



Fund

## **Fund Council**

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### ***WORKING DOCUMENT***

*First CGIAR Consortium Gender and Diversity  
Performance Report*

*Submitted by:*  
*Consortium Office*

# First CGIAR Consortium Gender and Diversity Performance Report

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***Consortium Office  
April 16 2014***

## Introduction

The Fund Council meeting in Nairobi, November 6-7, 2013 requested the Consortium to deliver a plan for the CGIAR to address its own gender and diversity issues. It was also agreed that a reporting template would be drafted by the FC to enable monitoring of the CGIAR Consortium's performance in achieving integration of gender throughout the system from research to staffing.

Gender and diversity as addressed by the FC's gender performance template includes two issues, that are not unrelated but that are addressed through different actions:

- Gender in research: addressed by the gender researchers in the CRPs and Centers, the Gender and Agriculture Network, and by the Senior Gender Adviser in the CO's Science team; and
- Gender and Diversity in the workplace: to be addressed by the HR managers of the CGIAR Centers, as well as the DGs and managers responsible for recruitment, performance evaluation, and development of CGIAR personnel.

The Consortium's overarching strategy for both gender and diversity in the workplace and for mainstreaming gender in research is laid out in the Consortium Board-approved *Consortium Level Gender Strategy* (2011). The issue of "gender in research" has been addressed by the CGIAR Consortium as a priority issue over the last several years – and considerable progress has been made on this front. The issue of "gender and diversity in the workplace" is a new priority for the Consortium.

This document uses the revised version of the template provided by the FC in March 2014, with some changes suggested by the Consortium<sup>1</sup>, to deliver the Consortium's first gender and diversity performance report. It provides a baseline for gender balance in leadership positions throughout the system – 33% - and it reports on progress to date with respect to gender in research.

This report does not completely cover all indicators suggested by the FC as not all indicators could be enumerated at this time – particularly for budgetary indicators and sex-disaggregated datasets the baseline data are still being collected. The Consortium has also initiated action to develop a "Gender and Diversity (in the workplace) Strategy" – to be submitted to the CB and FC in the October/November meetings. Based on that strategy the Consortium will respond to the feasibility of the FC's proposed target of 50% gender balance in leadership positions to be achieved in 5 years. At that time the Consortium may also propose changes in, or additions to, the indicators proposed by the FC in the performance monitoring template, for example to address diversity issues.

The Consortium Board approved this "First CGIAR Consortium Gender and Diversity Performance Report" at its meeting in March 2014 (CB15) for onward submission to the FC in May.

## Gender and Diversity Monitoring Framework for the CGIAR

The Consortium has received from the Fund Council a template with specific items it should report on at each FC meeting. This first report follows the revised version of the template provided in

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<sup>1</sup> Particularly to include CGIAR Center leadership teams, rather than only DG and DDG.

March. The FC indicator framework is built on the foundation that the indicators should enable the Fund Council and the Consortium to:

1. See key data related to the numbers of male and female staff in key leadership positions in the CGIAR.
2. Monitor the integration of gender into research priority setting, implementation and evaluation.
3. View budgetary allocations and expenditures with respect to gender.
4. View progress being made in staffing, research and budget allocations, with respect to gender, and make course corrections as necessary.

