

GENDER Platform Evaluation: Management Response

Evaluation title: GENDER (Generating Evidence and New Directions for Equitable Results) Platform Evaluation

Date of MR: expected to IAES/SIMEC by June 30th (Friday)

Overall response to the evaluation:

Division affiliation and Person(s)-in-charge for Follow-up to Management Response:

RECOMMENDATIONS and ACTIONS:			
(copied from the Evaluation Report):			
<p>Strengthening partnerships: Data suggest the need for a broader engagement within the AR4D landscape to ensure the Platform’s cohesiveness, effectiveness, relevance, and efficiency, with a specific focus on NARES.</p> <ul style="list-style-type: none"> • Recommendation 1 <p>1.1 Continue to engage with key identified partners to identify comparative advantages.</p> <p>1.2 Co-develop transparent criteria to continue to identify evidence, methods, and partnership needs.</p> <p>1.3 Co-identify and prioritize research gaps and activities with key partners, which will likely vary. Use stakeholder map results and transparent criteria to identify and prioritize research gaps and activity needs. GENDER Platform needs to carefully balance broad studies that synthesize evidence from across different LMIC geographies to studies that dive deep and are co-developed with local stakeholders to meet specific gender evidence needs.</p>			
Management Response	<i>Fully accepted</i> <input checked="" type="checkbox"/>	<i>Partially accepted</i> <input type="checkbox"/>	<i>Not accepted</i> <input type="checkbox"/>
Management Response (commentary):	The need to remain relevant and impactful is important to the GENDER Impact Area Platform, and this can only be done through partnerships. Therefore, the GENDER Platform Management recognizes the significance of this recommendation and is fully committed to taking appropriate action to address it. It is also recognized that though the Platform is young, it has been able to develop a strong basis of collaboration through its listserv, newsletter, resource hub and conference as well as partnerships across a		

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RECOMMENDATIONS and ACTIONS:					
	<p>variety of collaborative activities. The Platform appreciates the need to develop collaboration in more depth and provide a more coherent approach to partnerships as we move forward, and it looks forward to doing that.</p> <p>The Platform will be developing a new strategy for 2024-2030. The strategy is expected to elevate the existing partnership function into the central structure of the Platform. The Platform will collaborate with the CGIAR Advocacy for Impact unit to conduct a stakeholder mapping, including identifying comparative advantages of partners. The Platform will continue to intentionally co-develop criteria to identify evidence and methods needs.</p> <p>The Platform will continue expanding its own, direct collaboration with NARES, such as through the network of alumni from the Platform /NARES women’s leadership course. At the same time, to ensure a sustainable and more targeted approach to supporting gender work in NARES, the Platform will also follow the CGIAR strategy on engagement with NARES. Other partnerships will be developed at national and international level, for instance, on government inputs to global processes, such as in the past with the Voluntary Guidelines on Gender Equality and Women’s Empowerment.</p>				
Brief explanatory statement if recommendation is rejected or partially accepted:					
Management Follow-up					
Actions to be implemented	Responsible	Timeframe	Is additional funding required to implement recommendation?		If further funding required – how much and what is to be done if no funds available?
Stakeholder mapping to be undertaken with CGIAR Advocacy for Impact	GP	Q4 2023	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	
Use stakeholder mapping and the global	GP	Q4 2023		No	

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RECOMMENDATIONS and ACTIONS:					
CGIAR gender conference in Delhi to dialogue with partners on evidence and methods gaps					
Develop a short note, as part of the strategy on modes of collaboration the Platform engages in and share with partners	GP	Q4 2023		no	
<p>(copied from the Evaluation Report):</p> <p>Module Coherence: While Module leads engage, and there is engagement among the modules to some extent, the Modules operate to some degree in silos, which negatively influences the GP’s potential effectiveness.</p> <ul style="list-style-type: none"> • Recommendation 2 <p>2.1 Expand on current engagements already in place to further exploit the GP’s potential for the whole platform including the three modules to reach and inform pathways to sustainable, equitable gender outcomes in food systems.</p> <p>2.2 Identify and prioritize additional strategic engagement points for the platform and work with three modules to achieve them.</p>					
Management Response		<i>Fully accepted</i> <input checked="" type="checkbox"/>		<i>Partially accepted</i> <input type="checkbox"/>	
Management Response (commentary):		<p>The Platform embraces this recommendation fully. It was always the aim to effectively engage across the different components of the Platform; however this was constrained by the requirements of the 2019 Platform proposal, which included a structure that was heavily focused on modules and did not allow for a more coherent structure. In the new investable strategy for 2024-2030, mechanisms will ensure that the modules, along with CGIAR gender researchers and partners, will collaborate on specific areas of work, collaborating in the development, prioritisation and implementation of these areas of work.</p> <p>The Platform will also move away from the current perception of its structure as comprising three modules and a PMU, given that the role of the current PMU goes far</p>			

