INRM GENDER EQUALITY AND SOCIAL INCLUSION STRATEGY

May 2021

This publication was made possible by the United States Agency for International Development and the generous support of the American people through the Task Order Integrated Natural Resource Management under the Strengthening Tenure and Resource Rights (STARR II) IDIQ Contract.
Activity Title: Integrated Natural Resource Management

Sponsoring USAID Office: Center for Environment, Energy, and Infrastructure

Contract Number: 7200AA20F00010

Task Order Number: STARR II – 7200AA18D00020

Period of Performance: July 30, 2020 – July 19, 2025

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Date of Publication: May 12, 2021

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Front cover photo: Women with seedlings for reforestation in Tanzania, African Wildlife Foundation, USAID Environment and Global Climate Change Album (Flickr)

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INRM GENDER EQUALITY AND SOCIAL INCLUSION STRATEGY

INTEGRATED NATURAL RESOURCE MANAGEMENT TASK ORDER UNDER THE STRENGTHENING TENURE AND RESOURCE RIGHTS II (STARR II) IDIQ

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1.0 INTRODUCTION

The great environmental activist Vandana Shiva once said, "We are either going to have a future where women lead the way to make peace with the earth, or we are not going to have a human future at all" (Gowthaman, 2020). Gender equality and women's empowerment are a cornerstone for sustainable development, particularly since research has shown more women than men live in poverty (GSDRC, n.d.). Around the world, women and girls, as well as other vulnerable populations, are disadvantaged in their access to and management of resources needed to live a healthy and productive life. To address this inequity, USAID is committed to integrating women and girls into its development approaches to ensure its strategic objectives and increase the self-reliance of populations (USAID, 2020). Furthermore, USAID considers social inclusion of marginalized people as a "key to aid effectiveness" (Cotton, et al., n.d.). USAID reinforces its commitment to gender equality and social inclusion (GESI) through related policies and legislation, including the Gender Equality and Women's Empowerment 2020 Policy, the Women's Entrepreneurship and Economic Empowerment Act of 2018, the Policy on Promoting the Rights of Indigenous People, and the United States Strategy to Prevent and Respond to Gender-based Violence. That is why the Integrated Natural Resource Management task order (INRM), which aims to support integrated analysis and a multisectoral approach to USAID's core environmental programming, will only achieve its most significant impact when it considers the needs of women and girls, as well as the most vulnerable populations and ensures that all of its activities comply with these policies. Integrated Natural Resource Management involves integrated analysis and programming across environmental sectors, including land use, environmental protection, climate change, and other sectors that may have linkages that are less intuitive but equally relevant, such as food security, biodiversity, global health, conflict, and governance. The task order uses a multisectoral lens to recognize synergies, adopt best practices, and build broader constituencies for integrated programming.

This GESI Strategy defines the goals and objectives for integrating inclusive approaches into INRM's standard practices. The Strategy outlines how INRM will apply evidence-based interventions throughout USAID's Program Cycle and identify and highlight opportunities to include and support the interests of marginalized populations who may face barriers and constraints to full participation in the activity. It also describes the buy-in activity that will identify program opportunities or interventions to increase women's economic empowerment within the INRM scope.

2.0 GOALS AND OBJECTIVES OF THE GESI STRATEGY

The INRM GESI Strategy's goal is to ensure that each INRM activity is as inclusive as possible in its design, implementation, monitoring, and evaluation. Inclusion means the intentional consideration of others' well-being and quality of life by ensuring their participation in social, political, and economic resources or policies without regard to race, religion, socioeconomic
status, gender, sexuality, physical or intellectual abilities, or any other social or cultural disadvantage. Each activity will be analyzed using the relevant United States Government (USG) policies and strategies for gender equality, women’s empowerment and social inclusion to inform and shape the approach (see description of each below). This goal is particularly pertinent because organizations and initiatives that have advocated for the environment have had a history of excluding disadvantaged populations. Women, men, and marginalized groups benefit differently from environmental conservation efforts. In a society that has privileged men’s power and authority, efforts to address environmental conservation often mirror these unequal power structures and perpetuate the inequality between the sexes and between dominant and marginalized groups rather than address them (Conservation International, April 2019). That means implementing an activity that aims to conserve natural resources, improve environmental outcomes, and support sustainability poses a risk of disproportionately advantaging certain privileged groups, creating harmful unintended consequences for vulnerable and marginalized people, and missing out on significant opportunities to increase the effectiveness of approaches by understanding and addressing priorities and input from a range of different people. To meet USAID policies and mandates, achieve development outcomes for various people, and maximize program effectiveness, measures must be taken to assess, analyze, and intervene to correct these imbalances and facilitate the meaningful participation of multiple stakeholders. Gender integration and social inclusion approaches help to identify and rectify imbalances at various entry points where power imbalances often occur, such as in access to and control of resources, decision-making, roles and responsibilities, time management, cultural beliefs, and social and gender norms, as well as laws and policies.

