Fund Council

11th Meeting (FC11)—Mexico City, Mexico
May 7-8, 2014

WORKING DOCUMENT

Proposed Actions to speed up Gender Research Mainstreaming in CGIAR

Submitted by:
Consortium Office
Proposed Actions to speed up Gender Research Mainstreaming in CGIAR

Consortium Office
Revised April 16 2014
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1. REVISIONS IN RESPONSE TO FUND COUNCIL QUESTIONS

This paper is a revised version of the document “Proposed Actions to Speed Up Gender Research Mainstreaming in CGIAR” discussed at FC10 in November, 2013 and provisionally approved there. This section addresses the request in the Minutes of the Fund Council Meeting for the Consortium to provide “a plan which offers clarity on how gender equality will be captured in the IDOs, how accountability will be ensured and an explanation of the cost and substance of the post-doctoral fellow program.” In addition, this Section addresses a number of specific points arising from the FC discussion that refer to gender in research. In order to facilitate review of the revisions and maintain continuity with the proposal conditionally approved in November, the remainder of this document is unchanged from that discussed at FC10 in November, 2013.

A. Gender equality in the IDOs

The CGIAR is working to identify a set of common Intermediate Development Outcomes (IDOs) that can provide a system level focus for the CGIAR Research Programs. The current draft of this work identifies 11 common IDOs (October, 2013). The intent of the Common IDOs is to facilitate the planning of joint efforts by CRPs in working towards the CGIAR SLOs and to allow the Consortium Office (CO) to look across CRPs at overall development of targets and performance management. The CO intends to send the set to the ISPC for review. We anticipate that these common IDOs will be refined further and agreed by the CGIAR governing bodies in 2014.

The common “gender” IDO (October 2013) agreed by the CRPs is defined as: Gender & Empowerment - Increased control over resources and participation in decision-making by women and other marginalized groups. One other IDO has specific reference to gender difference in its wording: Nutrition - Improved diet quality of nutritionally-vulnerable populations, especially women and children. Gender will be integrated into the remaining 9 IDOs with specific indicators designed to capture gender (in)equality in the outcome. The CRP Directors’ IDO Design Committee requested the CGIAR Gender and Agriculture Research Network in January 2014, to work with the CRP gender specialists to develop a set of indicators for this purpose. With that objective, the Network has designed a workshop on “Gender Indicators and Metrics for Intermediate Development Outcomes” scheduled for May, 2014.

B. Accountability for gender research outputs

CRP Directors and their management teams are responsible for the delivery of gender research outputs, outcomes and impact through the deployment of social scientists with gender research expertise. This responsibility has been institutionalized in policy and practice through the mechanisms described next.

CRPs are supported with technical advice, capacity development and knowledge-sharing through the CGIAR Gender Research Network to implement gender research mainstreaming. This work is led by the full-time, Consortium Senior Adviser (PhD Development Sociology) who is a member of the Consortium Office Science team based at Montpellier.

Accountability of CRPs to the Consortium

CRP Directors and their management teams are responsible for the delivery of gender research outputs, outcomes and impact through the deployment of social scientists with gender research expertise according to the objectives and expected results agreed with the Consortium via their CRP’s Gender Strategy. This responsibility has been institutionalized in policy and practice through the mechanisms described next. CRP Directors are accountable to the Consortium for reporting satisfactory gender research results and for progress in relation to performance indicators included in the CRP Annual Report. These were developed in close consultation with FAO and modeled on the FAO. The performance indicators track (a) collection and use of sex-disaggregated data and (b) institutional mainstreaming of gender in research. The following mechanisms are used to enforce accountability:
1. **Consortium Board Policy:** The Consortium Board has explicitly made an approved CRP Gender Strategy and a satisfactory implementation of this strategy in the CRP program of work and budget 2014 and 2015 prerequisites for CRPs to receive funding from Windows 1 and 2 in 2014 and beyond.

2. **Gender strategy approval:** Fifteen CRPs are required to have submitted a CRP Gender Strategy for approval. As of March 15, 2014 all CRPs have done so and these have been officially approved.

