



Independent  
Advisory and  
Evaluation  
Service

# **ANNEXES: Culture and Engagement in CGIAR, Independent Review**

January 2026

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## **Culture and Engagement in CGIAR: Independent Review**

The main report, these annexes, and the management response are available online at this link:

<https://iaes.cgiar.org/evaluation/publications/culture-and-engagement-cgiar-independent-review>

## Annex 1. Terms of Reference

The [Terms of Reference](#) were endorsed in July 2025, under the System Council (SC)-endorsed Multi-Year Evaluation Plan (MYEP) ([2025-27 Workplan for IAES \(SC/M21/DP5\)](#)).

The review of the 2020-27 [Gender, Diversity and Inclusion \(GDI\) Action Plans](#) and [the Action Plan for Advancing Culture and Engagement \(C&E\) in CGIAR's Workplaces](#) is a joint activity between the Evaluation Function (EF) and the CGIAR Internal Audit (IA) function. Recommendations are subject to a [CGIAR Management Response](#) (MR).

## Annex 2. Stakeholders Interviewed

The C&E team and IAES provided the review team with a list of 168 potential interviewees relevant to both GDI and the GENDER Platform. From this list, the team narrowed the scope to 51 individuals, who were invited to participate. Five invitees were unavailable for interview due to travel, out-of-office status, or scheduling constraints. Of the 46 interviews carried out, 34 interviewees were women and 12 were men.

Interviewees represented ten CGIAR centres, as well as the CGIAR System Organization. Four stakeholders were external to CGIAR, including one former employee and three donor agency representatives. Additionally, several interviewees were engaged under consultant contracts rather than as staff.

| Interviewee               | Gender | Location      | Division                                 | CGIAR Center or other      |
|---------------------------|--------|---------------|--|----------------------------|
| 1. Adriana Cardona        | F      | Colombia      | People & Culture                         | Alliance Bioversity - CIAT |
| 2. Ahmad Al-Mously        | M      | Egypt         | Digital & Data                           | System Organization        |
| 3. Alessandra Furtado     | F      | France        | Programs                                 | CIP                        |
| 4. Alonso Ballon          | M      | France        | People & Culture                         | System Organization        |
| 5. Ana Marta Carrillo     | F      | Colombia      | People & Culture                         | Alliance Bioversity - CIAT |
| 6. Andre Zandstra         | M      | France        | Donor Relations and Business Development | System Organization        |
| 7. Anita Mutua            | F      | Kenya         | People & Culture                         | ILRI                       |
| 8. Armande Kone           | F      | Côte d'Ivoire | People & Culture                         | AfricaRice                 |
| 9. Aster Tsige            | F      | Kenya         | People & Culture                         | ILRI                       |
| 10. Belachew Zeyede       | M      | Kenya         | People & Culture                         | ILRI                       |
| 11. Carla Lazarte         | F      | Philippines   | People & Culture                         | IRRI                       |
| 12. Dorcas Mogaka         | F      | Kenya         | People & Culture                         | Alliance Bioversity - CIAT |
| 13. Emina Bektic          | F      | Egypt         | People & Culture                         | ICARDA                     |
| 14. Enrico Bonaiuti       | M      | Italy         | Monitoring, Evaluation and Learning      | ICARDA                     |
| 15. Fiona Bourdin-Farrell | F      | Italy         | External                                 | former CGIAR               |
| 16. Georgios Solomos      | M      | France        | Strategic Planning and Risk              | System Organization        |
| 17. Helen Adeniji         | F      | Nigeria       | People & Culture                         | IITA                       |
| 18. Jeremiah Musili       | M      | Kenya         | People & Culture                         | ILRI                       |
| 19. Kunal Sarkar          | M      | India         | People & Culture                         | ICRISAT                    |
| 20. Laura Emerson         | F      | USA           | Culture & Engagement                     | System Organization        |
| 21. Laura Schalk          | F      | France        | Culture & Engagement                     | System Organization        |
| 22. Lavanya Shrinagesh    | F      | India         | Culture & Engagement                     | System Organization        |

| Interviewee                 | Gender | Location        | Division                  | CGIAR Center or other                       |
|-----------------------------|--------|-----------------|---------------------------|---|
| 23. Leunidah Alukwe-Mwenesi | F      | Nigeria         | People & Culture          | IITA  |
| 24. Lisa Hilgers            | F      | Germany         | Funder / Donor            | GIZ   |
| 25. Lynn Schneider          | F      | USA             | Funder / Donor            | Gates Foundation                            |
| 26. Mary Malki              | F      | Egypt           | People & Culture          | ICARDA                                      |
| 27. Maureen Miruka          | F      | Mexico          | Executive Office          | CIMMYT                                      |
| 28. Michelle Fotsy          | F      | France          | Culture & Engagement      | System Organization                         |
| 29. Micheline Ayoub         | F      | France          | Office of the EMD         | System Organization                         |
| 30. Monica Dourado          | F      | USA             | People & Culture          | IFPRI                                       |
| 31. Mouna Rustom            | F      | Egypt           | People & Culture          | ICARDA                                      |
| 32. Nicoline de Haan        | F      | Kenya           | Programs                  | System Organization                         |
| 33. Priyanka Mathur         | F      | Morocco         | People & Culture          | ICARDA                                      |
| 34. Rebecca Williams        | F      | France          | People & Culture          | System Organization                         |
| 35. Ria Balbos-Jordan       | F      | Peru            | People & Culture          | CIP   |
| 36. Roland Sundstrom        | M      | France          | Office of Chief Scientist | System Organization                         |
| 37. Sabrina Gobet           | F      | Mexico          | People & Culture          | CIMMYT                                      |
| 38. Sandra Milach           | F      | France          | Chief Scientist           | System Organization                         |
| 39. Sara Van Gaalen         | F      | USA             | Culture & Engagement      | System Organization                         |
| 40. Sharbani Ray            | F      | India           | Culture & Engagement      | System Organization                         |
| 41. Solongo Zulbaatar       | F      | Mongolia        | Legal & Office Services   | System Organization                         |
| 42. Stephen Brightwell      | M      | France          | People & Culture          | System Organization                         |
| 43. Tania Jordan            | F      | Italy           | Digital & Data            | System Organization                         |
| 44. Timmo Gaasbeek          | M      | The Netherlands | Funder / Donor            | The Netherlands Ministry of Foreign Affairs |
| 45. Tomas Solis             | M      | Colombia        | People & Culture          | System Organization                         |
| 46. Vanessa Riveros         | F      | Italy           | People & Culture          | Alliance Bioversity - CIAT                  |
| Total: 34 F/12 M            |        |                 |                           |   |

## Annex 3. Data Quality Assurance (DQA) Case Study: Executive Summary<sup>1</sup>

Aligned to the C&E/GDI review [Terms of Reference](#), the Data Quality Assurance (DQA) case study examines the reliability, timeliness, coherence, and decision-usefulness of data systems supporting the GDI/C&E workstream. The DQA study provides a diagnostic assessment of the Culture & Engagement (C&E) data ecosystem within CGIAR.

**Diagnostic – A Fragile, human-mediated Ecosystem:** Since 2020, the C&E team has built a functional, system-wide data-collection mechanism across a fragmented landscape, successfully codifying a "Common Data Language" for workforce reporting. However, the current ecosystem is structurally fragile, relying on manual "human-mediated" processes that constrain scalability and analytic rigor.

- **Process & Timeliness:** Center focal points extract, remap, and reconcile data using Centre ERPs and spreadsheets. Central reconciliation creates a five- to eight-month lag, rendering the final annual dataset a "historical snapshot" rather than a timely, decision-useful tool.
- **Value Proposition:** C&E dashboard usage is low because its one-size-fits-all model delivers redundancy rather than value. The system does not deliver the distinct analytics required by key users, such as centers (comparative analytics and benchmarking) and science leads (linkage to programmatic performance).
- **Reliability and coherence:** The data ecosystem produces multiple, inconsistent versions of workforce information. Public and internal dashboards differ by more than 1,700 staff due to the exclusion of temporary workers, contradicting official GDI definitions. Differences also exist between HR-based headcount data and programmatic assignment data, and technical bugs have resulted in incorrect aggregate figures.
- **Broken accountability architecture:** The GDI Matrix, the primary tool for center-level accountability, was implemented once in 2020 and then discontinued. Its replacement, the C&E Progress Index, is substantially delayed and has not yet been adequately co-developed with centers and technical leads, placing future accountability at risk.
- **Structurally fragmented ecosystem:** Five parallel people-data silos operate concurrently: workforce dashboards, engagement surveys, the Progress Index, programmatic (Initiatives) dashboards, and center-level systems. The lack of integration increases the risk of contradictory reporting and duplication of effort.
- **Stalled People Database:** The intended solution for automation and real-time workforce data—The People Database—has stalled due to a governance vacuum rather than technical limitations. These include the absence of a system-wide data-sharing policy, the lack of an empowered business champion, and insufficient resourcing for centers participation. This blockage represents a critical of strategic risk for the C&E data ecosystem and jeopardizes delivery of the 2025–2027 Action Plan.