An analysis focused on increasing the inclusion of populations typically unseen or oppressed must start with acknowledging that inequalities regarding the access and management of

KEY GENDER-RELATED TERMS:

Gender – The characteristics of men and women that are socially constructed based on societal norms and values. Not the same as sex, which refers to one’s biological and physiological characteristics.

Gender Equality – “The state in which women, girls, men, and boys have equal access to opportunities, resources, benefits, and legal protections, and which recognizes their equal, inherent human dignity, worth, and unalienable rights.”*

Gender Equity – While gender equality refers to equal opportunity, gender equity recognizes that inequalities are structural and that societal systems are established by dominant groups who enjoy privilege in those systems. Equity first seeks to create equal systems before ensuring equal participation in those systems.

Gender Integration or Mainstreaming – A method that addresses the women and men in a programming activity. Meant to ensure that societal inequalities are not perpetuated throughout the activity.

Gender-Specific Programming – Intentionally targets a gender-based approach to ensure gender-related outcomes.

Gender Norms – Informal rules of behavior created by society that help to shape one’s understanding of gender.

Gender Stereotype – A widely accepted judgment or bias about a person that can lead to unfair treatment based on one’s gender.

Women’s Empowerment - “The state in which women have the ability to act freely in society, exercise their rights equally to that of men, and fulfill their potential as equal members of society, such as to determine their life outcomes, assume leadership roles, and influence decision making in households, communities, and societies.”**

*2020 Gender Equality and Women’s Empowerment Policy, USAID.
natural resources are perpetuated and institutionalized due to long-standing cultural, political, and socioeconomic practices. Empowering these groups will require adaptive approaches that recognize local sovereignty while introducing new methods of engagement. For example, women may be disadvantaged in mitigating deforestation and degradation due to a lack of educational opportunities, access to technical knowledge and skills, and barriers to participation in forest-user governance meetings in a society that privileges men's knowledge, education, and participation. At the same time, women's valuable and unique knowledge on community forest management is not leveraged and included in designing and implementing deforestation activities, reducing the effectiveness of these strategies. Working with women and men in local communities and in the local and national government to advance women's participation and integration into forestry policy, planning, and implementation is one way to address this imbalance.

Evidence shows that incorporating the diverse experiences of women and men in environment and natural resources management activities can multiply project outcomes and shift the household power dynamics that initially led to these imbalances (Leisher et al., 2017). Leisher et al. (2017) note that there is an ethical imperative for greater equality that considers the needs of both sexes, as well as an instrumental imperative since inclusive approaches lead to greater sustainability of natural resources (Leisher et al, 2017). For example, an activity that improves men's fishing practices and addresses women's gleaning livelihoods ensures financial gains for both men and women and acknowledges the unique role women play in natural resources management. It is widely recognized that overfishing poses a threat to marine ecosystems, and many development activities focus on men's work to improve sustainable ecosystem management. But addressing women's work in this sector is equally imperative to a sustainable ecosystem since gleaning helps conserve and restore mangroves and increases fish stocks, a resource usually harvested by men. In this case, due to the unique roles of women and men in fisheries, understanding, addressing, and meaningfully including both women and men's priorities, knowledge, and experiences will contribute to sustainability outcomes while also strengthening women and men's livelihoods (IUCN, 2019).

**KEY SOCIAL INCLUSION TERMS:**

Inclusive Development – Development activities that include marginalized peoples in social, economic and political processes.

