

# Women Organizing for Change in Agriculture & Natural Resource Management



Highlights of Five Years of Progress  
2011-2015

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# Snapshot

WOCAN is a US-registered non-profit membership-based organization, established in 2005 with its current headquarters situated in Bangkok, Thailand.

As of July 2015, WOCAN has 1087 members, including 879 women and 208 men, from 109 countries. Over 40 % of these are from Africa and 30% from Asia.

WOCAN's international Board of Directors consists of ten members (eight women and two men from Africa, Asia, Europe, and North America), and includes a wide range of expertise and experience in gender mainstreaming, rural development, supply chains, certification schemes, private sector investments, training/facilitation, and communication within agriculture, natural resource management and renewable energy sectors.

A small core staff based in WOCAN's headquarters works in close collaboration with 23 Core Associates located in Africa, Asia and Europe to design and implement WOCAN activities, with the support of a pool of regular consultants and interns.

WOCAN's activities span across eight countries in Asia and three countries in Africa in addition to its regional and global advocacy activities in Europe and the US.

Under its three pillars: Women's Leadership Development, Policy Advocacy, and Women's Empowerment, WOCAN achieved the following results in the past five years:

## Women's Leadership Development

- Two courses were developed, *Reframing Women's Leadership for Gender Equality* and *Gender Integrated Planning*. These were delivered 23 times to staff of international forest, environment and agriculture organizations (ICRAF, CIFOR, RECOFTC, ICIMOD, IUCN, CDKN) and to partners of Asia regional projects sponsored by the ADB, IFAD and USAID/LEAF. In addition, two courses were delivered to women leaders of agriculture and NRM organizations in Africa.
- A team of 12 trainers from Asia and Africa was developed to deliver these two courses
- A team of three technical experts was developed to guide W+ applications
- 1500 men and women professionals and rural women were trained in leadership and gender integrated planning
- More than 150 women farmers and leaders of organizations received coaching to strengthen their leadership and facilitate dialogue with policy makers within WLCAN.

## Policy Advocacy

- WOCAN has gained increased international recognition for its combined technical and social expertise related to agriculture, natural resource management and gender in climate change and food security
- WOCAN has engaged in advocacy for women's empowerment and gender equality in various regional and global dialogues and fora within UN, government and private sector platforms in Europe, the US, Asia and Africa
- WOCAN achieved accreditation to UN bodies (ECOSOC, UNEP, UNFCCC, FAO Food Security Committee), and as an observer to the Green Climate Fund

- Women farmers in Kenya, South Africa, Nepal and Cameroon increased their access to information and resources through the development of the WLCAN to provide women farmers and policy makers a common platform.

### **Women's Empowerment**

- WOCAN created the first standard to measure women's empowerment outcomes at the community level, the W+ Standard. As of July 2015, the Standard has been applied to three renewable energy projects in Nepal, Indonesia and Honduras; the results of two of these have been verified through independent auditors.

### **Partnerships and Networking**

WOCAN partnered with 29 global and national public and private organizations and engaged in regional and global networks such as The Forest Dialogue and the Asian Venture Philanthropy Network. WOCAN provided technical assistance on gender to the World Bank, FAO, CGIAR, ICIMOD, UNEP, IUCN and other international NGOs, and managed regional projects to strengthen national capacities for gender/women's empowerment and women's leadership in relation to climate change mitigation (ADB, UN-REDD) and agricultural development (IFAD) .

Over the last five years, WOCAN has managed an operational budget of 3.5 million USD, with core funding from the Norad. Other donors included IFAD, UN-REDD, OXFAM, Heifer International, SEI and HIVOS.

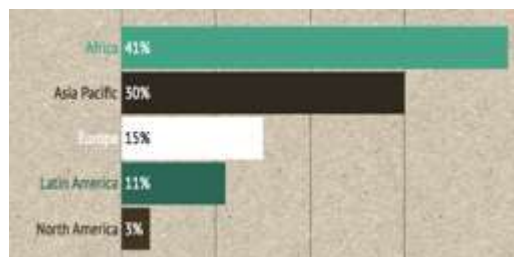
# Who we are

*WOCAN is a process oriented, inclusive, participatory and non-hierarchical organization based on the faith of women power in relationship building for solidarity through knowledge sharing and growing collectively for a common goal on women's leadership in agriculture and NRM for sustainable development.*

*Kanchan Lama, WOCAN Board Member*

## **WOCAN members**

As of July 2015, WOCAN had 1087 members, including 879 women and 208 men. Members are comprised of professionals within the agriculture and NRM sectors, and a few grassroots women's organizations. Over 40 % of the members are from Africa and 30 % from Asia.



## **WOCAN Board of Directors**

The Board includes 10 members (eight women, two men) bringing knowledge and expertise from a wide range of fields, including gender mainstreaming, rural development, supply chains, certification

schemes, private sector investment, training, and communication within agriculture, natural resource management and renewable energy sectors.

They all have great passion and commitment to support women's leadership and gender integration within agriculture and natural resource management institutions and programs.

