



Consortium

## **Consortium Level Gender Strategy**

**The CGIAR Consortium Board  
November, 2011**

## EXECUTIVE SUMMARY

The CGIAR is committed to delivering research results that benefit poor rural women. Accordingly, the Consortium Board developed and adopted this strategy for integration of gender in research and diversity in the workplace. The strategy presents the Consortium's deliverables with respect to improving the relevance of its research to poor women as well as men and explains accountability for performance via contracts for the CGIAR Research Programs (CRPs) between Centres, the Consortium Board and the CGIAR Fund Council. Integration of gender in research will be implemented through cross-cutting research on gender and agriculture facilitated by a cross-program research network and by the CRPs. This strategy details guidelines for the development of a gender strategy by each approved CRP and provides the terms of reference for the Network. The strategy also commits to improving recruitment, retention, training and support to careers and promotion to improve the gender balance in research and decision-making.

## Background

The CGIAR launched its first Gender Program in 1990. It had two dimensions: gender analysis in research and gender in the workplace. The Program worked to influence the Centres to design and implement relevant gender analysis in their research programs and implement gender sensitive policies in their Human Resources Management Departments. A number of female Centre staff were sent on selected leadership and management training workshops, with funding from the Gender Program. In 1997 the Program was divided with the creation of the Participatory Research and Gender Analysis (PRGA<sup>1</sup>) program followed by the launch of the Gender and Diversity (G&D<sup>2</sup>) program in 1999. These two programs built on the momentum created by the first CGIAR Gender Program and made significant contributions by taking forward gender and diversity issues in the workplace (G&D) and in research activities (PRGA). The PRGA closed down in June 2011 and in September 2011 the Consortium Board (CB) took the decision to close the G&D program. It is important to note that these programs worked with Centres that were interested in their activities; implementation of recommended best practices both in research and in human resources management was always totally voluntary.

The recent reform of the CGIAR has provided the opportunity to address gender issues in a systematic manner, at the level of the Consortium. The CB identified gender as a priority issue at Consortium level and in 2010 requested the Consortium Office (CO) to commission a scoping study<sup>3</sup> to analyse past CGIAR work on gender analysis. The study identified the lack of a system-wide gender policy embodying strategies and action plans for all research programs as a reason for the mixed success of past CGIAR efforts in gender analysis. It also recommended that mainstreaming gender analysis in the CRPs would be more effective than having a separate gender platform.

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<sup>1</sup> <http://www.prgaprogram.org/>

<sup>2</sup> <http://www.genderdiversity.cgiar.org/>

<sup>3</sup> Kauck D, Paruzzolo S, and Schulte J. (2010). CGIAR Gender Scoping Study. ICRW

Gender *analysis* refers in this document to the identification of differences between men and women with respect to their vulnerabilities, assets, capacities, constraints and opportunities using quantitative or qualitative methods. Component 1 of the Consortium Level Gender Strategy seeks the integration of gender analysis into agricultural topics which are the main focus of CRP research, such as plant breeding. In contrast to gender analysis, gender *research* refers to studies in which gender and gender relations are the main research topic. Mainstreaming gender in research refers here to the use of the analysis of gender differences to inform the entire research cycle: targeting, priority setting, research design, implementation, research adoption/ utilisation, monitoring, evaluation and impact assessment.

