



IUCN WORLD CONSERVATION CONGRESS
3–10 September 2021, Marseille, France

Developing a comprehensive gender approach at IUCN

Action Requested: The IUCN World Conservation Congress is invited to DISCUSS the document *Developing a comprehensive gender approach at IUCN – Results and recommendations from the survey to IUCN Council, Commissions, membership structures and Secretariat (Annex 1 hereafter)* undertaken by the Gender Task Force, July 2020, and CONSIDER the following draft decision proposed by the IUCN Council.

DRAFT DECISION

The IUCN World Conservation Congress,

Having discussed the results and recommendations from the survey to the IUCN Council, Commissions, membership structures and the IUCN Secretariat on “Developing a comprehensive gender approach at IUCN” undertaken by the Gender Task Force established under the auspices of the IUCN Council,

Requests the next IUCN Council to:

1. prepare an IUCN Gender Strategy taking into account the results of the discussion during the Congress,
2. consult all IUCN Members on the draft IUCN Gender Strategy, and
3. submit it for approval to an electronic vote of IUCN Members prior to the next IUCN World Conservation Congress.

EXPLANATORY MEMORANDUM

With many decades of Member Resolutions reaffirming the importance of gender equality to meeting IUCN’s objectives, IUCN aims to realise gender equality and women’s rights and empowerment across all aspects of the institution, including but also beyond its programme and project portfolio. Recognising these commitments and the need to strengthen approaches, in 2018, several IUCN Council members submitted a letter to the Council to develop a comprehensive gender approach beyond the IUCN Programme. In response, the IUCN Council established a Gender Task Force (GTF) to advance the incorporation of gender equity in a comprehensive manner in IUCN.

The general objective of the GTF is to strengthen IUCN as an institution that implements a gender-responsive approach in the organisation, governance and policy of the Union. Taking a gender-responsive approach in IUCN means identifying gender gaps of different kinds and coordinating response measures to address and improve them. Gender mainstreaming will contribute to IUCN’s institutional culture of respecting and promoting women’s rights and gender equality, both as global imperatives in their own right and as fundamental building blocks to the achievement of IUCN’s mission.

Attached hereafter as Annex 1 are the results of the work of the GFT and its recommendations.

The IUCN Council proposes that the Members' Assembly discusses these results and recommendations during the Congress and adopts a decision to request the next Council to develop an IUCN gender strategy reflecting a comprehensive gender approach at IUCN, taking into account the results of the discussion at the Congress.

Reflecting the sense of urgency to implement a gender strategy, and to enable IUCN Members to take certain aspects of the Gender Strategy into account during the next nomination and election process for Council, the IUCN Council is proposing that the Congress gives a mandate to the next IUCN Council to develop a strategy and, after consultation with IUCN Members, submits it to an electronic vote of IUCN Members before the next Call for nominations is issued.



Developing a comprehensive gender approach at IUCN

Results and recommendations from the survey to IUCN Council, Commissions, membership structures and Secretariat

Prepared by the Gender Task Force (GTF)

July 2020

TABLE OF CONTENTS

INTRODUCTION	2
METHODOLOGY	2
GENDER MAINSTREAMING ACROSS IUCN	3
IUCN COUNCIL	3
<i>Gender balance and composition considerations of the IUCN Council and subsidiary bodies</i>	4
<i>Implementation of gender-responsive considerations and needs</i>	7
IUCN COMMISSIONS	7
<i>Gender composition of IUCN Commission Chairs and Steering Committees</i>	8
<i>Gender composition of IUCN Commission members and specialist groups</i>	10
<i>Gender considerations in the work of IUCN Commissions</i>	11
IUCN NATIONAL AND REGIONAL COMMITTEES	13
<i>Gender balance and considerations in composition of the National and Regional Committees</i>	13
<i>Gender mainstreaming in working agendas of National and Regional Committees</i>	14
<i>IUCN support in terms of knowledge generation, capacity building and learning</i>	15
<i>Gender mainstreaming within IUCN Member organisations</i>	16
IUCN SECRETARIAT	17
<i>Programme and project planning and approval systems</i>	18
<i>Project Guidelines and Standards (PGS)</i>	18
<i>Environmental and Social Management System (ESMS)</i>	18
<i>How systems are being used by programmes and projects</i>	19
<i>Gender-responsive project design, implementation and M&E</i>	19
<i>Programme monitoring and evaluation systems</i>	21
<i>Gender knowledge generation and capacity building</i>	22
<i>Human Resources unit</i>	23
RECOMMENDATIONS	25
Annex 1: Historical Background to IUCN's Approach to Gender	31
Annex 2: Scope of Work for the Gender Task Force	33
Annex 3: Regional Councillors of IUCN Congress	37

INTRODUCTION

With many decades of Member Resolutions reaffirming the importance of gender equality to meeting IUCN's objectives,¹ IUCN aims to realise gender equality and women's rights and empowerment across all aspects of the institution, including but also beyond its programme and project portfolio. Recognising these commitments and the need to strengthen approaches, in 2018, several IUCN Council members submitted a letter to the Council to develop a comprehensive gender approach beyond the IUCN Programme.² In response, the IUCN Council established a Gender Task Force (GTF) under Regulation 59 to advance the incorporation of gender equity in a comprehensive manner in IUCN. The GTF members were drawn from within the IUCN Council's Governance and Constituency Committee (GCC) and the wider Council.³

The general objective of the GTF is to strengthen IUCN as an institution that implements a gender-responsive approach⁴ in the organisation, governance and policy of the Union. Taking a gender-responsive approach in IUCN means identifying gender gaps of different kinds and coordinating response measures to address and improve them. Gender mainstreaming will contribute to IUCN's institutional culture of respecting and promoting women's rights and gender equality, both as global imperatives in their own right and as fundamental building blocks to the achievement of IUCN's mission.

The GTF developed a scope of work that identified the key units and constituent parts of IUCN and the focus areas of research toward meeting this objective (see Annex 2). One of the main activities under the scope of work was to conduct a self-assessment survey for the IUCN Council, Commissions, membership structures and Secretariat to enable a stock-taking of existing policies, actions and capacities, as well as key gaps and challenges related to gender in the respondents' area of work. This report shares the results from the desk review and the self-assessment survey for the IUCN Council, Commissions, membership structures and Secretariat and provides recommendations based on these results to support further development of a gender approach across IUCN. These recommendations are intended to serve as a basis for further work to develop action plans for gender-responsive approaches across the organisation, governance and policy of the Union.

METHODOLOGY

Specific questions for the IUCN Council, Commissions, membership structures and Secretariat were developed in alignment with identified key priorities and proposed areas of focus on the GTF scope of work. These questions were shared with the GTF and a beta test survey was developed and shared with key informant people from each unit to gather feedback. The valuable feedback received informed the final set of questionnaires, resulting in eight different surveys.

For the final self-assessment survey, the GTF selected key informants to respond from each IUCN unit based on criteria to ensure an inclusive and representative sample. The GTF contacted 123 informants (57 women and 66 men) across the eight surveys and received 63 responses (25 women and 38 men). These responses were compiled and analysed, and the results are included in four sections of this report:

¹ See more information on IUCN's commitment to gender in Annex 1.

² [IUCN Documents of the 75th Meeting of the Bureau of the IUCN Council \(page 80\)](#)

³ See in ToR of GTF more detailed information about its composition and functions: click [here](#) (pp 127-128 of the pdf file).

⁴ Gender-responsive approach is a proactive identification of gender gaps, discriminations and biases and then the coordinated development and implementation of actions to address and overcome them. This approach helps ensure that IUCN not only avoids exacerbating or reinforcing inequalities, but rather takes meaningful steps to reduce disparities and to empower women, girls and members of traditionally disadvantaged groups.

IUCN Unit	Contacted	Responded
<i>Council</i>	16 people (5 women and 11 men)	9 people (3 women and 6 men)
<i>Commissions</i>	24 people (14 women and 10 men)	8 people (6 women and 2 men)
<i>National and Regional Committees</i>	43 people (25 women and 18 men)	19 people (10 women and 9 men)
<i>Secretariat</i>	40 people (13 women and 27 men)	27 people (6 women and 21 men)

In addition to the self-assessment survey, a review of women’s and men’s participation in governance and organisational bodies was conducted. Where information was available, the GTF analysed how women’s participation has evolved over the years to identify trends on gender equality within these bodies. Information from the external review of the IUCN Programme 2017–2020 related to gender responsiveness and social inclusion was also consulted.

GENDER MAINSTREAMING ACROSS IUCN

This section of the report is based on the analysis of the responses to the set of surveys on gender mainstreaming in IUCN. Additional information from the update of the 2016 IUCN Course of Action on Gender (CAG) and IUCN statutes, regulations, mandates, procedures and other documentation were also consulted and included where relevant.

IUCN COUNCIL

The IUCN Council is the principal governing body of IUCN in between sessions of the World Conservation Congress, the general assembly of Union Members. Subject to the authority, direction and policy of the World Congress, the Council has the responsibility for the oversight and general control of all the affairs of IUCN, including setting strategic direction and policy guidance for the work of the Union; providing oversight and guidance on the performance of the components of the Union as a whole and of the Director General in particular; encouraging coherence among its component parts; fulfilling its fiduciary responsibilities to the Members of the Union and rendering account to them on the achievement of the Union’s objectives; and supporting the Director General in communicating IUCN objectives and policy and the IUCN Programme to the global community.⁵

The Council is composed of the President, the Treasurer, the Chairs of the six Commissions, twenty-eight Regional Councillors,⁶ a Councillor from the State in which IUCN has its seat, and one additional appointed Councillor; four Vice Presidents are elected from among its members. The work of the Council is conducted through working committees and task forces. In between meetings of the Council, the Bureau of the Council acts on behalf and under the authority of the Council, and it includes the President, two Vice Presidents, the Treasurer, one Commission Chair, two Regional Councillors and the Chairs of the Standing Committees (i.e., Programme and Policy Committee, Finance and Audit Committee, and Governance and Constituency Committee).⁷

In order to better understand gender mainstreaming within the IUCN Council, the GTF selected 16 Regional Councillors (5 women and 11 men) to respond to the survey, of which nine (56%) replied. An analysis of IUCN statutes, procedures and other documentation, as well as an analysis of the composition of the Council since its creation, complement

⁵ [IUCN Statutes and Regulations](#)

⁶ The number of elected Councillors for each Region is: four for Africa; four for Meso and South America; three for North America and the Caribbean; five for South and East Asia; three for West Asia; three for Oceania; three from West Europe, and three from East Europe, North and Central Asia.

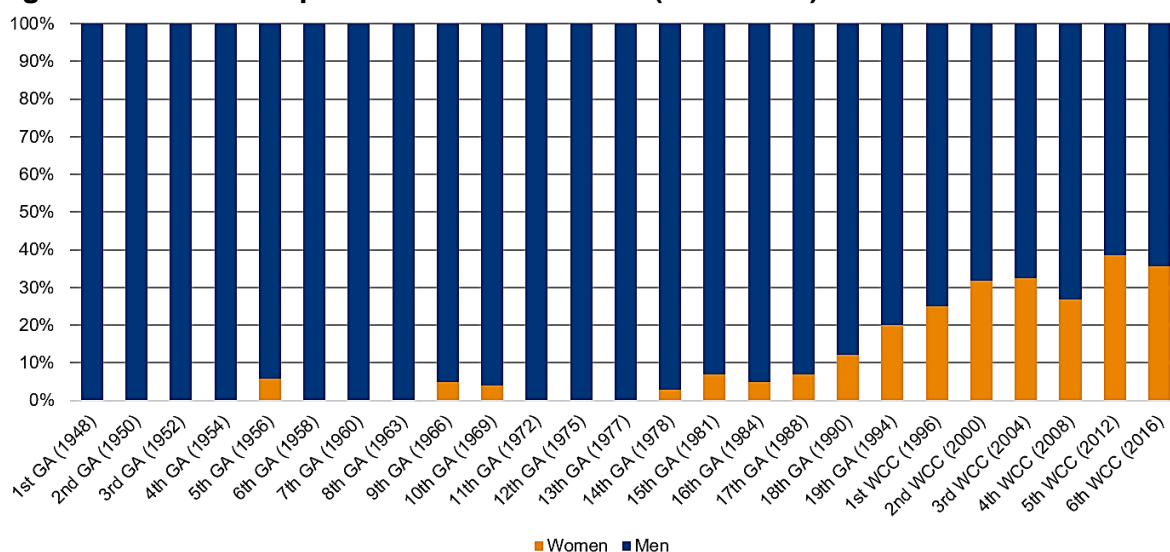
⁷ [IUCN Statutes and Regulations](#)

Councillors’ responses regarding (1) the composition and criteria for selection in terms of equal participation of women and men in the Council and in its committees and task forces, and (2) the changes to policies and/or procedures that can promote and support gender balanced representation.

Gender balance and composition considerations of the IUCN Council and subsidiary bodies

The composition of the IUCN Council has evolved since its creation in 1948. The restructuring of the executive board into Regional Councillor seats during the 14th General Assembly increased the number of seats available at the Council and the number of women occupying these positions has been growing ever since, as shown in Figure 1.

Figure 1: Gender composition of IUCN Council (1948–2016)

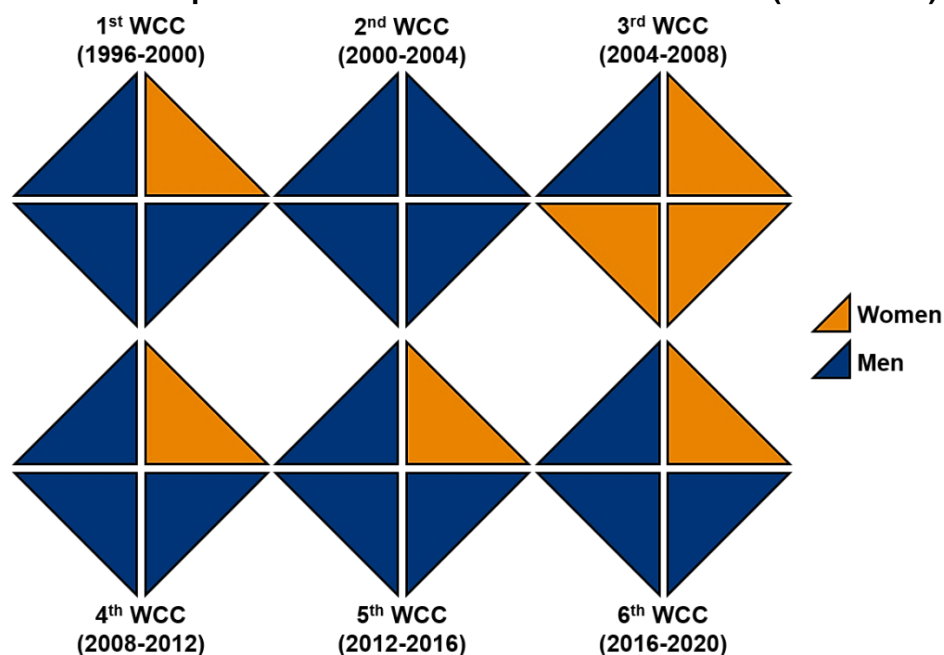


GA – General Assembly, WCC – World Conservation Congress. Figure 1 includes all members of the Council as identified in the document on the [membership of the IUCN Council since 1984](#), including other important positions that are not strictly part of the Council, such as the Director General, the Legal Adviser or the deputy chairs or vice-chairs of Commissions. Additionally, when substitutions took place during the period of the mandate, both people have been counted.

During the 20th General Assembly and 1st World Conservation Congress in 1996, the IUCN statutes and regulations were revised to include, among others, statute 46 (j), which mandates “to elect from among its members, up to four Vice Presidents, chosen with due regard to geographical distribution and gender balance.”⁸ However, except for the 2004–2008 term, the Council’s Vice Presidents tend to be composed of one woman and three men, as shown in Figure 2.

