

# **SERVIR Service Planning in Action:**

Case Studies from Demand Driven Geospatial Services

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## Acronyms

Below is a list of acronyms included in the document, in order of appearance.

SPT	Service Planning Toolkit
CoP	Community of Practice
GIS	Geographic Information Systems
STEM	Science, technology, engineering, and mathematics
RCMRD	Regional Centre For Mapping Of Resources For Development
VIA	Vulnerability Impacts and Assessments
E&SA	Eastern & Southern Africa
WARIDI	Water Resources Integration Development Initiative
ICIMOD	The International Centre for Integrated Mountain Development
WWF	World Wildlife Fund
CARE	Cooperative for Assistance and Relief Everywhere
NTNC	National Trust for Nature Conservation
FECOFUN	Federation of Community Forestry Users in Nepal
CFUGs	Community Forestry User Groups
HKH	Hindu Kush Himalaya
GEM	Gender Equality Monitoring
GII	gender inequality index
SDGs	Sustainable Development Goals
GIS	Geographic Information System
SWaRMA	Strengthening Water Resources Management in Afghanistan
IRBM	Integrated River Basin Management
WOCAN	Women Organizing for Change in Agriculture and Natural Resource Management
ToC	Theory of Change
CBFEWS	Community Based Flood Early Warning System
GESI	gender equality and social inclusion
HI-AWARE	Himalayan Adaptation, Water and Resilience Research
IUCN	International Union for the Conservation of Nature
MNREM	The Ministry of Natural Resources, Energy and Mining
NFLRA	National Forest Landscape Restoration Assessment
FLR	forest landscape restoration
CIFOR	Center for International Forestry Research
ROAM	Restoration Opportunities Assessment Methodology
KII	Key Informant Interview
FGD	Focus Group Discussion
DWR	Department of Water Resources of Thailand
VAWR	Vietnam Academy on Water Resources
UNDP	United Nations Development Programme

## Introduction

*SERVIR Service Planning in Action: Case Studies from Demand Driven Geospatial Services* is a companion document to the SERVIR Service Planning Toolkit. It provides concrete examples from SERVIR's experience, and that of our partners, applying the Service Planning approach.

The first installment of case studies focuses on gender integration into geospatial service design. Developed in collaboration with Advancing Gender in the Environment (AGENT), these case studies are designed to provide SERVIR Hubs and stakeholders with examples of gender integration in satellite-based earth observing data, geospatial information and tools, to inform their own efforts to integrate gender into their work.

The gender case studies are separated into two sections, "Internal" and "External." Case studies of efforts being implemented within SERVIR Hubs are considered "Internal Case Studies." "External Case Studies" are case studies of efforts being implemented outside of SERVIR interventions, by hub host institutions or external partners.

Like the Service Planning Toolkit, this document is intended to serve as a "living" document, that can be added to as additional case studies are identified by the network.

## Internal Case Studies

The following case studies were developed through interviews with eleven staff from SERVIR Hubs. Hubs included SERVIR Amazonia, SERVIR Eastern & Southern Africa, SERVIR Hindu Kush Himalaya and SERVIR Mekong. Case studies have been grouped according to the SERVIR Hub that implemented the intervention.

### SERVIR-Amazonia

*Generating a Community of Support: Development of SERVIR Amazonia's Community of Practice*

#### BACKGROUND INFORMATION

**Interview Date:** June 25, 2020

**Region or country:** Peru

**Partner organization:** International Center for Tropical Agriculture (Leader of the SERVIR-Amazonia Hub)

**Key resource(s) (e.g., hyperlinks to publications):** [SERVIR Blog](#)

**Timeframe:** February 2020 - ongoing

**Overview:** The SERVIR Amazonia Hub has begun coordinating a **Community of Practice (CoP), made up of women in Geographic Information Systems (GIS) and forestry in Peru**. The plan is also to incorporate indigenous women as much as possible. As coordinator, SERVIR Amazonia shares news and resources regarding skills development in the sector and on professional development. The CoP meets regularly; at these meetings members share their own stories and learning as professionals in their field. Participants learn from each other about how to contribute to gender equality through their internal policies and procedures, to encourage a friendlier workplace.

**Link to SERVIR Service Planning Toolkit:** *Consultation and needs assessment:* “The formal Consultation and Needs Assessment step ends once the final needs assessment report is done, but engagement, collaboration and relationship-building are critical throughout the Service Planning lifecycle” This case study can be used to show how a relevant CoP can be a useful mechanism to maintain a relationship with throughout the Service Planning lifecycle, to tap into as a technical resource at various stages. It also helps to ensure groups that represent women and their perspectives are included in the service design process.

#### PURPOSE

The Community of Practice serves a dual purpose, to build a network of women in GIS in the Amazonia region and to build the technical capacity of women working in the forestry field, climate change and Geographic Information Systems (GIS) in Peru. The hope is that this new space for

learning across members will build the technical capacity of members and will eventually lead to an increase of women in high-level management positions in this technical field. The CoP could also use members as resources to provide feedback on steps taken in various service planning lifecycles, particularly if their gender and social inclusion capacity is built.

## PROCESS

In 2019 the SERVIR Amazonia Hub conducted a review of women's participation and representation within partner organizations. Partner institutions included academic and government institutions, non-governmental organizations, and indigenous communities. This analysis revealed a low representation of women in this professional space, in particular in mid- and high-level positions. The SERVIR-Amazonia Hub subsequently reached out to women within the partner organizations to gauge their interest in forming a Community of Practice for women in GIS and forestry in Peru and progressively to expand it to other countries. An important input to promote the Community of Practice is a Gender Study that is currently being developed. This study, organized by SERVIR Amazonia, would provide a regional overview of experiences, policies, institutions and lessons learned about gender and indigenous people's roles and experiences in relation to the four thematic service areas that the SERVIR-Amazonia Program covers.

## RESULTS / IMPACT

Thus far the CoP is nascent, made up of about 10-15 women working in Peru in the GIS field. The hope is that this community of practice will grow, creating a larger and stronger space for women working in STEM in the region of Latin America. Members of the Community of Practice will generate this support network and contribute to cross-learning, providing coaching and mentorship to each other to self-build their capacity and act as a guide for new women in this professional space. Ideally this will encourage more women to join the field, as representation grows - along with the network for support.

## DISCUSSION

### **Challenges and Lessons Learned:**

Support from national government entities is key to generate interest and ensure longer term sustainability of a service or effort. SERVIR-Amazonia generated interest on behalf of a government ministry first, which helped formalize the CoP, enhancing its legitimacy to encourage further interest on behalf of potential new members.

### **Next steps:**

Currently the CoP is only in Peru, but there is a plan to expand to Brazil, Colombia, Ecuador, Guyana and Suriname in the future. The plan includes organising virtual meetings (recognizing the context of the COVID-19 pandemic) to share ideas about women, equity and GIS.

The next meeting of the CoP will focus on clarifying the objectives of the group, discussing practicalities of communication and convening, in addition to presenting and discussing the Gender Study to the participants.

## SERVIR-Eastern and Southern Africa (SERVIR E&SA)

*Empowering Women in Technical Fields: A Training for Women on Vulnerability Impacts and Assessments*

### BACKGROUND INFORMATION

**Interview Date:** July 10, 2020

**Region or country:** Eastern and Southern Africa Region

**Partner organization:** Regional Centre for Mapping of Resources for Development (RCMRD)

**Key resource(s) (e.g., hyperlinks to publications):** [RCMRD News Page](#)

**Timeframe:** First training conducted in late January, 2019 in Rwanda, second planned for late 2020 pending confirmation

**Overview:** SERVIR E&SA implements a Climate Vulnerability Impacts and Assessments (VIA) mapping service in the region. This service focuses on generating **multisectoral maps on identifying vulnerable populations**, focusing on livelihoods and ecosystems in East Africa. It also includes climate change considerations, including climate extremes, sensitivities to climate extremes, and communication and capacity to address climate shocks. As the service has evolved over time, the hub conducts updated capacity building for stakeholders, training stakeholders on the mapping technologies and data analysis. Some of the outcomes of this service have included funding to support resilience building activities for the most vulnerable areas.

