implementation .....	11
3.4 Gender Strategy for Forest and Farm Producer Organizations .....	13

## 1. Introduction

This Gender Strategy sets out the challenges and targets for including gender aspects, and ensuring gender mainstreaming as a core activity and outcome, of the Forest and Farm Facility (FFF) program. Its main focus is on strengthening forest and farm producer organizations (FFPOs).

### 1.1 The Forest and Farm Facility

The FFF is a partnership between the Food and Agriculture Organization of the United Nations (FAO), the International Institute for Environment and Development (IIED), the International Union for the Conservation of Nature (IUCN) and AgriCord. The Facility works together with and provides resources directly to forest and farm producer organizations and governments in a variety of countries under the oversight of a gender balanced Steering Committee with strong representation by members of FFPOs.. FFF responds to local needs, adapts to country contexts, and complements other ongoing government and donor initiatives.

FFF's activities started in 2013, building on efforts achieved by previous programs, such as the National Forest Programme Facility and the Growing Forest Partnership programme. FFF is currently implemented in 10 partner countries in three continents: Bolivia, Guatemala and Nicaragua in Latin America, Liberia, the Gambia, Zambia and Kenya in Africa, and Myanmar, Vietnam and Nepal in Asia.

In 2018, FFF starts a second Phase, scaling up its ongoing achievements within existing countries and regional partnerships and by adding additional partner countries and organizations. Improving gender equality within FFPOs has been identified as a key challenge during the first Phase of the FFF programme. This strategy identifies concrete action for addressing this.

### 1.2 Gender equality and the Forest and Farm Facility

Gender equality is central to the Forest and Farm Facility in achieving the goal of equitable livelihoods and integrative policy processes for sustainable landscapes. Many examples can be cited of past and ongoing work, illustrating this:

- Organization of exchange visits of women producer organizations with sister organizations in-country or in neighbouring countries to learn from each other's production and technical skills (Guatemala, Nicaragua, Bolivia, Nepal, The Gambia)
- Leadership trainings for women producers (Vietnam, Nepal, Guatemala, Nicaragua)
- Trainings on "Strengthening governance and gender equality in producer organizations" based on the new CoOpequity tool (Myanmar and the Gambia);
- Small grants provided to strengthen a number of women's forest and farm enterprises.

- Partnerships with organizations that built up gender expertise such as REFACOF, the African Women's Network for Community management of Forests. REFACOF is supporting FFF's country work in The Gambia and Liberia with the mapping of women's organizations in forest landscapes and enhancing their capacity. Other partnerships include Action Aid Liberia and SEWA India to support FFF's programme in Liberia and Nepal respectively.
- Sex disaggregated indicators for a number of outputs in the Monitoring and Learning framework.

At the beginning of 2017, a gender assessment was conducted amongst FFF partner organizations in 9 countries. The objective was to assess the status of gender equality in partnering local and national producer organizations, with a focus on barriers hindering women to become members and actively participate. Therefore, a set of two questionnaires were sent out to (i) the board of selected producer organizations; and (ii) equal numbers of male and female members of the same organizations. In total, 29 producer organizations were assessed with 34 female and 40 male members as respondents. Some of the results are presented later on in this document. A comprehensive analysis and assessment report is developed separately.

The purpose of developing a gender strategy is to provide the Forest and Farm Facility and its partners with a framework for guiding their efforts to achieve gender equality in the program's management and implementation. It takes into consideration the FAO Policy on Gender Equality<sup>1</sup>, IIED's Gender Manifesto<sup>2</sup> and the gender-related work of IUCN, especially with regards to climate change<sup>3</sup>.

**Gender and Sex:** The term "gender" is a social construct, referring to social roles and relationships between men and women. These are shaped by ideological, cultural, economic, ethnic and religious factors and are a key determinant of the distribution of resources, rights and responsibilities between men and women. "Sex", on the other hand, refers to the innate biological categories of male or female. Sex is mostly fixed but gender roles can and do change (FAO 2011). Gender and even sex are evolving concepts with self-identification being an important final criterion.

<sup>1</sup> See <http://www.fao.org/docrep/017/i3205e/i3205e.pdf>.

<sup>2</sup> See <http://pubs.iied.org/pdfs/G04021.pdf>.

<sup>3</sup> See <http://gender-climate.org/>.

