



# REPORT

## Analysis of Gender in the Wood Processing Sector of Ghana

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## LIST OF ACCRONYMS

**GTMO:** Ghana Timber Millers Organization

**VPA:** Voluntary Partnership Agreement

**HAF:** Harvard Analytical Framework

**FAWAG:** Furniture and Woodworkers Association of Ghana

**DOLTA:** Domestic Lumber Trade Association

**TUC:** Trade Union Congress

**NGO:** Non-Governmental Organization

**CBO:** Community Based Organization

**EU:** European Union

**FLEGT:** Forest Law Enforcement, Governance and Trade

## 1.0 INTRODUCTION

### 1.1 The Context of Natural Resource Governance in Ghana

The governance of Ghana's Forest and Natural Resources is guided by both customary law and formal state legislation. This is because ownership of about 80% of the lands on which natural resources exist, are under the oversight of traditional leaders such as chiefs, family heads or clan heads. Customary leaders apply unwritten rules from the custom and traditions of their area to determine access, use and control of the land under their oversight and by extension, the resources on the land. While the 1992 Constitution of Ghana recognizes the role of traditional leaders as custodians of the land and natural resources, it also recognizes natural resources on the land as public good which need to be managed by the state for the benefit of all Ghanaians. Thus, while customs and tradition are applied by local communities in their daily interaction with natural resources, state legislation is also applied to provide macro level principles for natural resource use. Considering this historical and socio-cultural context of natural resource governance in Ghana, there are indications that irrespective of the legal provisions available, the cultural beliefs and traditional practices of various communities have shaped the perception of access, use, control and ownership of natural resources, not only of local communities, but also formal institutions operating in the sector. Experience in the forest sector in particular, shows that explicit socio-economic, political and cultural barriers have excluded and marginalized women's participation and voice in decision-making processes over the years.

The context of the natural resource sector in general and the forestry sector in particular, underscores the need for attention to gender mainstreaming in the Forestry Sector to ensure that there is equitable access, control and benefits for all stakeholders engaged in the sector. Given the entrenched cultural beliefs and traditional practices which influence the management, use and control of the resources in the Forest Sector (Djokoto and Opoku 2010; Mulenga, Nkonde and Ngoma 2015), the lack of attention to gender mainstreaming could perpetuate practices that are inimical to the development of communities around forest resources and also forest industries at large. Analysing the gender dynamics at play within the forestry sector is the first step towards generating evidence, building a common understanding of gender imbalances and the influencing factors in the sector, and thereby being able to define practical approaches that will guide the delivery of interventions aimed at addressing the imbalances and achieving gender equality. It is to this end that the Global Timber Forum, an umbrella organization which convenes associations of the wood-based industries and their stakeholders to address shared challenges in responsible trade, commissioned an analysis of gender in the Wood Processing Sector in Ghana.

### 1.2 Context of the Gender Analysis

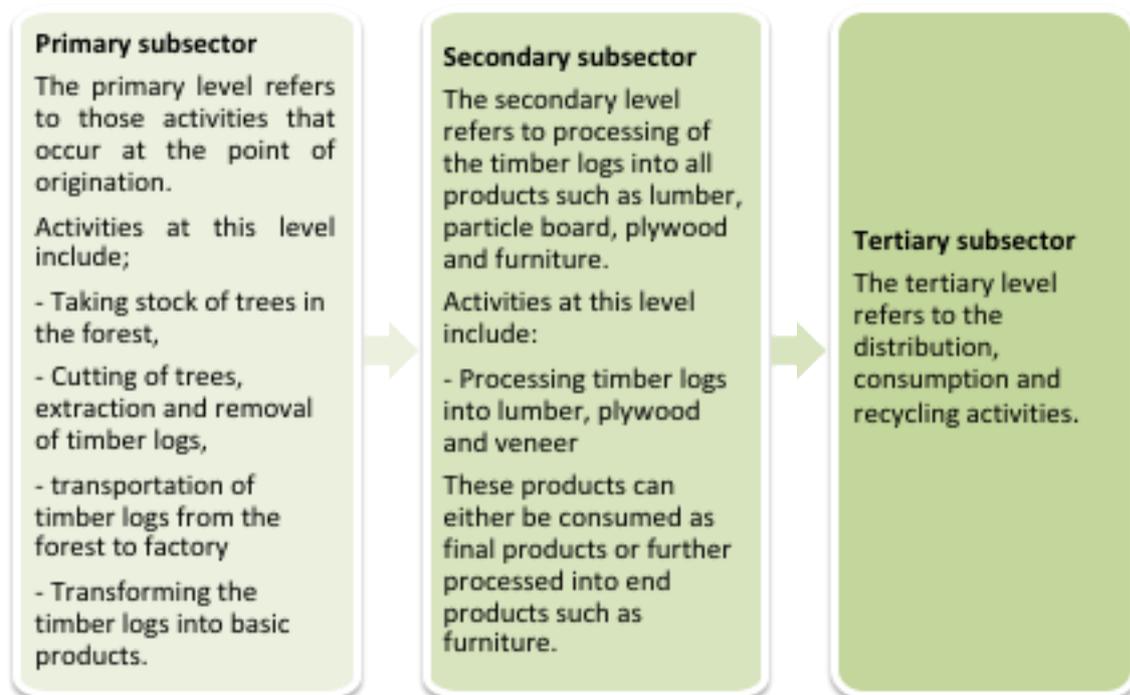
Gender is about the relationships between women and men in the societies in which they live, and the different roles (and responsibilities) that they are expected to play in those societies. A number of factors influence the gender dynamics in any particular society and at any stage in the development of that society. Available evidence shows that there are high levels of inequalities in gender relations

in many developing countries<sup>1</sup>, including Ghana which, in turn, also results in high levels of poverty, especially among women in rural communities. Thus, efforts in achieving equitable socio-economic development are enhanced when attention is given to the gender dynamics in the intervention area and the inherent imbalances.

The level of awareness on the need to mainstream gender in organizations, institutions as well as projects, has improved over the years. In recent times, most practitioners, both men and women across many sectors, have increased recognition of the gender imbalances and its potential impact on gender relations. Experience shows, however, that for gender equality to be effectively promoted, it is necessary that the gender issues are clearly defined, highlighted and embedded in all aspects of organizations and at all levels.

The Forestry Sector in Ghana has a number of subsectors such as the Timber Production subsector and the Eco-tourism subsector. The Wood Processing Sector is, however, one of the main subsectors in the Forestry Sector. It has a long history of dependence on wood from the forest as raw material for value added production. The figure below presents an overview of some of the activities undertaken by actors in each of the three main subsectors of the Wood Processing Value Chain.

**FIGURE ONE: THE WOOD PROCESSING VALUE CHAIN**



The forest services sector in Ghana has transformed significantly in recent times. There has been a shift towards the recognition of participatory forest management approaches and the integration of community development concerns, health, safety and social benefits of organisational staff and workers in the exploitation of timber from the forest. There has also been a significant amount of

<sup>1</sup> See Jayachandra 2015; Klasen 1999

donor-supported interventions such as the Voluntary Partnership Agreement (VPA)<sup>2</sup> which aims at ensuring that companies operating in the forestry sector abide by national legal frameworks admissible to best international practices for responsible logging. Even though these shifts in forest management and interventions towards responsible logging have not completely addressed all the issues for sustainable and responsible timber production, they have influenced the process of acquiring concessions and undertaking logging operations to ensure that they contribute to the socio-economic development of forest fringed communities and affected farmers.

In spite of the interventions the sector has seen in recent times, the gender dynamics of the Wood Processing Sector have not seen much improvement. The sector is still perceived as the domain of men, especially at those points along the chain where activities are both labour and capital intensive or require some manner of activity that are regarded as men's role due to the social construct of the Ghanaian society. While these observations may be considered the norm, and would likely be accepted by both men and women in the sector, there are concerns about their likely impact on both men and women in terms of access, use, control and benefit from opportunities and resources within the sector. The context of the gender analysis under this assignment is therefore to identify the underlying factors influencing the observed gender relations in the sector, effects of the current situation on women and challenges women face in the sector.

### 1.3 Scope

The Forest Sector in Ghana is quite broad with a number of subsectors and stakeholders in the public and private sectors as well as civil society. The gender analysis however, focused specifically on the Wood Processing sub sector of the Forest Sector. Thus, stakeholders engaged under this assignment were those specifically engaged in this sub- sector.

Within the Wood Processing sub-sector, the assignment sought to analyse;

- The role women play in the workforce across the wood processing sector
- Economic and social value of women in the work force
- Issues that affect women
- Compilation of case studies of good practices in the sector

Stakeholders were interviewed at the national and two regional levels of Greater Accra and Ashanti through face to face interviews. They were selected from the private wood processing enterprises, associations and umbrella organizations as well as from the public sector agencies involved in policy and forest management. Even though the focus of the analysis was on the operations of the private sector, the extent to which public sector policies influenced private sector operations was also important and so selected public sector institutions were identified. This was done with the purpose of collecting different experiences and better understanding of gender relations from the perspectives

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<sup>2</sup> The VPA is one of the key elements of the European Union Forest Law Enforcement, Governance and Trade (FLEGT) Action plan which aims to address illegal logging. It involves a bilateral timber-trade agreement between European Union and timber exporting country outside the EU. (see Vandenhaute, Lamalre and Simpson 2014)

of both private and public organizations in the sector. In all, there were 51 interviewees representing 14 institutions and associations. Out of this number, 41 were men and 10 were women.<sup>3</sup>

Engagements under the assignment were done between September and October 2017.

The findings presented in this report are based on the interviews conducted with all the respondents either as Focus Groups, Individuals or Key Informants.

## 1.4 Methodology

Data for the study was collected using a combination of tools and approaches. Different gender analytic frameworks, storytelling and case study discussions were used.

The main data collection tool was the Harvard Analytical Framework (HAF) – which involves the mapping of the work and resources of men and women in a community and highlighting the main differences<sup>4</sup>. The three basic elements that were considered are;

The activity profile based on which the profile on gender division of labour was developed.

Access and control profile which provides a profile of the resources needed to carry out tasks (resources could be material, financial/economic, political, social or time).

The third component of the HAF was the influencing factors. This looked at factors which affect the division of labour and the access and control profile.