**Link to SERVIR Service Planning Toolkit:** *Part 2: Service Design in Practice, Transition to Detailed Planning:* The SPT includes a tool focused on filling capacity gaps amongst stakeholders in implementation of a service. The section describes a Capacity Building and Training Definition Document as “an overview of anticipated capacity building and training activities. This document is meant to ensure shared understanding of training and capacity-building, and a commensurate effort alongside other activities.” This case study can be included as an example within the SPT of a **training for specific stakeholders**, women in the technical field, **after noting a gap in expertise and representation**. It is an example of learning through implementation, of a hub addressing a gap by expanding capacity building efforts.

### PURPOSE

The SERVIR E&SA hub aims to increase the skills of women in the field, and by extension increase representation and involvement of women in technical spaces and decision-making. With the skills building, the hub hopes participants will transfer their newfound skills to other people, particularly women, in their organizations.

A secondary goal of the effort is to establish a community of practice (CoP) amongst female participants. This CoP would focus on maintaining relationships and building the capacity of

women in VIA, to elevate women working in VIA in the region, and encourage more women from the region to work in this technical area.

## PROCESS

The hub noticed that the percentage of women attending trainings on the VIA mapping service was low, reflecting the small population of women working in this technical area in the Eastern and Southern Africa region. The hub decided to develop a training solely for female participants, to address this gap and build the technical capacity of women in the field. In addition to being women, the criteria for participation included that participants be involved in VIA in some way at a technical level; either as a spatial data collector, analyst, product developer, information communicator or as a capacity building specialist in science fields.

One training was conducted, garnering positive responses from participants. SERVIR E&SA has decided to develop another similar training and further plans to incorporate methods of assessing impact of the training in the next iteration.

## RESULTS

SERVIR E&SA expects that these women-only trainings, and potential CoP between participants, will result in more women with the technical VIA skills, more women in higher-level positions in VIA mapping, and more women in this technical field in general. The hub has seen similar efforts implemented that have resulted in significant impact on the individual and community levels. For example, SERVIR E&SA and Water Resources Integration Development Initiative (WARIDI), a project implemented in Tanzania in 2016 through USAID funding, hosted various trainings on VIA in 2017. SERVIR E&SA prioritized the representation of women these trainings. One of the participants of one of the trainings has attributed the skills she gained there to her professional growth, since the training she participated in she has supported climate adaptation interventions for vulnerable communities within a district in Tanzania. The SERVIR E&SA hub hopes similar impact will occur with their training participants.

## DISCUSSION

### **Challenges and Lessons Learned:**

Using assessments after implementing trainings is an important step to understand whether an effort is valuable for participants. When a SERVIR hub implements any activity a plan should be in place to monitor and evaluate the impact of that work, to both learn from any unexpected results and develop a convincing narrative around an intervention and its impact.

Workshops and trainings can be both an opportunity for learning and used as a forum to establish mentorship and continued engagement. Once a workshop has been conducted it can be helpful to maintain relationships with participants to monitor their progress, and effectively the impact of the workshop, and generate a community of practice of individuals with shared expertise and experience. This community can be engaged with in the future for support on other relevant work, for example technical reviews and generation of relevant knowledge products.

**Next steps:**

SERVIR E&SA plans to conduct a second training solely for women. This training will again focus on technical capacity, and will pair physical and social scientists together to work on real VIA case studies which combine biophysical and social data. It will also include a post-training survey to assess impact. The second training will select participants through a nomination process, to ensure the most appropriate staff are included as participants.

## SERVIR-Hindu Kush Himalaya (SERVIR HKH)

*Analyzing the Impact of Women as Decision Makers in a Climate Resilient Forest Management System in Nepal*

### BACKGROUND INFORMATION

**Interview Date:** July 1, 2020

**Region or country:** Nepal

**Partner organization:** The International Centre for Integrated Mountain Development (ICIMOD) (host institution for SERVIR-HKH) and the Hariyo Ban program, implemented by four partners, World Wildlife Fund (WWF), Cooperative for Assistance and Relief Everywhere (CARE), National Trust for Nature Conservation (NTNC), and the Federation of Community Forestry Users in Nepal (FECOFUN)

**Key resource(s) (e.g., hyperlinks to publications):** [SERVIR Page](#)

**Timeframe:** July 2016 - July 2021

**Overview:** The Hariyo Ban II program works on two interwoven thematic components, biodiversity conservation and climate change adaptation. The Hariyo Ban program collected data on Community Forestry User Groups (CFUGs) for three districts in Nepal in phase one of the program, collecting data on a total of 506 CFUGs. FECOFUN managed the data collection. When phase two of the program began, SERVIR HKH approached FECOFUN to pursue a partnership due to their interest in using **scientific data and information regarding climate sensitivity and degradation of forest ecosystems to enhance decision making in forest management in Nepal**. FECOFUN agreed, finding value in SERVIR's expertise in data collection and mapping. [While data collection is delayed due to coronavirus, it is expected to resume and inform analysis and advocacy across the project's objectives.]

**Link to SERVIR Service Planning Toolkit:** *V. Stakeholder Mapping... Part 1: General guidance...When to conduct Stakeholder Mapping* "During Service Design, to refine understanding of the stakeholder environment around a specific service as well as what is required for stakeholder engagement and which institutions and individuals are critical to achieving impact." SERVIR HKH identified the Hariyo Ban project as a key partner to support

their aim to inform national decision-making regarding CFUG Management in the country. They recognized that this **partnership was important to gain access to valuable data, and to communicate and advocate effectively** to the government to generate evidence-informed national policy. This partnership with the Hariyo Ban project will help SERVIR HKH in an area which was otherwise difficult to access.

## PURPOSE

SERVIR HKH aims to generate community-level gender disaggregated data to inform gender-responsive policy making in Nepal. CFUGs, which are completely community led and managed, offer opportunities to gather local level data and insights, especially as a new national policy has encouraged more women to participate in management. Hariyo Ban decided to gather data from specific districts in Nepal to understand how women's access to CFUG decision-making spaces plays a role in community decision making. For example, it aims to understand the impact of more women in these spaces on forest conditions, if having more women in these spaces impacts the types of natural resources the community focuses on managing or collecting, and if their inclusion impacts how CFUGs spend money collected through their resource management and collection.

SERVIR HKH believes that gathering data on questions like these can be analysed and used by the Nepali government to design appropriate and gender-responsive policies to encourage further engagement of women in these decision-making spaces. This data can also be used by the government to determine funding allocation to CFUGs.

## PROCESS

At the start of the partnership with FECOFUN, SERVIR conducted a capacity building workshop on data collection and mapping with FECOFUN staff, using some of FECOFUN's data from phase one. After the workshop, SERVIR worked with the Hariyo Ban project to analyze their phase one data. The data had been collected on 506 CFUGs in three districts, and collection had been outsourced to an external company. SERVIR cleaned and analyzed the data to understand what results could be used to understand gender dynamics within the project areas. In analyzing the data they noticed that there were unexplained gaps in data collection, making it difficult to analyze and identify meaningful results.

The Hariyo Ban II program is implementing its CFUG and gender component in 12 model CFUGs. All 12 model CFUGs comply with new project guidelines, which include 50% female participation in CFUG management. The SERVIR and the Hariyo Ban II team jointly developed a new questionnaire for phase two data collection, to build off the questionnaire used in phase one. They added important questions focused on gender equality and social inclusion. They also developed guidelines to be used by data collectors, a tool to avoid any collection gaps.

