



Gender Mainstreaming in Land Access & Resettlement Insight Series Compendium

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Chapter 1: Overview



GENDER MAINSTREAMING INSIGHT SERIES COMPENDIUM

Background

Gender mainstreaming is critical for projects to deliver more successful land access and resettlement, and is becoming increasingly significant for financial institutions and industry organizations. However, much remains to be done to ensure a comprehensive gender-informed approach to managing physical and economic displacement, beyond mere tokenism.

The compendium draws together the SRA Insight Series developed by Steyn Reddy Associates (SRA) on Gender Mainstreaming in Land Access & Resettlement to help projects take practical steps to ensure that vulnerabilities related to women and sexual and gender minorities are adequately addressed throughout the land access and resettlement stakeholder engagement, assessment, planning, implementation, and monitoring & evaluation process. It is available for download free at www.steynreddy.com, along with all of SRA's other thought leadership.

Overview

This Compendium covers the key issues to consider to ensure a comprehensive approach to mainstreaming gender in land access and resettlement projects, including:

1. Overview
2. Gender Perspectives in Project Planning and Preparation
3. Gender and Stakeholder Engagement
4. Role of Women in Cultural Heritage
5. Mainstreaming Gender for Baseline Data Collection and Analysis
6. Gender Considerations for Impact Assessment and Mitigation Measures
7. Gender Challenges in Compensation Frameworks
8. Gender Considerations in Physical Resettlement
9. Gender Considerations in Livelihood Restoration
10. Gender Perspectives in Monitoring & Evaluation
11. Conclusion

Each Chapter:

- Discusses key points on the designated topic
- Outlines key steps to take
- Includes key things to bear in mind

Recent years have seen an increased appreciation of the need to incorporate gender aspects in projects dealing with the challenges of land access and resettlement. However, much remains to be done to ensure projects adopt a gender-informed approach throughout the process, not just in relation to stakeholder engagement, but in relation to assessment, planning, implementation, and monitoring & evaluation of projects.

A cross-cutting and intersectional gender approach is needed to ensure projects address women's and sexual and gender minorities' vulnerabilities. Gender should be considered as an issue that permeates all areas of land access and resettlement activities.

Projects should not assume that women and men are a homogeneous group or that women are all the same. Gender is one of the many facets of an individual's identity, and projects should also strive to identify intersecting vulnerabilities in other areas (e.g., disability, education, ethnicity). Women in vulnerable positions (e.g., migrants or domestic workers) may be doubly exposed to violence, landlessness, joblessness, increased morbidity and mortality, or food insecurity.

Terminology

Sex and Gender

Sex and gender are sometimes used interchangeably, yet they are two different concepts, and their differentiation is critical to understanding the origin of all sexual and gender-based discrimination. The concept of Sex refers to the anatomical, biological, and physiological attributes by which human beings are classified from birth as female or male. Gender, on the other hand, refers to the set of behaviors, expectations, and patterns that a given society regards as belonging to each sex (women/men).

Women's gender roles, assigned through socialization in each culture, have been traditionally linked to a domestic (non-public), reproductive (non-productive), and care sphere. The instrumentalization of gender roles is at the root of discrimination towards women worldwide. Inequalities are found in different areas: social (e.g., violence/submission roles, illiteracy, low nutrition, high education drop-out rates), economic (e.g., job insecurity, low income, limitations to property rights) and, political (e.g., low participation rates or restrictions in decision-making processes).

Sex and gender notions also fall short of explaining the socio-sexual complexities that reality presents. In terms of sex, some individuals are born with variations in sexual characteristics (including chromosomes, gonads, or sex hormones) and thus, do not fit into female/male categories. These people are called intersex. In terms of gender, some individuals do not identify with their gender identity assigned based on sex categories. The blanket term for this group is transgender. Development projects need to understand local gender categories as not all societies distinguish only between men and women. Some communities recognize a so-called "third gender" or even four or five gender categories, such as the Bugis society in Sulawesi, Indonesia.

Likewise, there are different types of sexual orientation. People who identify with patterns of sexual orientation other than heterosexuality (e.g., homosexuality or bisexuality) may face burdens caused by social norms, leading to direct and indirect discrimination. Projects should strive to identify risks and implement mitigation measures to avoid worsening these groups' vulnerabilities.

Gender Mainstreaming

Gender mainstreaming refers to any cross-cutting strategy aiming to achieve gender equality in all areas. This involves integrating a gender approach into the assessment, design, planning, preparation, implementation, and monitoring & evaluation of projects. Land access and resettlement projects need to embrace and adopt this strategy into their core planning to better understand, assess and address vulnerable groups' needs and project impacts on them. Particular focus should be placed on women and girls, as case studies show that these groups face multiple vulnerabilities that are often overlooked or not adequately addressed.

Evolving Regulatory Frameworks and Private Sector Standards

Gender mainstreaming is becoming increasingly significant for financial institutions and industry organizations. Several have developed standards and guidelines that include gender topics. These standards/guidelines typically set a higher standard than national legislation. The figure below shows a selection of key instruments some institutions use to ensure that gender is integrated into the projects they finance or participate in. This is not an exhaustive list but rather a representative sample.

World Bank Environmental and Social Standards and IFC Performance Standards

Guiding standards in financial industry benchmarks for identifying and managing environmental and social risks in projects

World Bank Environmental and Social Standards & IFC Performance Standards and Guidance Notes

Guidelines, Policies, Good Practice Notes and tools, such as the World Bank GBV Risk Assessment Tool to help clients identify and assess project-related GBV matters or the World Bank Guidance note on Mainstreaming Gender into Extractive Industries Projects

Equator Principles

Financial industry benchmark for determining, assessing and managing environmental and social risks in projects

The 2020 updated Equator Principles include gender impacts as one of the potential social issues to be assessed in development projects

European Bank for Reconstruction and Development (EBRD)

Financial industry benchmark for identifying and managing environmental and social risks in projects

The Environmental and Social Policy includes several references to the need to identify gender impacts and mitigation measures and undertake gender assessments, amongst others

Guidelines, Strategies and tools, such as the Strategy for the Promotion of Gender Equality 2016-2020

Asian Development Bank

Financial industry benchmark for identifying and managing environmental and social risks in projects

The Environmental and Social Safeguards include references to the need to mainstream gender in stakeholder engagement processes and undertake gender analysis in resettlement planning, amongst others

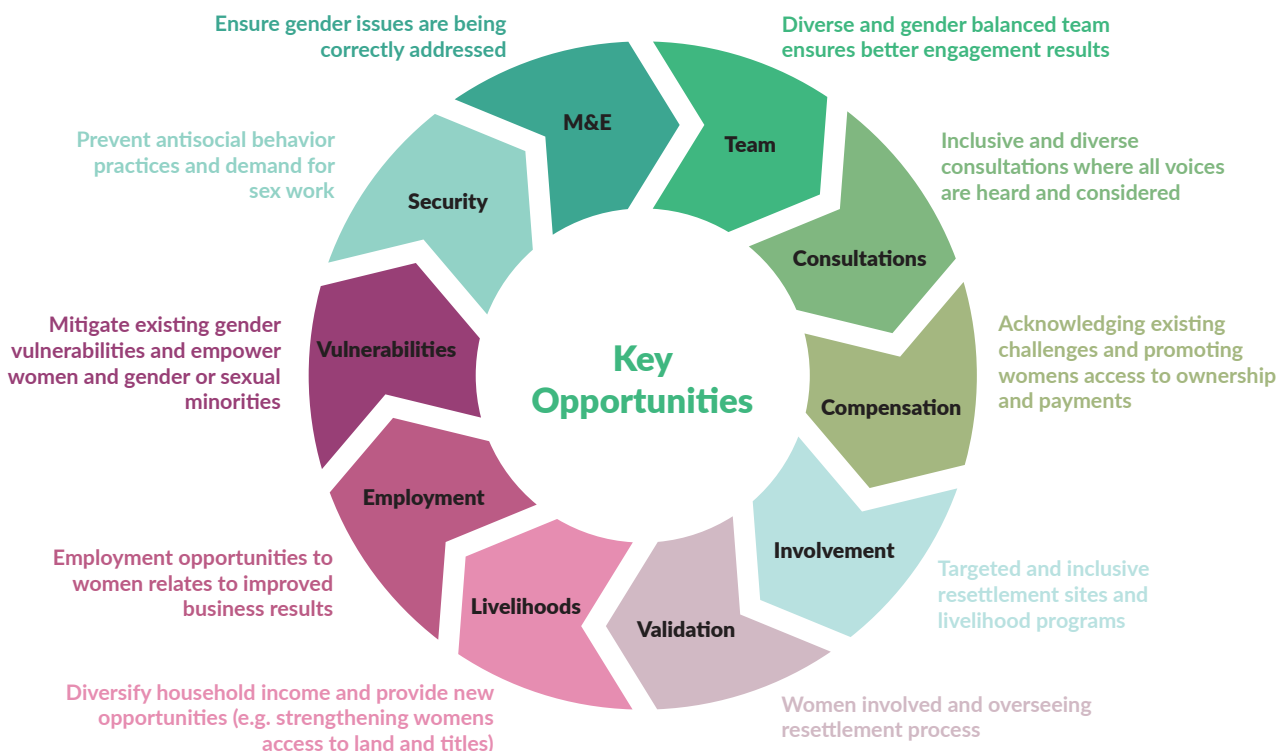
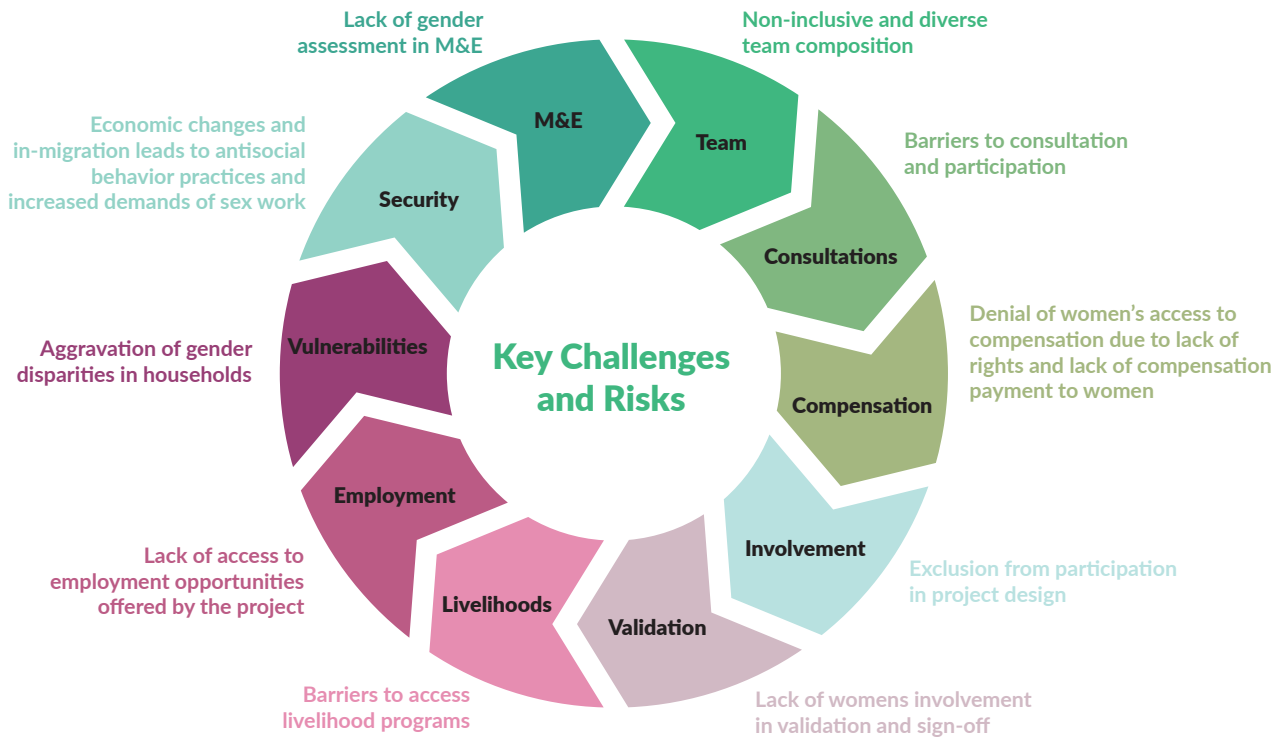
Guidelines, Strategies and tools, such as the Policy on Gender and Development and the accompanying Operations Manual section on gender and development

<p>Inter-American Development Bank</p> <p>Financial industry benchmark for identifying and managing environmental and social risks in projects</p>	<p>The Environmental and Social Policy Framework include a stand-alone standard on gender equality in projects, including explicit references to sexual and gender-based violence, exploitation, discrimination and abuse and the need to recognize diverse sexual orientations and gender identities</p> <p>Gender and Diversity Division as an independent department to promote gender equality</p> <p>Guidelines, Strategies and tools, such as the Operational Policy on Gender Equality</p>
<p>African Development Bank</p> <p>Financial industry benchmark for identifying and managing environmental and social risks in projects</p>	<p>The Environmental and Social Assessment Procedures include several references to the need to identify gender impacts and carry out gender analysis</p> <p>Guidelines, Strategies and tools, such as the Gender Strategy 2021-2025</p>
<p>Industry organisations</p> <p>Industry-wide organisations designed to represent member interests and improve member performance in key areas, including social performance</p>	<p>IPIECA (International Petroleum Industry Environmental and Conservation Association) states that more should and can be done in regards to gender imbalance and aims for targeted action</p> <p>ICMM (International Council on Mining & Metals): states the need for mining companies to actively recognize women’s rights to property and resources, include women as stakeholders in land acquisition, resettlement and consultation processes, and build inclusive access to jobs and economic opportunities</p> <p>PDAC (Prospectors & Developers Association of Canada) has published Gender Diversity and Inclusion: A Guide for Explorers, which is a guide for explorers to understand issues and implement efforts related to gender, diversity and inclusion.</p>

Key Issues, Challenges, Risks and Opportunities

Projects involving economic and/or physical displacement are often a traumatic experience for those affected, especially vulnerable groups such as women and sexual and gender minority groups. As such, projects face a range of gender-related issues, challenges, and risks.

The figures below summarize the main challenges/risks and key opportunities in relation to key land access and resettlement considerations. Each of the issues identified is described in more detail below, as well as being discussed further in subsequent Issues of this Series.



Team

The gender composition of the project team has a direct impact on project implementation outcomes. An all-male project team increases the likelihood that the process will not take account of all gender considerations and will not be conducive to full optimized engagement with women in the affected community. Women and sexual and gender minorities relate best to project members with whom they can identify (e.g., female team members can better relate to women and create an environment of trust in which women feel safe to voice their concerns), and it is sometimes the case in certain communities that men are limited in their ability to engage with women due to cultural norms and factors. It is equally important to have a gender specialist who brings a gender perspective to the entire project. Doing so is critical to project success, as one of the biggest risks in land access and resettlement processes is not dealing adequately with vulnerable groups and, as a consequence, generating damage to a project proponent's reputation.

Consultations

Barriers to consultation and participation arise when formats, schedules, and venues do not consider women and sexual and gender minorities' participation. Gender considerations involve taking into account specific characteristics and needs (e.g., schedules that accommodate women's domestic workloads) or dedicating specific time to consult with groups separately. Women-only discussion groups are a key method to ensure that women share their experiences and opinions. There might be cases where those interviewed are reticent to share information of relevance due to external pressure. There are creative ways to overcome these barriers by, for example, asking indirect questions, conducting confidential interviews or by using less vocal methods, such as color-coded cards to rank issues.

Barriers to participation can also arise during baseline data collection. Male heads of households typically answer and inform baseline data collection surveys. This can lead to gender-biased results that fail to incorporate women and children's views, concerns and needs. A comprehensive and inclusive baseline data collection must consider gender in the design, implementation and analysis of surveys and other data collection methodologies.

Compensation

Denial of women's access to compensation due to, amongst others:

- Lack of land and property rights which for women can result in the denial of women's access to compensation and related assistance programs, such as agricultural outreach projects. In many societies, women do not have legal rights to own land and property, even if they are land or property usufructuaries. The payment of compensation exclusively to those in possession of a legal title is gender skewed and prevents women from receiving compensation and related project benefits. General good practice requires acknowledging this situation and promoting women's opportunities to access land and property ownership (e.g., validating customary rights to legal titles).
- Compensation payment processes not considering gender vulnerabilities. Cash compensation can be disadvantageous to women and families, as it is often paid to the male head of household, following the law or traditional practice. Projects need to avoid payment of compensation exclusively to the male head of household, as this could lead to him spending the cash according to his needs and/or potentially leaving the wives and children destitute. Women are also often well-placed to appreciate household needs when determining how compensation should be utilized.

When cash payment is unavoidable, one remedy is joint sign-off on compensation choices and payments to husbands and wives, including creating a bank account. Where this may be culturally difficult to achieve, the project should try to find measures to provide specific compensation or supports to women (e.g., explore the possibility of providing direct payments or tailored livelihood supports to women).

Cut-off date: gender considerations

Notwithstanding the importance of the cut-off date in controlling influx and managing speculation, the project should consider a flexible approach to the cut-off date to ensure that women's vulnerabilities do not worsen (e.g., a sudden increase in divorces could indicate an intention to deprive spouses of compensation benefits).

