



**CGIAR**

Science for a food-secure future

2019

# CGIAR Gender Equality in Food Systems Research Platform

## PROPOSAL RESUBMISSION



## Table of contents

<b>1. Rationale and scope</b>	<b>4</b>
<i>Figure 1: Platform vision, goals, objectives and outcomes</i>	7
<b>2. Stewardship</b>	<b>7</b>
<b>3. Comparative advantage</b>	<b>8</b>
<b>4. Arrangements for hosting the Platform</b>	<b>10</b>
<b>5. Arrangements for Platform activities</b>	<b>10</b>
<b>6. Platform interface with other CGIAR research programs and platforms</b>	<b>13</b>
<i>Table 1: Engagement with existing platforms</i>	13
<b>7. Impact pathway and theory of change</b>	<b>13</b>
<i>Figure 2: Impact pathway</i>	14
<b>8. Capacity development</b>	<b>15</b>
<b>9. Platform leadership, management and governance</b>	<b>17</b>
<i>Figure 3: Governance</i>	17
<b>10. Business case: Overall rationale</b>	<b>19</b>
<b>11. Expertise and track record</b>	<b>20</b>
<b>12. Access to materials, sites, services</b>	<b>21</b>
<b>13. Interactions between the Platform and its users, beneficiaries and other key institutions</b>	<b>22</b>
<b>14. Adherence to key CGIAR policies – intellectual asset management and open access management</b>	<b>23</b>
<b>15. Communication strategy</b>	<b>24</b>
<b>16. Risk management</b>	<b>25</b>
<b>17. Monitoring and reporting</b>	<b>26</b>
<b>18. Resource mobilization strategy</b>	<b>28</b>
<b>19. Budget narrative</b>	<b>29</b>
<b>20. Platform budget narrative</b>	<b>29</b>
<i>Table 2: Base budget</i>	30
<i>Table 3: Uplift budget</i>	30
<i>Table 4: Funding plan</i>	31
<i>Table 5: Management and support cost</i>	32
<i>Table 6: Costs for key activities – Year 1</i>	32
<b>21. Module budget narrative</b>	<b>32</b>
<i>Table 7: Module 1 costs</i>	33

<i>Table 8: Module 2 costs</i>	34
<i>Table 9: Module 3 costs</i>	34
<i>Table 10: Costs for key activities</i>	35
<b>ANNEXES</b>	<b>36</b>
<b>Annex 1: Modules</b>	<b>36</b>
<i>Figure 4: Module 1 Impact pathway</i>	36
<i>Figure 5: Module 2 Impact pathway</i>	39
<i>Figure 6: Module 3 Impact pathway</i>	41
<b>Annex 2: GENDER Platform results-based management framework</b>	<b>44</b>
<b>Annex 3: Inception phase and implementation plan</b>	<b>50</b>
<b>Annex 4: Centre profiles and expertise</b>	<b>51</b>
<b>Annex 5: CVs</b>	<b>71</b>
<b>Annex 6: Arrangements for hosting the Platform in Nairobi</b>	<b>83</b>
<b>Annex 7: Capacity development strategy</b>	<b>84</b>
<b>Annex 8: Profiles of select members of implementation team (profiles, not terms of reference)</b>	<b>87</b>
<b>Annex 9: Interactions between the Platform and its users, beneficiaries and other key institutions</b>	<b>88</b>
<b>Annex 10: Data sharing and open access</b>	<b>89</b>
<b>Annex 11: Communication strategy</b>	<b>90</b>
<b>Annex 12: List of acronyms</b>	<b>98</b>

## Generating Evidence and New Directions for Equitable Results GENDER Platform

### 1. Rationale and scope

Impactful gender research within CGIAR is a precondition to achieving its mission of enabling people, especially women, to better nourish their families, while improving food system productivity and resilience. In the face of climate change and demographic shifts, such research has become more important than ever before, and is now essential for shared economic growth, manage natural resources and improve the lives of women and men.

The CGIAR Generating Evidence and New Directions for Equitable Results (GENDER) Platform that we propose will catalyse targeted research on gender equality in agriculture and effectively collaborate with decision-makers to achieve a new normal: a world in which gender equality drives a transformation towards equitable, sustainable, productive and climate-resilient food systems.

The Platform will contribute directly to CGIAR's work on the Sustainable Development Goals (SDGs), particularly to SDG 5 on achieving gender equality and empowering women and girls. This is the basis for all SDGs. Equally, the Platform will play a vital role in meeting CGIAR's own five global challenges. It contributes directly to the challenge on 'promoting equal opportunity' and indirectly to the remaining four: 'living within planetary boundaries', 'sustaining food availability', 'securing public health', and 'creating jobs and growth'.

The GENDER Platform will be a collaboration of eight CGIAR centres, anticipating participation from 15 centres and a multitude of partners. This broadly backed collaboration will be instrumental to CGIAR's new system-level business plan for 2021, which describes a step change for gender in research programs. The Platform will capitalize on synergies and areas of cooperation across CGIAR research programs (CRPs), platforms and centres, and will be instrumental for CGIAR as it moves to a new vision for 2030. Capitalizing and developing synergies are the cornerstones of this proposed GENDER Platform, as are the links with transforming food systems and natural resource management.

The eight centres behind this proposal all have a strong track record and passion for gender research, producing technologies and solutions that make a difference to people's lives. Their research is grounded in respect and collaboration amongst themselves, with social science and biophysical researchers, and reflects the needs expressed by a diverse array of on-the-ground partners. Building on this work, the Platform will continue to respond to the needs expressed by women and men, in global and regional development agendas and by CGIAR centres and programs. It is also borne of an understanding that we need to elevate CGIAR gender research for development, both through close collaboration and mainstreaming within current cutting-edge work as well as by providing innovative strategic evidence from gender research that informs the agenda and priorities of CGIAR.