## RESULTS/IMPACT

Though data collection has not yet begun, SERVIR anticipates serving an important role in the Hariyo Ban project: to address a quantitative data gap in the project, to develop data visualizations using GIS services, and to convincingly present the data collected to the government. SERVIR, through Hariyo Ban, aims to impact policy making in Nepal. Hariyo Ban has strong advocacy expertise, and through this partnership, SERVIR intends to provide technical support to government agencies, to use data to implement informed and evidence-based policies. Once the phase two data has been collected and analyzed SERVIR HKH will apply the analysis to inform technical guidance and targeted advocacy related to CFUGs management and funding allocation. In addition to strong data and evidence, the policy and advocacy process itself will be important for SERVIR HKH to consider, to ensure messaging and advocacy is effective. To ensure their efforts are strategic, SERVIR HKH should develop an advocacy plan taking into account the target audience.

## DISCUSSION

### **Challenges and Lessons Learned:**

Across sectors there is a general problem of a lack of existing gender-disaggregated data, and this includes satellite-based earth observing data and GIS. Addressing this problem is very important, as data allows for a more complete understanding of the scope of a problem and sets a baseline for evaluation of future efforts. Through their work with Hariyo Ban SERVIR HKH is working to address this problem. Thus far they have presented on data collected in phase one.

Both rigorous data analysis and data collection are important, and guidelines and tools must be created to do both in an impactful way. There is a risk, for example, that data collectors are unaware of how to use questionnaires, or unaware of how flaws in questionnaire application can render data collected useless. Data collection tools and guidelines should be developed and shared with data collectors to ensure efforts to collect data are done appropriately. This will ensure data collected can meaningfully inform data analysis, use of the data, and subsequent decision making.

### **Next steps:**

The partners finalized the questionnaire and an accompanying guidance document for data collection in early 2020 and intended to collect data shortly thereafter; however, the global coronavirus pandemic delayed this process. Once data is collected they will present the results to the Nepali government with the Hariyo Ban Project.

## BACKGROUND INFORMATION

**Interview Date:** July 6, 2020

**Region or country:** Hindu Kush Himalaya Region

**Partner organization:** The International Centre for Integrated Mountain Development (ICIMOD) (host institution for SERVIR-HKH)

**Key resource(s) (e.g., hyperlinks to publications):** [SERVIR Page](#)

**Timeframe:** Survey to be conducted in December 2020

**Overview:** SERVIR HKH has developed a **Regional Drought Monitoring and Outlook System**. This system gathers information on drought in the region, to then analyze and communicate this information to government agencies. Agencies then use this information to define policies on in-season crop management and food security. An updating process is now underway, guided by a gender and social analysis, to better target information toward women and men farmers directly. Pilot work on localizing agriculture advisory at district level is also underway in the Chitwan district, Nepal.

**Link to SERVIR Service Planning Toolkit:** *Consultation and Needs Assessment in Practice:* The SPT mentions that the “Consultation and Needs Assessment process should evolve into an ongoing engagement and outreach activity over the life of the service, creating a channel for improving and refining approaches as service design and implementation proceeds.” This case study can be included to show how a service **recognized and took steps to address a gap through a renewed consultation and needs assessment** activity.

## PURPOSE

SERVIR HKH has an institutional goal of ensuring their services include gender in design and implementation, recognizing that gender-responsive services are more likely to result in greater sustainable impact. Their Regional Drought Monitoring and Outlook System does not yet include a gender lens, this survey aims to develop data and knowledge to inform gender-responsive service evolution.

## PROCESS

In the process of developing the Regional Drought Monitoring and Outlook System, SERVIR HKH identified two major gaps. The first gap is that the system was not designed to directly benefit farmers. The second gap is that the system was not designed to actively address gender inequalities.

As information on droughts is collected through the earth observation data system, this information is then communicated to relevant government institutions. Government functionaries, including the planning division and extension officials, are the primary

“beneficiary” for the drought outlook service of the SERVIR programme. This impacts the way information is initially organized and communicated. The design of the information capture and communication does not directly enable farmers, the end user or beneficiary of the information, to receive the information directly.

SERVIR is currently developing a survey to evaluate how information shared with professionals in the government reaches farmers, to assess the impact of the information generated and understand whether there are opportunities for expanding data use to include farmers and enhance impact. The survey will also evaluate the system of communication for both male and female farmers, to try to understand how women farmers can be better targeted to enable them to be better informed.

## RESULTS

SERVIR expects the survey results will be used to update and improve the Regional Drought Monitoring and Outlook System, to ensure the service is positively impacting communities, that the appropriate data and information is being collected and then communicated to the appropriate audience in the most relevant and useful way. The end goal is that the end beneficiaries, both male and female farmers, have adequate information to make informed decisions regarding their farming, for healthier and safer families and communities.

## DISCUSSION

### **Challenges and Lessons Learned:**

The way information is accessed by communities can vary significantly by gender. The design of an information-generating service should include thoughtful design of information communication channels, to ensure all members of a community are receiving information to inform their decision-making.

### **Next steps:**

The survey is currently in the design phase, it is being designed using past government surveys and adding gender dimensions to certain questions. The expectation is that the survey will be conducted in December. The findings will directly benefit the information design and communication strategy of the pilot localized agriculture advisory process in Chitwan, Nepal.

*Enhancing a Theory of Change: SERVIR HKH's Experience with their Climate Resilient Forest Management System*

## BACKGROUND INFORMATION

**Region or country:** Nepal

**Implementing organization:** The International Centre for Integrated Mountain Development (ICIMOD) (a consortium partner of SERVIR-HKH) and the Hariyo Ban program, implemented by

four partners, World Wildlife Fund (WWF), Cooperative for Assistance and Relief Everywhere (CARE), National Trust for Nature Conservation (NTNC), and the Federation of Community Forestry Users in Nepal (FECOFUN)

**Key resource(s) (e.g., hyperlinks to publications):** [SERVIR Page](#)

**Timeframe:** July 2016 - July 2021

**Overview:** *SERVIR HKH recognizes that the service design process is not linear, and that a ToC should evolve as understanding develops over time, with activities adapted accordingly. This recognition was reflected in the evolution of the Hub's ToC for their Climate Resilient Forest Management System service in Nepal, a process through which the technical teams identified and integrated gender considerations to modify and improve the service. This example emphasizes the value in maintaining a flexible ToC, and shows how the process of revising a ToC can be a way of including gender considerations in a service.*

**Link to SERVIR Service Planning Toolkit:** This case study is relevant to the ToC section of the SPT. The SPT notes that a ToC is “a useful tool for facilitating the design of an activity or service” and also that “It is important to note that as Service Design evolves, the ToC may also need to change.” This case study highlights this need, that the ToC should change as a service evolves.

## PURPOSE

SERVIR HKH's Theory of Change for their Climate Resilient Forest Management service is used to identify clear strategic directions, to guide activity development. The Hub keeps their ToC flexible, with the expectation that the ToC will be revised at various stages of service implementation to allow for any learning that occurs during service implementation to feed back into updates to the ToC. Originally the service's ToC included no gender considerations. Through iterations of ToC revision, the ToC evolved to identify gender gaps, guide efforts to generate learning, and use learning to strengthen the service.

## PROCESS

During the establishment of SERVIR HKH the hub developed its own ToC to guide activities and services of the hub as a whole. In the development of this ToC, MEL staff encouraged discussions on gender mainstreaming right from the start. Though SERVIR HKH staff struggled to envision a direct link between gender and hub services, hub staff all agreed that gender would be integrated into services whenever possible.