⁸ [IUCN Statutes and Regulations](#)

Figure 2: Gender composition of IUCN Council Vice Presidents (1996–2020)



WCC – World Conservation Congress

The number of women selected as vice presidents depends first on their selection as Regional Councillors, which varies across regions⁹. In order to strengthen women’s participation, a set of guiding recommendations were adopted prior to the last Congress, as recorded in the IUCN Council Handbook:¹⁰

§13 The Call for nominations for Regional Councillor candidates issued on 6 November 2015 asked IUCN Members, when making their nominations, to “bear in mind the need for gender balance within the Council, and also for a reasonable balance between candidates from the governmental and non-governmental sectors...”.

Similarly,

§15 When discussing a “Strategy for Gender Mainstreaming at the 2016 Congress” during its 87th Meeting (October 2015), the Council modified the Terms of Reference of Council’s Nominations Committee including in its methodology for assessing candidates for President, Treasurer and Commission Chairs: “gender balance including one of two candidates for President, balance among Commission Chair nominees and nominees for Treasurer, depending on nominations received and qualifications”.¹¹

The composition of the IUCN Council also determines the composition of the Bureau of the Council. Recommendations have been established in the Rules of Procedure of the Bureau of the IUCN Council to ensure gender balance, as indicated in the IUCN Council Handbook:¹²

The Vice-Presidents, the Chairs of the standing committees of the Council and the Regional Councillors members of the Bureau may be appointed by consensus decision of the Council on the proposal of the President following consultation with Council members. (Council decision C/88/7) In the absence of consensus, a vote may be taken or elections may be held. The Council shall ensure adequate geographical and gender distribution in the Bureau. (Council decision C/73/15.3.a)

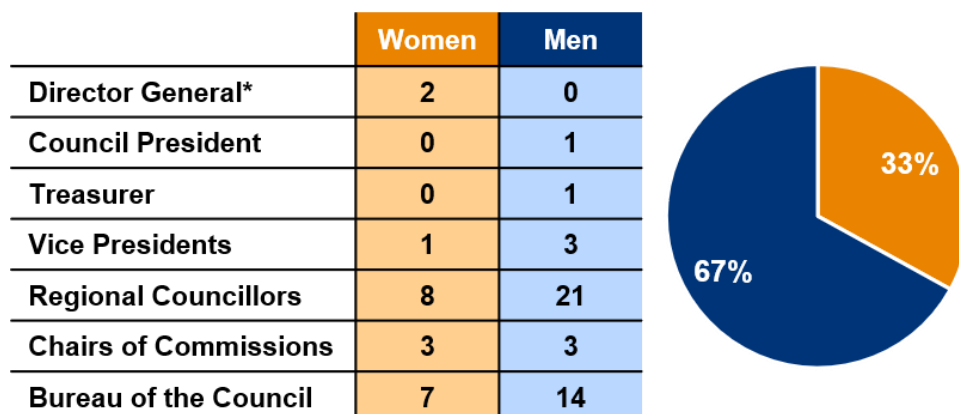
⁹ See Annex 3

¹⁰ [IUCN Council Handbook](#)

¹¹ For the ToR of the Nominations Committee: see [C/87/14 Annex 9](#) (October 2015).

¹² [IUCN Council Handbook](#)

Figure 3: Gender composition of the 2016–2020 IUCN Council



* Figure 3 includes Acting Director General, Dr Grethel Aguilar, who assumed office in June 2019.

As seen in Figure 3 above, women chair a third of the positions in the 2016–2020 Bureau of the Council, reflecting the percentage of women in the Council. Women’s participation in other subsidiary bodies of the Council, including committees and task forces, vary from limited participation (e.g. the Financial and Audit Committee and its Financial Planning Post-2020 Task Force) to gender balance (e.g. nominations committee) or high participation (e.g. Climate Change Task Force). Women occupy approximately one-third of the positions in these bodies, which are filled on a voluntary basis.

As mentioned in Council members’ responses to the survey, there are no formal mechanisms to encourage women’s participation and ensure gender parity in the different positions of the Council. The above-mentioned guidelines are only suggestions and there are no mechanisms to ensure adherence to them. Gender parity depends, *inter alia*, on the information accessible to, outreach with, and willingness of diverse proposed candidates to fulfil the roles as well as IUCN Members’ votes; it also is related to the engagement of the President and the Vice Presidents in their roles as the Council Nominating Committee, especially as the President is the one selecting the Vice Presidents and the chairs of the Standing Committees, as mentioned above.

In addition to the lack of formal mechanisms, Council member respondents have identified other challenges to achieve gender balance, such as the uneven number of elected Regional Councillors in some of the regions and the fact that leadership in environmental organisations is male-dominated and there are regularly more men than women running for Council member positions. In some regions, candidacy is open to all members, but in others, the regional and national committees are the ones proposing candidates, which can also determine who is proposed as a candidate.

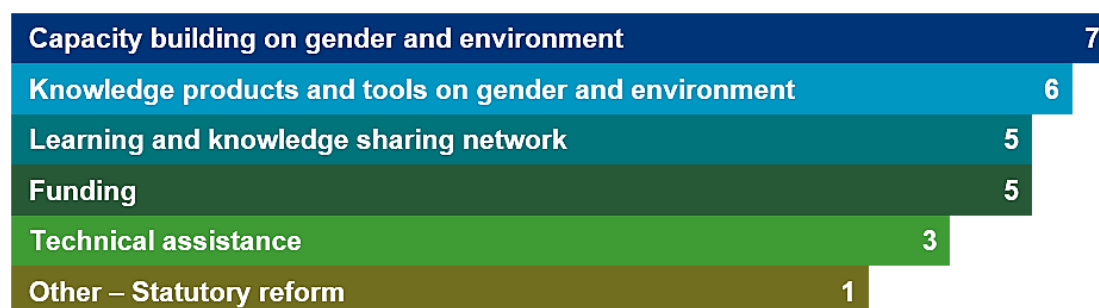
Council members’ suggested steps and actions to be considered to improve the equitable representation of women and men in the Council and its subsidiary bodies include: reform of the statutes, rules of procedure and other guiding documents so as to provide clearer and concrete recommendations on gender equality and women’s empowerment; establishment of gender quotas (e.g. 50%) for candidates and elected positions; better oversight of appointments made by Council; and the regular outreach to and encouragement of Member organisations and women candidates to run for the position(s). However, other respondents suggested avoiding quotas, except in cases such as the composition of the Bureau of the Council and the election of Vice Presidents.

Implementation of gender-responsive considerations and needs

Council respondents agree that gender equality and women’s empowerment is relevant and beneficial for their work at the Council. Some emphasised the need for the Council to be a reflection of its constituency and create opportunities for women to lead and recognise their work, while other members highlighted women Council members’ very active role in the Council and how women’s differentiated perspectives and approaches can strengthen IUCN’s action. Along those lines, all respondents affirmed knowing how to employ a gender-responsive approach in their work at the Council.

Yet support for mainstreaming gender in the Council may still be needed. Council respondents were asked to identify from a list what their needs were to mainstream gender in their work at the Council, in terms of learning, knowledge sharing, capacity building and resources. As Figure 4 below shows, the majority of Council respondents selected capacity building on gender and environment, followed by knowledge products and tools on gender and environment. In addition to the ones proposed in the survey, one respondent identified, as well, the need for a statutory reform.

Figure 4: Needs of IUCN Council to mainstream gender in its work



Since there are currently no formal mechanisms to promote and ensure accountability for gender mainstreaming across the Council’s work and its structure, it depends significantly on the priorities and commitments of the President and IUCN Council members. In order to strengthen work on an ongoing basis across election periods, some Council respondents advocate for normative changes (such as a statutory reform), the adoption of Council Standard Operating Procedures or the creation of a Standing Gender Committee. Other respondents suggested focusing on awareness raising of the importance of gender balance and encouraging women candidates to run for positions at the Council and to promote and create opportunities for leadership of women and sexual and gender minorities, while strengthening rules and procedures to ensure diversity and prevent discrimination and disrespect (e.g. by creating an ethics and complaints mechanism across IUCN).

IUCN COMMISSIONS

Commissions are an integral component of IUCN, supporting IUCN and its Members by providing innovative knowledge generation, technical expertise and policy advice for conservation and sustainable development.¹³ There are over 15,000 volunteer scientists and experts that comprise membership across six IUCN Commissions:¹⁴

- *Commission on Education and Communication (CEC)* – Driving change through leading communication, learning and knowledge
- *Commission on Ecosystem Management (CEM)* – Promoting ecosystem-based approaches for the management of landscapes and seascapes

¹³ IUCN Commissions <https://www.iucn.org/about/union/commissions>

¹⁴ IUCN Commission membership reaches 15,000 (2019) <https://www.iucn.org/news/secretariat/201908/iucn-commission-membership-reaches-15000>

- *Commission on Environmental, Economic and Social Policy (CEESP)* – Harmonising nature conservation and the critical social, cultural, environmental and economic justice concerns of human societies
- *Species Survival Commission (SSC)* – Influencing, encouraging and assisting societies to conserve biodiversity by building knowledge on the status and threats to species
- *World Commission on Environmental Law (WCEL)* – Advancing environmental law to strengthen the legal foundations of conservation of nature and sustainable development
- *World Commission on Protected Areas (WCPA)* – Developing knowledge-based policy, advice and guidance on the full suite of issues surrounding protected areas

For this report, the GTF selected 24 IUCN Commission members (14 women and 10 men) to assess gender mainstreaming in IUCN Commissions. Eight representatives (33%) replied (6 women and 2 men): two from CEC, two from CEM, one from CEESP and three from WCPA. The responses from these eight representatives is incorporated with assessment of materials based on a desk review to determine (1) how gender balance is taken into account in the composition of Commissions, and (2) how gender issues are taken into account in the work of Commissions.

Gender composition of IUCN Commission Chairs and Steering Committees

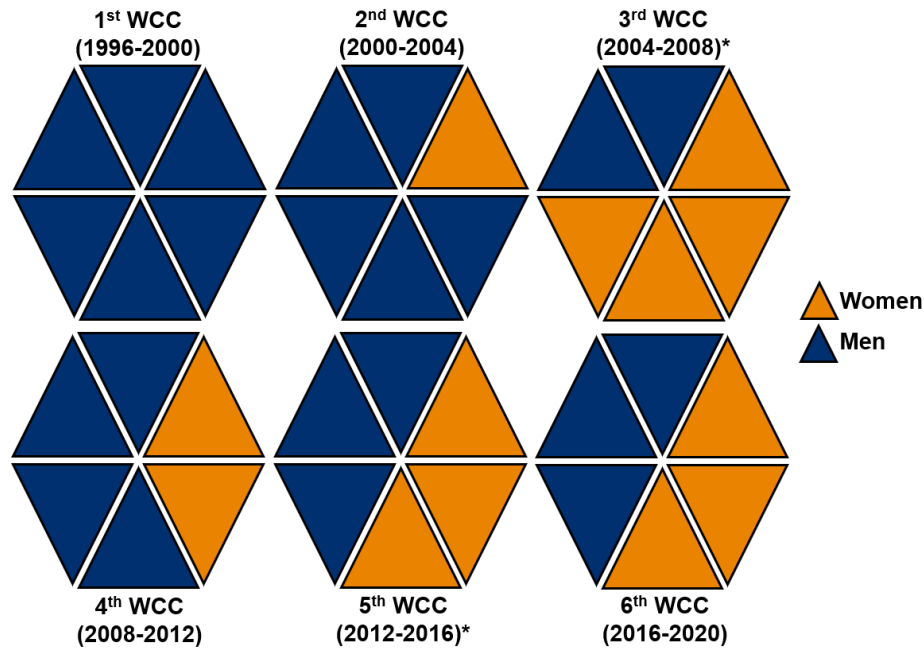
Each Commission is led by a Chairperson who provides strategic guidance to the Commission’s work. This person is elected at the World Conservation Congress and serves until the next Congress where nominations are opened and elections take place (before the first Congress in 1996, these nominations and elections occurred in the General Assembly).¹⁵ Commission Chair rosters available from the 12th IUCN General Assembly in 1975 in Kinshasa through to the 1st World Conservation Congress in 1996 in Montreal show that there were no women serving as Commission Chairs over this 21-year period.¹⁶ Then, at the 1996 World Conservation Congress, there were several milestones in advancing gender considerations and balance across IUCN: Congress elected IUCN’s first woman President, Yolanda Kakabadse, discussed gender equity as a cross-cutting priority in the IUCN Programme, and approved a revision to the IUCN Regulations, stipulating that Commission Steering Committee members “shall reflect consideration of technical qualification, of geographic representation, diversity of points of view, and gender equity.”¹⁷ This had a significant impact on the gender composition in leadership among the six IUCN Commissions, moving from no women Chairs to more inclusive and equitable leadership between women and men over the subsequent terms (see Figure 5).

¹⁵ World Conservation Congress 1996–2000 Proceedings: <https://portals.iucn.org/library/efiles/documents/WCC-1st-003.pdf>

¹⁶ IUCN: https://www.iucn.org/sites/dev/files/content/documents/c-hist_1948-2016.pdf

¹⁷ IUCN Statutes, including Rules of Procedure of the World Conservation Congress, and Regulations (Statutes last amended 27 September 2016, Rules of Procedure last amended 27 March 2019, and Regulations last amended 11 February 2020)

Figure 5: Gender composition of IUCN Commission Chairs (1996–2020)



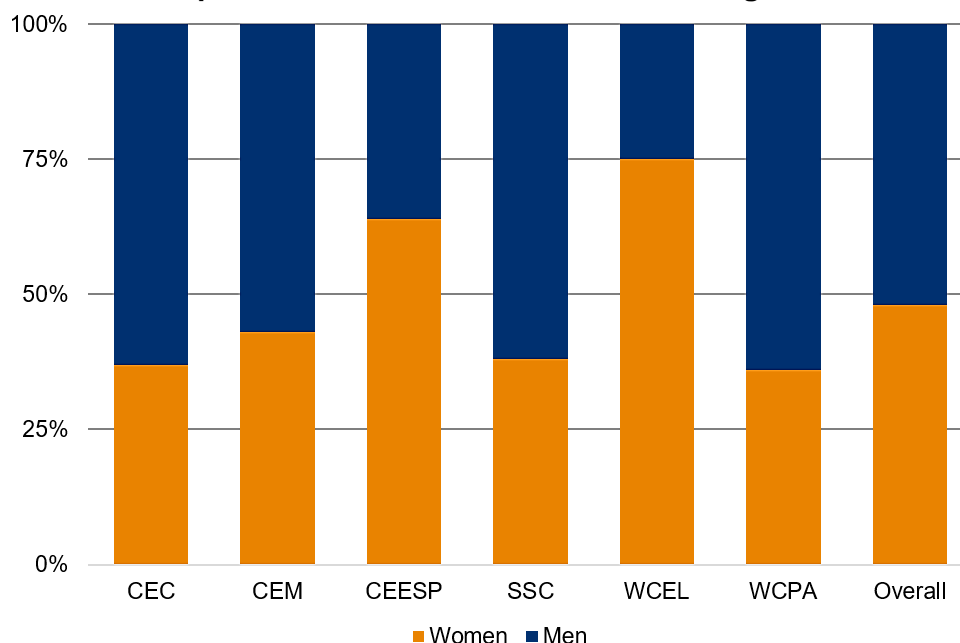
WCC – World Conservation Congress

*Indicates IUCN Programme periods where there was a substitution of a Commission Chair that affected gender composition. For instance, in 2004, the gender composition of Commission Chairs was 3 women and 3 men, but in 2006, Denise Hamú took over as Chair of the CEC, making the gender composition 2 men and 4 women.¹⁸

Commission Steering Committees assist in leading and providing direction in each Commission’s work. The GTF received some responses on the survey regarding gender composition of the Steering Committees, and for other Commissions, the GTF reviewed online Steering Committee pages to determine gender composition, but this information will have to be verified and updated based on Steering Committee members’ self-disclosure of gender (if they choose to disclose) and any updates that may not be reflected online. When assessing individual Commission Steering Committees, the gender composition varies quite a bit. However, when assessing the total number of Steering Committee members across all six Commissions, the membership is nearly gender balanced between women and men, with 52% men and 48% women out of 109 Steering Committee members (see Figure 6).