**Conclusions:** The C&E team has built a functional system from a low baseline and delivers high-value insights where feasible. However, the current ecosystem is not fit for purpose for modern, timely, or scalable organizational management. Process inefficiencies, uneven adoption, and unresolved governance

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<sup>1</sup> Case study is available upon request from IAES.

constraints collectively limit reliability and strategic usefulness. The root cause is the absence of a coherent governance framework for people data.

**Recommended actions:** The DQA study proposes two categories of action to support CGIAR's transition from a human-mediated, fragmented ecosystem to an integrated, policy-backed, and analytically robust people-data environment.

- C&E-level measures to strengthen user engagement and consultation processes,
- Governance-level measures to unblock the People Database, resolve contradictory definitions, integrate parallel systems, reconcile the HR-programmatic linkage debate, and define secure mechanisms for access to aggregate data.

## Annex 4. Evaluation Design: EF and IA Evaluation Sensemaking

| Sub-questions  | Allocation | Data Source   | Data Collection method              | Data Analysis                              | EF Key Steps  | Need to do   | IA – Audit Tests |
|--|------------|---|-------------------------------------|--|---|--|------------------|
| <b>A. Coherence and compliance</b>   |            |   |                                     |  |   |  |                  |
| 1. To what extent does the GDI/C&E Action Plan align with the CGIAR 2030 Research and Innovation Strategy?   | EF         | GDI/C&E Action plan; 2030 Research and Innovation Strategy  | Document Review; KII                | Comparison (doc review); Explanatory (KII) | 1. Review the GDI/C&E Action Plan and the CGIAR 2030 Research and Innovation; 2. Identify similarities and differences; 3. Use these findings to probe in KII interviews reasons for differences  | Identify interview list; develop KII questions                       |                  |
| 2. How coherent are GDI-related results between previous and 2025-27 Action Plans vis-à-vis the 2020 GDI Framework? What is the coherence between the GDI and C&E formulation and framing of the 2025-27 Plan evolution? | EF         | 1. 2025-2027, 2. Annex 1: Mapping of Action Plan indicators | Document Review; Testing/validation | Comparison; Longitudinal trend analysis    | 1. Review the Plans and the Framework; 2. Identify similarities and differences; 3. Use these findings to probe in KII interviews reasons for differences; 4. Map indicator evolution; 5. Assess historical data integrity; 6. Analyze data comparability | Identify interview list; develop KII questions; Get dashboard access |                  |

| Sub-questions   | Allocation | Data Source   | Data Collection method | Data Analysis           | EF Key Steps  | Need to do                                     | IA – Audit Tests  |
|---|------------|---|------------------------|-------------------------|---|--|---|
| 3. How well do the GDI Action Plans comply with funder/legal requirements and CGIAR policies?   | IA         |   |                        |                         |   |  | <p>1. Review the CGIAR GDI Policies, identify the key GDI requirements and assess the extent to which the requirements have been incorporated in the GDI Action Plans</p> <p>2. Interview the Funder Relations team and Legal team on the key GDI requirements incorporated in funding agreements or required by law, how they are communicated to the centers, implemented and reported on.</p> <p>3. Review the GDI action plans to ascertain the extent to which they incorporate these GDI compliance requirements.</p> |
| <b>B. Relevance and sustainability</b>  |            |   |                        |                         |   |  |   |
| 4. To what extent have GDI/C&E-related recommendations for policies and practices to foster gender equity been mainstreamed within organizational practices for the relevance of the GDI Framework and 2025-27 Action Plan? | EF         | Documents with recommendations; GDI Framework and 2025 Action Plan; | Document Review; KII   | Comparison; explanatory | 1. Identify recommendations for policy and practice; 2. Identify which have been implemented and which have not in GDI Framework and 2025-27 Action plan; develop probing questions for KII to explain findings | Identify interview list; develop KII questions |   |

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| Sub-questions  | Allocation | Data Source  | Data Collection method  | Data Analysis   | EF Key Steps  | Need to do  | IA – Audit Tests   |
|--|------------|--|-------------------------|---|---|---|--|
| 5. How does GDI/Workforce reporting integrate with the performance reporting of CGIAR?   | EF / IA    | GDI/Workforce Dashboard data and metadata; internal policies on performance reporting; performance reporting system documentation and dashboard navigation guide | KII; Testing/validation | Systems Integration Analysis (focus: technical and semantic interoperability between the GDI dashboards and PRMS)   | 1. Map data pipeline and integration points with PRMS; 2. Test data interoperability with PRMS; 3. Analyse metric consistency across the systems  | Request access to dashboard, metadata and relevant systems documentation                  | 1. Interview the GDI team on how GDI reporting is integrated in the key performance reporting to management and board<br>2. For a selected sample of the reporting, ascertain the extent to which they incorporate GDI reporting |
| 6. To what extent do CGIAR's assurance mechanisms provide GDI-related information that is timely, reliable, and useful for informed decision-making, and how does this support the relevance and sustainability of the GDI agenda? | EF / IA    | GDI/Workforce Dashboard data and metadata; Sample data validation reports (if available); Previous evaluation reports on data quality                            | Test/Validation; FGD    | Timelag/timelines analysis; Qualitative Thematic Analysis of FGD on timeliness, reliability and decision usefulness | 1. Comparison of on-screen data visualization with downloadable datasets; 2. Assess timelines and reporting frequencies; 3. FGD with sample of dashboard users on data use for decision making and the data's decision usefulness | 1. Request dashboard access and documentation;<br>2. Identify key dashboard users for FGD | Review the reporting of GDI data and assess the frequency of updating or reporting and how the reliability of reported data is ensured.  |
| <b>C. Effectiveness</b>  |            |  |                         |   |   |   |  |
| 7. How effectively do governance and accountability structures support GDI implementation across CGIAR?  | EF         | (1) Organizational charts and role descriptions for GDI (2) Documentation of roles for former GDI focal points and current P&C                                   | KII;                    | Synthesis of interview data for governance and process Analysis:  | Need explanation of governance and accountability structures-interview? Documents? (i) Map the Data Governance Chain (ii) Identify accountability gaps  | Request relevant documents  |  |

| Sub-questions  | Allocation | Data Source  | Data Collection method                             | Data Analysis  | EF Key Steps   | Need to do                     | IA – Audit Tests   |
|--|------------|--|--|--|--|--------------------------------|--|
|  |            | community of practice roles  |  |  |  |                                |  |
| 8. How effective are data controls, streamlined processes, and coordinated assurance lines in supporting GDI systems?            | IA         |  |  |  |  |                                | Undertake a walkthrough of the GDI data collection and assurance process to identify: <ul style="list-style-type: none"> <li>• How is the data to be collected defined to ensure consistency across the reporting Centers</li> <li>• How is the data collected?</li> <li>• How are the systems used to maintain and report the data?</li> <li>• How is the data reviewed to ensure completeness and accuracy before it is reported?</li> </ul> |
| 9. How timely, reliable, and decision-useful is GDI monitoring and reporting?  | EF         | GDI/Workforce Dashboard data and metadata; The 2024 system-wide engagement survey results (for user perspectives); GDI Action Plans (to understand reporting requirements) | KII (or FGD?); Testing/validation; Document review | UX/usability analysis, data coherence analysis;  | 1. Dashboard usability test; 2. Data coherence check; 3. Assess user decision making process & perspectives  |                                |  |
| <b>D. Efficiency and Risks</b>   |            |  |  |  |  |                                |  |
| 10. Are roles, responsibilities, and controls clearly defined and functioning to support GDI risk management and implementation? | EF / IA    | Role descriptions related to GDI; Internal policies and guidelines   | Document Review; KII                               | Comparison of documented/stat ed roles against the experienced reality captured in interviews. | 1. Create RACI matrix of GDI (including data lifecycle) based on desk review; 2. Validate RACI in interviews | Request for relevant documents | Review the GDI framework, the JDs of persons assigned GDI roles and responsibilities to ensure the roles and responsibilities are clearly defined  |