Involvement

Lack of engagement with women can result in their exclusion from participation in project design, including resettlement site selection, and design of physical resettlement solutions, or livelihood and vulnerable support programs. This can lead to resettlement plans that do not consider the needs of women and families (e.g., toilets in/or close to houses, location of water points, adequate public lighting), leading to unsafe or unsuitable public and private spaces for women and families. Poorly planned resettlement sites can inadvertently lead to disruption of the social fabric, including women's social networks and support structures. Conversely, women often have intimate practical knowledge of community and household issues and requirements, and are uniquely well-placed to provide valuable inputs to the design process.

Livelihood and community investment programs designed without the input of women may not fully address women's needs and aspirations (e.g., support to women-led occupations and enterprises, or support to sexual and reproductive health). Women's participation in the design of livelihood programs is directly related to the project's ability to increase the rate of return on its community investments and contributes to achieving the social license to operate. Lack of women's participation causes companies to waste money on livelihood programs that do not deliver optimal results. See The "Business Case" for mainstreaming Gender, bullet point 4.

Validation and sign-off

The cultural position of some female spouses, coupled with a lack of access to education, may exclude them from resettlement decisions, such as compensation rates, resettlement sites and housing types. At the same time, women are often best placed to understand the requirements of their households. Women should be involved in all validation and sign-off processes to ensure sufficient involvement in making appropriate resettlement choices.

Livelihoods

While women's livelihood activities result in significant contributions to household well-being, activities are often informal or 'hidden,' including informal enterprises (e.g., roadside trading), working in subsistence agriculture, or gathering of firewood or forest produce. The failure to incorporate these in livelihood programs could result in additional vulnerabilities. Gathering gender disaggregated baseline data can help to identify all livelihood activities, recognize women's agency, and better target women's needs in livelihood programs. In cases where women do not participate in formal agriculture or other key sectors, livelihood programs can be an opportunity to diversify income for the household and the economy at large, e.g., small business start-ups or value-adding initiatives.

Employment

If employment opportunities generated by a project do not have a gender perspective at their core, women may be relegated to the domestic sphere and become more dependent on remittances from their husbands. Not offering employment and training opportunities to women also reduces business opportunities for the project/company, as the resources and talents of half the population remain untapped and under-utilized.

Vulnerabilities

Lack of adherence to gender-related issues may aggravate existing gender disparities in households and related issues, including Intimate Partner Violence (IPV) on women, a drop in women's nutritional status, or increases in child marriage as a livelihood source for households. IPV is more prevalent if there is a change in community power dynamics among newcomers, host communities, and workers. Gender-Based Violence (GBV) and IPV have acute adverse health effects, such as physical and gynecological problems, substance abuse, or mental health problems. In the long term, this can lead to increased morbidity and mortality in women. Addressing gender-related issues can mitigate existing gender vulnerabilities.

Security

Project impacts, including economic changes and in-migration, may lead to an aggravation or increase in antisocial behavior practices, such as substance abuse, alcoholism, or gambling in the community, leading to an increased sense of insecurity and increased IPV, GBV, and other forms of violence against women and girls.

Economic changes and in-migration trends can also result in increased demand for sex work due to economic changes and an increased workforce in the area. Local community women could resort to sex work if previous livelihoods are no longer available. This, in turn, can lead to the risk of human trafficking phenomena and child abuse.

Monitoring & Evaluation

A gender-insensitive approach to monitoring and evaluation (M&E) will not be able to determine whether the project has adequately assessed gender vulnerabilities. The M&E process should consider the active participation of women, ensuring that their input is considered in the situation analysis, participatory monitoring, and proposals for corrective actions. Proper M&E requires indicators to be disaggregated to track gender issues (e.g., restoration of women's livelihoods, safety, and security, or potential cases of IPV or GBV).

The “Business Case” for Mainstreaming Gender

“Not only is there a clear social need to close gaps between men and women in the private sector, but there is also a strong business case for doing so. Gender-smart solutions can deliver benefits ranging from a better talent pipeline to a positive investment climate that creates markets for all.”

Mary Porter Peschka, Director Advisory Solutions IFC

Taking into account the above-mentioned considerations, gender mainstreaming in land access and resettlement processes is critical for successful project assessment, planning and implementation, long-term maintenance of a Social License to Operate (SLO), and overall business success.

The risk of carrying out a project in a gender-insensitive manner is multi-faceted. The figure below presents the business risks for gender-insensitive projects. These are discussed further below.

Gender-insensitive project risks

Short and long term delays		Litigation and reputational risks		Waste of money	Lost Opportunity Costs		
Disputes	Skepticism	Court cases	Media	Inability to increase the rate of return on investment	Loss of profitability	Loss of innovation	Loss of stakeholder trust

- **Project delays.** Failure to assess gender risks could translate into short and long-term delays in project implementation due to stakeholder mistrust, which, if not addressed can lead to a legacy of skepticism and disputes. A significant player in the extractive industry, Rio Tinto, warns that if gender risks are not appropriately managed, this could lead to conflict with local communities, resulting in costly disruptions to project operations.
- **Exposure to litigation and reputational risks.** There is a documented record of development projects that have been confronted with court cases and media pressure due to a lack of adequate assessment, planning, and monitoring of gender risks. Litigation can entail additional costs for the company, and the reputational risks can have direct negative consequences on shareholder value and loss of clientele due to boycotts. A mine in PNG was forced to pay compensation to a group of women and girls who were raped by the Mine security guards, while the cases were documented and reported by a human rights NGO.
- **Waste of money.** The importance of women's participation and consultation processes is vital to obtain a detailed baseline identifying project risks and to develop appropriate resettlement, livelihood restoration, and community investment projects. Women play a crucial role in the community spheres of health, education, and nutrition. Women's participation in consultation and decision-making processes is critical to the project's ability to increase the rate of return on its community development investments. The lack of consultation with women causes companies to waste money on livelihood and community development programs that do not deliver optimal results.
- **Lost opportunity costs.** A more gender-diverse workforce is associated with profitability and innovation. Promoting women's employment also results in added value for communities and increased trust between the company and the community. The "Programa Mujer" enacted by Minera Escondida in Chile trained and employed women, resulting in increased productivity, social contribution, and a stable relationship with the community.

Things to Bear in Mind

- If a gender-insensitive approach is adopted, the project has the potential to exacerbate existing gender inequalities and vulnerabilities, potentially causing psychosocial collateral damage. The project may also trigger distrust and unrest in the community, potentially leading to financial and reputational risks for the company. Failure to harness the potential and contribution of women will result in a poorly designed land access and resettlement project with sub-optimal outcomes
- A gender-sensitive approach strengthens promoter-community relationships, follows regulatory framework guidelines on promoting women's empowerment, better addresses overall project risks, and allows maximum benefits from an innovative and talented gender-diverse community and workforce.

If you have a question or comment on this compendium, or anything related to land access and resettlement, please email us at info@steynreddy.com.

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Chapter 2: Gender Perspectives in Project Planning and Preparation



GENDER MAINSTREAMING INSIGHT SERIES COMPENDIUM

Gender Perspectives in Project Planning and Preparation

Planning and preparation are the cornerstones of successful projects. Chapter 2 of this Compendium aims to lay the groundwork for fully integrating gender into project land access and resettlement planning from the outset. Subsequent chapters will elaborate on some of the topics discussed.

The following graphic summarises the critical elements to be considered for mainstreaming gender in project planning and preparation.

Gender in Planning and Preparation	Project design	Community consultations
	Projects preliminary impacts	Early identification of gender risks/impacts and stakeholders
	Projects preliminary mitigation measures	Early identification of mitigation measures
	Project team	Female facilitators and gender specialists
	Project benchmarks	Gender review
	Projects policy framework	Gender explicit objectives
	Projects management plans	Mainstreaming gender in management plans
	Projects work-plan and schedule	Gender-sensitive scheduling
	Projects budget	Gender-responsive budgeting

Considering Gender in Project Design

Consultation with potentially affected communities on project design, and the preliminary design of associated resettlement and related livelihood support programs, is critical to ensure the development of sustainable and cost-effective projects and mitigation measures.

Engaging communities at the outset of project design, particularly on land use and community priorities, can inform displacement impact avoidance and minimization efforts.

Likewise, involving communities in the early design of resettlement and livelihood options is essential in order to develop sustainable programs that are appropriately designed, address impacts, and meet real needs.

Considering that women will make up about half of the project-affected communities in most instances, it is essential to ensure their participation in project design consultations.

Women are well-placed to talk about their own needs and those of families, children and other vulnerable people (e.g., elderly). Women's representatives can also ensure women's traditional livelihood activities are considered.

Projects that consult with only male representatives may result in considering design options that do not address the needs of women and children

Preliminary Identification of Project-Induced Gender Impacts and Risks

The project preparation and planning phase should analyze the potential impacts, risks, and opportunities that may arise as a result of project implementation. In addition to developing risk and opportunity assessments, an Impacts and Packages Matrix (also known as an Entitlements Matrix) is a useful tool to develop in the early planning phase.

This matrix should identify potential gender-related impacts/risks, affected stakeholders, and possible mitigation or compensation measures that can address each identified impact.

Examples of gender-related risks / impacts

Examples of gender impacts/risks that may be identified at a preliminary project stage relate to the following:

- **Human rights:** influx of workers to a remote area triggers Gender-Based Violence (GBV)
- **Participation:** formats, schedules, and venues do not consider women and sexual and gender minorities' participation (e.g., schedules do not accommodate women's domestic workloads or child care workload)
- **Project Design:** project design options for economic/physical displacement or livelihood restoration programs fail to include women's stated preferences and needs, such as prioritizing health centers or schools or prioritizing training in income-generating activities for women
- **Land rights:** loss of access to land for women due to lack of land tenure rights
- **Safety and security:** project security guards or patrol staff harassing women and girls in the nearby communities

Preliminary Identification of Mitigation Measures

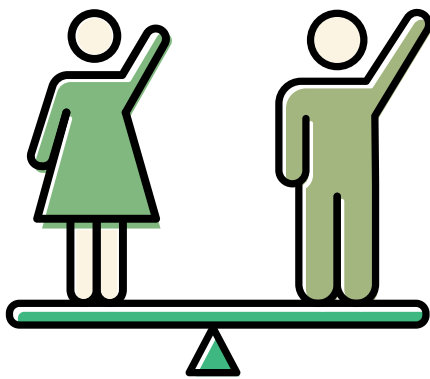
Women and sexual and gender minorities suffer from pre-existing vulnerabilities. Once the project has identified preliminary risks/impacts, it will set mitigation measures to avoid worsening these groups' vulnerabilities, ideally addressing disadvantages, making them better off, and more resilient to community discrimination.

Examples of gender-related mitigation measures

Examples of gender mitigation measures that may be identified at a preliminary project stage include but are not limited to:

- **Human rights:** locate workers camps away from local communities to avoid unnecessary interaction
- **Participation:** engage with local women organizations/leaders to create an environment conducive to women's participation (time, location, means and style of invitation, etc.).
- **Project Design:** engage in consultations with women on project design options and livelihood restoration programs
- **Land rights:** promote women's opportunities to access or formalize land ownership (e.g., validate customary rights to legal titles)
- **Safety and security:** train project security guards or patrol staff on Voluntary Principles on Security and Human Rights (VPSHR), engage with community members (i.e., women) to establish open and transparent communications and disclose the Grievance Redress Mechanism (GRM) by gender-sensitive trained staff.

Make-Up and Structure of the Project Team



Projects typically require positions traditionally held by men (e.g., engineers, architects, agronomists, geologists, or project managers). Also, much of the time the work requires visits or long-term stays in remote areas. Traditionally, these two aspects together result in fewer women in the project workforce.

To ensure gender balance, companies need to put in place recruitment policies that encourage applications from women and gender diverse individuals, as well as physical security measures in the field so that these groups do not feel unsafe (e.g., contractors' codes of conduct or mechanisms for reporting GBV).

A gender-diverse team is essential to ensure that gender bias is not perpetuated. Gender-specific issues can be better identified and addressed with a gender-balanced team. Gender diversity provides broader perspectives and better performance in terms of challenging gender stereotypes.

In land access and resettlement projects, a gender-diverse team is vital to ensure meaningful participation processes. Women and sexual and gender minorities relate best to project members with whom they can identify. Some projects establish small focus groups for women and sexual and gender minorities, as these groups feel most comfortable and under less pressure to share sensitive issues (e.g., IPV, harassment, or access to land/property rights).

Gender Lens In Review and Benchmarking Processes

Before starting planning, it is good practice to conduct benchmarking on lessons learned from other projects or potential legacy issues from previous phases/activities on the same project. This process should adopt a gender-sensitive approach, capture gender aspects, and assess gender-specific project performance and critical takeaways and gaps.

It is crucial to identify whether previous land access and resettlement interventions have adversely impacted women's rights, livelihoods, socio-economic situation, social status, or exacerbated gender discrimination or GBV/IPV. Monitoring and evaluation processes that compare pre-existing vulnerabilities with actual gender dynamics are vital to understanding potential changes. The review process can also identify the need for retroactive gender-sensitive measures to rectify shortfalls.

Establishing Gender Objectives in the Overall Policy Framework

General and explicit objectives and guiding principles should consider women and sexual or gender minorities. The project should seek to avoid reinforcing gender stereotypes within communities and, where possible, reverse the trend and contribute to these groups' empowerment.

The project should ensure that contractors, NGOs, or organizations hired to assist in implementing resettlement are consistent with the gender objectives that inform the overall policy framework. This review could ensure that contracts include fundamental gender safeguards or that women and gender specialists are on the contractors' team.

Mainstreaming Gender in Management Plans

Depending on the components of the project and the type of displacement caused by land access, the project will need to prepare different types of management plans. For example, a Resettlement Action Plan (RAP) will be prepared where there is physical and economic displacement, and a Livelihood Restoration Plan (LRP) will be prepared where there will only be economic displacement. Both plans should be developed early in the overall project planning cycle (ideally, during the feasibility stage). Gender aspects should permeate all management plans to ensure project success. This involves adopting a gender perspective approach in all stages of management plans, from the outset to the monitoring & evaluation of its implementation.

Other than the RAP / LRP, all other land access and resettlement related management plans should also consider potential gender implications and vulnerabilities, for example:

- Stakeholder Engagement Plan
- Influx and Speculation Management Plan
- Baseline Data Collection Plan

Gender-Sensitive Work Plan and Schedules

Land access and resettlement implementation should follow a detailed work plan and schedule aligned with the overall project schedule. Gender considerations should be incorporated when establishing project timelines.



- The scheduling of community engagement activities should consider women and sexual and gender minorities' participation. Gender considerations involve establishing meeting times appropriate to these groups' needs (e.g., schedules that accommodate women's domestic workloads) or dedicating specific time to consult with these groups separately. Consultation processes reproduce social dynamics, and, in most cases, male participants dominate discussions, while women tend to be neglected in their interventions or feel unprepared to speak.
- Another aspect to consider when allocating time is transition issues to the new resettlement site. The transition period between leaving the former home and resettlement to the new home is crucial for people's well-being. Sufficient time should be provided, especially for elderly or female-headed households.

Early Thinking on Gender-Responsive Budgeting

One of the essential aspects that project managers should consider in early project planning is drafting a realistic budget. A gender-responsive project should allocate financial resources to address gender issues throughout the project. The project should develop cost estimates/budgets taking into account the following:

Gender Cost and Budgeting



Gender awareness boards, communication strategies and trainings
E.g. Gender awareness and GBV/IPV trainings for project staff (including employees and contractors) and community members.



Hiring GBV specialists in projects with high GBV risk or working with external GBV experts' organizations.



GBV/IPV prevention, reporting and response
The project should approach local agencies for the provision of services to survivors/victims. If the government / institutional framework does not provide for this services, the project should consider allocating funds to ensure local capacity to respond to GBV/IPV.



Gender-sensitive consultations and data collection meetings with stakeholders
E.g. Individual interviews, participatory seasonal calendars, female focus group discussions etc.



Entitlements and livelihood / income restoration programs for women and children
E.g. Training in financial literacy, agricultural programs, training in making business out of handicrafts, etc.



Gender-sensitive site selection, housing design, access to services and/or land and housing tenure
E.g. Ensure safe measures are in place (e.g., adequate public lighting, toilets/sanitation inside houses etc.)



Gender-related community investment initiatives
E.g. Investment in developing STEM programs for girls at schools, construction of a reproductive and sexual health center, etc.

Project managers should maximize the use of social budgets by triangulating schedules, resources, and budgets to select the most appropriate options. The bottom line is that while addressing gender issues requires investment, the resulting financial benefits far outweigh the potential risks of not managing gender costs (see [Chapter 1](#)).

Things to Bear in Mind

- Gender aspects should be factored in from the project's outset and should permeate project planning and preparation
- Adequate engagement with women is critical to inform project design, including avoidance and minimization efforts, and the development of resettlement and livelihood programs
- The project team needs to be gender-balanced and include female facilitators
- Benchmarking against other projects or potential legacy issues needs to adopt the gender-sensitive approach to evaluate gender lessons
- The policy framework needs to integrate gender-specific objectives and principles
- Project work plans and schedules need to incorporate gender considerations (e.g., consultations, transition issues)
- Early thinking on budgeting and cost estimates implies allocating resources for gender-sensitive measures
- The project team should undertake a preliminary assessment of project-induced gender impacts, risks and opportunities.