The tools were adapted to suit actors and activities at different points along the value chain. Useful elements were drawn from all three aspects (analytic frameworks, storytelling and case study discussions) to develop a gender profile of the sector, consisting of the roles of both men and women and their needs.

The second aspect of the data collection focused on getting an understanding of how the stakeholders felt about the current situation and any vision for change they may have (what needs to change and how the change will come). This was done using a checklist to interview participants and an interactive story telling exercise.

As time allowed per interview session and depending on the setting, some selected case studies were discussed with participants. The second and third methods were complementary and were aimed at bringing out participants perceptions and potential responses to any attempt to support them mainstream gender.

Selected tools were used to help introduce the concept of gender in a non-threatening manner and to create an environment where participants felt safe to express their opinions. Consideration of the background of the participants and the nature of the gender dynamics in the sector informed the choice of these tools (which are described in Appendix 3). Having created the safe environment using

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<sup>3</sup> The full list of respondents is attached to the report as appendix 1

<sup>4</sup> See March, Smyth and Mukhopadhyay. (1999) pp.32-42; World Bank (not dated)

the selected tools, it was then possible to take the discussions to the level of the personal experiences of the participants.

Quantitative data were analysed using the excel spread sheet to generate graphs and charts. Qualitative data was analysed along key themes such as access, control and decision making, beliefs and perceptions, practices and participation, institutions, laws and policies. Power relations was looked at as a crosscutting theme in all the other themes<sup>5</sup>.

## 2.0 OVERVIEW OF THE WOOD PROCESSING SECTOR IN GHANA

### 2.1 The Wood Processing Value chain in Ghana

As depicted in Figure one above, the Wood Processing sub-sector in Ghana can be grouped under three main categories; levels.

**The Primary Subsector;** this comprises all activities at the point of origination of timber. Activities in this subsector include taking stock of trees in the forest, cutting of trees, extraction and removal of timber logs, transporting timber from the forest to the factory, transforming the timber into basic products of little value addition at the factory.

**The Secondary Subsector;** the secondary level involves activities relating to processing the timber logs into lumber, plywood, veneer, amongst others. At this point, the logged timber is cut into various forms. The cutting and shaping of the timber log at this stage is done to make them suitable for further value addition manufacturing processes. The different products from the secondary level are transported and distributed to the markets and/or to various processing factories. Products from the secondary level activities are either consumed as final products such as the various sizes of boards that are used in construction. Others are further processed into consumable products such as flooring and carpentry items.

**Tertiary Subsector;** the tertiary level of the Wood Processing Sector comprise finished items such as furniture. Other activities are related to distribution, marketing and consumption of wood products. In some cases, there is also recycling taking place such as the processing of particle board from the waste generated from the mills.

While this part of the report does not seek to provide an exhaustive description of the detailed tasks within each of the three levels of production within the sector, it provides an overview of key activities within each of the categories or levels of production. The table below provides a summary of the activities at each category or level and who participate in activities at each of the levels.

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<sup>5</sup> The detailed methodology is attached as appendix 3

### 3.0 FINDINGS and DISCUSSIONS

#### 3.1 Gender Dynamics in the Wood Processing Value Chain

The Wood Processing sector in Ghana is perceived to be an all-male sector. However, data gathered from the field showed that it is not entirely the case that the sector is an all-male sector. The table below provides an overview of the level of participation of men and women at the primary, secondary and tertiary levels of the wood processing value chain. The field data indicates that whilst women’s contributions may not be visible or recognised, they are actually involved not only in administration and provision of labour but also as financiers of the value chain.

**TABLE ONE: OVERVIEW OF THE GENDER DYNAMICS IN THE WOOD PROCESSING SECTOR IN GHANA**

SECTOR	DESCRIPTION OF ACTIVITIES	RESOURCES NEEDED FOR ACTIVITIES	INSTITUTIONS INVOLVED IN ACTIVITIES	LEVEL OF PARTICIPATION BY MEN AND WOMEN	INFLUENCING FACTORS
Primary Level	<p>Pre-harvesting activities in the field (this involves activities such as stock taking, identification of tree species, map preparation for coverage of tree)</p> <p>Acquisition and granting of concession</p> <p>Harvesting (this involves identification of the trees, logging, extraction, monitors,)</p> <p>Transportation of logged timber</p> <p>Production of logs, poles and boules</p>	<p>Technical/Administrative skills</p> <p>Financial resources</p> <p>Equipment/machinery</p> <p>Trucks</p> <p>Unskilled labour</p> <p>Information</p>	<p>Public Sector regulatory agencies</p> <p>Private sector actors who acquire concessions</p> <p>Traditional authorities</p>	<p>Men are involved in most of the primary level activities.</p> <p>Women engaged in the primary level activities are mostly involved in administrative work such as record keeping.</p> <p>In recent times, some women have increased their participation at the primary level as financiers of most of the activities at this point in the value chain, yet they remain unnoticed and not counted as active participants at this point. It took a lot of probing for some respondents (men) to even remember that in fact their</p>	<p>The forest and all other natural resources are under the control of men. Men are the decision makers on access, use and control of land and natural resources.</p> <p>Labour intensive work is more suitable for men than women</p> <p>The use of heavy equipment and machinery more suited for men</p>

				activities have been financed by some women.	Higher risk involved. This makes it less attractive to women
Secondary Level	<p>Transportation of logs to saw mills</p> <p>Offloading</p> <p>Record taking</p> <p>Milling of logs to lumber, veneer, plywood, mouldings</p> <p>Packing</p> <p>Transportation</p>	<p>Financial resources</p> <p>Skilled labour</p> <p>Unskilled labour</p> <p>Transport facilities</p> <p>Equipment and machinery</p> <p>Office equipment and land resources</p>	<p>Private sector (Mills, transport businesses, traders, etc.)</p> <p>Public sector regulatory and certification agencies</p> <p>Civil Society Organizations (advocates for welfare and policy interests)</p>	<p>Overall, participation is by both men and women</p> <p>Women provide finances to sponsor some major activities in transportation and marketing.</p> <p>Men are involved in providing unskilled labour such as loading, offloading and packing</p> <p>Administrative aspects are mostly handled by women</p> <p>Landed resources mostly controlled by men</p>	<p>Involves significant amount of engagement with both formal and customary authorities. Men are better placed to do these engagements than women.</p> <p>Due to the complicated regulatory processes, some illegal activities are done. Women do not want to take the risk in coming face to face with law enforcement agencies such as the Police.</p> <p>Women are more caring and gentle and so are better placed in giving attention to final details of finished products</p>
Tertiary Level	<p>Manufacturing/Processing – eg, furniture</p> <p>Distribution</p> <p>Consumption</p> <p>Recycling</p>	<p>Skilled labour</p> <p>Unskilled labour</p> <p>Financial resources</p> <p>Market access</p> <p>Information</p> <p>Equipments</p> <p>Landed resources (market space, offices, factories etc.)</p>	<p>Private sector business enterprises</p> <p>Public sector regulatory agencies</p> <p>Civil Society Organizations and Associations</p>	<p>Overall participation is by both men and women</p> <p>Women involved in providing unskilled labour in polishing finished products</p> <p>Men involved in providing both skilled and unskilled labour in processing activities</p> <p>Markets dominated by women but control is split between both men and women.</p>	

### 3.2 Analysis of the role of women in the Wood Processing Sector in Ghana

One of the key focal points for this study was to analyse the role women play across the Wood Processing sub-sector in Ghana, from the primary level through to the tertiary level in Ghana. The conceptual framework within which this analysis of the role of women in the wood processing sector was done is that there are three main gender roles which influence the socialisation of men and women in society (March, Smyth and Mukhopadhyay 1999). This socialisation largely defines the gender dynamics even in the formal sector. The three gender roles are;

**Productive Role:** this refers to work done for pay in cash or kind. It includes activities which save cash for the household (home-based production for home use). Through socialisation, both men and women have come to learn and accept that productive roles are usually performed by men. Men get rewarded for engaging in the productive role through cash payments. Because of this socialisation, men get recognized and rewarded more even when women perform the same productive roles.

**Reproductive Role:** this refers to all work and activities involving child bearing and rearing, care of the home, other family members and dependents. All household and domestic tasks, preparation and processing of food, collecting fuel and water etc.

The reproductive role performed mainly by women in many societies. It comes with no cash payment or recognition. It is perceived that a woman’s role is to serve the household and keep the house running.

**Community Role:** there are two aspects of the community role.

*Community managing:* this refers to activities undertaken without pay at the community level to support running community functions to ensure the provision and maintenance of resources such as water, food, cleaning, etc. They usually occur behind the scenes such as sweeping/cleaning the grounds for a community durbar, arranging chairs and tables, preparing food for a funeral etc.

*Community Politics:* this refers to activities undertaken without pay, at the community level within the framework of national politics. These include local government activities, village-level decision-making, leading community meetings, etc.

Whereas the community politics roles are generally rewarded either directly or indirectly through status and recognition, the community managing role comes with no reward. In most cases, those who perform the community managing roles are not easily remembered as those who played a role for the successful running of community functions. The table below summarises the gender roles discussed above.