### **Goals, objectives and priorities of the Consortium Level Gender Strategy**

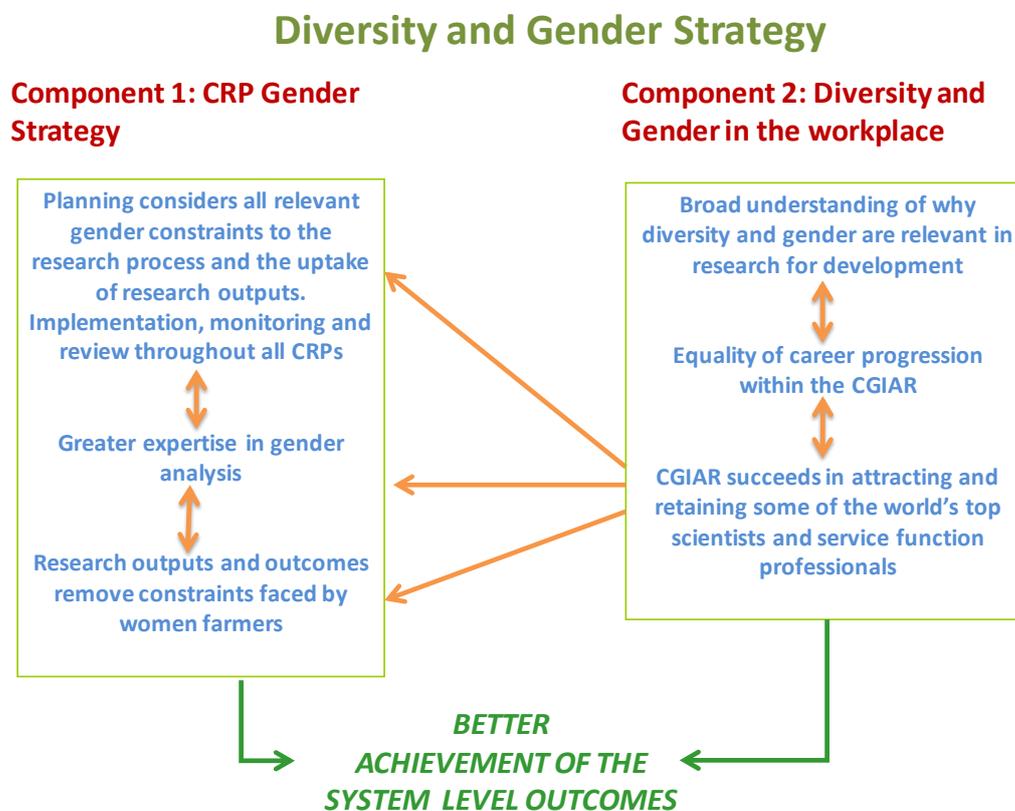
The Strategy presented in this document is for the CGIAR Consortium (CRPs, Centres, CB and CO). It is the first comprehensive CGIAR gender strategy driven by business principles (it contains clear and enforceable accountability mechanisms). Various consultations, with experts in gender issues and Centres' staff, an electronic consultation and discussions with Centres Directors and the CB have provided useful feedback on previous versions.

The Strategy builds on the scoping study's recommendations but is broader in its vision. It has two strategic components:

- 1) Mainstreaming gender research in the CRPs
- 2) Diversity and Gender in the workplace

The overall goal is to strengthen the CGIAR research agenda and its impact on development challenges, through a rigorous integration of gender issues in the research carried out by the CGIAR. The implementation of this Strategy is expected to result in more rapid progress towards the fulfilment of the System Level Outcomes of the CGIAR Strategy and Results Framework of: **reducing poverty, strengthening food security, improving human health and nutrition, and enhancing environmental resilience**, as shown in Figure 1.

**Figure 1: Strategic component interactions and the links to the System Level Outcomes**



The 2012 World Development Report<sup>4</sup> presents recent evidence showing that whilst women represent 43% of the agricultural workforce globally they do not have the same access as men to resources. Their access to land, water, financial capital, knowledge, among others, is still very limited in many countries. The Report demonstrates that these constraints on women’s productive capacity lower agricultural productivity, income and the effectiveness of the management of natural resources by farmers. The 2010 Millennium Development Goal Summit, FAO<sup>5</sup> and the World Development Report 2012 all acknowledge that addressing the specific constraints faced by almost half (and in some countries far more than half) of the agricultural workforce can indeed enhance agricultural productivity and improve development outcomes. Similarly, the attainment of the SLOs can be improved if the CRPs successfully address these constraints.

Table 1 summarises the main objectives of this strategy, their deliverables and means of verification. Inclusion of gender in the monitoring plan of each CRP implies (a) annual reporting of progress on mainstreaming gender analysis and (b) responsibility for each CRP to allocate appropriate levels of resources for implementing their gender strategy and participating in cross-CRP level gender-in-research activities.

<sup>4</sup>World Development Report 2012: Gender equality and development. (2011) World Bank, Washington, 458pp.