## 2. Rationale

### 2.1 Women in forest and farm landscapes

In developing countries, women play a crucial role in agricultural and forestry systems, yet they are oftentimes disadvantaged when it comes to accessing natural resources (esp. land and forest tenure), financial and extension services, education and decision making processes. This “gender gap” reduces women’s productivity and diminishes their contributions to the agriculture and forestry sectors. This not only affects their well-being and that of their families, especially in terms of food and nutrition security, but imposes a high cost on the economy through productivity losses as well. In Sub-Sahara Africa for instance, women farmers provide 50% of the agricultural labour force. Despite their equal contribution as men to this sector, they are less likely to own land as males in most countries, and with only 2% of women having land titles, their tenure security is extremely low. In general, female headed households have more limited access to land than male headed households. Furthermore, only 15% of extension agents are women and female farmers receive only 5% of the total of extension services. Additionally, women’s specific roles in households and communities tend to have little support from policy makers and the voices and concerns of rural women are rarely heard at national and global level.

Even though women play substantial roles along agricultural value chains, they suffer large gender disparities in access to agricultural assets, inputs, services, new technology, information and markets, and to the control of the products and/or income from their sale. This entails very substantial costs to their countries, communities and households (FAO, 2011).<sup>4</sup>

In reviewing the evidence of gender gaps in agriculture, FAO notes that for developing countries for which data are available:

- Between 10 and 20 percent of all landholders are women, though this masks significant differences among countries, even in the same region. The developing countries with the lowest and highest share of female landholders are in Africa.
- Smallholder farms operated by female-headed households are smaller in almost all countries.
- Farms run by female-headed households have less labour available for farm work because these families are usually smaller and have fewer working-age adult members and because women's heavy domestic work takes them away from more productive farm activities.
- Women and girls lag behind in education, despite improvements in recent years at national level. The gap is more critical in rural areas where female household heads have less than half the years of education of their male counterparts.

---

<sup>4</sup> Food and Agriculture Organization of the United Nations (FAO) (2011): The state of food and agriculture: Women in agriculture, closing the gender gap, Rome, Food and Agriculture Organization of the United Nations.

- The share of female smallholders who can access credit is on average 5-10 percentage points lower than for male smallholders. Access to credit and insurance is important for accumulating and retaining other assets.
- Women are much less likely to use purchased inputs such as fertilizers, improved seeds or mechanical tools and equipment, or have access to information technology and transport.
- Agricultural extension and technical/business skill training programs are heavily skewed in men's favour.

These gaps are very difficult to close because they primarily stem from social norms, values and practices. For example, women's and girls' disadvantages in access to land are commonly legitimized by civil, religious and customary laws, rules and practices governing rights to own, inherit, purchase and/or use property. Even if women have legal ownership or customary use rights to property, social norms and differential intra-household interests often prevent them from exercising their rights.

In some countries, like Nepal, the share of women in agriculture has increased significantly due to outmigration of more than 4 million men in the middle hills of Nepal, resulting in a "feminization" of agriculture. For many families this has meant that the range of tasks for women has expanded to include those traditionally performed by men, such as ploughing, as well as traditional women's work such as planting crops. The current agricultural technologies are not women-friendly and there is not enough labor to complete all the agricultural tasks. As a result, in many regions, up to 30% of farming land is now under-utilized, with either no crops being planted on it or a reduction from three rice crops to only one per year. This in turn means that many communities now face increased food insecurity in terms of local production, even though families may have more income (from remittances) to buy food (Source: ACIAR blog, Sujata Tamang).

## 2.2 Women in producer organizations

Formal and informal producer organizations can help rural communities to overcome poverty and facilitate their access to resources, assets, markets and services. They are platforms for forest and farm producers to get organized, take joint decisions concerning their livelihoods and priorities and to advocate for their rights. Often, these organizations are open to male and female members, others are women-only groups.

Women-only organizations can be crucial in contexts where existing producer organizations are restricted to men or where it is culturally not foreseen for men and women to sit together and jointly negotiate and make decisions. However, women-only groups often remain confined to the



local level. Furthermore, there are very few dedicated funding mechanisms available for women-only organizations.

In mixed organizations, women may be well-represented as members, yet few of them occupy leadership positions, and the trend becomes even more pronounced as one moves from local to regional and national levels. Generally, women are often excluded or poorly represented in such organizations, which tends to reinforce existing gender inequalities.