## **WOCAN Staff, Core Associates and Consultants**

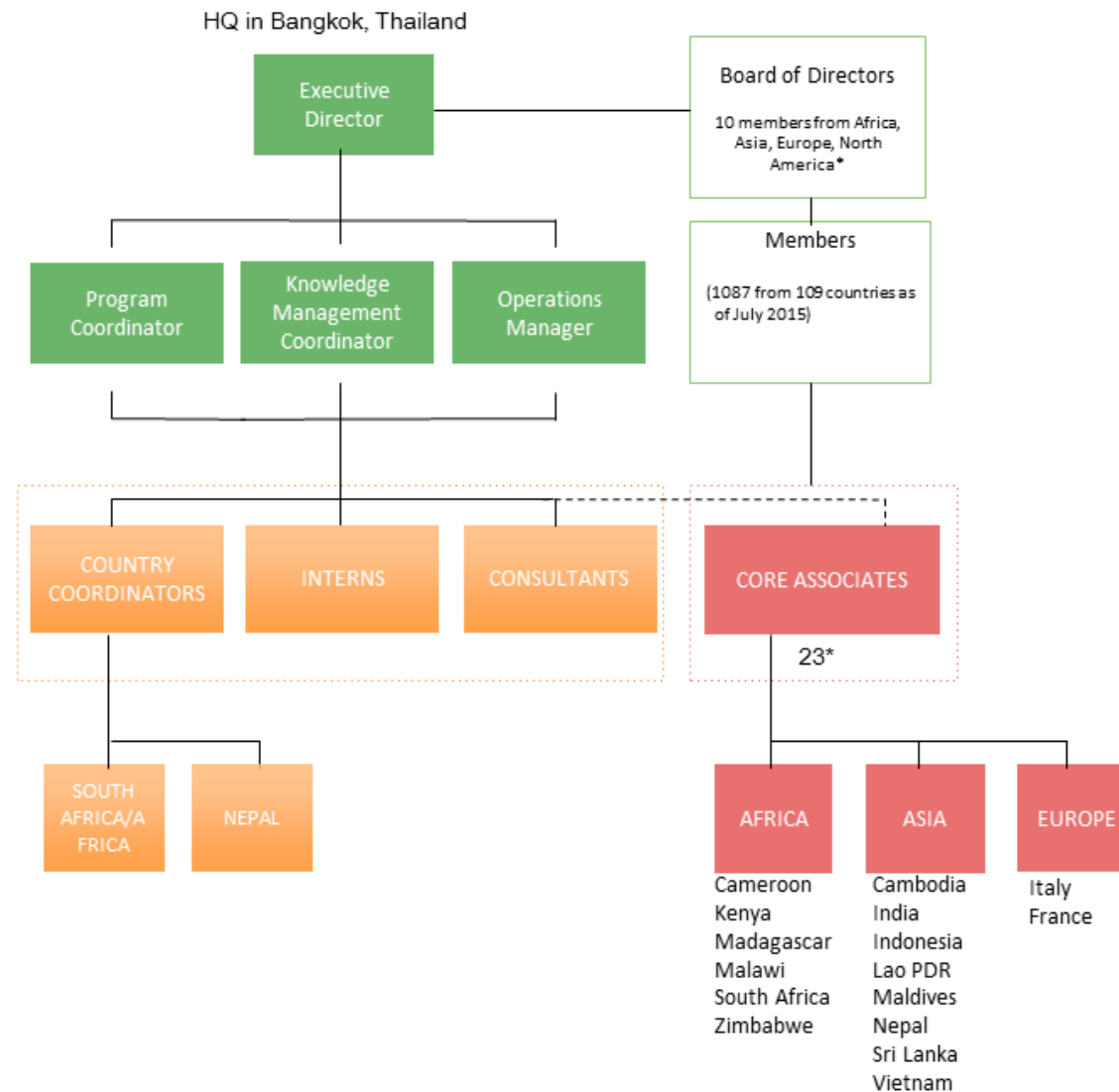
In 2011, WOCAN moved its headquarters from Washington, D.C. to Bangkok, Thailand, to strengthen its presence in Asia and move closer to the sites of its projects and partners. The same year, WOCAN established and trained a team of 19 core associates from Asia and Africa to become WOCAN trainers. WOCAN's staff works through its group of Core Associates and a

pool of regular consultants and interns to implement its activities worldwide.

Overtime, WOCAN has built and nurtured trusted relationships with its Core Associates, consultants and partners. This

facilitates outreach in several countries and creates a space of shared values and support to drive changes for gender equality.

**WOCAN  
Organogram  
2011-2015**



## Partners, Donor and Clients

In the last five years, WOCAN has developed partnerships with a diversity of organizations to implement its activities and develop innovations. By providing financial resources, sharing knowledge and collaborating ideas, partners have played a critical role in WOCAN's strategic development.

Our partners include:

- Women's organizations: HIMAWANTI (Nepal), Astha (Nepal), REFACOF (Cameroon), Pakisama (Philippines)

- INGOs: OXFAM, RECOFTC, SNV
- Private sector: South Pole Group
- Governments: AEPC (Nepal)
- UN REDD

Our donors and clients include:

- Donor institutions: Norad, New Field Foundation, World Bank, ADB, DFAT
- Private sector: NED Bank
- UN Agencies: UN-REDD, FAO, IFAD
- Research Institutes: SEI, CIFOR, CIAT, and ICRAF.
- International NGOs: IUCN, OXFAM, Heifer International, Winrock (LEAF

Project), HIVOS, ICIMOD, AFFA, PACT, Chemonics and NEAT Program.

- National NGOs: IEWM (Kenya), SRD (Vietnam),
- Private sector: NED Bank (South Africa)
- Regional and global networks: TFD, NWMLE, AVPN, GGCA, Nexus for Development



# What we have done

The last five years brought changes and new opportunities to WOCAN. The move to Bangkok increased WOCAN's projects and partners in Asia and brought recognition to WOCAN as an important (and unique) regional actor, while maintaining its role as a global actor.

WOCAN's mission is to build women's leadership in agriculture and natural resource management. In order to fulfill this mission, WOCAN strategy focuses on three main pillars: (1) Women's leadership development, (2) Policy advocacy, and (3) Women's Empowerment.