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| Sub-questions  | Allocation | Data Source  | Data Collection method | Data Analysis                              | EF Key Steps   | Need to do | IA – Audit Tests  |
|--|------------|--|------------------------|--|--|------------|---|
| 11. Are oversight and management responsibilities appropriately defined, separated, and exercised in practice?       | EF / IA    | Governance Charters and Terms of Reference; GDI/C&E Action Plans and Progress Reports; 2017 Evaluation and Management Response | Document Review; KII   | Thematic analysis of qualitative evidence? | 1. Map the Formal Governance Structure;<br>2. Assess Evidence of Oversight in Practice (Validate Perceptions through Interviews) |            | Review the GDI framework and how the oversight and management responsibilities have been defined<br>Review how the reporting responsibilities are undertaken to support oversight roles   |
| 12. How integrated and effective are CGIAR's assurance systems in supporting GDI with strong controls and processes? | IA         |  |                        |  |  |            | 1. Interview the risk team on how GDI risks are assessed, monitored and reported on at CGIAR System level,<br>2. Review the documented GDI risks and risk treatments,<br>3. Review periodic risk reporting and assess the extent to which it includes reporting on key GDI risks and key risk indicators. |

## Annex 5. 2020 Framework Principles Compared to Outcomes for 2023–24 and 2025–27 Action Plans

| 2020 Principles & Objective  | Outcomes 2023–24   | Outcomes 2025–27   |
|--|--|--|
| <p>Principle 1: We commit to fostering diversity and inclusion</p> <p>1.2 A range of diversity demographics are identified for cross-System reporting and targets are adopted</p> <p>1.3 Open, voluntary platforms are created where staff can gather in communities to share common interests, concerns and support</p> <p>1.4 Targeted, collaborative sourcing and outreach increases diversity in applicant pools</p> <p>1.5 Selection processes and decisions are diversity-aware and support diversity targets</p> <p>1.6 GDI are embedded into learning and development strategies</p> <p>1.7 Retention, advancement and attrition are tracked with a GDI lens</p> | <p>Outcome 1: Inclusive Leadership<br/>Our leaders are committed and equipped to practice and model inclusive leadership behaviors</p> <p>1.1 Leadership behaviors are clearly defined<br/><i>Indicator:</i> Leadership competency model includes defined inclusive behaviors</p> <p>1.2 All leaders are trained in how to be inclusive leaders and how to build a diverse and equitable workplace<br/><i>Indicators</i></p> <ul style="list-style-type: none"> <li>Leaders that have completed training (# of leaders, % of total leaders)<br/>Leaders' GDI skills improved and capacities strengthened</li> </ul> <p>1.3 All leaders model inclusive behaviors internally and externally<br/><i>Indicators</i></p> <ul style="list-style-type: none"> <li>Panel Pledge Signatories (# of leaders, % of total leaders)</li> <li>Engagement surveys' responses related to perception of leaders' demonstrated commitment to inclusive behaviors</li> <li>Standard leadership behaviors established</li> </ul> <p>1.4 Leaders actively sponsor and champion GDI internally<br/><i>Indicators</i></p> <ul style="list-style-type: none"> <li>Published ToR and regular well-attended Steering Group meetings (minimum four annually)</li> <li>Annual leadership survey responses identifying their self-assessed capability and yearly activities.</li> </ul> <p>1.5 System Board are fully aware of and aligned with CGIAR GDI workplace approaches<br/><i>Indicator:</i> Updates delivered to SC and IPB</p> | <p>Outcome 1: Inclusive Leadership<br/>CGIAR's leadership is inclusive and able to build environments of trust, collaboration, innovation and creativity, where people are heard, recognized and empowered to contribute.</p> <p>SHORT TERM IMPACT INDICATORS</p> <ul style="list-style-type: none"> <li>A co-developed leadership competency framework is designed and endorsed by Centers and the System Organization.</li> <li>Number of Centers and System Organization adopting the competency framework.</li> <li>A common standard of Inclusive Leadership skills and behaviors will be measured through: <ul style="list-style-type: none"> <li>Number of Centers and the System</li> <li>Organization that adopts the Leadership Competencies that are integrated into, for example: <ul style="list-style-type: none"> <li>Job descriptions and ToRs' Performance Criteria</li> <li>Promotion Criteria</li> </ul> </li> </ul> </li> </ul> <p>Indicators for the Leadership training program:</p> <ul style="list-style-type: none"> <li>A minimum of 100 staff across Centers and the System Organization attend the Leadership training program broken down by various dimensions.</li> <li>Performance improvement tracked through supervisor feedback on the extent to which leaders apply their learning outcomes to achieve better results at work.</li> </ul> <p>Indicators for the E-learning module:</p> <ul style="list-style-type: none"> <li>Inclusive leadership E-learning module launched.</li> <li>Number of staff that complete the E-learning module.</li> </ul> <p>LONG-TERM IMPACT INDICATORS</p> <ul style="list-style-type: none"> <li>Overall improvement in staff perception of leadership, demonstrated through % improvement in Engagement /Pulse survey scores and increased retention rates.</li> </ul> |

| 2020 Principles & Objective  | Outcomes 2023–24  | Outcomes 2025–27   |
|--|---|--|
| <p>Principle 2: We commit to providing fair, safe and inclusive workplaces</p> <p>2.1 Standards of conduct are clear, and in line with our shared values. A respectful culture is consciously developed</p> <p>2.2 Pay parity is monitored and addressed</p> | <p>OUTCOME 2 INCLUSIVE WORKPLACE CULTURE – Every person who works at CGIAR feels welcomed, valued, and supported to have an equal chance to succeed</p> <p>2.1 Inclusion is clearly defined and understood by everyone as a core part of CGIAR Culture<br/><i>Indicator:</i> Completion of culture principles, action plan and framework</p> <p>2.2 Increased understanding and capacities for all staff to contribute to a diverse and inclusive workplace<br/><i>Indicators</i></p> <ul style="list-style-type: none"> <li>• # of staff who have completed e-modules</li> <li>• Number of GDI e-modules, instructor-led courses, toolkits and guides available by language</li> <li>• # Of downloads from knowledge hub of toolkits and guides</li> </ul> <p>2.3 CGIAR’s GDI Architecture, including Community of Practice, is formalized and fully resourced to build support for inclusive workplaces and underrepresented groups<br/><i>Indicators</i></p> <ul style="list-style-type: none"> <li>• Clear Charters for all existing and new ERG published and publicly available</li> <li>• Launch of new ERGs</li> <li>• Launch of ERG dashboards</li> <li>• Launch of Male Allies group</li> <li>• Attendance and evaluation at annual meeting</li> <li>• # Of GDI focal points, ERGCC and other GDI CoP members trained</li> </ul> <p>2.4 GDI-related communications and knowledge products are regular and accessible<br/><i>Indicators</i></p> <ul style="list-style-type: none"> <li>• ERG Knowledge Hub established</li> <li>• Usage of Knowledge Hub (# of visits, page views, time on site and # of downloads)</li> </ul> | <ul style="list-style-type: none"> <li>• Number of centers and the System Organization that track and measure improvement in leadership competencies (e.g. performance review, 360, Pulse or Engagement surveys).</li> <li>• Overall satisfaction with the Inclusive Leadership E-learning module.</li> </ul> <p>OUTCOME 2 WORKPLACE CULTURE – Foster a culture of fairness, opportunity and respect across CGIAR’s workplaces and the communities in which we serve.</p> <p>SHORT TERM IMPACT INDICATORS</p> <ul style="list-style-type: none"> <li>• Design of the framework and completed consultation and endorsement by all Centers.</li> <li>• A pilot across two Centers as proof of concept.</li> <li>• Implementation roadmap.</li> <li>• Improved response rate for Workforce Engagement Survey.</li> <li>• Improved trends in Workforce Engagement Survey outcomes.</li> <li>• A co-developed core competency framework endorsed by Centers and the System Organization is available to adopt and adapt.</li> <li>• Number of Centers, including the System Organization, that adopt and adapt the framework, as shown in their:</li> <li>• Standard Job descriptions</li> <li>• Terms of reference (ToRs)</li> <li>• Performance evaluation criteria</li> <li>• Talent development initiatives</li> <li>• Promotion criteria</li> </ul> <p>Performance management guidelines and practices are co-developed and adopted by Centers and the System Organization and published on an internal dashboard for learning purposes.</p> <ul style="list-style-type: none"> <li>• Design and development of RWP training E-learning module, participation rate and satisfaction scores.</li> <li>• Effective learning content delivered through a range of channels.</li> <li>• Improved engagement with resources on the Knowledge Hub.</li> <li>• Number of nominations received for Oscars by Center.</li> <li>• Work of winners is showcased and published.</li> </ul> <p>Regularity of colleague communities’ meetings and active member involvement.</p> <p>Staff participation in events and satisfaction scores.</p> |