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RECOMMENDATIONS and ACTIONS:					
	beyond program management, into communications and policy work amongst others. A reorganisation of this structure will formalise and facilitate the role of modules leads in contributing to the expected role of the Platform to foster critical thinking. This might mean that the ToRs of the module leads will change to allow for more “whole of platform” interactions.				
Brief explanatory statement if recommendation is rejected or partially accepted:					
Management Follow-up					
Actions to be implemented	Responsible	Timeframe	Is additional funding required to implement recommendation?		If further funding required – how much and what is to be done if no funds available?
Finalization of the strategy 2024-2030 which will include clear structural mechanisms in place to ensure more coherence amongst the modules and the rest of the Platform	GP, and CGIAR management to approve strategy	Q2 2024	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	
(copied from the Evaluation Report):					
<p>Tracking of Results: There are mixed findings regarding the use of M&E. On the one hand, the Platform reports its outputs and progress towards outcomes on an annual basis, in compliance with CGIAR reporting requirements. On the other hand, qualitative data indicated that some M&E processes are not well covered by the Platform, such as impact assessment and other information needs. The conundrum may be related to the point that information required by the CG M&E is not sufficient to fully tell the Platform’s story or guide management and planning. The GENDER Platform needs timeous empirical evidence to learn, reflect, adapt as needed, and to demonstrate their impact and/or the GENDER Platform’s inroads. (See Recommendations on this same issue under CG Management). More strategic and practical M&E use would benefit the GENDER Platform, and therefore benefit the CG.</p>					
Recommendation 3					

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RECOMMENDATIONS and ACTIONS:			
<p>3.1 Employ an M&E professional. The GP should employ an experienced MEL person who can support the Platform and potentially HER+ to develop a culture of strong monitoring and evaluation. ¹</p> <p>3.2 Use outputs and outcome data to reflect and inform day-to-day decision making. An effective M&E person guides the GP to empirically demonstrate pathways to sustainable, equitable gender outcomes in food systems, and support funding requests.</p> <p>3.3 Using empirical data to revisit the ToC. Revise as needed. The ToC, and results framework should consider the new One CGIAR functional areas as mentioned in the introduction.</p>			
Management Response	Fully accepted <input checked="" type="checkbox"/>	Partially accepted <input type="checkbox"/>	Not accepted <input type="checkbox"/>
Management Response (commentary):	<p>The Platform fully embraces this recommendation. It sees the need of three different levels of MEL.</p> <ol style="list-style-type: none"> 1) At the Platform level for its intrinsic work to monitor its own progress and to inform day to day decisions 2) At CGIAR level, so that the Platform can support the Science Groups, PPU and PCU to develop and implement the appropriate methods and indicators on gender outputs, outcomes and impacts across the full portfolio of all three Science Groups. 3) At CGIAR level and outward facing to partners, to develop and implement global indicators on gender equality in agri-food systems, so that CGIAR can be seen as a thought leader in this area. Collaborations with FAO and OECD have already been initiated on this. <p>The Platform has already moved ahead and hired a Head of Program Portfolio. In addition to the MEL specialist/ thought leader and consultants mentioned below, the Head of Program Portfolio role is an essential component of MEL within the Platform, with responsibility for monitoring progress and results.</p>		
Brief explanatory statement if recommendation is rejected or partially accepted:			
Management Follow-up			

¹ The 2021 CGIAR Gender Platform report notes that in 2021, there was planned recruitment of a MELIA officer. While the Platform had 157 applicants, they did not meet the needed requirements. Recruitment was then planned for 2022.