¹⁸ IUCN. https://www.iucn.org/sites/dev/files/content/documents/c-hist_1948-2016.pdf

Figure 6: Gender composition of IUCN Commissions' Steering Committees



According to most survey respondents, these ratios of men and women Steering Committee members have more or less stayed constant in recent years. For WCPA, a representative noted:

In my years of membership in WCPA a good deal of progress has been made in this area, especially when I think back to earlier meetings (over a decade ago) when gender balance was much poorer. Female leadership of the Commission has made a big difference in shifting the atmosphere. But more progress could, of course, be made in this area.

Survey respondents also noted some ways in which Commissions have tried to ensure a more gender-balanced composition in Steering Committees. Some mentioned that over the years there have been more women in meetings and that discussions have tended to be more open and somewhat less dominated by men, attributing this to an evolution of thinking toward assuming leadership roles. One survey respondent emphasised that it is important to foster an environment where all colleagues, including women, young professionals and indigenous people, feel comfortable and know that their voices will be heard and respected.

Gender composition of IUCN Commission members and specialist groups

Many Commissions specifically reaffirm commitment to ensuring that membership represents regional, ethnic, language, age, culture and gender diversity in the most recent 2017–2020 Mandates, with the exception of the 2017–2020 Mandates for WCEL and WCPA.¹⁹ In the case of CEESP, a representative emphasised that CEESP supports IUCN’s mission for gender equality and recognises women, gender equality, diversity and equity as core to its values, noting that the bylaws include this commitment to gender considerations in membership and leadership, as well as in the Commission’s themes:

CEESP will develop a diversified membership of disciplines, cultures, languages, geographical regions, age and gender, to encourage diverse perspectives and experiences in debating, analysing, and promoting the issues of concern to the Commission's vision and mission.²⁰

¹⁹ [IUCN Commission Mandates 2017–2020](#)

²⁰ [CEESP Bylaws \(approved 12 June 2019\)](#)

Survey respondents did not have the number of women and men involved in specialist groups, task forces and thematic groups available. While this information is collected when Members apply to Commissions, it is possible it may not be publicly available. It is significant to note that applications for Commission membership offer inclusive options for gender, allowing applicants to choose from female, male, gender non-conforming and 'prefer not to disclose,' which can serve as a best practice for efforts across IUCN to collect gender-disaggregated data and promote broader inclusion. Options could be woman, man, gender non-conforming (or non-binary), prefer not to disclose, and an option for individuals to specify their own gender to encompass intersex and/or transgender individuals and incorporate the vast gender diversity present in regions around the world.²¹

Several survey respondents mentioned the difficulty with mandating gender balance among membership for specialist groups, task forces and thematic groups, including because these are volunteer positions, some members are invited because of their position in an organisation which leaves the Commission no possibility to consider gender in that case, and the possibility that Steering Committee members may not know women in their regions that can take on leadership roles. Survey respondents offered ways to address potential gender imbalances, including making gender balance more explicit in the terms of reference for leadership positions, establishing a network of women in areas of work in the Commission to help facilitate inclusion in all regions, mentoring programmes to encourage both women and youth involvement, and gender sensitivity training for Steering Committee members. Importantly, a representative from WCPA noted the importance of considering gender-responsive efforts beyond gender-balance:

[Adopting] dynamic and interactive facilitation techniques for some sessions -- rather than just conventional moderation -- could ensure that more voices are heard. Because, of course, it is not just about numbers, it is about participation and voice when people are in the room together.

In addition to promoting gender balance in Commission membership, gender non-discrimination is also enshrined in the Code of Conduct for members of IUCN Commissions, which all Commission members are to read, understand and abide by in their work with each other and for the Commission:

[A]void and refuse to tolerate discriminatory practices that treat groups or individuals less favourably on the basis of culture, national or ethnic origin, gender, marital or other family status, sexual orientation, socio-economic status, age, disability, political alignment or religious belief.²²

Gender considerations in the work of IUCN Commissions

All the Commission survey respondents consider gender equality and women's empowerment relevant and beneficial to the work of Commissions. A representative from CEM also emphasised that it is important to take into consideration intersecting identities, such as ethnicity, race, class, sexual orientation and disability, when addressing differentiated challenges and access to opportunities toward empowerment. Based on responses to the survey from Commission representatives, the resources needed to strengthen gender considerations in the work of Commissions are knowledge products and tools on gender-responsive approaches and issues, technical support on developing and implementing gender-responsive approaches, capacity building and awareness raising sessions for Commission leadership, and establishing gender policies and gender task forces in Commissions.

There are several current examples of Commissions that can serve as best practices for contributing to gender equality and social inclusion results in the IUCN Programme through

²¹ See [UN Free and Equal definitions](#)

²² [Code of Conduct of the members of IUCN Commissions](#)

gender-responsive and socially inclusive research, knowledge generation and partnerships – working to identify gender gaps and inequalities, and then developing and implementing ways to address and overcome them. Some examples of how Commissions are integrating gender and social considerations in the work of the Commission include:

- CEESP has a Specialist Group on Gender created in 2016 in response to growing recognition and knowledge on gender within IUCN's Programme.²³ The Specialist Group on Gender supports CEESP's priority on gender equality in conservation made in its 2017–2020 Mandate.²⁴ For example, in 2018, the Specialist Group on Gender contributed and participated in a session on gender-responsive strategies in conservation during the Communities, Conservation and Livelihood Conference in Halifax, Canada, which was hosted by CEESP. Additionally, the Chair of CEESP and the Specialist Group developed a virtual dialogue on the impact of COVID-19 on gender and environment.
- The CEESP Specialist Group on Gender has a diverse membership of gender experts who are also available to support IUCN in gender-responsive approaches and gender mainstreaming. For example, this group has been engaged with the IUCN Global Programme on Governance and Rights (GPGR) on providing peer reviews and other expert inputs to publications.
- According to a survey respondent, gender is a theme of CEM and there is a gender focal point in place, helping to support gender considerations in the Commission's work.
- Another survey respondent from CEM mentioned that the Mountains Ecosystem Thematic Group is developing a case study compendium on gender-differentiated approaches to ecosystem management.
- In 2016, WCEL coordinated with key partners to hold the 1st World Congress on Environmental Law in Rio de Janeiro, with one outcome being the IUCN World Declaration on the Environmental Rule of Law.²⁵ The Declaration recognises the importance of education and empowerment of women and girls and indigenous knowledge and cultures in sustainable development, and includes principles for achieving environmental justice on right to nature and rights of nature, right to environment, intra- and inter-generational equity, gender equality, participation of minority and vulnerable groups, and indigenous rights over lands and territories.²⁶
- WCEL also has an Early Career Specialist Group that promotes inter-generational partnerships and engages youth entering careers as environmental lawyers, policy makers and scholars.²⁷
- WCPA develops guidelines as part of a series on best practices in protected areas, some of which include gender considerations. For instance, the guidance on Large-scale Marine Protected Areas (LSMPAs) includes several gender-related recommendations to conduct “a gender analysis specific to the LSMPA, with an understanding that gender includes women and men at different ages (children, youth, adult, elderly), classes (economic and social status), cultural backgrounds and ethnicities,” and “to think about how to integrate gender considerations into all aspects of management, from applied research, funding decisions, and establishing project objectives and methodologies, to data gathering, analysing results and evaluation.”²⁸
- WCPA also launched a Young Professionals Network in 2005 that helps engage young professionals (age 35 and younger) in the Commission, emphasises the importance of

²³ [CEESP Gender](#)

²⁴ [IUCN Commission Mandates 2017-2020](#)

²⁵ [IUCN World Declaration on the Environmental Rule of Law \(2016\)](#)

²⁶ [IUCN World Declaration on the Environmental Rule of Law \(2016\)](#)

²⁷ [WCEL Early Career Specialist Group](#)

²⁸ [Large-scale Marine Protected Areas: Guidelines for design and management \(2017\)](#)

intergenerational partnerships in the work of the Commission and IUCN, and fosters intra- and inter-generational knowledge exchange and collaboration.²⁹

IUCN NATIONAL AND REGIONAL COMMITTEES

National and Regional committees facilitate the coordination among IUCN Members, Members' coordination with other components of IUCN and Members' participation in the programme and governance of IUCN.³⁰ There are currently seven Regional Committees: Eastern and Southern Africa Regional Committee, West and Central Africa Regional Committee, Meso America Regional Committee, South America Regional Committee, Caribbean Regional Committee, South and East Asia Regional Committee and West Asia Regional Committee. The West Europe and East Europe, North and Central Asia regions, as well as the Oceania region, do not have formal Regional Committees, but IUCN Members are being organised through the European Working Group and the Oceania Regional Collaboration, respectively. IUCN Members also organise themselves in a total of 65 National Committees.³¹

The GTF selected 43 people (25 women and 18 men) geographically diverse from IUCN National and Regional Committees to respond to the survey. A total of 19 members (44%) responded (10 women and 9 men). The following subsections focus on (1) the participation of women and men in decision-making structures of IUCN National and Regional Committees and (2) in the incorporation of gender issues in the working agenda of these groups.

Gender balance and considerations in composition of the National and Regional Committees

The Operational Guide for IUCN National and Regional Committees, approved in 2020, establishes clear ethical and operational guidelines to ensure they adhere to IUCN vision, rules and procedures. As such, IUCN requires all IUCN National and Regional Committees to take all appropriate steps to ensure that:

[T]o the extent possible, the IUCN Members' individual representatives to the National and Regional Committees reflect a balance of gender, age and expertise in line with IUCN's diversity principles, in the interest of representing the diverse concerns of Members and of enabling the National and Regional Committees to benefit in the future from a continued succession of diverse experience and perspectives.

The composition of National and Regional Committees varies across countries and regions. For example, in Canada, while a respondent estimated that there is the same number of women and men in leadership positions, 80% of the positions of the National Committee board are actually occupied by women. In contrast, in the West and Central Africa Regional Committee, women only represent a 14% of the board members. As indicated by some respondents, the composition highly depends on the leadership in Member organisations and on who voluntarily comes forward to run as candidate for the Committee.

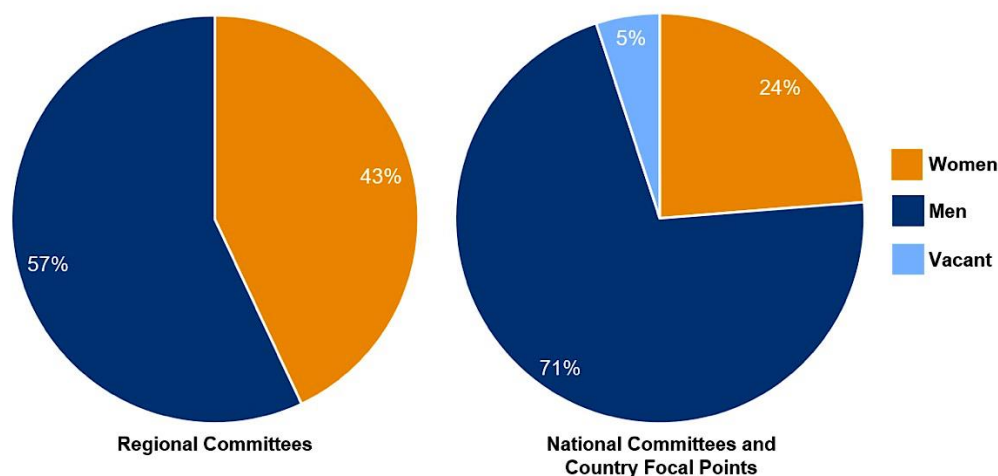
An analysis of Regional Committee Chairs, National Committee Chairs and Country Focal Points showed that about 25% of National Committee Chairs, or Country Focal Points for those that do not have a National Committee, are women. For Regional Committees, there is more of a gender balance with about 43% being chaired by women and 57% chaired by men (see Figure 7).

²⁹ [WCPA Young Professionals Network](#)

³⁰ [IUCN Statutes and Regulations](#)

³¹ [IUCN National and Regional Committees: A Global Directory](#)

Figure 7: Gender composition of IUCN Regional and National Committee Chairs and Country Focal Points



While there is no readily available data on the composition of the National and Regional Committee boards in the past years, member respondents have indicated that there has been an increase in the participation of women in these boards in most of the Committees. It is worth mentioning that in the National Committees of Guatemala and Dominican Republic women have always had a prominent role since their creation, and both have more women than men in their boards.

Changes in women’s participation in these Committees could be a reflection of broader societal changes, as no formal policies or mechanisms exist regarding gender equality and women’s empowerment in Committees. Informally, in a few Committees, gender equality is taken into consideration by the nominating Committee. Yet, in the majority of cases, informal practices to encourage gender equality also do not exist and it depends on leadership within Member organisations and their own institutional capacity in relation to gender, as few of them have gender policies in their organisations.

As there are no restrictions to women’s participation in National and Regional Committee boards, many survey respondents did not identify any obstacles for women’s participation in the different positions of the board. Others indicated that patriarchal systems and associated gender inequalities and discrimination limit women’s participation in decision-making and leadership roles. Since women’s participation in National and Regional Committees depends on their roles within Member organisations, advocating for gender equality and gender mainstreaming at this level is key, especially since the IUCN Council is composed of Regional Councillors selected by Regional Committees. Nonetheless, gender considerations can also be integrated into the Committees’ constituting documents. As indicated by a respondent from the IUCN Working Group on National Committee Development for Europe, North and Central Asia, gender considerations can be taken into consideration in the bylaws that will constitute the Interregional Committee that is being established in the region.

Gender mainstreaming in working agendas of National and Regional Committees

When asked about whether they consider gender equality and women’s empowerment relevant and/or beneficial to their work, all respondents, except for one, agreed that achieving gender equality is important for the environment sector. Some mentioned the importance of having a diversity of perspectives in Committees as the different knowledge that women and LGBTQI+ communities can bring to the table enriches discussions and results. Others made the case that often women are mainly responsible for managing natural resources and land and have gender-differentiated experiences and knowledge, but that they are often excluded from the benefits derived from environmental conservation and have limited rights to the land

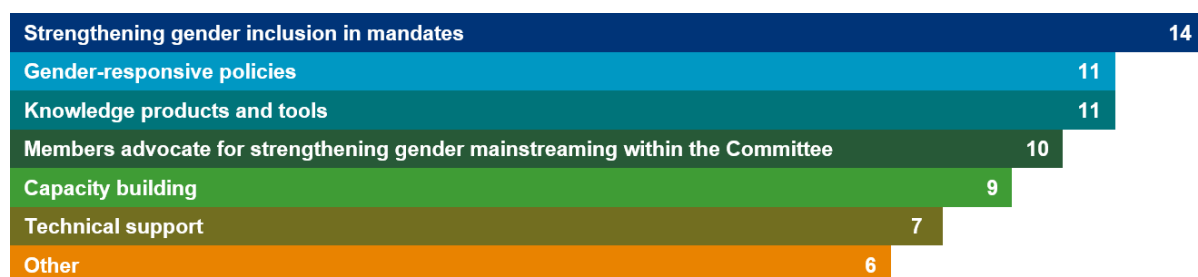
and resources, thus the importance of including them in decision making. As pointed out by a Member organisation respondent, even in countries where many top experts are female, the majority of senior environmental positions are held by men. Along those lines, one respondent advocated for the importance of engaging youth, as there is a growing number of young women working in the sector. This can facilitate intergenerational partnerships that can contribute to knowledge sharing and collaboration among different generations. Finally, as one respondent points out, there is a need to empower women at all levels, but also empower and engage men on the importance of gender equality.

Unfortunately, most of the National and Regional Committees do not include gender equality and gender mainstreaming within their agendas. In addition to references to equal rights to participate in the Committee, only two respondents mentioned having specific gender-focused activities: the National Committee of Guatemala and an organisational part of the National Committee for the United Kingdom, which sent a motion to the World Conservation Congress on population health, which includes women’s access to health advice and treatment. Another respondent mentioned that the Committee ensures gender balance in all speaking events. Additionally, the Canadian Committee for IUCN focuses its agenda on advancing the role of indigenous peoples and youth, which can help achieve gender equality.