| 2020 Principles & Objective | Outcomes 2023–24  | Outcomes 2025–27   |
|-----------------------------|---|--|
|                             | <ul style="list-style-type: none"> <li>• Organogram for GDI dept in line with P&amp;C</li> <li>• Communications metrics appropriate to channels and defined in strategy (e.g., followers, reach, attendance at events, website visits)</li> </ul> <p>An Inclusive Language Policy with accompanying guidance is developed</p> <p>2.5 A cross-CGIAR approach to workplace wellbeing is adopted</p> <p>Indicators</p> <ul style="list-style-type: none"> <li>• Cross-CGIAR wellbeing approach developed and approved</li> <li>• Report developed and widely circulated</li> </ul> | <ul style="list-style-type: none"> <li>• Number of guidelines produced on the mentioned topics.</li> <li>• Number of guidelines adopted by Centers and the System Organization.</li> <li>• Number of centers and the System Organization that add training resources onto their own Learning Management Systems.</li> <li>• Increase in active membership in Mentoring and Connect programs.</li> <li>• Number of wellbeing sessions delivered, attendance and overall participant feedback.</li> <li>• Publication of a best practice dashboard detailing capacity available at CGIAR to accommodate a range of staff needs.</li> <li>• Number of people trained in mental health first aid and their satisfaction scores.</li> <li>• Number of counselling sessions provided to staff by the Rome Institute.</li> </ul> <p>LONG-TERM IMPACT INDICATORS</p> <ul style="list-style-type: none"> <li>• Trends in leadership behaviours and performance system.</li> <li>• Deep data analysis being leveraged to build development programs.</li> <li>• Higher retention rates.</li> <li>• Positive results in the engagement survey.</li> <li>• Annually report on Workforce Engagement Survey progress trends.</li> <li>• Improved retention and promotion trends.</li> <li>• Annually publish a best practice guideline that details performance management approaches across CGIAR as a learning tool.</li> <li>• Improved capacity to accommodate a range of staff needs.</li> <li>• Improved perception of performance evaluation, as measured in the Workforce Engagement Survey.</li> <li>• Annually report on Workforce Engagement Survey progress trends.</li> <li>• Improved retention and promotion trends.</li> </ul> |

| 2020 Principles & Objective  | Outcomes 2023–24   | Outcomes 2025–27  |
|--|--|---|
| <p>Principle 3: We commit to raising gender equity, diversity and inclusion awareness and reducing bias, including unconscious bias, in the workplace</p> <p>3.1 GDI leadership and Community of Practice are in place</p> <p>3.2 Leadership on workplace GDI is expected behavior for all staff, especially CGIAR senior staff and Board Members</p> <p>3.3 GDI are integrated into cross-System learning and advances the organization’s strategy</p> <p>3.4 GDI communication is frequent, ongoing, innovative, and contributes to an enhanced CGIAR reputation</p> | <p><b>OUTCOME 3: DIVERSE REPRESENTATION</b><br/>Through equitable recruitment, retention, and advancement, CGIAR works to reflect the world it serves with a broad range of diversity dimension represented at all levels</p> <p>3.1 A broad range of diversity dimensions beyond gender are defined, and disaggregated targets are set<br/>Indicator: Collected and reported bi-annually on key GDI workforce data</p> <p>3.2 GDI is mainstreamed into all recruitment policies, processes and procedures using effective evidence-based solutions<br/>Indicators</p> <ul style="list-style-type: none"> <li>• CGIAR Inclusive Recruitment Toolkit mainstreamed</li> <li>• De-biasing recruitment training provided</li> <li>• Development cross-CGIAR approaches to returnship, scholarships and internships.</li> </ul> <p>Internal dashboard on recruitment, promotions and retention</p> <p>3.3 GDI is mainstreamed into all talent performance, development and retention policies, processes and procedures using effective evidence-based solutions<br/>Indicators</p> <ul style="list-style-type: none"> <li>• Inclusive Performance Management Best Practice Guide developed, good practices mainstreamed</li> <li>• Mentorship program piloted</li> <li>• Flexible work guide published</li> <li>• CGIAR benefits reviewed</li> </ul> <p>Pay gap guidance published</p> | <ul style="list-style-type: none"> <li>• Annually publish a best practice guideline that details performance management approaches across CGIAR as a learning tool.</li> <li>• Improved capacity to accommodate staff needs.</li> <li>• Improved perception of performance evaluation as measured in the Workforce Engagement Survey.</li> </ul> <p><b>OUTCOME 3 WORKFORCE REPRESENTATION</b><br/>Deepen understanding of workforce data to uncover actionable insights, improving workforce dynamics.<br/><b>SHORT TERM IMPACT INDICATORS</b><br/>Publication of a comprehensive internal data dashboard covering all CGIAR Centers and the System Organization, incorporating newly collected data and self-reporting metrics.<br/>The Recruitment Guidelines process becomes the common standard at CGIAR.<br/>Representative staffing of Science Portfolio and Accelerators.<br/>Number of Centers and System Organization sharing data via CGIAR 360 People Database to enable accurate reporting and analysis.<br/>Number of Centers and System Organization adopting compatible exit data practices.<br/><b>LONG-TERM IMPACT INDICATORS</b><br/>Positive progress is measured in CGIAR’s workforce data at a System Organization and Center level.</p> |
| <p>Principle 4: We commit to accountability on workplace gender equity, diversity and inclusion advancement</p>  | <p><b>OUTCOME 4: ACCOUNTABILITY</b><br/>Everyone is held accountable to deliver on CGIAR’s GDI vision</p>  | <p><b>OUTCOME 4 ACCOUNTABILITY</b><br/>CGIAR governing bodies are fully informed on, and hold accountability for, C&amp;E progress and future advancements.</p>   |

| 2020 Principles & Objective   | Outcomes 2023–24  | Outcomes 2025–27  |
|---|---|---|
| <p>4.1 GDI are firmly embedded into CGIAR Entities' strategy and planning</p> <p>4.2 GDI are shared CGIAR values and staff competencies</p> <p>4.3 GDI are a standard component in CGIAR evaluation programs</p> <p>4.4 Workplace GDI is a standard component of CGIAR audit programs</p> | <p>4.1 Regular GDI monitoring and reporting takes place and recommendations based on findings shared (e.g. GDI Matrix, workforce dashboard, engagement and pulse surveys)</p> <p>Indicators</p> <ul style="list-style-type: none"> <li>• GDI Matrix revised</li> <li>• Reporting of workforce data formalized in Privacy Notice</li> <li>• Workforce dashboards with targets</li> <li>• GDI-responsive engagement survey</li> </ul> <p>4.2 GDI is key component of staff competencies and embedded in everyone's performance review</p> <p>Indicators</p> <ul style="list-style-type: none"> <li>• Review of CGIAR core values and competencies</li> <li>• Staff assessed on GDI competencies</li> <li>• Managers and staff trained on Performance Management</li> </ul> <p>4.3 GDI is mainstreamed into CGIAR monitoring, evaluation and learning activities to enhance oversight for GDI mainstreaming</p> <p>Indicators</p> <ul style="list-style-type: none"> <li>• Evaluation design and conduct strive to fully address GDI parameters</li> <li>• Evaluation teams are gender balanced and include GDI-related expertise</li> <li>• GDI issues and principles are mainstreamed across core sections of the evaluation reports and ensuring that GDI-related findings are reflected in the conclusions and recommendations of evaluations</li> <li>• Understanding/capacities around responsiveness to gender, diversity, and inclusion (GDI) standard of the Evaluation Framework</li> </ul> <p>4.4 GDI is mainstreamed into CGIAR audit activities to enhance integration of GDI considerations</p> <p>Indicator: Audit requests answered</p> <p>4.5 GDI budgets are set, adopted, tracked, and reported on</p> <p>Indicator: Approved annual GDI budget</p> <p>4.6 Individual staff, teams and leaders are formally recognized and rewarded for advancing GDI in the workplace</p> <p>Indicator: Launch of updated awards program</p> | <p>Senior leaders have clear accountability to improve collaboration and workplace culture to fuel innovation and propel us toward our 2030 goals.</p> <p>SHORT TERM IMPACT INDICATORS</p> <ul style="list-style-type: none"> <li>• The C&amp;E 2025–2027 Action Plan is fully resourced.</li> <li>• The DEMD, EMD, Integrated Partnership Board and System Council are regularly updated on progress as per the Action Plan.</li> <li>• C&amp;E Index is co-developed with P&amp;C CoP and further endorsed by GLT, IPB and SC.</li> <li>• Publication of the C&amp;E Index covering all Centers and the System Organization.</li> <li>• The Audit and Evaluation functions consider the C&amp;E lens while carrying out their mission.</li> </ul> <p>LONG-TERM IMPACT INDICATORS</p> <ul style="list-style-type: none"> <li>• Number of Centers and the System Organization meeting their commitments based on the C&amp;E index.</li> <li>• Number of Centers and the System Organization that adopt the Culture Framework.</li> <li>• 2/3 year progress report shared with GLT, IPB, SC.</li> </ul> |