Chapter 3: Gender & Stakeholder Engagement



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Gender & Stakeholder Engagement

Stakeholder engagement in land access and resettlement projects is no longer an option but a must for project success. Projects should follow an ongoing two-way communication process with stakeholders throughout the project life cycle. Building trust is the key ingredient to meaningful stakeholder engagement processes.

Chapter 3 focuses on the importance of incorporating gender aspects into stakeholder engagement processes to build trust amongst all stakeholders, ensure the project understands the needs of different project-affected peoples (hereafter referred to as PAPs), and that agreements are in place to address impacts in a fair and equitable manner.

Approaching Stakeholder Identification and Analysis with a Gender Perspective

The first step in a stakeholder engagement process is identifying who the stakeholders are. Failure to do so results in insufficiently targeted engagement. Once the stakeholders have been identified, the project should categorize them in terms of their potential interest, influence, and impact on/by the project.

Approaching the stakeholder identification and analysis process with a gender perspective involves considering a wide range of stakeholders. The project should identify stakeholders potentially affected by gender-related impacts and strive to integrate community allies/key informants to help the project understand community gender dynamics and risks. The project needs to pay special attention to Gender-Based Violence (hereafter, GBV) as project mismanagement can worsen these harmful dynamics.

Both potentially affected groups (e.g., female-headed households) and critical informant individuals or groups (e.g., women's associations) can be adequately consulted and targeted, asked for baseline information, involved in project design and decision-making, participate in implementation, monitoring and evaluation, and engaged in potential partnership arrangements.

The following table associates preliminary impact categories identified at the outset of the project to the potentially impacted persons and to the persons/organizations to be contacted for information on potential impacts. Note that impact categories listed below affect both men and women. However, this table focuses on the effects these impacts have on women and sexual and gender minorities. The following table is not intended to be an exhaustive list of all impacts and associated stakeholders but rather an illustrative example.

Matching Gender Impacts/Risks with Stakeholders Identification

Impacts/Risks	Stakeholders	
Impact category	Most potentially impacted / vulnerable stakeholder	Potential critical informant actor / partner
<p>Livelihoods Loss of livelihood sources due to restrictions on access/use/property of lands, forests, or water sources is aggravated for women as they tend to be the household providers of fuel, food, or water</p>	<ul style="list-style-type: none"> ● Adult and elder women ● Girls in male-widowed households who have taken on the role of primary household caregiver/provider 	<ul style="list-style-type: none"> ● Impacted groups ● Women's land access and tenure associations
<p>Income Loss of income-sources linked to employment in the informal and nature-based sector</p>	<ul style="list-style-type: none"> ● Adult and elder women ● Girls in male-widowed households who have taken on the role of primary household caregiver/provider 	<ul style="list-style-type: none"> ● Impacted groups ● Other associations (e.g., trader organizations)
<p>Health profile Social and economic disruption and/or loss of health facilities can aggravate mental health, nutritional profile, loss of access to safe family planning, and mortality and morbidity rates, which are higher in women than in men</p>	<ul style="list-style-type: none"> ● All women and girls 	<ul style="list-style-type: none"> ● Impacted groups ● Women's associations/women's health specialists ● Women organizations or NGOs
<p>Education opportunities Economic disruption and/or loss of education facilities can increase girls' school drop-out, contributing to female illiteracy and lack of opportunities</p>	<ul style="list-style-type: none"> ● Especially girls but also women and elderly 	<ul style="list-style-type: none"> ● Impacted groups ● Women's associations/specialists in the education sphere ● Women organizations or NGOs
<p>Sexual Exploitation and Abuse (SEA) Abuse of position, differential power, or trust for sexual purposes aggravated due to an increase of alcoholism and prostitution as a result of socio-economic changes, economic/physical displacement, workers influx</p>	<ul style="list-style-type: none"> ● Women and girls ● Gender/sexual minorities ● Domestic workers ● Indigenous women ● Polygamous spouses ● Divorced/widowed women ● Commercial Sex Workers 	<ul style="list-style-type: none"> ● Impacted groups ● Child advocates ● Women/child organizations or NGOs ● Women's leaders ● GBV institutional departments / offices
<p>Workplace Sexual Harassment Abuse of power with sexual grounds from one or more staff members to one or more individuals, creating a hostile environment in project-related employment positions</p>	<ul style="list-style-type: none"> ● Women and girls ● Gender/sexual minorities ● Domestic workers 	<ul style="list-style-type: none"> ● Impacted groups ● Women labor unions ● Women/child organizations or NGOs ● Human Resources departments

<p>Human Trafficking</p> <p>Use of means, such as force, fraud, or coercion to obtain labor or commercial sex from the victim, more present in construction areas with an influx of male workforce</p>	<ul style="list-style-type: none"> ● Poor women and girls without social support ● Domestic workers ● Migrant women ● Commercial Sex Workers 	<ul style="list-style-type: none"> ● Impacted groups ● Child advocates ● Women/child organizations or NGOs ● Women's leaders ● GBV institutional departments / offices
<p>Social change</p> <p>The inability to perform the traditional role of household caregiver/provider due to the loss of natural resources can leave women in a situation of low pride, self-esteem, and isolation</p>	<ul style="list-style-type: none"> ● Adult and elder women ● Girls in male-widowed households who have taken on the role of primary household caregiver/provider 	<ul style="list-style-type: none"> ● Impacted groups ● Women's land access and tenure associations ● Women advocates ● Women/child organizations or NGOs ● Women's leaders
<p>Community cohesion and support structures</p> <p>Loss of informal safety nets and assistance due to physical displacement affects more women and sexual and gender minorities than men</p>	<ul style="list-style-type: none"> ● All women and girls ● Sexual and gender minorities 	<ul style="list-style-type: none"> ● Impacted groups ● Women advocates ● Women/child/gender diversity organizations or NGOs ● Women's or intersex/transgender leaders
<p>Mobility and sense of safety and security</p> <p>Project developments can involve changes in surroundings and even moving to a new site. Uncertainty or increased levels of crime prevent women and gender or sexual minorities from moving freely</p>	<ul style="list-style-type: none"> ● All women and girls ● Sexual and gender minorities 	<ul style="list-style-type: none"> ● Impacted groups ● Women advocates ● Women/child/gender diversity organizations or NGOs ● Women's or intersex/transgender leaders

Gender-Balanced Engagement Team

The gender composition of the project team is directly related to the project's ability to manage gender risks successfully. A gender-balanced team is more likely to engage meaningfully with women, sexual or gender minorities and identify gender risks and gender-specific mitigation measures.

An all-male resettlement team increases the likelihood of having a gender-biased approach and not engaging appropriately with women.

The gender-balanced team should address the project's gender risks/impacts, particularly community participation and engagement. Community relations teams, household survey teams, or community liaison officers should have female facilitators with relevant experience and skills on their teams.

Female team members can better approach women and create a trusting environment where women feel safe to input to project discussions and voice their concerns.

Formal or informal focus groups or discussions for women are also essential to ensure that women share their views on sensitive issues, such as Gender-Based Violence (hereafter GBV).

In the case of a project with a substantially high risk of GBV, the project should consider assigning a GBV specialist as part of the land access and resettlement team to ensure that adequate GBV prevention and warning mechanisms are in place.

The project may also collaborate with specialized organizations or government institutions to coordinate action and integrate anti-GBV mechanisms throughout the project, especially in prevention.

High risk GBV Projects stem from a combination of pre-project conditions and project-induced impacts. Examples:

Pre-project conditions:

- Pre-project high levels of GBV
- Dependency on informal sector
- Lack of rights (e.g., relating to property, income management or divorce)
- Discriminatory social practices and traditions

Project-induced impacts:

- Socioeconomic changes
- Change in power dynamics
- Influx and in-migration, particularly male workforce influx
- Loss of access to livelihoods and essential services

Gender is a cross-cutting perspective that affects virtually all areas of the project, and although highly specialized gender staff are needed to address gender issues directly, all members of the project team should receive training in gender awareness and GBV.

Gender awareness training for project personnel

The content of training must include, at a minimum:

- Basic gender concepts, including GBV
- Potential aspects of the project
- Roles and responsibilities of project members
- Internal reporting and referral mechanisms to gender focal points

Trainings should consider that many employees or contractors are hesitant or reluctant to address issues such as GBV/sexual violence or sexual orientation and/or gender identity.

Even if trainings can increase personnel's understanding of gender aspects, trainings should also focus on practicalities, especially the need to report/communicate gender-sensitive situations to the team's gender liaison persons.

Information Disclosure, Consultation and Participation

The participation and consultation processes should capture representative views of the diverse members of the community. The project should ensure stakeholders have a safe space to voice their concerns, needs, and priorities (e.g., the use of less vocal methods, such as a color-coded cards can be very useful for women who are unwilling to speak out publicly).



Failure to provide gender diversity and inclusion in participatory processes is a missed opportunity, as engagement findings will omit parts of women's and gender and sexual minorities' lived reality, and the project will be based on gender-skewed baseline foundations. Likewise, the disclosure of project information should be done in a gender-sensitive manner to ensure all stakeholders are aware of project activities.

Disclosure, consultation, and participation should take into account the following:

Baseline Data Collection

Socio-economic surveys should collect sex-disaggregated data on stakeholders' **preferred channels of communication** with the project team. Some vulnerable people in the communities may prefer to approach a project representative rather than the community leader for confidentiality and reassurance.

Gender considerations in project disclosure

Women, especially the elderly, tend to have lower education and literacy levels. The disclosure of information must ensure that **communications effectively reach all community members**, which implies deploy the necessary means to reach all population segments.

Capacity building training

Information is the cornerstone of participation. The project should consider providing **capacity-building training to illiterate and poorly educated vulnerable groups** (e.g., female heads of households) to ensure all stakeholders voice their concerns.

Gender Mainstreaming

DISCLOSURE, CONSULTATION & PARTICIPATION

Fair, balanced and inclusive processes



Accessible venues

Locations for meetings should be in places that are **accessible to all members of the community**. Women have less mobility than men for several reasons, such as safety and security. Venues should be preferably located in public areas of easy and safe access, avoiding locations where long travel distances are needed (e.g., traveling a long distance can imply taking unsafe public transport). The project can also support women by establishing on-site nurseries for the duration of the meetings. The project should consider engaging with women's leaders or organizations, as they are well placed to propose available and suitable locations.

Accessible timeframes

Once venues are selected, the project team should evaluate the day's **best timeslots to ensure broad and diverse participation**. Meetings should be held at convenience for women and other vulnerable groups to ensure maximum assistance. Women are generally responsible for household care and childcare, so the meeting should be intentionally held in times where they can assist or project and can assist them.

Gender and community participation.

Participation and consultation mechanisms should aim to avoid all-male meetings. The project should consider the following:

- Establish a **minimum percentage** (around 40-50%) of female participants in consultation and participation activities. Having gender quotas ensures the project does not overlook half of the population's interests
- Ensure women's **institutional/political representatives** at regional, district, and local levels are part of the discussions (e.g., women's unions), as their expertise can be both informative and useful for possible future partnerships.

Appropriate Fora

The project team should establish separate meetings or engagement process where local gender dynamics prevent some stakeholders from voicing their concerns. Projects should consider that individuals might not share their sexual orientation or gender identities due to a fear of retaliation. Therefore, confidentiality should be guaranteed.

Monitoring & Evaluation

The M&E process should consider the **active participation of women**, ensuring that their input is considered in the situation analysis, participatory monitoring, and proposals for corrective actions. Proper M&E requires indicators to be disaggregated to track gender issues (e.g., restoration of women's livelihoods)

Active involvement throughout the project

For a stakeholder engagement process to be inclusive, the project should **involve women in the consultation process** from the outset, especially in project design options and in the development of mitigation measures for identified project impacts.

Meaningful and trusting engagement with GBV victims

Victims of GBV should **never be asked directly about their individual experiences of GBV**. By assessing collateral issues such as community safety, welfare levels, or health records, gender-savvy project members can already determine whether the project is dealing with a GBV case. Socioeconomics and census surveys, focus group discussions, or key information interviews could result in the individual sharing their experience. In this case, the project team will handle the issue sensitively and report this information to the project.

Informative consultation process

During the consultation process, the project should inform stakeholders about certain aspects of the project that could **trigger gender risks**, e.g., influx, health, and safety risks. The project should also advise on mitigation measures to address the risks, the grievance mechanism ensuring anonymity, and the contractor's code of conduct. The meetings will introduce the community liaison teams/officer to community members, including a GBV specialist if hired.

Grievance Mechanism

Cultural barriers, stigma, and fear of retaliation may prevent women and sexual and gender minorities from submitting complaints/grievances to the project. The project should develop a grievance mechanism to redress this phenomenon and facilitate/promote the filing of complaints/grievances by women and sexual and gender minorities.

The gender-sensitive approach should permeate all grievance mechanism stage procedures, from the diverse channels for filling complaints to the responding means. Depending on the project levels of GBV risk, the project team might consider establishing a specific GBV grievance mechanism connected to the overall grievance system.

The establishment of various channels for the grievance mechanism is necessary to record all complaints efficiently and confidentially. It is essential to have female representatives at all levels of the grievance mechanism to facilitate the receipt and solving of women's and other gender vulnerable groups' complaints. Projects should consider creative and innovative means to ensure confidentiality, thereby increasing stakeholder confidence in the procedure. Technologies are an excellent method to ensure anonymity in the submission of complaints.

Notes on the use of technologies to submit complaints/grievances



Project-paid voice calls / hotlines to gender experts – direct voice calls with the costs covered by the project can be a straightforward way to report grievances or complaints. The project should make sure that gender experts in charge of voice calls are known by the community members (e.g., female facilitators of focus groups discussions with women).



SMS – The project can provide a direct phone number where to send direct SMS with the costs covered by the project. The project should make sure that gender experts in charge of SMS are known by the community members (e.g., female facilitators of focus groups discussions with women).



Apps – The project can make use of mobile applications or web browsers to file complaints/complaints. The application must be protected by a code and must warn the user on how to ensure maximum security (e.g., teach how to clear the browser history once the complaint has been filed).

The table below sets out the strengths and weaknesses of using technologies to submit complaints or grievances for the project.

Strengths	Weaknesses
<ul style="list-style-type: none"> ● Anonymity ensures self-confidence to voice concerns and participate ● Flexible access. Venue location and transport are no longer an issue. Participation is more adapted to domestic workload and related obligations 	<ul style="list-style-type: none"> ● Technology literacy is lower for women than for men, which may lower the numbers of female participants

The project should train personnel to receive complaints confidentially and to liaise internally with appropriate specialists. When faced with a GBV complaint, the team should consider the issue's sensitive nature and inquire about the complaint's nature and investigate the possible association with the project and the perpetrator.

It is essential for the project to understand the legal limits of confidentiality, especially regarding reporting GBV related cases to the police. If the country legislation requires reporting certain GBV cases, the team would inform the complainant before enacting this process.

Things to Bear in Mind

- Women typically form half of project-affected communities. Therefore, failure to fully engage with them results in a big gap in the stakeholder engagement process.
- A gender-sensitive project relies on a stakeholder identification process that can identify gender impacts and potential partners for mitigation and investment programs
- A gender-balanced team must include female representatives and provide gender awareness training to the other members of the staff
- Project disclosure, consultation, and participation should consider gender aspects and vulnerabilities
- The project grievance mechanism should overcome fear of retaliation and stigma and provide a useful tool that people can trust.

Chapter 4: Role of Women in Cultural Heritage



GENDER MAINSTREAMING INSIGHT SERIES COMPENDIUM

Role of Women in Cultural Heritage

The cultural realm has traditionally been male-dominated, and women's contributions often neglected. However, this has not prevented women from making invaluable cultural contributions.

Chapter 4 acknowledges the importance of women's roles in tangible and intangible cultural heritage and the imperious need to consult women representatives when identifying sites of potential cultural significance and recording project communities' cultural practices.

Women and Tangible Cultural Heritage

Women, who typically represent approximately half of the population, are essential contributors to cultural heritage. Books, monographs, paintings, manuscripts, sculptures, clothing, or even architecture can constitute important manifestations of women's cultural heritage. Representations and/or rituals associated with human or natural elements (e.g., sacred trees) may also manifest women's cultural heritage. There may be some elements that have significant cultural value for women exclusively.

Preservation of women's cultural heritage is a challenge in some societies that do not attribute sufficient value to women's creations, representations, or rituals. In these cases, some critical cultural heritage figures may be overlooked to the detriment of the community's cultural heritage as a whole. The recording and preservation of women's cultural heritage materials contribute to women's social visibility and public perception. It also promotes community accessibility and learning about the richness and diversity of women's world, symbolism, and values for present and future generations. Besides, the recording and preservation of women's cultural heritage materials could have an economic value for the community, encouraging tourism initiatives and increasing income.

The inventory of potential sites of cultural interest is the first step in assessing and addressing cultural heritage impacts in the context of land access and resettlement projects. An appropriate local expert should identify all sites of cultural significance that may be directly or indirectly affected by the project (e.g., archaeological, traditional, and religious sites).