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RECOMMENDATIONS and ACTIONS:					
Actions to be implemented	Responsible	Timeframe	Is additional funding required to implement recommendation?		If further funding required – how much and what is to be done if no funds available?
Hiring of a MEL consultant to develop/ fine tune the MEL system for the Platform.	GP	System in place by end of year, monitoring on-going	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	
Hiring of a MEL thought leader as one of the staff of the Platform to support levels 2 and 3 mentioned above.	GP	ASAP			

(copied from the Evaluation Report):

Expanded Platform: The evaluation unearthed diverse perspectives from a broad range of internal and external stakeholders on the Platform’s expanded mandate, formally beginning from the final month of the evaluation. This suggests that partners (internal and external) are not entirely clear on the Platform’s expanded mandate. The data suggest three distinct findings: (1) gender is intersectional and already engages with youth and social inclusion, so no need to address it as a separate topic, the title change is reasonable; (2) there needs to be separate strategies and budgets for all three, or at least two; gender equality and youth inclusion; (3) projects can focus on one, both or all three.

- **Recommendation 4**

4.1 Concretely decide on how the Platform should engage with the expanded mandate on gender, youth and social inclusion. The CGIAR and the Platform should engage with the perspectives above, and others as needed, using the insight to inform how to explicitly move forward with the expanded platform mandate.

4.2 Make a clear statement/have a clear position and messaging. The Platform needs to make a clear statement on how it engages with gender equality, youth, and social inclusion so that partners, internal and external, are clear on the Platform’s position

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RECOMMENDATIONS and ACTIONS:					
Management Response		<i>Fully accepted</i> <input checked="" type="checkbox"/>	<i>Partially accepted</i> <input type="checkbox"/>	<i>Not accepted</i> <input type="checkbox"/>	
Management Response (commentary):		<p>The expanded mandate was not in the original Platform portfolio; the Platform transitioned into the expanded mandate in October 2022 in line with the CGIAR's new strategy which included an Impact Area on Gender, Youth and Social Inclusion.</p> <p>To better understand the mandate and as a first step in defining the Platform's role in supporting these new areas, it commissioned the development of two papers, one on youth and one on social inclusion. These papers will provide background to guide the CGIAR and the Platform on the most appropriate role for the Platform in supporting these elements of the Impact Area as well as possible next steps in these two areas. This will allow it to develop a clear statement on how it engages with gender equality, youth, and social inclusions for partners to understand.</p>			
Brief explanatory statement if recommendation is rejected or partially accepted:					
Management Follow-up					
Actions to be implemented	Responsible	Timeframe	Is additional funding required to implement recommendation?		If further funding required – how much and what is to be done if no funds available?
Develop Platform position papers on youth and social inclusion for the CGIAR, including the Platform, to use in deciding how to integrate these areas of work in their portfolio	GP	Q1 2024	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	
Hire a youth expert at 50% to guide the Platform and the CGIAR as to next steps on the youth within the CGIAR portfolio	GP	ASAP		No	The Platform will put initial funds into hiring a person for 50% with the aim of this person helping develop a strategy on youth, which will need extra funding

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RECOMMENDATIONS and ACTIONS:					
<p>(copied from the Evaluation Report):</p> <p>Project timeframes: One-year planning and research for development project timeframes negatively impact most gender equality projects. The CG Initiatives also operate on an annual planning basis, but this is based on an approved proposal covering three years.</p> <p>Recommendation 5.</p> <p>1.1 Provide the GP three-year planning and operational timeframes.</p>					
Management Response		<i>Fully accepted</i> <input type="checkbox"/>	<i>Partially accepted</i> <input checked="" type="checkbox"/>		<i>Not accepted</i> <input type="checkbox"/>
Management Response (commentary):		<p>Agreed that the GENDER platform should have three-year planning and operational timeframes as the initiatives have. The GENDER Platform, therefore, is developing an investable strategy from 2024 to 2030. This will allow it to align to the CGIAR business cycle and will also provide funders with a basis to invest in the GENDER Platform for multiple years. This is important because activities can be multi year. To implement this, efforts will be made with internal financial management to ensure multiple year funding can be accessed across the years. However, the full implementation of the recommendation is partly dependent upon funders agreeing to provide stable funding over the business cycle, which is not in management's sphere of control.</p>			
Brief explanatory statement if recommendation is rejected or partially accepted:					
Management Follow-up					
Actions to be implemented	Responsible	Timeframe	Is additional funding required to implement recommendation?		If further funding required – how much and what is to be done if no funds available?
Develop an investible strategy for the GENDER Platform covering the two business cycles through 2030.	GP	Q1 2024	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	