Marginalized Groups – Groups that are subjected to discrimination due to characteristics that are sexual, religious, political, health, class-based, geographical, etc. and are prevented from full participation in society.

“Do No Harm” Principle – Used in humanitarian contexts, the principle that one must use the minimum standard of practice to avoid causing inadvertent harm.

Unintended Consequences – Unintended effects of a development activity that may hinder development outcomes.

* Conflict Sensitivity - Definition
Throughout the INRM activity, there will be opportunities to further advance gender equality and social inclusion in environment and natural resources management through (1) building on existing evidence to demonstrate the importance of the meaningful engagement of a broad and diverse group of stakeholders; (2) identifying opportunities for interventions that can advance inclusion and empowerment of women and marginalized groups to strengthen workplan activities and work towards improving environment outcomes; (3) informing concrete recommendations for greater gender equality and social inclusion in integrated environmental programming; and (4) supporting the development of Monitoring, Learning and Evaluation plans, as well as Collaborating, Learning and Adapting strategies to generate robust evidence on the following: links between gender integration and development outcomes, the outcomes specifically related to gender equality and inclusion, the breakdown of outcomes based on sex-disaggregation and by groups, and learning that occurs through the process of mainstreaming GESI into an integrated, multisectoral activity.

The GESI Strategy incorporates relevant USG gender equality, women’s empowerment, and social inclusion strategies and policies in each activity. They will inform and shape activity implementation to provide more inclusive, equitable, and far-reaching impacts. The following are brief descriptions of each.

The USAID Gender Equality and Female Empowerment 2020 Policy (GEWE) (USAID, 2020) seeks to advance the cause of women’s and men’s equality and empowering women and girls throughout the USAID Program Cycle. The policy highlights eight operational principles that serve to integrate women and girls across USAID’s portfolio and include historically marginalized groups of people based on their gender identity, sexual orientation, ethnicity, disability, economic class, or other factors.

The Women’s Entrepreneurship and Economic Empowerment Act (U.S. Congress, 2018) is a bipartisan bill passed in July 2018 and focused on increasing women’s entrepreneurship and economic empowerment. It defines USAID priorities including the reduction of gender disparities in the access, control, and benefits of resources, the elimination of gender-based violence, the security of women’s property rights and land tenure, and the rights of women and girls over their decision-making outcomes and ability to assume leadership positions. It requires gender analysis and gender-related indicators and the integration of gender equality and female empowerment policies in all strategies, projects, and activities of the Agency.

The U.S. Strategy to Prevent and Respond to Gender-Based Violence (GBV) (U.S. Department of State, 2019) provides concrete goals and actions for all USG agencies towards four objectives. These include (1) institutionalizing coordination of GBV across all USG agencies and with other stakeholders; (2) integrating GBV prevention and response efforts in existing government work; (3) collecting, analyzing, and using data and research to enhance GBV efforts; and (4) expanding USG programming that addresses GBV.
The USAID LGBT Vision for Action (USAID, 2014) is a 2011 Presidential Memorandum that requires all USG agencies to protect the human rights of lesbian, gay, bisexual, and transgender individuals.

Policy on Promoting the Rights of Indigenous Peoples (PRO-IP) (USAID, 2020a) is intended to advance the self-determined development of Indigenous Peoples through empowering local actors and institutions where USAID works. It furthers the Agency’s commitment to inclusive development. Indigenous Peoples are distinct social and cultural groups marginalized and excluded from social, economic, and political systems. The policy has four objectives, and five operating principles, including (1) identify Indigenous Peoples; (2) analyze Indigenous People’s opportunities and challenges; (3) engage Indigenous Peoples; (4) safeguard Indigenous Peoples’ rights and well-being; and (5) establish partnerships with Indigenous Peoples.