3. **Annual reports and Annual Plans of work and budget:** All CRPs have been informed that implementation of the CRP Gender Strategies must be reflected in the Programs of Work and Budgets of the CRPs for 2014 and 2015. CRPs are required to show gender research integrated in their overall work-plan and budget and to summarize in a single additional table, all their expected gender research outputs and results, and associated budget. This table allows the CO to assess whether the CRPs Programs of Work and Budget reflect a satisfactory level of implementation of the CRP’s approved Gender Strategy, and advise the Consortium Board accordingly. Similar actions are taken to review gender in CRP annual reports. CRPs receive written feedback from the Consortium on the gender research planned in their POWBs and reported in their Annual Reports. When indicated, revisions are requested together with a reminder of the Consortium Board’s policy (see point 1 above).

4. **Next Call for CRPs:** CRPs are expected to use their approved Gender Strategy as a foundation for the integration of gender into their next proposal with explicit attention to gender in defining and targeting different beneficiary populations, setting objectives, their strategies for testing and scaling out promising innovations. The guidance developed by the CO for the next call for CRPs provides guidelines for gender research to become an integral part of research planning, priority-setting and targeting in these proposals. Gender research results must be factored into CRP theories of change, intermediate development outcomes (IDOs) and impact pathways including relevant targets and indicators. Delivery on these is therefore required to be integrated into the CRPs’ proposed partnerships; work plans and budget request (see Section 4.2 Guidance on Proposal Elements). External reviewers of the new proposals will be tasked with assessing whether each proposal effectively mainstreams gender. A Table is required to present the CRPs proposed gender budget which must be commensurate with the staffing and operations required to deliver on the expected results of gender research, whether integrated into other technical areas of work or strategic, stand-alone social science investigation of key gender issues crucial for the CRPs’ overall success. Of equal importance is that the CRP proposal is backed up by a good track record in implementation of actions (by its leadership and Human Resource management) to improve the gender balance in program staffing at different levels, as well as a commitment to carry out future actions for this purpose, previously agreed with the Consortium.

C. **Cost and Substance of the Gender Research Postdoctoral Fellowships**

(i) **Cost of postdoctoral fellowships:** the postdoctoral scheme was costed to provide two year fellowships. The standard compensation and benefits per annum in the CGIAR for a post-doctoral fellow ranges from a minimum of $42,000 to a maximum of $54,000. Added to this are costs of housing allowance and travel which vary by location and region. The budget provides a stipend for two rounds of postdoctoral fellowships: in Year One and in Year Two. In Year One up to ten post-doctoral fellowships can be awarded, and these continue through Year Two. A second, concurrent round of up to ten postdoctoral fellowships can be awarded in year 2. By year three, the first round of postdoctoral fellows have completed their term and the cost of the scheme goes down correspondingly.

The CRPs are expected to commit to hiring qualified fellows as staff. Their capacity to do so will be assured by (a) a written agreement between the recipient CRPs and the Consortium Office and (b) the Consortium’s review of the CRP annual plans of work and budget that are required to specify funds earmarked for gender research. Recipient CRPs will be expected to show the funding earmarked for a gender specialist position in the relevant POWB and provide written confirmation of the destination of this funding as part of the POWB.
(ii) **Substance of postdoctoral fellowships**: the postdoctoral fellowships will be awarded to young scientists with a PhD. in social science with a specialization in gender and development or gender studies to conduct research within the framework of the CRP Gender Strategies and Plans of Work and Budget for 2014-2015. The research focus for a PDF will be proposed by a CRP within the context of its current Plan of Work and Budget. Priority will be given to postdoctoral research that contributes to Themes recommended by the Network, that will advance implementation of CRP Gender Strategies and that strengthens cross-CRP collaboration in joined-up research. An example is the cross-CRP Global Study on Gender Norms and Agency for which 11 CRPs proposed to conduct 60 comparative Case Studies in various CRP target regions. Several postdoctoral fellowships will contribute to the comparative analysis for the Global Study to ensure its findings inform CRP targeting and priority setting.