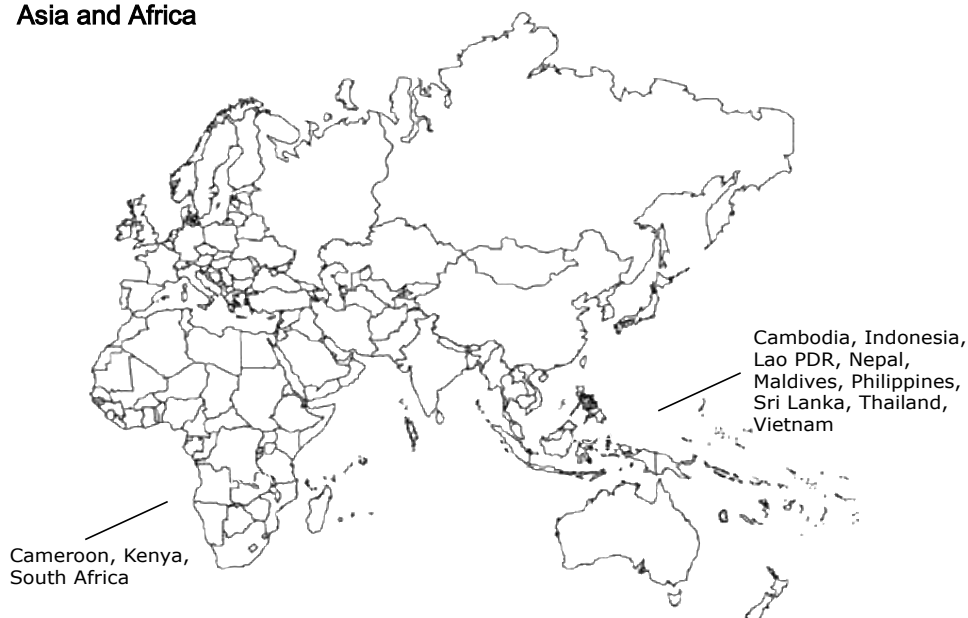
WOCAN developed and delivered training courses to support women's leadership and gender integrated planning. While WOCAN continued to engage in strategic regional and global meetings, the establishment of WLCAN in Nepal, South Africa and Kenya

provided a new tool for advocacy at the national level that resulted in rural women's higher levels of access to resources.

WOCAN continued to be active in advocacy at global, regional and national levels to ensure that gender equality and women's issues remain on the agendas. It also provided technical assistance to numerous projects and programs in 10 countries.

WOCAN also found a particular niche in the world of certification schemes and standards through its creation of the W+ Standard, drawing attention to a gap in other certification schemes and standards that overlooked gender and women's empowerment goals. This provides a pathway for investors and donors to measure outcomes- not just outputs - and make direct donations to build the capacities of women's groups.

## Geographic location of WOCAN activities in Asia and Africa



## Women's Leadership Development



*The course (Reframing Leadership for Gender Equality) is unique, because it helps to understand more about yourself, your environment, and how you fit in it. It gives you the tools to shape your thinking and leads to a transformation or reframing on how you perceive gender equality.*

WOCAN Core Associate

WOCAN's Theory of Change is based on the notion that individuals play a determining role in the reproduction and change of structural and cultural features of organizations. Individual perceptions of gender relations offer the possibility for change, as members gain a consciousness of the everyday practices that create and maintain gendered discrimination, and act in ways to resist and modify the cultural assumptions that underlie the asymmetries of power and resources<sup>1</sup>.

#### Training men and women professionals

WOCAN developed and delivered, through its Core Associates, two training courses: *Reframing Leadership for Gender Equality* and *Gender Integrated Planning*.

Training men and women professionals is important so they can become agents of

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<sup>1</sup> Making the voices of the invisible heard: challenges for gender transformative change in organizations, J.Gurung, 2012

IFAD 'Capacity Building for Women's Leadership in Farmers' Producer Organizations in Asia and the Pacific Region Project' (2012-2014) - Sri Lanka, Maldives, Lao PDR.

WOCAN provided gender integrated planning training to a total of 16 IFAD staff and leaders, and to 384 women and men farmers. With the support/coaching of WOCAN, IFAD staff rolled out the gender integrated planning to over 400 community development officers in Sri Lanka, while other out scaling activities are planned in the other countries by IFAD staff. Sixty percent of action plans developed by the women producer groups as a result of the training are being funded by national ministries and supported by extension services and the Project. The plans include activities to enhance decision-making of women and increase their income through the development of enterprises.

change within their organizations, their programs and larger environments. Since 2011, WOCAN has delivered training courses to 1500 individuals. These included professionals of agriculture and NRM organizations (regional and international staff of NGOs, governments, INGOs ) in

Asia and Africa. All training courses were concluded with the elaboration of individual action plans to improve gender equality in participant's work and organizations.

Evaluations by participants in these courses have demonstrated strong results. At the final evaluation of IFAD's project, all IFAD staff trained from Maldives, Lao and Sri Lanka indicated that they felt confident to explain why gender integrated planning is essential for their projects. They have been able to mobilize resources to offer the training to different groups in local communities; some have also used their new skills to secure higher positions in their organizations. As an example of a follow-up activity, one male trainer in Sri Lanka mobilized government resources to train 35 development officers from the Provincial Ministry of Agriculture, Irrigation and Livestock. He advocated for integrating gender in the Ministry's planning processes

and became a source of inspiration for the young development officers in the Ministry.

#### Joint initiative for Gender in REDD+

In 2013, WOCAN partnered with USAID-funded Lowering Emissions in Asia's Forest (LEAF) program to conduct technical trainings on Gender Integrated Planning in Climate Change/REDD + in Lao and Vietnam. Participating men and women from forestry and agriculture agencies and women's organizations increased their knowledge on how to integrate gender into their planning processes and developed action plans during the training. The lessons from the training courses were also used to inform and adapt training materials to be shared at the regional level.