Regarding needs to mainstream gender, respondents identified the main need as strengthening gender inclusion in mandates, followed by technical support and knowledge products and tools (see Figure 8 below). Given that Committees’ bylaws are developed by IUCN Member organisations of the region or country, having Members advocating for gender mainstreaming is key to making changes in norms and procedures. As one respondent further emphasised, there is a need to include gender equality in the constituting documents of the Committee. Additionally, another respondent was more specific and indicated the need to have gender mainstreaming instruments and policies, even in those cases where there is gender balance in the board:

We believe the national and the regional committees must develop and approve an explicit gender mainstreaming instrument. The DRNC considers that it does not have a gender problem, but agrees that it does not have explicit policies to mainstream gender.

Figure 8: Needs of IUCN Members to mainstream gender in Regional and National Committees



The IUCN Council can support this effort by also strengthening its mandates and providing support to IUCN Members and Committees. In addition to the needs pre-identified in the survey, a few Members also mentioned other needs, such as influencing Member organisations so they provide space for women in leadership roles, documenting good practices within National and Regional Committees for incoming Members and providing spaces for discussion to share experiences and good practices.

IUCN support in terms of knowledge generation, capacity building and learning

When asked about their knowledge of how IUCN is supporting knowledge generation, capacity building and learning on gender-responsive action, the majority of IUCN Member respondents

confessed to not being aware of it. Only a few were aware and highlighted the usefulness of IUCN documentation and manuals and mentioned projects through which they had received support, including two REDD+ projects in Uganda and Guatemala and the IUCN project Communities of the Paramos in Ecuador. For example, as part of the pro-poor approaches to the REDD programme, IUCN built or enhanced the capacity of ECOTRUST staff and Ugandan IUCN Members, and as a result, most of their projects with IUCN are now gender sensitive. Likewise, IUCN documentation was very useful in the development of the gender policy of IUCN Member Fundación Ambiente y Recursos Ambientales (FARN) (Environment and Natural Resources Foundation, in English), from Argentina, which also received support from gender experts to develop a protocol against sexual harassment in the workplace. It is worth noting that the question focuses only on gender-focused knowledge, tools and work of IUCN and that IUCN Members may be using other gender knowledge and tools, including their own. Additionally, the small sample of survey respondents does not allow for the extrapolation of responses. The IUCN GPGR is aware of many IUCN Members that are (or have been) actively integrating gender considerations into their work, in some cases with support from GPGR and/or other IUCN programmes, offices and Commissions.

Gender mainstreaming within IUCN Member organisations

Within the IUCN Member organisations responding to the survey, gender mainstreaming is still rare in many cases. Less than half of respondents identified concrete gender actions being taken in their country or region, either because they do not exist or because they are unaware of them. Based on survey responses, South America, Meso America and the Caribbean are the regions where gender mainstreaming within environmental organisations and their programming is stronger.

At the community level, an IUCN Member organisation from Mexico is empowering women to access and control the supply chain of a specific tree nut, while the Cuban IUCN Member Fundación Antonio Núñez Jiménez de la Naturaleza y el Hombre (FANJ) (Foundation Antonio Núñez Jiménez for Nature and Humans, in English) is empowering women and focusing on healthy masculinities to change gender discriminatory social norms in conservation. Additionally, in the Dominican Republic, IUCN Member Sur Futuro (South Future, in English) is implementing two different projects on women's empowerment and resilience building in the face of climate change with a gender perspective.

At the institutional level, IUCN Member Grupo Jaragua (Jaragua Group, in English) from the Dominican Republic has a gender and conservation policy and has participated in the creation of national gender equality plans. Meanwhile, in Guatemala, organisations such as Sotzil, FCA and Ak Tenamit have gender policies and work with indigenous women in conservation. Additionally, a respondent from Ecuador has identified many organisations in the country with experience in gender mainstreaming in their work and publications. Finally, at the international level, the Argentinian IUCN Member FARN participates in women's groups and decision-making spheres in Multilateral Environmental Agreements and Environmental Funds. The only example received from outside these regions was about the Ugandan IUCN Member ECOTRUST, which works with entire households, empowering men on the importance of including their wives, and in some cases children, into resource use decision making.

The majority of Member organisation respondents identified access to knowledge products and tools as the main need to mainstream gender in their organisation, followed with the same level of importance by gender-responsive organisational policies, capacity building and technical support (see Figure 9). A few respondents also identified other needs, including having gender volunteers and a gender network for sharing and building gender capacities together; and in the case of those that already have gender capacities, providing financial support so they can mainstream gender in projects instead of hiring gender consultants.

Figure 9: Needs of IUCN Members to mainstream gender in their organisations

Access to knowledge products and tools	14
Gender-responsive organizational policies	9
Capacity building	9
Technical support	9
Other	4

IUCN SECRETARIAT

The IUCN Secretariat has around 900 staff in more than 50 countries. The Secretariat has a decentralised structure with regional, outposted, country and project offices around the world, focusing on work around key themes and organised into 11 operational regions. The IUCN Secretariat plays an important role in the implementation of gender-responsive action within IUCN programmes and projects, guided by the 2018 IUCN Gender Equality and Women’s Empowerment Policy, which focuses on mainstreaming gender-responsiveness within the IUCN programme of work. The Policy specifically establishes the oversight responsibility of the Director General, sending a strong signal to all involved staff, partners and stakeholders to be proactive, gender-responsive, and rights-based in their programming.

In order to better understand the status of the implementation of the IUCN Gender Policy – and particularly the measures taken to respond to the Implementation Plan section of that policy – and in addition to know what measures have been put in place by the Human Resources unit to promote an inclusive working environment in IUCN, the GTF selected 40 Secretariat representatives (13 women and 27 men) to respond to specific surveys. Of these, 27 people (67%) replied (6 women and 21 men). From the 27 responses, 22 came from IUCN Global Directors, Regional Directors, Programme Directors and Regional Programme Coordinators; one from Human Resources; one from GPGR; and three from the Planning, Monitoring, Evaluation and Risk Management Unit.

The following sections present the results on how the IUCN Gender Policy has been implemented by the Secretariat in relation to the Implementation Plan measures focused on:

- *Programme and project planning and approval systems*, with a focus on how planning and approval systems ensure systematic screening for risks of gender-based discrimination and measures to address it;
- *Project design, implementation and monitoring and evaluation (M&E)*, with a focus on access to the capacities needed and resources allocated to ensure gender responsive program design, implementation and M&E;
- *Programme monitoring and evaluation systems*, with a focus on the systems and resources in place to monitor and evaluate the advance of gender equality in the IUCN Programme, and on how these systems promote wider learning and use of learning to inform progressively impactful gender responsive actions; and
- *Knowledge generation, capacity building and learning*, with a focus on how knowledge generation, capacity building and learning on gender-responsive action is supported in the IUCN Programme.

An additional section presents survey results on:

- *Human resources*, with a focus on the status of IUCN action to establish and implement policies to ensure a gender equitable work force and on capacities and best practices within the Human Resources Unit to promote and support gender policy implementation.

Programme and project planning and approval systems

The IUCN Planning, Monitoring, Evaluation and Risk Management Unit has developed the Project Appraisal and Approval system (PAAS), which is required for project concepts, proposals, contracts, review and closure, and it is the mandatory appraisal and approval process before a project concept or a project proposal may be submitted to a donor. They also developed the Project Guidelines and Standards (PGS), which is a roadmap and toolkit for selecting, identifying, planning, implementing, monitoring, evaluating and closing IUCN projects, whether IUCN is acting as an implementing or executing agency. To assess risk, the PAAS includes appraisals (technical peer review), risk assessments and approval, and there is the Environmental and Social Management System (ESMS) that has the tools available to do the risk assessment.³²

IUCN project ideas and proposals have to follow the PAAS, the PGS and the ESMS according to the requirements and project budget size. For this reason, the gender-related tools in those systems are used when the project ideas or proposal are elaborated. All gender-related tools are available on the PGS home webpages,³³ which also includes a presentation on gender mainstreaming to promote wider learning and use of gender tools.³⁴

Project Guidelines and Standards (PGS)

According to the Planning, Monitoring, Evaluation and Risk Management Unit staff, the PGS system gender mainstreaming is included in the guidance documentation. Some examples of the guiding documents are:

- Module #1 of PGS includes a Gender Annex.³⁵ It also mentions that “[p]rojects comply with Environmental and Social Safeguards in order to minimise negative environmental and social impacts; and Gender is mainstreamed into all field operations.”
- Module #2 Project Identification and conceptualisation includes information about the Project Gender Equality Strategy and Gender Marker;³⁶ the Stakeholder Analysis Template³⁷ requests gender disaggregation; and the Concept Template has a section at the beginning to register the scale of the gender marker.³⁸
- The PGS home page has a complete sub-module 3.8 about gender mainstreaming for all project phases and based on the gender policy of IUCN.³⁹ The latest version of the gender mainstreaming tool is going to be available in December 2020.

Environmental and Social Management System (ESMS)

The ESMS aims at ensuring that gender risks are avoided. The ESMS screening questionnaire contains specific questions to identify potential gender risks, also including gender-based violence risks. The IUCN Environmental and Social Management Plan (ESMP) template contains a section where the strategy for avoiding gender risks is specified. The ESMP gender section is used for monitoring environmental and social risks (including gender risks). For Global Environment Facility (GEF) and Green Climate Fund (GCF) projects, the ESMS Coordinator is involved in ensuring these monitoring tools are applied, and for other projects, it is the responsibility of the project manager to ensure the application of the screening questionnaire. The ESMS requires that all risks (including gender) that have been identified are addressed through measures. Through table 2 or 3 of the ESMP template, progress in implementing the mitigation strategy of all identified risks is monitored.⁴⁰

³² [IUCN ESMS.](#)

³³ [Gender-related tools.](#)

³⁴ [Presentation on gender mainstreaming.](#)

³⁵ [Module #1 PGS Gender Annex.](#)

³⁶ [Gender equality strategy and gender marker.](#)

³⁷ [Stakeholder analysis template.](#)

³⁸ [Concept template.](#)

³⁹ [Sub-module 3.8 on gender mainstreaming in all project phases.](#)

⁴⁰ [IUCN ESMP Template.](#)

The ESMS screening questionnaire is updated when gaps with the old version are identified or in order to integrate new risk issues. A new ESMS Guidance Note is in development that includes instructions and suggestions for measures to prevent or mitigate gender risks and risks of gender-based violence. The ESMS also has an IUCN Standard on Indigenous Peoples, which establishes risk assessment and management requirements for IUCN projects to avoid negative impacts on indigenous peoples.⁴¹

How systems are being used by programmes and projects

All 22 IUCN Global Directors, Regional Directors, Programme Directors and Regional Programme Coordinators who responded to the survey are aware of the existence of the IUCN Gender Policy. The majority of respondents expressed awareness of the relevance of gender equality and women's empowerment for the strategic planning and design of programmes, project development and implementation, standards, generation of knowledge products, and staff recruitment. Ninety-three per cent noted that they include gender (to some extent) in strategic planning or programming, while a smaller number indicated that gender is not included. Some responses noted the importance of promoting gender equality and women's empowerment as matters of ethics and human rights, where there is a need to combat and reverse historic discrimination, and from a perspective of agency, as conservation is more effective with empowered people. Thus, gender mainstreaming is essential for achieving IUCN's mission, including toward justice and equity. A few respondents highlighted the importance of social inclusion beyond gender and the need to address root causes of inequalities. Finally, respondents also indicated gender equality requirements by donors, such as GCF, GEF and the Swedish International Development cooperation Association (SIDA), as an important point to mainstream gender.

Gender awareness, support for the IUCN gender policy and commitment to gender mainstreaming is relatively high among the Secretariat respondents. However, turning the gender policy into sustained, consistent and coherent practice is where respondents highlighted they fall short. Institutionally, there are some processes for gender that are gaining traction in concept and project reviews, including the PAAS and PGS, which ensure gender mainstreaming in the project cycle, and ESMS, which ensures the systematic screening for risks of gender-based discrimination. However, respondents noted the organisation will need to institutionalise more actions, practices and resources to achieve what the policy sets out.

Regarding measures to address risks and proactively promote gender equality and women's empowerment in projects, it was found that the application of a gender analysis is a measure used by 82% of respondents in project design. Respondents noted that in the case of GEF and GCF the gender analysis information and recommendations support the development of the gender action plan, as mandated by those donors. About 77% of the survey respondents do a gender risk assessment in the project. Conversely, only about 25% of the respondents include gender-based violence considerations in risk assessments.

In the case of the ESMS the major obstacle has been the lack of time for ensuring good project design. While a number of IUCN staff are very experienced in gender, there is still a certain lack of skills or experience in gender mainstreaming in the following areas: gender analysis (in particular how to collect meaningful data to strengthen project design), gender-responsive project design (effectively integrating gender mainstreaming actions into project design/activities), and monitoring (how to develop good indicators and targets).

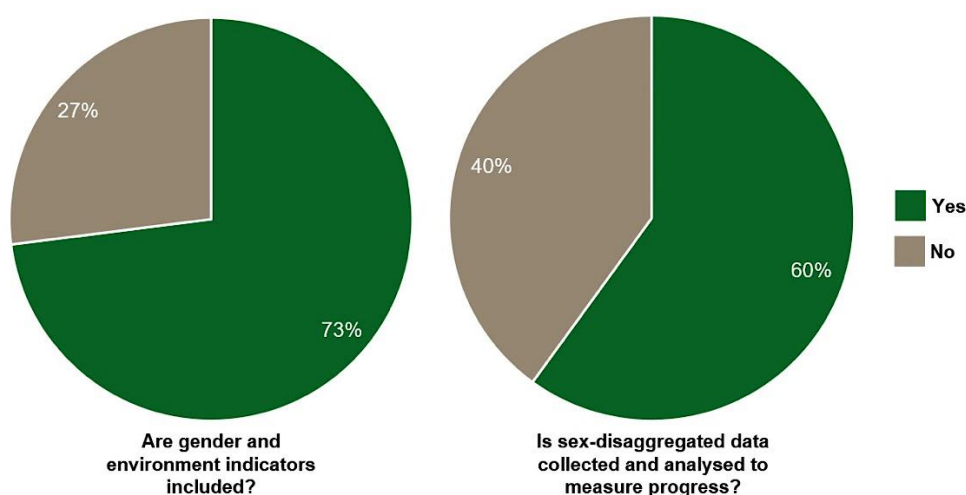
Gender-responsive project design, implementation and M&E

The Secretariat has received training about PGS, PAAS and ESMS, which includes the information in these processes about gender mainstreaming and risk analysis in the design of projects and programmes. Eighty-two per cent of respondents confirmed using gender

⁴¹ [ESMS IUCN Standard on Indigenous Peoples.](#)

analysis in the design of their projects, yet there is currently no system monitoring the quality of these analyses. GPGR informal knowledge on the quality indicates that IUCN staff still need more capacity building on this topic. Other measures which show the capacities of staff to strengthen gender mainstreaming in projects and also proactively promote gender equality and women’s empowerment are the inclusion of gender issues in a project’s theory of change, which is done by 82% of the respondents. For M&E, about 73% of survey respondents note that they identify gender indicators, and 60% of respondents collect and use sex-disaggregated data in the implementation of the project and programmes (see Figure 10). Also, in relation to M&E systems, respondents said they could be improved to better monitor changes in gender gaps. These responses indicate that capacities in relation to these topics need to be improved.

Figure 10: Programme Directors and Regional Programme Coordinators using gender indicators and collecting and using sex-disaggregated data in the Programme and projects



According to the most recent external review, the IUCN 2018 annual report shows the IUCN Council’s enhanced attention “towards a gender-responsive portfolio of projects,” and it highlights an important case description on mainstreaming gender in the BRIDGE river basin management programme (Impact award winner, Gender category). The review of literature reveals that consideration of gender and indigenous people aspects in project implementation is rather mixed from one project to another. It is generally rather strong in ORMACC projects, where several success stories illustrate both indigenous peoples’ inclusion and gender responsiveness. It appears more mixed in global and ESARO projects.

An option highlighted by respondents to increase gender capacities of programmes is to strengthen collaboration with the IUCN GPGR gender team, which can provide technical support. About 77% of the respondents have developed some degree of collaboration with IUCN GPGR. Another action suggested by respondents for increasing gender capacities is having a diverse working team and hiring staff with appropriate capacities and expertise in social inclusion.