Male traditional and religious leaders actively participate in the inventory of potential sites, consultations, and development of proposals. This can lead to gender-biased results that fail to incorporate women and/or gender and sexual minorities considerations (e.g., not considering women in the identification of graves and shrines, and other sites of relevant cultural significance).

Consultations with key stakeholders should not be limited to male traditional and religious leaders and should include women's and sexual and gender minority groups or representatives. The local expert should be trained in gender awareness to identify traditional sites that may have been used in living memory and as part of a long-standing cultural tradition for women and/or gender or sexual minorities.

The project team should consider if consultations with women and/or gender and sexual minorities should take place in general forums, special forums or a combination of both.

This will ensure that all elements of potential cultural relevance to community groups are recorded and addressed, thus avoiding potential social conflicts and paving the way for project buy-in.

Women and Intangible Cultural Heritage

Women have acquired a predominant role in bearing, creating, and transmitting intangible cultural heritage in many communities worldwide. Their role is significant in intangible heritage, which is central to maintaining cultural identity and community cohesion.

Everyday practices are expressions of living cultures, among which the family/domestic sphere plays a fundamental role. The transmission of intangible cultural heritage occurs at an intra-household and community level through oral narratives, culinary and medical knowledge, language, religious beliefs, or expertise in material culture, such as handicrafts. Due to their central roles in family upbringing, women are the primary cultural bearers and intergenerational transmitters of this domestic intangible cultural heritage.

Despite the important role women play in transmitting intangible cultural heritage, this role is not always formally recognized by the community. In land access and resettlement projects, traditional leaders and authorities may not consider women's intangible heritage contributions. The project team should adopt a gender-sensitive approach to involve women in consultations to record intangible cultural heritage. These consultations should include women representatives from associations or the community to document this knowledge. Consulting women will ensure a more diverse and inclusive perspective in recording intangible cultural heritage and avoiding one-sided and masculinized cultural patterns.

Challenging Culture and Tradition

When recording intangible cultural heritage, it is essential for the project to identify traditional practices that, despite being considered a "tradition," are discriminatory and constitute serious human rights violations. Consultation processes and recording of intangible cultural heritage should aim to reinforce positive cultural elements and challenge the oppressive aspects to the extent possible throughout the project.

An important oppressive element to demystify is Female Genital Mutilation (FGM), which continues to be a widespread practice worldwide

The project should collaborate with local experts to record intangible cultural heritage. They would be better able to understand the background context of the elements registered as intangible cultural heritage. However, the project should ensure that the appropriate local expert is trained in gender awareness and adopts a gender-sensitive perspective when recording intangible cultural heritage.

Things to Bear in Mind

- A local expert should be trained in gender awareness to identify traditional sites and intangible cultural heritage practices of relevance to women and/or gender or sexual minorities
- Women are the primary cultural keepers of intangible cultural heritage many communities
- Land access and resettlement projects should consult women to help safeguard intangible cultural heritage
- Consultation processes and recording of intangible cultural heritage should aim to reinforce positive cultural elements and challenge the oppressive aspects thereof to the extent possible throughout the project.



Steyn Reddy Associates

**Global Leaders in Land
Access & Resettlement**

Chapter 5: Mainstreaming Gender for Baseline Data Collection and Analysis



GENDER MAINSTREAMING INSIGHT SERIES COMPENDIUM

Mainstreaming Gender for Baseline Data Collection and Analysis

The collection and analysis of baseline data is a cornerstone of the land access and resettlement process, as it allows the project to identify project impacts, develop related mitigation measures, and measure success. A gender-sensitive project must ensure that gender permeates the baseline data collection process, to avoid unforeseen impacts and risks.

Chapter 5 highlights the importance of taking gender issues into account in collecting baseline data and the steps to take to ensure that baseline data are collected in a gender-sensitive manner.

Gender in Data Collection

Baseline data collection for land access and resettlement projects should consider gender issues in qualitative and quantitative data collection. This translates into mainstreaming gender into primary and secondary data collection tools.

Desktop Review and Gender-Related Baseline Information

Reviewing available sources of information or "secondary sources" is the first step in collecting and analyzing baseline data.

A gender-sensitive project should consider reviewing published literature, gender studies, and reports from gender experts/academics to understand gender dynamics in the project area.

It is preferable to use international rather than national sources due to domestic data unreliability in some cases. However, it is essential to keep in mind that data at the national, regional, or local level often provide sex-disaggregated data vital for understanding the social and gender context at a local level.

Examples of international gender-related sources of information

- UN Women Database
- Gender Data Portal World Bank Group...

Examples of national gender-related sources of information (Note that the availability of this information is significantly different depending on the country)

- National census with sex-disaggregated data
- Gender-Based Violence (GBV) rates...

Primary Quantitative and Qualitative Baseline Data Collection

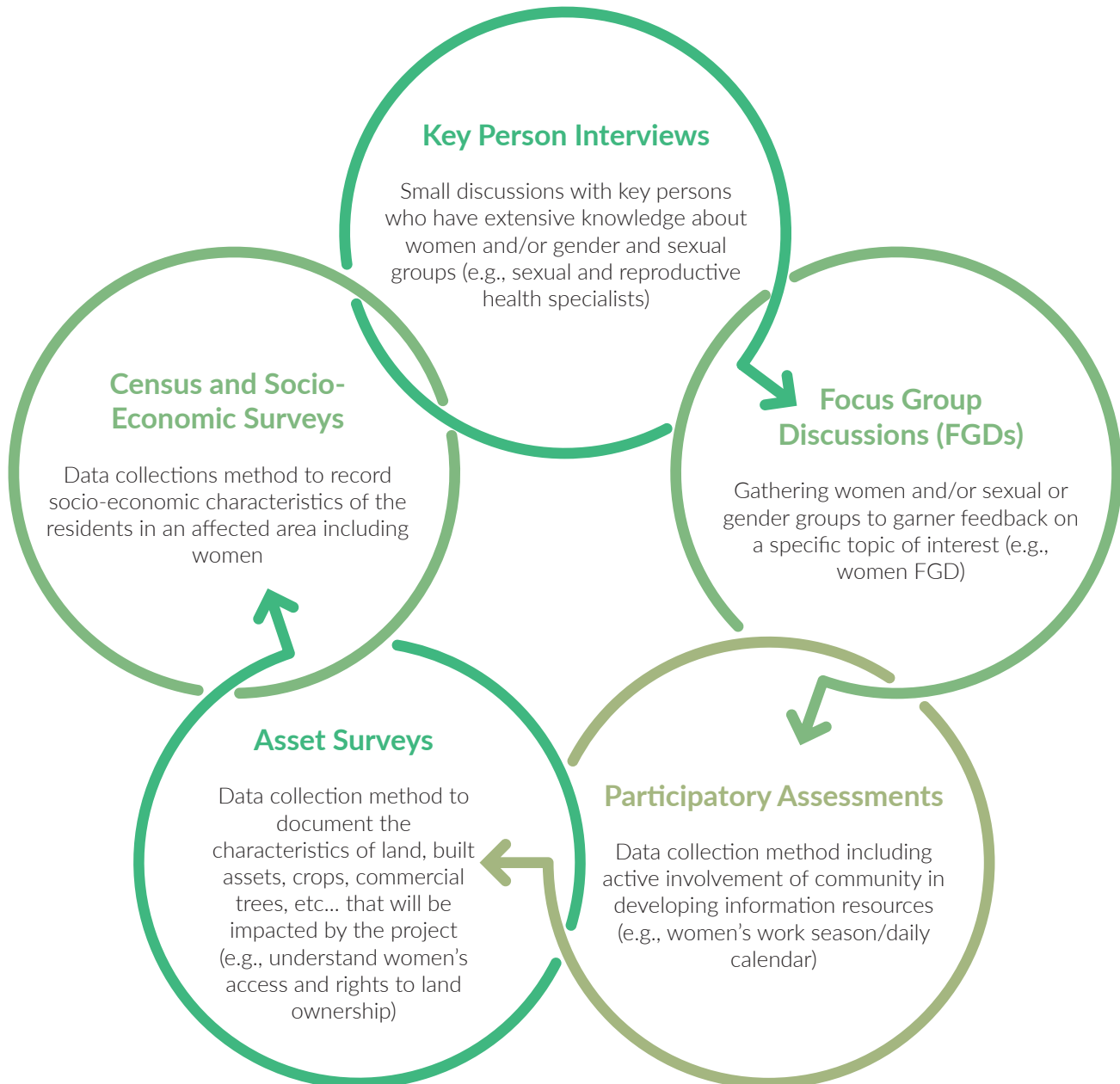
Primary qualitative and quantitative data collection must incorporate gender-specific considerations.

Sex-disaggregated and gender sensitive data is the key ingredient for a successful gender-sensitive baseline data collection process.

This data ensures potential vulnerabilities are considered and provides an understanding of socio-economic dynamics at all levels.

The project will have a more in-depth understanding of socio-economic characteristics if it is aware of the different roles and responsibilities men and women have in socio-economic areas, such as livelihoods (e.g., agricultural production)

The graphic below presents five qualitative and quantitative baseline data collection tools and illustrative gender-related examples. These baseline data collection tools and their gender implications are further detailed below.



Key Person Interviews

Key Person Interviews add significant value to the baseline data collection process, as the project gets an in-depth view of a specific topic. These small group or one-to-one interviews generally include garnering local experts' feedback on particular issues, such as health and education.

A gender-sensitive land access and resettlement project aims to get a deeper understanding of gender-specific issues in communities. This implies having Key Persons Interviews with targeted gender specialists or incorporating questions on women's or children's issues in these interviews. There might be cases where the interviewee is reticent to share information of relevance due to external pressure. There are creative ways to overcome these barriers by, for example, asking indirect questions or conducting confidential interviews.

Focus Group Discussions

Focus Group Discussions (FGDs) are tailored to elicit information that may not be discussed in sufficient detail or openly in larger group formats. FGD serves to hear women groups' views, experiences, and thoughts in gender-specific cases, who tend to be overshadowed by louder male voices in larger meetings. Despite still being an uncommon event, gender and sexual minority FGDs can be critical to target potential vulnerabilities and provide safe spaces for people fearing identification or reprisals.

Women and/or gender and sexual minorities might still be reticent to voice their concerns in dedicated FGDs. The project team needs to be sufficiently trained in gender awareness and local cultural practices to maximize participation as much as possible. FGDs should have prepared questions so a facilitator can keep the discussion on track and allow participants to expand on topics and raise their own. Documenting the questions asked will enable a project to repeat the FGD over time to monitor how perspectives may be shifting.

Participatory Assessments

There are many types of participatory assessments used to collect qualitative and quantitative data. One of those is a seasonal/daily calendar, which determines what different community members do at varying times of year or day.

Sex-disaggregated and gender sensitive seasonal/daily calendars are essential for understanding gender dynamics and the different roles and responsibilities of women and men. Data from the seasonal/daily calendars can be triangulated with other information obtained through other tools, helping the project to acquire a complete picture of women's roles in communities. Seasonal/daily calendars can also help provide essential information for stakeholder engagement purposes.

Other tools such as Participatory Mapping and Transect Walks can help to identify community facilities, assets and areas of particular importance to women and families, which need to be considered in project planning and design.

Asset Surveys

Asset surveys are essential for determining gender-sensitive compensation packages.

- For land surveys, it is important to note that often only the names of male heads of household appear on property/land use certificates. Besides, many countries' inheritance laws continue to hinder women's right to inherit land and own property. The project should take this limitation into account and explore means to register women on land use certificates.
- It may be the case that, despite having the legal means to register land ownership/use rights, in practice women do not register as formal property owners due to customary practice
- For crop and commercial tree surveys, it is also common practice to register crops and commercial trees in the name of the male head of household, which usually coincides with the formal owner of the farm and the internal crop boundaries. The project should take due account of the role of women in cultivation work and their potential labor and capital expenditure, including trees, standing crops and growing products.
 - For built asset surveys, it is common practice to record household assets in the name of the male head of household. However, these assets may be used or even owned by women. Asset surveys should ensure that women participate equally in responding to the asset survey, which will be critical in avoiding women's potential losses. Surveyors with knowledge of the local culture and trained in gender issues are essential to discriminate among the information provided and maximize women's participation in the inventory exercise.

The inclusion of witnesses in asset surveys ensures effective participatory monitoring that promotes the project's openness and transparency. A gender-sensitive project relies on women's organizations, unions, or leaders as witnesses in land and asset surveys to ensure that the land and asset inventory does not disadvantage women. Besides, these female representatives can ensure that the data collection forms consider the wives' signatures.

Socio-Economic Surveys and Census

Socio-economic and census surveys are essential tools for understanding community and household characteristics. Male heads of households typically answer and inform baseline data collection surveys. This can lead to gender-biased results that fail to incorporate women and children's views, concerns, and needs. Socio-economic and census surveys design and implementation must seek to conduct surveys with men and women to the extent possible.

Disaggregated and gender sensitive data is crucial for understanding gender issues and the position of women in the social context. It is also important to collect data on female-headed households and elder women, as these groups might face additional challenges.

Sex disaggregated and gender sensitive data should be collected for (amongst others):

- Demographics
- Tenure, ownership and access/use of resources
- Livelihood activities
- Income-earning activities
- Dependency on natural resources
- Safety nets and community cohesion
- Community-based organizations
- Decision-making participation

Random sampling for socio-economic surveys should incorporate gender considerations. This translates into interviewing women in approximately half of the random sample. When polygamous trends are observed in the community, the sampling strategy should focus where possible on female heads of household, as male heads of household may have more than one wife and may respond on behalf of all wives.

Gender division of labor is likely to be present in the project community. Women tend to work in the informal sector (e.g., trade, agriculture, or forest product collection) combined with unpaid domestic work. These aspects are often undervalued and unrecognized, whereby enumerators may find that women say they do not work, yet they are often significant contributors to household livelihoods, sometimes even being primary household income-earners. Training in gender awareness is key to uncovering these issues.

Enumerator's Characteristics



Data collection requires the assistance of a team of data collectors or enumerators. Hiring the right surveyor profile is critical to ensure the technical quality of the baseline data collection. Hiring female enumerators, and not just male enumerators, and providing gender training to all enumerators are essential to ensure a gender-sensitive data collection process. Ill-chosen enumerators can have adverse effects on the quality of data collected.

The project must ensure that a relationship of trust is built between the enumerator and the respondent. Some questions may be sensitive or of a private nature, and if asked by a male interviewer to a woman, the interviewer is likely to find it challenging to probe further.

In Angola, the popular saying "women tell the truth" was used in a socioeconomic survey as a pretext to talk to women without the presence of men.

The only way to overcome this barrier and ensure data collection is gender-sensitive and reproduces reality as truthfully as possible is to hire trained female enumerators and facilitators. Women will talk more openly and freely with other women, so female interviewers are recommended to be put in charge of discussions with women. Men in households may not let their wives or daughters respond to surveys or censuses. In this case, soft skills such as negotiation and knowledge of the local culture are required.

In addition to hiring female enumerators or facilitators, all enumerators should receive gender training to address and understand gender issues that may arise. See [Chapter 3](#) for the content of Gender awareness training for Project personnel.

Surveyors should not refer to possible cases of GBV directly, but will inquire about it by asking about other related topics. When asking indirect questions about GBV, it is essential that surveyors are aware of the services available and that they protect respondents' privacy and do not subject them to further risk.

Things to Bear in Mind

- Failure to fully involve women from project-affected communities in the baseline data collection process means that the pre-displacement baseline will not necessarily have all the information necessary for the project to carry out a thorough assessment of displacement impacts on all members of the community. This will negatively affect the ability of project planners to develop a suitable, comprehensive and sustainable suite of mitigation measures and programs
- Primary qualitative and quantitative data collection must incorporate gender-specific considerations. Sex-disaggregated data is the key ingredient for a successful gender-sensitive baseline data collection process. This disaggregated data not only ensures potential vulnerabilities are considered but also provides an understanding of socio-economic dynamics at all levels
- Hiring female enumerators and gender training of all enumerators are two essential aspects to ensure data collection is carried out in a gender-sensitive way.

Chapter 6: Gender Considerations for Impact Assessment and Mitigation Measures



GENDER MAINSTREAMING INSIGHT SERIES COMPENDIUM

Gender Considerations for Impact Assessment and Mitigation Measures

Natural resource, infrastructure, conflict-related or environmental projects are often linked to physical or economic displacement, potentially affecting local populations severely.

One of the cornerstones of a successful land access and resettlement project is the early identification of potential displacement impacts, the avoidance and minimisation of displacement to the extent possible, and the development of mitigation measures to address impacts that are not avoidable.

Fully mainstreaming gender in identifying these impacts/risks and developing mitigation measures is a relatively recent phenomenon, which has gone hand in hand with the requirement for projects, financial institutions, and industry organisations to take a gender perspective more generally and comprehensively into account.

Chapter 6 underscores the importance of mainstreaming gender in identifying impacts/risks and developing mitigation measures.

Not only is this desirable from a social perspective, but it also makes business sense given the cost of failure to fully address displacement impacts, including potential impoverishment, disputes and disruptions, and human rights abuses that could be attributed to the lack of gender considerations in the implementation of the project. Refer to [Chapter 1](#) for further details on the “Business case” for Mainstreaming Gender in Land Access and Resettlement Projects.