**TABLE TWO: SUMMARY OF GENDER ROLES**

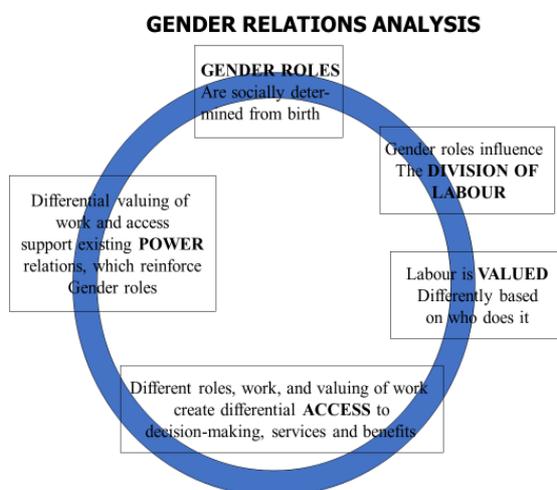
REPRODUCTIVE WORK	PRODUCTIVE WORK	COMMUNITY WORK
This involves the care and maintenance of the household and its	This involves the production of goods and services for	Community is classified into two different types of work. Community-managing

<p>members, including bearing and caring for children, preparing food, collecting water and fuel, shopping, housekeeping, and family health-care. In poor communities, reproductive work is, for the most part, labour-intensive and time-consuming. It is almost always the responsibility of women and girls.</p>	<p>consumption and trade (in employment and self-employment). Both women and men can be involved in productive activities, but their functions and responsibilities often differ. Women's productive work is often less visible and less valued than men's.</p>	<p>activities are undertaken primarily by women as an extension of their reproductive role. Such activities ensure the provision and maintenance of scarce resources which everyone uses, such as water, healthcare, and education. This is voluntary unpaid work, carried out during women's 'free' time. Community politics are undertaken primarily by men, who take part in organized, formal politics, often within the framework of national politics. They are usually paid in cash for this work, or benefit indirectly through improved status or power.</p>
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Source: March, Smyth and Mukhopadhyay (1999) pp. 56

Within this conceptual framework, it is understood that the different roles that men and women play leads to different interests and needs. These socially constructed roles have in turn, institutionalized an ideological and material basis for patriarchy where the assertion of male dominance and female subordination and male control over means of production and reproduction, are rooted.

**FIGURE TWO: BELOW SUMMARISES THE CONCEPTUAL FRAMEWORK FOR ANALYSIS OF GENDER ROLES AND BASIS FOR PATRIARCHY.**



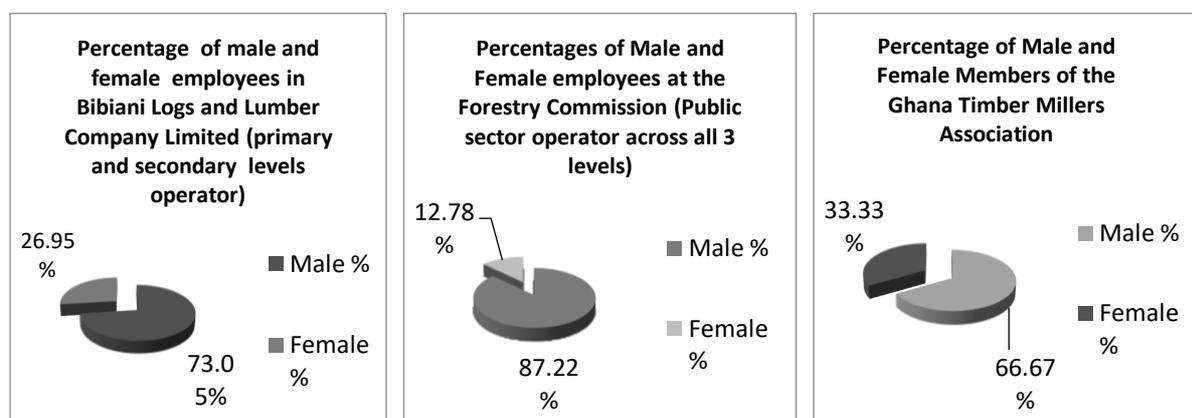
Model adopted from Save the Children, 2014: 'Engendering Transformational Change: Save the Children Gender Equality Program Guidance and Toolkit'.

Guided by the conceptual framework and the context of gender roles discussed above, the findings on the role of women in the Wood Processing Sector are analysed and presented below;

### 3.3 Participation of Women exist across all points in the Wood Processing Value Chain but is not recognised

The study revealed that indeed, there is a higher participation of men than women in the Wood Processing Sector. It is therefore not surprising that it is largely perceived to be a predominately male sector. Below are statistics obtained from selected organizations operating at each of the levels of the sector.

**FIGURE THREE: PERCENTAGE OF PARTICIPATION BY MEN AND WOMEN ACROSS THE VALUE CHAIN OF WOOD PROCESSING SECTOR.**



Source: Field Data

The chart above presents data collected from the study during interviews with eleven selected actors in the primary, secondary and tertiary level production in the Wood Processing Sector. The data represents the overall participation of men and women in the respective institution or business enterprise. At all three levels, the percentage participation of women is lower than men.

Even though the sector has more male participation, it is evident that women are also actively involved at each point in the value chain, engaged in various activities from the primary level through to the tertiary level. The percentage of women’s participation, though lower, is significant enough to be observed.

The study revealed that the participation of women in the sector is not so evident mainly because their role is hardly recognized as a significant contribution to the overall performance of the sector. Additionally, the role women play are the intangible roles that occur behind the scenes and so easily gets forgotten along the process. For example, at the primary level where the pre-harvesting and harvesting activities take place, it was observed that while men were pre-dominantly involved in the actual logging and extraction of timber from the forest, the financing of the logging activities are in some cases done by women. Even though these women are in the minority, they exist and provide

contribution to the financing of logging activities. It was reported by some of the respondents that women also operate portable mobile sawmills used for operations on a small to medium scale milling. Women are also engaged in tree planting where commercial species such as Cedrella (Cedrella odorata), Teak (Tectona grandis) and Ofram (Terminalia superba) are nursed, transplanted and nurtured by women.

However, even though these roles are very significant to the industry, little value is placed on them when they are undertaken by women. Women who play these roles are given little recognition for the role they play. This affects the level of influence and control the women are able to exert in the industry. Some executive members of the industry associations for example, indicated that most men in the industry will not want to be employed by a woman as this would lower their status in society. They would rather prefer to be employed by a man. Participation, the type of role being performed and significance of the role performed does not automatically result in the control one is able to exert in the industry. Being a man or women in that role is, instead, a deciding factor.

The secondary and tertiary level operations also have women actively involved in the processing, financing and marketing aspects of the sector. Both male and female respondents acknowledged that women are the major players in marketing of both secondary and tertiary products of the sector. The Ghana Timber Association is an association of loggers. It has a membership of sixty (60) who are active. Twenty (20) out of the sixty (60) members are women. Respondents indicated that the women in this association are owners of companies who contract other people to work for them. Irrespective of this information, when discussing the main participants in their activities, the responses indicated an all-male participation as depicted below;

**TABLE THREE: EXAMPLE OF TYPES OF RECOGNIZED ACTIVITIES AND PARTICIPATION (PRIMARY LEVEL OPERATION)**

ACTIVITY	RESPONSIBLE
Stock taking of trees: This involves a head count of trees in in the forest.	Men
Felling of standing trees	Men
Cross-Cutting into logs	Men
Skidders pull the trees to a loading area	Men
Trucks load logs to the mills	Men

At the secondary level, where all milling activities take place, the association indicated that there are forty-five (45) member companies, two (2) of which are owned by women.

The Furniture and Wood Workers Association also has Two Hundred and Fifty (250) active members. Twenty (20) out of the total number are said to be women. In terms of participation in the sector, the group presented the following details;

**TABLE FOUR: EXAMPLES OF TYPES OF ACTIVITIES AND PARTICIPATION (SECONDARY AND TERTIARY)**

ACTIVITIES IN THE INDUSTRY	RESPONSIBLE
<b>SECONDARY – MILLING</b>	
Milling (lumber, veneer, plywood)	Predominantly Men (Few women at veneer and plywood)
Drying, operating kiln dryers	Men
Transporting from mill.	Men
Trading in lumber, veneer , plywood	Men and women
<b>TERTIARY - FURNITURE PRODUCTION AND MARKETING</b>	
Sourcing of lumber, veneer and plywood	Men
Drying of wood (could take two weeks when drying with kilns and two to 3months when air drying)	Men
Conveyance to factory/workshop for treatment where necessary	Men
Machining (Planing, cutting into sizes and shaping)	Men
Assembling (putting all components together to form the desired item)	Men
Sanding/Spraying/Finishing	Men/Women
Marketing of finished products	Both men and women are engaged in the marketing of furniture. However, the scale of the marketing operations differ for men and women. Most of the small scale marketing activities are usually done by women and some men. They mostly sell on a small scale to individual consumers.  Large scale operations are mostly done by men with little participation of women as key players except for being employed in the furniture showrooms as sales persons or front desk staff. Thus, even though both men and women are engaged in furniture marketing, women are mostly found in the small scale operations or in the large scale operation as support staff.

This scenario was observed in the interviews with all respondents, especially, the associations. This points to the observation that irrespective of the roles performed by women in the sector, there is little recognition of what the women do. This is not just because the women are few. It is about the recognition of what women in the sector are able to do. Thus, whenever there is an inventory of activities within the industry, those activities that women engage in were not usually counted and valued as significant contributions to the sector. The more visible activities undertaken by men are recognized and counted. Throughout the interviews, it took extra effort for respondents to

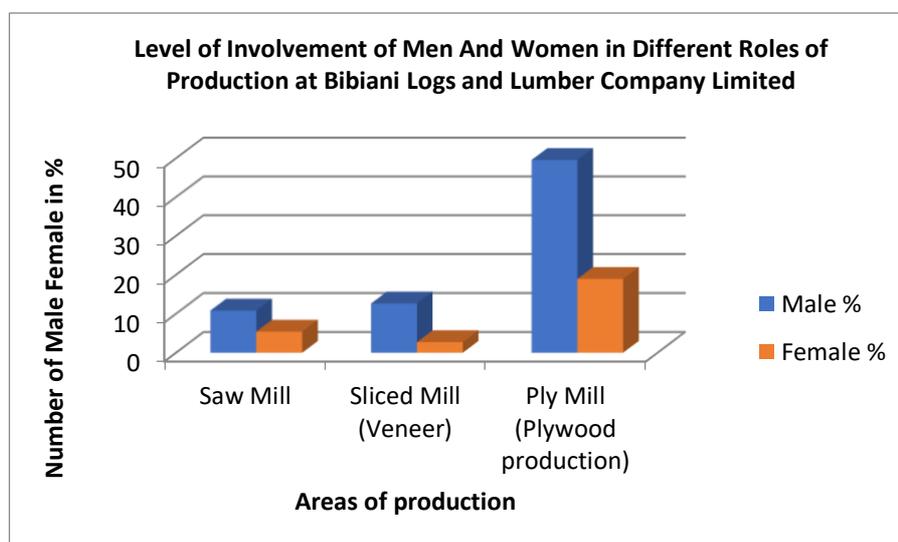
remember what the women do and some actually acknowledged that the financing part of the industry is a significant contribution to the industry and so, if women are involved, it should be recognized, but this is not usually the case.