<sup>5</sup> State of the World Agriculture Report 2010-2011: Women in agriculture: Closing the gender gap for development, FAO, Rome

**Table 1 Objectives, deliverables, accountability mechanism**

Objectives	Deliverables	Means of verification, accountability mechanism
<p>1. To improve the relevance of the CGIAR's research to poor women as well as men (reduced poverty and hunger, improved health and environmental resilience) in all the geographical areas where the work is implemented and targeted by end of 2012. By 2015 progress towards these outcomes will be measurable.</p>	<p>i All CRPs have an explicit gender strategy that is implemented within 6 months of their inception</p> <p>ii Research outputs in all CRPs bring demonstrable and measurable benefits to women farmers in target areas within 4 years following inception of the CRP.</p> <p>iii By 2014 Staff training and strategic partnerships ensure all CRPs have sufficient gender expertise.</p>	<p>i Monitoring of CRP level gender strategies by Gender Analysis Advisor (see terms of reference of Advisor, Appendix I).</p> <p>ii Per the performance contracts between CRP Lead Centre and the Consortium, and between the CB and the Fund Council, all CRPs report annually, as part of their monitoring report, on their gender related outputs and spending, and eventually on their gender related outcomes.</p> <p>iii Monitoring of gender expertise within the CRPs by the Gender Analysis Advisor (see Appendix I).</p>
<p>2. To ensure that the Centres and CRPs are magnets for top scientific talent, regardless of gender and national origin of staff and retain this talent at the highest levels of decision-making.</p>	<p>A workplan will be developed by a Strategic HR expert with gender in the workplace experience (which the CO will recruit in 2013) working with the Centres.</p>	<p>These will be developed in conjunction with the workplan in 2013 and will include reference to data collected by OCS</p>

The CB decided that the most urgent priority, in the Consortium Strategy, is the mainstreaming of gender research in the CRPs. The component on diversity and gender practices in the workplace (including management training for women) will commence in 2013.

Appropriate leadership, nurturing and accountability on issues of gender are required at all levels. The CB will need to oversee and report to funders on both components of the Strategy. The CO will provide support and co-ordination to the Centres and CRPs concerning both components of the Strategy. The CRPs will have reciprocal responsibilities to (a) designate a CRP staff member with overall responsibility for gender analysis and contributing to related knowledge sharing and communications with a network of experts facilitated by the CO (b) ensure adequate resources for active participation of their staff member(s) in Gender Experts Network meetings, capacity-strengthening and collaborative, cross-CRP research activities and (c) report on gender related deliverables. All collated information on gender will be made publicly available on the Consortium website. The Centres will mainly be concerned with component 2 of this strategy but their staff will also contribute actively towards component 1.

## Strategic Component 1: CRP level Gender Strategies

FAO estimate that if women had the same access to productive resources as men, they could increase yields on their farms by 20-30%, reducing the number of hungry people by up to 17%<sup>6</sup>. Rural women in developing countries play a key role in determining the nutritional and health status of households. In both agricultural and natural resource management they generally do not have access to the same level of inputs, services, and knowledge and development opportunities as men.

Within 6 months of its inception each CRP will produce a CRP level gender strategy outlining how it will consider and address gender specific to its activities, outputs and outcomes. This strategy will become an element of the CRP Operational Plan. The CRP level gender strategy should contain the following elements:

1. An evidence based statement providing the **justification and rationale** for why gender should be considered in the system(s) in which the CRP is operating and the expected benefits.
2. A description of the gender-responsive **goals and objectives** in the CRP. The description of objectives should clarify whether gender is a separate component of the CRP's agenda (it undertakes strategic research) or is a cross-cutting thematic area in which analysis is used to inform and deepen the relevance of other research themes. Researchable questions should be identified that are logically articulated with the rationale and the objectives.
3. A description of the **impact pathways** explicitly including gender dimensions of outputs, outcomes and impacts. The description of the **impact pathways** in the proposal should clarify the type of partnerships needed for outcomes and impacts to be achieved.
4. A description of the gender-related **activities** to be undertaken to produce research outputs, including an explanation of how gender will be considered in all aspects of the research cycle: targeting, priority setting, and design of the research, implementation and impact assessment. This description should explain the rationale for research methods to be used and their suitability for gender analysis or gender research. This section will include a description of how the planning process will enable representative men and women users, partners and other stakeholders to participate and be heard at different points in the research cycle. Detail should be provided on how gender expertise (Centres and partners) will be deployed to implement planned activities. Rationale should be provided for targeting men and women together or separately and, how the targets will be determined. The rationale and plans for collecting gender-disaggregated data should be discussed
5. A description of the **monitoring and evaluation** system to be used in the CRP to track progress towards gender-responsive objectives, explaining how progress towards expected results is going to be measured (in line with the Consortium Level monitoring Principles). This should be done using milestones and indicators that have a logical link to the impact pathways and should include a discussion of methods of verification. It is desirable for verification to include use of baseline and