(iii) **Mentoring of postdoctoral fellows**
At the technical scientific level Postdoctoral fellows will be mentored through university partnerships, the CGIAR Gender and Research Network and the technical support provided by the full-time gender research advisor at the Consortium Office. Whether these Postdoctoral Fellows are young women or young men, they will be mentored within their CRPs and Centers at a personal level by the senior scientist gender research coordinators, which each CRP is required by the Consortium to designate and by a member of a CRP management team. The CGIAR Gender and Research Network through its core steering group of the 15 CRP Gender research specialists will coordinate this personal mentoring with the Centers’ Human Resource professionals implementing the plan for CGIAR Gender and Diversity in the Workplace, drawing on the experience of the previous G&D program and AWARD with personal mentoring for young professionals in the CGIAR.

**D. Global Study Building on Rural women’s knowledge in the co-development of technologies**
The FC10 Minutes refer to the need for an additional dimension be included in the Gender Action Plan to build on rural women's own knowledge and insights, both as producers and caregivers in rural households, and ways women farmers can contribute in the co-generation of technologies. The Gender Action Plan will include support to CRPs for a *Global Study of Gender Norms and Agricultural Innovation* that will conduct diagnostic work jointly across Programs to understand how rural women's social roles, relations and knowledge currently influence – and are affected by - agricultural innovation processes partnered by CGIAR. This Study will offer strategic guidance to CRPs about the implications of these ongoing changes for their proposed response to the 2nd call for Proposals. Furthermore, CRP gender strategies include gender-sensitive participatory research approaches: these are in use currently for guiding and shaping transformative system interventions with partners to increase gender equality; and to assist co-development of technology, as in participatory technology evaluation used by most of the plant breeding programs to understand and incorporate gender-differentiated preferences and needs into breeding objectives. If funds permit, the Global Study would include a diagnostic study of CGIAR itself to understand why gender mainstreaming has not taken root till now and the lessons to be learned from that history.

2. **RECAPITULATION OF KEY ACTIONS FROM THE CONSORTIUM ON GENDER RESEARCH**

Described in the April 2013 Fund Council meeting minutes as “the litmus test of the CGIAR reform,” gender research in CGIAR has been funded at modest levels for decades, thereby limiting the potential for its impact. Since the inception of the reform (2010-2013) the Consortium has taken various concrete steps to improve this situation.

The first was to commission a Scoping Study on Gender (2010) to analyse the performance of the CGIAR system in gender research over the past 20 years, and draw lessons for future gender research by the CRPs. The second was the development and approval of the Consortium Level Gender Strategy (2011) (in Appendix), which addresses the recommendations in the Gender Scoping Study. As part of the Consortium Gender Strategy, all CGIAR research programs (CRPs) were requested in 2011 to formulate a CRP Gender
Strategy in the first year of their implementation. Also as part of the implementation of the Consortium Gender Strategy, a full time Consortium Senior Advisor for gender research was appointed by the CO (end of 2011) to support CRP Gender Strategy design and implementation, and a Network of CRP gender research coordinators was formed, chaired by the Senior Gender Advisor, to promote cross-program learning as mandated in the CGIAR Strategy and Results Framework (2012). The CO has renewed the contract of the Senior Gender Advisor for another 2 years, with provisions for spending substantial periods of time (40%) in Montpellier with the Science Team in the CO.

The Consortium Gender Strategy requires, inter alia, that all CRPs should mainstream gender research into their activities. Mainstreaming refers to the systematic integration of gender equity issues into the CRPs’ research process: priority setting, planning, design, implementation, monitoring and evaluation (M&E) and into the management of this process\(^1\). As explained in the Consortium Gender Strategy, fully integrating gender into CRPs’ research aims to ensure that poor women have enhanced access to the results of agricultural science and technology (e.g., CGIAR research outputs), and that these results effectively contribute to increased gender equality in access to and control over productive assets, inputs and benefits.