### **Report on Gender at Leadership Levels – Baseline**

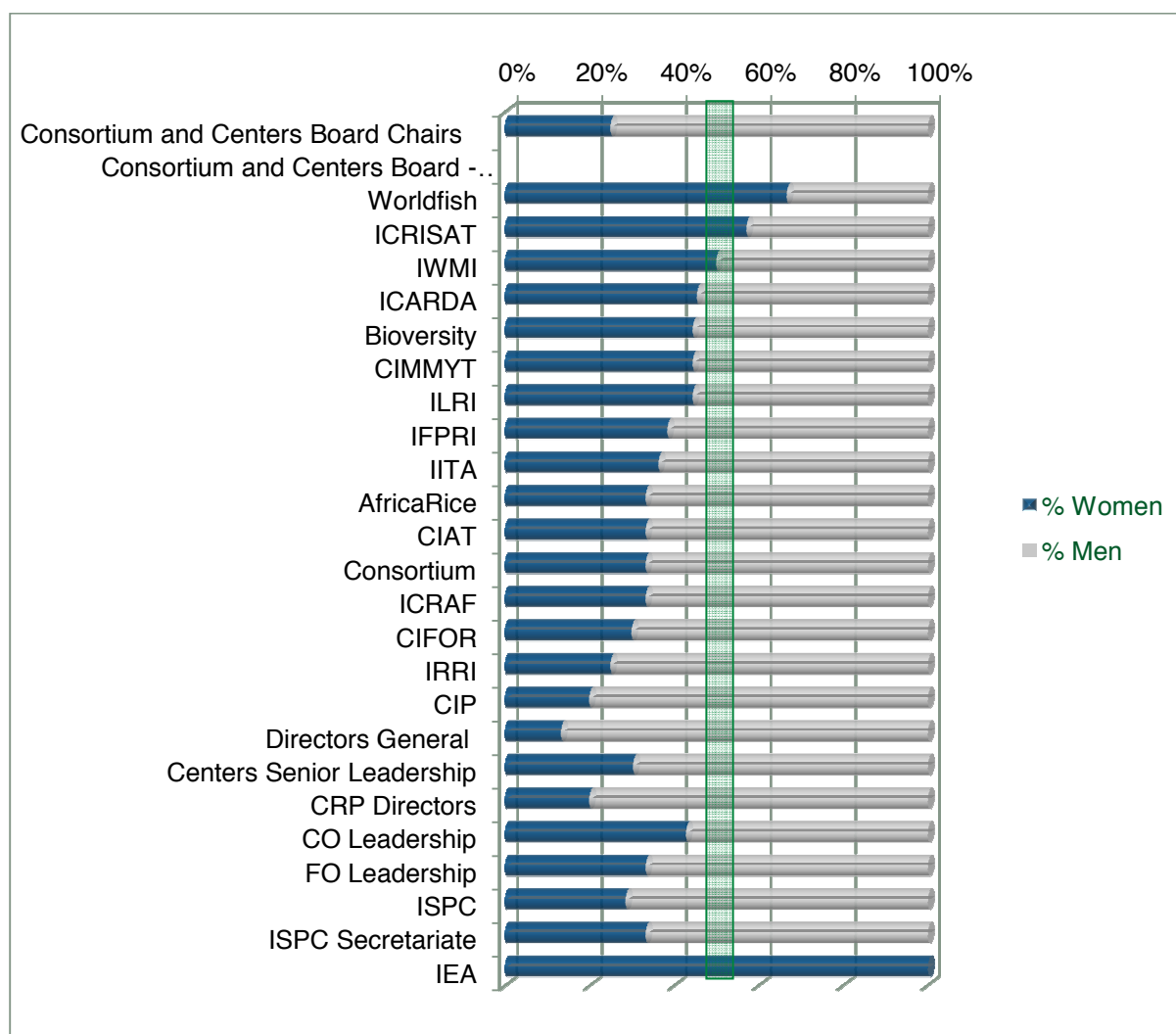
Table 1 reports data on gender balance baseline in Senior Leadership positions as of March 2014. It includes the Centers' Directors General (DG), Centers Senior Leadership, Center Boards (CB), Consortium Board (CB), CRP Directors (CRP-D), Consortium Office (CO), Fund Office (FO), Independent Science and Partnership Council (ISPC), and Independent Evaluation Arrangement (IEA).