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<sup>6</sup> State of the World Agriculture Report 2010-2011: Women in agriculture: Closing the gender gap for development, FAO, Rome.

follow-up studies on the most important gender –related problems the CRP is trying to resolve.<sup>7</sup> This section should include an explanation of how the M&E applied to gender will be used to provide feedback to realign CRP targeting, research priorities, research design, implementation, impact assessment and budget execution and if necessary, to improve their approach and responsiveness to relevant gender differences. Different types of feedback should be considered, such as sharing of lessons learned, success stories, unanticipated outcomes and good practices.

6. The CRP Gender Strategy should include a budget presentation for the duration of the CRP proposal that can be used to assess and subsequently monitor:
  - (a) Whether the level of gender expertise and operational capacity of the CPR will be adequate for the gender analysis and research work proposed. Levels of staffing and operational costs should be itemised and explained.
  - (b) Whether the resources for gender analysis and gender research correspond reasonably with the responsibilities of partners (including other CRPs or Centres) for the work proposed. Costs should be clearly spelled out for each of the major partners.
  - (c) The cost of proposed research outputs and activities (milestones) such that spending by output related to gender can be monitored over time.<sup>8</sup>
7. The strategy should present the **management system** with which the CRP will ensure that responsibilities for planning, implementing, monitoring and reporting the work presented in the Gender Strategy are performed (to senior levels) with clear accountability. The team accountable for these responsibilities should be described. Mechanisms for managing shared gender expertise with other CRPs or partners should be explained. This section should include a synthesis of gender-responsive goals and objectives, showing how management roles and responsibilities will ensure the proposed work will be organized and managed to achieve these.
8. Each CRP will be asked to review its capacity for gender analysis and gender research. This capacity may be internal to the CRP or obtained through partnerships. CRPs will be asked to propose how they plan to address any deficiencies with qualified gender experts.<sup>9</sup> CRPs will also be asked to assess their needs for capacity strengthening of non-gender-expert researchers and managers so as to achieve a common understanding of gender in agriculture as it pertains to the CPR in particular and to the CGIAR. This refers to capacity strengthening to enhance understanding of researchers and managers of how to use information from gender analysis to inform planning, implementation and evaluation of research focused on other agricultural topics, such as plant breeding.

All the above elements of the CRP level gender strategy will be reported against as part of the annual monitoring process (see Consortium level Monitoring Principles). At the request of the Centres Directors, the CB agreed that the CO should hire a Gender Analysis Advisor who will work with the CRPs to i) develop a network of gender experts from all of the CRPs and ii) support the network and the CRPs to strengthen CRP level gender strategies, respond

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<sup>7</sup> Consortium-level Monitoring Principles. Draft, CO, November 2011. p.6

<sup>8</sup> Consortium-level Monitoring Principles. Draft, CO, November 2011. p.9

<sup>9</sup> Capacity strengthening will be taken forward across the portfolio of CRPs by the CO through its GA.

to opportunities for increasing research efficiency and synergies in CRP activities and capacity strengthening. The terms of reference of the Gender Analysis Advisor are presented in Appendix 1.

## **Strategic Component 2: Diversity and gender in the workplace**

Recent studies have shown that research quality increases when women are better represented on the staff of research institutions, including 'at the top' of these institutions, where strategic decisions are made. The European Commission states "Equality is part of quality in science"<sup>10</sup> and considers the underutilized potential of women as one of the reasons for the relative decline of European research on the international scene. It has requested all European research institutions to reach a target of 25% of women in research and in decision-making bodies in research and envisages a 'reasonable' gender balance of 40:60 to become mandatory in decision-making bodies in research in Europe in the coming few years<sup>11</sup>. FAO has a corporate objective of 50% female staff at all internationally recruited professional and higher levels. By comparison, in the CGIAR system, women in top decision-making positions in research currently constitute 13% of the group of Centres' Directors General and 13% of the group of Centres' Directors of Research.