Survey respondents were also asked to mention the main obstacles for implementing the IUCN Gender Policy in their programmes and projects. For Global and Regional Directors, lack of/limited access to capacity building and technical assistance are the main obstacles. For Programme Directors and Regional Programme Coordinators, lack of gender-responsive budgeting and limited access to tools, methodologies, sex-disaggregated data, indicators and gender experts are the major obstacles. This information is relevant for understanding what

aspects are necessary to increase capacities of the Secretariat with the objective of ensuring better gender-responsive programme design, implementation and M&E.

It was found that 64% of the Secretariat respondents said they often and frequently allocate budget for the implementation of gender-related action in the project design, implementation and M&E; 27% responded that they rarely allocate budget for gender actions; and 9% did not respond. Respondents also reported the need to work in the programme business model to ensure sufficient resources are allocated from projects to improve gender-responsive actions. It was also reported that a good number of donors focus predominantly on conservation outcomes, which contributes to less funding being allocated to social aspects.

Secretariat respondents identified practices and actions to strengthen gender mainstreaming beyond the measures in place for the development and implementation of projects. However, these actions have not been systematically implemented within IUCN global and regional programmes. Some examples of actions implemented are the elaboration of a gender action plan, such as in the case of the Oceania Regional Office (ORO), which identifies areas for implementation of gender-related activities and capacity building.

Other relevant actions are to have a staffing plan for the region to ensure more inclusive team compositions, identify a gender focal point for the programme, develop a gender strategy for a programme, and develop strategic alliances with gender-focused organisations working in the regions. For example, the Asia Regional Office (ARO) has appointed a regional focal point who advises on gender mainstreaming in IUCN Asia projects for the last 15+ years. Another example, the Mangroves for the Future (MFF) Programme is probably the first in IUCN that actually had a gender mainstreaming strategy developed for 12 countries as part of implementation. This led to the development of gender research tools, capacity building guidance, and an active network of gender and development practitioners across Asia. The office also has cultivated a very close working relationship with the gender task force of CEESP and with regional organisations, such as UN Women, UN Economic and Social Commission for Asia and the Pacific (UNESCAP), UN Food and Agriculture Organization (FAO), Women Organizing for Change in Agriculture and Natural Resource Management (WOCAN), Stockholm Environment Institute (SEI) and gender focal points of major international donors.

Regarding global programmes, the Water Programme worked hard to mainstream gender in the development of the GR_EACT tool and other publications on gender. The Programme expressed that they would do more if they had the resources and the time. In the case of the Global Policy Unit, they have developed a close relationship with the GPGR gender team which provides support both through submissions and key messages to UN Climate (UNFCCC) and on-site engagement and collaboration in the various UN COPs. A few global programmes like the Forest Programme, or regional programmes, like ORMACC or ESARO, have developed internal agreements with the GPGR gender team to provide backstopping in the implementation of projects.

Secretariat respondents also describe practices for including gender considerations, including taking into account the composition of IUCN delegations and organisation of (and participation in) various events and sessions (e.g. no all-male panels are permitted). It was also noted the importance of considering and taking into account women's knowledge more systematically in the IUCN Programme, and when working with indigenous peoples, the need to differentiate between men and women, as well as cultural issues.

Programme monitoring and evaluation systems

The recently developed Programme and Project Portal for IUCN is a searchable project database and project management information system. It generates reports for project managers, programme managers, senior management and donors based on IUCN's project

portfolio, which can provide insight into gender considerations in projects across IUCN. For example:

- The Portal will help to track the gender marker, which is referred to in PGS Module 2. IUCN's Gender Marker is a new element developed by the Planning, Monitoring, Evaluation and Risk Management Unit to track how well gender has been integrated into IUCN's project portfolio, revealing impact at a global scale. It is an accountability and learning tool that helps project teams improve gender-responsive action and investment, allowing for monitoring and analysis of trends by region, theme and programme and it will improve IUCN's ability to report on gender equality commitments. The interface in the Portal to integrate and track the gender marker is being developed in 2020.
- In the case of monitoring of gender-related indicators, under the current 2017–2020 IUCN Programme, only target 26 includes women, and there is some data at the project level available in the Portal.⁴² It must be noted that the targets and indicators for the 2021–2024 Programme are now being developed and the GPGR gender team should be involved in this process.
- One way to help monitor and communicate gender-related project outcomes is through the PANORAMA solutions website,⁴³ to which IUCN projects contribute through the Portal when closing a project. The PANORAMA solutions website highlights gender-responsive approaches in projects through a tagging system, which can help ensure that project managers communicate gender outcomes and/or challenges.

The Planning, Monitoring, Evaluation and Risk Management Unit notes that it does not monitor the guidelines, tools or templates, which it considers are 'owned' by GPGR, and therefore has the expectation that any tools will be maintained and updated by the Programme. Additionally, in the future, a section on gender mainstreaming will be added to the Project Portal, and it will be under the ownership of the GPGR in terms of requirements, training and tracking.

Gender knowledge generation and capacity building

The GPGR gender team, as well as different units and teams of the Secretariat, contribute to thought leadership, knowledge generation, capacity building and increased awareness across IUCN on gender mainstreaming. Many of the knowledge products are applied to inform and advance gender-responsive programming. Examples include the following, and it is likely that more could and should be gathered.

- Related to gender and fisheries, through the development of the IUCN-USAID publication *Advancing Gender in the Environment: Gender in Fisheries - A Sea of Opportunities*, it has been possible to raise awareness, engage colleagues and also use it as training material for various projects, for example those led by IUCN in Central America and in Mozambique.⁴⁴
- Various series of webinars⁴⁵ and a MOOC on gender-environment issues⁴⁶ have been developed and implemented and are available online for everyone in IUCN (and externally) to access.
- New knowledge is developed and applied via internal agreements. For example, the collaborative work by an internal agreement between GPGR and the Global Forest Programme has allowed for generation of new knowledge on Gender and Forest Landscape Restoration.⁴⁷
- The IUCN gender team's development of the Climate Change Gender Action Plans (ccGAPs) methodology and gender analyses are regularly used and applied across

⁴² See: <https://confluence.iucn.org/display/KMD/I.26.2>

⁴³ PANORAMA Solutions: <https://panorama.solutions/en/explorer?theme%5B0%5D=499>

⁴⁴ *Advancing Gender in the Environment: Gender and Fisheries- A sea of opportunities.*

⁴⁵ See webinars here: <https://genderandenvironment.org/?s=webinar>

⁴⁶ Gender and Environment MOOC: <https://unccelearn.org/course/view.php?id=39&page=overview>

⁴⁷ Gender-responsive restoration guidelines: <https://portals.iucn.org/library/sites/library/files/documents/2017-009.pdf>

countries and informed the GCF Readiness-phase supported gender project in Pakistan. The IUCN GPGR gender team also uses some of the background information from across many projects to advise and make recommendations for other IUCN projects (e.g. for GCF projects).⁴⁸

- IUCN's 2020 publication on gender-based violence and environment linkages was widely shared across the Union and triggered a number of specific follow-up requests for information and support.⁴⁹ For example, as requested by several staff and IUCN Members, the team produced a guidance note on gender-based violence and environment linkages in the context of COVID-19.⁵⁰ Additionally, gender-based violence components are also being integrated into other projects, including in a coastal resilience and climate change project in Mozambique and in a USAID fisheries project in Indonesia. Knowledge is regularly shared with Members as well (e.g. Conservation International and WWF safeguard units).
- Environment and Gender Information (EGI) data and analyses are used in multiple project proposals.⁵¹
- The Natural Resources Governance Framework (NRGF) is an IUCN initiative created for the purpose of providing a robust, inclusive and credible approach to assessing and strengthening natural resource governance, at multiple levels and in diverse contexts. Its overarching goal is to set standards and guidance for decision makers at all levels to make better and more just decisions on the use of natural resources and the distribution of nature's benefits, following good governance principles, such that improved gender-responsive governance will enhance the contributions of ecosystems and biodiversity to equity and sustainability.⁵²

The External Review of the IUCN Programme 2017–2020 found in the 2018 annual progress report that Target 5 on IUCN knowledge, including gender-specific knowledge, was to be fully achieved by 2018. The achievement was measured in the number of downloads of documentation on the value and conservation of nature and the number of scientific papers published by IUCN. However, there is no reference to a qualitative assessment of how gender-specific knowledge was provided, nor which effect it may have had on those being communicated to with the purpose of influencing key global, regional and local decisions and actions.

To support effective knowledge generation, sharing and capacity building, the respondents to this questionnaire noted that further investments in learning and information exchange will be required to develop structures and enable environments to improve gender capacities across the Union. This includes, for example, monitoring, evaluation and learning staff to support development of gender indicators and expertise in gender-responsive processes. Specific guidance for gender-responsive budgeting is also important.

Human Resources unit

Gender institutionalisation requires a cultural organisation change and the human resources unit is an important actor. The GTF focused on finding what measures are in place by the Human Resources unit to promote an inclusive working environment and actions to monitor and ensure compliance with policies that contribute to a gender-inclusive enabling working environment. The Human Resources unit has advanced in developing a system to guarantee gender equality within IUCN. The system is based on the establishment of policies and procedures. The list of IUCN policies and measures that include gender considerations is

⁴⁸ [Climate Change Gender Action Plans \(ccGAPs\)](#)

⁴⁹ [Gender-based Violence and Environment Linkages: The Violence of Inequality.](#)

⁵⁰ [Gender-based violence and environment linkages: COVID-19](#)

⁵¹ [IUCN EGI Platform](#)

⁵² [IUCN NRGF](#)

available for staff consultation.⁵³ All the procedures and policies available are implemented by the department. Some examples of policies and procedures are described below.

- *Talent Acquisition:* The Talent Acquisition Policy requires that all our efforts must be made to attain gender balance and workforce diversity within the Secretariat. Thus, hiring managers should be mindful of existing gender or ethnic disparity within their respective hiring units. If insufficient qualified female candidates apply to a unit that has gender imbalance in these tracks, an extra effort must be made to identify and attract equally qualified female candidates before the shortlist is cleared. In addition, hiring managers must evaluate candidates keeping in view geographical diversity within respective country and regional offices, as well as in Headquarters.⁵⁴
- *Policies:* There are policies in place with the objective of enabling an inclusive and safe working environment. IUCN seeks to have a workforce whose diversity reflects the richness of its Members, partners, constituents and beneficiaries. In line with Section 7 of the IUCN Staff Rules, it encompasses – but is not limited to – age, gender, ethnicity, nationality, sexual orientation, religion or belief, political opinion or social background. Such diversity shall be visible in the way the Secretariat hires, promotes and supports the professional development of its staff. Some examples of policies are the Code of Conduct and Professional Ethics for the Secretariat;⁵⁵ IUCN Staff Rules;⁵⁶ and the Protection from Sexual Exploitation, Sexual Abuse, and Sexual Harassment Policy.⁵⁷
- *Compensation and benefits:* IUCN conducted a pay gap analysis in 2019 and it was found that there is no pay gap attributed to gender. Detailed information about the analysis and results are in the document IUCN Pay Gap Report.⁵⁸
- *Employee Relations:* A staff member wishing to seek redress for a grievance related to his/her employment shall, in the first instance, report the grievance to the respective line manager and/or the Head of Duty Station concerned, who shall undertake the necessary steps to resolve the issue, if necessary with the help and assistance of the Human Resources Management Group. If the staff members feels, for whatever reason, that the grievance cannot be dealt with or easily resolved through either of these channels, he/she shall have the option to bring the grievance to the attention of the Ombudsman Team.⁵⁹

The Human Resources unit is currently finalising the draft of a Global Policy around Flexible Work Arrangements to have a consistent approach across the institution which also takes into account local legal requirements. Employees with children (both women and men) or other interested employees have the possibility to apply for part-time work (50/60/80%), pending manager approval.

The Human Resources unit ensures that staff are aware of and comply with organisational gender policies by having training compliance requirements for all staff. Some are at the start of employment and others are annually, including through an annual quiz to refresh staff knowledge of the Protection from Sexual Exploitation, Sexual Abuse, and Sexual Harassment Policy. In addition, the department's regular review of the gender pay gap and the Human Resources unit analytics in gender diversity ensure that gender-responsive action is maintained. IUCN also ensures that its policies and guidelines are reviewed by the IUCN Legal Adviser and a solicitor to ensure that the organisation follows all the legal requirements, and are updated if and when necessary. IUCN is part of a Human Resource network (45

⁵³ [IUCN Policies and measures to ensure a gender equitable and inclusive workforce.](#)

⁵⁴ [IUCN Talent Acquisition Policy \(2018\)](#)

⁵⁵ https://portals.iucn.org/union/sites/union/files/doc/code_of_conduct_and_professional_ethics_final_en_april_2013.pdf

⁵⁶ https://hrms.iucn.org/iresy/index.cfm?event=document.download&document_id=20834

⁵⁷ https://portals.iucn.org/union/sites/union/files/doc/policy_on_protection_from_sexual_exploitation_abuse_and_harassment_-_2019.pdf

⁵⁸ https://hrms.iucn.org/iresy/index.cfm?event=document.download&document_id=20873

⁵⁹ https://hrms.iucn.org/iresy/index.cfm?event=document.download&document_id=20868

organisations: IOs, INGOs, private foundations in Switzerland) with which it exchanges and shares best practices on a regular basis. The department records and investigates breaches to our policies and where necessary makes the necessary changes/adjustments.

RECOMMENDATIONS

Based on the information from the survey and relevant IUCN documentation, the GTF recommends the following for the IUCN Council, Commissions, membership structures and Secretariat. There may be some overlap and similarities between recommendations for each unit; however, the GTF keeps these recommendations separate in order to respond to the findings from and for each Unit.

IUCN COUNCIL

- **Setting up a whole-system structure for gender mainstreaming through an IUCN Standing Gender Strategy and Action Plan.** In order to mainstream gender with the Council, the Secretariat, the Commissions and the National and Regional Committees, the necessary structures need to be in place. The creation of a Council Gender Task Force and the commissioning of this report are important steps, and the IUCN Council should consider having a permanent Gender Task Force or a similar working group or committee, such as a Standing Gender Committee, as suggested by one respondent. This body should be responsible for developing Terms of Reference (ToRs) for the positions in this body and for creating, implementing and monitoring an IUCN Gender Strategy that applies to all bodies (or updating the existing one) and an updated Course for Action on Gender, or Gender Action Plan. Having these types of structures is fundamental for addressing the remainder of the recommendations, including the ability to allocate resources effectively, which was noted by several survey respondents regarding the need for gender-responsive budgeting. The recommendations made throughout the following subsections of this report could also comprise core parts of the Gender Strategy and Action Plan, with a participatory process for peer review and input that contributes and vets additional contributions, garnering Union-wide ownership.
- **Revision of IUCN Statutes and Regulations, Council Handbook and other guiding documentation.** In order to ensure gender equality within the IUCN Council, existing procedures and guidance need to be strengthened. Integrating explicit recommendations for gender balance and social inclusion in all Council positions can contribute to achieving this goal. Additionally, given that some respondents have indicated that there is limited accountability, the IUCN Council should consider making these recommendations or suggestions a requirement and consider strengthening oversight of appointments and establishing an accountability mechanism. As two respondents suggested, the establishment of gender quotas is a form of affirmative action to consider, as it has proved to contribute to reducing gender-based barriers in leadership.
- **Revision of the number of Regional Councillors, or commitment to a rotating majority.** In some regions, there is an odd number of elected Regional Councillors, which makes it impossible to have gender 'balance' at the regional level. The IUCN Council could consider amending the number of elected Regional Councillors to facilitate an equal representation at the Council or commit to monitoring majority representation and ensuring majority rotation. For example, if during one 4-year term there are two men and one woman, in the next term there should be two women and one man. If the number increases, this can also contribute to having a more diverse Council.
- **Raising awareness and building capacities of IUCN Member organisations.** The results of the survey show that Council members could benefit from increased understanding of the root causes of gender inequality and how to mainstream gender. Given that candidates for Council positions are presented on a voluntary basis, often being the heads of IUCN Member organisations, women's (and other

underrepresented people's) participation, engagement and leadership should be particularly encouraged. The IUCN Council should consider facilitating mechanisms and processes to raise awareness on gender and social inclusion and build the capacities of its Members for a more diverse representation at the Council and to effectively mainstream gender within the structures and work of all IUCN bodies. The World Conservation Congress, for example, can provide spaces for this.