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RECOMMENDATIONS and ACTIONS:				
(copied from the Evaluation Report):				
<p>Budgets: Delays in annual funding decisions and disbursements repeatedly lead to shortened time periods, negatively influencing GENDER Platform grants and other activities. Issues arise due to uncertainties and delays by donors (funding cycles).</p> <ul style="list-style-type: none"> • Recommendation 6. <p>6.1 Identify bottlenecks, solutions, and mechanisms to address the uncertainty surrounding funding cycles and/or dispersal timings.</p> <p>6.2 Make financial decisions transparent and concrete to the Platform.</p> <p>6.3 Provide 3-year funding cycles.</p>				
Management Response	<i>Fully accepted</i> <input type="checkbox"/>	<i>Partially accepted</i> <input checked="" type="checkbox"/>	<i>Not accepted</i> <input type="checkbox"/>	
Management Response (commentary):	<p>Management acknowledges the implementation challenges to the GENDER Platform and initiatives which result from annual funding uncertainties. In 2023, the EMT adopted a principled approach to managing shifts in funder allocations in comparison to 2022 and these were clearly explained to initiatives and platforms. It will continue to make financial decisions based on these principles. The management of funding uncertainties is an ongoing discussion within CGIAR, and the Science Group Managing Directors commit to examining all possible mechanisms to reduce the effects of funding uncertainties on the GENDER Platform and other platforms and initiatives in collaboration with relevant divisions and management entities. The ability to provide 3-year stable funding to the GENDER Platform depends in part on funder decisions, which is beyond management control.</p>			
Brief explanatory statement if recommendation is rejected or partially accepted:				
Management Follow-up				
Actions to be implemented	Responsible	Timeframe	Is additional funding required to implement recommendation?	If further funding required – how much and what is to be done if no funds available?

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RECOMMENDATIONS and ACTIONS:					
Science Group MDs to explore with CGIAR management counterparts all possibilities to enhance stability in funding and reduce variability in funding to platforms and initiatives.	Science Group MDs	Q4 2023	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	
<p>(copied from the Evaluation Report):</p> <p>Resources for expanded mandate: The GENDER Platform was given an expanded mandate, but not an expanded budget.</p> <ul style="list-style-type: none"> Recommendation 7. <p>7. Expand the GENDER Platform’s budget in-line with the expanded mandate, both theme-wise (youth and social inclusion) and for the emphasis of achieving impact.</p>					
Management Response		<i>Fully accepted</i> <input type="checkbox"/>		<i>Partially accepted</i> <input checked="" type="checkbox"/>	
Management Response (commentary):		<p>The GENDER platform currently receives significant designated funding that is tied to deliverables related exclusively to gender equality. If the platform is to significantly support CGIAR in improving the quality of research on youth or other social groups and help to disseminate that research externally, a commensurate budget from portfolio funds will be required.</p> <p>As the Platform takes on the four primary functions of platforms, there will be expectations for it to ramp up in certain areas, such as establishing mechanisms to support quality CGIAR indicators, impact assessment studies on gender equality throughout the portfolio and synthesis of lessons learned. This will require an additional</p>			

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RECOMMENDATIONS and ACTIONS:					
			hire for the Platform. However, it is also important to appreciate that the GENDER Platform's main contribution is to <u>support</u> CGIAR to be more impactful. There will be a need to clarify the roles and responsibilities of CGIAR initiatives and entities with regards to gender, youth and social inclusion as well as to manage expectations of what the GENDER platform can achieve with available funds.		
Brief explanatory statement if recommendation is rejected or partially accepted:					
Management Follow-up					
Actions to be implemented	Responsible	Timeframe	Is additional funding required to implement recommendation?		If further funding required – how much and what is to be done if no funds available?
Review plans from the GENDER Platform on broadening scope to cover youth and social inclusion and consider that in funding allocation decisions.	SG MDs EMT	Q2 2024	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
Clarify the key roles of the platforms in enhancing impacts from CGIAR research and develop workplans for the GENDER Platform and other platforms.	SG MDs EMT GP	Q4 2023			
(copied from the Evaluation Report):					
<p>Metrics: Data suggest that CG Center leadership does not always appreciate and/or advocate for gender, youth and/or social inclusion priorities. Data also suggest that CG indicators are not always useful for managing the Platform or for the Platform to use the CG indicator data for reflection and improvement.</p> <ul style="list-style-type: none"> • Recommendation 8. 					