By transforming the way gender research is done, both within and beyond CGIAR, *the Platform will kick-start a process of genuine change, placing gender at the centre of global agricultural research for development (AR4D) efforts to empower women and men, in food systems everywhere.*

As but one example, women play critically important roles across the food value chains – from production to postharvest processing to the marketing of farm products – yet in many societies, women’s access to and control over vital resources as well as their decision-making powers, voices, mobilities and securities are limited. Achieving greater equality will help to revitalize rural economies, bring value to consumers and leverage the power of economic growth to reduce poverty, particularly among women. The GENDER Platform and its researchers plan to expedite transformations in agricultural sustainability and nutrition through its impact on gender equality. The Platform will accelerate the impact of the genetics revolution by providing evidence that will strengthen gender-responsive crop and livestock breeding programs through targeted investments. It will seek to ensure gender inequities are identified and reduced in the face of ongoing climate change and as a growing generation of youth struggle to find viable livelihoods. As a point to note, youth is important for the Platform, but presently only as it intersects with gender. Moreover, the GENDER Platform will capitalize on the rapidly evolving digital ecosystem and new data tools, harnessing the power of gender data and analytics to facilitate information sharing and decision-making on the part of farmers, governments, regional bodies, donors, multilateral agencies and agribusinesses.

The demand for the Platform comes in part, but not only, from the centres in this bid: they have individually and collectively benefited from previous iterations of the platform and were instrumental in its set-up. The external demand comes from the need to identify solutions on gender equity linked to the pressures around climate change and transformation of food systems. The Platform fulfils a vital role in harmonization, comparative analysis, synthesis, meta-analysis, filling evidence gaps, strengthening methods, frameworks and approaches, building upon what is already being implemented to raise the research and evidence to the next level. It connects researchers to each other within and beyond CGIAR, it provides space to seed new ideas and to test theoretical approaches, and it provides visibility for individual and collective research.

**Novel aspects of the GENDER Platform:**

- It will bring about **transformative change** by supporting **leaders and decision-makers in developing new research and development perspectives, evidence and collective action** for eliminating gender inequalities in food systems by increasing investment and refreshing gender AR4D in CGIAR.
- It will employ a **theory-led implementation strategy** (theories on gender and feminism, power dynamics, agency, gender transformative change, behavioural change, social movements, socio-ecological transition and how they can underpin advances in gender in agriculture).
- It will support the prototyping and co-creation of effective gender alliances to **position CGIAR as a thought leader for gender research** in AR4D. It will **catalyse organizational learning and change management** efforts to enable CGIAR researchers to modify their ‘mental operating systems’ towards gender.
- The organizational change processes catalysed by the Platform will be subject to research and **will generate novel datasets to understand complex gender institutional transitions.**
- It will attract CGIAR-wide support for new pilot initiatives to **institutionalize gender in AR4D.**

Departing from previous efforts, the GENDER Platform will adopt novel approaches to pursuing gender research for development.

The 2030 vision for the GENDER Platform articulated here, as well as its goals, strategic objectives and anticipated outcomes (Figure 1), will be refined after consultations with centres, key partners and a range of thought leaders through a high-level round table in early 2020. This will refresh the thinking on gender AR4D within CGIAR.

These Platform-level goals, objectives and outcomes are underpinned and will be realized through three modules with specific impact pathways (see Annex 1), strong collaboration amongst Platform participants and a results-based management framework (Annex 2). Proposed activities and transition plans for the first year can be found in Annex 3, which includes the development of a five-year strategy outlining the overall direction it will take to achieve its mission and vision. This strategy will be developed in collaboration with all partners including CGIAR centres, national agricultural research and extension systems (NARES) partners representing constituencies (sub-Saharan Africa, the Americas and Asia), universities and non-governmental organizations (NGOs).

**Vision:** The work of the GENDER Platform will be motivated by its vision of a world in which **gender equality drives a transformation towards equitable, sustainable, productive and climate-resilient food systems.**

**Goals:**

- Become the go-to place for high-quality evidence, knowledge, methods, tools and alliances around gender that foster transformational change for inclusive and equitable food systems within planetary boundaries.
- Use tools and evidence to support CGIAR and its partners in transforming local and global food systems through improved gender equality.
- Change the organizational cultures and enhance capacities for achieving gender outcomes within CGIAR and its partner institutions such that gender equality becomes a core principle in priority setting, research and day-to-day activities.

**Strategic objectives:**

- Generate the high-quality research evidence needed to influence the broader AR4D ecosystem and to integrate gender to achieve gender-equal outcomes from AR4D.
- Create an enabling environment within which gender equality is embraced as a core principle in priority setting, research and day-to-day activities within CGIAR and its partners.
- Develop the capacity of CGIAR and its partner organizations to carry out gender integrated and gender strategic research that is transformative and strengthens global, regional and national food systems.

**Outcomes:**

- The global food system's development agenda, including that of CGIAR and its partners, governments, regional bodies, donors and multilateral organizations, is informed by gender research and evidence generated by CGIAR and partners.
- Gender equality and transformative thinking is integral to the CGIAR system and to NARES, universities and NGOs, and it is a key criterion for priority setting, targeting and managing AR4D at all levels.

- Partnerships for achieving gender equality are developed and/or strengthened, including linkages with existing CGIAR initiatives and external activities relating to gender equality and food systems development, to reach scale and impact lives.

**Figure 1: Platform vision, goals, objectives and outcomes**



## 2. Stewardship

As the steward of gender research in agriculture, the GENDER Platform will adhere to four key attributes of **research quality**: relevance, scientific credibility, legitimacy and effectiveness. These will be laid out in a Platform charter developed and signed by all.

To ensure *relevance* of the research, the Platform will align to national and regional priorities, the CGIAR Strategy and Results Framework (SRF) and the SDGs. Being a Platform means it will listen to its members to ensure relevance both within CGIAR and within the wider arena of gender research and development. CGIAR conducts research aimed at improving the lives of smallholder farmers, especially women and girls, by contributing to meeting goals such as the SDG 5. Thus, there is great demand for gender resources and guidance from CGIAR and its partners, wanting to meet their gender targets, which the Platform will be best placed to provide. The Platform director will engage with the science leaders at regular intervals to ensure continued alignment of the Platform's agenda to CGIAR's needs vision and goals. They will engage with donor and multilateral agencies at policy forums not only to ensure alignment of CGIAR gender with international development priorities but also make input and influence the international policy agenda.