ADS (Automated Directives System) Chapter 205: Integrating Gender Equality and Female Empowerment (GEFE) in USAID’s Program Cycle (USAID, 2021) is based on the Gender Equality and Female Empowerment policy and seeks to guide how to operationalize more equitable strategies and outcomes throughout the Program Cycle. It requires Missions to prepare a gender strategy before developing their Country Development Cooperation Strategy (CDCS), a gender analysis for each Project Appraisal Document, and a Mission order on gender detailing how they will implement GEFE policy. Additionally, ADS 205 addresses the importance of identifying gaps and discrepancies related to men's and women's participation, including persons with disabilities (USAID, 2017). It suggests that disaggregating data based on age, income, ethnicity, race, disability status, sexual orientation, and gender identity can better illuminate the struggles faced by those with intersecting identities and help find ways to provide greater empowerment.
3.0 APPROACH TO GENDER EQUALITY AND SOCIAL INCLUSION IN ACTIVITY DESIGN

A critical part of INRM's GESI Strategy is a dedicated, full-time GESI Lead whose training and expertise will ensure effective integration of GESI concerns into INRM activities. Often, GESI is considered an afterthought in program implementation. Because GESI is not addressed at the project design stage of an activity, as the activity progresses, barriers develop due to explicit issues such as lack of technical knowledge, lack of a dedicated budget, or lack of commitment to GESI integration. Implicit problems such as institutional bias and structural power dynamics also occur. With INRM's mandate to intentionally identify and highlight opportunities to incorporate GESI throughout its activities, as well as the position of a full-time GESI professional, USAID is intentionally creating more opportunities for the full consideration and participation of all stakeholders.

The role of the GESI Lead is to develop and implement the INRM GESI Strategy; collaborate with the INRM Team and subcontractors to identify opportunities to increase gender and social inclusion actions in ENRM programming; provide on-demand technical assistance to support the use of existing and new approaches that improve the inclusion of gender and other marginalized groups in ENRM programming; contribute to INRM reporting, work planning, MEL and CLA actions; and collaborate with the CKM Lead to develop relevant communications and knowledge products. To implement these tasks, INRM hired a GESI professional whose qualifications include: a minimum of seven years of progressive experience in gender and social inclusion; a Master's degree–Doctorate preferred—in gender studies, sociology, international development, or another related field; successful experience providing technical assistance to support the integration of GESI issues in donor-funded projects, especially USG environmental and natural resources programming; and demonstrated capacity to lead the collection, analysis, and utilization of data and information from a broad range of sources to ensure effective integration of GESI concerns in project programming.

Once the scoping sheet has been initiated, the GESI Lead will work together with INRM Activity Leads to gather relevant information about each activity. The GESI Lead will then iteratively work with the Activity Leads to target opportunities for inclusive solutions that address constraining norms, behaviors, and structures. She will monitor and evaluate the activity through targeted meetings with activity managers to review progress throughout its implementation to ensure an inclusive process. She will also work to promote accountability and monitoring for INRM to ensure that as Activity Leads work through the scoped activity, the GESI recommendations created at the beginning of the activity are implemented as the activity moves forward. Finally, where appropriate, she will communicate and disseminate the findings as part of the learning strategy. Each stage of the design process is explained in greater detail in Figure 1 below, but, as the diagram below shows, the GESI approach is iterative and requires periodic assessment throughout the activity.

Note: One challenge to developing an initial gender strategy for INRM is that much is still unknown about the goals, direction, and approaches of specific country-based activities that will
take place over the next five years. By design, INRM is meant to be both expansive and flexible, encompassing an array of interventions. This Strategy is intended to serve as a starting point for the design, implementation, monitoring, and evaluation of activities as they emerge but is not meant to be comprehensive in its approach. Additionally, there will occasionally be activities that specifically address a unique task that does not fall under a human-centered design approach, for example, "Field Estimation Methods for Carbon and other Greenhouse Gas Emissions," which assesses available methods and tools for estimating land-based GHG budgets and emissions mitigation. In these instances, the activity will not be monitored and evaluated for its GESI outputs.

Figure 1.
3.1 SCOPING PHASE

INRM has developed a scoping process that reviews each INRM activity using an integrated, multisectoral design which is further described in the INRM FY21 Workplan. As Gender Equality and Social Inclusion is a cross-cutting approach, the GESI Lead ensures that each activity uses a consistent set of questions to identify and understand the needs and experiences of populations that are typically marginalized or unseen, as well as how a gender lens can reveal key gender considerations that will not only benefit gender equality and women’s empowerment but can strengthen proposed activities and their outcomes by ensuring more sustainable development solutions. This approach helps identify opportunities for greater inclusion of women and girls and other marginalized and vulnerable groups throughout the preparation, design, implementation, and monitoring, and evaluation of each activity.