**Table 1.** Gender Balance in the CGIAR Senior Leadership as of March 2014.

Leadership Groups	2014 – Baseline		
	Total	Women	%Women
Board Chairs – Centers and Consortium	16	4	25
<b>Elected Board Members (excl. ex officio)</b>			
Consortium Board	9	3	33
AfricaRice	9	4	44
Bioversity	6	2	33
CIAT	10	3	30
CIFOR	9	4	44
CIMMYT	10	2	20
CIP	11	5	45
ICARDA	9	3	33
ICRAF	7	4	57
ICRISAT	13	5	38
IFPRI	11	4	36
IITA	9	4	44
ILRI	12	3	25
IRRI	6	3	50
IWMI	6	4	67
WorldFish	9	3	33
Directors General	15	2	13
Centers' Senior Leadership	114	34	30
CRP Directors	15	3	20
Consortium Office Leadership	7	3	43
Fund Office Leadership	3	1	33
ISPC - Council	7	2	29
ISPC - Secretariat	6	2	33
Independent Evaluation Arrangement	2	2	100
<b>Total</b>	<b>322</b>	<b>106</b>	<b>33</b>

Defined as in Table 1, there are 322 Senior Leadership positions in the CGIAR of which 106 (33%) are filled by women. Board Chairs (Centers and Consortium) are gender unbalanced with four out of sixteen (25%) Chair Women. The Consortium Board is gender unbalanced with 33% women. IWMI's

Board is gender balanced (50% Women- 50% Men) and five other Center Boards (ICRISAT, ICARDA, Bioversity, CIMMYT and ILRI) can also be considered gender balanced –they are not 50-50% because their total elected board members are odd numbers. IFPRI, IITA, AfricaRice, CIAT, ICRAF, CIFOR and IRRI are gender unbalanced and have between 20% and 40% women members. CIP’s Board is gender unbalanced with less than 20% women. WorldFish is gender unbalanced with 67% women. Center Directors General are gender unbalanced with 13% women. Senior Leadership Teams at Centers are gender unbalanced with 30% women. CRP Directors are gender unbalanced with 20% women. The CO leadership is close to gender balance with 43% women. The Fund Office leadership is gender unbalanced 30% (one woman). The ISPC (Council) is gender unbalanced with 29% women. The ISPC Secretariat is gender unbalanced with 30% women. The IEA leadership is gender unbalanced (100% women). See Table 1 and Figure 1.



**Figure 1.** CGIAR Gender balance baseline in Senior Leadership positions as of April 2014. The green horizontal bar marks 50 – 50 balance.

The FC suggested goal for gender balance is 50% in senior leadership positions, to be achieved in 5 years’ time. The Consortium proposes to analyze the feasibility of the target and the proposed rate of change in the Gender and Diversity (in the workplace) Strategy, and to either accept the FC target, or to come back with an alternative proposal at that time.

### Status of Gender Mainstreaming in Research

Assessment by the CO of the status of gender mainstreaming in 2013 flagged the need to: (1) strengthen capacity in gender research (2) for CRPs to improve the integration of gender into CRP targeting and (3) for more co-operation in gender research across CRPs.

CRP Plans of Work and Budget (POWBs) show significant progress integrating (i.e., mainstreaming) gender in research. Ten CRPs (67 percent) are now well positioned to implement their gender strategies compared to only 5 CRPs (33 percent) in June, 2013<sup>2</sup>. All CRPs have submitted a Gender Strategy and their POWBs and budgets show substantial investments in Strategy implementation.

Several CRPs that were short on gender expertise in 2013 have stepped up their recruitment; others have allocated POWB resources for postdoctoral fellows and training<sup>3</sup>. Current POWBs demonstrate progress in the integration of gender into CRP priority-setting and targeting through the inclusion of gender into the IDOs at CRP and portfolio levels. CRP gender researchers have included in 2014 POWBs, joint activities to unify gender IDO indicators and metrics across CRPs, improve the measurement of gender and nutrition-related outcomes and to improve the quality of sex-disaggregated data collection with important input from IFPRI.

Through the POWBs, CRPs have increased budgetary investments in joint gender research. With facilitation from the Gender CoP, CRPs have launched a joint Global Study on Gender Norms and Agency for Agricultural Innovation conducting comparative case study research to improve CRP targeting and design of innovations, with global analysis of widespread patterns and trends in gender norms influential in their target regions.

In 2014 POWBs, eleven CRPs have confirmed they will self-finance and carry out the data collection and analysis for an estimated 69 Case Studies using standardized qualitative data collection methods, for which the Network provides training. Joint research planned in the POWBs will help CRPs to implement their Gender Strategy, reinforce the integration of gender into their technical research and share gender expertise across CRPs where needed.