It is very important to engage men alongside women in training courses so they can play a key role as supporters and contributors to gender equality. We have often seen that men have become supporters of women's leadership as a result of participating in WOCAN's courses, e.g. by mobilizing resources to roll out trainings, ensuring their

participation in consultations and training, and generally advocating for them.

#### Training rural women in leadership

WOCAN provided leadership and organizational training and mentoring to grassroots' women's organizations ( HIMAWANTI and Astha in Nepal, Pakisama in the Philippines), and to assist HIMAWANTI develop a Gender Equity and Social Inclusion (GESI) strategy. As a result of training and follow-up mentoring, HIMAWANTI increased its visibility towards donors and organizations, and is now invited to join a coalition of partners working on REDD+ and NRM.

Nanu Ghatani, a farmer from Nepal who received WOCAN leadership training, built her self-confidence and skills as an exceptional leader. She organized women's groups in her community to discuss common issues and go as a group to request (and receive) support and services from the

Ministry of Agriculture (including the provision of seeds and small equipment). She is respected as a leader and now represents the voices of her community not only at within the district, but also at the national level and in high-level regional meetings.

*It was only after both men and women were involved in trainings that men began to understand. They were critical before and called it 'hen's crowing'. After the trainings they were willing to support us. One man even gave us land to build our community house.*

*Woman farmer in Nepal*

### [Women's Leadership Circles in Agriculture and Natural Resource Management \(WLCAN\)](#)

Building on knowledge and experiences gained from the Rural Women's Leadership Project implemented in the Philippines and Nepal (supported by IFAD), WOCAN initiated the WLCAN. In Nepal, Kenya, Cameroon and South Africa, WOCAN Core Associates have facilitated meetings of WLCANs. In Nepal, leaders from HIMAWANTI were involved in its preparation and co-facilitation, while in Kenya the Institute of Environment and Water Management organized and facilitated the meetings.

Each WLCAN meeting engages an average of 30-40 women farmer leaders. The WLCAN platform has benefited women in different ways. First, they have built the confidence of rural women to exchange, express and articulate their concerns.

Second, they have enabled women farmers to interact directly with decision makers and service providers, to gain access to information about programs and services, e.g. Biogas Support Program in Nepal, and municipality funds for farmers in South Africa. In all four countries, WLCANs have increased women's awareness and understanding of policies related to agriculture and natural resource management and increased their ability to engage with decision makers.

In Nepal, the meetings focused on two major topics: (1) women's access to alternative energy technologies, in collaboration with the AEPC; and (2) women's inclusion in regional and local level consultations to support the Forest Sector Strategy preparation process from a Gender Equality and Social Inclusion perspective, linking to the Ministry of Forest and Soil Conservation's Gender Focal Point.

In South Africa, women farmers from various parts of the Tshwane Region received information on different financial schemes they could benefit from, such as grants for agriculture and forestry from the Department of Agriculture, Forestry and Fisheries, the Department of Rural Development and Land Reform, and services of the Women's Empowerment Program. The WLCAN participants requested the organizers to invite professionals and policy makers to provide them with new skills and information to access those resources. Discussions also focused on issues regarding land tenure, land reform, supply chain management and bidding for tenders.

In Kenya, women's groups were equipped with knowledge and skills for responding to the many challenges they face in agriculture and climate adaptation efforts. Meetings included provision of information on biogas, silage production, and high value crop

production; facilitated peer to peer learning among women farmers through sharing of successes; explored modalities of women farmers' engagement with the county government; and explored existing markets for farm products. Each women's group developed an action plan to incorporate the knowledge they gained in the meeting. County level leaders and authorities now recognize them and invite them regularly to attend meetings.

## Policy Advocacy



While gender equality is high on the agenda of many governments and development organizations, it is still weakly integrated in the area of agriculture, forestry, environment and climate related debates and interventions. WOCAN's presence in regional and global events has contributed to keep the momentum going.

#### [Regional and global level events](#)

WOCAN's advocacy focuses on agriculture and NRM, while most women's NGOs – especially in the Asian region - advocate for human rights, and reproductive and sexual health and rights.

At the global and regional levels, WOCAN advocates in numerous events organized by the UN and other organizations on food security, environment, climate change, and women's rights/empowerment to raise the concerns of women's farmers and professionals, and advocate for greater

investments in women. WOCAN has also supported the participation of women farmers in some of those events. This has contributed to increase the organization's visibility at the global level and in Asia.

WOCAN has been accredited to several UN bodies: Committee on Food Security, UNEP, UNFCCC, ECOSOC; ESCAP (Asia Pacific Regional CSO Engagement Mechanism), and participates in meetings of the Green Climate Fund and FAO's Policy Advisory Committee on Incentives for Ecosystem Services. WOCAN is on the Steering committee of the GGCA and The Forest Dialogue, and is a member of IUCN Gender Advisory Group for its *Mangroves for the Future Program*.

Additionally, the WOCAN Executive Director is a member of the Gold Standard Climate Smart Agriculture Panel and the Fair Trade

Carbon Group, and is Co-leader of the Forest Dialogue Steering Committee.

#### [National level advocacy](#)

WLCANs create a national-level space for women leaders of government, NGOs and the private sector to interact directly with women farmers and entrepreneurs, to jointly develop ways to increase the effectiveness of gender-responsive policies. This reflected a change in WOCAN's approach to advocacy, moving its focus from the global to the national level. In Nepal, WOCAN members and women farmers were able to provide inputs into the elaboration of a UN REDD policy brief, and the design of the national Forestry Strategy and Forest Policy. WOCAN also sponsored the participation of women farmers in regional and global forums.

WOCAN organized a Global Meeting of the Women's Leadership Circles in Nairobi in



2013. Twenty-four women farmers, policy makers and coordinators from Kenya, Nepal, Maldives and South Africa attended this three-day meeting. WLCAN members were invited to attend the High Level Forum on Gender and Environment organized by UNEP and the NWMLE. WOCAN hosted a breakfast meeting for the NWMLE that provided a unique opportunity for the women farmers and decision makers to share their issues and to discuss points to be raised within the UNEP Governing Council sessions.