Mainstreaming Gender in Impact/Risk Identification Processes

A gender perspective is essential for the project to address potential vulnerabilities that arise or are exacerbated by project implementation. To incorporate this perspective into impact identification processes, an in-depth and detailed baseline study of pre-project social conditions in affected communities should include gender-specific aspects. See the [Chapter 5](#) for further details on Mainstreaming Gender for Baseline Data Collection and Analysis.

The impact identification process is based on preliminary impacts/risks identified at project inception. It is then reinforced by a robust social baseline that includes sex-disaggregated and gender-sensitive data and comprehensive reporting on the vulnerabilities of women and sexual and gender minority groups.

It should be noted that the input of women and sexual and gender minority groups in the communities is critical to ensure a proper engagement and identification process and to avoid overlooking some impacts.

The preliminary identification of impacts should be assessed against risk levels according to a Risk Assessment Matrix, which assign scores to assess risks associated with various identified project impacts.

To be gender-sensitive, the Matrix should identify the potential scale and extent of impacts, including in relation to gender specifics, access, shelter, livelihoods, social issues, cultural heritage and community health and safety, as well as taking into account reputational risk. All the referred social topics should at the same time consider gender and vulnerabilities to measure the scale of gendered social impacts.

The gender perspective must also be integrated into the identification of positive impacts and project embedded benefits. There must be an equitable distribution of project benefits among community members and PAPs; e.g., if employment and recruitment opportunities only target male PAPs in local communities, it can potentially contribute to worsening pre-existing conditions of vulnerability for women.

Gender-related impacts/risks include a wide range of issues. In impact identification processes, projects are challenged with specific impacts on women and/or sexual and gender minorities due to socially patterned discriminatory practices or impacts that, even if they affect all PAPs, have exacerbated or disproportionate impacts on women and/or sexual and gender minorities. These categories are further explained below.

- **Gender-specific impacts**, which refer to impacts that mainly affect women or gender and sex minorities. This is related to a deep-rooted condition of vulnerability based on gender grounds (e.g., male-dominated workers' influx to an area can render all women, independently of their household and income status, vulnerable to sexual harassment).
- **Gendered social impacts** refer to impacts that affect more women and/or gender and sexual minority groups than other collectives, such as men. This is linked to exacerbated vulnerabilities based on other intersecting vectors conversing with gender (e.g., disability, education, ethnicity). In this regard, women with exacerbated vulnerable positions (e.g., migrant or domestic workers) may be doubly exposed to violence, landlessness, unemployment, increased morbidity and mortality, or food insecurity.

The impact assessment must also consider how project activities intersect with external threats, such as in-migration from other areas or the presence of terror groups or criminal elements seeking to establish control over an area's resources and population. This could have significant consequences for women, who may be particularly at risk.

Designing Gender-Tailored Mitigation Measures

Notes on Gender-Based Violence

Despite the devastating consequences of Gender-Based Violence (GBV), this phenomenon is often overlooked in the process of identifying social impacts in land access and resettlement projects. This is due to multiple reasons, among which are the lack of knowledge of its management among social experts, as well as the secrecy surrounding, and normalization of, these practices in some societies.

Social experts should be trained in GBV and related practices, analyze pre-project conditions, identify impacts and associated mitigation measures, and develop specific KPIs to track whether the project has exacerbated prior GBV practices in the affected communities.

Once potential impacts/risks are identified, it should be determined how they can be avoided, minimized, and mitigated.

Mitigation measures should be sufficient to compensate for the impact and restore affected people's quality of life to pre-project levels. Where possible, these efforts should endeavour to not only restore the pre-displacement standards of living of PAPs, but also improve them. A gender-sensitive approach to mitigation measures is key to tailoring the measures appropriately, as well as avoiding the need for costly mitigation of unidentified impacts at a later stage, or the risk of potential social disputes and human rights abuses.

Mitigation measures should be appropriate to the impacts identified as these relate to these persons / groups. Where impacts are identified as affecting women or a particular gender and sexual group, mitigation measures must be sufficiently targeted for these groups.

Designing Gender-Tailored Mitigation Measures

Mitigation measures adopted by the project can greatly improve the lives of women and minorities. A gender-sensitive land access and resettlement project can have the following advantages for these groups:

- Strengthen women's land rights and security of tenure
- Reduce women's workloads by providing nearby services and infrastructure (e.g., access to water resources)
- Providing alternative sustainable livelihoods for women
- Training to constitute new businesses (e.g., financial literacy)
- Opportunities to live closer to social support structures
- Improved health and education infrastructure (e.g., sexual and reproductive centers and primary schools for children)
- Improved sense of security due to gender sensitive resettlement site design
- Social change to empower women and minorities

The following table connects gender impact/risks with potential mitigation measures. Note that the table is not intended to be an exhaustive list of all impacts and associated mitigation measures, but rather an illustrative example.

Matching Gender Impacts/Risks with Stakeholders Identification

Impacts/Risks		Mitigation Measures
Impact category	Gender-related Potential Negative and Positive Impacts	Potential Mitigation Measures
Physical and economic displacement		
<p>Loss of land / farms, forests or fishing sites Loss of land / farms, forests, or fishing sites can have exacerbated impacts on women for a suite of different reasons</p>	<ul style="list-style-type: none"> • Lack of right to own land and property for women • Loss of access to primary livelihood sources (e.g., collection of forest resources) 	<ul style="list-style-type: none"> • Validate customary rights to legal titles in cases where women have a right to land and property that is recognizable under national law or by documenting the potentially informal land, and property rights women possess in places where customary law prevails • Land-for-land replacement or alternative livelihoods trainings and business development initiatives

<p>Loss of housing Loss of housing due to physical displacement can leave women isolated and dependent on the choice of the head of household</p>	<ul style="list-style-type: none"> ● Household head accepts a compensation package that does not benefit women (e.g., replacement house design with less rooms, building a smaller house with cash compensation, waste the money, or use part of it to build a second house for another partner) 	<ul style="list-style-type: none"> ● Choice of resettlement house designs considers gender aspects (e.g., separate bedrooms in polygamic houses) ● Compensation packages will be gender sensitive and the sign-off processes will make sure consent is delivered jointly by husband and wives(s) or other female members of the family
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<p>Loss of infrastructure and facilities Loss of essential infrastructure and facilities (energy, water, energy) can have an exacerbated effect on women, as they are primarily responsible for sourcing food, energy and water at a household level</p>	<ul style="list-style-type: none"> ● Loss of water supply, sources of fuel (e.g., firewood), or energy, leaving women stranded and with the additional burden to get basic resources from alternative sources. in order to feed the family or to carry out their livelihoods. 	<ul style="list-style-type: none"> ● Livelihood restoration or community investment initiatives take into account women constraints and provide easy and safe access to water, energy, or fuel.
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Livelihoods and Income

<p>Livelihoods Loss of livelihood sources due to restrictions on access/use/property of lands, forests, or water sources is aggravated for women as they tend to be the household providers of fuel, food, or water.</p>	<ul style="list-style-type: none"> ● Loss of access/use/property of lands (e.g., agriculture) and forests (e.g., produce collection) ● Loss of access to water ● Food insecurity ● Where women's livelihood sources are depleted, they may resort to paid sex, child marriage or dropping out of school as a coping mechanism. 	<ul style="list-style-type: none"> ● Alternative sustainable livelihoods provided by project restoration programs (e.g., training for developing agricultural products) ● Community investment projects, including new sources of safe water in central areas for villages ● Food packages for a transition period until new livelihoods ensure food security
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<p>Income Loss of income-sources linked to employment in the informal and nature-based sector.</p>	<ul style="list-style-type: none"> ● Loss of commercial structures or market stalls ● Loss of access to markets ● Loss of sources of income due to access land restrictions ● Loss of economic autonomy and increased dependency on male counterparts 	<ul style="list-style-type: none"> ● Procurement and employment opportunities ● Dissemination of information about national labour and wage regulations ● Alternative sustainable livelihoods provided by project restoration programs, such as business development activities (e.g., cooperative organization, savings and loans trainings), according to local needs
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Basic Needs

<p>Health profile Social and economic disruption and/or loss of health facilities can aggravate mental health, nutritional profile, and mortality and morbidity rates, which are higher in women</p>	<ul style="list-style-type: none"> ● Loss of, or loss of access to, health centers/services ● Deterioration of nutritional status (a drop of food intake connected to livelihoods) ● Higher mortality and morbidity ● Aggravation of mental health problems 	<ul style="list-style-type: none"> ● Establishment of health services as part of community investments, including sexual and reproductive health centers ● Creation of on-site or hotline platforms for psychological support ● Food packages for a transition period until new livelihoods ensure food security
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Education opportunities

Economic disruption and/or loss of education facilities can increase girls' school drop-out, contributing to female illiteracy and lack of opportunities

- Loss of education facilities/services
- Increase in education drop-out rates for girls
- Disruption to educative programs for women and elderly

- Education services as part of community investments
- Community investments in schools and other education facilities that require a minimum of girls' enrolment in order to operate

GBV-related

Sexual Exploitation and Abuse (SEA)

Abuse of position, differential power, or trust for sexual purposes aggravated due to an increase of alcoholism and prostitution as a result of socio-economic changes, economic/physical displacement, workers influx

- IPV
- Sexual assault/rape
- Sexual harassment
- Coercive sex
- Unwanted touching
- Refusal of safe sex practices

- GBV Action Plan, including trainings, and specific measures, such as:
 - Signs in new resettled sites stating the prohibition for GBV, and indicating the fees and penalties for GBV crimes
 - Patrols or security guards trained on GBV and the voluntary Principles on Security and Human Rights and compelled to sign Codes of Conducts prohibiting any Sexual Exploitation and Abuse (SEA)
 - Community and employee trainings on GBV concepts and risks in the area, as well as fines and penalties
 - Disclosure of Grievance Redress Mechanism to communities including references to GBV special procedures and anonymous complaints.
- Establish emergency protocols in cooperation frameworks with public institutions or organizations dealing with SEA (e.g., SEA committed against minors)
- Support for survivors of Intimate Domestic Violence (IPV) through counselling

Workplace Sexual Harassment

Abuse of power with sexual grounds from one or more staff members to one or more individuals, creating a hostile environment in project-related employment positions

- Unwanted sexual advances in project-related employment (e.g., underground work in mining sites can take place in places with limited visibility, which makes offenders act in impunity, as women may not be able to identify the offender)
- Unwelcome request for sexual favors

- GBV in the workplace Action Plan, including trainings, specific measures and codes of conduct, as follows:
 - Workers trainings on Gender Awareness, GBV concepts and risks in the area, as well as fines and penalties
 - Codes of Conducts signed by all workers, which include the prohibition of GBV and its consequences
 - Signs in working areas indicating the fees and penalties for GBV crimes
 - Well-lit, safe and accessible facilities for women working on sites (e.g., locker rooms, separate toilets with locks)

		<p>Disclosure of Workers Grievance Redress Mechanism to communities including references to GBV special procedures and anonymous complaints</p> <ul style="list-style-type: none"> ● Codes of Conducts to be signed by security officers accompanied with targeted training
<p>Human Trafficking Use of means, such as force, fraud, or coercion to obtain labor or commercial sex from the victim, more present in construction areas with an influx of male workforce. In addition, the increased cash flow in mining communities provides men with the opportunity to demand for sexual services, including coerced and sexual slavery</p>	<ul style="list-style-type: none"> ● Coerced transactional sex ● Sexual slavery 	<ul style="list-style-type: none"> ● Trainings on Human Trafficking and Sexual Slavery identification, reporting and penalties and fines ● Project-paid voice calls / hotlines, SMS or apps directed to gender experts for assessing urgent and/or anonymous Human trafficking and other GBV related concerns, as part of a Grievance Redress Mechanism or as a GBV Action Plan ● Prepare and implement suitable surveillance, security and monitoring methods and mechanisms, including involving community and creating rewards mechanism for the identification of these practices
<p>Human Trafficking Use of means, such as force, fraud, or coercion to obtain labor or commercial sex from the victim, more present in construction areas with an influx of male workforce. In addition, the increased cash flow in mining communities provides men with the opportunity to demand for sexual services, including coerced and sexual slavery</p>	<ul style="list-style-type: none"> ● Coerced transactional sex ● Sexual slavery 	<ul style="list-style-type: none"> ● Trainings on Human Trafficking and Sexual Slavery identification, reporting and penalties and fines ● Project-paid voice calls / hotlines, SMS or apps directed to gender experts for assessing urgent and/or anonymous Human trafficking and other GBV related concerns, as part of a Grievance Redress Mechanism or as a GBV Action Plan ● Prepare and implement suitable surveillance, security and monitoring methods and mechanisms, including involving community and creating rewards mechanism for the identification of these practices
<p>Non - Sexual Exploitation and Abuse Other gender-related discriminations non-related to sexual exploitation and abuse due to social and economic distress created by socio-economic changes, economic/physical displacement, workers influx</p>	<ul style="list-style-type: none"> ● Psychological abuse ● Denial of resources, opportunities, and services (e.g., land access, land tenure, formal work, etc.) 	<ul style="list-style-type: none"> ● Project-paid voice calls / hotlines, SMS or apps directed to gender experts for assessing urgent or anonymous Human trafficking and other GBV related concerns, as part of a Grievance Redress Mechanism or as a GBV Action Plan ● Document the legitimate rights women have to land and property, including formalising land titles ● Offer employment opportunities to women ● Ensure alternative sustainable livelihoods established by project restoration programs

Social network and wellbeing

Social change

The inability to perform the traditional role of household care/provider due to the loss of natural resources can leave women in a situation of low pride and self-esteem, and isolation

- Loss of dignity, pride, and self-esteem due to a loss of traditional nature-based livelihoods
- Increased dependency on husband's remittances

- Involvement of women and minorities in decision-making committees/processes related to land access and resettlement projects leading to social change to empower women and minorities
- Alternative sustainable livelihoods provided by project restoration programs, such as business development activities, financial literacy training or other training according to local needs

Community cohesion and support structures

Loss of informal safety nets and assistance due to physical displacement affects more women

- Loss of social network relates to the aggravation of all project-related impacts

- Community assistance networks ensuring minimal disturbance and disruption of informal safety nets (e.g., opportunity to reinstall closer to social support networks)
- Resettlement sites offer new opportunities for women to live closer to their social safety net

Mobility and sense of safety and security

Project developments can involve changes in surroundings and even moving to a new site. Uncertainty or increased levels of crime prevent women from moving freely

- Isolation in private households
- Lack of participation in community life
- Increased sense of unsafety and insecurity

- Gender-sensitive site design leading to improved sense of safety and security
- Involvement of women and minorities in decision-making committees/processes related to land access and resettlement projects leading to social change to empower women and minorities

Things to Bear in Mind

- Mainstreaming gender in the identification of impacts/risks and developing mitigation measures is key to successful land access and resettlement projects, and makes business sense given the cost of potential disputes, disruptions or abuses linked to inadequate consideration of gender considerations
- Gender-related impacts include a wide range of issues. In impact identification processes, projects are challenged with specific impacts on women and/or sexual and gender minorities due to socially patterned methods of stakeholder engagement and discriminatory practices or impacts that, even if they affect all PAPs, have exacerbated or disproportionate impacts on women and/or sexual and gender minorities. The preliminary identification of impacts should be assessed against risk levels according to a Risk Assessment Matrix, which assign scores to assess risks associated with various identified project impacts. To be gender-sensitive, the Matrix should identify the potential scale and extent of impacts, including in relation to gender specifics, access, shelter, livelihoods, social issues, cultural heritage and community health and safety, as well as taking into account reputational risk. All the referred social topics should at the same time consider gender and vulnerabilities to measure the scale of gendered social impacts.
- Mitigation measures should be appropriate to the impacts identified. Where impacts are identified as affecting a particular group, community, users, or households, mitigation measures must be sufficiently targeted for this group.

Chapter 7: Gender Challenges in Compensation Frameworks



GENDER MAINSTREAMING INSIGHT SERIES COMPENDIUM

Gender Challenges in Compensation Frameworks

Determining compensation is a critical step in land access and resettlement projects. A gender-sensitive perspective in compensation frameworks should ensure that eligibility and entitlement processes take gender factors into account from the time of option proposal through to sign-off.

Similarly, an important focus should be on the specific types of compensation, namely in-kind and cash compensation, which can be critical to adequate livelihood restoration for all household members.

Women may find themselves in a very vulnerable position in compensation processes in land access and resettlement projects. They are sometimes not considered to be entitled to ownership in some societies. Likewise, cash compensation can be disadvantageous for women, as payments are often paid or directly managed by male heads of households.

This Chapter aims to delve deeper into the potential challenges that women may face in the context of compensation frameworks, from when the cut-off date is declared and eligibility and entitlements are determined, to when actual compensation occurs.

Eligibility & Entitlements

Eligibility

The baseline data research, consultations and negotiations with project stakeholders determine the project displacement impacts and identify the owners of all impacted assets, whether individually or communally held. Refer to [Chapter 5](#) for further details on Mainstreaming Gender for Baseline Data Collection and Analysis.

Once owners are identified, the project can undertake further work on determining the eligibility and entitlements of Project Affected Peoples (PAPs)/Households (PAHs)/Communities.