In June 2013 the CO commissioned an external appraisal of the status of gender research mainstreaming in the CRPs. In response to this assessment, the CO identified specific remedial actions each CRP had now started to undertake within current budgets, and it likewise designed five main types of actions and mechanisms to further strengthen the institutional framework for mainstreaming gender research and increase CRPs’ accountability for mainstreaming. These mechanisms and incentives were designed to ensure that all CRPs are complying with the Consortium Level Gender Strategy as well as high standards for gender integration of funders and other stakeholders. Indeed, the approval of annual CRPs’ POWB and CRP Annual Reports, upon which disbursement of funds (Windows 1 & 2) are contingent is a powerful incentive to motivate CRP compliance with gender integration. The ensemble of these actions, mechanisms and incentives is described in a separate companion document, the Consortium Response to the Assessment Report on the Status of gender Mainstreaming, October 2013.

Examples of outcomes and outputs that have an explicit gender dimension and that are now included in CRP Gender Strategies, and are expected to appear in CRPs’ Programs of Work and Budget and Annual CRP Reports are shown in Table 1.

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\(^1\) Mainstreaming gender into research does not address the issue of gender and diversity in the workforce which is a separate dimension of the Consortium Level Gender Strategy. In order to begin implementing the gender and diversity staffing dimension of the Consortium Gender Strategy, the Consortium Office worked with the community of practice of human resources specialists in the Centers to undertake the gender and diversity survey which the Gender and Diversity Program used to commission regularly. This survey will provide the baseline (by end of 2013) upon which gender and diversity staffing issues can be assessed. The Second governance Report by PwC recommends that the CO should recruit a human resources specialist to lead the development and implementation of various strategic human resources actions at Consortium level, including gender and diversity staffing. The CO fully supports this recommendation, but is limited by its current budget cap in its implementation of this recommendation.
### Table 1. Examples of outputs and outcomes that have an explicit gender dimension.

<table>
<thead>
<tr>
<th>Portfolio IDO</th>
<th>CRP IDO</th>
<th>CRP outcome</th>
<th>CRP output</th>
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<tbody>
<tr>
<td>Improved productivity in pro-poor food systems</td>
<td>Improved productivity of women’s livestock</td>
<td>Women adopt improved technologies</td>
<td>Pro-poor technical and institutional innovations increase productivity of women’s livestock</td>
</tr>
<tr>
<td>Increased consumption of safe, nutritious foods by the poor, especially among nutritionally vulnerable women and children</td>
<td>Increased consumption of safe and nutritious foods by the poor in aquatic agricultural systems, especially among nutritionally vulnerable women and children.</td>
<td>Improved policy and formal and informal institutional structure and processes to support pro-poor, gender equitable and sustainable development.</td>
<td>Policies analyzed to facilitate exchange and scaling up of institutional innovations that support pro-poor, gender equitable and sustainable development.</td>
</tr>
<tr>
<td>Increased and more equitable income from agricultural and natural resource management and environmental services earned by low income value chain actors</td>
<td>Increased and more equitable income earned by low income roots, tubers and bananas value chain actors, with an increased share captured by women.</td>
<td>Research aligned with farmers’ and end-users’ priorities; breeders incorporate gendered information on end-users needs and preferences into decision-making and gender sensitive farmer participatory selection into breeding schemes.</td>
<td>High-yielding hybrids with multiple resistance and desirable agronomic traits developed and deployed (2015) Initial evaluation trial planted, at least 5 hybrids selected based on men and women’s choices, planted in advanced trial (2012, 2013, 2014)</td>
</tr>
<tr>
<td>Increased control by women and other marginalized groups of assets, inputs, decision-making and benefits</td>
<td>Women are better empowered and gender equality in decision making and control over (forest, tree and agroforestry) resource use, management and benefits is improved</td>
<td>Decision makers at the local, national and international levels adopt effective portfolios of strategies and gender-sensitive guidelines for conservation and sustainable use of genetic resources of priority tree species to meet the needs of men and women stakeholders.</td>
<td>Methods and approaches for incorporating and/or recognizing local-level institutions (including rights and access) that are sensitive to gender-differentiated needs and priorities</td>
</tr>
</tbody>
</table>