Patriarchal values are deep seated and greatly influences governance and leadership in the sector. The depth of patriarchal values about a woman’s place, which both men and women in the industry have internalized, has shaped the perceptions and attitudes about men and women in the industry and how they should participate in the industry. Thus, even at those points along the value chain where women play some roles, there is less recognition and value placed on what they do.

### 3.4 Roles Assigned to Men and Women Across the Value Chain are Defined by the Historical and Socio-cultural Context

In addition to the low recognition and lack of visibility of the contribution of women in the sector, the survey revealed that role division between men and women along the value chain of the Wood Processing Sector is shaped by the history of the industry and the socio-cultural context of Ghana. There is evidence across various communities in Ghana that there is a certain cultural, social, political and historical context of natural resource governance. The governance and decision-making on natural resources is traditionally the exclusive preserve of men. Resources on the land are thus considered to be for the men in the society. Patriarchy and kinship arrangements within the natural resource sector affect the power relations, access to and control over land and landed resources. Both men and women in the society have been socialized to accept this dynamic and so, while men assume authority over natural resources, women are expected to be subservient to the men. This context has shaped how men and women engage in the industry where timber from the forest is the main raw material. This historical context has influenced the dynamic between men and women in the sector even at the formal level. Some male respondents indicated that they would never allow themselves to be employed by women in the industry. From their perspective, the men should rather be the ones to employ the women.

**FIGURE FOUR: EXAMPLE OF TYPES OF ROLES PERFORMED BY MEN AND WOMEN IN THE WOOD PROCESSING SECTOR**



Even though there are more men than women at all levels of production, it was observed that both men and women are involved at all levels of production. It was observed that the women involved were mostly engaged in polishing the final products. A few of them were involved in actual production such as machine setting, operation, maintenance and repairs, operations line supervision, grading and sorting products.

### 3.5 Limited involvement of Women in Governance and Leadership

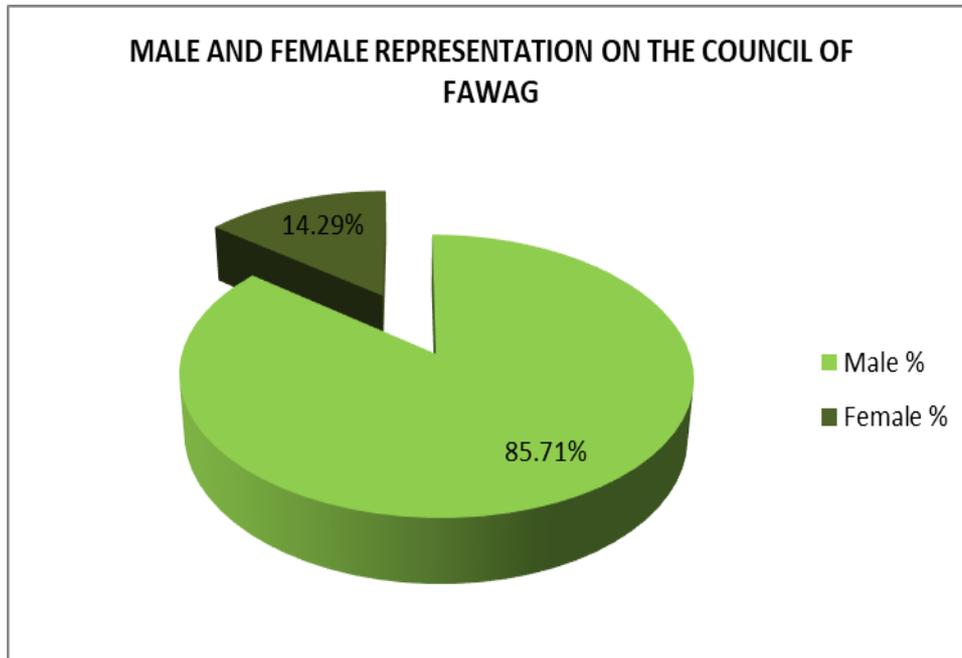
At each of the levels of operation in the sector, there are associations and organized bodies that seek the welfare of the members. The associations take decisions that influence how work in the sector is organized. Some of these associations are FAWAG, DOLTA, Trade Union Congress of the Timber and Wood Workers Union, among others. There are different types of membership to these associations but they all have a governance arrangement that represents the entire membership in decision making. In all cases, membership of these associations is obtained so long as an individual operates in the sector and is willing to be a member. The governance arrangement for these associations is such that there are districts, regional and national level leaders. Most of the associations have a national level leadership made up of a President or Chairman, Vice, Secretary and a Treasurer. The regional leaders are selected from each region to join the national leaders to form the Executive Council which is responsible for all decisions of the association. Even though some of these associations have become less active as a result of their members experiencing difficulty in accessing timber in the country or lacking the capital with which to upgrade machinery and to operate, coupled with consumer demand and patronage of imported furniture, there are still some very active associations that manage a well-structured governance system to serve as voice of the members. The leadership positions within the governance structure of the associations are open to both male and female members. Yet, in most of the associations, the leadership, especially at the national level, is held by men. The general perception is that since the positions are opened to all members who qualify, it should be possible for both men and women to be involved in the governance and leadership framework of the associations. Women are mostly blamed for not showing interest to offer themselves for to be voted into the various positions. Further discussions however revealed that the process for the election of the leadership of the associations is quite rigorous and very competitive. The environment within which the campaigns and elections take place are similar to that which occurs in national politics. In addition to the competitive nature, both male and female respondents in the study expressed concerns about the amount of time involved in going through the process and holding the position, most of which require a lot of traveling and time away from the home. Respondents also indicated that there is a lot of stigmatization and name-calling attached to women who offer themselves for leadership in the associations. Such women are perceived to be 'irresponsible women' who do not keep their homes well. Women who are married are therefore discouraged from competing for such positions by their husbands. These experiences were noted by all respondents in the study. For some respondents, especially the male respondents, they have accepted this situation as normal and therefore did not see the need for reviewing the mechanisms recruiting leaders for the associations.

Similar leadership challenges for women were observed in the formal sector, including the regulatory agencies. There are women associations within the agencies established to promote the agenda of

women. Very few of the women in these associations are part of the leadership of their agencies. They are therefore not involved in the management and decision making of their agency and therefore are limited in the extent to which they can influence policy decision.

The graph below presents the total number of women on positions of leadership in one of the associations that were engaged in this survey:

**FIGURE FIVE: COMPOSITION OF LEADERSHIP OF FAWAG**



The Furniture and Workers Association of Ghana (FAWAG) is made up of furniture producers, wood producers, artifact producers, and mainly into furniture manufacturing. Their aim is to bring members together, help them to grow their business. The leadership of the association comprises of National Executive Council which is made up of Eleven (11) executive council and representatives from the various regional executives. Regional representatives to the National Executive Council are elected at their Annual General Meetings. Currently, the council is made up of:

- One (1) President
- Two (2) Vice presidents - 1 woman
- 1 ex-officio member - woman
- Regional chairmen from the Ashanti and Greater Accra Regions are both men

Positions are applied for by qualification and operationalization of one's company i.e. when your company is in full operation with workers as well as fulfilling all statutory obligations. All the positions are opened to both men and women who have interest in leading the association. However, very limited number of women get involved as a result of some of the structural and socio-cultural issues discussed above. The few women who are able to get onto the leadership spaces have limitations because they are far outnumbered by their male counterparts. Thus, even though there are some women in leadership positions, they have not succeeded in advancing the cause of women in the industry.

### 3.6 Limited Understanding and Appreciation of the Impact of Gender Imbalances

The survey revealed that there is a general lack of understanding and appreciation of the impact of gender imbalances on the sector. This is true for both men and women in the sector. In most cases, the interviews had to start with some sensitization and education on gender, gender imbalances and impacts before going into the interviews. This was necessary because the team faced some initial resistance at the start of the interviews. This was the case with actors at all the levels, from the primary to the tertiary level. Most of the male respondents initially dismissed the need for the exercise. Even though they acknowledged gender imbalances, they indicated that was normal because that is how society was structured and made to be. Some male respondents expressed very entrenched positions on the subject, maintaining that the gender stereotypes that exist in society which has shaped the industry is just how it should be. They did not see how else and why the gender dynamics could be improved.

Even though there was no resistance from them, most female respondents, whilst they acknowledged the imbalances, and demonstrated willingness to see improvement did not have much appreciation of the impact of these imbalances on them and their operations in the sector.

There were instances where some industry players have taken initiatives to correct the gender imbalances within their scope of work. While these initiatives are positive signs of the commitment to improve the situation, they were limited in focus. For example, two of the associations – the Forestry Commission and the TUC – Timber and Wood Workers' Union, have each established a women's wing or Women's Desk Officers which give dedicated attention to addressing women's issues in the sector. In the cases where these provisions exist, the women in charge of the unit have organized a few workshops for women in the industry. The TUC – Timber and Wood Workers' Union Women's Desk, for example, organizes bi-annual meetings where workshops are held on varying subjects such as additional livelihoods where participants receive training and skills that can be used to generate additional incomes; training on home management skills, and stress management. The Forestry Ladies Association also holds similar workshops, exploring various avenues to improve productivity among its participants. Its Greater Accra Regional Chapter has established a wood lot in Tema and has some members overseeing its management. Whilst women are the target audience for these workshops, men in the organization can also attend. According to respondents in the association, the meetings and workshops have been received positively by both genders, women and men, with a steady improvement in participation.

### 3.7 Ignorance of women's rights and lack of knowledge on the existing laws on women's rights

There are national laws and international instruments which support gender equality and women's rights. These are quite clear on the rights of all women and different categories of women. Actors in the sector lack knowledge on the laws and the protection it gives to women's rights and therefore the need to pursue gender equality.