Project-affected households are eligible for compensation and other assistance packages if they have legitimate interests in respect of immovable assets (established crops or constructed buildings) in place in the project area at the time of the cut-off date.

The male head of household often holds the formal legal title or record of interest, but it does not necessarily follow that a wife lacks a legitimate interest directly in the asset in question or more broadly at a household level.

The practice of assigning the legitimate interest to the male head of household based solely on formal title / status in a context where the broader legal system does not adequately cover the rights of women, is often a cornerstone of discriminatory dynamics towards female household members (e.g., head of household wife/wives, adult daughters of widowed households, or sisters of the head of household) living in the same household.

National legislation or traditional customary practice may not recognize the rights of women to hold, own or contract land and property, even if they are the main usufructuaries of this land and property (e.g., in some countries, only sons inherit the land, and/or women cannot own land).

Thus, the payment of compensation exclusively to those in possession of a legal title is often inherently gender skewed. General good practice requires having a solid baseline that acknowledges this situation and promoting women’s access to land and property ownership.

This can be done by validating customary rights to legal titles in cases where women have a right to land and property that is recognizable under national law, or by documenting the potentially informal land and property rights women possess in places where customary law prevails. This principle aligns with the international financial institutions' best practices, as shown in the Text Box below.

“Where national law and tenure systems do not recognize the rights of women to hold or contract in property, measures should be considered to provide women as much protection as possible with the objective to achieve equity with men”.
IFC Performance Standard 5 (2012)

Entitlements

If land access and resettlement projects entitle exclusively male heads of households to compensation, women are potentially deprived of cash or in-kind compensation and related assistance programs.

This lost compensation could be a detriment to women’s livelihoods and result in missed opportunities, such as agricultural extension programs, training or job opportunities for women. Ultimately it can exacerbate pre-existing vulnerabilities or even create new vulnerabilities.

Sexual and gender minorities may also be affected by discriminatory social patterns that prevent them from accessing resources. Projects should consider intrahousehold dynamics and avoid assigning legitimate interest to a single member of a household

Thus, it is of great interest to projects to assign legitimate entitlements to male and female household members. Failure to do so could lead to potential drawbacks for the project, such as failure to restore the livelihoods of all PAPs and aggravation of pre-existing vulnerabilities.

An important tool to use when determining entitlements is an Entitlement Matrix or Impacts and Packages Matrix.

The matrix is used to identify all affected people (entitled persons), all types of displacement related loss (impacts), and the types of compensation and assistance provided (entitlements) to mitigate these impacts and improve the quality of life of PAPs. For this tool to be truly effective, it is important that it is fully gender-sensitive in determining and recording impacts and entitlements.

The figure below shows an example of part of an Entitlement Matrix / Impacts and Packages Matrix that considers gender aspects.

Category of Loss	Impact	Category of Eligible Person	Basis of Approach	Entitlements
E.g., Loss of Housing	E.g., Loss of housing or access to housing	E.g., Immoveable house owner, including wife/wives or other related female members of the household	E.g., Area for area replacement, informed by affected groups, including women and gender and sexual minorities	E.g., Choice of resettlement house designs, considering gender aspects (e.g., toilets, bedrooms, kitchen...)

Gender Considerations in Negotiations & Household Sign-Off

The project should undergo a transparent process of engagement with households impacted by displacement about the packages to be offered to the PAHs, at both a community and household level, with appropriate community representation and oversight. The project should make sure that there is adequate female representation, and, if possible, gender/sexual related associations/unions/organizations present, during community negotiations. See [Chapter 3](#) for further detail on strategic ways to make women and gender and sex minorities participate in project-related meetings.

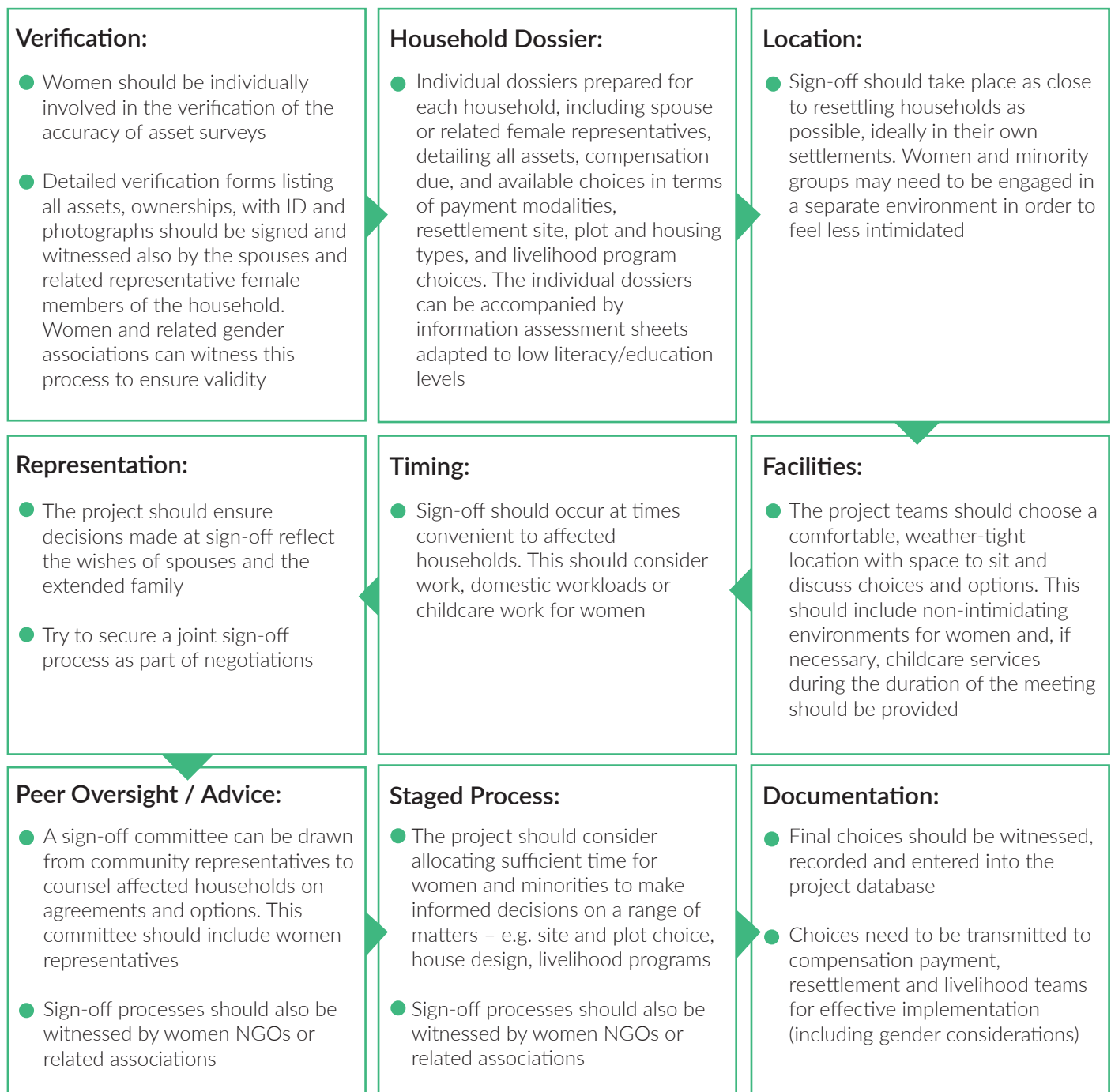
Once the negotiations with community representatives are concluded, individual household sign-off needs to take place. In this multi-stage process, households verify asset surveys, are made aware of their entitlements, confirm their agreement with compensation and related mitigation measures, and make choices on available resettlement options and other entitlements such as livelihood programs. Formal agreements should be completed with PAHs regarding compensation payments, resettlement site/housing designs, and livelihood and vulnerable support programs.

Women tend to have lower education levels, which may condition them in the choice of compensation packages. Planning for financial training or information assessment sheets might be a needed requirement for women not to be in a position of asymmetry of information regarding their male counterparts and the project

It is essential that each household, including women members, are given enough time, including training if needed, to effectively understand the compensation packages and options negotiated and make informed decisions. As part of this, the project needs to make sure women understand their entitlements and that they are being treated fairly.

Involving women and gender-sensitive organizations as witnesses to the process can reinforce the transparency and gender-sensitive approach of the Household Sign-off process, e.g., NGOs and women's associations can ensure that women freely provide their own answers and are well trained to understand the options.

The figure below shows gender considerations in the critical stages of the Household Sign-Off Process.



Displacement Packages: Cash Compensation vs. In-kind Compensation

Cash and in-kind compensation methods have potential advantages and disadvantages, depending on the project locality and the capabilities and choices of PAHs/households/communities. As previously stated, cash compensation may have more risks than in-kind compensation, as it is usually paid to male heads of households, in accordance with law or tradition.

Cash compensation may be appropriate in certain circumstances, but requires careful management and dedicated measures to prevent cash payments from discriminating against women and sexual and gender minority groups.

In general, women are the most affected by the loss of natural resources, especially with regard to the collection of firewood and natural food resources. However, in the practice of many projects, this loss is usually not compensated in kind or, if it is compensated in cash, it is paid to the male head of household.

Intra-family inequalities and discrimination should be properly identified and avoided as much as possible by social experts. The IFC prioritizes in-kind compensation and states that cash compensation is acceptable under certain circumstances, such as when a gender impact analysis has been conducted that demonstrates that cash compensation does not deteriorate the circumstances of female household members. This implies that a process of monitoring how cash compensation is spent needs to be undertaken.

Projects should avoid paying cash compensation exclusively to the male head of household, as this could lead to him spending the money based on his needs, which do not necessarily coincide with the intention of restoring the household's wellbeing and/or livelihood, and/or potentially leaving the wife/wives and children destitute.

Women are also often well placed to appreciate the needs of the household in determining how compensation should be used. It would therefore be beneficial to the other members of the household if women also managed compensation payments.

When cash payment is unavoidable, one remedy is joint sign-off on compensation choices and payments to husbands and wives, including creating a joint bank account. Where this may be culturally difficult to achieve, the project should try to find measures to provide specific compensation or supports to women (e.g., explore the possibility of providing direct payments or tailored livelihood supports to women).

Things to Bear in Mind

- Lack of formal land and property rights for women can result in the denial of women's access to compensation and related assistance programs. General good practice requires having a solid baseline that acknowledges this situation and promoting women's access to land and property ownership (e.g., validating customary rights to legal titles in cases where women have a right to land and property that is recognizable under national law)
- Women tend to have lower education levels, which may disadvantage them in the process of discussing and choosing compensation packages. Specific capacity building and aids, such as financial training or information assessment sheets, may be required
- Cash compensation can be disadvantageous to women and families, as it is often paid to the male head of household, following the law or traditional practice
- When cash payment is unavoidable, additional safeguards should be in place. One remedy is joint sign-off on compensation choices and payments to husbands and wives, or measures to provide specific compensation or supports to women (e.g., explore the possibility of providing direct payments or tailored livelihood supports to women).

Chapter 8: Gender Considerations in Physical Resettlement



GENDER MAINSTREAMING INSIGHT SERIES COMPENDIUM

Gender Considerations in Physical Resettlement

Successful physical displacement or resettlement requires effective identification, design, planning, construction, and handover to statutory authorities. The project needs to construct and bring to life new sites, housing and community facilities, including the management of the moves of affected households, and incorporate measures to ensure the success of resettlement communities' post-move.

A gender-sensitive physical resettlement implementation paves the way for a maximization of the resettlement success. In promoting gender diversity and the active participation of women, the design can take into account the concerns and needs of gender and sexual minority groups, as well as women, who typically represent half of the resettling population.

Women are also often well-positioned to understand communal necessities, as well as those of children and vulnerable groups. Thus, their views are likely to benefit the community in general.

This Chapter seeks to guide social practitioners in mainstreaming gender when planning resettlement sites and housing, including potential challenges that women may particularly face in host communities.

Resettlement Site

Planning and Design

The project needs to consider many factors when selecting resettlement sites and land plots, such as political stability, land availability, soil quality, existing community infrastructure, the chance of re-establishing old or undertaking new livelihoods in the new locality, and the potential for future community growth.

All these factors need to be explained and discussed with affected households, including women and gender and sexual minorities, who might be particularly vulnerable to specific site characteristics (e.g., women may prefer not to live in certain localities that are unsafe for them; gender and sexual minorities may prefer living close to communities that have gender-related support groups or associations).

The project should ensure existing neighbourhoods and social support groups / networks are maintained and reflected in new settlements. This can be related to general site layout and plot allocation, to ensure existing neighbourhoods, neighbours and informal support networks can be recreated at the resettlement site.

It can also relate to the location and design of public services, such as water supply (e.g., public standpipes are an opportunity for women in some societies to socialize at standpoints - they may wish these to be close to their houses, or at a distance to allow for privacy).

Likewise, host communities must be involved and consulted in a timely manner, including being eligible and entitled to certain support from the project. The development of shared infrastructure, including

those which may particularly benefit women from both resettling and host communities (e.g., meeting spaces, clinics, water points), can be beneficial to ensuring a smooth integration of the resettled community into host communities.

The figure below summarizes the key gender-related aspects to consider when identifying and designing resettlement sites.



Notes on Community Facilities and Infrastructure

The project needs to consider many factors when selecting resettlement sites and land plots, such as political stability, land availability, soil quality, existing community infrastructure, the chance of re-establishing old or undertaking new livelihoods in the new locality, and the potential for future community growth.

All these factors need to be explained and discussed with affected households, including women and gender and sexual minorities, who might be particularly vulnerable to specific site characteristics (e.g., women may prefer not to live in certain localities that are unsafe for them; gender and sexual minorities may prefer living close to communities that have gender-related support groups or associations).

The role of markets and water sources for the socialization of women in many societies is also important to note. These places should occupy a central position in many resettlement designs, as they are the main shapers of social fabrics. Similarly, children's play areas could significantly improve children's safety and reduce women's workload. Projects might also identify other particular needs for women and gender and sexual minorities (e.g., meeting and association spaces, or training facilities).

Selection

Women need to be engaged, and trained, if necessary, for them to make an informed decision on their preferred choices. It is crucial to liaise with local women's groups or unions, or related associations, as they are informed partners that can help the project understand women and gender and sexual minorities and community needs.

Community forums negotiating on resettlement packages including resettlement site location and design need to have adequate female representation, who are empowered to fully contribute to the debate and decisions. Refer to Chapter 3 on Gender and Stakeholder Engagement for further details on engagement with women and gender and sexual minority group.

Women and men may have very different positions on resettlement site preferences.

The main concerns in selecting a resettlement site for women tend to be more related to child and elder care, distances to certain locations (especially for livelihoods), educational and health services, access to religious sites, social cohesion, and safety.

Gender and sexual minority groups can suffer from a lack of acceptance and persecution in their communities. This could lead to some gender and sexual groups having multiple social cohesion and safety concerns and needs.

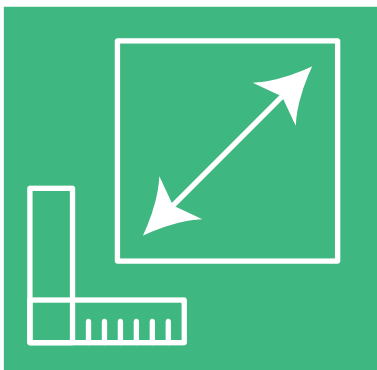


In rural areas, women may earn income from petty trade. Their priority for a resettlement site might be conditioned to their livelihood means. They might want to be close to the project area so that they could benefit from trading opportunities

Resettlement Housing

Planning and Design

PAPs engagement and active participation in the design of housing is essential to reflect the requirements of the household in the housing design. Women and men tend to have different needs and concerns regarding housing designs and layouts. Women's gender roles, assigned through socialization in each culture, have traditionally linked women to a domestic (non-public), reproductive (non-productive), and care sphere. Thus, women are often the primary family carers and lead domestic work. These factors make them especially concerned about housing design, and well placed to advise on appropriate design.



The design of the house should promote gender equality and assign importance to the spaces used for reproduction and care. Therefore, a gender-sensitive design gives importance to certain spheres such as the kitchen, which should be in a central and visible position, making household chores visible and shared. This includes also taking into account spaces for the laundry cycle and the provision of care spaces; or that each member of the shared living unit should have his or her own space of intimacy and privacy. Gender and sexual minorities are often reluctant to interact with members of their home communities because of the continued discrimination they would potentially endure.

There are some specific aspects of the housing layout that need attentive gender consideration. These are described in the Figure below.