To increase diversity within the CGIAR, issues related to recruitment, employment and promotion have to be addressed. This has been the focus of the CGIAR Gender and Diversity Program and elements from this program need to be built upon. The Centres have recognised the need for the CO to provide strategic HR advice to the Consortium and the Centres, including on diversity and gender in the workplace. The CO currently does not have such expertise. When the strategic HR expert is recruited s/he will need to design realistic objectives, deliverables and methods of verification for this Component 2 of the Strategy. Key areas for consideration will be:

**Recruitment:** There are fewer female scientists than men in the CGIAR, and yet fewer female and people from diverse backgrounds in senior research management positions. The Consortium needs to have a clear plan for improving the track record of the system in this respect and also consider diversity issues including an ageing workforce.

**Employment, retention and promotion:** The G&D program and others<sup>12</sup> have documented best practices in human resources management. The data, knowledge and products developed by G&D and experience should be built on under the new Strategy; they need to be collated. Based on such best practices and data, measurable goals and targets (e.g. equal pay for equal work, equal promotion opportunities, life-work balance, etc.) can be set.

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<sup>10</sup> Getting More Women to the Top in Research, European Commission, 2008, Brussels

<sup>11</sup> European Commission's Roadmap for Equality Between Women and Men, 2006-2010; [http://ec.europa.eu/employment\\_social/news/2006/mar/com06092\\_roadmap\\_en.pdf](http://ec.europa.eu/employment_social/news/2006/mar/com06092_roadmap_en.pdf)

<sup>12</sup> SciDev.net 2011: <http://www.scidev.net/en/science-and-innovation-policy/overcoming-gender-barriers-in-science-1/features/overcoming-gender-barriers-in-science-facts-and-figures-1.html>

**Training to support careers and promotion:** This training is to ensure equity in staff development opportunities.

- a. The G&D program has identified various international training programs to strengthen the capacity of female staff members in leadership and management. Before it closes, the CO will work with the G&D program so as to absorb its key experiences and outputs so as to be able to build on the foundations of this program.
- b. The CB is in the process of signing a MoU with AWARD. Under this umbrella MoU, Centres and CRPs will be able to design specific MoUs with AWARD to further the training and career support for female scientists, in developing countries.

### **Consortium Gender Business Plan**

The implementation of this Strategy requires:

**Immediate recruitment of the Gender Analysis Advisor:** This person will commence work, to the terms of reference presented in Appendix 1, on December 1, 2011.

**Establishment of a Network of Gender Experts:** The Gender Analysis Advisor will work with the CRPs to create an active network of gender experts from all the CRPs. The terms of reference for this network are presented in Appendix 2.

**Support to the development of the CRP strategic gender strategies:** Each CRP has 6 months from its inception to develop a strategic gender strategy. The Gender Analysis Advisor, working with the network will provide support and guidance to the development of the strategy, exploiting opportunities for and synergies of cross CRP working.

**Review of gender expertise in the CRPs** The Gender Analysis Advisor will work with the network of gender experts to compile capacity strengthening requirements and analyse how they can be best addressed (through strategic partnerships and/or training). Funds will be sought so that capacity strengthening requirements can be addressed in a comprehensive and efficient manner, with feedback built in.

**Diversity and Gender Issues in the Workplace:** This component of the Strategy will probably commence in 2013. The CO will contract a strategic HR expert to guide this component of the Strategy.

## **Appendix 1: Terms of reference for a Senior Advisor on Gender and Research**

### **Background**

The Centres that are members of the Consortium recognise that the CRPs do not have sufficient internal expertise in gender research and they have asked the CB to provide centrally, through the CO, additional, senior level expertise to facilitate the mainstreaming of gender research in the CRPs.

The CO is therefore seeking to obtain the services of an Advisor (GA) who will focus on strengthening the mainstreaming of gender analysis in the CRPs. The GA will enhance the ability of the CRPs to address gender through support to each CRP and promoting linkages, learning and cohesiveness across the CRP portfolio.