### 3.8 Women's Limited Empowerment and Agency

There are some women in the sector who are empowered economically and have full control over their production and proceeds from the production, yet have not been able to translate their economic empowerment into political empowerment and agency in order to confront patriarchal values nor have they been able to negotiate decision making spaces. In Ghana Timber Millers Organization (GTMO) for example, leadership positions are viewed to be for only the educated and members who have a strong technical knowledge of the industry. Comparatively, women who are economically empowered do not possess the technical knowledge and technical skills. Even though there is no written policy that requires one to possess technical knowledge to qualify for leadership in any position, the perception on the need for such technical knowledge is so widespread that it affects both women and men in the industry in determining those qualified for leadership. This perception affects the number of women in leadership and serves as a barrier to their active engagement in decision making processes in the associations. This is also true for women in the retail/supply sector where some women are financiers but, because of these reasons mentioned earlier, are held back from taking up leadership positions. The Majority of meetings are facilitated in the English language and discussions held usually require an appreciable level of technical knowledge of the sector which thereby create a disincentive for the active participation of women.

### 3.9 Lack of Recognition of, Respect for and Protection of Women's Rights

As with all other productive sectors, opportunities exist for all who are interested in the wood processing sector to participate in and benefit from opportunities that exist in the sector. From the grassroots level to the national policy level, the Wood Processing Sector holds opportunities for both men and women to be engaged as industry players, as participants in decision-making, as beneficiaries of income from the forest resources, as policy influencers, among others.

The research revealed that, while both men and women acknowledge the existence of economic and other socio-political opportunities in the sector, these opportunities are perceived to be for men. There is a low recognition of the rights women have to also access these opportunities. Women who choose to enter the sector to take advantage of these opportunities have to deal with male biases as mechanisms for protecting and securing the rights of women are non-existent. The patriarchal nature of the sector has resulted in terms and conditions of engagement that meets the interest of male participants in the industry. For example, the Forestry Commission shared the experiences of some women who are trained Foresters who end up in other fields due to the threat of transfers and its impact on their family life. There were no mechanisms in place to discuss and explore other ways of handling transfers that are best suited for the ladies. The socio-cultural beliefs and practices at the customary level has very much informed the behaviour and practices of most of the actors in the sector. At the customary level, both Chiefs and Queen Mothers<sup>6</sup> are the custodians of tradition and culture of their area. They are responsible for exercising leadership of communities. However, Queen Mothers are not involved in discussions and decisions on matters related to land and natural resources. In most traditional areas, while both Chiefs and Queen Mothers will coordinate their

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<sup>6</sup> Traditional female leaders drawn from the relevant royal lineages who are mostly responsible for women's and children's issues in their respective communities.

efforts in community governance issues, the Queen Mothers are excluded in decision making and benefits sharing from the natural resources, especially cash benefits. In matters related to natural resources, Queen Mothers of a higher rank in the hierarchy of traditional leadership will have no place in the decision making process in natural resources. Rather, chiefs who are of a lower rank would be considered as qualified to be part of the decision making. Thus, in many traditional areas in Ghana, Paramount Chiefs and Paramount Queen Mothers are the highest in authority. Under them are Divisional Chiefs and Divisional Queen mothers and even further down the hierarchy are sub-Chiefs and their Queen mothers. This hierarchy is respected as far as community governance is concerned. However, when it comes to discussions on natural resources, Divisional Chiefs have a bigger role than the Paramount Queen Mother. This arrangement for natural resource governance at the traditional level has shaped engagements at other levels, including the formal state level. Even though the situation is quite different in a few cases, the overall impression one gets in engaging with the actors is that of limited recognition and respect for the rights of women in the industry.

### **3.10 Lack of NGOs/CBOs working on Gender and Women's Rights in the Wood Processing Sector**

The gender situation in the sector is made worse by the absence of Civil Society Organizations such as NGOs working on Women's rights issues. Awareness raising, sensitization and capacity building would lead to change in attitudes in men and foster the recognition, respect and protection of the rights of women. For women, it could lead to their ability to challenge the discrimination and inequities in the sector.

### **3.11 Example of Good Gender Practices**

#### **The Bibiani Logs and Lumber Company Ltd.**

In addition to analyzing the gender issues in the Wood Processing Sector, the assignment also focused on identifying some experiences that could be documented as case studies on good gender practices in the sector. Even though there were some isolated positive actions that were shared by some of the actors, not much was gathered by way of detailed processes that have been followed or dedicated interventions over a period of time. This notwithstanding, the experience of one particular company has been described below to illustrate what has been initiated and could be improved to serve as a best practice in gender mainstreaming in the Wood Processing Sector in Ghana.

#### **Institutional Profile**

The Bibiani Logs and Lumber Company Limited is a member of the Ghana Timber Millers Organization (GTMO). It is a family-owned business that has been in operation for over 40 years. It was established by in the late 1960s. It has total staff strength of 371 permanent and casual workers with women constituting about 100. Casual work can be for a minimum of one week and a maximum of one year. Casual workers are made permanent employees when the opportunity comes up. The Chairperson of the company is a woman.

### **Mainstreaming in Gender Equality in Organizational Policy**

Both men and women are given equal opportunities for self-development on the job without any discrimination. Trainings are organized on diverse fields such as machine operations. This is considered tedious but the company's policies make it a requirement for both men and women to be trained. As a result, the company has women operating some machines such as the veneer milling machines and the Copper machine. The combination of women and men working together to operate these machines on the production floor works well.

As a result of the purposive attention to maintaining gender balance in their operations, women in the Bibiani Logs and Lumber Company work on the night shift just as the men do. Speaking to a few of the women, they mentioned that, they even prefer working on the night shift. This is because it allows them time to carry out other activities as well as take care of the household chores. The women in the company do not see the timber industry to be a place for the men only as perceived by the society. They however admitted that in spite of these efforts, some activities are still undertaken by only men. The same can be said with some of the machines, which are operated only by men.

Both men and women take turns in cleaning the production floor. In cases where there are no women in a particular department, the men in the department do their own sweeping and cleaning. This is a departure from what is seen in most companies where the responsibility of cleaning is considered to be the role of women.

Clearly, the little steps taken by the leadership of the company, to give equal attention to both men and women in the company has increased awareness and acceptance of equal opportunities and equal value to what men and women in the company.

### **Difficulty in the Enactment and Implementation of the Gender Equality Policy**

A female administrator of the company recounted some difficulties that the chairperson encountered in enacting these policies. Finding herself among a leadership space mainly dominated by men, there has been some resistance towards the implementation of mechanisms to ensure gender equality. It therefore took persistence for the chairperson to succeed in implementing these ideas.

This woman is well known by all the players in the industry and acknowledge that she has pursued the gender mainstreaming because she is a woman herself. Her influence has been very strong in her own controlled space, which is her company. Beyond that, her influence is not felt in the entire industry as such.

## **4.0 RECOMMENDATIONS**

Based on the issues identified and experiences captured during this study, the following recommendations are proposed to guide efforts at closing the gender gaps in the Wood Processing Sector. The Terms of Reference required that the recommendations from the study be categorised to depict those that applied to government, the federations and enterprises. While being mindful of this requirement, it was however observed that most of the recommendations that emerged from

the findings of the study applied to all the actors in the Wood Processing Sector. The recommendations are therefore presented without categorisation. However, for each recommendation, additional details are given concerning how it applies to each of the actors.

#### **4.1. Need to Recognize Gender Imbalance as an Issue for attention in the Industry**

Gender issues permeate all aspects of the Wood Processing Sector, including activities undertaken by actors in the sector, management of the various operations, culture and working methods. There are gender imbalances in all these aspects which have over the years influenced how men and women have interacted and have influenced the role division and value placed on roles played by men and women in the industry. The recognition of the gender imbalances as a concern in the industry is important if the actors will commit to working to address the imbalances.

Such recognition for, and attention to, the gender relations in the sector is an important consideration for national policy formulation and implementation. At the operational level, recognizing gender as an issue for attention will influence the organizational policies and structural arrangements for participation, inclusion, voice, benefit-sharing and leadership in the industry.

Conducting targeted gender analysis and facilitating a collective reflection on the outcome is the starting point for building appreciation and recognition for gender as an issue needing attention as it will help lift up the gender gaps from the individual experience to an institutional reality. There is need for State agencies, Associations and business enterprises, to undertake a gender analysis specific to their institutional setting. The outcome of the analysis should be shared widely amongst all members of the institution, bringing awareness to the identified gender gaps and implications of the gaps.

#### **4.2 Need to Recognize and Appreciate Diversity and its Influence on Interactions**

Policies, programs and decisions affect women and men differently and determine the extent to which men and women are able to contribute to the sector. The differences in the impact of institutional policies need to be taken into consideration when establishing the structures and systems for governance, leadership and decision making in the sector. This is important for actors in the public sector, business enterprises as well as the associations.

Public sector policies on forest governance, tree tenure, tree rights and community based forest management approaches need to recognise the limitations culture places on women's access to, and control and decision making power over natural resources. Thus, if policies that aim at strengthening community participation in forest management fail to include purposive strategies for the inclusion of women and women leaders in the community, policy implementation would likely be affected.

At the institutional level, the structural arrangements and condition for being part of the governance and leadership of public sector agencies should be made favourable for both men and women to access and participate effectively. Affirmative action could be a starting point for bridging the gender

gap in governance and leadership. However, this will need to be complemented with empowerment through sensitisation of both men and women in the agencies.

### 4.3 Empowerment and Agency

Individual and collective empowerment is central to strengthening the capacity of women to confront patriarchy, articulate their rights and claim those rights in created and claimed spaces. Empowerment and agency is important for women at all levels in the Wood Processing Sector.

Creating a favourable environment, putting in place gender sensitive policies, training and capacity strengthening are among activities that could be undertaken to empower women and strengthen their agency potential. Collaboration between men and women in a given institution is an important condition for successful empowerment and agency.

An understanding of the needs, interests and fears of both men and women at each level of the sector helps identify appropriate strategies for empowerment and agency. It also helps bring together the right resources that will help deliver empowerment and agency.

More importantly, empowerment and agency involves attitudinal change, on the part of both men and women. The right attitudes will help achieve empowerment and agency in a non-threatening manner.