IUCN COMMISSIONS

- **Emphasise commitments to non-discrimination, inclusivity and gender-responsive approaches in IUCN Commissions.** From reviews of the 2017–2020 Mandates for IUCN Commissions and several ToRs for Commission leadership positions, there is not a standardised way in which Commissions mention non-discrimination commitments in membership and leadership, and in some instances, these commitments are not explicitly stated. It should be standard practice to include non-discrimination commitments from the IUCN Code of Conduct for Commission Members in Mandates, ToRs for Commission leadership positions and on the landing page for individuals applying for Commission membership. The Mandates of IUCN Commissions also offer an opportunity to integrate gender-responsive and socially inclusive approaches in the work of Commissions beyond that of non-discrimination based on gender and age in Commission membership. Commissions can include a strategic priority on how the Commission will commit to integrating gender considerations, gender-responsive approaches, and intergenerational partnerships in the work of the Commission. Including strategic priorities such as this will set a standard to build capacity within the Commission and advance the work of the Commission toward supporting IUCN's mission on gender equality and women's empowerment.
- **Strengthen communication between IUCN Commissions and IUCN Secretariat gender experts and young professionals.** Several of the Commission representatives that responded to the survey mentioned the need for technical support on gender-responsive approaches to help integrate gender considerations in the work of the Commission. This can include:
 - designating gender focal points for each Commission that can have a strengthened and clearer role and link with IUCN GPGR and other gender experts in the IUCN Secretariat;
 - linking these gender focal points in communications and any opportunities for the GPGR-facilitated gender focal points in the IUCN Secretariat, which would allow for more efficient information flow, mutual learning and enhanced communication between the IUCN Secretariat and Commissions;
 - identifying regional networks of IUCN Members with expertise on gender and social inclusion and IUCN gender focal points. One barrier mentioned by survey respondents was that Commission Steering Committee members may not know of women in the regions to help with gender balance in Commission specialist groups or may not know of gender specialists in the regions to help with gender integration into the work of the Commissions. Commission gender focal points can use the IUCN Member Portal and consult with IUCN GPGR to identify members in the regions with gender and social inclusion expertise that Commissions can work with to identify potential members or in integrating gender into their work;
 - coordinating with young professionals' networks in other Commissions and establishing similar Specialist Groups to enhance youth engagement and intergenerational partnerships in the work of the Commission, including in the work of gender specialists and gender focal points.
- **Facilitate capacity building and awareness raising sessions on gender and social inclusion in conservation for Steering Committees.** Many survey respondents identified the need for capacity building and awareness raising of Steering

Committee members to enhance gender balance in Commissions. However, while gender balance in leadership is one way to help progress toward gender-responsive conservation outcomes, leadership must also understand how gender inequalities, discrimination and barriers affect the work of the Commission, and how they can address and overcome these issues for more effective outcomes, including by fostering gender-responsive approaches, intergenerational partnerships and youth engagement. Steering Committees meet at least once a year, and this is an opportunity to dedicate one day to a capacity building session facilitated by IUCN GPGR, the CEESP Specialist Group on Gender, or another gender specialist in the same field as the Commission. This session can happen at the beginning of the IUCN Programme, with subsequent years dedicated to refresher discussions on issues and presentations from Steering Committee members on gender results, best practices, lessons learned and challenges.

- To support the above recommendations, funding support from core budgets and/or dedicated fundraising is necessary.

IUCN NATIONAL AND REGIONAL COMMITTEES

- **Revising Committees' constitutional documents and bylaws.** Given that there are no mechanisms requiring gender equality in the structures of National and Regional Committees, at least in the ones mentioned in the survey, Chairs and Committee members should consider integrating gender and social inclusion considerations within their mandates, rules of procedure and any other guiding documentation, as indicated by the majority of survey respondents. A more diverse Committee board brings along different experiences and can contribute to better conservation results. The IUCN Council can support this recommendation by revising IUCN Statutes and Regulations and other mandates regarding National and Regional Committees and provide guidance, as needed.
- **Mainstreaming gender in the National and Regional Committee agendas.** Gender equality and mainstreaming is not only fair, but it also contributes to better conservation outcomes and can provide an opportunity for new sources of funding, contributing as well to the IUCN One Programme vision. In order to mainstream gender into National and Regional agendas, it is recommended that Committees develop a gender strategy and create the necessary structures to implement it, for example by creating a task force or working group. The IUCN Council should encourage and support these efforts, as it ultimately contributes to gender mainstreaming within the Council and the Union as a whole.
- **Raising awareness and building capacities of IUCN Members.** Promoting women's participation in decision making is key to strengthening their representation in National and Regional Committees. Raising awareness and building capacities of women and men on the importance and benefits of gender equality and mainstreaming in conservation is key to effectively mainstreaming gender across all IUCN bodies, as Members are the ones who take the decisions, and to implementing the IUCN Programme. National and Regional Committees can provide the space for knowledge sharing and participatory capacity building. Many Member organisations already have the capacity to integrate gender considerations within their projects and programmes and can be a reference for others in the region. The IUCN Council should encourage and support these efforts, as needed.
- **Strengthening communication and providing spaces for collaboration.** Committees should provide spaces for knowledge sharing and for discussing gender equality and social inclusion within the Committee and within Members' work, as mentioned above. These spaces can be used to raise awareness and build capacities, as well as for sharing knowledge and tools, accessing technical support and strengthening collaborations and intergenerational partnerships, for example to access funding opportunities. As requested by one respondent, the documentation of good practices from previous Members at the Committee board can help them better

mainstream gender in the Committee. Additionally, networks can be created across regions to mainstream gender, for example a network of Gender Focal Points from Committees, so that Members with more experience can support others. The IUCN Council should support the creation of these spaces and communications channels and can even take a facilitating role for those networks across regions. Communication should also be strengthened with Commissions and the Secretariat, particularly with the GPGR, as many respondents were not aware of the knowledge generation, capacity building and learning produced and provided to IUCN Members by this Programme.

IUCN SECRETARIAT

The following Secretariat recommendations are structured in accordance with the Implementation Plan of the 2018 IUCN Gender Programming Policy:

- **Strengthen gender equality and women's empowerment as fundamental components of the IUCN Programme:** In order to better implement IUCN's 2018 *Gender Equality and Women's Empowerment Policy: Mainstreaming gender-responsiveness within the IUCN programme of work*, the Secretariat should establish a more systematic approach to mainstream gender across all programmes, offices, and respective programming. To guide this, it is recommended to develop an updated Gender Action Plan for the IUCN Secretariat, nested within the Union-wide Course of Action recommended above and building on the findings of this report. This must be a collaborative and co-owned effort amongst the Director General's Office, Human Resources, Global Directors and Regional Directors as well as Programme Directors and Regional Programmes. A range of potential actions have been identified by survey respondents that can be undertaken by the Secretariat as a whole or by individual programmes and implemented in a more comprehensive manner, including:
 - For individual regional and global programmes: integrating gender issues in the business plan of the programme; appointing (and building/sustaining capacity of) gender focal points; and strengthening gender-responsive strategies and positions in policy-influencing activities.
 - Renewing the Secretariat-wide network of gender focal points that was previously established under the 2017 IUCN Course of Action on Gender, with a strengthened structure for supporting the work of focal points.
 - Ensuring that dedicated resources for programme-wide gender-responsive approaches are in place. For example, options for resourcing include allocating dedicated core funds to support gender mainstreaming needs, strengthening systems for generating project funding allocations to gender and social inclusion needs at both project and institutional levels and building gender mainstreaming resources into GCF/GEF support functions.
 - Clarifying and ensuring dedicated resources for the gender mainstreaming roles of IUCN GPGR, to provide staff with technical advice and support in line with the 2018 gender policy.
 - Ensuring that IUCN-wide knowledge products and standards include social and gender considerations in their frameworks and operationalisation.
 - Another option that could be explored is a gender certification, which is a corporate accreditation process that would recognise IUCN programmes and offices whose good-performance practices help deliver transformational gender equality results. With indicators and markers corresponding to minimum acceptable quality standards on gender equality – based on UN and international norms, together with IUCN mandates approved at World Conservation Congresses by the Union's Members – the gender accreditation process could build capacities to fill gender gaps, refine and document effective strategies, and showcase achievements.

The following points zero in on additional elements of a programme-wide approach as specified in the 2018 Gender Policy.

- **Enhance programme and project planning and approval systems to systematically screen for risks and proactively promote gender equality:** Gender mainstreaming into projects and programmes has been supported by the PGS, PAAS and ESMS systems. However, there are some actions that could contribute to improving results. One is to invest further in developing gender resource pages in the portal to ensure that knowledge, resources, tools and information support gender mainstreaming in projects and are available for project managers. Establishment of an internal helpdesk system to advise on gender mainstreaming in projects is another option that could be explored. It is also important to support risk analysis of these systems in relation to the topic of gender-based violence. An action relevant for this previous aspect is to promote the coordination and collaboration between the Planning, Monitoring, Evaluation and Risk Management Unit and GPGR to identify mechanisms and support project managers. It would also be advisable to include in this coordination the advancement of supporting mitigation of risk to indigenous peoples.
- **Overcome gender gaps and advance gender equality and women's and girls' empowerment in all IUCN projects:** Survey responses noted some advancement in the integration of gender issues into project design and implementation; however, it is also clear that there is still room for improvement and for consistency. In addition to improvements to the overall planning/approval systems described above, recommendations include: developing programme/project staff capacities on gender-environment issues and on gender mainstreaming and social inclusion strategies; developing, applying and tracking gender and social inclusion indicators; and enhancing capacities for and application of gender budgeting to ensure there are specific resources for gender activities.
- **Enhance capacity building and knowledge generation:** The results of the survey showed areas of Secretariat needs related to gender-specific knowledge and skills improvement. As part of its overall action plan, IUCN should develop a strategy to provide staff with access to the knowledge and skills necessary to fulfil the obligations implied under the gender-responsive programming policy. Some resources already exist that could be integrated into the strategy, such as the gender and environment MOOC, which could be made a requirement for programme staff. In addition:
 - With dedicated time and resources, the GPGR gender team, in collaboration with regional gender focal points (and commission gender focal points), could develop a shorter and more IUCN-tailored course, with fit-for-purpose modules on IUCN key programmatic priorities, that would then be mandatory for all staff.
 - The network of gender focal points can be trained and serve as a resource for others to support information-sharing, mutual capacity building, cooperation and collaboration, and identification of opportunities for strengthened gender-responsive strategies and results in line with IUCN's gender policy. With sufficient resources, the gender focal points' network could also provide the opportunity for IUCN Members and Commissions to obtain information and have access to tools, methodologies and other resources related to social inclusion and gender issues.
 - Gender knowledge and learning can also be strengthened and encouraged through the knowledge resources produced by existing IUCN projects. Collaboration and coordination with the IUCN GPGR gender team can help highlight and draw attention to gender and related social inclusion results and learning (such as on indigenous peoples and governance) in these projects.
- **Enhance gender mainstreaming in the IUCN evaluation system and strengthen accounting for gender outcomes:** Another recommendation is to strengthen the design and use of monitoring and evaluation systems to enable reporting on IUCN's progress in achieving gender objectives and outcomes. The new Gender Marker and

Gender Outcome in the 2021–2024 IUCN Results Framework provide a foundation for this. One action is to have enough human resources in the Planning, Monitoring, Evaluation and Risk Management unit to support the regular updating of monitoring and evaluation systems to comply with gender standards, such as gender marker integration in the IUCN Project Portal. Strengthening gender mainstreaming within these systems can also be increased by securing dedicated funds for the role assigned to the GPGR gender team of actively managing and analysing gender marker data and gender results. Related to the gender marker, it would be important to also develop a gender section of the portal where project managers can include gender budget allocations and reporting on advancements in reducing gender inequalities. Implementation of the gender marker will also require actions and resources to develop the capacities of staff.

In addition to the above programme-focused recommendations, another Secretariat recommendation is to:

- **Advance an inclusive and diverse working environment:** The Human Resources unit has advanced in implementing gender mainstreaming in the workplace. However, the Human Resources unit could develop a plan to continue advancing gender mainstreaming and diversity in the department and across all areas of HR support. Some actions to consider in the elaboration of the plan could include: preparing a document of all gender equality and social inclusion protections provided within HR policies (much of which is already summarised above in this report) and making it more readily available to all staff; establishing a communication channel, Town Hall, or other forum for staff to discuss gender and social inclusion issues at work; and pursuing a gender-responsive, family-friendly and socially inclusive policy. With respect to monitoring, evaluation and reporting, the department could generate regular reports and monitor gender-equality evolution across grades and duty stations and include this as part of the managers' score card for annual evaluation. In addition, the department could benefit from obtaining statistical software to easily analyse gender pay gap data; obtaining the commitment from management to support gender parity in salary; and, finally, recruiting and sustaining a position dedicated to Diversity and Inclusion. Human Resources could also pursue a Diversity, Social Inclusion and Gender Equality Policy and training course, again mandatory for all staff.

ANNEX 1: HISTORICAL BACKGROUND TO IUCN'S APPROACH TO GENDER

IUCN has been ahead of the curve in its recognition of gender equality as a driving force for effective, equitable and sustainable environmental solutions. Since 1984, women's issues and gender concerns have been given high priority through various decisions of IUCN Members' Assemblies and World Conservation Congresses (WCC). In 1996, a Resolution was passed "to integrate a gender perspective across the IUCN Programme." In 1998, the IUCN Council adopted a Gender Policy and an Action Plan and appointed a Global Senior Gender Adviser. Since then, IUCN's Members have passed additional resolutions⁶⁰ on gender at every Congress. The IUCN Gender Policy is updated every 4 to 10 years, most recently in 2018.⁶¹

Initially in the 1970's and 1980's the focus was on women's issues, and gradually as the terminology changed from Women in Development (WID) to Gender and Development (GAD), the focus shifted to gender.

However, recognition of the need to include women in conservation strategies goes back even further to 1980, when the World Conservation Strategy (WCS) was published by IUCN.⁶² The WCS, 1980, was "meant to be used by individual countries as a framework for developing their own national conservation strategies"⁶³, and in 1986, an international conference on *Conservation and Development: Implementing the World Conservation Strategy* was held in Canada, to review the implementation of the WCS. At this conference, a caucus on Women, Environment and Sustainable Development proposed that a supplement to the WCS be prepared on women and environment. A working group was subsequently convened under the auspices of IUCN, and it reviewed the WCS and considered ways in which IUCN "might adapt its own programme and incorporate women's issues."⁶⁴ The message in the World Conservation Strategy, and from the World Commission on Environment and Development, was that "conserving the environment is a fundamental ingredient of sustainable development, the only kind of development that will benefit women."⁶⁵ The following year, in 1987, a strategy workshop held by IUCN developed *Women and the World Conservation Strategy*. Therefore, the importance of the role of women was identified and recognised in the 1980's by IUCN in its World Conservation Strategy processes.

Continuing with the recognition of women, in 1998, the IUCN Political Declaration underlined: "Gender equity and equality are fundamentals to human rights, and social justice fulfilments, and a condition to sustainable development."⁶⁶ And in 2000, the World Conservation Congress in Amman, approved a resolution to ensure that "gender equity is mainstreamed in all of the Secretariat's actions, projects, and initiatives."⁶⁷ As a result, tools, mechanisms and advocacy for gender sensitivity in natural resource conservation, were promoted by developing guidelines, and gender assessments, for policy makers on gender issues. Since 2005, IUCN's Gender Programme, specifically "focusses its work on gender and climate change in the context of the Global Gender and Climate Alliance (GGCA), which was established in 2007, at the UNFCCC COP14, in which IUCN was among the founding organisations along with Women's Environment and Development Organization (WEDO), UN Development Programme (UNDP) and UN Environment Programme (UNEP)."⁶⁸

⁶⁰ See IUCN resolution [GA 17.13](#) and resolutions [WCC 2004, 3.009](#), WCC 2016, [resolution 088](#), [resolution 72](#), and [resolution 30](#).