### **Objectives**

The objectives of the GA are:

#### **1. Mainstream research on gender into CRP activities**

Within 6 months of their inception, each CRP will elaborate its CRP level Gender Strategy in line with the Consortium Gender Strategy Guidelines. The GA will provide specific guidance to the CRPs to facilitate the development of high quality and effective CRP level Gender Strategies and the accountability mechanisms therein. With the support and back up of the CO, the GA will initiate a cross CRP Gender Research Network of expertise; experts external to the CGIAR may be invited to contribute, if need be. The GA will chair and manage this network to identify cross- CRP research themes where there are opportunities for synergies in Gender Strategy formulation and implementation, collaborative research, publications, peer-assisted learning and sharing of lessons and good practices across the CRPs, thus providing additional support to the CRPs. The CO will ensure that all CRPs are fully aware of their reciprocal responsibilities to (a) designate a CRP staff member with overall responsibility for gender research including monitoring and evaluation of use of gender analysis in the CRP, knowledge sharing and communications with the Network and the GA; (b) allocate adequate resources for active participation of their staff member(s) in Network meetings, capacity-strengthening and collaborative, cross-CRP research activities prioritized by the Network members and (c) reporting on gender research and its deliverables. The GA will review the completed CRP level Gender Strategies to suggest how they can be strengthened, particularly in the light of the experiences of other CRPs. The GA will also analyse and synthesise the part of the CRPs annual monitoring reports concerning gender research and its deliverables. Result indicators for gender research identified in the CRP Gender Strategies will be reviewed by the GA within the context of the Consortium Level Monitoring Principles and in coordination with the CRP monitoring team to assure consistency with CGIAR system-level M&E.

#### **2. Review and where necessary facilitate CRP's access to gender expertise**

The GA will review the capacity of the CRPs to mainstream gender analysis in their research. The GA will also identify needs in the CRPs for strengthening gender expertise and suggest how these needs can be addressed through strategic partnerships, recruitment or training. Capacity-strengthening requirements across the CRPs will be collated and prioritised. The GA will ensure that capacity strengthening is developed and conducted in a coherent and efficient manner. This exercise should be conducted in collaboration with the expert network. Finally, the GA will propose to the CB an allocation of funds for training and expert mentoring of scientists focusing on gender experts but also including non-gender expert researchers, on the basis of the above analyses. This will include a

process for assessing the effectiveness of the training provided. The CO will administer the disbursement of the funds to the CRPs.

### **Methods & Process**

- A review of background documents to better understand how the CGIAR has dealt with gender research in the past and in the current reform.
- A review of the 15 CRPs' proposals.
- Site visits to all the CRPs that have initiated work.
- Advising CRPs on Gender Strategies to optimize integration of gender analysis and gender research into the CRPs, including a clear monitoring of progress with this integration.
- Maintaining an open and on-going communication with the CO, in particular the Chief Scientific Officer.
- Chairing of the network of experts.
- Consultation and liaison with sources of gender expertise external to the CGIAR.

## Appendix 2 Network of Gender Experts: Terms of reference

The GA will work with the CRPs to establish a 'Network of Gender Experts' comprising those leading on issues of gender from each of the CRPs.

1. The network will work closely with the GA to identify and take forward common issues related to gender analysis and gender research across the CRPs.
2. The network will meet with the GA to develop its vision, modes of working and agree a tool(s) for communication.
3. The network will assist individual CRPs as they develop their programme level strategic gender strategies.
4. The Network will coordinate with the CRP Monitoring Team the definition and use of consortium-level, gender-responsive performance indicators as well as best gender-related M&E practice among CRPs.
5. The network will act as a resource for expert comment on reports provided to funders on gender across the CRPs.
6. The network will identify opportunities for cross CRP collaboration in research and capacity strengthening, partnerships especially with international gender experts and universities, peer-assisted learning, mentoring, publication and communication of research findings.
7. The network members will share experiences in a format that can be stored and used as reference at a future date.
8. The network will be used to assess capacity in gender with the CRPs. Capacity strengthening requirements, resource requirements and providers will be identified with the network.
9. The network will also explore strategic partnerships with non-CGIAR specialist institutions.
10. The network will seek to become a premier point of reference for gender and agriculture across CRPs, Centres, partners and other appropriate organisations.