According to the Hub's standard process, a ToC workshop occurs at the start of service design, facilitated by the MEL team. Other SERVIR hub staff are invited to attend, to identify potential synergies and work together to bring expertise and experience from other technical areas. In the first ToC design workshop for this service, though a gender focal point person was not present, a MEL staff person initiated a discussion on how to include gender in the service. The MEL staff person was motivated to do so by both the discussions from the design of SERVIR HKH's ToC and by the fact that the work done at the hub falls under ICIMOD's institutional commitments, as the consortium partner for SERVIR HKH. These dynamics therefore required at minimum a conversation on how gender could be included in service design.

Participants had difficulty identifying an opportunity to link gender to the service, but they did agree

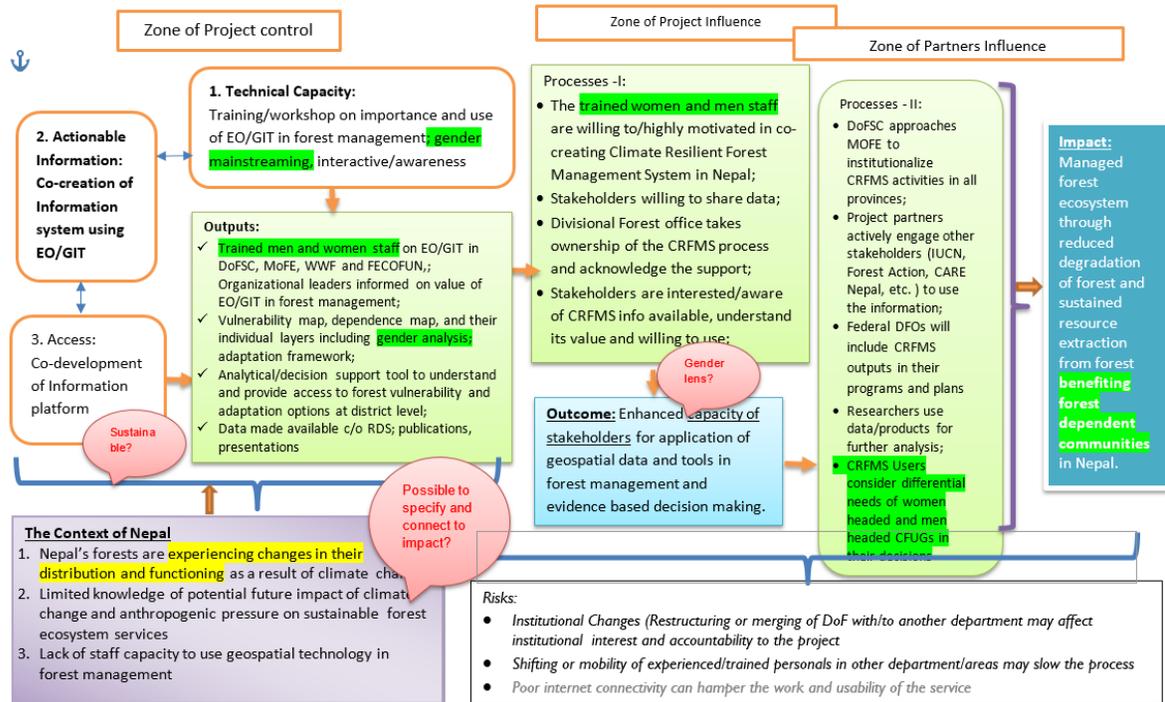
that the service should be as gender responsive as possible, and that a context analysis should be conducted with support from the ICIMOD gender team to understand how to do so. One clear opportunity for including gender considerations that they identified at the time, but did not specifically integrate in the ToC, was in elements of the service that focused on capacity building work. The capacity building work done with their partner FECOFUN, for example, could at minimum ensure gender balance amongst participants.

As the ToC is considered a “living” document, the SERVIR HKH hub revisits ToC design at various stages of service implementation. Because of this flexibility, the MEL team kept their “eyes open for how to integrate gender later.” Soon after the ToC for the service was developed, the gender team developed and established a gender strategy for SERVIR HKH as a whole. The development of the strategy and the ability to revisit the ToC motivated the service leads to begin discussions focused on revising the ToC. The discussions included ICIMOD staff, the gender team and service partners, to understand how the service could be improved. The service focuses on enhancing decision making at the district level in Nepal by providing more precise and scientific information on climate change vulnerability and degradation of forest ecosystems. After this ToC revision process the technical team still struggled to identify means for clear and comprehensive gender integration throughout, but they did decide to conduct an assessment of how gender is linked to forest management decision-making. This was a key opportunity, as the Hub process for updating ToCs relies on monitoring and assessments, which are then used to revise the ToC to improve service impact. The Hub considered that an assessment of how gender impacted decision making was an effective method for generating gender data, including sex-disaggregated data, and information which might show how gender issues are linked to the service. This would then illuminate ways gender could be included in the service’s ToC. They assumed that this generation of knowledge would be a clear mechanism for showing service implementers the links between gender and the service.

The assessment focused on assessing the community forestry user groups (CFUGs), which brought gender issues to the fore. The technical team began to look at how gender indicators within CFUG management impact or are linked to CFUG management decisions and data on forest conditions and climate change vulnerability at the district level. It was within this context that gender began to be considered relevant by technical staff. The assessment was designed with support from the gender team, who had progressively become more actively engaged in the service implementation. The recognition of gender issues in CFUGs prompted an update to the ToC to make gender a stronger component of the service. The ToC was thus revisited again, with the knowledge from the assessment design process. In this new iteration of ToC, new gender considerations reflect the data gathered by the assessment and serve as reminders for staff during service implementation. Below is the ToC for the service in its most recent stage, with the process of integrating gender visible through the comments and highlights.

## Service: Climate Resilient Forest Management System in Nepal

Fig. The Theory of Change and Impact Pathway\_ v2.01.05.2019



## RESULTS

The iterative process of ToC revision contributed to a “snowball” effect of gradually increasing awareness of the potential for gender inclusion in technical work. As ToC revisions progressed, gender became a stronger component of the service. This has had an additional unexpected impact on the service’s government partner, FECOFUN. At the start of the service FECOFUN had difficulty seeing the link between the service and gender, but now, according to SERVIR, they realize the value of integration. FECOFUN has expressed appreciation for this gender integration and has requested support to integrate gender even further, using the results of the assessment to ensure the impact of gender on decision making is adequately appreciated in the service. FECOFUN has even integrated this learning into their own, separate, projects; using gender indicators and mirroring assessments for gender inclusion. The ToC design process, because it enabled gender to be progressively included in service design, changed the perspective of this service partner, building their capacity in understanding the value of gender inclusion in service design.

The ToC design process has “opened eyes” amongst staff and partners, to understand the complexity of a service and the value of integrating newfound learning, particularly learning on gender relevance, into design tools.

## DISCUSSION

### **Challenges and Lessons Learned:**

This ToC design process can be a reference tool for other services seeking to find ways of including gender in existing services. By considering a ToC as a “living” document, a service creates space for learning captured during implementation to change and strengthen the service as it progresses.

A flexible ToC design process can also be a tool for convincing technical staff of the relevance of gender to service implementation. A major challenge for the service was convincing the technical team that gender was relevant. According to SERVIR HKH staff, to overcome this hurdle it is valuable to regularly ask teams where there may be a link to gender. Reiteration of these questions is important and creating regular opportunities to ask these questions, such as at ToC re-design workshops, can be helpful.

This iterative ToC design process was a powerful tool to convince technical staff of the need for gender inclusion, but this depended on the efforts of an individual MEL staff person, which were later complemented by the ICIMOD gender team. Without both the ToC design process in place at the Hub and the efforts of the MEL and gender team, gender would not have been integrated. The nature of the design process allows for various opportunities to discuss changes, but these conversations will significantly depend on the synergy between groups and individuals, and in the case of gender, how open staff are to integrating gender considerations. Integrating gender considerations can work well in some cases and can be a struggle in others, so having the continuous engagement of staff with gender expertise is an asset to every service.