The FFF gender assessment showed clear differences between the roles men and women take on in the questioned FFPOs. Although almost the same percentage of female and male members state that they occupy a specific role in the organization, the nature of the positions and their power vary widely:

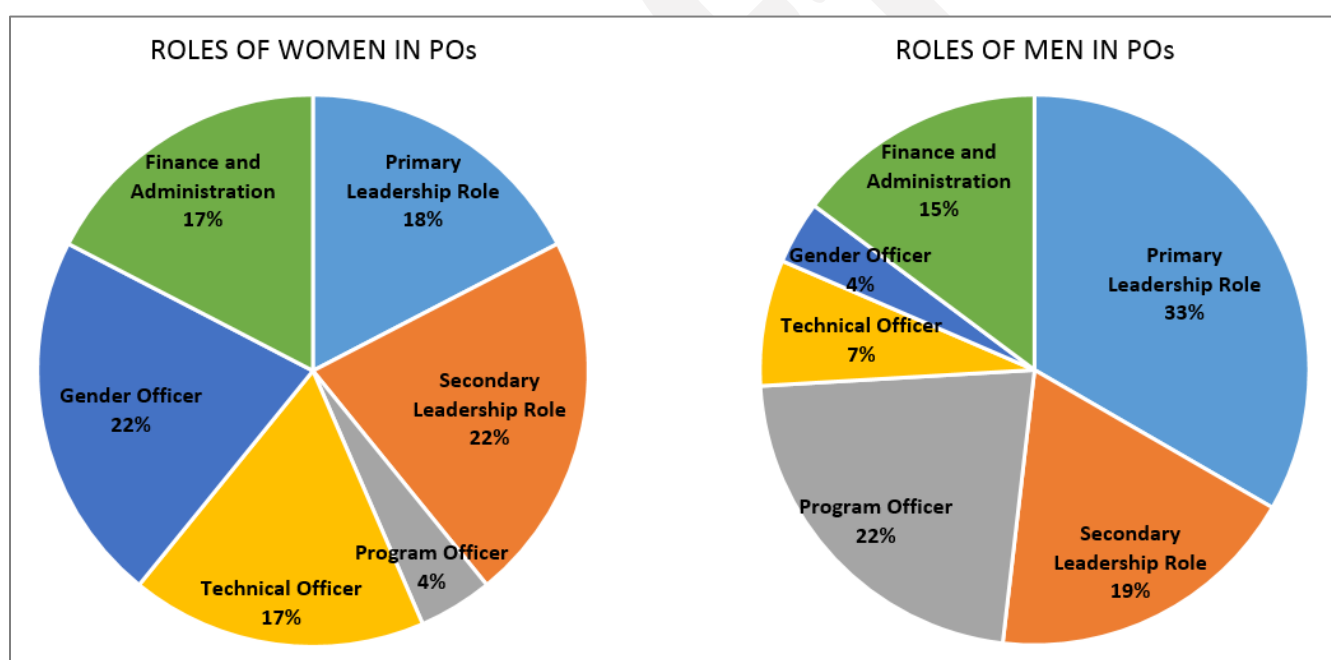


Figure 1: The different roles of women and men in FFPOs (data from FFF gender assessment of January 2017).

Multiple factors can form barriers hindering women to become actively participating members and access the services and benefits of producer organizations in the same way as men<sup>5</sup>:

- **Socio-cultural norms and perceptions:** Refer to beliefs about men's and women's capabilities and skills, it also refers to the norms that guide what public spaces men and women have access to, how they should behave in those spaces. Traditional gender roles in many cultures associate men with public sphere, while women's roles tend to be seen

<sup>5</sup> Kaaria et. al. (2016): Rural women's participation in producer organizations: An analysis of the barriers that women face and strategies to foster equitable and effective participation, Journal of Gender, Agriculture and Food Security, Vol. 1, Iss.2, pp.148-167.

as within the domestic sphere. Therefore, women are often discouraged from participating in the public sphere and therefore in producer organizations.

- **Time burden and women's double burden and triple roles:** Refers to the availability of time that women's can dedicate to producer organizations. In general, women spend a significant amount of their time on reproductive and household activities, including childcare, water and food collection, cooking and other care activities. This limits their time availability for participating in producer organizations' meetings and other events.
- **Status, age and previous membership in an organization:** The social status is determined by age, marital status, economic wealth, and caste, amongst others. Examples on how that affects participation in FFPOs are: Older women from wealthier households tend to participate more in producer organizations; Female heads of households are more likely to actively participate and speak freely compared to women in male headed households; Women participating in FFPOs are likely to have had previous experiences in organizations.
- **Access to assets and resources:** Refer to men's and women's access to and control over resources, both physical and social, that affect their status in the community. Women generally control less land, use fewer inputs and have less access to extension services compared to men. This limited access to assets, land and income may decrease women's bargaining power.
- **Rules of entry:** Refer to membership criteria for producer organizations. These may be set by individual associations or by government policies. Women are generally disadvantaged if entry requirements include the possession of legal land rights or other assets that women often have limited access to or control over. Also membership fees can pose challenges to women, as they oftentimes have less cash resources than men, as they are less often engaging in paid labour activities.
- **Legal and policy environment:** Refer to the laws and policies that govern membership in producer organizations, which are often gender-blind.
- **Preferences and motivations:** Refer to men' and women's preferences, which in turn determine their motivation for joining rural organizations.
- **Education, training and access to information:** Refers to the level of literacy and to leadership skills. It also refers to education about gender equality. Rural women are more often facing illiteracy and low educational background than men. These might affect their confidence in their capacities and diminish their chances of actively participating in POs, especially in leadership positions.