During the scoping phase of each activity, for gender, the INRM GESI Lead will:

- Review the activity for gender gaps and disparities and identify entry points for strengthening gender equality and women’s empowerment within the activity.
- Offer suggestions for gender integration in the activity and discuss these additions with INRM Activity Leads.
- Identify opportunities to develop a standalone gender activity where feasible.
- Identify interventions that can be achieved using a gender transformative approach, where women and men develop strategies together to shift the unequal power and decision-making structures within households, communities, and broader society.
- Identify specific concrete gender-informed interventions that lead to better activity outcomes, not only for GESI but for the activity's overall development goals.
- Review recommendations for gender-informed interventions to assess and mitigate the potential for unintended consequences.
- Identify potential areas where gender-based violence is a risk and recommend ways to address and respond to its harmful effects on individuals and communities.
- Support the development of activity monitoring, evaluation, and learning plans to ensure they examine how GESI contributes to other development goals.

For social inclusion, the INRM GESI Lead will:

- Review the activity to determine where to include or empower marginalized groups such as LGBT persons, persons with disabilities, youth, Indigenous Peoples, or others within the activity.
- Develop a specific plan to engage affected communities. The plan will mitigate adverse impacts from the activity, such as raised expectations or unnecessary risks, and ensure the intervention poses no human rights violations. The plan will promote resilience, mitigate the marginalization of groups, and identify opportunities for greater social cohesion.
- Gather relevant data to determine the baseline condition of marginalized groups, such as an Inclusive Development Analysis, Social Impact Assessment, or Initial Environmental Analysis.
- Identify opportunities to conduct research that seeks to engage and identify the priorities, demands, and needs of these groups and elevates their unique experiences to build a more inclusive evidence base.
- Develop recommendations and best practices to deepen program impact and outcomes by strengthening the inclusion of marginalized populations and addressing their unique needs within the activity context.
- Review recommendations for social inclusion interventions to assess and mitigate the potential for unintended consequences.
- Determine further analysis needs and propose interventions such as identifying best practices for greater inclusion, partnering with local civil society organizations, or surveying affected stakeholders while alleviating critical barriers to participation, avoiding unintended consequences, and ensuring safety and security of all stakeholders (USAID, n.d.).

INRM activities are varied and evolve during the scoping review and are managed by either USAID Operating Units located in Washington, D.C. or by Missions through buy-ins. D.C.-based activities will occur during the first year of the INRM task order and may or may not be country-specific.

Mission buy-ins that take place in a country or countries require a context-specific GESI approach that incorporates the economic, political, historical, social, cultural, legal, and structural implications of the activity's location(s). For Mission buy-ins, the GESI Lead will begin by reviewing the most recent USAID GESI Analyses/Assessments that USAID mandates at the CDCS, Project Activity Document (if available), and activity levels and make a recommendation as to whether those gender analyses are sufficient to inform the activity design effectively. If not, the GESI Lead will make recommendations on how the USAID Activity Leads should fill those gaps, for example, through a desk-based GESI analysis or field data collection. Additionally, she will seek relevant project appraisal documents related to the buy-in activity that are available, as well as any other country-specific gender and social inclusion research, evaluations, assessments, or analyses from the broader development community focused on the relevant topic area. If applicable to the activity, she will examine the laws, regulations, and policies of the country, region, or locality to understand barriers and constraints and identify opportunities that might contribute to gender equality and social inclusion.

The GESI Lead will also consult with the Mission's Gender Advisor and relevant gender and social inclusion points of contact, such as Environment Officers, to broaden familiarity with the challenge the activity addresses, and request collaboration and guidance if needed, to encourage a proactive approach to integrated environmental programming and ensure the activity's sustainability. If warranted, the Gender Advisor can also recommend other gender experts at local non-governmental organizations, other donors, and organizations who may have relevant experience/ideas related to the activity, relevant civil society actors who represent marginalized populations, as well as relevant community stakeholders or identify potential areas that the GESI Lead had not considered.
3.2 IMPLEMENTATION PHASE

After the INRM Activity Scoping Sheet approval, the Activity Leads will begin the activity’s implementation phase. During this period, the GESI Lead will contribute findings that help champion and empower women, girls, and vulnerable groups to foster a more equitable process and outcomes to further the activity’s objectives. To identify potential gender equality and social inclusion interventions, she will review the scoping sheets with Activity Leads and determine if there are further opportunities for inclusion by considering each of the six domains outlined in the ADS 205 and ADS 201, identifying which apply to the activity and where more data may need to be collected to make better-informed decisions on next steps for GESI integration.