To promote *scientific credibility*, the Platform will have a strong advisory scientific committee; a director with a strong gender AR4D track record in terms of scientific publications, networks and influence; and a science manager. The role of the latter will be very important in coordinating with researchers and guiding the development of and adherence to rigorous standards as a part of the work in modules. It will put in place mechanisms for rigorous reviews of gender-related science outputs and evidence internally and externally. The Platform will promote mixed methods that creatively combine qualitative and quantitative interdisciplinary research, bringing biophysical and social science researchers together to generate a deeper and more credible body of evidence. The

Platform will cultivate and sustain an environment in which excellent research by its scientists is the norm; by developing ways in which research quality and the contributions of gender researchers can be identified, evaluated and rewarded. It will push the theoretical grounding of gender science through each of its modules in order to ensure that CGIAR gender research is cutting edge.

To ensure research *legitimacy* and add value to CGIAR centre gender research, the GENDER Platform will foster transparency and accountability as two of its key operational principles. It will draw strongly on learning, innovation and collaboration to maintain a vibrant network of scientists for generating and sharing information. For its research to be *effective* in achieving gender equity and inclusion in research outcomes, the Platform will provide systematic capacity development (CapDev) and mentoring opportunities for young gender scholars, as well as practicing gender scientists in CGIAR and partner organizations. Similarly, it will engage with and influence ongoing processes such as the SDGs and regional agreements, to ensure effective uptake of its research and evidence, as reflected in the communication strategy.

### 3. Comparative advantage

The eight centres participating in the consortium for this bid have long and strong gender research experience and expertise in a broad and diversified portfolio of themes, commodities and regions; indeed, they provide established in-country global coverage in Africa, Asia and Latin America (see Annex 4 Centre Profiles and Expertise and Annex 5 CVs). Building upon this diverse and comprehensive expertise is critical for the success of the new GENDER Platform. The number of centres participating in this consortium allows it to reflect the needs and demands from a significant group of gender researchers within the CGIAR. Their deep rooting in technical AR4D, combined with their close and sustained linkages to partners on the ground, means the consortium will have a greater reach, impact and potential success in empowering women. It also ensures they have the ability to prioritize and reflect the needs of the women and men targeted both by national governments, regional bodies, CGIAR and the organizations they are working to transform.

All centres in this consortium have a strong and growing reputation: in researching and applying gender transformative approaches; in broadening and deepening the understanding of women's empowerment, including economic empowerment and the role of capabilities; in integrating biophysical, economic and social science results for gender outcomes; in using mixed-methods approaches for increased appreciation of gender dynamics; and in increasing CGIAR's attention to intersectionality. As illustrated in Annex 4, the eight consortium members bring innovation and boldness as well as grounded strategic gender research to the table. In addition to these, the 15 centres in the CGIAR system have all made great strides in developing a strong body of gender research and programs. The Platform will build on the strength of this large body of work and give space to centres and scientists to contribute according to their areas of strengths, advantages and interests.

Equally, by virtue of being a group of large and well-established CGIAR centres, the Platform will be placed to achieve greater impacts as anticipated gender-related organizational change happens within CGIAR. Indeed, managers of the CGIAR centres contributing to the GENDER Platform strongly support broader organizational learning in relation to gender and diversity. In addition,

demands for urgent collective action on gender equality are arising from global development agendas, donor partners and gender experts; CGIAR cannot meet this demand without collective, collaborative efforts, as proposed by this Platform.

The centres have well-established partnerships in many countries and regions, including in the public, private and civil society sectors, which allows for influencing the local, national and regional agendas, priorities, institutional change and outcomes. For example, ILRI and CIMMYT succeeded in strengthening [the capacities for gender integration within the Ethiopian Institute of Agricultural Research \(EIAR\)](#) illustrates the potential that exists. IRRI facilitated a regional seed policy agreement across countries in South and Southeast Asia that would [accelerate germplasm exchange](#) and genetic gains. CIP facilitated a regional process in Africa to influence policymakers to strengthen the enabling environment for [investments in biofortified crops](#). By the end of that process working with different partners, biofortification was included in high-level policy discussions.

The GENDER Platform will be hosted by ILRI, which has a long history of leading and managing multi-stakeholder platforms and establishing new initiatives, such as the CGIAR Research Program on Livestock (LIVESTOCK), the [CGIAR Antimicrobial Resistance Hub](#) (AMR Hub), and the [Bioscience eastern and central Africa hub](#) (BecA). ILRI is also a partner in the CGIAR research programs on Climate Change, Agriculture and Food Security (CCAFS), Agriculture for Nutrition and Health (A4HN), and Policies, Institutions, and Markets (PIM) as well as in the CGIAR Platform for Big Data in Agriculture (BIG DATA), CGIAR Excellence in Breeding Platform (EiB) and CGIAR Genebank Platform (GENEBANK). As important for this Platform, it hosts ten CGIAR centres on its Nairobi and Addis Ababa campuses: Bioversity International, ICARDA, CIAT, ICRISAT, IITA, IFPRI, CIMMYT, CIP, IRRI and ICRAF.

Placing the GENDER Platform in a multi-centre location in the South (Nairobi) will enable it to influence centres' activities and put it in closer proximity to key partners, ensuring more effective communication and management of the Platform. Simultaneously, location in different countries and regions is crucial for the interaction and influence with NAREs, which are ultimately responsible for releasing the technologies. It will also facilitate greater engagement with multilateral organizations, such as the Food and Agriculture Organization of the United Nations (FAO), the United Nations (UN), African Union (AU) and the Alliance for a Green Revolution in Africa (AGRA). Though it will also look into placing a senior gender expert in Rome, to liaise with FAO, International Fund for Agricultural Development (IFAD) and World Food Program (WFP) to mainstream CGIAR gender innovations and outcomes. It will also allow for immersion in ongoing policy development initiatives such as the Comprehensive Africa Agriculture Development Programme (CAADP). Not least, the strong spirit of cooperation and inclusiveness embodied in this consortium provides a solid foundation for an inclusive Platform that will serve all centres in the CGIAR System. Such cooperation is vital to having an impact on women's empowerment globally and for making CGIAR a key agent of change on gender and equity in global food systems and natural resource management.