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RECOMMENDATIONS and ACTIONS:				
<p>8.1 Use metrics in individual performance assessments that assess for gender knowledge and skills. Ensure that capacity building on gender is valued in general researcher and manager performance assessments, such as gender KPIs. People and Culture/GDI to develop individual level indicators that provide useful management information.</p> <p>8.2 Portfolio Performance Unit to co-develop with GENDER Platform for the research portfolio that can provide useful management information on integrating gender equality into CGIAR research and impact pathways. Engagement indicators per initiative, for example, provide information on stakeholder engagement, which can then be used to inform the Platform's engagement strategies and activities.</p> <p>8.3 Include engagement data in the M&E result framework (e.g., stakeholder analysis in relation to event data input, participation, and event data output.)</p>				
Management Response	<i>Fully accepted</i> <input checked="" type="checkbox"/>	<i>Partially accepted</i> <input type="checkbox"/>	<i>Not accepted</i> <input type="checkbox"/>	
Management Response (commentary):	<p>Agreed that more explicit indicator setting and monitoring on CGIAR gender research and gender research skills is required to ensure that CGIAR continuously invests in its strengthening. The experience of tagging all 2022 results according to gender significance can serve as a baseline from which to identify areas for improvement in metrics, targets and investments.</p> <p>The recommendation for developing an explicit indicator for engagement is good and has been advocated through other review processes led by PPU. PPU is undertaking a review of the Results Framework which includes gender related indicators. The recommendation to develop gender metrics for individual performance deserves attention and will be taken up with relevant divisions including People and Culture.</p>			
Brief explanatory statement if recommendation is rejected or partially accepted:				
Management Follow-up				
Actions to be implemented	Responsible	Timeframe	Is additional funding required to implement recommendation	If further funding required – how much and what is to be done if no funds available?

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RECOMMENDATIONS and ACTIONS:					
Science Group MDs to follow up with People and Culture, GDI and Centers to discuss how individual performance assessments for research staff could be used to shift towards a stronger outcome and impact focus across the five impact areas, including gender.	SG MDs	Q1 2024			
Analysis of strengths, weaknesses, opportunities and threats in gender research in CGIAR to inform strategic investments.	GP leading	Q4 2023	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
Review the results framework for opportunities to improve incentives for delivering high quality gender research.	PPU with support from GP	Q4 2023			
<p>(copied from the Evaluation Report):</p> <p>Research capacity: Gender researchers are not adequately supported in the CG system.</p> <ul style="list-style-type: none"> • Recommendation 9. 					

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RECOMMENDATIONS and ACTIONS:					
<p>9.1 Invest in career development for gender researchers². Make available a professional, strategic, and well-resourced HR function to all staff to facilitate mitigating the problems associated with a highly diverse multinational organization where gender needs to be prioritized.</p> <p>9.2 Maximize the value of human resources through the developing career streams that separately identify science and management roles, competencies, and skill level(s), and in particular recognize and reward those with excellence in skills such [gender] as highly as excellence in research outputs.</p>					
Management Response		<i>Fully accepted</i> <input checked="" type="checkbox"/>		<i>Partially accepted</i> <input type="checkbox"/>	
Management Response (commentary):		Agreed this is of paramount importance for CGIAR to build upon its already solid reputation in gender research and to make it an organization that retains gender researchers in different stages of their careers and attracts high quality gender researchers to join.			
Brief explanatory statement if recommendation is rejected or partially accepted:					
Management Follow-up					
Actions to be implemented	Responsible	Timeframe	Is additional funding required to implement recommendation?	If further funding required – how much and what is to be done if no funds available?	
SG MDs to hold discussion with SLT members, including Center management, to identify mechanisms that provide career development opportunities and help to	SG MDs with support from GP	Q1 2024			

² The [Excellence in Breeding Platform](#) evaluation notes, “At the system level, One CGIAR must address issues of “end-to-end” thinking and ensure that the career development of all staff is well managed.” (pg. 39). The GENDER Platform evaluation evidence supports this, though is specific to Gender Researchers. The Breeding Platform Evaluation lists three recommendations, only two resonated with the GENDER Platform evaluation, and have been slightly adapted.