⁶¹ This information is primarily based on the IUCN 2016 [Course of Action on Gender](#) and the [IUCN Gender Equality and Women's Empowerment Policy](#).

⁶² *Women and Environment in the Third World; Alliance for the Future*, Irene Dankelman and Joan Davidson, 1988.

⁶³ *ibid*

⁶⁴ *Ibid*

⁶⁵ *ibid*

⁶⁶ *Gender and Climate Change: An introduction* edited by Irene Dankelman, 2010.

⁶⁷ Resolution 2.28 from Amman, operative paragraph 2b.

⁶⁸ *Gender and Climate Change: An introduction*. Edited by Irene Dankelman, 2010.

The 2007 Policy on Gender Equity and Equality defines gender, recognises the different roles of men and women in relation to natural resources, focuses on poverty reduction, and mentions the MDGs.⁶⁹ The development and implementation of this Gender Policy “signifies IUCN’s ongoing commitment to integrating a gender perspective in policies, programmes, and projects, as well as in its institutional structure”. The Course of Action also emphasises that “IUCN can and should take significant steps internally to enhance how gender equality and women’s empowerment principles are being proactively addressed and integrated in programmes, project planning, procedures and resource allocation for increased efficiency and effectiveness.”⁷⁰

In 2015, a gender needs assessment survey was conducted across all IUCN offices and programmes, to enhance gender integration. Based on the results of the survey, the Course of Action on Gender (CAG) was developed, in alignment with the Gender Policy of 2007, and its implementation began in 2016. The CAG considered actions under two main institutional realms and nine lines of actions:

Implementation

1. Establish Gender Focal Points (GFPs)
2. Incorporate gender into IUCN project cycle
3. Ensure incorporation of gender considerations in IUCN position/policy papers
4. Guarantee gender equality within IUCN’s internal human resource management
5. Create gender certification process
6. Promote IUCN’s public profile as gender responsive

Capacity building

7. Strengthen gender capacities of IUCN Secretariat
8. Enrich databases with sex-disaggregated and gender-sensitive information
9. Learning by doing: joint programming on gender

The CAG was a guiding document to strengthen the process of gender institutionalisation⁷¹ in IUCN. It built upon the IUCN institutional foundation and the actual gender equality commitments worldwide. The CAG was also proposed as a living document, needing to be updated and adjusted according to the changing context of the Union, but also as a result of the accomplishment of the actions. Since its implementation in 2016, the advancement of its implementation has not been reviewed until now. It was considered important for the Task Force of the IUCN Council’s Governance and Constituency Committee (GCC) to advance in the implementation of the CAG as an input for the development of a Comprehensive Gender Approach at IUCN. The process for the assessment of the CAG implementation was done by contacting the responsible entity according to each of the actions.

IUCN’s 2018 *Gender Equality and Women’s Empowerment Policy: Mainstreaming gender-responsiveness within the IUCN programme of work* states that “Gender Equality and Women’s Empowerment Policy recalls, reaffirms and further strengthens IUCN’s commitment to realising gender equality and women’s rights and empowerment and puts into place requirements for embedding a gender-responsive approach into its Programme and project portfolio”.⁷² The Policy provides a comprehensive rationale to gender mainstreaming, defines its objective, and provides an implementation framework. The Policy also has a series of definitions on gender and gender-related terms.

⁶⁹ IUCN Policy on Gender Equity and Equality, May 2007.

⁷⁰ IUCN Course of Action on Gender, May 2016.

⁷¹ Gender institutionalisation occurs when the gender approach is integrated into a habitual practice within an institution. It is an institutional deconstruction and construction process that seeks equality among people. The aim of this process is the creation of a fair culture that values and recognises the role and contribution of men and women in the organisation or institution and the incorporation of habitual and institutionalised activities and behaviour designed to reduce gender gaps.

⁷² Gender Equality and Women’s Empowerment Policy: Mainstreaming gender-responsiveness within the IUCN programme of work. Approved by the IUCN Council at its 95th Meeting (C/95/8, October 2018)

ANNEX 2: SCOPE OF WORK FOR THE GENDER TASK FORCE

Introduction

With many decades of Member Resolutions reaffirming the importance of gender equality to meeting IUCN's objectives, IUCN aims to realise gender equality and women's rights and empowerment across all aspects of the institution, including but also beyond its programme and project portfolio. For this reason, the IUCN Council under Regulation 59 has established a Gender Task Force (GTF) to advance the incorporation of gender equity in a comprehensive manner in IUCN. The GTF members are drawn from the IUCN Council, Commissions and the IUCN Secretariat.

The general objective of the task force is to strengthen IUCN as an institution that implements a gender-responsive approach in the governance, organisation and policy of the Union.

Taking a gender-responsive approach in IUCN means identifying gender gaps of different kinds and coordinating response measures to address and improve them. This gender mainstreaming process will contribute to IUCN's institutional culture of respecting and promoting women's rights and gender equality, both as global imperatives in their own right and as fundamental building blocks to the achievement of IUCN's mission.

This Document: Defining a scope for the work of the task force

This document aims to define priorities for the work of the task force in order to enable the task force to pursue and achieve concrete, robust and practical results. It focuses on identifying the key IUCN bodies and associated issues that will be considered in the TF's work. This document also responds to the GTF activity of preparing a draft framework/rationale for gender institutionalisation in IUCN.

This scoping document is structured to include sections on IUCN Governance and Constituencies (Council, Commissions and Members) and on the IUCN Secretariat (IUCN programmes and corporate units). Proposed priorities relating to IUCN Governance and Constituencies offer opportunities to break new ground, while priorities relating to the Secretariat provide an opportunity to review implementation of existing instruments and learn from Secretariat experience and achievements to date.

This scoping document will provide the basis for next steps of the GTF's work in the initial phase of its work under the current Council, from March-May/June 2020. These next steps are:

- Definition of focal points and a coordination mechanism to pursue the work of the TF
- Preparation and implementation of a self-assessment survey to relevant bodies and units to gather information on current actions, gaps and needs in relation to the identified priority issues.

(Further information can be found in the Next Steps section below.) These initial activities will, in turn, provide a basis for recommendations regarding the next stage of work of the GTF under the next IUCN Council.

Key bodies and priorities for focus

a. IUCN Governance and Constituent parts

One part of the work assigned to the TF is to explore how the gender responsive approach can be integrated into IUCN governance. This is a key area of innovation that the TF can help

to pursue in IUCN. In order to advance gender inclusion in a more systematic way the Task Force can consider certain issues as they relate to:

IUCN Council: In relation to the IUCN Council the main proposed focus of work is on:

- The composition and criteria for selection in terms of equal participation of women and men in the Council and in its committees and task forces, and
- Changes to policies and/or procedures that can promote and support gender balanced representation

IUCN Commissions: The proposed areas of focus in relation to IUCN Commissions are:

- The participation of women and men in Commission Steering Committees and other groups, and
- The incorporation of gender issues in the technical work of Commissions and their constituent themes and/or specialist groups

IUCN membership structures: The proposed areas of focus in relation to membership structures are:

- The participation of women and men in decision-making structures of national and regional committees, and
- The incorporation of gender issues in the working agendas of these committees.

b. IUCN Secretariat

In 2018, the IUCN Council approved a new overarching gender policy for the IUCN Programme, the Gender Equality and Women's Empowerment Policy: Mainstreaming gender-responsiveness within the IUCN programme of work. Recognising the advances in key areas of work for the implementation of gender-responsive action, the proposed GTF work will focus on the following two areas:

IUCN Programme: The proposed focus is to consider the status of the implementation of IUCN's 2018 gender policy, and particularly the measures taken to respond to the Implementation Plan section of that policy. This includes measures to ensure gender-responsive action in relation to:

- programme and project planning and approval systems
- project design, implementation and M&E
- programme monitoring and evaluation systems, and
- knowledge generation, capacity building and learning.

Human Resources unit: Gender institutionalisation requires a cultural organisation change and the Human Resources unit is an important actor in this. Thus, another proposed focus is on the measures put in place by the Human Resources unit to promote an inclusive working environment as well as capacities to monitor and ensure compliance with measures that contribute to a gender inclusive enabling working environment.

(Note: Engagement with the Union Development Group will also be relevant to the activities under IUCN Governance, above.)

Next steps

Next steps anticipated for this stage of the work of the GTF (March-May/June) include:

Defining a coordination mechanism

The GTF will need to define focal points and a coordination mechanism to pursue its work. This will require further internal organisation (and potentially expansion) of its members for

distribution of responsibilities; identification of focal/contact points from the identified IUCN bodies and units for communication and information gathering; and refinement of coordination processes.

Development and implementation of survey

A main activity proposed for this first stage of work is to conduct a self-assessment survey with the contact/focal points identified in the step above. This will involve preparation of a simple survey to share with the different key informants from the IUCN Council, Commissions, membership structures and Secretariat. The survey will enable a quick stock taking of policies, actions or capacities that are already in place, and will also gather views from the survey respondents on key gaps that need to be filled in their area of work. Responses will be compiled and integrated in order to inform further work towards preparation of an action plan under the next Council.

Below are some indicative guiding questions for each area of focus outlined under “Key bodies and priorities for focus” above, as a starting point for development of a survey to gather information on current status and gaps in these areas.

Indicative guiding questions

Key Unit	Indicative guiding questions based on work focus
IUCN Governance & Constituencies	<p><i>IUCN Council</i></p> <ul style="list-style-type: none"> • What can the Council do to have more equal participation and election of women and men for Council positions? • What changes in statutes or reforms in procedures may be needed to constitute more gender-balanced Council committees? <p><i>IUCN Commissions</i></p> <ul style="list-style-type: none"> • How is gender balance taken into account in the composition of Commission Steering Committees? • How are gender issues taken into account in the areas of technical focus of each Commission and its constituent themes and/or specialist groups? <p><i>IUCN Members</i></p> <ul style="list-style-type: none"> • How are gender equity and social inclusion addressed in the decision-making structures of national and regional committees? • What are Members’ measures to ensure a gender balance in national and regional committees? • How do the agendas of national and regional committees consider gender issues?

<p>IUCN Secretariat</p>	<p><i>Project approval & M&E systems</i></p> <ul style="list-style-type: none"> ● How do programme/project planning and approval systems ensure systematic screening for risks of gender-based discrimination? ● How do planning/approval systems ensure that measures are in place for projects to address risks and proactively promote gender equality and women's empowerment? <p><i>Project implementation</i></p> <ul style="list-style-type: none"> ● To what extent do Programmes have/have access to the capacities needed to ensure gender-responsive programme design, implementation and M&E? ● How are resources being allocated to ensure gender-responsive programme design, implementation and M&E? <p><i>Programme M&E</i></p> <ul style="list-style-type: none"> ● What systems and resources are in place to monitor and evaluate the advance of gender equality in the IUCN programme? ● How are these systems being used to promote wider learning and use learning to inform progressively impactful gender-responsive actions? <p><i>Knowledge & capacity</i></p> <ul style="list-style-type: none"> ● How are knowledge generation, capacity building and learning on gender-responsive action supported in the IUCN programme? <p><i>Human Resources</i></p> <ul style="list-style-type: none"> ● What is the status of IUCN action to establish and implement policies to ensure a gender equitable work force? ● What are capacities within HR to promote and support gender policy implementation and best practices?
--------------------------------	--

ANNEX 3: REGIONAL COUNCILLORS OF IUCN CONGRESS

Figure 11. Women and men elected as Africa Regional Councillors

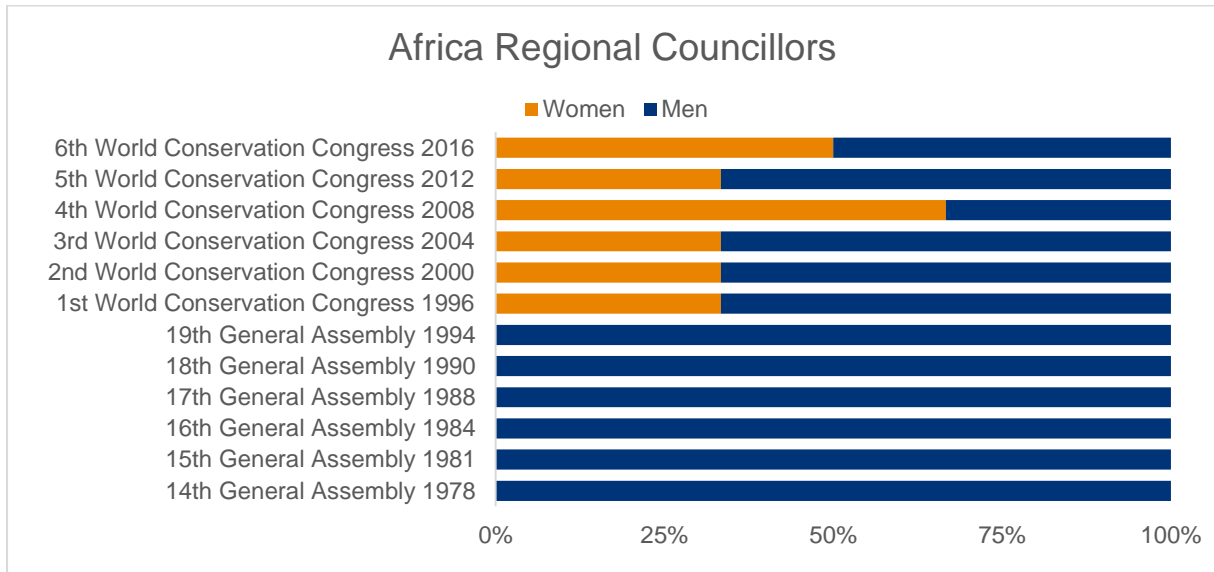


Figure 12. Women and men elected as Meso and South America Regional Councillors

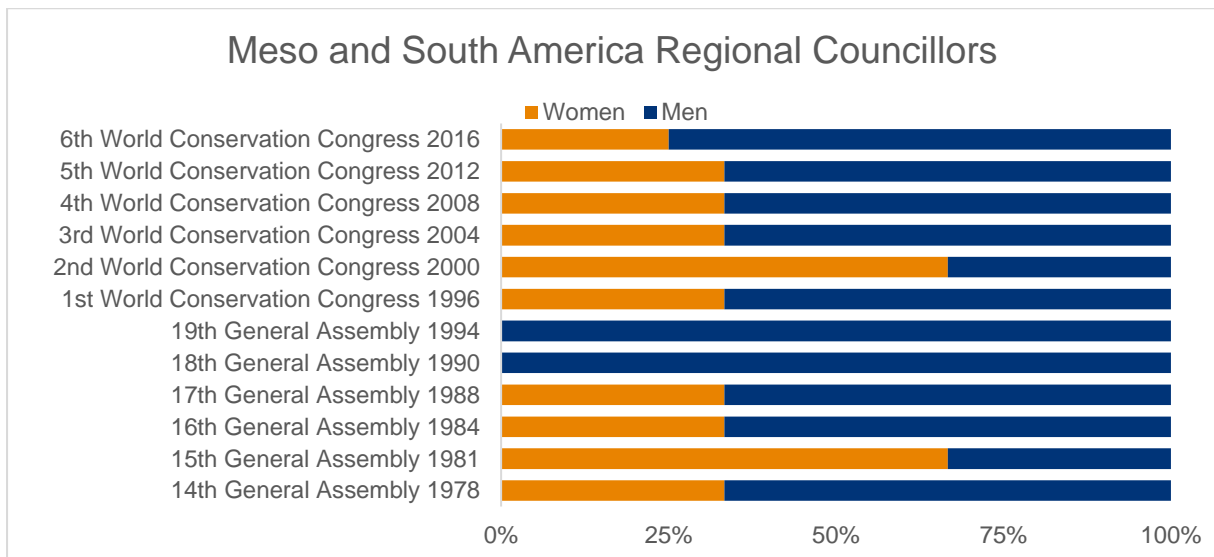


Figure 13. Women and men elected as North America and the Caribbean Regional Councillors