| 2020 Principles & Objective   | Outcomes 2023–24   | Outcomes 2025–27 |
|---|--|------------------|
|   | <p>4.7 The Gender, Diversity, Inclusion and Culture Department is fully staffed and resourced</p> <p>Indicator: GDI Function staffed and resourced</p> |                  |
| <p>Principle 5: We commit to progressing in partnership</p> <p>5.1 CGIAR Entities actively contribute to System-wide coordination mechanisms on GDI</p> <p>5.2 CGIAR Entities seek international recognition for GDI progress made</p> <p>5.3 Procurement of goods and services is aligned with the diversity mandate</p> <p>5.4 CGIAR Entities support scholarship and internship programs for underrepresented populations</p> <p>5.5 GDI measurement promotes accountability (linked to principle 4)</p> |  |                  |

## Annex 6. Comparison of 2020 Framework, 2023–2024 and 2025–27 Action Plan in terms of intended results

| From <i>Framework for Gender, Diversity and Inclusion (2020)</i> — Intended Results. From the Framework and its associated 2020–2021 Action Plan, the key intended results include:   | From <i>Action Plan Advancing GDI in CGIAR's Workplaces (2023–2024)</i> the Outcome Level  | From <i>Action Plan For Advancing Culture And Engagement (C&amp;E) In CGIAR'S Workplaces (2025–27)</i> Outcome Level   |
|---|--|--|
| <p><b>Shared Vision:</b> “CGIAR’s workplaces are enabling and inclusive. Diversity in all its dimensions is embraced, and every person is supported to reach their full potential.”</p>                                       | <p><b>Outcome: Inclusive Leadership</b> — Leaders are committed and equipped to model inclusive leadership behaviors.</p>  | <p><b>Outcome 1: Inclusive Leadership</b><br/>Strategic Goal: CGIAR’s leadership is inclusive and able to build environments of trust, collaboration, innovation and creativity, where people are heard, recognized and empowered to contribute.</p>   |
| <p><b>Inclusive Workplaces:</b> Enabling environments / workplaces that are safe, respectful, inclusive of all identities, abilities, etc. Policies, norms, culture.</p>  | <p><b>Outcome: Workplace Culture / Respectful Safe Environment.</b><br/>Shared approaches to safe &amp; respectful workplaces; improvements in inclusion-related policies (work-life, parental leave, flexible working).</p>   | <p><b>Outcome 2: Workplace Culture</b><br/>Foster a culture of fairness, opportunity and respect across CGIAR’s workplaces and the communities in which we serve</p> <p>Strengthen and expand the Culture &amp; Engagement function to deliver a community-driven ecosystem across CGIAR.</p> <p>Build a robust enterprise-wide approach to improved workplace wellbeing</p> |
| <p><b>Staff Diversity:</b> Improve the diversity of staff (including gender, nationality, life stage, etc.) across Levels/Roles. For example, specific targets: 35% women in professional roles by end 2020; 40% by 2021.</p> | <p><b>Outcome: Representation &amp; Diversity in Multiple Dimensions</b> — Expanded targets beyond gender; monitoring throughout career pipeline; improving representation in leadership, professional roles, promotions across diversity dimensions.</p> <p><b>Outcome: Policy &amp; Practice Enhancements</b> — Shared policies for work-life balance, parental leave, inclusive policies; consistent and system-wide practices.</p> | <p><b>Outcome: Workforce Representation</b><br/>Deepen understanding of workforce data to uncover actionable insights, improving Workforce dynamics.</p> <p>Deepen understanding of workforce data to uncover actionable insights, improving talent management processes.</p>  |

| <p><b>From Framework for Gender, Diversity and Inclusion (2020) – Intended Results. From the Framework and its associated 2020–2021 Action Plan, the key intended results include:</b></p> | <p><b>From Action Plan Advancing GDI in CGIAR’s Workplaces (2023–2024) the Outcome Level</b></p>  | <p><b>From Action Plan For Advancing Culture And Engagement (C&amp;E) In CGIAR’S Workplaces (2025–27) Outcome Level</b></p>   |
|--|---|---|
| <p><b>Awareness and Reducing Bias:</b> Training, awareness raising, unconscious bias mitigation; GDI Learning products; GDI Expert webinars; e-learning; GDI focal point training.</p>     | <p><b>Outcome: Bias Mitigation</b> – Reduced inequity or potential bias in recruitment, promotion; training; awareness; tools for bias reduction.</p>   |   |
| <p><b>Accountability:</b> Use of GDI Matrix; dashboards; reporting; use of best practice benchmarks; roles &amp; responsibilities defined; Entities responsible.</p>                       | <p><b>Outcome: Accountability &amp; Data-driven Decision-making</b> – Integrating accurate GDI data into workforce planning; strong indicators and metrics; reporting of outputs and outcomes; updated GDI Matrix aligned with structure.</p> | <p><b>Outcome: Accountability</b></p> <p>CGIAR governing bodies are fully informed on, and hold accountability for, C&amp;E progress and future advancements.</p> <p>Senior leaders have clear accountability to improve collaboration and workplace culture to fuel innovation, and propel us toward our 2030 goals.</p> |
|  | <p><b>Outcome: Partnerships and Extension of GDI Principles</b> – Engaging partners in adopting GDI; embedding principles internally &amp; externally; system wide shared tools etc.</p>  |   |

## Annex 7. GDI/C&E Action Plan Comparison by Theme

| Theme   | 2022–2024 GDI Action Plan  | 2025–27 C&E Action Plan   | 2030 Strategy   | Additional Notes   |
|---|--|---|---|--|
| Systems Thinking  | <p>The GDI Action Plan supports systems thinking by promoting inclusive leadership and workplace culture, which are essential for fostering a resilient and innovation-driven organization. Emphasizes inclusive leadership and inclusive workplace culture, aiming to create environments where all individuals feel welcomed, valued, and supported. Aims to mainstream GDI across CGIAR, integrating GDI principles into various organizational processes and structures.</p> | <p>Emphasizes organizational culture change through systems thinking, collaboration and well-being ensuring the CGIAR is resilient and innovation driven<br/>Action Plan trains staff in systems thinking and proactive problem solving</p> | <p>Focuses on delivering integrated, systems-based science to transform food, land, and water systems<br/>Organizes its work around systems transformation approaches</p>   | <p>The focus on systems strengthening in both documents suggests that they are in alignment on the need for an adaptive culture to strengthen CGIAR's capacity for integrated, multidisciplinary research, which are needed for CGIARs research.</p>   |
| Building Capacity and Inclusive Leadership for social inclusion and scaling goals | <p>Addresses capacity building and inclusive leadership by developing inclusive leaders and fostering an inclusive workplace culture, which are crucial for achieving social inclusion and scaling goals.</p>  | <p>Invests in leadership training, entrepreneurship, and inclusive practices to shape a workforce ready for CGIAR's future</p>  | <p>The 2030 Strategy does not explicitly talk about building capacity for GDI or C&amp;E.<br/><br/>Capacity-sharing is a big part of the model – CGIAR commits to mutual learning, institutional strengthening, training, fellowships, etc., with partners especially in the global South, not just a one-way transfer of knowledge</p> | <p>There is a slight link if we extend beyond the 2030 document and look at how the strategy is operationalized in the 2025–2030 Research Portfolio documentation which talks about the Gender Equality, youth and social inclusion accelerator, and how that promotes integration into research design, execution and outcomes.</p> |
| Embedding Inclusivity Across Research   | <p>Supports the embedding of inclusivity across research by integrating GDI principles into organizational processes and fostering an inclusive culture, which are essential for ensuring that inclusivity is embedded across all aspects of CGIAR's operations.</p>   | <p>Focuses on internal inclusivity and equitable practices</p>  | <p>The 2030 Strategy does not explicitly talk about embedding inclusivity across research</p>   | <p>Same as above</p>   |