Some of the WLCAN recommendations included: invite farmers to speak at regional and global events, increase investments allocated to women farmers and support innovative women-led projects. As a follow-up, the NWMLE invited WOCAN to join as a member.

## Women's Empowerment



*The purpose of the W+ is to provide resources that women control, and to increase resources for women's empowerment activities. Putting money directly into women's hands has proven to be transformative for their lives, as well as those of their family and community members.*



WOCAN developed the W+ Standard to incentivize investments in women's empowerment through a system that both measures results and puts money into the hands of women, which in addition to the benefits for women themselves, is likely to have transformative impacts on gender inequality, the economy, poverty, climate change, and food security, among other impacts. The W+ Standard is a set of project design and implementation requirements that provides contributors the opportunity to accelerate progress for women and gender equality.

The W+ quantifies and verifies benefits to women in six domains: *Time, Income/Assets, Health, Education and Knowledge, Leadership, and Food Security.*

In 2014, WOCAN conducted the development of the W+ Time method, with social science, gender and monitoring and

evaluation experts, who developed the qualitative questionnaire to quantify time saved by Nepali women biogas users. This was field tested, then validated by an independent, third party auditor.

The first W+ pilot project was completed in Nepal in September, measuring the time savings of 7200 women in rural villages who had replaced their wood-generated stoves with those generated by biogas, relieving them of the need to collect fuel wood from the forest. This change saved each woman 2.2 hours every day - time that the women could use to increase their income, take on leadership roles in the community, learn new skills, grow additional crops, care for children and the elderly, improve their health, support their community and benefit from rare leisure time. The time saved has generated W+ Units that can be purchased to support women's empowerment.

*In the move towards results-based financing, W+ is creating a new market for gender capital that is steadily drawing the attention of corporations, impact investors, the CSR community and international development agencies alike.*

Article on W+ Standard: Empowering Women, Empowering a Sustainable Society – Working Towards Results-Based Solutions, March 2015.

Interest in the W+ from project developers is increasing. WOCAN received funding from SNV to do a feasibility study of their Improved Cook stove program in Lao PDR. This year, HIVOS supported WOCAN to assess the application of the W+ within two of their supported projects: a biogas project in Indonesia and a cook stove project in Honduras. This provided the opportunity for WOCAN to develop two other methods (Income/assets and leadership), which are currently in a testing phase. More details about on W+ activities can be found at [www.wplus.org](http://www.wplus.org).

Beyond the work on W+, WOCAN was the lead technical agency in the implementation of the ADB project 'Harnessing Climate Change Mitigation Initiatives to Benefit Women'. WOCAN coordinated the inputs of 12 consultants and provided technical assistance in areas of institutional development, social/gender assessment and capacity building, climate change financing, and monitoring and evaluation. The project was implemented in Cambodia, Lao PDR and Vietnam. The objective was to pilot a model to develop low carbon projects with gender-equality benefits and demonstrate how climate financing can provide benefits to women for their contributions to GHG reductions in addition to productive industries.

## Research & Networking



## Mapping women's groups and organizations

Women's groups are frequently under the radar of donor agencies and development agencies, due to their informal status. In order to increase their visibility, WOCAN mapped groups and organizations and strategic processes related to food and agriculture with the support of OXFAM GB. This map – available on the WOCAN website - allows all types of organizations and individuals to identify potential partners in specific countries and regions.

<http://www.wocan.org/map>

## Gender assessments and technical advice

WOCAN has conducted several gender assessments for projects and provided recommendations on strategies for overcoming gender barriers. Some of these include:

- Gender Assessment of Oddar Meanchey Community Forestry REDD+ Site, Pact Cambodia (2012)
- Lifestraw Carbon for Water Project Survey' for Nedbank Capital, Kenya (2012)
- NEAT Program (Nepal Economic and Agriculture Trade). WOCAN provided short and long-term technical assistance to assure that gender was integrated throughout the project's planning, implementation, and monitoring and evaluation stages (2011-2013).
- WOCAN provided inputs to the IUCN Mangroves for the Future (MFF) Gender Advisory Panel Special Meeting for IUCN Commission Members in Bangkok, Thailand.
- WOCAN provided a technical assessment on Gender Aspects of the Rice Sector in the Greater Mekong Region for the World Bank (2015)

## Gender and REDD+

In 2010/2011, WOCAN conducted research for USAID on the integration of gender within REDD's initiatives across Asia. This resulted in an influential paper called "*Getting REDD+ Right for Women: An analysis of the barriers and opportunities for women's participation in the REDD+ sector in Asia*" (USAID/USFS). This led agencies to think about the issue of gender as a central piece for REDD+ success. As a follow up, the Joint Initiative with UN-REDD Programme, LEAF, and WOCAN was established to identify practical entry points for women's inclusion and gender perspectives in REDD+ in the Asia-Pacific Region.

WOCAN conducted global research and prepared two national level studies in Sri Lanka and Cambodia on good practices for strengthening women's inclusion in forest and other natural resource management

sectors. Research has increased awareness, knowledge and visibility of women's issues and good practices, and increased WOCAN's visibility and recognition of its added value. WOCAN is recognized as a global leader in forestry and REDD and one of very few women-led organizations in the world with technical and gender expertise.

#### [W+ Standard for Women's Empowerment](#)

Another major area of action-research for WOCAN has been work done to develop the W+ Standard. Women's groups from Asia and Africa (Nepal and Kenya) were involved in the identification of W+ domains in 2012. Since then, WOCAN has developed the W+ Standard and an extensive set of guiding documents, and methods for three of the domains for time, income/assets and leadership. It has also formed a W+ Advisory Council and a Standard

Committee as the governing bodies. The W+ Standard was submitted to ISEAL Alliance for accreditation in 2015.