### 4.4 Capacity Strengthening

Even though gender is experiential and involves individual men and women in society, addressing gender gaps requires more than the experiences of the individual men and women. It requires the capacity to analyse the collective experiences, help all those involved appreciate what those experience mean to the entire society, come up with strategies and lead the implementation of these strategies. It is therefore important that, in addition to sensitization and awareness raising for all actors in the sector, the leaders in the sector such as the leadership of the associations, management of the organizations and public sector regulatory agencies, receive capacity building to enable them identify practical ways they can lead the effort in mainstreaming gender in the sector. This should not be a one-off activity. It should be designed as a process, starting them off at a point and aiming at getting them to a point where they will be able to take some practical steps in their respective capacities. Capacity strengthening would be most effective when there is a healthy collaboration between government, business enterprises and NGOs/CSOs in the sector.

### 4.5 Sensitization and Awareness Raising

The interaction with the respondents during the survey revealed that there was limited awareness on gender and why there is a need for pursuing gender equality. Most of the respondents had a misguided understanding of what gender is about. As they were sensitized to correct their understanding on what gender is about, some of them realised that it was an important concept that needed their full support to deliver on, even at the household level. Based on this experience, it is recommended that a program of sensitization and awareness raising should be done for all the actors

in the Wood Processing Sector. This will help win support for any intervention geared towards addressing the gender imbalances.

#### **4.6 Allocation of Resources for Pursuing Gender Mainstreaming**

Attention to addressing gender concerns can be successful when adequate resources, including financial resources, are allocated for gender mainstreaming activities.

#### **4.7 Partnerships**

Addressing gender issues in the Wood Processing Sector does not mean excluding men and focusing only on women. It is about establishing partnerships between women and men to empower both sexes and build appreciation for the issues and strategies to deal with them. It is also about building strategic alliances with some Civil Society Organizations who can provide the needed support in facilitating the empowerment process.

### **5.0 CONCLUSION**

Change is slow and any change, especially in gender relations and socio-cultural practices, would be slow and long-term. It is important to recognize this and manage expectations from each intervention by allowing enough time for reflection on new ideas and internalisation of new knowledge. This will contribute to the positive attitudinal and behaviour change needed to bridge the gender gap in the Wood Processing Sector of Ghana.

## Appendix One: List of Stakeholders interviewed

NO	NAME	COMPANY	DESIGNATION
1.	Walter Hedoti	Domestic Lumber Trade Association of Ghana	Member/ Director-Int. Lumber Merchant
2.	Alex Kennedy	Domestic Lumber Trade Association of Ghana	Member/CBO-International Merchant Ltd
3.	Joe Mann	Domestic Lumber Trade Association of Ghana	Accra President
4.	Kwadjo Siaw	Domestic Lumber Trade Association of Ghana	Coordinator
5.	Nana Ayisi Yeboah	Domestic Lumber Trade Association of Ghana	Member
6.	Anthony Partey	Domestic Lumber Trade Association of Ghana	Member
7.	Asare	Domestic Lumber Trade Association of Ghana	
8.	Kofi Afreh Boakye	Domestic Lumber Trade Association of Ghana	CEO
9.	Kwame Mustapha	Central Furniture	Manager
10.	Glen Asomani	Nature and Development Foundation (NDF)	Operations Director
11.	Anne Brown	Forestry Commission Ladies Association	Vice President
12.	Stella Sampa	Forestry Commission Ladies Association	National Secretary
13.	Mary Balkono-Awinibono	Forestry Commission Ladies Association	National Organizer
14.	Mr. Mark Ofori Asante	TUC – Timber and Wood Workers Union	General Secretary
15.	Ama Serwaa Bonsu Duah	Bibiani Logging and Lumbers Company Limited	Administrator
16.	Lawrence Addo	Bibiani Logging and Lumbers Company Limited	Certification manager
17.	Victoria Beefi	Bibiani Logging and Lumbers Company Limited	Union representative
18.	Daniel Koofie	Bibiani Logging and Lumbers Company Limited	Union representative
19.	Ernest Parley	Bibiani Logging and Lumbers Company Limited	Union representative
20.	Theresa Dansu	Bibiani Logging and Lumbers Company Limited	Union representative
21.	J.E Apraku Manu	ADRAS LIMITED/J. E SAWMILL	Director
22.	Edward Kobina	Adras limited/J. E sawmill	Log officer

23.	George Yeboah	Adras limited/J. E sawmill	Supervisor
24.	Frank Senyo	Adras limited/J. E sawmill	Production manager/supervisor
25.	David Afful	Adras limited/J. E sawmill	Production manager
26.	Moses Abadu	Adras limited/J. E sawmill	Accountant
27.	Mr. Ntiamoah Donkor	Logs and Lumber Limited	Union rep
28.	Mr. Baku Alfred	Logs and Lumber Limited	Certification manager
29.	Mr. Stephen Paddy	Logs and Lumber Limited	Manager chain of custody
30.	Mr. Benjamin Adjei	Logs and Lumber Limited	Forest Manager
31.	Mr. Reynolds Debrah	Wood Workers Association of Ghana	National President
32.	Theophilus Kpegah	Wood Workers Association of Ghana	Deputy National General Secretary
33.	Abdala Bin Abubakar	Wood Workers Association of Ghana	National General Secretary
34.	Mr. O.K. Boateng Poku	Ghana Timber Association	National President
35.	Dr. Kwame Asamoah Adam	Ghana Timber Millers Organisation	Chief executive officer
36.	Nana Sarfo Koto	Wood Village Workers Association /Ghana Sawn Timber Sellers Association	Patron
37.	Mohammed Kamil Is-aaq	Wood Village Workers Association /Ghana Sawn Timber Sellers Association	Technical Committee member/National secretary
38.	Charles Kra Boadu	Wood Village Workers Association /Ghana Sawn Timber Sellers Association	Chairman – Management Committee/Chairman
39.	John Boadu	Wood Village Workers Association /Ghana Sawn Timber Sellers Association	Assistant secretary
40.	Baba Salifu	Wood Village Workers Association /Ghana Sawn Timber Sellers Association	Chief porter
41.	George A. Peparah	Wood Village Workers Association /Cherapatre Wood Sellers Association	Member
42.	Sarfo Kantanka	Wood Village Workers Association /Israel Wood Sellers Association	Vice chairman

43.	Theodore Yaw	Wood Village Workers Association /Ghana Sawn Timber Sellers Association	Financial secretary
44.	Mr. Edward Obiaw	Resource Management and Support Centre	Managing Director
45.	Valerie Fumey Nassah	Resource Management and Support Centre	Manager, Plantations Department
46.	Mercy Owusu Ansah	Resource Management and Support Centre	Regional Manager with Business Planning
47.	Grace Gyabaah	Resource Management and Support Centre	Assistant Manager Environmental Conservation Department
48.	Mr. Christopher Dadzawa	Furniture and Wood Workers Association of Ghana (FAWAG)	Regional Administrator
49.	Mr. Ntiamoah-Boateng	Furniture and Wood Workers Association of Ghana (FAWAG)	Vice Regional Chairman
50.	Mr. Kwame Appiah	Furniture and Wood Workers Association of Ghana (FAWAG)	Member – National Executive Council
51.	Ernestina Banahene	Furniture and Wood Workers Association of Ghana (FAWAG)	Member

## Appendix Two:

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## Appendix Three: Methodology for the Study

### GLOBAL TIMBER FORUM

#### Methodology for Conducting Analysis of Gender in the Forest Industries Sector in Ghana

Submitted by Nana Ama Yirrah

August 2017

#### Introduction

Gender analysis is a systematic process used in identifying, analysing, understanding and describing gender differences in a specific context. It is a purposive exercise aimed at understanding the relevance of gender roles and power dynamics that influence and inform the observed behaviour of men and women in a particular society. It is a diagnosis of activities and roles of women and men and their access to and control over resources for performing those roles through collecting disaggregated data. It is a methodology/tool that can be used at different levels of interactions between men and women. Gender analysis therefore provides opportunity for organizations and institutions to identify the key issues that warrant attention, in order to improve gender relations and bring gender equality in their daily operations and projects.

Generally, activities in the natural resource sector are known to be dominated by men. Men usually dominate in participation, decision making, as well as, access to and control over natural resources. This directly influences the manner in which women are engaged and what they are engaged in at each stage of the value chain across the different subsectors within the natural resources sector. Depending on the culture and tradition of an area, women have certain defined roles in the sector, most of which receive very little recognition and are mostly undervalued. Thus, even in cases where women play an important role at any point in the value chain within a particular subsector, it has been observed that, such roles are considered as secondary to those of men. The male dominated timber industry in Ghana almost certainly has a low level of awareness of gender issues. The limited awareness and appreciation of the gender issues hinders any efforts at integrating gender at all levels. A detailed analysis, done in a participatory manner, can contribute to bring these gender issues to the fore, raise awareness on the gender issues and help clarify the underlying factors that contribute to the issues. The results of a gender analysis will therefore potentially provide the necessary information on what can be done to improve the gender relations in the sector in order to achieve gender equality. The detailed methodology described in this document explains the approach and methodology used in conducting a gender analysis of the wood processing sub-sector in Ghana. The principles described are applicable to other subsectors in the Forestry Sector as well as in other countries.

#### Justification for a Gender Analysis

The level of awareness on the need to mainstream gender in organizations, institutions as well as projects, have improved over the years. In recent times, most practitioners, both men and women

across many sectors, have increased recognition of the gender imbalances and its potential impact on gender relations. Experience shows, however, that for gender equality to be effectively promoted, it is necessary that the gender issues are clearly defined, highlighted and embedded in all aspects of the organization and at all levels. Gender analysis is a first step towards getting this clarity and gaining the insights for gender mainstreaming<sup>7</sup>. Gender analysis focuses on both internal and external aspects of an organization. Internally, gender analysis focuses on the policies and practices of an organization. Externally, it focuses on programs, projects and activities. In both the internal and external aspects, a gender analysis helps bring out specific gender issues that exist in a particular context, the underlying factors and possibly, interventions to address the gaps. Thus, a gender analysis is needed to:

Provide a better understanding of the gender dynamics and gender roles in the sector

Build understanding and appreciation of the underlying factors that inform the existing gender dynamics and gender roles

Identify strategies that can help address the observed inequalities in the gender relations

Identify the needs of both men and women to enable them implement strategies that will deal with the inequalities (check commitment, capacity and willingness to mainstream gender.)