| Theme        | 2022–2024 GDI Action Plan  | 2025–27 C&E Action Plan   | 2030 Strategy   | Additional Notes  |
|--------------|--|---|---|---|
| Partnerships | <p><b>Internal:</b> Emphasizes collaboration within CGIAR and with the Gender Impact Platform to grow gender research talent from the Global South.</p> <p><b>Limited External Partnerships:</b> While the plan acknowledges the importance of partnerships, it primarily concentrates on internal organizational development and capacity building.</p> | <p>Internal. Highlights the need for internal partnerships to drive cultural transformation, focusing on leadership training, inclusive practices, and employee well-being.</p> <p>Indirect External Engagement: Mentions in collaboration with external partners but does not detail specific strategies or actions.</p> | <p>There is a commitment to more inclusive, equitable partnership modalities: ensuring partner perspectives, especially those of those directly affected, feed into agenda-setting and system-reform through processes like co-analysis, co-design, and shared ownership. Focus on three types of partnerships: peer, private sector, multi-stakeholder year platforms, and global and regional bodies.</p> | <p>The 2022–2024 GDI and 2025–2027 C&amp;E Action Plans emphasize internal collaboration and capacity building, the 2030 Strategy places partnerships at the core of its approach, recognizing them as essential for achieving its mission of transforming food, land, and water systems.</p> |

## Annex 8. Recommendation Mapping from 2017 Evaluation of Gender at the CGIAR Workplace against the 2020 GDI Framework and the C&E Action Plan 2025–2027

| Recommendations from the <u>Evaluation of Gender at the CGIAR Workplace</u> (2017) Accepted Or supported (7)  | Framework For Gender, Diversity, and Inclusion In CGIAR's Workplaces. 2020.   | CGIAR's Culture & Engagement Action Plan 2025–2027   |
|---|---|--|
| <p><b>Recommendation 2a:</b> Develop and adopt a time-bound Policy on Gender in CGIAR Research, setting out expectations and shared commitments of both centers and CRPs. No GDI focus.</p>   | <p><b>Key findings:</b> Slightly aligned. The framework addresses time-bound commitments, shared expectations and policies – the workplace dimension. However, Rec.2a seems to be about a policy on gender in research. They both mentioned gender but Rec. on what is being researched, while the framework focuses on researchers/leadership.</p>                     | <p><b>Key findings:</b> Slightly aligned. The 2025–27 plan supports the principle that gender diversity matters for performance and has shared metrics. Metrics are included in dashboards..</p>   |
| <p><b>Recommendation 3a:</b> Put in place a Gender Champion on the System Management Board. With a specific focus on GDI.</p>   | <p><b>Key finding:</b> Aligned. Institutionalizing the appointment of GDI Champions on the SMB, which includes gender. The only nuance is that the role is broader than gender alone.</p> <p>The Framework does not specify whether there will be one dedicated Gender Champion or multiple champions covering different aspects of GDI.</p>                            | <p><b>Key finding:</b> Partially aligned. The Action Plan advances inclusivity and gender balance broadly but there is no Gender Champion role on the SMB. The plan emphasizes inclusive leadership, workplace culture, workforce representation, and accountability, including leadership competency frameworks, gender-balanced pipelines, and culture transformation.</p> |
| <p><b>Recommendation 6:</b> Require biennial reporting from centers on progress against KPIs defined in the Gender and Diversity Policy and the system-level Gender at the Workplace Strategy, accompanied by a compilation of innovative practices and lessons learned, with a specific focus on. GDI.</p> | <p><b>Key finding:</b> Partially aligned. It establishes reporting, KPIs, accountability, and learning mechanisms; lacks structured compilation of innovations/lessons learned. Includes benchmarks, reporting, and monitoring mechanisms with accountability resting on entity leadership; Mentions regular reporting and public sharing of success and learnings.</p> | <p><b>Key finding:</b> Aligned. While the Action Plan emphasizes monitoring and reporting on inclusivity–no biennial centre-level GDI KPI reporting or lessons-learned compilation requirement.</p>  |

| Recommendations from the <u>Evaluation of Gender at the CGIAR Workplace</u> (2017) Accepted Or supported (7)  | Framework For Gender, Diversity, and Inclusion In CGIAR's Workplaces. 2020.   | CGIAR's Culture & Engagement Action Plan 2025-2027   |
|---|---|--|
| <p><b>Recommendation 7:</b> All centers should develop a compelling case outlining the benefits of gender diversity for organizational performance, complemented with a clear strategy and KPIs. GDI focus.</p>   | <p>Commits to continuous learning and updates each business cycle.</p> <p><b>Key findings:</b> Mostly aligned. It provides the compelling case (in the start of the framework), strategy (systems level with vision, principles, objectives and roles), and KPIs framework (requires centers/entities to track progress against agreed KPIs and report on them)</p> <p>Framework sets out a system wide case and shared strategy. Expected to align with the system wide framework and action plan.</p>   | <p><b>Key findings:</b> Partial alignment. The Action Plan promotes gender balance and accountability system-wide but does not directly fulfil Rec. 7, does not instruct centers to independently develop a gender diversity business case, strategy, and KPIs. Focus on the importance of inclusivity, gender balance in leadership pipelines, accountability frameworks, and culture transformation; need for measurable outcomes and tracking progress; does not require Centers to individually produce a formalized case for gender diversity's impact on performance, nor does it mandate that each Center create its own GDI strategy with KPIs tied specifically to organizational benefits.</p> |
| <p><b>Recommendation 8:</b> Centers should take a more proactive and systematic approach to strengthening diversity and inclusion, with emphasis on mobilizing female candidates in recruitment, particularly at leadership and scientist levels. GDI focus.</p>              | <p><b>Key findings:</b> Mostly aligned.</p> <p>It establishes systematic and proactive approaches to D&amp;I in recruitment, with explicit mention of mobilizing women into leadership roles. It does not directly emphasize female scientists as a priority recruitment group, so the focus on research-level staff could be strengthened.</p> <p>Focus on Female Leadership: Emphasis on female representation in Boards and executive leadership; Recognizes evidence that more women in top management improves organizational performance.</p> | <p><b>Key findings:</b> Partial alignment</p> <p>Talks about gender-balanced recruitment and leadership pipelines, but it is not fully aligned since it lacks explicit Center-level directives to systematically mobilize female candidates for leadership and scientist positions.</p> <p>Building gender-balanced leadership pipelines; Strengthening inclusive recruitment practices; Embedding accountability for leaders on inclusivity outcomes; Creating an enabling workplace culture that supports diverse talent.</p>  |
| <p><b>Recommendation 9:</b> Centers should prioritize building inclusive workplaces by ensuring leaders communicate commitment, taking critical steps to strengthen inclusion, and assessing progress every two years with findings shared with Center Boards. GDI focus.</p> | <p><b>Key finding:</b> Partial alignment. The Framework partially meets Recommendation 9. It fully covers leadership commitment and inclusion – strengthening actions. It establishes reporting and assessments, but not at the explicitly two – year interval called for in the recommendation.</p>  | <p><b>Key findings:</b> Partial alignment. The Action Plan supports leadership accountability and workplace inclusivity but is not fully aligned with the recommendation; there is no clear biennial Center-level assessment requirement with reporting to Center Boards.</p>  |
| <p><b>Recommendation 1 (Category C):</b> The System Council should adopt an overarching, high-level CGIAR Vision Statement on Gender Equity and</p>   | <p><b>Key findings:</b> Partial alignment. It advances institutionalization of gender commitments, but the Recommendation's strategic and symbolic elements (vision statement + champion) remain unfulfilled.</p>   | <p><b>Key findings:</b> Partial alignment. focuses on system-wide culture, engagement, inclusivity, and gender-balanced leadership pipelines. Addresses accountability and leadership roles within the SMB and Centers; does not mention a System Council-level</p>  |