## 4. Arrangements for hosting the Platform

While the GENDER Platform will be hosted by ILRI (see Annex 6 for more on its Nairobi location), it will rest on a strong foundation of all gender researchers and gender research being done in CGIAR. The Platform will be governed by a charter, which will be negotiated and finalized in the transition phase, in collaboration with all participating CGIAR centres and possible strategic partners. The Platform will be facilitated by a lean implementation team, including a Platform director (who will represent the CGIAR gender community at the CGIAR System Management Office (SMO) and within the science leaders group), a science manager, a communications expert and a project manager, who will also have responsibility for monitoring, evaluation and learning. The team will guide and support the implementation of the Platform vision by engendering a spirit of mutually supportive collaboration and ensuring relevant and high quality research. Specific collaboration with centres and partners, including NARES, will be sought through collective decision-making and action under the different modules and work packages. Section 5 describes the initial set of activities. However, as not all partners have been able to contribute in this bid, the work packages will be developed and refined in a collaborative manner during the Platform's inception phase (see Annex 3).

## 5. Arrangements for Platform activities

The GENDER Platform and its researchers propose a modular approach, with discrete work packages in each module (see Annex 1 for an in-depth discussion on modules and their impact pathways). The work will address areas of interest to several CRPs and centres, and issues which cannot be addressed by a single centre but that capitalise on potential economies of scale.

To begin with, three interdependent and interlinking modules are envisaged, as indicated in the high-level impact pathway (see Figure 2): module 1 Evidence; module 2 Methods; and module 3 Alliances. Prioritization within modules will be based on the following criteria; research to close critical knowledge gaps, research to understand emerging developments with new and not fully grasped gender dynamics as well as research with political leverage and potential scaling effects.

**Module 1 Evidence:** This module will support, through collaboration with its gender researchers, the development of a diverse gender integrated and strategic research portfolio focusing on delivering new evidence, identifying emerging issues and closing data gaps. This module will, thus, take a critical look at evidence needed (retrospectively) and develop a robust evidence base and new directions (prospectively) on women's empowerment, identifying solutions and trajectories to reduce gender inequalities within the dynamics of a changing food system. This will be a basis for CGIAR as a whole to prioritize its research as it moves to 2030. An evidence gap already identified is gender and labour in agriculture. Though the labour and time use of women in agriculture is increasingly being documented across CGIAR, evidence and understandings of gender inequalities in agriculture and agriculture labour markets are not well developed. Using a meta-analysis approach, the Platform will inform the CGIAR research agenda as related to evidence on gender and labour, and the implications for mechanization, value chain development, and formalization of markets (more detail in Annex 1). The platform will also build on the ongoing cross-CRP work on value chains, seed systems, influencing the breeding agenda and feminization to contribute to this work. Other areas to benefit from generating evidence and engaging in strategic research, especially cross CRP and centres, are identifying evidence on the strategic

benefits of gender-responsive research across the different CGIAR experiences; providing data on connecting women to markets in various contexts for their economic empowerment and transformative change; understanding gender dynamics in nutrition-sensitive agriculture; the role of financial inclusion and women's entrepreneurship in agri-food systems; gender in water-food-energy nexus and sustainable intensification; the potential of women's participation in rural institutions and decision-making bodies; gender in resilience building and post-conflict situations; gender in managing food waste and food losses; data and evidence on synergies and trade-offs in SDGs and amongst productivity, sustainability and equality in agri-food systems; and the importance of masculinities and engaging men for gender transformative change.

**Module 2 Methods:** Conceptual clarity and proven methods are the crux of gender research. The GENDER Platform aims to support CGIAR and its researchers in developing this clarity and these methods, bringing the discussion beyond the individual centre's level. This module has two key objectives: to stimulate critical thinking and reflexivity on gender in AR4D and to facilitate the use and development of diverse methods in support of gender research and gendered outcomes in AR4D. It will reduce transaction costs through collective assessments, development and promotion of good practices, methods and standards for gender integrated and strategic research. A direct win is developing a work package on methods to scale out gender transformative approaches that are theoretically sound and practical. There is an urgent need to meet the donor demand for gender transformative research and approaches by systematizing the lessons and methods across the CGIAR. Collectively the Platform can work on this to great effect by building on CGIAR-led gender transformative research carried out to date and recent efforts by the current gender platform to consolidate such research for learning and scaling with the [Rome-Based Agencies](#). This could prove to be a seminal output of the Platform as it can influence a new generation of gender transformative projects and outcomes.

**Module 3 Alliances:** This module has two key objectives in building alliances for increased impact: to explore, facilitate and develop approaches for interdisciplinary/transdisciplinary synergies between gender researchers and with other scientists within CGIAR; and to catalyse and strengthen capacities on gender integration and institutional change for improved uptake of gender research in an evolving global food system. (This module has a strong link to the CapDev strategy in Section 8 and in Annex 7.)

To illustrate how these modules work together, we envision the GENDER Platform building alliances on gender AR4D across Africa by engaging with CAADP to strengthen gender approaches in their projects, making them more effective and impactful. This would have big effects in Africa. Identifying and working with five to seven line ministers, the Platform and its researchers would support those ministers with information and arguments (module 1), and hold three to five policy fora at the AU in Addis Ababa, Ethiopia, to prioritize and agree on gender outcomes (including budgets). In the process, the Platform would collaborate to develop new methods and thinking on gender transformative change within agri-food systems (module 2). These would be accompanied by our partners' well-informed and improved efforts to develop, manage and succeed within the research-policy interface on gender (module 3). This goal is visionary but within reach, as gender researchers across CGIAR have contacts with governments and have built up gender expertise in ministries and NARES. The Platform can consolidate and leverage this to increase impact. Similar efforts would be undertaken with APAARI, ASEAN, SAARC and SPC in Asia-Pacific.