Build commitment to implement positive actions to promote gender equality

Gender analysis can be conducted at every stage in the life of an organization or at any stage in project implementation. However, when gender analysis is done at the inception phase, it will form part of the baseline assessment for an institutional set up or for the design stage of development interventions and thus provide guidance for the development of appropriate policies and strategies. The Gender Analysis of the Wood Processing Sector in Ghana was conducted on the operations of organizations and institutions that have been operating in the sector for some time. It is worth noting that the sector has implemented some interventions that have sought to improve forest governance towards enhancement of the timber trade, particularly its exports. Ghana's Voluntary Partnership Agreement (VPA) with the European Union (EU), under the Forest Law, Governance and Trade (FLEGT) Action Plan of the EU<sup>8</sup> is one such intervention that has introduced licensing for legally sourced timber. The implementation of the VPA places certain requirements on forest users, industries and institutions regarding industrial relation practices and social responsibilities and obligations.

The gender analysis was therefore expected to identify gender issues in existing practices in the wood processing sectors in Ghana, including the gender issues in the implementation of the VPA and the extent to which the VPA has improved or will improve labour conditions for women.

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<sup>7</sup> Involves the integration of a gender perspective into the preparation, design, implementation, monitoring and evaluation of policies, regulatory measures and spending programmes, with a view to promoting equality between women and men, and combating discrimination.

<sup>8</sup> See the partnership agreement signed between the Republic of Ghana and the EU via [http://www.fcghana.org/vpa/assets/file/Reports/Signed\\_Agreement\\_EC-Ghana\\_FLEGT\\_EN%5B1%5D.pdf](http://www.fcghana.org/vpa/assets/file/Reports/Signed_Agreement_EC-Ghana_FLEGT_EN%5B1%5D.pdf)

## Gender Analysis in the Wood Processing Sectors in Ghana- Overview of the Process

The process that was followed in conducting the gender analysis is outlined below:

### Agenda setting

This involved building a common understanding on why the gender analysis was needed, how it will be done, the scope to be covered, and what will be done with the results. It provided the opportunity for the sector players to clarify their gender needs so that the study is able to address them adequately.

### Literature review of the sector and overall gender issues in the sector

In addition to setting the agenda through the initial discussions, there was also a review of available literature on gender issues in the forestry sector in Ghana. Because gender has time and space value, the purpose of the literature review was only to gather information on what has been observed in the sector from previous work done and to draw lessons to shape the current assignment.

### Stakeholder identification and mapping

Gender analysis is a participatory activity. Talking to the right people and asking them the right questions are critical. Even though the results of the gender analysis would be applied to all in the Wood Processing Sector in Ghana, it was not possible to talk to each one of them during the time of the analysis. A stakeholder identification and mapping exercise was done (See Appendix 4) to identify all stakeholder categories that were expected to benefit from the analysis. Stakeholders within the public sector, private sector and civil society were identified. Even though the focus of the analysis was on the operations of the private sector, the extent to which public sector policies influenced private sector operations was also important and so selected public sector institutions were identified.

### Defining conceptual areas of interest in the analysis, selection and preparation of tools for data collection- defining approach and methodology

Gender analysis focuses on getting answers to four main questions namely;

- who does what and with what resources?
- who benefits and who decides?
- what are the factors influencing this situation?
- what are the gender needs and constraints?

Depending on the sector and the level at which the analysis will be done, these four key questions are usually unpacked and redefined to suit the particular situation and determine the most appropriate approach and methodology. In the case of the Wood Processing Sector, unpacking the four key questions led to the following conceptual themes that were analysed;

- issues of access, control and knowledge
- beliefs and perception
- practices and participation

- time and space
- rights and status
- power, decision making, and benefits

Each of these conceptual themes were assessed to understand the roles of women and men in the sector, the dynamics and relationships, gender issues in the sector, underlying factors perpetuating the observed gender relationships, perceptions about what is happening, and recommendations.

The Harvard Analytical Framework was selected for this exercise from the range of available gender analytical frameworks. Its use was combined with case study and story telling methodologies. An explanation on how the framework and research strategies were used is provided below:

*The use of the Harvard Analytical Framework*-The three aspects of the Harvard Analytical Framework that were used in this assignment were:

The activity profile based on which the profile on the division of labour based on gender was developed and analysed.

Access and control profile which provided a profile of the resources needed to carry out tasks (resources could be material, financial/economic, political, information, social or time). This helped to develop a profile of the resources available, control and decision making over the resources and how that impacted on division of labour.

The third component of the Analysis was a discussion on the influencing factors of the observed gender relations and the attitudes or perceptions the group members hold on the observed gender relations.

The third component was conducted by having a follow up discussion on the results of the activity profile and the access and control profile. In addition to that, the four statements in the tool 'Chains that Bind Us' and 'Choosing the Sex of a Child' (attached as appendix 4) were also read out and the brainstorming questions were discussed. The component helped participants to appreciate that the underlying factors influencing the observed gender relations are mostly from society and culture, not biological make up. Aspects of the current gender relations that negatively impact on efficiency and effectiveness can therefore be changed. It also provided insights into the attitudes and commitments of the participants toward gender equality.

The approaches used were:

*Semi-Structured interviews*<sup>9</sup>: this was administered to the leadership of the associations, networks and managers of companies. Because these were mostly in leadership positions, the interviews were not entirely focused on the existing gender relations. The interviews also looked at existing policies and the gender consideration in these policies, governance structure and leadership arrangements, participation and spaces for access to information as a resource. Because these were one-on-one interviews and covered other areas other than those covered by the gender analysis framework discussed above, a checklist was prepared and used. The checklist covered all the aspects of the

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<sup>9</sup> The checklist used for the semi-structured interviews is attached as appendix 1

gender analysis framework but administered through semi-structured interview. It also covered additional areas of policy, governance, leadership and decision making.

*Focus Group Interviews*<sup>10</sup>: this was used mainly for the staff of the companies and members of the associations. The focus was to understand how they have experienced gender relations, its impact on them, how policies are operationalized or not operationalized and the extent to which this has shaped existing practices, challenges, perceptions of the existing situation and commitment to change. This was handled in a conversational manner, using the gender analysis framework attached. Through the conversations, each focused group was guided to fill out the activity profile, the access and control profile and also did a brainstorming on the case study narration and/or story-telling. At the beginning of each focused group discussion, there was an explanation of the purpose of the meeting, the kind of information needed from the group and how the information will be collated from the group using the three tools: the activity profile, access and control profile and the 'Chains that Bind Us'.

*Case study development*: while conducting the interviews and focused group discussions, attention was given to identifying some success stories that could be highlighted as a case study. Where such a success story was identified, a follow up was done on the organization or association where this was captured to get additional information on the case.

In all cases, the engagements were done through face-to-face interactions.

### **Data collation, analysis and report writing**

Information gathered from the interviews was organized under themes and analysed both quantitatively and qualitatively.

### **Discussion of results and what to do with the results**

The initial results were presented to the stakeholders for validation. Comments and inputs were used to revise relevant aspects of the findings.

## **7. Analysis**

## **8. Report**

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<sup>10</sup> The gender analysis framework used for the focused group discussion is attached as appendices 2, 3 and 4.

## APPENDIX FOUR: OUTCOME OF STAKEHOLDER MAPPING

### GLOBAL TIMBER FORUM

#### Analysis of Gender in the Forest Industries Sector in Ghana

#### Stakeholder Identification and Mapping

##### Introduction

The operations of the wood processing industries in Ghana are formally regulated by the Timber Industry Development Division (TIDD) of the Forestry Commission. The Forestry Commission and its divisions operate under the mandate of the Forestry Commission Act, 1999, ACT 571 which established the Forestry Commission with responsibility of protecting, developing, managing and regulating forests and wildlife resources. The regulatory functions of the TIDD therefore extend to all actors and players in the value chain of the wood processing sector- from the primary, secondary and tertiary levels, focusing on those involved in both the domestic and export markets as well as formal and informal actors. Stakeholders in the wood processing sector therefore comprise those in the public sector, the private sector and civil society organizations. Focusing primarily on Ghana, the gender study is expected to identify the role that women play within the work force across the wood processing sector; identify the economic and social value of women in the work force and; seek to identify issues that specifically affect women. This will be done through interactive engagements with identified stakeholders in the sector. While it will be practically impossible to interact with each of the stakeholders, it is expected that these interactions will occur with a selection of the stakeholders whose perspectives will be representative of all other stakeholders in the sector. This stakeholder identification and mapping is therefore done to provide a good overview of the range of stakeholders in the wood processing sector, to guide the sampling of interview respondents and to provide the framework for determining the depth and level of engagements with the different stakeholders in order to generate relevant information that responds adequately to the specific focus of the study.

The stakeholder identification table below presents;

A description of all the active stakeholders related to the wood processing sector in Ghana

Brief analysis of each identified stakeholder and the nature of stake in the wood processing industry

##### Proposed interview approach

Even though the study is focused mainly on the stakeholders in the wood processing sector, this stakeholder identification covers all stakeholders and a light touch approach for involving the other stakeholders without losing the main focus.

POINT ON THE VALUE CHAIN	STAKEHOLDERS	SECTOR OF ORGANIZATION OR ASSOCIATION	OPERATIONS	CONTACT	LOCATION
Origination	Nature and Development Foundation	Civil Society Organization	Advocates for forest conservation and development.	0302-903-359 0302-518-710 0202-808-739 0248-930-693	Centre for African Wetlands' Building University of Ghana
	Forestry Commission – Resource Management and Support Centre	Public Sector Organization	Explores, develops, facilitates, institutionalizes, implements, and monitors effective and affordable forest management systems in Ghana.	03220 23366	Adum, Kumasi, Harper Road Branch.
	Ghana Timber Association	Private Sector Association		Mr. Opoku Boateng 0244024006	OTA 80, Adum, Close to UBA, Adum branch Kumasi, Ghana
Processing	Ghana Timber Millers' Organization (GTMO)	Private Sector Organization	Brings together wood processing companies and share trade information amongst themselves, and also help to improve on the standards of wood products for both the international and local markets.	03220-22983 03220-29750	SSNIT Building, Adum, Kumasi.
	Furniture and Wood Association of Ghana (FAWAG)	Private Sector Association	Brings together manufacturers of other products of wood; manufacturers of articles of cork, straw and plaiting materials, and manufacturers of furniture.	0233198983 - E.A Sackey	Trade Fair, Accra
	Kumasi Wood Cluster (KWC)	Private Sector Organization	Promotes partnership that supports environmentally-sound and economic development of small and medium forest enterprises –manufacturers of wood products (lumber, veneer, plywood, moldings, furniture, and carvings among others).	03220 - 90602	Ahinsan, along the Lake Road Plot 9, Block J, Opposite the SDA Church. Kumasi.