| <p><b>Recommendations from the <a href="#">Evaluation of Gender at the CGIAR Workplace</a> (2017) Accepted Or supported (7)</b></p>  | <p><b>Framework For Gender, Diversity, and Inclusion In CGIAR's Workplaces. 2020.</b></p>  | <p><b>CGIAR's Culture &amp; Engagement Action Plan 2025-2027</b></p>  |
|--|--|---|
| <p>appoint a Gender Champion from among its members. GDI focus.</p> <p>Strengthen the systematic incorporation of equity issues into research design and analysis. Diversify partners and skills</p> <p>"...Expand socio-economic work, including poverty and livelihood assessments, adoption studies, policy and institutional analyses, and in-depth gender and youth studies, with strengthened in-house capacity and/or additional partners"</p> <p><a href="#">2021 Synthesis Of Learning From A Decade Of CGIAR Research Programs</a></p> | <p><b>Key findings:</b> Alignment. Emphasizes embedding gender, diversity, and inclusion principles into all organizational practices. It supports the systematic consideration of equity issues in research design and analysis. The Framework encourages inclusive research teams and partnerships to diversify skills and expertise. It provides a foundation for expanding socio-economic work, including gender, youth, and policy studies.</p>       | <p>Vision Statement on Gender Equity or the appointment of a Gender Champion from the System Council.</p> <p><b>Key findings:</b> Alignment. Primarily focused on organizational culture, leadership, and engagement, not on specifying systematic incorporation of equity issues into research design and analysis or expanding socio-economic, gender, and youth-focused studies. It does not explicitly mandate diversifying research partners or in-house research capacities in the detailed way the recommendation describes.</p> |
| <p>Enhance internal and partners' capacities on GESI and intersectional analysis. There remains a need to further broaden the internal skill set to include more social scientists and gender experts, particularly in RAFS and GI science groups.</p> <p><a href="#">CGIAR Science Groups Evaluations: GENDER EQUALITY AND SOCIAL INCLUSION</a></p>   | <p><b>Key findings:</b> Alignment. It emphasizes creating inclusive, equitable, and safe workplaces where all staff can fully participate; promotes diverse research teams and partnerships to advance social inclusion; encourages collaboration and shared decision-making, supporting co-design and co-innovation processes. Lays foundation for integrating GESI principles into research and organizational practices.</p>                            | <p><b>Key findings:</b> Alignment. Supports general CB for inclusivity and GDI but does not directly address the recommendation's call for targeted expansion of social science and gender expertise in specific areas. Has a focus on Workforce development and competency frameworks aimed at inclusive leadership and skills enhancement; Strengthening internal capacity and accountability for gender and diversity outcomes; Promoting learning and knowledge-sharing to embed inclusive practices across the system</p>          |
| <p>Provide foundational GESI training and guidance to all scientists to enhance the QoS research outputs related to GESI.</p> <p><a href="#">CGIAR Science Groups Evaluations: GENDER EQUALITY AND SOCIAL INCLUSION</a></p>  | <p><b>Key findings:</b> Alignment. The Framework emphasizes creating inclusive, equitable, and safe workplaces in CGIAR. It sets principles and actions to ensure all staff can contribute fully and participate in decision-making. It promotes diverse research teams and partnerships to support social inclusion. The Framework encourages collaboration and shared responsibility, providing a foundation for GESI-related guidance and training.</p> | <p><b>Key findings:</b> Alignment. Directly aligned promotes inclusive leadership, accountability, systemic learning on gender, diversity, and inclusion. Workforce development and competency frameworks to build inclusive leadership and enhance skills across the system; Strengthen internal capacity and accountability for achieving gender/diversity outcomes; Promote learning, knowledge-sharing, and engagement to embed inclusive practices system-wide.</p>  |

| <b>Recommendations from the <a href="#">Evaluation of Gender at the CGIAR Workplace</a> (2017) Accepted Or supported (7)</b>  | <b>Framework For Gender, Diversity, and Inclusion In CGIAR's Workplaces. 2020.</b>   | <b>CGIAR's Culture &amp; Engagement Action Plan 2025-2027</b>   |
|---|--|---|
| <p>Within CGIAR, foster an environment that is conducive to, and facilitates and encourages demand-led, inclusive and participatory processes of co-design and co-innovation ... Inclusive research teams and partnerships are an essential part of a social inclusion approach—pg. 3.<br/><a href="#">Gender Position Paper.</a></p> | <p><b>Key findings. Alignment.</b> The Framework outlines CGIAR's commitment to inclusive, equitable, and safe workplaces. It sets principles and actions to enable all staff to participate fully and collaborate. By supporting diverse research teams and partnerships, it advances social inclusion. It also encourages shared decision-making, key to co-design and co-innovation. Overall, it guides embedding inclusive practices into CGIAR's culture.</p> | <p><b>Key findings. Alignment.</b> promotes inclusive and participatory processes in line with co-design and co-innovation principles; emphasizes diverse and collaborative research teams to strengthen social inclusion; Staff development and capacity-building initiatives foster a respectful, community-driven culture; Performance management and organizational practices are designed to support transparency, collaboration, and stakeholder engagement</p> |

## Annex 9. List of Documents Consulted

2021 Synthesis of Learning from a Decade of CGIAR Research Programs. 2021.

[2021 Synthesis of Learning from a Decade of CGIAR Research Programs | IAES | CGIAR Independent Advisory and Evaluation Service](#)

Action Plan for Advancing Culture & Engagement (C&E) in CGIAR's Workplaces 2025-27.

<https://cgspace.cgiar.org/server/api/core/bitstreams/37804290-e5a9-4e4f-9dbf-f29db6ad821d/content>

Action Plan for Advancing Culture & Engagement (C&E) in CGIAR's Workplaces 2023-24.

[GDI-Action-Plan-2334-31-May.pdf](#)

Action Plan for Gender, Diversity and Inclusion within CGIAR Workplaces 2020-21.

<https://cgspace.cgiar.org/server/api/core/bitstreams/fe9d57ac-6d1a-4eee-aa32-10b80db15c2d/content>

CGIAR 2030 Research and Innovation Strategy: Transforming food, land and water systems in a climate crisis. 2021. [CGIAR 2030 Research and Innovation Strategy](#).

CGIAR 360 People Database. 2023-25. Internal document.

CGIAR Culture & Engagement. 2025. Gender Diversity and Inclusion reframed to Culture & Engagement.

<https://www.cgiar.org/meeting-document/22nd-cgiar-system-council-meeting/>

CGIAR Culture & Engagement. 2025. GDI Impact in 2024.

<https://www.cgiar.org/meeting-document/22nd-cgiar-system-council-meeting/>

CGIAR Culture & Engagement. 2024. GDI workforce data collection guide.

CGIAR Culture & Engagement. 2024. GDI data collection FAQs

CGIAR Culture & Engagement. 2024. GDI number swaps explained.

CGIAR Culture & Engagement. 2024. GDI Platform user guide.

CGIAR Culture & Engagement. 2025. Draft GDI progress Index framework

CGIAR Evaluation Framework. 2022.

<https://iaes.cgiar.org/evaluation/publications/cgiar-evaluation-framework>

CGIAR Evaluation Policy. 2022.

<https://iaes.cgiar.org/evaluation/publications/cgiar-evaluation-policy>

CGIAR Gender, Diversity and Inclusion in CGIAR's workplaces. 2020. CGIAR's GDI Matrix: Promoting Transparency and Accountability for Gender, Diversity and Inclusion in CGIAR workplaces.

<https://www.cgiar.org/research/publication/gdi-matrix-factsheet/>

CGIAR Gender, Diversity and Inclusion in CGIAR's workplaces. 2022. Evidence Compendium mined from the 2021 CGIAR Decadal Synthesis and Evaluations of CGIAR Platforms for Big Data in Agriculture and Excellence in Breeding.

CGIAR Gender, Diversity and Inclusion in CGIAR's workplaces. 2022. GDI two-year progress report.