As the W+ is of interest to actors in the field of social impact investing, gender lens investing, and social impact monitoring, WOCAN has been attending events that increase knowledge and understanding of these new opportunities. These are most evident within sustainability initiatives of global supply chains, interests of impact investors, and gender lens investors. WOCAN has been building a group of core 'ecosystem' actors as the W+ evolves and develops. Key learning events attended in 2014 include:

- ISEAL Alliance Workshop and ISEAL Alliance Annual Conference
- Impact Forum: From Niche to Mass, hosted by Shujog and the Impact Investment Exchange, Asia.

- International Coffee Conference "Climate and Coffee: The Heat is on!" hosted by HIVOS and OXFAM/NOVIB.
- SOCAP (Social Capital Markets) Conference 2014 and 2015 in San Francisco

#### [Gender, Landscape Management, Food Security and Climate Smart Agriculture](#)

In September 2012, WOCAN and TFD organized a global Scoping Dialogue on the Exclusion and Inclusion of Women in the Forest Sector that was held in Nepal. A result of that meeting was a commitment by The Forest Dialogue to have at least 40% women on its Steering Committee and at least 40% women participants in its dialogues. These goals have already been achieved.

Building on the results of this first Dialogue and the 4F initiative of The Forests Dialogue, WOCAN, in collaboration with RECOFTC and TFD, organized in 2014 the

Regional Dialogue on Women's Inclusion in Landscape Management in Asia, held in Chiang Mai, Thailand. It was the first event globally to bring together the topic of landscape management and women's inclusion. Following this second Dialogue, the Stockholm Environment Institute has developed a concept note to build a framework on women's inclusion and gender equality in landscape management.

Other meetings organized by WOCAN included a Global Meeting of the Women's Leadership Circles in Nairobi in 2013, Regional High-level Conference on Gender, Food Security and Nutrition in Asia/Pacific in 2013 (for FAO); a Regional Workshop on Gender and Climate Smart Agriculture in ASEAN in 2013 (for FAO); and a Workshop on "Women and Environment: From Policy to Action" at the Asia Pacific CSO Forum on Beijing + 20.

## Networking

WOCAN launched the Women in Agriculture & NRM Network (WARM) in Bangkok, Thailand in 2012. WARM is an informal gathering to share and build a network of individuals who are interested in issues related to gender in agriculture and natural resource management (with men warmly welcomed). In 2014, Stockholm Environment Institute, South Pole Group, The Resource Alliance and the IUCN Asia Regional Office hosted WARM meetings.

WOCAN participates in many other networking events, including those of the AVPN and its partners throughout Asia and globally.



# What we have learned

Looking back at the work done under the three pillars of WOCAN's Strategic Plan has provided WOCAN with some of the following lessons:

## Capacity building

Training courses in Leadership and Gender Integrated Planning, using an adult learning methodology, have proven highly successful in triggering changes in the way individuals approach gender within their organizations. Participants of WOCAN training courses have generally been able to integrate gender into their work, to sensitize their colleagues, and to involve women in project

activities. Changes at the organizational level can take more time and require strong commitment and willingness from individuals. Follow up coaching after the training was essential to support champions to implement changes. However, more work still needs to be done to better understand and support women and men champions' strategies and longer term organizational changes. Gender mainstreaming, as a strategy for effective organizational change cannot be presumed effective, without a host of strong drivers to push it. This learning led to the creation of the W+ Standard to incentivize investment in women's empowerment and gender equality

and measure outcomes, rather than outputs.

## Advocacy

WOCAN is considered to be one of the few organizations working on forestry, agriculture, NRM and gender. The presence of WOCAN in events related to agriculture and climate change keeps the focus and momentum on issues related to women's empowerment and gender equality. The WLCAN has been successful as a platform for face-to-face meetings between women farmers and policy makers. In addition, it has built women's self-confidence, and provided farmers with direct access to



information and resources, and provided them space for their voices to be heard for direct inputs into policy consultations at the national level. In REDD+ in particular, WOCAN's advocacy efforts have resulted in positive outcomes, such as increased attention and resources for gender in REDD+ initiatives at national, regional and global levels.

### Women's empowerment

The W+ Standard provides WOCAN with a new way to support women's empowerment through measurement and results-based financing. It opens up opportunities for WOCAN to engage with individual and institutional investors, companies, financial institutions and governments. Indeed, there is growing interest (and curiosity) in the W+ amongst those entities, each with a different perspective. These include interests in

metrics for accountability, branded products that are produced by women, and assuring sustainability of supply chains. The Standard was already acknowledged as a framework to measure corporate contributions to women's economic empowerment by the authors of various articles and newsletters in economic magazines, including Forbes, Green Biz Journal and the Cornerstone Journal of Sustainable Banking and Finance.

# Exploring new trends

The role of standards and certification schemes as a component for sustainability and reduced risks for companies

Companies (but also development organizations and governments) that make high profile commitments run a major risk by being unable to track progress and to show, in a transparent way, how they have contributed to women's empowerment. Standards and certification schemes can bring an answer to this concern.

A WOCAN survey of existing standards found that none addressed specifically how women at the "bottom of the supply chains" were benefiting from an activity or supply chain. In addition, the existing CSR instruments do not provide a framework for program design and monitoring specifically on gender or women's empowerment.