*Sources: Guide for Developing CRP Intermediate Development Outcomes (IDOs); CRP 2013 POWBs; CRP Gender Strategies.*
3. ADDITIONAL ACTIONS PROPOSED

In addition to the set of actions which the CRPs and the CO have or are in the process of implementing, a few additional measures would speed up the process of mainstreaming gender research in all the CRPs, in particular between now and the second call for proposals. These measures would allow the entire CRP portfolio to be better positioned to develop and implement second phase proposals which totally mainstream gender research. A few donors requested the CO to describe these additional measures and their associated budget; the remaining of this document addresses this request.

To improve overall performance more rapidly and complement on-going actions by the CO and the CRPs, two main additional actions are proposed. Their objectives are to (i) accelerate the build-up of a critical mass of gender expertise where shortfalls currently hold back progress and (ii) scale up the significance and utility of shared gender research across programs.

A. Gender Research Postdoctoral Fellowships and Partnership scheme

The objectives of the scheme are twofold:

- To accelerate the building of a critical mass of gender research expertise in the CRPs, this scheme would generate an intake of young scientists who develop “on the job” the unique expertise currently in short supply, to apply gender analysis in technical agricultural and natural resource management research. Mentoring and training will focus on sharpening the gender research knowledge and skills needed that are not readily available on the job market.

- To increase the effectiveness of these young scientists, the scheme would team up external gender expertise from Universities with CRP gender researchers and postdoctoral fellows to upgrade, mentor and sustain research quality, especially during the period while CRPs are building up their cadre of experienced social scientists to do this.

This scheme would be implemented through:

- **The Gender Fund**, administered by the Consortium Office. The gender Fund would provide two-year postdoctoral fellowships, with an accompanying grant to a partner university, university consortium or similar source of gender expertise for mentoring and support. Support to research quality by a partner would involve faculty engagement in research design, data analysis and publication, such that senior level expertise in the CRPs is expanded. Five CRPs with good capacity for social and gender analysis have developed examples of this type of partnership and the Gender Network would facilitate sharing and drawing on this experience with other CRPs.

- **The Gender Fellowships.** Two CRPs or a team of CRPs would qualify for a postdoctoral fellow whose work would contribute to cross-program synergies. Selection criteria will ensure that fellowships strengthen CRPs where there is very little capacity on gender and that they act as a “bridge” to team up strong and weak CRPs. These will not be academic fellowships. The terms of the award will require CRP commitment to building long-term, sustainable capacity for gender research in agriculture. Award of fellowships will be based on (i) an analysis by the Consortium of the CRPs’ 2104 Plans of Work and Budget that include plans for CRPs to team up and for the partnership with external experts; (ii) CRPs meeting an agreed level of investment in capacity for gender specified in agreement with the Consortium Office, including up to 50 percent co-funding a fellow; (iii) credible targets in the POWB of the CRPs for accelerating assessment of the gender implications of “flagship” outputs and (iv) identification by the Consortium Office of a critical shortfall in capacity to meet desirable targets. Fellows could be assigned to work exclusively with one CRP on a joint objective or with a cross-CRP team. After completion of the Fellowship, CRPs will be expected/required to appoint suitably qualified fellows to their staff.
• **Operational aspects.** The Consortium Office will manage the submission and review of CRP Plans of Work and Budget to identify strategic gaps in capacity for integrating gender into CRP “flagship projects” and determine where a fellowship and support to research quality from an external source of gender expertise would add the most significant value. The CRPs role is to provide operational resources for the fellow’s research. An external assessment of the value added to CRP performance on gender will be conducted after 2 years.

**B. Capacity development through cross-program learning and collaborative research**

The objectives of this capacity development are:

- To provide support and resources for the Gender network to more rapidly implement the collaborative work it has planned.
- To support CRPs with different (uneven) levels and types of gender expertise through more effective and more widely available mechanisms for cross-learning and good practice exchanges via the Gender Network.