### Current Budgetary Indicators for Gender Research

Transparent allocation of funds to gender research is a strategic step forward in mainstreaming gender in research that enhances CRP accountability.

In the CRPs POWB of 2013 and 2014 for the first time the CGIAR system has systematically required program-wide budgets for gender research by showing in their POWB tables, funding allocated to gender research outputs.

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<sup>2</sup> Consortium Office (July, 2013) [Assessment of the Status of Gender Mainstreaming in CGIAR Research Programs.](#)

<sup>3</sup> Shortage of gender expertise remains a bottleneck to be addressed by the Gender Action Plan's Postdoctoral and Partnership Scheme: procedures have been prepared for making postdoctoral and partnership awards once funds for the Gender Action Plan are released.

Table 1 summarizes gender budget allocations per CRP as a percent of their POWB 4. The majority of CRPs have allocated more than 8 percent of budget to gender research proposed as a minimum interim target by the CGIAR Scoping Study (2010). Three CRPs (FTA, CCAFS and Humid Tropics) have allocated more than 20 percent with MAIZE coming close at 19%. Six CRPs have allocated between 8 - 18 percent to gender research. The POWBs indicate that 67 percent of CRPs now have plans to implement their Gender Strategy at a level commensurate with what the Strategy has promised to deliver and have assigned the required level of investment with existing budget. The remaining 33 percent of CRPs need support to “catch-up.”

**Table 1.** Gender budget in CGIAR Research Programs in 2014 Plans of Work and Budget

CRP	Gender Budget in USD (thousands)	% of CRP POWB
Humid Tropics	7,114	27
Forests, Trees and Agroforestry	19,867	22
Aquatic Agricultural Systems	6,590	21
MAIZE	14,680	19
Policies, Institutions and Markets	12,085	13
Agriculture for Nutrition and Health	12,085	13
CCAFS	8,883	13
WHEAT	4,863	12
GRISP	11,420	11
Water, Land and Ecosystems	4,972	9
Dryland Systems	2,959	6
Roots, Tubers and Bananas	4,331	6
Livestock and Fish	1,405	5
Grain Legumes	1,311	3
Dryland Cereals	350	2
<b>Total</b>	<b>112,915</b>	<b>14</b>

These investments shows proactive response of CRP managers to gender mainstreaming; for example, Humid Tropics has not only thoroughly planned the integration of gender into its Flagship projects but is using the POWB to increase internal and cross-program research efficiency by unifying scattered research initiatives around a few strategic research questions detailed by the Gender Strategy. The remaining six CRPs with weaker allocations (below 8 percent) are relatively newer and in the process of building gender research capacity. At the portfolio level, CRPs have increased the total amount of program funds allocated to gender research outputs to 14% of total POWB budget (USD 112,915,000): the best estimate of this figure in 2013 was approximately 5 percent of total POWB<sup>5</sup>.

<sup>4</sup> These are the initial figures reported by CRPs before feedback was provided by the Consortium on their POWBs. While in most cases, significant changes in these figures are not anticipated, CRPs with relatively low percentage allocations were queried: some were found to be a result of a misunderstanding of how to complete the POWB Tables and their final figures should be revised upwards.

<sup>5</sup> Consortium Office (July, 2013) Assessment of the Status of Gender Mainstreaming in CGIAR Research Programs, Table 3



### Proposed Framework of Budgetary Indicators

The FC has also proposed the budget indicators in Tables 3 and 4. The data is not available at this point but the CO will restructure the POWB template for 2015 to disaggregate the percentages of budget in the three different Windows (Window 1&2, Window 3 and Bilateral) and to divide these between two types of gender research. The terminology currently used in the CRPs follows that introduced by the CGIAR Scoping Study (2010) that refers to strategic gender research which is equivalent to “gender specific” in the indicator Table 3 and integrated gender research that is roughly equivalent to “gender sensitive” in Table 3. It will be important to arrive at agreed definitions with the Fund Council to implement this data collection.