Each module will be led by a CGIAR centre researcher to ensure delivery and scientific rigour, at 50% full-time equivalent (FTE) during the transition period, increasing to 100% FTE for each module in one to two years (more under Section 9). They will be expected to contribute significantly to the research and ensuring research quality. The work packages will be determined and delivered by coalitions of CGIAR centres and external partners including NARES. Beyond funding module leaders (see Annex 8 for a profile of this position), the Platform will facilitate a fundraising mechanism for the work packages and its researchers, initially through its own funds and subsequently through a variety of streams, including bilateral funding. Work packages will be reviewed and refined every three years to meet evolving needs, and those reviews will align with the three-year planning cycles in the new CGIAR business plan. The performance and efficacy of the module and work package structure will be systematically monitored through the Platform's monitoring and evaluation (M&E) plan to make course corrections as needed, and it will be evaluated periodically, with an eye to adapting the structure as required.

**What's new:**

- Through its bold approach of interacting modules, the GENDER Platform plans to kick-start the development of a much-needed new generation of theory-led gender research implemented using theory of change approaches (see more in Annex 1).
- The GENDER Platform will contribute significantly to organizational learning and change within CGIAR – a critical process for sustaining the long-term vitality of the system.
- Evidence on what works for women's empowerment in agriculture, and under what conditions, will open opportunities to develop and test new innovations and pro-poor transformative approaches as well as contribute to the development of gender theory in agriculture at a global scale.
- Exploring interdisciplinary and transdisciplinary approaches across all modules to ensure multi-stakeholder involvement when identifying priorities and through the AR4D process.
- Building alliances of non-CGIAR researchers and stakeholders to foster discussions that go beyond CGIAR and have the potential to lead to wider influence and impact.

**Transition:** The initial six months will be crucial for the transition. Annex 3 outlines the specific steps we propose to undertake to ensure a seamless transition in the GENDER Platform leadership arrangements, resources and assets. The activities in which the CGIAR gender researchers are presently engaged will be supported (such as the book on gender in agriculture and natural resource management in CGIAR and the *feminization of agriculture and value chain* research grants) to fruition in the transition phase and thereafter. As soon as the bid is awarded, a number of parallel processes will begin. Discussions will start on harmonising transition plans with the current leadership to ensure the presence of an interim director and a plan for the first year, but also with an understanding that as it will be a new GENDER Platform with a desire to refresh and provide leadership on gender in CGIAR. This approach is being taken due to the limited information available on assets and opportunities. Current gender work groups on different themes will continue to be supported to further advance their work. Parallel to that, the first six months, under interim leadership, will facilitate the development of a five-year strategy to guide the work of the platform.

## 6. Platform interface with other CGIAR research programs and platforms

One of the GENDER Platform’s roles is to make sure that the whole is greater than the sum of the parts. Each centre is to advance gender research at the centre level. To enable this, those with responsibility for strengthening gender research will use the Platform to link with gender researchers in other CRPs, platforms and centres (see Annex 9). The aim of the Platform is to support, leverage and amplify their gender research. It will not undertake activities that are most effectively undertaken by centres and CRPs. It will demonstrate and uphold the relevance of strategic and integrative gender research in CRPs, centres and platforms that do not necessarily have a core focus on achieving CGIAR gender equality objectives. See Table 1 for envisioned engagement with existing platforms.

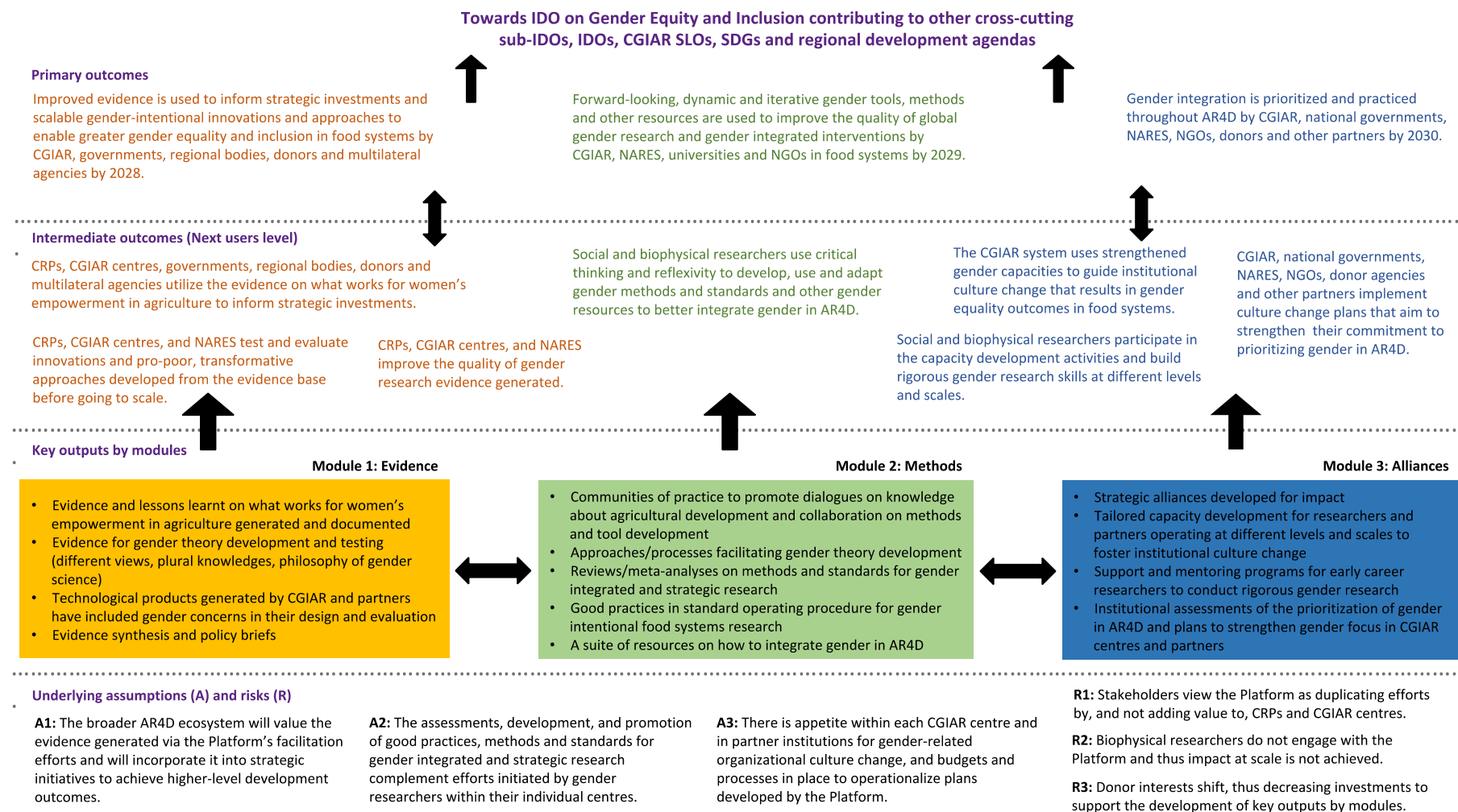
**Table 1: Engagement with existing platforms**