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RECOMMENDATIONS and ACTIONS:					
retain gender researchers.					
(copied from the Evaluation Report):					
<p>Inclusive decision making: The GENDER Platform is not always invited to take part in strategic decisions or participate in critical processes.</p> <ul style="list-style-type: none"> • Recommendation 10. <p>10.1 Actively invite and involve GENDER in CG’s decision-making processes, to inform critical decision-making points. Invite the GENDER Platform to the decision-making table, and timeously into strategic decision-making processes so that the GENDER Platform can adequately inform and/or participate. For example, if gender is to be substantively integrated, gender equality needs to be addressed when projects and programs are conceptualized.</p>					
Management Response	<i>Fully accepted</i> <input checked="" type="checkbox"/>	<i>Partially accepted</i> <input type="checkbox"/>	<i>Not accepted</i> <input type="checkbox"/>		
Management Response (commentary):	<p>It is fully agreed that the GENDER platform needs to have an explicit and formal role in key CGIAR decision making processes which are relevant to the research portfolio.</p> <p>A critical point for the GENDER platform will be in the formulation of the 2025-27 pooled portfolio, where it can inform gender research based on careful analysis of past experiences of mainstreaming gender in CGIAR and the 2022-24 portfolio achievements and challenges, demands from external partners and needs of CGIAR gender researchers.</p> <p>It is more of a challenge to institutionalize GENDER platform support to the larger bilateral portfolio, but management will explore options on how to do that with the GENDER Platform.</p>				
Brief explanatory statement if recommendation is rejected or partially accepted:					
Management Follow-up					

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Actions to be implemented	Responsible	Timeframe	Is additional funding required to implement recommendation?		If further funding required – how much and what is to be done if no funds available?
Science MDs to establish an explicit role for the GENDER Platform. in the development of the 2025-27 research portfolio.	Science Group MDs	Q3 2023	Yes <input type="checkbox"/>	No <input type="checkbox"/>	
GENDER Platform 2024-2030 strategy design to explicitly meet CGIAR’s needs in improving performance on gender equality, youth and social inclusion across CGIAR’s portfolio, in line with the other 4 impact platforms.	GP and Science Group MDs	Q1 2024			
Science MDs to establish recurring mechanisms for the GENDER Platform and other Impact Area Platforms to strategically review the performance of the CGIAR research and innovation portfolio against the results framework and theory of change.	Science MDs	Q4 2023			

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RECOMMENDATIONS and ACTIONS:				
As part of evolving matrix management for science between Science Groups and Centers, include the GENDER Platform in design of major new bilateral grants and Science Group Projects.	Science Group MDs	Q3 2023		
<p>(copied from the Evaluation Report):</p> <p>Organogram and the reporting structure: The recommendation is related to Recommendation 10. Currently the GENDER Platform reports to Systems Transformation. However, gender and the GENDER Platform cuts across all three CGIAR science groups. Further, the GENDER Platform needs to have closer links to the executive management team to inform strategy and policy and to ensure CG stays cutting edge in gender and research strategy.</p> <ul style="list-style-type: none"> • Recommendation 11. <p>11. Expand where the GENDER Platform 'sits' on the Organogram. Consider having the GENDER Platform report at a higher level and/or have a direct link to the executive management team. The GENDER Platform should engage with all three Science Groups on issues of substance yet remain under a single Science Group for clarity.</p>				
Management Response	<i>Fully accepted</i> <input checked="" type="checkbox"/>	<i>Partially accepted</i> <input type="checkbox"/>	<i>Not accepted</i> <input type="checkbox"/>	
Management Response (commentary):	The spirit of this recommendation is to understand where best the GENDER Platform can help with influencing the agenda of CGIAR to ensure it has an impact on gender equality, youth-led development, and social inclusion. This means as we move forward that we need to ensure CGIAR creates mechanisms for GENDER and other impact area platforms to engage with all Science Groups structurally and consistently. The organogram needs to show that the GENDER Platform engages across the full portfolio of CGIAR science and innovation. Recognizing the uniqueness of gender in CGIAR research and innovation, management must also ensure that the other impact area platforms have closer links to the executive management team.			
Brief explanatory statement if recommendation is rejected or partially accepted:				
Management Follow-up				

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Actions to be implemented	Responsible	Timeframe	Is additional funding required to implement recommendation?		If further funding required – how much and what is to be done if no funds available?
Establish mechanisms for the GENDER Platform and the other impact area platforms to engage consistently with science management to inform decisions on science and innovation.	Science Group MDs	Q4 2023	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	

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