**Table 3.** Indicators Proposed by FC

% of Budget	2014	2015	2016	2017	2018
Window 1/2	Baseline	Actual	Actual	Actual	Actual
Gender Specific <sup>1</sup>					
Gender Sensitive <sup>2</sup>					
<b>Window 3</b>					
Gender Specific					
Gender Sensitive					
<b>Bilateral Funding</b>					
Gender Specific					
Gender Sensitive					
<ol style="list-style-type: none"> <li>1. Gender specific is research that addresses direct questions related to differential intervention results between men and women, such as how does household adoption of a new technology change women and men’s time use patterns, and income accrual. Setting specific targets for this is difficult. But given the importance of women in agriculture, particularly in poor rural areas, and that the CGIAR should be a leader in gender specific research, then the expectation is at least 30% of research would be gender specific.</li> <li>2. Gender sensitive is research that addresses a question such as what are the impacts of adoption of a new crop variety, where data collection is such that results can be reported for male and female plot managers. It does not necessarily investigate the reasons for different findings. In this regard it would be reasonable for the budget target to be 100% of all research that measures impact on farmers.</li> </ol>					

**Table 4.** Indicators Proposed by FC

% of data sets	2014	2015	2016	2017	2018
	Baseline	Actual	Actual	Actual	Actual
<b>Baseline data collection</b>					
<b>Monitoring data, interim data</b>					
<b>End-line data</b>					
<b>Independent evaluation<sup>1</sup></b>					
<p>TABLE NOTES: Survey/monitoring data is only classified as sex disaggregated if it is collected at a level of power that would permit answering the key research questions in a sex disaggregated manner. Ideally all new baseline data sets that collect data from individuals should aim to achieve this going forward. Therefore the rate of change in this indicator should be high, with 80% achieved from 2016, when new / second round CRPs begin, and most other work based on baselines pre 2014 should be finishing.</p> <p>If baseline data has not been collected in this manner it makes less sense to collect it at monitoring and end-line phases in terms of statistical analysis. This would mean the speed of change in these two indicators would be slower. But from 2016 this monitoring indicator should change more rapidly, and from 2018 the end-line indicator likewise. However, collecting some monitoring and end-line data more sex disaggregated still makes sense it terms of ensuring that no harm is being done by CGIAR research and implementation.</p>					

At this point the Consortium does not have the information to complete the indicators in Table 4. This requires a portfolio-wide inventory of gender-relevant datasets i.e. datasets that address a topic that can be expected to generate socioeconomic data that is sex-disaggregated. This subset of gender-research-relevant datasets will then need to be evaluated with respect to whether or not they include sex-disaggregated data collected at an appropriate level of power. Towards building an inventory of gender-research relevant studies and their datasets, in January 2014 the CGIAR Gender Research Network initiated with gender researchers, an inventory of all ongoing or planned studies they consider meet this criterion. The Inventory includes information specified in the indicator Table below, on (a) whether the dataset is for baseline, interim, end-line or independent evaluation purposes and (b) how gender of the respondent is defined in the study.

Towards defining standards for evaluating whether or not these data sets collect sex-disaggregated data at an appropriate level of power, PIM recently prepared and circulated for input from CG gender researchers, a briefing paper on “ Minimum Standards for Sex-disaggregated Data Collection” building on consultation with the Network members and the Network Workshop on this topic held in June, 2013. PIM plans in 2014 to produce 2 journal-length papers on this topic addressing quality standards for quantitative sex-disaggregated data collection and qualitative sex-disaggregated data collection. Based on this work, the Network plans to formulate precise recommendations for minimum standards for sex-disaggregated data collection and to decide which standards to apply to evaluate gender-research relevant datasets in the Inventory.

At this stage it is too early to say whether the targeted rate of change in this indicator will reach 80% from 2016 as this depends on how many new datasets are generated from 2015 onwards that meet the newly required standards relative to the number of datasets generated in 2014 that already

meet these standards. By the end of 2014 the Network will have clear standards defined and a diagnostic analysis of the proportion of gender-research-relevant datasets that meet the required standards.