These objectives would be fulfilled through:

- **Knowledge-sharing workshops.** Experience shows these workshops, facilitated by the Network, play a catalytic role in enhancing CRP capacity to standardize and coordinate shared research design, sites, data collection methods and analysis, expanding the cross-program scope and relevance of gender research undertaken in the CRPs. Workshops will focus on knowledge sharing in (a) Methods for Gender Analysis in Value Chains (b) Development and Testing of Transformative Gender Approaches (c) Equitable Access to Improved Technologies for Women and Men (d) Improving the Gender Lens on Nutrition Outcomes. The work of the Gender Network along these four priorities (identified by the Network in 2012) has progressed, but it has done so in an uneven manner. Such workshops would be crucial to bring work on these four priorities up to the same level.

- **Electronic knowledge-sharing platform.** In addition to knowledge sharing workshops the Consortium will upgrade the knowledge sharing and collaboration platform used to share documents, methods and tools and to conduct a bi-monthly electronic Research Colloquium with CRPs to advance knowledge sharing of the networks on a regular basis. The Consortium will also work to ensure the documents made available are relevant, useful and kept up to date– as an example gender researchers give high priority to shared metrics for monitoring and evaluation, in particular adaptation and use of the Women’s Empowerment in Agriculture Index.

- **On-line training modules and gender research leadership development program.** Develop, with the CRPs, on-line training modules in gender research, including best practices in gender research, for all interested researchers in the CRPs and in partner institutions. In addition, workshops for ‘Online communication for scientists’ aimed at improving the way gender specialists engage and communicate online would be offered.

To respond to requests by many CRPs, a leadership development program focusing on gender research in agriculture, open to post-doctoral Fellows and to other interested scientists, including from partner institutions, would be extremely effective. The Gender Network would contribute to the design of the program, with technical support from external specialists and implementation would be commissioned by the CO from experts outside of CGIAR.

- **Operational aspects.** The Consortium’s role in these additional actions is to catalyze and support cross-CRP knowledge sharing and collaboration virtually and face-to-face via the CGIAR Gender and
Agriculture Research Network, facilitated by the Consortium’s Senior advisor for gender research. CRPs fund most of their own participation in Network activities. The CO has provided financial support to the Gender Network for some workshops to share and learn from work conducted within CRPs, to increase exposure to invited external experts and to facilitate opportune cross-program cooperation, and to organize regular virtual colloquia. These have been deemed very useful by the Gender Network and scaling up these resources would result in quicker progress for all CRPs.

The following budget recapitulates the two principal additional actions proposed by the Consortium, with the catalytic additional funds they require.

### Mainstreaming Gender in Research

<table>
<thead>
<tr>
<th>Item/year</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Postdoctoral and Partnership Scheme:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>30 Postdoctoral fellowships (2 x up to 15 co-funded with CRPs)</td>
<td>640,000</td>
<td>1,200,000</td>
<td>560,000</td>
</tr>
<tr>
<td>Mentoring and coaching (up to 3 university partners)</td>
<td>375,000</td>
<td>375,000</td>
<td>375,000</td>
</tr>
<tr>
<td>External assessment</td>
<td>55,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capacity development and Gender Network support:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership development course</td>
<td>100,000</td>
<td>100,000</td>
<td>100,000</td>
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<tr>
<td>Knowledge sharing workshops</td>
<td>230,000</td>
<td>230,000</td>
<td>230,000</td>
</tr>
<tr>
<td>Electronic platform, including on-line training modules</td>
<td>195,000</td>
<td>180,000</td>
<td>155,000</td>
</tr>
<tr>
<td>Consortium support, senior gender advisor salary and travel</td>
<td>260,000</td>
<td>260,000</td>
<td>260,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>1,800,000</strong></td>
<td><strong>2,400,000</strong></td>
<td><strong>1,680,000</strong></td>
</tr>
</tbody>
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