BIG DATA	EiB	GENEBANK
<ul style="list-style-type: none"> <li>• Link to module 1 to generate and collate data and evidence.</li> <li>• The GENDER Platform, in collaboration with BIG DATA, will ensure that all relevant data are hosted on an open platform subject to maintaining conditions of confidentiality and privacy. The data will be structured such that it can be easily tracked, is not lost, and has clear data use dictionaries. The Platform and centres can collaborate with BIG DATA to train researchers and encourage them to follow data guidelines. The issue of regulating the use of data that are openly available and guide how to properly acknowledge the source will be taken up in the Platform charter.</li> </ul>	<ul style="list-style-type: none"> <li>• The GENDER Platform will link with the CGIAR Gender and Breeding Initiative hosted by CIP and EiB hosted by CIMMYT, and it will seek more active engagement with other centres to ensure more gender integration into breeding and the stage gate systems for advancing breeding materials.</li> <li>• EiB and GENDER will hold joint knowledge sharing events and produce joint communications products to further accelerate genetic gains in an equitable manner to transform food systems.</li> <li>• The platforms will exchange relevant gender data, evidence, methods and tools.</li> <li>• The platforms will jointly test tools and methods developed by the GENDER Platform.</li> </ul>	<ul style="list-style-type: none"> <li>• Gender research can facilitate access to traditional accessions maintained by women through cultivation on their farms. These unique accessions can contribute to GENE BANK’s efforts to add such germplasm to long-term collections, and the on-farm cultivation of them by women farmers can help maintain these unique genetic resources for future generations. The GENDER Platform could link up with GENE BANK to help support efforts related to gender integration in-situ conservation and utilisation and document the process for lessons learnt.</li> <li>• Gender research can also add value to GENE BANK beyond the characterisation of accessions; it can link traits with choices and preferences of women, and vice versa, i.e. provide materials that include the preferred quality and nutritional traits desired by women.</li> </ul>

## 7. Impact pathway and theory of change

The GENDER Platform seeks to improve the ability of CGIAR research to impact the lives of people, especially women and girls, and to strengthen CGIAR’s ability to deliver on the SDGs (especially SDG 5, but also SDG 1 and 2). By changing the way gender research is implemented, the GENDER Platform hopes to place gender at the centre of global AR4D efforts to empower women, and men, in food systems everywhere. The GENDER Platform impact pathway (key outputs as well as intermediate and primary outcomes) is presented in Figure 2, with underlying assumptions and risks highlighted. The impact pathways for each module are found in Annex 1. The impact pathway is supported by the results-based management framework (see section 17 and Annex 2).

**Figure 2: Impact pathway**



The Platform theory of change is based on three key areas:

- improving the quantity and quality of evidence on topics of global interest to promote the development of scalable intentional technologies and strategies to achieve gender-equitable development outcomes;
- improving methodological development as well as critical and reflexive thinking to put gender at the core of AR4D within CGIAR and beyond; and
- building alliances for improving capacity for gender research as well as use of knowledge and evidence to promote changes in organizational cultures that strengthen commitment to prioritizing gender in AR4D by CGIAR, national governments, NARES, NGOs, donors and other partners.

Knowledge capitalization as well as evidence and learning on gender will be generated by CGIAR and its research and development partners via module 1. This evidence will be communicated to policymakers, practitioners, donors and other researchers through policy and learning briefs, through face-to-face dialogue in conferences and workshops, and through alliances on key thematic areas (also facilitated by module 3). Donors and policymakers will use this evidence and identified approaches to (economic) empowerment and gender transformation for setting investment priorities as they work to support equitable and inclusive growth and development. Via module 2, cutting-edge approaches, results, methods and tools developed will be used by CGIAR and its partners to design and implement AR4D projects, programs and other initiatives to generate high-quality and robust new evidence, methods and tools. This will be facilitated by the CapDev activities undertaken by the Platform and the alliances that it nurtures. Via module 3, activities to stimulate organizational culture change will reinforce and bolster the CapDev efforts. The synergistic effect of these activities will lead to a system-wide change in which gender-responsive AR4D becomes routine within CGIAR and beyond. There will be a continuous refresh of the methods and tools used to generate evidence related to gender equality in food systems that emerge as transitions and transformations progress. Through effective communication, the Platform will influence prioritization of investable areas within AR4D that are key for inclusive development and for gender equity and inclusion in food systems and natural resource management. A results-based management framework linked to the impact pathway can be found in Annex 2 and is described in more detail in Section 17.

## **8. Capacity development**

The GENDER Platform's CapDev strategy is designed to facilitate a process where, ultimately, adequate capacities for gender research and integration are the 'new normal' within CGIAR, CRPs and platforms. As gender is a complex concept and only recently has gone to scale within CGIAR and in agriculture, CapDev on gender will be central to the Platform's work. The GENDER Platform will support the building of capacity across CGIAR and its partner institutions, in line with recommendations from the 2017 CGIAR Independent Evaluation Arrangement (IEA) evaluation. The Platform will also leverage the CapDev processes in centres, CRPs and bilateral projects in order to harmonize goals, outcomes and resources that deliver at scale.