Another enabler for gender inclusion is institutional mandate. In the case of this service, the consortium partner for the SERVIR HKH Hub is ICIMOD, an institution with a strong mandate to include gender considerations across projects and activities, with capacities such as gender teams in place to implement these mandates. This institutional context can be a helpful base to ensure capacity and resources exist to support efforts to mainstream gender. This enabler spurred the development of the gender assessment, which itself was an enabler for meaningfully including gender in the ToC and the service.

The integration of gender in the ToC, as a result of the iterative ToC design process, facilitated the meaningful integration of gender in the service. A key component of the service now is to compare and understand the differences in management of CFUGs when women manage them, as compared to men. CFUGs, which are completely community led and managed, offer opportunities to gather local level data and insights, especially as a new national policy has encouraged more women to participate in management. The service aims to understand the impact of more women in these spaces on forest conditions, if having more women in these spaces impacts the types of natural resources the community focuses on managing or collecting, and if their inclusion impacts how CFUGs spend money collected through their resource management and collection.

### **Next steps:**

The service expects to conduct another iteration of ToC revision at some point, appreciating that the service is in the middle of implementation. As is clear above, the practice of the service is to integrate learning into the service design tools, such as the ToC. If time does not permit for learning to impact the service then the learning will be noted and used for future service design, when relevant.

## SERVIR-Mekong

*Developing and Using Tools to Map Progress on Gender Equality: GEM Platform*

### BACKGROUND INFORMATION

**Interview Date:** June 22, 2020

**Region or country:** Vietnam and Cambodia

**Partner organization(s):** Stockholm Environment Institute (host of SERVIR-Mekong), Asian Disaster Preparedness Center (host of SERVIR-Mekong), Vietnam Women's Union

**Key resource(s) (e.g., hyperlinks to publications):** [GEM Platform](#)

**Timeframe:** 2017 - ongoing

**Overview:** The Gender Equality Monitoring (GEM) platform was developed to offer a **public data repository** for officially published data and periodically updated sex disaggregated data. The platform helps **visualize gender inequality at sub-national levels**, and includes data on the gender inequality index (GII) and gender gaps in various sectors such as education, health, employment, household decision-making, etc. It includes data for two countries, Vietnam and Cambodia.

**Link to SERVIR Service Planning Toolkit:** *VI. Service Design Tool...Part 2: Service Design in Practice..Transition to detailed planning* The SPT includes this summary for the process of developing the Data Management Definition Document (DMDD) "a document that describes the creation of any platforms to support a service or a structured arrangement for sharing data. This document, while optional, is meant to ensure sustainability and data sharing considerations for new data platforms are factored in at the start of service design." Though initially designed as a data platform for an external partner, the GEM platform is being designed to function as a public data platform, to aid the design of services and policies. Other hubs can use the platform as an example of a potential data platform to develop at the start of a service, to facilitate service design.

### PURPOSE

Accessing gender statistics is critical to examine and track changes in gender inequality. However, in the Lower Mekong Region, gender statistics are only available at the national level, primarily to serve reporting purposes, and are not necessarily regularly applied by programs and service providers. The GEM platform serves as a starting point to further explore the causes and more complex dynamics of gender inequality, and publicly provide data in an accessible format.

The platform can be used by gender advocates, policymakers, researchers and development practitioners to:

- 1) Understand sub-national level dynamics that contribute to gender inequality;
- 2) Establish baseline data for tracking gender inequality;
- 3) Identify gender data gaps in sectors and at a finer scale, i.e. at district, commune and village levels;
- 4) Increase inter-ministerial cooperation on data collection, data sharing, gender analysis and

gender-responsive planning.

SERVIR hosts the platform and continues to collect and update the data, continuously working to keep the platform up-to-date and more accessible to various audiences.

## PROCESS

SERVIR Mekong initially developed the platform in response to a request from the Vietnam Women's Union. The Union was looking for accessibility to gender statistics, to examine and track changes in gender inequality within the country, to then inform their decision making. Women's organisations and research institutes on women's studies in Vietnam and Cambodia were invited to provide inputs and feedback on the design of the platform as it was developed.

## RESULTS

The platform has been launched but is still in the trial stage. The vision is that the platform will inform the evaluation of national targets, for example tracking progress towards the SDGs. It is also expected that, by facilitating access to data, GEM can be used by policy-makers, researchers and practitioners to further question and examine causes of gender inequalities in the two countries.

## DISCUSSION

### **Challenges and Lessons Learned:**

The service planning and implementation process is not linear. SERVIR Hubs need to establish flexibility in service design and implementation, to adapt to potential challenges and opportunities. Gender integration in particular is constantly evolving and requires continual learning in service implementation; it is therefore important to create time and resource flexibility to incorporate lessons learned as a service progresses.

### **Next steps:**

SERVIR Mekong plans to improve the GEM platform to include a capacity building component into the platform for the user. It is also currently looking for a web designer to help transition the platform onto another system that is more user friendly.

## BACKGROUND INFORMATION

**Interview Date:** June 22, 2020

**Region or country:** Vietnam

**Partner organization(s):** Stockholm Environment Institute (host of SERVIR-Mekong), Asian Disaster Preparedness Center (host of SERVIR-Mekong)

**Key resource(s) (e.g., hyperlinks to publications):** [SERVIR Page](#)

**Timeframe:** 2017 - ongoing

**Overview:** SERVIR Mekong developed a **GIS application to forecast drought** for the ministry of agriculture and rural development of Vietnam. The service is being tested in a drought-prone province in the south of Vietnam. The forecasts are used by local agriculture departments to develop agriculture plan. This plan defines the type of crop(s) that certain farmers should grow, with the goal that this information will help the province adapt to drought and increasing water scarcity. The government then shares information gathered through the tool with farmers, effectively creating a secondary beneficiary of the service - the women and men farmers receiving this information. A gender needs assessment revealed major discrepancies in needs, thereby arming SERVIR with critical information and options to enhance the tool.

**Link to SERVIR Service Planning Toolkit:** *Consultation and Needs Assessment, Who to Consult:* The SPT notes that it is essential to make “strategic choices...in determining a balance between 1) outreach to enough people to ensure the process is credible and yields good information” This case study highlights how accessing climate information is not a stand-alone action that would suddenly enable farmers and communities to better respond to climate change. It illuminates how **valuable a consultation and needs assessment is**, and how important it is to **include the appropriate stakeholders** to ensure a service achieves its highest potential impact.

## PURPOSE

The gender-sensitive user needs assessment was conducted to understand who the end users of the tool are, and how information from the tool is gathered and communicated. The objective of the assessment is to support both male and female farmers as users who need access to appropriate information and products on drought forecasting, to adapt effectively to drought. Results of the assessment will enable the creation of user-friendly and gender-sensitive information/output products. Results will also support appropriate and gender-sensitive communication channels, which users can use to provide feedback on the quality of information.

## PROCESS

SERVIR Mekong led interviews and focus group discussions to conduct a gender-sensitive user needs assessment for the drought forecasting service. Fifty percent of participants were women, and came from the provincial, district and commune levels. The assessment examined the

different accessibility, needs and requirements for local women and men in two communes in Ninh Thuan Province.

## RESULTS

The findings show that there are many climate information users, particularly women farmers, who need long-term and seasonal forecasts to better prepare for agricultural and livelihood activities and to cope with climatic disaster risks. However, access to different types of climate information is regulated by the national government. Control over this information impedes farmers, and other climate information users, particularly grassroots groups and ethnic minorities, from gaining access to long-term climate forecasts that might enable them to be better prepared for climate change or to negotiate with policymakers on crop planning and allocation of resources for adaptation.