The GESI Lead will ensure that these recommendations are addressed systematically and contribute to the overall goal outlined and agreed to in the GESI Strategy. For example, suppose the activity is an evaluation where stakeholders who participate in a survey live in rural areas. In that case, the GESI Lead may determine that understanding women’s time poverty and time use could be relevant to the activity. If women are fetching water in the late morning due to their gendered responsibilities for household tasks, they may be unable to participate in a survey conducted in the late morning, when more men might be accessible. In this instance, the GESI Lead would work with the Activity Lead to ensure that the survey accounts for a wide range of participant input, including men and women. In all instances, the GESI Lead will ensure that INRM people-level data collection is disaggregated by sex, at minimum, as required by Agency policy.

In another example, the activity might require analysis and synthesis of evidence related to specific strategic approaches in programming. Such an activity might involve a desk review on the topic area, using peer-reviewed research literature and grey literature such as organization reports, handbooks produced by civil society organizations and donors within the development community, and USAID project evidence, including data, case studies, impact evaluations, and other project documents.

When appropriate, the GESI Lead will determine the most relevant resources for review of the research questions asked and conduct primary quantitative and/or qualitative research methods to gather evidence to ensure that the research methodology is comprehensive in its approach so that GESI-related information is identified, collected, and analyzed. In this
scenario, she will also ensure that the recommendations based on the evidence are actionable and applicable to a wide range of stakeholders. Research activities of this nature will be done in consultation with INRM’s key partner for research and evidence synthesis, the Center for Biodiversity and Conservation at the American Museum of Natural History. In many cases, this evidence will be a part of an integrated understanding of a development issue relevant to the ENRM Framework, where she will collaborate with other sectors to incorporate a cross-cutting GESI approach.

Additionally, she might contribute to activities that support the design and adaptive management of integrated programming. Such activities may require further research, for example, on the specific impacts of gender-informed forest interventions on the environment and on food security or how the social inclusion of Indigenous Peoples contributes new knowledge to climate change adaptation. She may also be tasked with contributing to the development of new methods and tools to address a range of social and environmental issues within the scope of the activity.

INRM will collaborate with other USAID activities to maximize GESI-related research, training, capacity building, and other INRM results within and outside of USAID. Example activities include Integrated Land and Resource Governance (ILRG), Communications, Evidence, and Learning (CEL) and Advancing Gender in the Environment (AGENT), and Mission-led activities addressing other environment areas, such as forestry, natural resource management, governance, conservation, and land rights issues.

### 3.3 MONITORING, EVALUATION AND LEARNING PHASE

Monitoring and evaluating INRM activities measure the outputs and outcomes during and after the activity’s lifecycle. In INRM, results are targeted at the program design and management level rather than at the beneficiary stakeholder level commonly seen in project implementation. The GESI Lead will integrate gender and social inclusion indicators, learning questions, and data collection methodologies into INRM’s MEL plans and ensure that each activity builds on data to test assumptions and monitor actions taken to implement the activity’s strategic approaches as they relate to GESI issues. Whether beneficiaries are at the individual, household, group, community, or institution level, the indicators identified for each activity will help track how the changes programmed for each activity can improve the overall task order outcomes and improve outcomes for greater gender equality and social inclusion.

During the activity lifecycle, the GESI Lead will work with the INRM MEL team and USAID to ensure that:

- All people-level indicators are sex-disaggregated as required by USAID policy;
- Data sampling is inclusive, culturally sensitive, and representative;
- Where applicable, indicators track changes in gender and social inclusion gaps and disparities from baseline to end line;
● Standard F indicators or custom indicators for gender are used;
● Proven quantitative and qualitative methodologies that support effective approaches for the inclusion of all stakeholders are used for capturing evidence; and
● Data collection from vulnerable or high-risk stakeholders is informed by do-no-harm practices that mitigate unintended consequences during and after the data collection process.