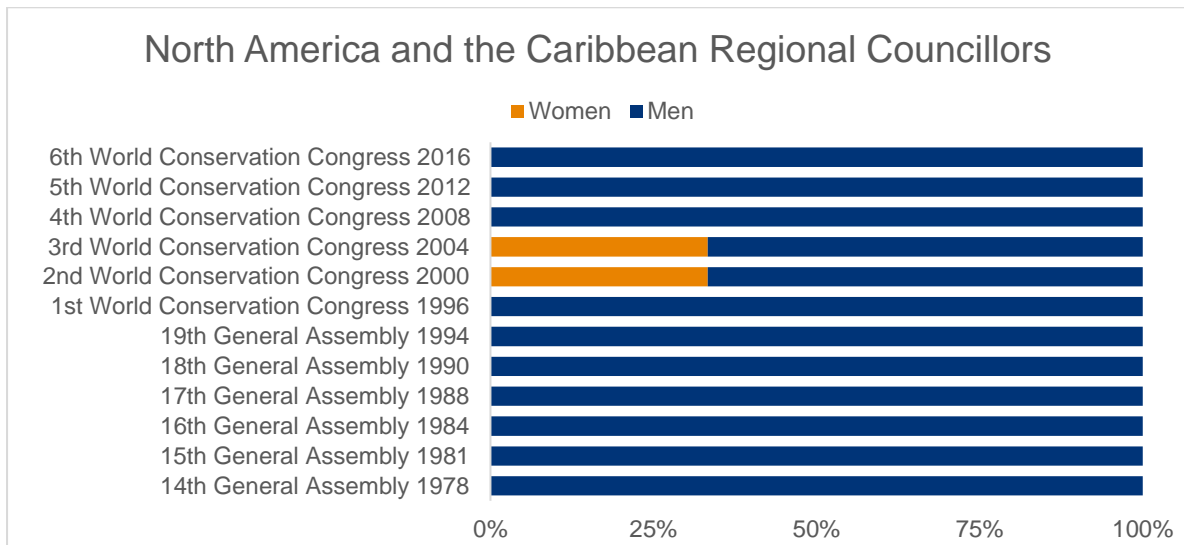


Figure 14. Women and men elected as South and East Asia Regional Councillors

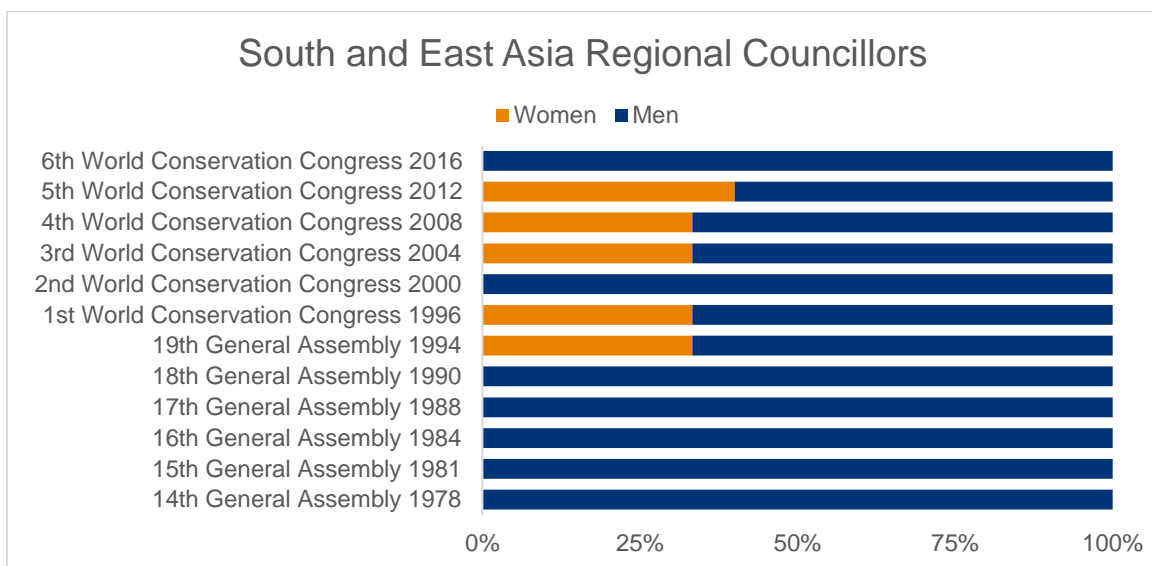


Figure 15. Women and men elected as West Asia Regional Councillors

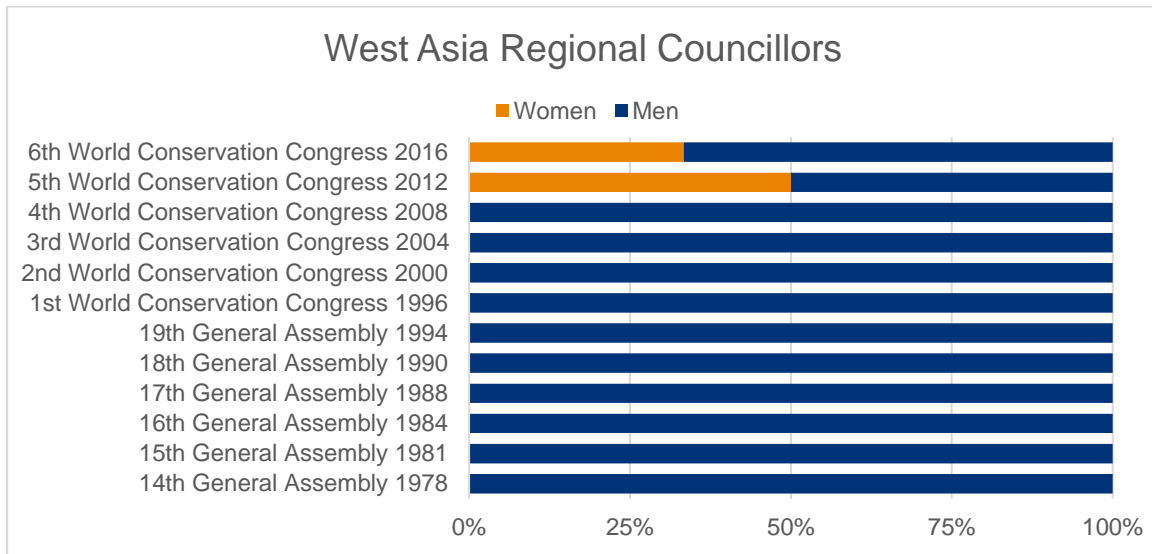


Figure 16. Women and men elected as Oceania Regional Councillors

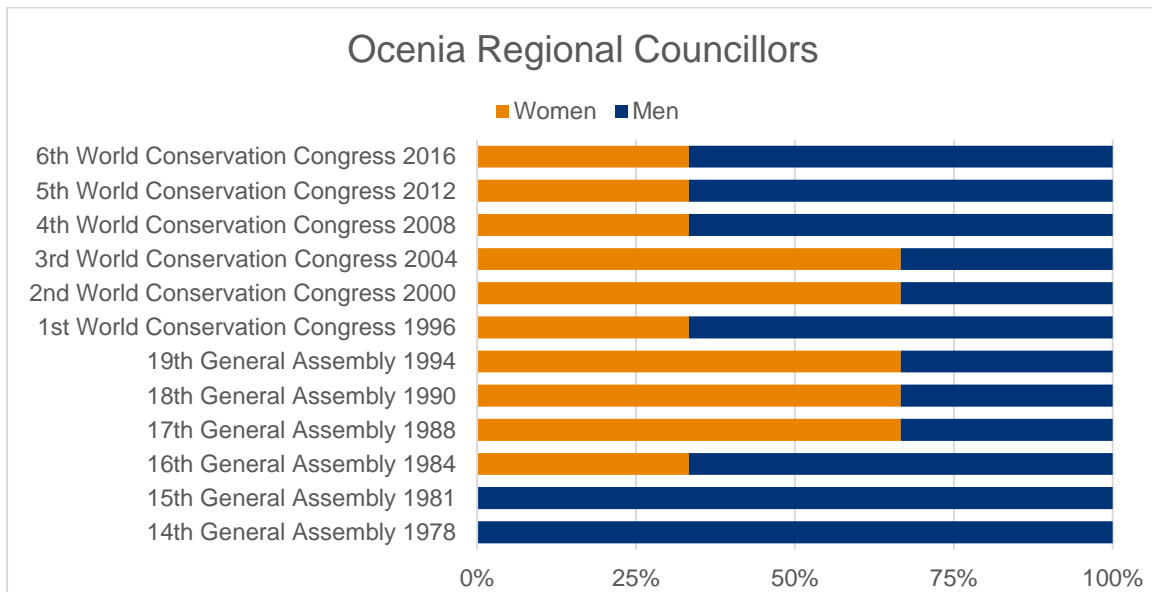


Figure 17. Women and men elected as East Europe, North and Central Asia Regional Councillors

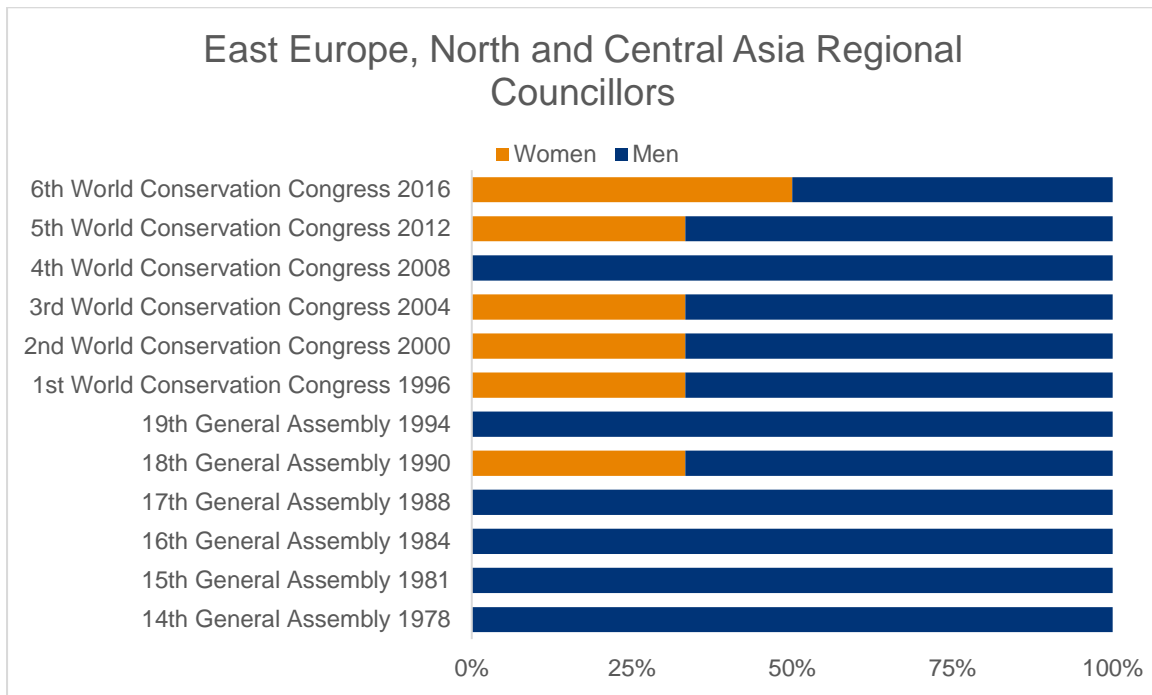


Figure 18. Women and men elected as West Europe Regional Councillors

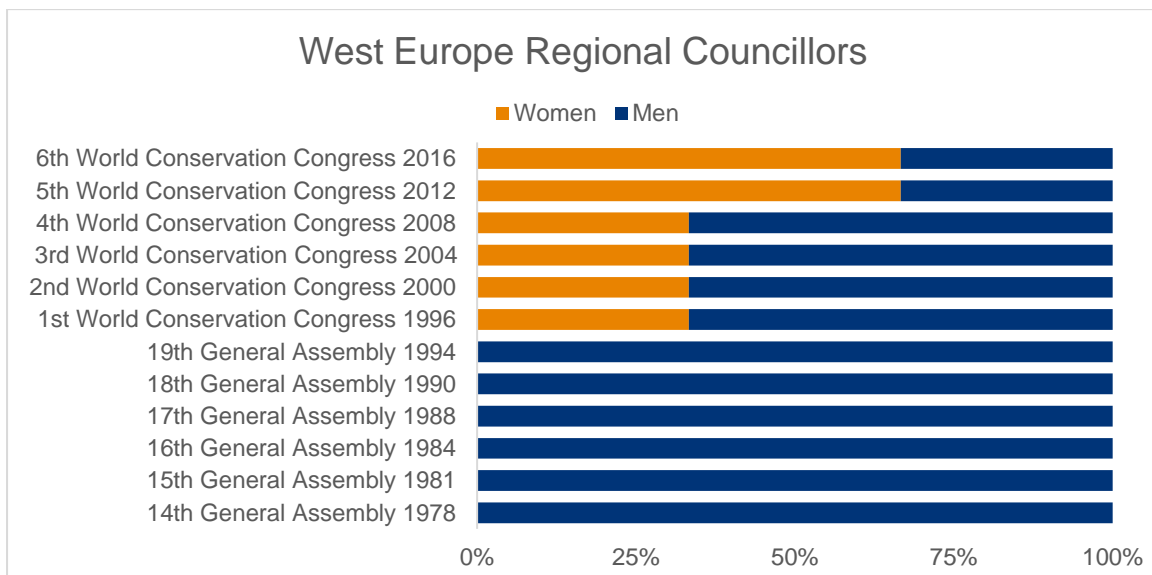


Figure 19. Women and men elected as Additionally Appointed Councillors

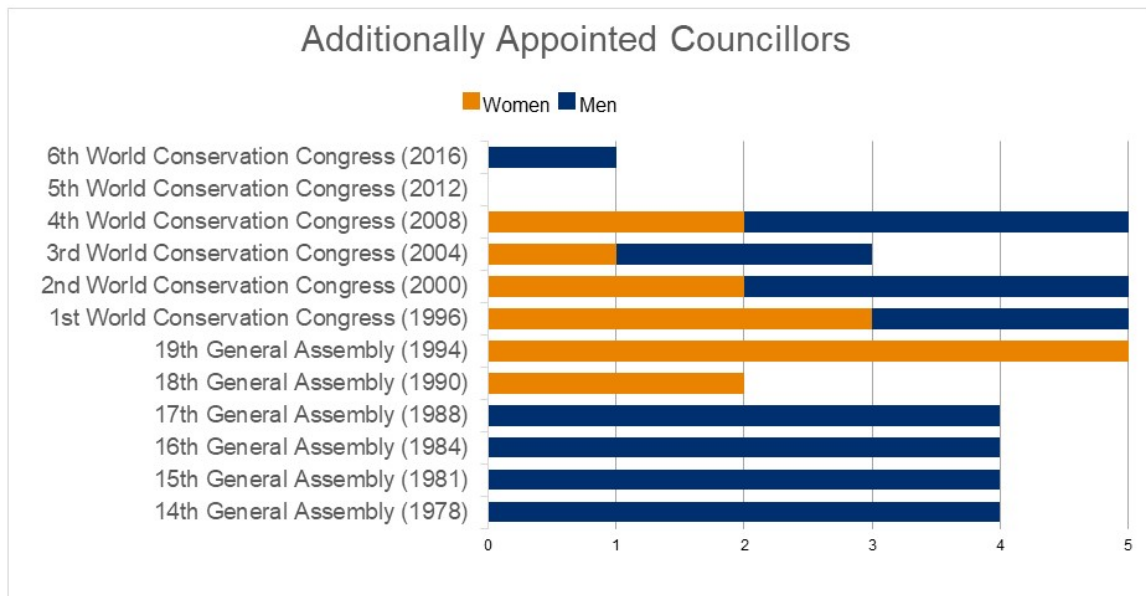


Figure 20: Ratio of women to men for all IUCN Regional Councillors (1978–2016)