The assessment also found that the power hierarchy and top-down processes in agriculture planning and water allocation might make some groups, particularly women, people living in poverty and traditional rice farming households, more vulnerable to unpredictable climatic events. In such cases, accessing climate information does not suddenly enable them to better respond to climate change; they must also have access to decision-making spaces to guide how access to water is defined. Results showed that SERVIR could establish or promote the creation of a decision-making space where communities can negotiate for water resources and influence the crop plans through community water-user groups. Having access to SERVIR-Mekong's drought-forecasting service could enhance the negotiating power of those water-user groups. SERVIR-Mekong could also use the service as leverage for promoting women's voices in male-dominated water-user groups.

The findings further indicate that mainstreaming gender into climate services is not simply about counting the number of women and men accessing the service. It requires nuanced understanding about how power institutions and processes allow some groups to benefit from the service while negatively impacting other groups, which can perpetuate their marginalization. The assessment reveals that local people are not a homogeneous user group and that their ability to participate in the co-designing of the service, to access the services, and to use climate information varies according to their gender, ethnicity and power status. In this regard, gender mainstreaming enhances the effectiveness of a climate service and makes it more socially inclusive.

## DISCUSSION

### **Challenges and Lessons Learned:**

Often a gender assessment is considered after a service has been implemented. If this is the case, integrating the assessment's findings and recommendations can be challenging as funding and capacity to implement lessons learned were not set aside during the design process. This can result in a gender assessment not always having a meaningful impact on a service. Funding must be allocated to implementing the findings of an assessment if an assessment is to be worthwhile, rather than a "tick-the-box" activity.

Building the team's capacity on developing gender-responsive services does not simply imply improving gender-awareness and skills of existing staff. It also requires investing in gender expertise in the team, and more importantly, changing the 'usual' process of service development. This can include developing explicit gender/social objectives and translating these objectives throughout service planning and the implementation process, including through monitoring and

evaluation mechanisms.

**Next steps:**

The next step is to seek funding and partners to implement recommendations from the assessment.

## External Case Studies

The following case studies were developed through interviews with partners and desk-based research. They were selected using two primary criteria; relevance to the Service Planning Approach and technical relevance, to provide practical and applicable examples for SERVIR hubs. Case studies are organized alphabetically.

### Building Gender-Transformative Capacities and Institutions: Strengthening Water Resources Management in Afghanistan (SWaRMA)

#### BACKGROUND INFORMATION

**Interview Date:** July 10, 2020

**Region or country:** Afghanistan

**Implementing organization:** The International Centre for Integrated Mountain Development (ICIMOD) (host of SERVIR-HKH)

**Key resource(s) (e.g., hyperlinks to publications):** [SWaRMA](#), [Multiscale IRBM resource book](#)

**Timeframe:** January 2018 - June 2020

**Overview:** In 2018, The International Center for Integrated Mountain Development (ICIMOD) recognized a gap in the technical capacity of staff and partners to address gender considerations necessary to meet the goals of its Strengthening Water Resources Management in Afghanistan (SWaRMA) Initiative. It thus developed a **dedicated training module on gendered vulnerabilities and socioeconomic drivers of change** to build gender-transformative approaches and outcomes for multi-scale Integrated River Basin Management (IRBM).

**Link to SERVIR Service Planning Toolkit:** SWaRMA's gender module is an example of a **capacity building intervention** that could be adapted for use by SERVIR hubs. Hubs can use the module to build staff capacity on the value of and tools for integrating gender at various levels of **service design and implementation**. For example, hubs can refer to sub-sections in "The impact of gender and social inclusion issues on IRBM" section in the [Multiscale IRBM resource book](#), such as "Key gender terms and concepts," or "Gender mainstreaming and gender analysis tools and techniques," for guidance on the type of gender information that can be included in their own capacity building interventions.

#### PURPOSE

ICIMOD recognizes that a gender and social inclusion perspective is essential if a project aims to avoid or minimize the challenges around resource access and control, to make projects and resources more inclusive and equitable.

The goal of the SWaRMA initiative was to bolster water resources management in Afghanistan

and support dependent communities and ecosystems. Through internal analysis of SWaRMA programming, ICIMOD recognized that it was difficult to ensure it was achieving this goal if staff were not trained on the value of including a gender perspective in both service design and implementation, and within institutional practices. Part of this recognition resulted from realizing few female professionals were present in this technical field, despite their differentiated and valuable knowledge. SWaRMA thus developed a training module specifically focused on bringing gender issues to light and to encourage the mainstreaming of gender-responsive participation and strategies.

## PROCESS

The “Gendered vulnerabilities and socioeconomic drivers of change” module developed under SWaRMA was part of a larger capacity enhancement program and trialed at the first-ever “Multiscale Integrated River Basin Management [IRBM] from a Himalayan Perspective” workshop, which was designed to build the knowledge and capacity of technical partners in the concepts of mountain-focused multi-scale IRBM and the challenges in implementation. The program included training the staff of government and academic institutions, and focused on hydrological modeling, glacial, early warning systems, water governance, and other technical work related to water. The program added this gender module to focus on training participants in Afghanistan working on IRBM on the value of integrating gender in their work. In the [Multiscale IRBM resource book](#) SWaRMA notes that integrating gender and social inclusion is essential to “avoid or minimize the politics around resource access and control” and makes efforts more “inclusive and equitable.” SWaRMA also recognizes that gender and social inclusion are integral considerations to keep in mind if an implementer is hoping to maximize social and economic welfare equitably, and generally improve service design and implementation.

In addition to developing this module, when conducting workshops SWaRMA also actively sought women as participants in these trainings, to encourage participation and representation.

## RESULTS

SWaRMA integrated gender considerations into the content of its program in an effort to change the perspectives of participants, to recognize why they should incorporate gender in their internal policies, processes and procedures and in their service design and implementation. From an institutional perspective, feedback from the training indicated that participants were beginning to recognize that gender must be included institutionally. They had begun to think twice, that they might begin to include “at least one woman” as technical staff in service design within their institution.

## DISCUSSION

### **Challenges and Lessons Learned:**

Often services and projects are motivated to integrate gender considerations during implementation, especially when gender inequality issues emerge as barriers to project objectives. Many tools can be used as interventions, but they can be employed erratically, perceived as an afterthought, or suffer from a lack of management or budgetary support. Using a gender training module for staff and partners across all levels builds a common foundation upon which to implement different actions. For example, as included in the [Multiscale IRBM resource book](#), an initial gender training module across staff at a SERVIR hub could include content on key gender

terms and concepts, and another on gender mainstreaming and gender analysis tools and techniques. Depending on the specific staff or partners, additional content can be geared to a more technical audience. For example, modules can become more technically specific, such as the content on “Paradigm shifts in understanding vulnerabilities” or “Gender, social inclusion, and governance at different scales in a river basin” from the [Multiscale IRBM resource book](#).

When an institution is dedicated to gender-responsive (or transformative) implementation, it is important to focus on internal policy and procedure, as well as on changing practitioner perspectives and building skills for specific projects. By developing the capacity and perspectives of staff, an institution (such as a SERVIR Hub) can ensure thorough and sustainable gender mainstreaming that strengthens all aspects of a project cycle.

**Next steps:**

Based on the influence of the SWaRMA experience, ICIMOD and partners are exploring implementing similar efforts in other countries.

## Implementing Lessons Learned from a Gender Analysis of a Community Based Flood Early Warning System (CBFEWS)

### BACKGROUND INFORMATION

**Interview Date:** July 10, 2020

**Region or country:** Afghanistan, India, Nepal and Pakistan

**Implementing organization:** The International Centre for Integrated Mountain Development (ICIMOD) (host institution of SERVIR-HKH)

**Key resource(s) (e.g., hyperlinks to publications):** [CBFEWS](#)

**Timeframe:** 2010 - Ongoing

**Overview:** ICIMOD’s CBFEWS work began in Assam, India, in 2010 and has since expanded to Nepal, India, Pakistan, and Afghanistan in the HKH region. Each country works through a local partner and with local level disaster management authorities.