To rejuvenate and to realign CapDev for the Platform and its researchers, the inception phase will include a critical review of the gender capacities within the CGIAR. They have grown tremendously since 2014, however, are they fit for purpose? What needs to be done to make them fit for

purpose? Simultaneously, it will continue to support ongoing and future activities, including restarting the postdoctoral fellow program (initially budgeted at one per module and linked to international universities with strong gender programs such as University of East Anglia, Guelph University, Makerere University and Penn State University), customized courses for practicing gender researchers and non-gender scientists, influencing the gender research training materials in the universities, CapDev sessions at the annual CGIAR gender conference and support to gender researchers on resource mobilization. All these efforts will be aimed at enabling better integration of gender considerations into research design for gender-inclusive outcomes. To promote high-quality CapDev at scale, the GENDER Platform will create a special alliance with African Women in Agricultural Research and Development (AWARD) and with other regional bodies, such as the Arab Women in Agriculture Leadership. A similar program will be conceptualized and designed for Asian women scientists and gender researchers, building on IRRI's experience in implementing such a program earlier, though at a smaller scale. It will also develop partnerships with groups such as the MenEngage Alliance and universities that offer training on gender research in agriculture. These organizations will function as service providers and/or partners for institutional CapDev and training support.

The CapDev strategy (see Annex 7) of the GENDER Platform will adopt a reflexive monitoring, learning and adaptive management process to respond to changes in research capacities and experiences in order to continually refresh and facilitate effective approaches to gender CapDev. The strategy responds to five of the nine key CapDev elements of the CGIAR CapDev Framework, particularly “develop[ing] future gender research leaders; institutional strengthening for gender research, organizational development for gender research, research in gender, learning materials and approaches”. Innovative funding of gender CapDev activities in the Platform is identified as an additional key enabling/facilitating component.

CapDev activities will centre on the following initiatives:

- conducting gender capacity needs assessments in CGIAR and partners, including a critical review of what capacities are needed, what is offered by centres, CRPs and bilateral projects and where critical gaps exist;
- defining the capacities needed and targeting researchers and partners operating at different levels and scales with tailored CapDev for AR4D to foster change in organizational cultures;
- designing and managing partnerships for delivery of the CapDev activities, including working with universities to influence their curricula;
- mentoring and supporting early stage agriculture and gender researchers in CGIAR and universities to conduct rigorous gender research (design, implementation, data analysis, and write up);
- conducting institutional assessments of the prioritization of gender in AR4D in order to develop plans for strengthening the focus on gender by CGIAR centres and partners as well as conducting research on CapDev arrangements/approaches that lead to transformation and delivery at scale;
- knowledge management and open access arrangements for improved access to and use of capacity strengthening materials by all CGIAR researchers and beyond; and
- evidence-based advocacy for policy and behaviour change in AR4D to promote willingness by policymakers and agriculture research leaders to consider gender in agriculture policy development.

## 9. Platform leadership, management and governance

**Principles:** The GENDER Platform's governance adheres to the following principles, which will be laid down in a formal charter early in 2020. The GENDER Platform will

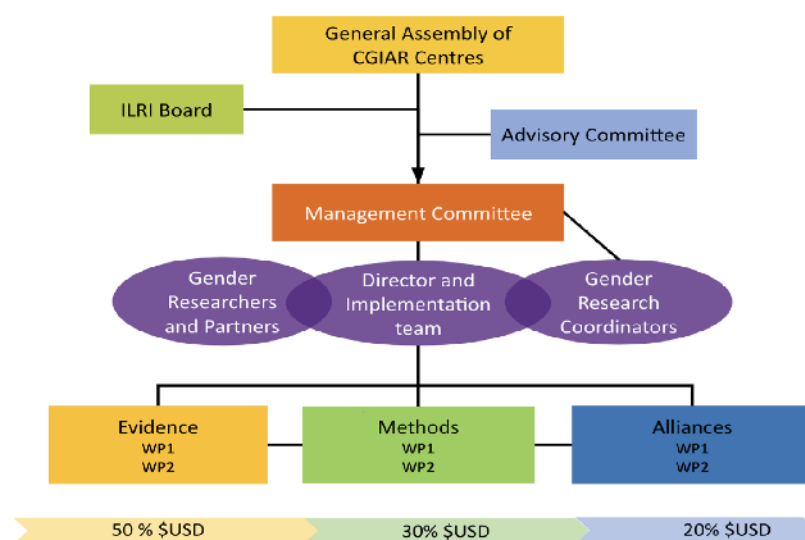
- support *all* CRPs, platforms and centres;
- be inclusive to ensure diverse representation;
- ensure that activities under its modules and work packages are responsive to and driven by the needs of the CGIAR system and the gender researchers within it;
- add value to work being done in CRPs, platforms and centres;
- promote transparency and accountability; and
- have regular critical reflections and feedback on Platform functioning to remain relevant and effective.

Specifically, it will

- create structures for diverse partnerships with NARES, universities and the private sector
- contribute to the global gender agenda through engaging with continental (e.g. the CAADP process of the AU) and global gender mechanisms (e.g. SDG benchmarking and monitoring of gender indicators)

**Governance:** To support these principles, a lean nested structure is proposed (see Figure 3).

**Figure 3: Governance**



**Gender researchers:** One of the main aims of the Platform is to add value to the gender research of CGIAR, which is dependent on its gender researchers. Gender researchers are the engine of the GENDER Platform, and therefore constitute a crucial component of the Platform. They will be represented by the centre gender research coordinator (GRC) and will link with the implementation team of the Platform, with module leaders and with work package coordinators. In the past, most of this work has been done voluntarily, with no or little formal budgetary support, i.e. gender researchers spending their personal time to contribute to activities and outputs. This needs to change. A primary aim of the Platform will be professionalizing gender research in CGIAR. In other words, the Platform wants to achieve formal acknowledgement of gender research as an

integral part of AR4D at par with other disciplines and hence ensure adequate resourcing. This core group will meet once a year at the CGIAR annual gender conference.

**Director with Implementation team:** The Platform will be led by the Platform director, with the support of a team including a communications specialist, a science manager, a full-time project manager-cum-M&E expert and administration support (see Annex 8 for a profile of these positions). The Platform director will be hired by ILRI through an open, competitive recruitment process, and the selection will be made by an inclusive panel of CGIAR representatives. The director will be a full-time position, and will be filled by a recognized expert in the field of gender and agriculture. The director will be expected to liaise with the CGIAR science leaders, and have the ability to influence centres, the system and donors on the gender research agenda.