The stronger interest from public and private investors to invest with a gender lens: gender lens investing

In recent years, there has been growing attention to women's empowerment not only within the development world but also from private companies and individuals. Corporations are coming to the realization that women's empowerment is key to reduce risks and improve the quality and sustainability of their supply chains (in those supply chains where women form a large portion of producers). Emerging research also demonstrates the economic potential of investing in women and women-led entities. Articles from *Stanford Social Innovation*

*Review*<sup>2</sup> highlight the fact that an increasing number of companies are making high profile commitments regarding their support to women's empowerment. In 2013 the International Finance Corporation (IFC) launched a "Women's Bond" to incentivize investments in women-owned businesses. As a result, a new trend is appearing that goes beyond corporate philanthropy: gender lens investing. This new approach intends to support women's empowerment and gender equality as mainstream financial investments. However, to date, gender lens investing seems to be geared toward investing in women entrepreneurs, leaving out women farmers, workers, and women's groups/collectives.

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<sup>2</sup> Drasser, K. & V. Valenti (2014). The Gender Accelerator: Are Startup Accelerators the Future for Women and Girls? *Stanford Social Innovation Review*.

## Bridging different stakeholders

Both corporate philanthropists and social investors do not have the expertise in gender issues and do not always know where to allocate their money to support women's empowerment in the broader sense, beyond support to entrepreneurs. On the other side, women's organizations and groups usually do not have the resources, skills, language or connections to seize

these funding opportunities. There is a need for intermediary organizations to connect these two groups and help prepare pipelines of projects for investors.

*The W+ Standard™ is to date the only Standard that tracks progress in the lives of women at the beginning of the value chain and provides women and women's organizations with an additional revenue stream. Additionally, WOCAN has the*

*potential to become a critical connector between women's organizations and philanthropists, social investors and companies interested in "doing good while doing well". By identifying women's organizations with which to collaborate, building a framework for collaboration through W+ projects that benefit women and provide them with a new revenue stream.*

W+ White Paper, 2015

# Sharing knowledge

WOCAN shares knowledge in as many ways as possible to raise awareness on the importance of gender equality and the roles of women in forestry, agriculture, NRM and climate change adaptation and mitigation.

WOCAN disseminates information through: two websites, Facebook, blog and twitter, LinkedIn and a Monthly Digest to members. One of WOCAN's main tools of knowledge management is its two websites: [www.wocan.org](http://www.wocan.org) related to all activities of WOCAN, and [www.wplus.org](http://www.wplus.org) focused on W+ Standard and projects. The W+ is explained in a brief animated video.

WOCAN generates knowledge products (e.g. research on gaps and best practices, policy briefs) to inform policy and program development on topics such as gender and climate change, gender in REDD+ and gender and food security. Increasingly WOCAN is developing products that appeal to a wider audience, such as info graphics and videos.

## Key Knowledge Products

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Info graphic: Women and Land Management, in collaboration with RECOFTC (2014)

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Policy Brief: Barriers and entry points for women's inclusion in REDD+ in Asia-Pacific

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Poster on the Scoping Study on Gender, NRM and Climate Change in the Context of Inclusive and Equitable Sustainable Mountain Development (2013)

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Guidance Note to Integrate Gender in Implementing REDD+ Social Safeguards in Indonesia (2012)

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Policy Brief: Turning Agriculture into Agribusiness: Overcoming institutional Barriers to Rural Women's Entrepreneurship (2011)

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Policy Brief- How bringing gender perspectives into REDD+ policies could enhance effectiveness and empowerment, (2011)

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Case Study: An Assessment of Gender and Women's Exclusion in REDD+ in Nepal (2012)

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Getting REDD+ right for women- An analysis of the barriers and opportunities for women's participation in the REDD+ sector in Asia (2012)

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Re-envisioning REDD+: Gender, Forest Governance and REDD+ in Asia (Regional), Right and Resources Institute (RRI)-(2012)

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Scoping study of good practices for strengthening women's inclusion in forest and other natural resource management sectors – Joint regional initiative for women's inclusion in REDD+ (2013)

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Scoping Study on Gender, NRM and Climate Change in the Context of Inclusive and Equitable Sustainable Mountain Development (2013)

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Women's Inclusion in REDD+ in The Philippines Lessons from Good Practices in Forest, and Other Natural Resources Management Sector

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Women's Inclusion in REDD+ in Cambodia Lessons from Good Practices in Forest, Agriculture and Other Natural Resources Management Sectors

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Accelerating Investments in Women through Certification - White Paper of the W+ Standard. WOCAN

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W+ Standard animated video

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W+ Pilot Project video- Measuring Nepalese women's time saved by using biogas stoves

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## Main Initiatives / projects

<b>Title</b>	<b>Location</b>	<b>Funding</b>
Network of Women Ministers and Leaders in Agriculture and Natural Resource Management (2009-2011)	Global	IFAD, Heifer
Rural Women's Leadership Project (2010-2012)	Nepal, Philippines	IFAD
Nepal Economic Agriculture and Trade Activity Project (2011-2013)	Nepal	Chemonics International
Rural Women's Leadership Africa Training in Madagascar: Pilot Project for Rural Women's Leadership	Madagascar	IFAD
Capacity Building for Women's Leadership in Farmers' Producer Organizations in Asia and the Pacific Region Project (2012-2014)	Sri Lanka, Maldives, Lao PDR	IFAD
Harnessing Climate Change Mitigation Initiatives to Benefit Women (2012-2014)	Cambodia, Lao PDR and Vietnam	ADB
Women's Leadership Circles in Agriculture and Natural Resource Management (2012 – present)	Nepal, South Africa, Kenya	NORAD
Joint Initiative for Gender in REDD+	Regional (Asia)	UN REDD
W+ pilot application and method development – Biogas Project (2013-2014)	Nepal	NORAD
Harnessing investments to benefit women in climates including W+ application to the Indonesia Domestic Biogas Programme and Improved Cook stove Project in Honduras (2014-2015)	Indonesia Honduras	HIVOS