Initially a simple wired device that triggered an alarm during high flows, CBFEWS has now evolved into an **integrated system of tools and plans, designed to be managed by and for communities to provide flood early warning**. Water levels are monitored and flood information is communicated from an upstream location to downstream vulnerable communities, to warn communities of flood risk. CBFEWS also works with communities on risk scoping, monitoring of water levels, information dissemination, preparedness and sustainability. The focus of the CBFEWS program is to **support vulnerable communities**, to save lives and livelihoods.

**Link to SERVIR Service Planning Toolkit: Needs assessment.** The needs assessment states that a needs assessment enables SERVIR team members to “emerge from the process with a clear sense of existing gaps, opportunities for SERVIR services and basic knowledge of key stakeholders.” It “should be practical in specifying solutions and their application to decision-making, policy action, response planning and other user needs.” This case study is an example of how a hub can create a strong needs assessment phase, to ensure that subsequent efforts and resulting services can address otherwise common design pitfalls. In this case the pitfall was the issue of overlooking women in service design which resulted in ignoring that women were more vulnerable than men in a service area and often lived in households considered at higher risk. This case study is an example of the value in returning to a needs assessment for additional consultations and clarifications.

This case study can also be included in reference to the Capacity Building and Training Definition Document (TDD), in the section “Transition to detailed planning” which reads; “definition documents are meant to be a management tool for the life of the service, updated as design and implementation unfold.” As CBFEWS began to integrate gender equality and social inclusion (GESI) considerations into their regional trainings this revealed the importance of including stronger gender considerations in their work. Through this capacity building focused on increased GESI capacity of staff, and alongside institutional interests to include gender more thoroughly across institutional efforts, CBFEWS implementation changed. This is an example of the importance of updating management tools, in this case the TDD, as design and implementation unfold.

## PURPOSE

CBFEWS integrated gender considerations because they recognized the value of providing information to female members of vulnerable communities. Their goal is to better prepare women for flooding, to decrease their vulnerability and increase their empowerment and decision-making roles within communities.

## PROCESS

Upon implementation, ICIMOD began to realize that within communities, households have varied levels of risk. They also found that women were more vulnerable than men, often living in households considered higher risk. One reason had to do with male out-migration, as the communities which CBFEWS targeted, due to their high level of vulnerability, also happened to have high rates of male outmigration. Through this type of data gathering and analysis, ICIMOD realized that CBFEWS would have more impact if more attention were paid to the gendered impacts of the tool.

In 2017 CBFEWS integrated GESI considerations into their regional hands-on trainings for the first time. Trainings began including discussions on the need for changes in the shelter zones, and providing early warning information directly to female family members. Participants quickly contributed to discussions and collectively agreed that CBFEWS needed to include stronger gender considerations. Simultaneously, ICIMOD’s internal policy had begun to stress the importance of integrating gender throughout programming and implementation.

## RESULTS

Through analysis and the increased GESI capacity of staff, CBFEWS implementation changed. Information was gathered and communicated in a differentiated way, to have a greater impact on women and female household heads. For example, they realized that often male members are the sole managers of mobile phones in households with a mobile phone. In order to reach the most vulnerable, communication therefore had to be disseminated through other channels, to ensure women were also receiving the information.

After integrating learning on the differentiated impact of the instrument, women in communities downstream communicated that they had begun to feel more secure. Women also communicated that their confidence had been built because they no longer needed to rely on their husbands to access local flood information.

During implementation one woman was selected to be caretaker of the tool in one community, in Dihiri, Assam, India. She communicated feelings of empowerment due to this change. She has felt pride in being a member of the community with valuable information, and has been called on by community leaders for her perspective due to her new-found knowledge.

## DISCUSSION

### **Challenges and Lessons Learned:**

Through analysis of the use of their flood early warning system, CBFEWS learned that gender considerations must be involved in their work in order to ensure vulnerabilities are addressed in a meaningful way. By including women and vulnerable populations, project impact was enhanced.

### **Next steps:**

CBFEWS will continue trainings for community members who manage the CBFEWS tool.

## Using an Intersectional Framework to Ensure Gender Mainstreaming Across Institutions

### BACKGROUND INFORMATION

**Interview Date:** June 30, 2020

**Region or country:** Himalayas/HKH

**Implementing organization:** The International Centre for Integrated Mountain Development (ICIMOD) (host institution of SERVIR-HKH)

**Key resource(s) (e.g., hyperlinks to publications):** [Journal Article](#)

**Timeframe:** 2019

**Overview:** ICIMOD developed the **gender and intersectionality visual framework** for the Himalayan Adaptation, Water and Resilience Research (HI-AWARE) project. The framework combines contextual conditions and socioeconomic drivers of change to understand gendered vulnerabilities in the context of climate change. The framework is used as a tool to address issues of gender and social inclusion in project and service planning, as well as internal policies.

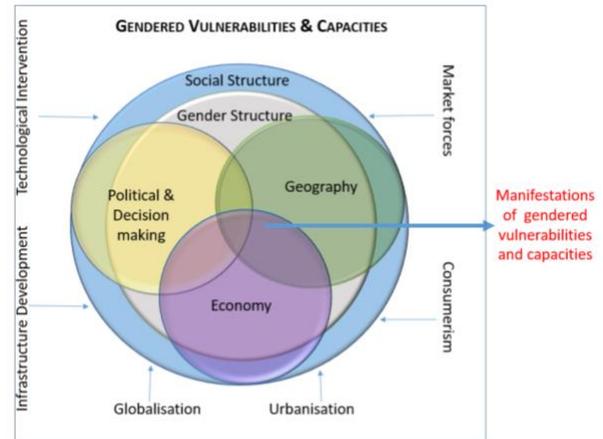
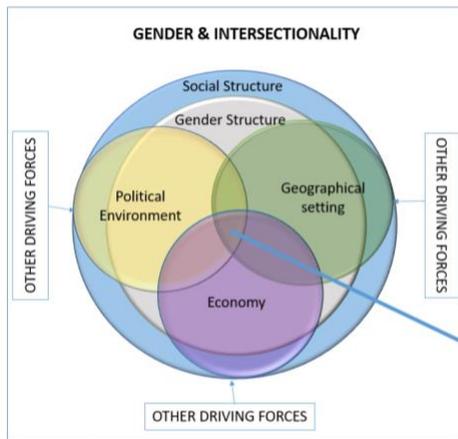
**Link to SERVIR Service Planning Toolkit:** *IV. Consultation and Needs Assessment Tool, Part 3: Workshop resources Structure: Day 1:* “The first day centers on information exchange: presenting the SERVIR program and snapshots of stakeholders’ institutional mandates, priorities and relevant work activities.” This gender and intersectionality visual framework is an example of a useful starting point for discussions held in the consultation and needs assessment workshops. By including a session on the framework and discussing with local stakeholders, all participants are provided with the same baseline understanding of certain vulnerability considerations in the service area they will work within. Focusing a session on this framework will have the added benefit of simultaneously building the capacity and understanding of intersectionality and vulnerability among participants, a helpful perspective for implementers to have to ensure gender is mainstreamed throughout service implementation.

## PURPOSE

ICIMOD believes that, whether designing a service or not, it is important for any practitioner to have an understanding of gender and intersectionality. The ultimate goal of the framework is to understand the underlying causes of why particular groups and individuals are more vulnerable to climatic change, to understand the “contextual conditions,” that underlie the different experiences of vulnerability, which contribute to the complexity of vulnerability and its reproduction. By understanding the causes, the expectation is that service and policy development which deal with climate change will be more targeted and lead to more positive social impact. Though it is not a service itself, the framework offers a method to build awareness and strategies toward a more intersectional approach. By using the visual framework, practitioners without a background on social inclusion are able to understand gender considerations as linked to their work. It can be adapted to any context, and can be used to show practitioners how intersectional and gendered vulnerabilities can impact any area of work.