Depending on the context, one specific barrier or a set of various aspects might be the causes for low membership of women in FFPOs and low presentation in decision-making processes. These hindering factors were also analysed in the FFF gender assessment. Figure 2 summarizes the



results from the respondents showing what PO board representatives and male and female members perceive as barriers for women in their own organizations.

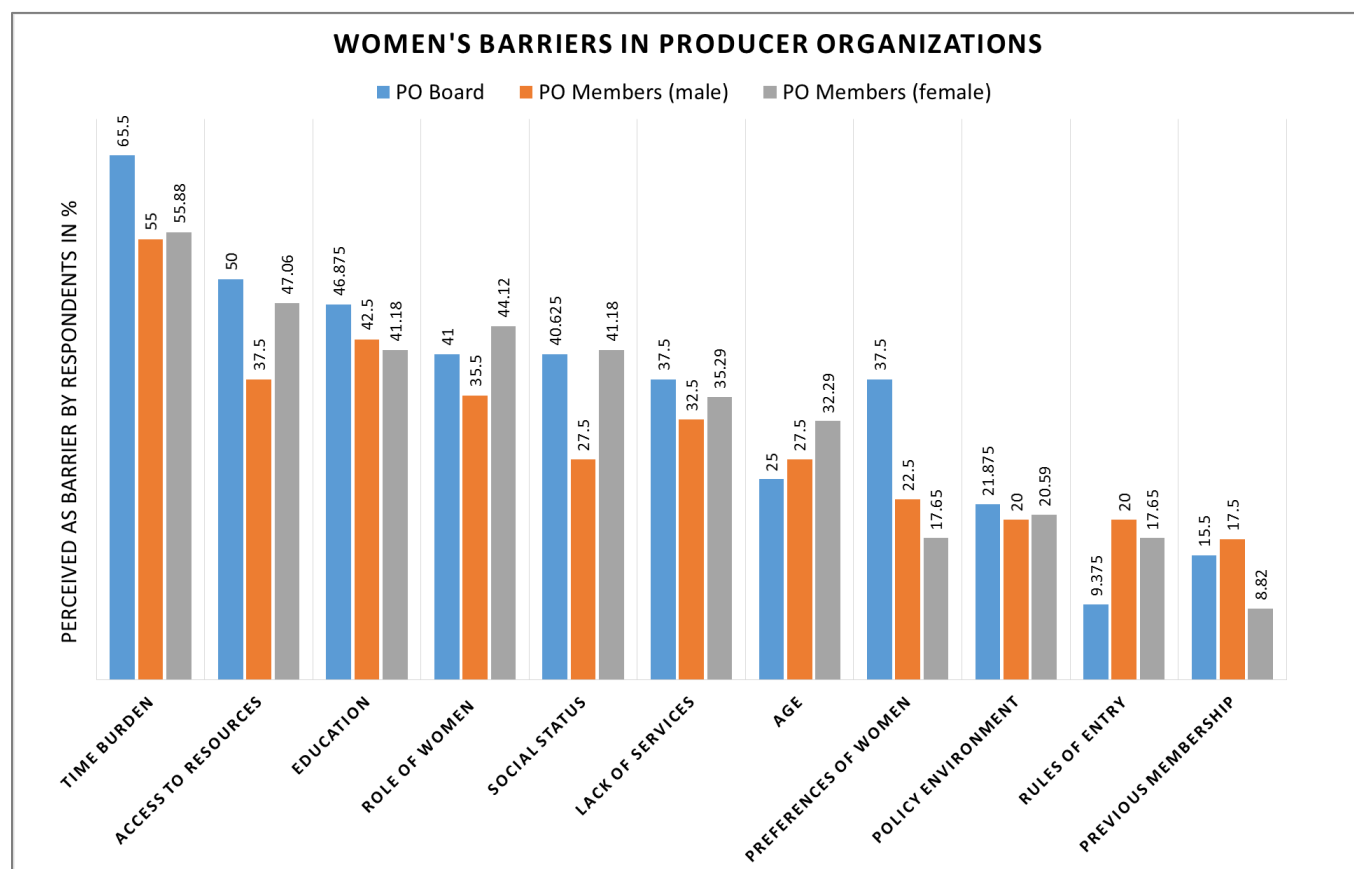


Figure 2: Perception of barriers for women in FFPOs (in %) by the board, male and female members of selected FFF partner organizations in 10 countries (data from FFF gender assessment of January 2017).