<https://www.cgiar.org/research/publication/gdi-two-year-progress-report/>

CGIAR GENDER Platform: Evaluation Report. 2023. <https://iaes.cgiar.org/evaluation/publications/cgiar-gender-platform-evaluation-report>

CGIAR Gender, Diversity and Inclusion in CGIAR's workplaces. 2022. Spotlight on gender, diversity and inclusion in the workplace Two-Year progress report (2020-21) and priorities for refreshed 2022-24 Action Plan. <https://www.cgiar.org/meeting-document/17th-cgiar-system-council-meeting/>

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## Annex 10. Team Member Profiles

| EVALUATION FUNCTION, IAES   |  |
|---|--|
| <p><b>Professor Donna Podems, Team Lead</b>, is a researcher and evaluator with 25+ years of experience. She holds a doctorate in interdisciplinary studies, with a focus on Program Evaluation and Organizational Development. She is a Professor at Stellenbosch University, South Africa, where she teaches Evaluation Research Theory, and she is affiliated with the Center for Research and Science Technology.</p> <p>Dr. Podems has worked with multiple organizations, such as various UN organizations, SIDA, DFID, USAID, the World Bank, the Gates Foundation. For the CGIAR in 2020, Dr Podems served as the evaluation team lead of the <a href="#">WHEAT CRP review</a> and in 2023 as a Team Lead of the <a href="#">GENDER Platform evaluation</a>. She has also been involved in developing <a href="#">GESY evaluation guidelines</a>. Her recent and most relevant feminist and gender focused work includes review of the World Bank Gender Policy, serving as the Senior MEL Advisor for the Urgent African Fund, and serving as the methodology advisor for the Global Affairs Canada for their global feminist evaluation, and evaluates global program that examines the global backlash against the feminist movement.</p> <p>Donna's research focuses mainly on gender and feminist poverty interventions which often links to researching programs situated in the environment, agriculture, and education sectors. Her scientific research has resulted in publishing multiple papers, books chapters, books and journal articles. She is a former National Board Member for the American Evaluation Association (AEA), the National Board Member for the South African Monitoring and Evaluation Association (SAMEA), and currently serves on an international evaluation Board and the <a href="#">International Evaluation Academy</a>.</p> | <p style="text-align: center;"><b>Donna Podems</b></p>  |
| <p><b>John Kieti, Data Quality Consultant</b> is a leading expert in leveraging digitalization and digital platforms to transform agriculture and rural economies. With extensive experience in building information systems and fostering digital entrepreneurship ecosystems, he has served as an international consultant in technology, innovation, and digital agriculture for organizations such as IFAD, CGIAR, the World Bank, FAO, and CTA. He served as an ICT and Data Management subject matter expert for the CGIAR Independent Advisory and Evaluation Service (IAES), evaluating the 2021 <a href="#">Platform for Big Data in Agriculture</a> and the joint activity with Internal Audit on 2023 <a href="#">Performance and Results Management System</a>. Under the PRMS study, he developed a case study on Quality Assurance (QA) (available upon request). John has served as a reviewer for IAES publications, including the <a href="#">AI Evaluation Method Note</a> and <a href="#">Digital Ways of Working learning study</a>. As Ashoka's Africa Chief Operating Officer, John established and managed partnerships crucial for supporting social entrepreneurs across Africa. As mLab East Africa's Director, he conceptualized and executed significant digital innovation challenges, notably CTA's Pitch Agrihack and PIVOT East, a digital startups entrepreneurship challenge for Eastern Africa. Holding an MBA and a BSc in Computer Science, John is committed to social justice and systems change, actively working to dismantle systemic inequalities.</p>   | <p style="text-align: center;"><b>John Kieti</b></p>  |
| <p><b>Lea Corsetti, Evaluation Analyst</b>, brings her social science expertise and international experience to the forefront of evaluations across diverse sectors. She excels at building consensus across diverse groups, from grassroots communities to high-level decision-makers, to facilitate evaluation approaches that promote systems-level change. She is known for her ability to build trust and create evaluation buy-in by developing pragmatic, participatory approaches that align with organizational needs. Lea translates technical findings into strategic recommendations that lead to real-world implementation.</p>  |  |

Her work includes contributing to the 2024 Science Group Evaluations for CGIAR, conducting impact assessments for the Tony Elumelu Foundation, and co-authoring guidance on integrating AI into evaluation practice. As EvalYouth Vice-Chair, she is passionate about championing youth participation in evaluation globally.

**Lea Corsetti**



**INTERNAL AUDIT FUNCTION, CGIAR**

Charles is a risk management and internal audit consultant. He holds a BSc in Computer science and is a Certified Public Accountant and a Certified Information Systems Auditor. He has extensive experience in training and consulting spanning various industries and has worked with clients in:

- Undertaking strategic planning and monitoring implementation of strategic plans.
- Establishing and implementing risk management frameworks through identification, management and monitoring of key risks (strategic, operational and project risks) affecting the achievement of organizational objectives.
- Undertaking risk-based internal audits on a co-sourced basis for various clients including the CGIAR System Organization. He has undertaken both assurance and advisory engagements involve review of governance, risk management and internal control processes, including review of automated controls embedded as application controls in information systems, that support achievement of an organization’s objectives.
- Quality Assessment reviews of internal audit functions to assess conformance with Internal Audit Standards.

**Charles Ndegwa**



Daniel is a risk management and internal audit consultant. He holds a Bachelor of Commerce degree and is a Certified Internal Auditor and a Certified Information Systems Auditor. Daniel trains and consults in the following areas:

- Strategic planning – by developing strategic, operational and funding plans. He has also been involved in monitoring the implementation of strategic and operational plans.
- Governance – by developing board instruments, capacity building and facilitating performance reviews of boards and their committees.
- Risk Management – by developing risk management frameworks; supporting organizations operationalize their risk management frameworks by lining them to their strategic plans and internal controls frameworks; undertaking strategic, operational and project risk assessments; and assessing risk management maturity levels of organizations.
- Internal auditing – by undertaking risk-based internal audits, including information systems audits, on a co-sourced basis for various clients including the CGIAR System Organization.
- Quality Assessment reviews of internal audit functions to assess conformance with Internal Audit Standards.

**Daniel Muondu**



Daniel also serves as a Board Audit Committee member for Umoja International.

| S/N | Conflict of Interest Statements for IAES team   | Donna Podems            | John Kieti             | Lea Corsetti          |
|-----|---|-------------------------|------------------------|-----------------------|
|     |   | Independent Consultant  | Independent Consultant | Evaluation Analyst    |
| 1   | Main employer and any other organization that provides you with remuneration (which may be named participants in the project/ program/ proposal you are being asked to review/evaluate.                                       | Stellenbosch University | Independent            | No                    |
| 2   | Are you aware whether a relative, close friend, close colleague or someone with whom you have financial ties is receiving funding from or giving advice to a project/program/proposal you are being asked to review/evaluate? | No                      | No                     | No                    |
| 3   | Does any project/program/proposal you are being asked to review/evaluate cite any of your own current research?   | No                      | No                     | No                    |
| 4   | Does any project/program/proposal you are being asked to review/evaluate name researchers with whom you have active collaborations, recently published joint papers or are in regular email correspondence?                   | No                      | No                     | No                    |
| 5   | Does any project/program/proposal you are being asked to review/evaluate name any of your past PhD students are active participants?  | No                      | No                     | No                    |
| 6   | I declare that the information provided on this statement is true and complete.   | Dated: 19 July 2025     | Dated: 25 April 2025   | Dated: 20 August 2025 |

| S/N | Conflict of Interest Statements for Internal audit  | Charles Ndegwa         | Daniel Muundu                |
|-----|---|------------------------|------------------------------|
|     |   | Independent Consultant | Position: Evaluation Analyst |
| 1   | Main employer and any other organization that provides you with remuneration (which may be named participants in the project/ program/ proposal you are being asked to review/evaluate.                                       | Independent            | Independent                  |
| 2   | Are you aware whether a relative, close friend, close colleague or someone with whom you have financial ties is receiving funding from or giving advice to a project/program/proposal you are being asked to review/evaluate? | No                     | No                           |
| 3   | Does any project/program/proposal you are being asked to review/evaluate cite any of your own current research?   | No                     | No                           |
| 4   | Does any project/program/proposal you are being asked to review/evaluate name researchers with whom you have active collaborations, recently published joint papers or are in regular email correspondence?                   | No                     | No                           |
| 5   | Does any project/program/proposal you are being asked to review/evaluate name any of your past PhD students are active participants?  | No                     | No                           |
| 6   | I declare that the information provided on this statement is true and complete.   | July 2025              | July 2025                    |



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