## PROCESS

Technical staff with expertise in gender and social inclusion developed this framework. It was created with the vision that it will be used across ICIMOD’s work. It will therefore impact the services the SERVIR-HKH hub has designed, once all staff have undergone training on the framework.



## RESULTS

At sites which have used the framework, technical staff now have a more comprehensive understanding of the contextual conditions in local communities, providing them with a stronger sense of what is happening on the ground. By using this framework ICIMOD ensures that marginalized voices are included. ICIMOD acknowledges that it is important to be inclusive, otherwise services have the potential to replicate, or even increase, vulnerabilities within or among target communities.

## DISCUSSION

### Challenges and Lessons Learned:

It is helpful to develop and implement frameworks to be used consistently across institutions. By sharing these frameworks across staff at an institution, staff are provided the tools to ensure uniform implementation across all activities, regardless of whether staff were initially unfamiliar with the technical content of the framework. This is particularly true and useful for gender and social inclusion frameworks. Developing tools for clear communication of this type of framework benefits staff and institutions.

### Next steps:

ICIMOD has begun using the framework throughout their efforts, and will continue to do so. Currently training on the framework is conducted according to assessed need, whenever any project/programme indicates a need for this training it is conducted. The aim is that eventually all ICIMOD staff and projects, including SERVIR staff, will be trained on this framework. There is an opportunity here for other hubs to encourage partners to use the tool in their own work.

# Using Gender Responsive Restoration Guidelines to Develop Gender Responsive Forest Landscape Restoration in Malawi

## BACKGROUND INFORMATION

**Region or country:** Malawi

**Implementing organization:** International Union for the Conservation of Nature (IUCN)

**Key resource(s) (e.g., hyperlinks to publications):** [Guidelines Document](#) (Appendix II), [Republic of Malawi Forest Landscape Restoration Opportunities Assessment](#)

**Timeframe:** February, 2016, NFLRA published in June 2017

**Overview:** The Ministry of Natural Resources, Energy and Mining (MNREM) Department of Forestry conducted a **National Forest Landscape Restoration Assessment (NFLRA)** to identify needs and opportunities for restoring the productivity and ecological function of deforested and degraded landscapes in Malawi. They consulted the IUCN to integrate a **gender responsive approach** from the outset of the process.

**Link to SERVIR Service Planning Toolkit:** *Understanding the technical and capacity baseline:* “To plan effectively, the Hub must understand a range of contextual issues related to technical capacity, data availability, gaps, financial and human resources, and training and capacity needs. The idea is to do good homework at this stage so that corresponding needs can be integrated into the service design and captured in the definition documents. That advance planning is likely to be a major success factor for the service.” The process of developing this gender responsive NFLRA provides helpful examples of potential methods to undertake to fully understand the range of contextual gender issues of a service. For example, the case study highlights the value of gender experts and technical working groups, of developing questionnaires and associated trainings on use of the questionnaires, and the value of separating groups into women’s and men’s discussion groups. The gathering and use of sex-disaggregated data also helped with the design and planning, as the IUCN was able to generate a multicriteria analysis to generate maps, showing where restoration areas considered social, economic and environmental conditions. This provided more depth to Malawi’s NFLRA.

## PURPOSE

The NFLRA includes a gender responsive approach to understand gender issues in the context of forest landscape restoration-relevant sectors at the sub-national level. By including a gender responsive approach, the Malawian government ensured that local gender issues are fully and intentionally considered at project inception, establishing a base for gender mainstreaming to continue throughout implementation.

## PROCESS

The gender responsive approach began with preliminary research on gender equality across multiple sectors in Malawi’s policy. This background research then evolved into discussion groups, to gather data on relevant forest landscape restoration (FLR) activities in communities. These

groups included separate women's and men's discussion groups on preferences, income-generation, co-benefits, etc.

Once background research was conducted, IUCN then facilitated a pre-inception workshop for gender specialists, to build their capacity in FLR. They then hosted an inception workshop with these specialists and technical working group focal points, to identify national and locally enabling conditions and entry points for gender consideration in FLR in the country.

In addition to the work with the gender experts and technical working group focal points, IUCN designed a tailor-made questionnaire on themes relevant for addressing gender issues in FLR in Malawi. They then developed a training on the questionnaire, to disseminate it to certain districts. These data were collected, analyzed and then used, alongside stakeholder consultations, to identify gender gaps and entry points. Sex-disaggregated socioeconomic data were also gathered, and used in geospatial analysis. This work resulted in a specific chapter on gender analysis and recommendations in Malawi's NFLRA report, along with integration throughout other sector-specific chapters, and the National Strategy and Action Plan.

## RESULTS

The work done by IUCN impacts all FLR policy, programming and measures in Malawi, enhancing gender equality in the country. The creation of the gender specialist group also establishes the potential for a gender-responsive approach throughout national FLR processes, creating an opportunity to catalyse additional forest, conservation, and environmental policy-making, programming, and measures in Malawi at national and local levels. Including women also provides the government of Malawi with a better understanding of how women use, access and benefit from the forest for livelihoods. This newfound understanding allows the government to design restoration activities tailored to women, to ensure women access equal benefits.

In [the NFLRA](#) the government recognizes that gender mainstreaming ensures that “both women and men are involved in planning and implementing restoration activities, that these activities respond to their different needs and that both share the benefits of restoration in an equitable way.” By including gender throughout the policy document, the NFLRA “provides opportunities to advance national goals on gender equity and empowerment of women and girls – and in fact, cannot be successfully implemented without attention to full participation of affected communities and key stakeholders.”

## DISCUSSION

### **Challenges and Lessons Learned:**

Certain enabling conditions existed to help ensure that the development of the NFLRA was gender responsive. For example, designated funding for gender responsive planning and activities existed from the outset. There was also a dedicated facilitation team, which was motivated to deliver results on a gender inclusive process. Diverse stakeholders involved in the process, IUCN, gender experts from the national level and gender officers from various the districts, also ensured a more comprehensive process of gathering data, for a more robust analysis of the linkages between gender and FLR specific to the Malawian context. These contributing conditions helped maintain the momentum of a gender-responsive assessment process.

One significant challenge was access to data. Finding sex-disaggregated data was difficult, so

IUCN decided to generate their own data and review the data accessible through the database of the national department of statistics. Access to sex-disaggregated data on the national, and particularly local or district, level is often difficult. Projects and programs seeking to access this type of information must be prepared to implement their own data-gathering activities to ensure design is evidence-based.

## Additional Resources

Below are a few initial resources AGENT has identified as potentially useful for SERVIR Hubs, as they aspire to develop and design services that are more gender-responsive.

### [Gender-responsive Restoration Opportunities Assessment Methodology \(ROAM\)](#), CIFOR and IUCN

- Restoration Opportunities Assessment Methodology (ROAM) assists countries in identifying opportunities and priority areas for restoration and in designing and implementing forest landscape restoration (FLR) interventions. This brief on ROAM highlights the process for creating a gender-responsive ROAM methodology. SERVIR Hubs can use this tool for inspiration on steps they could take for implementing services in a gender-responsive way.

### [Roots for the Future](#), IUCN

- This tool was developed to help increase the capacity of policy and decision makers to develop gender-responsive climate change policies and strategies. SERVIR Hubs can use this tool for clarity on what gender-responsive strategies means in practice.

### Roots for the Future, Ch. 7, EX: [Mangroves for the Future \(MFF\)](#)

- This chapter from Roots for Future includes 35 examples (including MFF) from around the world of innovative mitigation and adaptation programmes and projects that have successfully integrated gender equality concerns. SERVIR Hubs can use this tool for more examples of how to integrate gender into their work, activities and services.