	TUC - Timber and Wood Workers Union	Private Sector Organization	Promotes the interest of all the self-employed wood workers and to secure united action on all issues affecting wood processing industry or likely to affect those interests	Mr. Joseph Sackey 031 2024334	Ashanti Road, Sekondi-Takoradi
	Woodworkers Association of Ghana	Private Sector Association	Amalgamates local woodwork artisans and factories in Ghana.		
	Association of Ghana Industries	Private Sector Organization	Brings together all registered companies engaged in manufacturing or the provision of services to the manufacturing sector. Emphasis will be placed on members in the industry.	Chief Executive Officer (CEO) – Mrs. Afua Gyamfuaa Owusu-Akyaw	Second Floor, Addison House, Trade Fair Centre, La-Accra
Distribution	Forestry Commission - TIDD Ladies' Association	Public Sector Association	Regulatory body for the trade (buying and selling) of wood and its products	0302 409339 or Mr. Emmanuel Bonney (Accra Area Manager-0302-401-210)	Forestry Commission, near GIMPA, Accra
	Timber Trade Federation	Private Sector Association	Acts as UK's foremost membership body for the timber supply chain. Their members constitute timber importers, merchants, agents and manufacturers.	+44 020 3205 0067 E-mail: ttf@ttf.co.uk	The Building Centre, 26 Store Street, LONDON, WC1E 7BT
	Domestic Lumber Trade Association of Ghana (DOLTA)	Private Sector Association	Comprises of small to medium producers and retailers of lumber solely for the local market. Source of lumber supply is mostly from illegal chainsaw.	0209568541 0544451903 (Kofi Afreh Boakye)	Tema

PLANNED ITINERARY FOR INTERVIEWS

ASSOCIATION/ORGANIZATION	AUG 14	AUG 15	AUG 16	AUG 17	AUG 18	AUG 21	AUG 22	AUG 23	AUG 24	AUG 25	AUG 28	AUG 29	AUG 30
Furniture and Wood Products Assoc. of Gh., Trade Fair													
Association of Ghana Industries, Trade Fair													
Nature and Development Foundation, Legon Campus													
Forestry Comm. - TIDD Ladies Association, GIMPA													
Wood Workers Association of Ghana, Accra													
TUC-Timber and Wood Workers Union, Accra													
DOLTA, Tema													
Resource Management & Support Centre, Adum													
Ghana Timber Millers Organisation, Adum													
Ghana Timber Association, Adum													
Kumasi Wood Cluster, Lake Road													
Wood workers association of Ghana, Kumasi													
Two sawmills, Kumasi													
Furniture mills, Kumasi													
FC - TIDD Ladies Association, Takoradi													
Furniture and wood products Assoc. of Gh., Takoradi													

KEY

 Interviews to be held in Accra

 Interviews to be held in Kumasi

 Interviews to be held in Takoradi

## APPENDIX FIVE: CHECKLIST

### INSTITUTIONAL PROFILE

- Type of institution (company, association, network, policy actor etc.)
- Nature of stake in the wood processing sector and the objectives the institution pursues
- Nature of operations and level of engagement
- Institutional structure (governance, leadership structure and composition, decision making)
- Method of selection to management position
- Voting
- Appointment
- Others
- Gender considerations (e.g. quota in selection) factored in selection of management?
- Any other gender policy considered in selection of management.
- Staff consultation in decision making and formulation of policies
- Organizational policies (written and unwritten policies on employment/membership, recruitment process, staff assessments and progression, staff welfare)

### ACTIVITY PROFILE

- Number of staff (number of men and women)
- Activities/tasks undertaken
- Who undertakes the activity (men/women)
- Where the activity takes place
- When the activity is undertaken
- How long it takes to complete the activity
- How often the activity is undertaken

### RESOURCE ACCESS AND CONTROL PROFILE

- Activity or task undertaken
- Resources needed for delivery in the various activities
- Material
- Financial/economic
- Political
- Information
- Social
- Time
- Resources used in activities
- Resources managed/controlled by who
- Resources provided by who
- Constraints in accessing and usage of resources

## CAPACITY BUILDING AND TRAINING OPPORTUNITIES (KNOWLEDGE ACCESS)

- Workshops or trainings in general
- Frequency of the trainings or workshops
- Workshops or trainings geared towards gender
- Training/workshop facilitated by who
- Competence-based workshops or trainings
- Any other training or workshop aside the operations of the institution
- Opportunities of technical exchange and exchange of experience
- Opportunity to learn the usage of basic working (factory) machineries and tools
- Impacts of workshop/training on participants and institution

## INFLUENCING FACTORS

- Factors influencing decision making, governance and leadership
- Factors affecting assigning of activities to staff (men and women – gender division of labour)
- Factors affecting resource usage and access
- Factors affecting control of resources

## INITIATIVES IN THE INDUSTRY

What are some initiatives that have been introduced to improve operations in the sector?

What is the VPA? To what extent does the VPA help define and influence your activities and operations at the organizational level?

In what ways does the application of the VPA principles affect the management of your field operations and dealings with workers and local communities?

## APPENDIX SIX: ACTIVITY PROFILE

This tool was used in the focused group discussions with the staff of organizations and members of the associations. The first column highlighted all the activities under the operations of the group. Each group had a different set of activities. Depending on the kind of operations they are involved in, the activities column of the table was adjusted. Having clarified and agreed on the list of activities for the first column, the rest of the discussions focused on the rest of the columns in the table. At the end of the first round of the focused group discussion, the activity profile for each focused group will be populated, showing the roles of men and women at different points in the value chain in the wood processing sectors. This table is only a framework. The categories of the activities determined by the players themselves. The column only indicates that the conversation with the group started with categorising and unpacking their activities.

ACTIVITIES ANALYSIS				
ACTIVITIES	UNDERTAKEN BY WHO	WHERE	WHEN AND HOW LONG DOES IT TAKE	RESOURCES NEEDED AND RESOURCES USED
Production:				
Processing:				
Services: Administration Trade and marketing				
Management/ Leadership:				
Social/Political:				
Others:				

## APPENDIX SEVEN: PROFILE ON ACCESS AND CONTROL OVER RESOURCES

This tool builds on the activity profile in appendix 1. Having understood the activities that men and women are engaged in, the profile on access and control was used to identify resources available and used by both men and women in the industry as well as who has access and/or control over those resources. Discussions were also held on what has informed the existing situation and the extent to which this has shaped the existing gender relations in the sector.

### Resource Use and Control

LIST OF TASKS	RESOURCE NEEDED TO COMPLETE TASK	RESOURCE USED BY	RESOURCE CONTROLLED BY

## APPENDIX EIGHT: CASE DISCUSSION

The story of 'choosing the sex of a child' and the case study titled 'Chains that Bind' (adapted from the Oxfam Gender Training Manual) together with the questions for discussion were prepared before the interview sessions began. This was a brief narration of four points that reflect gender biases based on cultural beliefs. Interview participants were asked to comment on the four points. This was followed by a discussion on the brainstorming questions. Its main purpose was to bring out the perceptions and attitudes of the interview participants as well have some insights into their commitment to gender equality.

### CHAINS THAT BINDS US: OUR EXPERIENCE<sup>11</sup>

Tradition has always said women must obey and submit to their husbands and in-laws!

In my tradition, the elders say it is useless to educate girls because once they marry, they no longer belong to the family!

My parents forced me to marry and old man because he offered the biggest dowry. I had no choice in the matter at all!

When my husband died, my in-laws forced me to marry his brother so that I could raise children in my husband's name!

#### Brainstorming Questions;

- Do these experiences sound familiar?
- How do you personally feel about such traditional practices that control and manipulate women?
- What are some other traditional customs that affect women negatively?
- How do these traditional customs and practices affect the way you work with men and women?
- Are any of these traditions in the process of changing? If so which ones? And why are they changing?
- Do you see these changes at work? Who must lead those changes?

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<sup>11</sup> Adapted from the Oxfam Gender Training Manual

## APPENDIX NINE: ABOUT THE AUTHOR

A Land Economist, Development Policy Analyst and Gender Specialist by profession with over 21 years of experience in land and natural resource governance, land policy, women's land rights and development practice in general, Nana Ama Yirrah is the Founder and Executive Director COLANDEF. At COLANDEF, she is responsible among others, for providing overall leadership and direction for the organization and its programs. She oversees the development of the overall strategic direction for COLANDEF, manages the engagement with partners and leads the COLANDEF national policy advocacy agenda.

She previously worked as an Advisor on Ghana's Local Governance Program where she provided capacity building and training for several local government agencies and departments.

For several years she worked in different capacities, starting off as a community facilitator AND animator where she built extensive experience in community development processes and field research. Nana Ama now has expertise not only in community facilitation but also in engagements at all levels, from community through to the national level. She has managed many portfolios of multi-stakeholder processes at both the national and international levels.

Over the past years of her work, Nana Ama has gained in-depth knowledge and expertise in policy advocacy, stakeholder management, facilitating awareness raising activities, design of development interventions and training programmes, securing customary land rights, gender in sustainable development, women's land rights, land and natural resources governance, among others. She also provided technical advice to different organisations and institutions in Ghana, Africa and globally, working on land governance and land rights. She has been a consistent advocate for gender sensitive land governance system for Ghana.

She also has extensive experience in Organizational Strengthening, Monitoring and Evaluation, Research and Report Writing and loves to provide coaching to organizations and individual practitioners in these areas.

Some of the projects she currently leads include the Responsible Investment in Property and Land (RIPL) Project, the Customary Land Rights Documentation Project and the Gender-Sensitive Land Based Investment Project.

In addition to her work at COLANDEF, Nana Ama also serves as a member of the Advisory Group for other projects that are led by similar organizations.



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