Gender considerations Resettlement Housing



Bedrooms:

Bedrooms are an important space of privacy/intimacy for households. These factors should be considered in the design of the housing (e.g., enough bedrooms to allow for single sex rooming). In societies where polygamy exists, bedroom layouts should be distributed according to culturally accepted means and considering views of the female members of the household (e.g., space for each wife or special arrangements for separate living quarters in one house or compound may need to be considered)



Toilets and bathrooms:

Toilets and bathrooms located inside the housing layout ensure women's safety and greatly reduces the risks of harassment to women



Inside or outside Kitchen:

Housing and plot layouts should reflect traditional activities. Kitchens should be designed to match the interests of women, who are often in charge of cooking in households (e.g., space to cook or dry foods outside)



Gardens

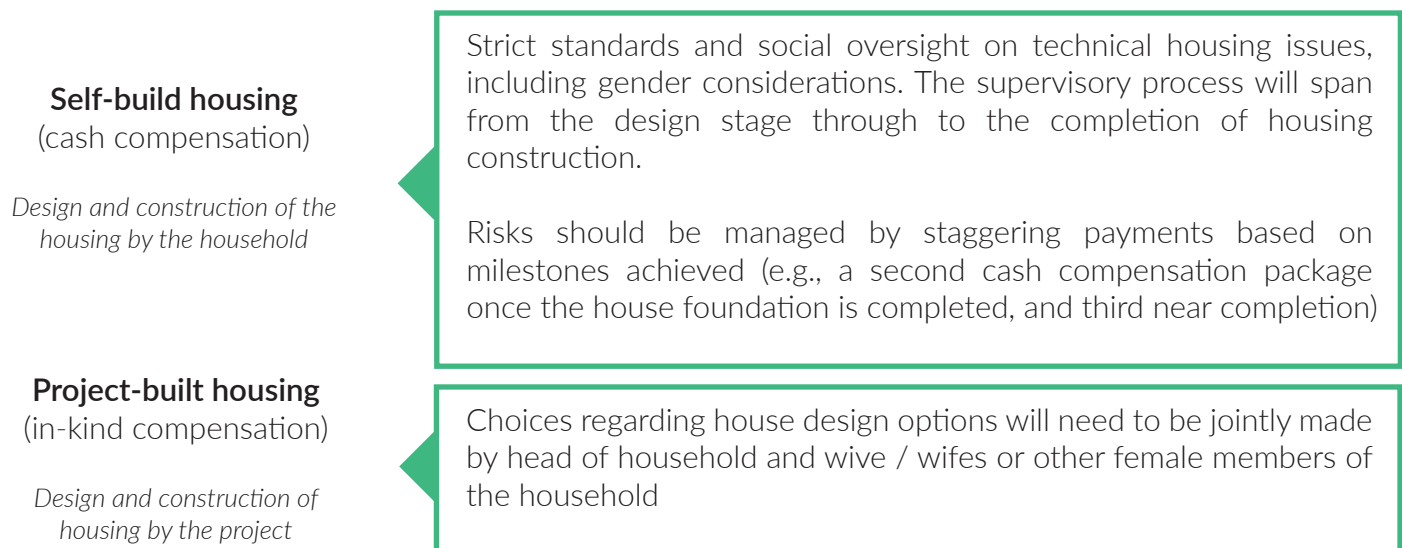
It might be crucial for women to have open spaces or gardens to continue their livelihoods, (e.g., gardening or keeping small animals, such as chickens).

Selection

Depending on the circumstances of a project, the issue of physical resettlement may be dealt with in one, or a combination of, the following ways:

- In-kind compensation. The project develops alternative resettlement sites (new or infill into existing communities) and housing for affected households. All designs of the houses should take into account cultural and gender considerations
- Cash compensation. The project provides cash for households to purchase plots and/or housing and/or build their own housing. Follow-up of purchase of plots and/or housing and/or construction of housing is essential to ensure women and gender and sexual minorities needs and concerns are considered.

Regardless of whether the household chooses to build housing itself or the housing is offered by the project, there must be a follow-up by the project staff. This follow-up must take into account gender considerations in order to try to alleviate discrimination and promote equality. The figure below presents gender considerations with regard to cash compensation and in-kind compensation concerning resettlement housing.



Resettlement Construction

Resettlement construction is often the first major opportunity to use local labor, contractors and local service providers, even if they are often temporary. The project should undertake an assessment of the skills and capabilities of local labor and contractors. This should include exploring opportunities to ensure that women can access vacancies through a combination of equal opportunity assurance through contractors, early skills development opportunities, on-the-job training and additional supervision using different management modalities. Other initiatives could include the creation of temporary markets to provide food for construction workers.

Promoting the creation of employment and contracting opportunities for female employees and contractors is not only in line with international standards, but also widens the available labour pool, and helps the project to ensure that the most vulnerable population can maintain their livelihoods and, therefore, that human rights issues and conflicts do not arise.

Moves

The selection and layout of the resettlement site, housing, and related facilities must consider a wide range of issues. Intensive consultations with resettling households should continue throughout the implementation phase to agree on the best options for displaced people. Some women and gender and sexual minority groups might be especially vulnerable to resettlement implementation due to discriminatory patterns of intrahousehold dynamics.

The project should allocate sufficient time in transition issues to the new resettlement site. The transition period between leaving the former home and resettlement to the new home is crucial for PAPs mental health and well-being. Female-headed households or elder women might be doubly exposed to vulnerabilities. For these PAPs the moving process should be done effectively and sensitively.

Engagement with resettling households must not end with the move to the new site. An effective follow-up should be undertaken once households are resettled to ensure there are no issues at the new site. It is preferable to have female representatives involved in these processes, as women and gender and sexual minorities groups might feel more comfortable expressing sensitive concerns with women than men. Where necessary, additional assistance may be planned, either by the project or through partners (e.g., local social welfare personnel or NGOs).

Handover

Project proponents should ensure that housing and sites can ultimately be handed over to the resettled households and adopted by the relevant legal authorities, to avoid ongoing infrastructure management costs.

The project should establish a handover committee early in the planning and design process to ensure that design is undertaken to statutory requirements, all stakeholders are aware of legal and personal responsibilities with respect to the completed housing and sites, and that handover to households and authorities is undertaken in a timely manner.

This committee should include representatives of the main approving authorities and those entities who will eventually adopt the various infrastructures (e.g., water or roads). Representatives of the resettling households should also be part of the committee, including the appropriate proportion of women representatives.

The handover committee should ensure that women and gender and sexual minorities needs and concerns are represented, and through ongoing monitoring and evaluation through the construction process, that all gender-related measures are implemented.

Things to Bear in Mind

- Women and men may have different needs, and both need to be taken into account in the design and establishment of resettlement sites, housing, and community infrastructure and facilities
- Women's main concerns or requests regarding community facilities and infrastructure tend to be around access to education and health centers, as women are often responsible for taking children to school and for attending to medical needs that household members may require
- Regardless of whether the household chooses to build housing itself or the housing is offered by the project, there must be effective follow-up by the project staff. This follow-up must take into account gender considerations in order to try to alleviate discrimination and promote equality
- Resettlement construction is often the first major opportunity to use local labor, contractors and local service providers, even if they are often temporary. This should include exploring opportunities to ensure that women can access vacancies through a combination of equal opportunity assurance through contractors, skills development, on-the-job training, additional supervision, and other opportunities (e.g., initiatives such as the creation of temporary markets to provide food for construction workers)
- Resettlement implementation should seek the active involvement of women and gender and sexual minorities. Engagement with resettling households must not end with the move to the new site. An effective follow-up should be undertaken to ensure there are no issues at the new site. Female project representatives should be involved in these processes, as women and gender and sexual minorities groups might feel more comfortable expressing sensitive concerns with women than men for gender-related cultural reasons
- Project proponents should ensure that sites can ultimately be handed over to resettled households and adopted by the relevant legal authorities, to avoid ongoing infrastructure management costs. The handover committee should have appropriate female representation, and ensure that women and gender and sexual minorities needs and concerns are represented, and through ongoing monitoring and evaluation through the construction process, that all gender-related measures are implemented.



Steyn Reddy Associates

**Global Leaders in Land
Access & Resettlement**

Chapter 9: Gender Considerations in Livelihood Restoration



GENDER MAINSTREAMING INSIGHT SERIES COMPENDIUM

Gender Considerations in Livelihood Restoration

Livelihood restoration is generally one of the most challenging aspects of land access and resettlement projects. The role of women in contributing to household livelihoods is often overlooked or insufficiently addressed. If projects do not take women's livelihoods into account, the project could result in women and households losing access to their main livelihoods and common property resources, resulting in reduced well-being and social status.

This Chapter seeks to help mainstream gender in the planning and implementation of livelihood restoration programs by introducing gender-sensitive measures at each of the critical stages of livelihood restoration programs. It also introduces the need for gender mainstreaming in developing broader community investment initiatives.

Planning

When planning livelihood programs, the focus should not only be on restoring overall household income per se, but on considering the broader perspective of the individuals that make up each household, and the social factors that serve to maintain individual and household welfare levels over time, such as education, health, employment or social cohesion. In many societies, women's knowledge and role in ensuring the welfare levels of individuals in the household is fundamental, as they are the main providers of basic commodities such as water, energy and food.

Women's active participation in the design of livelihoods programs contributes significantly to creating practical and locally appropriate programs that ensure the successful restoration not only of individual livelihoods but also of household members' livelihoods.

The lack of women's participation often results in companies wasting money on livelihood programs that do not yield optimal results because women's livelihood skills and capacities are overlooked. If women are not consulted, the project cannot be sure of their needs and concerns. Refer to [Chapter 1](#) for further details on the "Business case" for Mainstreaming Gender in Land Access and Resettlement Projects.

Livelihood restoration initiatives should be based on disaggregated baseline data on livelihoods. Women often tend to work in the informal sector (e.g., trading, farming, or collecting forest products) combined with unpaid domestic work. Taking these livelihoods into account is critical to planning an appropriate livelihood restoration strategy

Considering gender sensitivities in the planning phase of livelihood restoration measures involves factoring in intersecting vulnerabilities (e.g., disability, education, ethnicity). Women in vulnerable positions may be doubly exposed to landlessness, unemployment, increased morbidity and mortality, or food insecurity.

Thus, they will often require specially tailored livelihood programs targeting particular additional vulnerabilities, including introducing measures to ensure women's full participation. Also, female-headed households with limited resources may be doubly disadvantaged due to their lack of access to land, or the general labour market, which may be male dominated.

The design of livelihood programs offers the opportunity not only to restore but also to improve women's livelihoods, such as promoting women's access to land and tenure rights (e.g. by documenting women's customary tenure) or promoting women's access to the male-dominated labour market and challenging stereotypes (e.g. some mining companies have promoted training of local women as haul truck operators).

As referred to in [Chapter 7](#), the eligibility and entitlements phase assigns affected people with entitlements or rights. Once the affected people (entitled persons) are identified, the individual household sign-off takes place and individual households review and verify their entitlements, and make choices on available resettlement options, including livelihood restoration programs.

Implementation

The implementation of each livelihood restoration program should follow a planned work plan and timetable, including pilot programs as appropriate, and full program roll-out. The project should mobilize the necessary resources, establish a multi-stakeholder implementation team with different responsibilities, and contract appropriate and reliable local partners to run programs.

It is vital to include project staff trained and experienced in gender and women's rights and needs, and to establish gender-related Key Performance Indicators (KPIs) for tracking the implementation of each livelihood program.

The project should establish local training and capacity-building measures early on to enable PAHs, including women and gender and sexual minorities, to take advantage of both the project / resettlement construction phase and related opportunities, as well as ensuring optimized livelihood program implementation.

Livelihood initiatives for women and sexual or gender minorities can range from livelihood restoration, alternative livelihood training, to sector-specific interventions. The restoration and/or replacement of women's existing livelihood activities should be targeted as a priority in order to provide a safety net that ensures a minimum standard of living.

The ideal type of plan and intervention depends on the nature of the project, the community's social profile, the nature and extent of physical and economic displacement impacts, and the planned budget and timeframe for livelihood restoration. This should be in line with the nature and magnitude of the gender or gender-specific social impacts.

The following figure shows the main gender considerations of a suite of livelihood restoration activities. It is not intended to be an exhaustive list of gender considerations for all livelihood restoration initiatives, but rather an illustrative example.

LIVELIHOOD RESTORATION APPROACHES

GENDER CONSIDERATIONS



Land-for-land replacement
One of the most important principles in land access and resettlement is to replace land if possible rather than pay cash

- Replacement land at a long distance from the household might cause a myriad of safety problems to women
- Explore opportunities to improve women's access to land and land ownership / security of tenure
- Identify land owned and managed by women separately from men, e.g., kitchen gardens or rice paddocks



Agricultural support packages
Re-establish food production in as timely a manner as possible and avoid risks of dependency

- Project construction often employs more men than women. During construction periods, agricultural programs should focus on women if predominately men are hired in relation to project construction
- Women should be targeted for agricultural training or training of trainers (ToT), as well as the formation of women's agricultural groups, to support entrepreneurship and promote their economic independence.



Livestock programs
Programs to regulate management systems and programs targeting intensification/improvement of livestock production

- Women will often require small blocks of land on their urban plots or close by to meet household food needs and to keep small animals to supplement household income



Training / Apprenticeships
Build utilizable skills in the community for project-related employment or other employment or entrepreneurship opportunities in the community

- As much as possible, integrate women in apprentice training programs for project related employment, including through early skills training. If not possible, promote training programs and opportunities for women in other income-generating sectors (e.g., market gardening opportunities or fish processing opportunities for fishmongers)



Business Development Initiatives
Provide means for affected households to start new, or expand existing, businesses to increase economic independence

- Business development initiatives can be key for the development of women's activities, the improvement of financial literacy, and the introduction of improved or alternative livelihood restoration means (e.g., savings and loans trainings, business development in handicrafts).

Close Out

The process of handing over livelihood restoration initiatives to communities and / or local partners should be carried out in a gender-sensitive manner to ensure that gender mainstreaming is maintained in a post-project intervention scenario. The project should ensure that the implemented initiatives will continue to follow the gender-related specific needs and criteria required for the long-term success of the livelihood restoration measure.

In this regard, the project should take into account the gender capacities of community leaders and local livelihood partners, and ensure the transfer of relevant skills and necessary capacity building to these parties where required. This can be done by integrating gender principles into handover and maintenance plans to ensure the continuity of programs. Also, the project needs to make sure women will continue to be represented in livelihood committees, foundations or associations created for the long-term implementation of livelihood restoration activities.

Gender Notes on Community Investment

The IFC's Strategic Community Investment booklet defines strategic Community Investment as: "Voluntary contributions or actions by companies to help communities in their areas of operation address their development priorities, and take advantage opportunities created by private investment in ways that are sustainable and support business objectives".

It is essential for the project to consult with women, as they are well placed to inform the needs of the community. Most community investment initiatives have the potential to benefit women and help alleviate their workload (e.g., water supply close to homes means women spend less time carrying water home).

Community investment strategies include in-kind donations to the broader community. Typical community investment initiatives include:

- Water supply
- Energy supply
- Sanitation services
- Education services
- Sports and leisure
- Markets
- Agricultural support
- Communications

Things to Bear in Mind

- Women are often more adversely impacted by or vulnerable to resettlement. Women can experience a significant loss of livelihoods, major breakdowns of social networks and safety nets, the loss of safety and security, and essential services
- Gender considerations should permeate all key planning and implementation steps of livelihood restoration initiatives
- Livelihood initiatives for women can range from restoration of livelihoods, alternative livelihood training, to sector-specific interventions
- Livelihood restoration initiatives are an important opportunity for women to improve their conditions, e.g., improved access to land and security of tenure
- It is essential for the project to consult with women, as they are well placed to understand and appreciate the wider community's needs
- Lack of women's participation often causes projects to waste money on livelihood programs that do not deliver optimal results due to overlooking women's knowledge and agency with regard to household and community livelihoods. Unless women are consulted and actively participate, the project cannot be certain about meeting their needs and concerns, and those of the wider community.

Chapter 10: Gender Perspectives in Monitoring & Evaluation



GENDER MAINSTREAMING INSIGHT SERIES COMPENDIUM

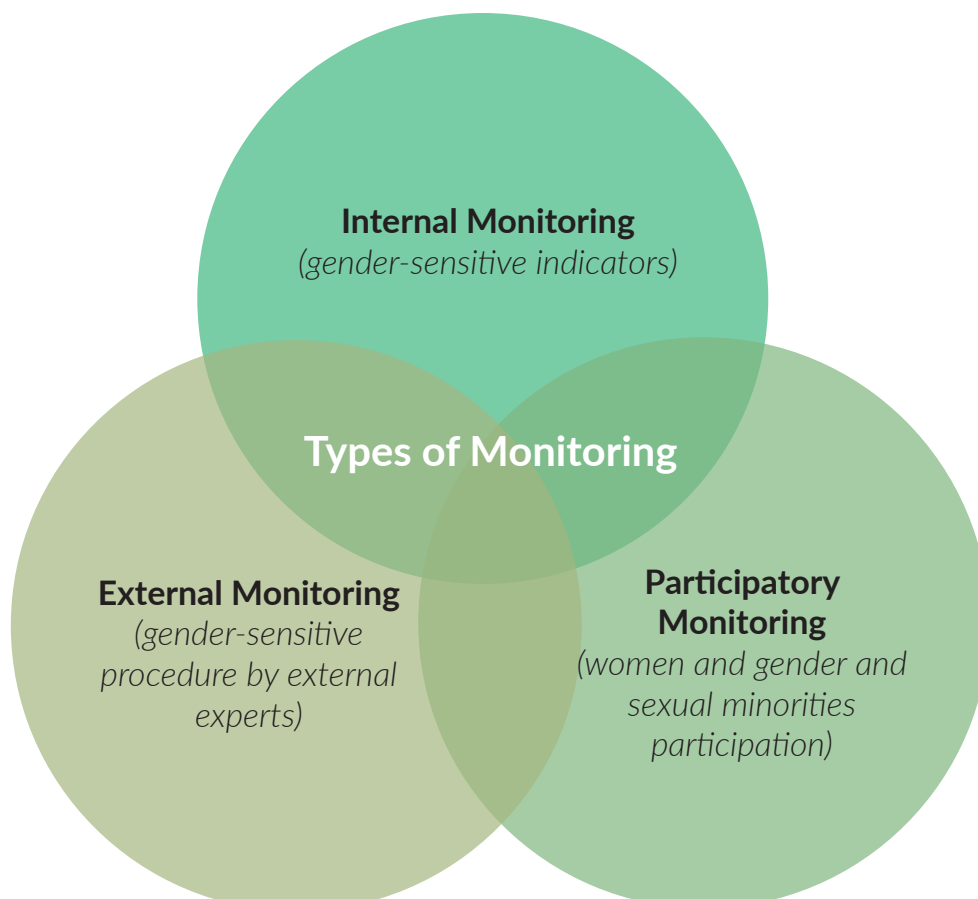
Gender Perspectives in Monitoring & Evaluation

The purpose of the Monitoring and Evaluation (M&E) process is to provide project managers and financiers, as well as directly affected persons, households, and communities, with timely, concise, indicative information on whether compensation and other mitigation measures are on track to address displacement impacts and improve the standards of living of project affected people, or whether adjustments are needed to achieve these outcomes.