The barrier perceived as most hindering by all respondents is the time burden and workload of women. Least problematic with regards to gender equality seem the rules of entry as well as the number of previous memberships women had in FFPOs. Barriers perceived as more prevalent by female than by male members or the board are: The role and perception of women in society, and; the social status of women and the women's age. The second most mentioned barrier by all respondents, the access to assets and resources is perceived hindering by 10% more female members than their male counterparts.

### 3. FFF's Gender Strategy

#### 3.1 Goal and objectives

The Strategy's overall goal is to promote gender equity and equality in access to and control of natural assets, technologies, services, decision making processes, products and income from forest landscapes in order to enhance food security, wellbeing and resilience of rural households, especially women and girls.

This Strategy views gender from two complementary perspectives and goals: equity and rights issues and goals as well as the concern of the FFF's mission to strengthen and empower effectively all forest and farm producers in the forest landscape. These two perspectives call for intertwined development approaches, both of which are essential. As the World Bank (2011) affirmed: *"Gender equality is a core development objective in its own right. But greater gender equality is also smart economics, enhancing productivity and improving other development outcomes, including prospects for the next generation and for the quality of societal policies and institutions. Economic development is not enough to shrink all gender disparities – corrective policies that focus on persisting gender gaps are essential"*<sup>6</sup>

The Forest and Farm Facility is a gender mainstreamed programme and is committed to gender equality and equity as key objectives, central to its approach. However, in the majority of countries and PO's that FFF work with, women are still largely under-represented compared to men. In particular for leadership roles. For this, FFF seeks to address gender inequalities at the household/individual, community/organization and policy level. Opportunities and entry points need to be identified to enable gender sensitive change at one level to trickle down to other institutional levels. A suit of tools, activities and events are used, initiated and implemented with this regard that are directly feeding into strengthened women organizations and effective participation of women in FFPOs.

The following objectives will guide FFF's and its partners work in reaching the overall goal:

1. The FFF management, including all staff from FAO and the co-management partners as well as in-country and regional facilitators and coaches are capacitated in gender assessments and are mainstreaming gender equality within the scope of their work. Attention is paid to ensuring gender balance in staff and consultants.
2. FFF partner organizations on local, national, regional and global level are sensitized in (i) the potential barriers hindering women to participate and benefit equally as men; (ii) the crucial role of women in rural livelihoods, in collective businesses and marketing and in decision-making processes; and (iii) the need to reflect on the organization's governance, structure and processes and adapt if needed for increased gender equality.

---

<sup>6</sup> see: CGIAR Research Program on Dryland Systems, Gender Strategy, 2014.

3. Collaboration with FFF partner organizations is based on common understanding of gender equality and respective capacity building measures and other adaptation measures included in project planning, implementation and monitoring.
4. Events organized by or through support of FFF ensure equal opportunities for women and men to actively participate.

The detailed strategy for achieving these objectives is explained in following three levels: At the level of FFF management, at FFF implementation level and focussed on the special role of producer organizations.

### 3.2 Gender Strategy for FFF Management

The responsibility for achieving FFF's gender equality goal and objectives lies with the FFF management including all co-management partners as well as the partnering organizations and institutions on local, national, regional and global level. As part of the gender strategy, the following measures are to ensure contributions from programme management to the gender equality goal and objectives:

- **Oversight and steering:** The FFF Steering Committee is composed of at least 50% female members. The representation of forest and farm producer organizations is crucial as well. Special focus will lie on women's groups.
- **FFF staff competencies:** The capacity of all FFF staff, including in-country and regional coaches and facilitators will be enhanced to achieve greater awareness, commitment and capacity for gender mainstreaming and the implementation of women-targeted activities. Existing knowledge and experience will be assessed and can be used for peer-to-peer learning among colleagues. Furthermore, specific capacity building measures, such as gender trainings are conducted for different target groups. If implemented systematically, it facilitates a more efficient and gender-sensitive project management and a positive attitudinal change. Therefore, resources dedicated to gender training must be adequate. Both human and financial resources are necessary to ensure that initial training and follow up activities take place. Staff should be encouraged to participate in the sessions, with a consistent allocation of time and an adequate budget in place to allow them to attend. Attention should be paid to improving the overall gender balance in hiring of staff and consultants.
- **Monitoring and Learning (M&L):** The M&L framework is key for ensuring continuous engagement for gender equality and to monitor and report successes and challenges. During the development of a logic model, including outcomes, outputs and especially indicators, it is inevitable to incorporate a gender focus and the need for targets and thus indicators mentioning both, men and women. Therefore, all baseline studies are to provide sex-disaggregated data and information relevant for assessing gender equality, e.g. access to assets and resources, education level, social status among others. These considerations are then reflected throughout in all M&L tools, manuals and events.

- **Gender analysis and regular gender assessments:** Additional to gender-sensitive baselines and an adapted M&L framework, a gender analysis and specific gender assessments are conducted repeatedly. The gender analysis seeks to collect and analyse information on the different roles of women and men, identifying their specific needs and priorities. This information will feed into the M&L framework. Specific gender studies can include the assessment of current or potential partner organizations with regards to the participation of women and existing barriers for them – for example in certain value chains- or the assessment of relevant policies to identify gaps with regards to gender equality and to develop adapted recommendations. Conducted repeatedly, respective changes towards achieving gender equality in an organization, institution or policy process can be indicated.
- **Budgetary allocations:** Specific allocations of the programme budget are made for (i) regional and global partners with a focus on gender equality and women's empowerment; (ii) small grants supporting women's producer groups; (iii) specific capacity development measures targeting women, e.g. women-to-women peer learning events; (iv) participation by families instead of either a man or a woman.
- **Gender-sensitive research and knowledge management:** A variety of research and knowledge products, specific tools and methodologies produced by all FFF co-management partners already exist<sup>7</sup>. Further development or adaptation, distribution and implementation of these products as well as training of staff and partners in their use is important. Additional research is needed on different aspects, e.g.: (i) To better understand country- or regional contexts with regards to gender equality, especially regarding women's participation in producer organizations; (ii) How to address more efficiently expectations and preferences of rural women to fully engage in FFPOs. Country- and case-specific studies are highly relevant as they assess the local context and can provide adapted recommendations on how gender equality can be enhanced through different stakeholders and on different levels in a certain context.

### 3.3 Gender Strategy for FFF Implementation

To ensure that gender mainstreaming and women-specific targeted interventions are fully covered throughout the implementation, the following mechanisms and processes are applied:

**Capacity Development:** The development of human and organizational capacity is central to achieve inclusive processes. Strategic considerations include:

- Resources dedicated to gender training must be adequate. Both human and financial resources are necessary to ensure that initial training and follow up are ensured.
- Specific trainings to level the capacity of women to participate fully in FFPOs and related business, such as literacy courses and leadership's trainings need to be mainstreamed in the country programmes.

---

<sup>7</sup> These include: The CoOPequity tools series, the Dimitra handbook, etc.

- Outreach targeting men to assess their own preconceived notions of gender based roles and create opportunity for women
- All capacity development events organized by FFF should aim at a 50% women participation. When deemed more appropriate or efficient, separate trainings for women and men should be organized. Child care needs should be considered to encourage participation and the timing and location of trainings and meetings considered within a context of other work requirements.
- Exchange visits - a variety of (sub)national and international exchange visits, with different focus, will support the gender capacity of the different partner organizations and their members;
- Peer-to-Peer (i.e. women-to-women) learnings and exchange of knowledge and experiences amongst peers and lead farmers. Sensitivity to cultural barriers to women travelling alone should be considered in selecting an individual versus more than one woman from any particular group or location.
- Use of specific tool focusing on gender equality: FAO and the other FFF partners are using a wide range of methods and tools with specific focus on gender equality, which will be used further and adapted if needed: The FFF-CoOPEquity toolkit aims at providing guidance and build capacities of small-scale forest and farm producer organizations, with a particular focus on women and youth inclusion; The training manual on the Market Analysis and Development (MA&D) approach supports entrepreneurial capacity for women and men; The IUCN gender office offers a variety of tools for ensuring gender equality in natural resources management; FAO's Dimitra peer-to-peer training approach and its Community Listeners' Clubs are contributing to improving the visibility of rural populations, and women in particular.
- Identify gender expertise, gendered knowledge sharing and partners in-country.