The GESI Lead will ensure that INRM activities include gender-sensitive data, which includes considering what data are to be collected; who is collecting the data; and how the data will be reported on, interpreted, analyzed, used, and disseminated (USAID, 2016).

3.4 COMMUNICATIONS AND KNOWLEDGE MANAGEMENT

Research findings are most influential when they are shared with others. During the lifetime of the INRM task order, the GESI Lead will communicate evidence, best practices, and lessons learned from implementing the work plan. Working closely with the Communications and Knowledge Management (CKM) Lead, the GESI Lead will help to fulfill the goals and objectives identified in the INRM CKM Strategy, namely (1) communicate to internal and external audiences the results, lessons learned, and impacts of GESI-related approaches and interventions; (2) showcase outcomes and communicate the lessons learned from including GESI into an integrated environment and natural resources management activity; and (3) contribute to building a GESI evidence base to support integrated environment and natural resources management programming at USAID.

External communications. When the GESI Lead reviews activities for potential gender integration, she will identify opportunities to support communications and knowledge products. She will examine each activity to determine whether there are logical entry-points for developing briefers or blog articles for various websites, stories for the USAID LandLinks, ClimateLinks, AgriLinks, BiodiversityLinks, and UrbanLinks sites, and other CKM products that highlight relevant issues for consideration when addressing gender equality and social inclusion within the context of integrated natural resources management. In addition to the activities in which GESI is integrated, there may also be potential opportunities for CKM around GESI-specific sub-tasks within INRM. For example, if a Mission requests further investigation and research on GESI as part of a broader topic area, she may also be responsible for creating CKM products as part of this sub-task. Where there are opportunities for collaboration with other STARR (Strengthening Tenure and Resource Rights) IDIQ (Indefinite Delivery Indefinite Quantity) II projects, such as ILRG, CEL, and AGENT on CKM approaches, she will work with other implementing partners to promote gender equality and social inclusion across the USAID environment and natural resources management portfolio.

Internal communications. The GESI Lead will hold a training session with INRM staff (see below) to familiarize them with GESI-related concepts, frameworks, findings, and recommendations (see Section 3.5 below), share the latest evidence on relevant topic areas, invite members to events that are focused on GESI and the environment, and collaborate with
other Activity Leads when appropriate to test new hypotheses and ideas and pursue other CKM opportunities, as they arise.

3.5 STAFF GENDER AND SOCIAL INCLUSION-BASED TRAININGS

To ensure that the INRM team has a shared and consistent understanding of gender and social inclusion, the INRM GESI Lead will conduct a GESI training within the first three months following the approval of the FY ‘21 work plan. The objectives of the GESI training are to familiarize INRM staff with the language, cross-cutting issues, USAID policies and strategies, and frameworks and approaches for integrating GESI into the program cycle. The curriculum will incorporate relevant resources from USAID and other development institutions, organizations, and agencies that explain gender as a category for analysis within development and issues specific to gender and social inclusion within the environment sector. It will include a standard definition of terms, a basic understanding of the USAID GEWE Policy, related legislation, such as the Women's Economic Empowerment Act, as well as information on USAID's mandatory gender analysis, including the five analytic domains, and the latest, most relevant research in the gender and environment nexus. She will consult with DDI/GenDev's Senior Gender Advisor for Energy and Environment on the training development.

4.0 WOMEN'S ECONOMIC EMPOWERMENT BUY-IN

In addition to integrating GESI into workplan activities, the GESI Lead will be responsible for developing and leading DDI/GenDev's INRM buy-in to advance gender equality and women's empowerment. She will ensure that INRM complies with the additional reporting requirements associated with this buy-in funded through USAID's Women's Economic Empowerment Fund. The GESI Lead will work closely with USAID GenDev, Missions, and other operating units to explore opportunities for its development.
ANNEX: REFERENCES


USAID. "ADS Chapter 205: Integrating Gender Equality and Female Empowerment in USAID's Program Cycle." USAID. 2021.


USAID. "USAID Gender Equality and Female Empowerment 2020 Policy." USAID. 2012.

USAID. "USAID Gender Equality and Women's Empowerment Policy." USAID. 2020b.