A gender-sensitive approach to the M&E process considers the active participation of women and gender and sexual minority groups, ensuring that specific impacts on them and their inputs are fully considered. Thorough M&E requires indicators to be disaggregated to track gender issues (e.g., restoration of women's livelihoods, safety, and security, or potential cases of Intimate Partner Violence (IPV) or Gender-Based Violence (GBV)).

This Chapter aims to guide social practitioners in incorporating a gender perspective in the M&E process relating to land access and resettlement projects. There are three key aspects of M&E to be considered: internal, external, and the overall participatory monitoring.

All three aspects should incorporate a gender-sensitive approach and maximize women and gender and sexual minorities' participation.



Internal Monitoring: Gender-sensitive indicators

Managing Key Performance Indicators (KPI) data is critical to understanding and tracking project progress. Yet, to do this properly, the data must be disaggregated (e.g., gender and sex disaggregated data). Disaggregated data ensures that certain relevant aspects of the project, such as potential gender vulnerabilities, are accounted for throughout the project.

M&E data sheets should be designed to include disaggregated data to obtain relevant gender information. If M&E is conducted without consideration of gender dynamics, it will not accurately reflect the impact of physical or economic displacement on women and other vulnerable groups.

M&E is a continuous process. KPIs and corrective actions must be constantly monitored to ensure that the project is meeting its objectives. The project should consistently include a gender perspective in all M&E reports (baseline, periodic, midterm, and final evaluation). The long-term success of the project depends in large part on how M&E is performed, including how it has mainstreamed assessment of gender-related vulnerabilities.

Gender-related Key Performance Indicators (KPIs)

KPIs are quantitative or qualitative factors or variables providing simple and reliable means to measure achievement. There are no rules for developing KPIs.

However, it is recommended to select few indicators but with high significance. Also, it is key to have a mix of indicators collecting quantitative and qualitative data. KPIs need to be agreed with stakeholders, including women and gender and sexual minorities, in order to agree on how project success / completion will be determined. Examples of gender-related KPIs are:

- Number of grievances related to human rights or GBV
- % of women starting and maintaining their own business after livelihood restoration measures implementation
- % increase of women in salaried employment after project implementation

One of the typical challenges of M&E processes lies in the question of what constitutes success, or when a resettlement project can be considered completed.

This needs to be adapted on a project-by-project basis and discussed and agreed with all stakeholders, including women and sexual and gender minorities. As a general rule, projects use a 90% threshold, and refer to project completion and success when 90% or more of households have recovered their livelihoods against established KPIs.

However, this 90% threshold should be applied to different categories of PAPs, including women and sexual and gender minorities. In this sense, if only 50% of female-headed households have recovered their livelihoods, the project cannot be considered completed.

Example of gender-related M&E

One of the most critical risks to a project developer's reputation and costs can be human rights abuses by patrol personnel controlling project areas or buffers. This risk must be properly analyzed during the impact identification phase and adequately mitigated, monitored and evaluated.

Taking the following mitigation measure of *"Training of project staff in Voluntary Principles on Security and Human Rights (VPSHR), particularly gender-based violence, including information on sanctions in case of occurrence"* as an example, the following KPIs and sources of information can be assigned:

- **Implementation / activity.** KPIs track the effectiveness of the implementation of the project activity. In this case, the KPI assigned could be: *"Have all patrol staff attended VPSHR meetings?"*. This information may be provided through a participation form or participant records.
- **Output.** KPIs are sourced from the direct output or result of the Project activity. For this example, the assigned KPI could be: *"Do patrol staff confirm they have learned from VPSHR training and GBV and that they are conscious of penalties in case of occurrence?"*. This information may be tracked through Key Person Interviews.
- **Outcome / impact.** KPIs are drawn from the outcome or impact of the project activity. In this case, the assigned KPI could be: *"Number of registered grievances connected to GBV abuses committed by patrol staff."* This information could be provided in the Grievance Redress Mechanism database, which needs to consider confidential grievances.

After identifying livelihood KPIs for implementation/activity, output, and outcome/impact, the project should establish a schedule for monitoring and evaluating the KPIs associated with each impact and risk. Internal monitoring can generally take place every month by a dedicated on-site M&E officer. However, this timeline is just a reference and should be adapted to suit the project needs. Measurement should occur on a timeline that is likely to show change to identified indicators.

Each monitoring phase should examine the status of the mitigation measure and the issues or gaps identified, and the corrective measures to redress these issues and gaps. Following the example given, a monthly monitoring process could display the following information:

- **Status summary:** *"Training provided to patrol staff; 1 registered grievance connected to patrol-community conflict pending to be assessed"*.
- **Issues/gaps:** *"Evaluate grievance through project Grievance Redress Mechanism."*
- **Corrective action:** *"Evaluate conflict and assess conflict in a timely manner."*

External Monitoring

Compliance monitoring by a suitably qualified and experienced independent third party is aimed at checking compliance with the applicable corporate / project standard/s, policy framework and Land Access and Resettlement Plan (LARP). Compliance monitoring is always undertaken by external parties, and generally done on an on-going basis, culminating in completion audits. Compliance monitoring is based on the results of implementation and results monitoring using a combination of quantitative and qualitative methods. A completion audit will be undertaken by a suitably qualified and experienced independent third party once the project proponent believes that actions required in the LARP have been substantially completed and displaced persons are deemed to have been provided adequate opportunity and assistance to restore and / or improve their livelihoods.

Each project should make sure that external M&E reviewers experienced in the planning and delivery of land access and resettlement projects will approach their reviews with a gender perspective. Also, the schedule for the independent evaluation of project implementation should be agreed with all stakeholders from the outset. This should include not only women and gender and sexual minorities but also important gender-related representatives (e.g., women unions).

Participatory Monitoring

A transparent and trust-building M&E process requires the continuous participation of affected households and external partners, such as local government institutions or livelihood delivery partners. The involvement of Project Affected Peoples (PAPs) should include women and gender and sexual gender minorities PAPs, associations, unions, and human rights organizations.

There should be sufficient and active involvement of these stakeholders for the short-, mid-, and long-term project activities and effects. This includes the various stakeholder engagement methodologies outlined in Chapter 5. Examples of Participatory Monitoring of women and gender and sexual minority groups could include the following:

- Women's unions or organizations can be involved in undertaking and overseeing baseline surveys
- Women's unions or organizations can be witnesses to community negotiations and household sign-off processes
- Livelihood programs can be overviewed by a livelihoods committee, including women representatives
- Women and gender and sexual minority groups and organizations can identify suitable gender-sensitive resettlement sites and/or agricultural, forest, or fishing sites, and monitor the implementation of resettlement and related programs.

Things to Bear in Mind

- There are three key aspects of M&E: internal, external, and participatory monitoring. All three aspects should incorporate a gender-sensitive approach and maximize women and gender and sexual minorities' participation
- Proper M&E requires indicators to be disaggregated to track gender issues (e.g., restoration of women's livelihoods, safety, and security, or potential cases of IPV or GBV) and agreed in a consultative manner
- A gender-sensitive approach to the monitoring process considers the active participation of women and gender and minority groups, ensuring their input is considered in the situation analysis, M&E, and proposals for corrective actions.

Chapter 11: Conclusion



GENDER MAINSTREAMING INSIGHT SERIES COMPENDIUM

Conclusion

This Compendium covered the key issues to consider to ensure a comprehensive approach to mainstreaming gender in land access and resettlement projects.

The following list outlines the key things to bear in mind for mainstreaming gender into each step of a land access and resettlement project:

Overview

- If a gender-insensitive approach is adopted, the project has the potential to exacerbate existing gender inequalities and vulnerabilities, potentially causing psychosocial collateral damage. The project may also trigger distrust and unrest in the community, potentially leading to financial and reputational risks for the company. Failure to harness the potential and contribution of women will result in a poorly designed land access and resettlement project with sub-optimal outcomes
- A gender-sensitive approach strengthens promoter-community relationships, follows regulatory framework guidelines on promoting women's empowerment, better addresses overall project risks, and allows maximum benefits from an innovative and talented gender-diverse community and workforce.

Project Planning & Preparation

- Gender aspects should be factored in from the project's outset and should permeate project planning and preparation
- Adequate engagement with women is critical to inform project design, including avoidance and minimization efforts, and the development of resettlement and livelihood programs
- The project team needs to be gender-balanced and include female facilitators
- Benchmarking against other projects or potential legacy issues needs to adopt the gender-sensitive approach to evaluate gender lessons
- The policy framework needs to integrate gender-specific objectives and principles
- Project work plans and schedules need to incorporate gender considerations (e.g., consultations, transition issues)
- Early thinking on budgeting and cost estimates implies allocating resources for gender-sensitive measures
- The project team should undertake a preliminary assessment of project-induced gender impacts, risks and opportunities.

Stakeholder Engagement

- Women typically form half of project-affected communities. Therefore, failure to fully engage with them results in a big gap in the stakeholder engagement process.
- A gender-sensitive Project relies on a stakeholder identification process that can identify gender impacts and potential partners for mitigation and investment programs
- A gender-balanced team must include female representatives and provide gender awareness training to the other members of the staff
- Project disclosure, consultation, and participation should consider gender aspects and vulnerabilities
- The project grievance mechanism should overcome fear of retaliation and stigma and provide a useful tool that people can trust.

Cultural Heritage

- Women typically form half of project-affected communities. Therefore, failure to fully engage with them results in a big gap in the stakeholder engagement process.
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- A gender-balanced team must include female representatives and provide gender awareness training to the other members of the staff
- Project disclosure, consultation, and participation should consider gender aspects and vulnerabilities
- The project grievance mechanism should overcome fear of retaliation and stigma and provide a useful tool that people can trust.

Baseline Data Collection and Analysis

- Failure to fully involve women from project-affected communities in the baseline data collection process means that the pre-displacement baseline will not necessarily have all the information necessary for the project to carry out a thorough assessment of displacement impacts on all members of the community. This will negatively affect the ability of project planners to develop a suitable, comprehensive and sustainable suite of mitigation measures and programs
- Primary qualitative and quantitative data collection must incorporate gender-specific considerations. Sex-disaggregated data is the key ingredient for a successful gender-sensitive baseline data collection process. This disaggregated data not only ensures potential vulnerabilities are considered but also provides an understanding of socio-economic dynamics at all levels
- Hiring female enumerators and gender training of all enumerators are two essential aspects to ensure data collection is carried out in a gender-sensitive way.

Impact Assessment and Mitigation Measures

- Mainstreaming gender in the identification of impacts/risks and developing mitigation measures is key to successful land access and resettlement projects, and makes business sense given the cost of potential disputes, disruptions or abuses linked to inadequate consideration of gender considerations
- Gender-related impacts include a wide range of issues. In impact identification processes, projects are challenged with specific impacts on women and/or sexual and gender minorities due to socially patterned methods of stakeholder engagement and discriminatory practices or impacts that, even if they affect all PAPs, have exacerbated or disproportionate impacts on women and/or sexual and gender minorities. The preliminary identification of impacts should be assessed against risk levels according to a Risk Assessment Matrix, which assign scores to assess risks associated with various identified project impacts. To be gender-sensitive, the Matrix should identify the potential scale and extent of impacts, including in relation to gender specifics, access, shelter, livelihoods, social issues, cultural heritage and community health and safety, as well as taking into account reputational risk. All the referred social topics should at the same time consider gender and vulnerabilities to measure the scale of gendered social impacts.
- Mitigation measures should be appropriate to the impacts identified. Where impacts are identified as affecting a particular group, community, users, or households, mitigation measures must be sufficiently targeted for this group.

Compensation Frameworks

- Lack of formal land and property rights for women can result in the denial of women's access to compensation and related assistance programs. General good practice requires having a solid baseline that acknowledges this situation and promoting women's access to land and property ownership (e.g., validating customary rights to legal titles in cases where women have a right to land and property that is recognizable under national law)
- Women tend to have lower education levels, which may disadvantage them in the process of discussing and choosing compensation packages. Specific capacity building and aids, such as financial training or information assessment sheets, may be required
- Cash compensation can be disadvantageous to women and families, as it is often paid to the male head of household, following the law or traditional practice
- When cash payment is unavoidable, additional safeguards should be in place. One remedy is joint sign-off on compensation choices and payments to husbands and wives, or measures to provide specific compensation or supports to women (e.g., explore the possibility of providing direct payments or tailored livelihood supports to women).

Physical Resettlement

- Women and men may have different needs, and both need to be taken into account in the design and establishment of resettlement sites, housing, and community infrastructure and facilities
- Women's main concerns or requests regarding community facilities and infrastructure tend to be around access to education and health centers, as women are often responsible for taking children to school and for attending to medical needs that household members may require
- Regardless of whether the household chooses to build housing itself or the housing is offered by the project, there must be effective follow-up by the project staff. This follow-up must take into account gender considerations in order to try to alleviate discrimination and promote equality
- Resettlement construction is often the first major opportunity to use local labor, contractors and local service providers, even if they are often temporary. This should include exploring opportunities to ensure that women can access vacancies through a combination of equal opportunity assurance through contractors, skills development, on-the-job training, additional supervision, and other opportunities (e.g., initiatives such as the creation of temporary markets to provide food for construction workers)
- Resettlement implementation should seek the active involvement of women and gender and sexual minorities. Engagement with resettling households must not end with the move to the new site. An effective follow-up should be undertaken to ensure there are no issues at the new site. Female project representatives should be involved in these processes, as women and gender and sexual minorities groups might feel more comfortable expressing sensitive concerns with women than men for gender-related cultural reasons
- Project proponents should ensure that sites can ultimately be handed over to resettled households and adopted by the relevant legal authorities, to avoid ongoing infrastructure management costs. The handover committee should have appropriate female representation, and ensure that women and gender and sexual minorities needs and concerns are represented, and through ongoing monitoring and evaluation through the construction process, that all gender-related measures are implemented.

Livelihood Restoration

- Women are often more adversely impacted by or vulnerable to resettlement. Women can experience a significant loss of livelihoods, major breakdowns of social networks and safety nets, the loss of safety and security, and essential services
- Gender considerations should permeate all key planning and implementation steps of livelihood restoration initiatives
- Livelihood initiatives for women can range from restoration of livelihoods, alternative livelihood training, to sector-specific interventions
- Livelihood restoration initiatives are an important opportunity for women to improve their conditions, e.g., improved access to land and security of tenure

- It is essential for the project to consult with women, as they are well placed to understand and appreciate the wider community's needs
- Lack of women's participation often causes projects to waste money on livelihood programs that do not deliver optimal results due to overlooking women's knowledge and agency with regard to household and community livelihoods. Unless women are consulted and actively participate, the project cannot be certain about meeting their needs and concerns, and those of the wider community.

Monitoring & Evaluation

- There are three key aspects of M&E: internal, external, and participatory monitoring. All three aspects should incorporate a gender-sensitive approach and maximize women and gender and sexual minorities' participation
- Proper M&E requires indicators to be disaggregated to track gender issues (e.g., restoration of women's livelihoods, safety, and security, or potential cases of IPV or GBV) and agreed in a consultative manner
- A gender-sensitive approach to the monitoring process considers the active participation of women and gender and minority groups, ensuring their input is considered in the situation analysis, M&E, and proposals for corrective actions.

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If you have a question or comment on this compendium, or anything related to land access and resettlement, please email us at info@steynreddy.com.

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About Us

SRA helps our clients acquire the land they need – on time and on budget. We work collaboratively with our clients' teams and affected communities to identify, assess and manage displacement impacts in a practical, responsible and sustainable manner.

SRA's experienced team:

- Has managed hundreds of land access and resettlement projects around the world
- Has a track record of realising win-win-win solutions for our clients, communities, and host governments
- Applies international standards and best practices in a pragmatic, innovative and locally appropriate manner
- Is results-oriented and hands on, working largely at project sites with clients and other
- Are well recognised thought leaders in the field, co-authoring a well-known guide and publishing a popular Insight Series.