**Communication:** Gender mainstreaming is incorporated in country communication strategies, including the selection of gender sensitive and/or female journalists. It is key to promote those forms of communication that encourage dialogue and debate; media that advance women and peoples' creativity; reaffirm women's wisdom and knowledge, and that make people into subjects rather than objects or targets of communication. FFF's communication should be at the service of all the forest and farm producers' needs, including women. Therefore it's important that women have their space in rural radios, that they will be supported to write their own case studies, produce their own videos or photo-reportages. Special attention to inadvertent and automatic use of either male or female pronouns is needed.

**Partnerships:** National, regional and global partners are aware of the importance of gender mainstreaming and are eager to work towards increasing their capacity in this matter. SEWA (The Self-Employed Women's Association of India) and We Effect (a Swedish Agri-Agency) have signed a global partnership agreement with FAO. FFF -in several countries- is now working closely together with these organizations who have strong background in gender

equality: SEWA is focusing on empowering rural women and We Effect on mainstreaming gender in producer organizations. One of FFF's key regional partner is REFACOF (African Women's Network for Community Management of Forests), a network created by 45 women from 8 countries in West and Central Africa to address social challenges, political, legal and economic issues related to forest management in Africa with particular attention to the limitations on the participation of women.

**Cross-sectoral and multi-stakeholder coordination:** Fora and platforms supported by FFF need – at their constitution – to discuss the importance of equal representation of their female members and take necessary measurements to make this possible (this could be in the form of a quota).

**Policy processes:** Proper representation of women and women's voices in policy processes and implementation needs to be ensured. This is true from the perspective of government representation as well as from FFPOs. Before participation in policy platforms, it is often helpful that women have their own space to agree on the policies to lobby for. Leadership training will give some of them the courage to stand up in policy meetings and lobby for the women's viewpoints. Wherever possible, FFF needs to work towards policies promoting gender mainstreaming, gender equality and gender-sensitivity in all sectors. With regards to implementation of policies and programmes, it needs to be ensured that women are considered and receive equal benefits. Ensuring that men understand why and how this is being done is also important.

### 3.4 Gender Strategy for Forest and Farm Producer Organizations

Producer organizations on local, national, regional and global level are the key actors of change for FFF. Therefore, they are essential partners and at the same time the central target group of the programme. They are crucial for forest and farm producers as they provide platforms for joint decision making and advocacy but oftentimes have little gender awareness, resulting in poor gender equality in their structure and governance.

In general, a variety of strategies can be applied for strengthening women's participation in FFPOs on individual or household level, at the producer organization level and through the creation of an enabling policy environment<sup>8</sup>:

- At the individual and household level: Changing relations between men and women to increase women's bargaining power; Reducing women's work burden to enhance women's participation and empowerment; strengthening women's capacity and leadership skills.

---

<sup>8</sup> See: Kaaria et. al. (2016): Rural women's participation in producer organizations: An analysis of the barriers that women face and strategies to foster equitable and effective participation, Journal of Gender, Agriculture and Food Security, Vol. 1, Iss.2, pp.148-167.



- At the producer organization level: Review rules of membership and entrance to avoid gender bias; Changing organizations governance and structures to reduce inequalities and change power relations; Promoting and protecting women products and by-products; Building institutional capacity to ensure long-term gender-sensitive change.
- Creating an enabling policy environment: Policies for promoting gender-sensitive producer organizations; Reforms in discriminatory laws and practices.

The gender assessment of FFF partner-FFPOs included a question on the measures that could be taken to increase gender equality in the organization. The following graphic summarizes the suggested strategies:

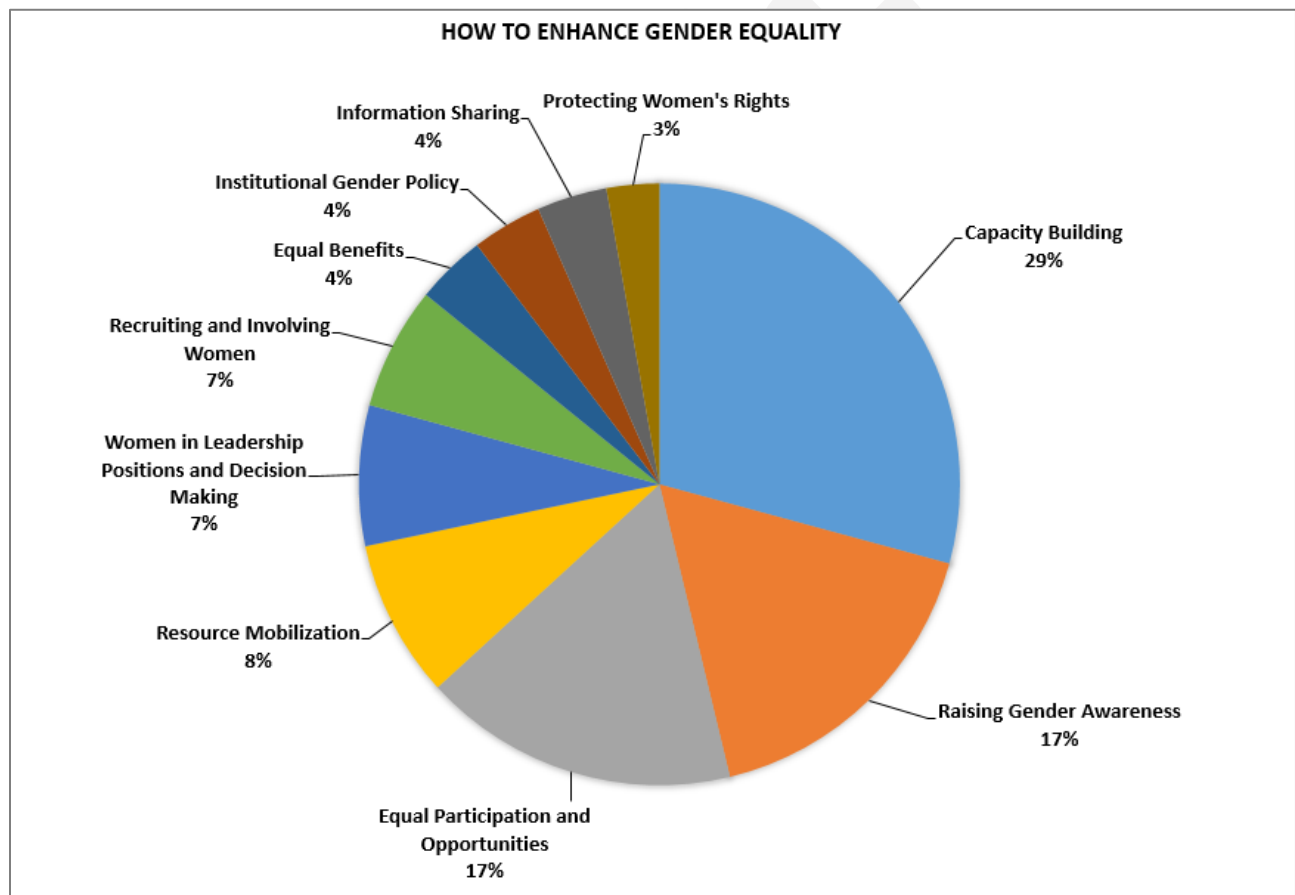


Figure 3: Suggestions how gender equality can be enhanced in FFPOs (data from FFF Gender Assessment of January 2017)

Partly, these recommendations are already included in the strategic considerations of the previous chapter, especially through gender-sensitive and women-targeted capacity building and through integration of women in decision making platforms and policy processes. However, it is clear that the FFPOs themselves are in the driving seat and that proactive gender measures, changing governance structures and internal processes, lie in their own hands (e.g. management board).

Therefore, FFF will facilitate these changes with context-specific assessments and by recommending case-based solutions:

- Selected partner FFPOs and potential new candidates will undergo a baseline assessment on the status of gender equality and gender mainstreaming within the organization as well as relevant capacities of key staff and members. The results will form the basis for specific intervention and respective activities and actions will be included in work plans.
- A special focus lies on the support to women-only organizations. Whenever applicable, priority is given to these, e.g. for small grants, participation in exchange visits or capacity building events.
- Organization of exchange visits and peer-to-peer learning with other, carefully selected gender mainstreamed FFPOs will illustrate the huge benefits of gender mainstreaming.
- FFPOs will be encouraged to self-assess of their membership rules, governance structures and decision making processes for existing gender barriers and adapt them accordingly.
- Current FFPO meeting and training schedules and locations shall be assessed according to potential barriers for women.

It is important to note that identifying the most appropriate strategies requires cultural sensitivity and attention to the specific local context. Changing norms and perceptions is a sensitive matter and can need a long-term perspective. Finally the concept of gender is extending beyond the simple duality of male and female and though this is culturally very sensitive, awareness that people may be excluded because of different perceptions of their own gender and orientation is crucial if true gender equality is to be achieved.