# Financial statement

Jan 2011 – December 2014

	YR 2011	YR 2012	YR 2013	YR 2014	Total
<b>Revenue</b>					
grants & contributions	1,020,619	973,206	1,228,977	893,805	4,116,607
other income	4,062	2	499	1,893	6,456
<b>Total Revenues</b>	<u>1,024,681</u>	<u>973,208</u>	<u>1,229,476</u>	<u>895,698</u>	<u>4,123,063</u>
<b>Expenses</b>					
<b>Program</b>					
capacity building	203,198	366,697	652,329	297,268	1,519,492
knowledge and communication	149,848	141,530	225,283	199,206	715,867
advocacy	77,585	143,211	126,982	136,445	484,223
	<u>430,631</u>	<u>651,438</u>	<u>1,004,594</u>	<u>632,919</u>	<u>2,719,582</u>
<b>Supporting</b>					
management and general	128,155	229,576	239,799	152,674	750,204
<b>Total Expense</b>	<u>558,786</u>	<u>881,014</u>	<u>1,244,393</u>	<u>785,593</u>	<u>3,469,786</u>
<b>Income surplus / (deficit) expense</b>	<u>465,895</u>	<u>92,194</u>	<u>(14,917)</u>	<u>110,105</u>	<u>653,277</u>

## List of Acronyms

		HIVOS	Humanist Institute for Cooperation in full	SOCAP SNV	Social Capital Markets Netherlands Development Organisation
ADB	Asian Development Bank				
AEPC	Alternative Energy Promotion Center	ICIMOD	International Centre for Integrated Mountain Development	SRD	Centre for Sustainable Rural Development
AFFA	Asian Farmers Association	ICRAF	World Agroforestry Center	TFD	The Forest Dialogue
AVPN	Asian Venture Philanthropy Network	IEWM	Institute of Environment and Water Management	UN UNFCCC	United Nations United Nations Framework Convention on Climate Change
CDKN	Climate and Development Knowledge Network	IFAD	International Fund for Agricultural Development	UNEP	United Nations Environment Programme
CGIAR	Consultative Group for International Agricultural Research	IFC	International Finance Corporation	UN-REDD	United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation
CIAT	International Center for Tropical Agriculture	INGO	International Non-Governmental Organization		
CIFOR	Center for International Forestry Research	IUCN	International Union for Conservation of Nature	USAID	United States Agency for International Development
CSR	Corporate Social Responsibility	LEAF	Lowering Emissions in Asia's Forest		
DFAT	Australian Department of Foreign Affairs and Trade	MFF	Mangroves for the Future	WARM	Women in Agriculture & NRM
		NEAT	Nepal Economic and Agriculture Trade	WLCAN	Women's Leadership Circles in Agriculture and Natural Resource Management
ECOSOC	Economic and Social Council	NWMLE	Network of Women Ministers and Leaders for Environment		
ESCAP	Economic and Social Commission for Asia and the Pacific	NGO	Non-Governmental Organization		
FAO	Food and Agriculture Organization of the United Nations	Norad	Norwegian Agency for Development Cooperation		
GCF	Green Climate Fund	NOVIB	Dutch organization for international development cooperation		
GESI	Gender Equity and Social Inclusion				
GGCA	Global Gender and Climate Alliance	NRM	Natural Resource Management		
GHG	Greenhouse Gas	RECOFTC	Center for People and Forests		
HIMAWANTI	Himalayan Grassroots Women's Natural Resource Management Association	REDD	Reducing Emissions from Deforestation and Forest Degradation		
		SEI	Stockholm Environment Institute		



## Quotes and articles

### Video - The Rural Women's Leadership Project in Nepal, supported by IFAD, was implemented by WOCAN

*We focus on grooming women who are already leaders in their own right. What we do is to reaffirm what they know and practice and provide them with new impetus to carry on. This does not mean we work with women only. An important component in developing women's leadership is the inclusion of men. It is critical that men understand, assist and support the leadership roles of women. D.Gurung, WOCAN Core Associate.*

### Women, Wall Street And Mitigating Climate Change: The Critical Importance Of WOCAN Forbes, 2013

*If women were provided with adequate resources and empowered through the removal of barriers to their advancement, their contributions to GHG reduction would be vastly enhanced, and initiatives would be more effective and sustainable. J. Gurung, Executive Director WOCAN*

### Accelerating Investments in Women through Certification – A White Paper of the W+ Standard, WOCAN, 2015

The purpose of W+ is to provide resources that women control, and resources for women's empowerment activities. Putting money directly into women's hands has proven to be transformative for their lives, as well as those of their family and community members. How women invest the income they receive (beyond any benefits that income-generating projects provide) is where the innovation, creativity, and transformation of women's economic agency happen. Women need resources to invest beyond basic household needs. Since women face gender imbalances that place restrictions on their starting and building businesses, the influx of significant resources could provide the additional income and other assets that women need to invest and take the risk. This is why direct share payments to women are a necessity of the W+, on top of any project-sourced income.

### Gender Lens

#### February Edition of the Cornerstone JSFB, 2015

We highlight gender diversity and inclusion as a tremendous stimulator of economic growth. In the developing world, the gap in investment in women's organizations and women-led businesses is likely prolonging the loss of economic productivity. This month we include observations from Jeannette Gurung and Rebecca Pearl- Martinez of WOCAN, who introduce a new certification system to help accelerate progress towards gender equality.

#### The Hidden Value. Monetizing co-benefits of climate actions to deliver Women Empowerment for a Sustainable Society.

#### Carbon Mechanism Review Issue 2, 2015

The W+ unit serves to reinforce the importance of recognizing and supporting the leadership and roles of women across sectors and socioeconomic classes in the the management of natural and social resources. Empowering women offers transformative potential in areas such as climate change, poverty, and gender inequality and food security.