**Module leaders and work package coordinators:** Module leaders will provide scientific leadership and coordinate the work being done within each of the modules (see Annex 8 for a profile of this position). They will be responsible for research quality and relevance. They will be based in centres and be supported by work package coordinators. During the transition period and based on experience from CRPs, module leaders will be drawn from the CGIAR centres, as they will be best placed to understand the needs of and opportunities within CGIAR. Centres will be expected to submit proposals to lead a module. Module leaders will be specialists in a relevant area and will be selected according to agreed criteria and in collaboration with the lead centre and relevant CGIAR organizations. They can be CGIAR partners from outside of the present consortium bid. Options for twinning module leaders with NARES will be explored. To implement the work, an initial set of work packages will be identified within the first six months, as part of the research and funding available under the modules. The work packages are envisioned as clear strategic research areas, with clear outputs and deliverables, but also where there is a clear advantage to the Platform working on in contrast to the individual centres. The work packages should comprise of a consortium of CGIAR and non-CGIAR partners. In the long term, to ensure that gender is integrated in the mainstream CGIAR business, module and work package teams will actively seek to involve other CGIAR scientists who may not be focussed on gender, but who are important for ensuring that gender research and innovations are scaled up and adopted by the wider CGIAR community and its partners. Module leaders will also actively collaborate with advanced research institutes (ARIs) and NARES to ensure relevance of CGIAR gender research and for impact.

**Gender research coordinators:** Building on existing experiences and its assets, each CGIAR centre will continue to nominate a gender research coordinator to represent it. A lesson has been that now, only centres will appoint representatives, as this will ensure CRP coverage without double representation. The good practice of convening monthly virtual meetings of this group will continue and will be organized by the Platform director. An important characteristic of these coordinators will be their willingness and responsibility to represent other gender researchers in the CRPs, platforms and centres as well as partner organizations. This group will also have an explicit role in guiding leadership as priorities are set for each of the modules and in ensuring scientific quality. Over the long run, the Platform ideally will be able to cover 10% of the gender research coordinators' time, either through the Platform or through negotiations as in-kind contributions from centres.

**Management committee:** Charged with 'running the company', the management committee will make all strategic decisions on the management of the Platform, including overall direction, work

plans and resource allocations. This is necessary to ensure a constant link with the centres and ensure collaboration between the centres and the Platform. It will have seven members, two of them ex-officio (the Platform director and an ILRI representative, as the lead centre). The remaining five members will be appointed on a two-year rotational basis from the 15 CGIAR centres; three of these members will occupy seats representing the interests of centres and two will represent gender researchers. In a learning from the past, having gender researchers on the committee will be vital and will allow the voice and experience of the gender research community in the CGIAR system to be heard and integrated. The centres will decide who will represent them – it could be deputy director generals, other senior leaders or gender researchers. All five members will have experience and knowledge regarding gender. Half of the founding members will rotate after year one. The committee will meet face-to-face once each year, most likely around the annual CGIAR gender conference, and once virtually.

**Scientific advisory committee (SAC):** The main role of the SAC is to provide scientific and strategic guidance to the management committee and feedback to the SMO. The scientific advisory committee will be composed of five people; three will come from outside CGIAR and have strong and credible reputations in gender research, preferable come from universities, NARES, NGOs or multilateral organizations. Based on experience with the present Platform and CRPs, two of the members will be from within CGIAR to ensure the committee understands the realities of working within CGIAR. The committee will appoint its own chair, and the Platform director will serve as secretary. The committee will be selected to ensure they are all experts in the field and people of note. To increase the visibility of the Platform, the Platform will actively seek to engage high-profile experts with significant reach to fulfil the roles as chair and members.

**General assembly:** As the CGIAR centres are the main stakeholders of the GENDER Platform, it proposes to link directly to the CGIAR general assembly once a year during the assembly's annual meeting. A special session with director generals will be requested each year, for the Platform director and the chair of the advisory committee to review the Platform's progress.

**Scientific leadership:** The scientific leadership for the GENDER Platform will be provided at different levels by selecting the appropriate members for the advisory committee, including strong external expertise, by hiring a director with experience in managing science research program, a science manager with a robust scientific track record and module leaders, by tapping into and developing a strong cadre of gender researchers across the system and by including a yearly review of the scientific leadership and needs of the Platform. Should there be a need to include an external partner to ensure this, this will be acted upon immediately.

## 10. Business case: Overall rationale

The overall rationale for the Platform is to catalyse, through collaboration and collective action, transformative change, making gender research and outcomes the new normal for AR4D within CGIAR and beyond. This can be done by investing in funds for research and by investing in a dedicated team to guide this process. This will support, supplement and amplify the work already being done by the (still relatively small) gender teams and their partners. It will also help CGIAR to leverage in a unified manner further support for the gender in agriculture agenda (see Section 18 on resource mobilization and Section 19 budget narrative on funding).

The GENDER Platform feeds into the recent developments and requests where the CGIAR has taken significant steps to strengthen its gender research, establishing a network of gender experts in 2011 and a gender platform in 2017. However, a 2016 review of CGIAR's past gender research initiatives concluded that more was needed if CGIAR were to achieve its development objectives. The GENDER Platform we propose answers this need.

The Platform and its researchers will advance gender equality in global food systems and natural resource management through high-quality research, innovative research methods, and productive research for development partnerships. It will foster collaboration between gender and other researchers through communities of practice, enabling cross- and transdisciplinary research to develop truly integrated gender-related concepts and generate translational gender innovations. It will build the capacity needed to use and develop forward-looking, dynamic and iterative gender tools and methods, continuously capitalizing on its unique placement and reach. Finally, by building alliances that reach far beyond CGIAR, the Platform will facilitate a change in culture, priority and practice to catapult global gender integration into the centre stage. Successfully kick-starting this transformation will put CGIAR on the path to providing new opportunities for hundreds of millions of households through empowerment of women in food systems everywhere.

## 11. Expertise and track record

The eight CGIAR centres behind this proposal all have strong gender research-for-development teams based in Africa, Asia and Latin America, and all are actively engaged in designing and implementing activities and programs that address unequal gender relations. They have explicit objectives to advance women's empowerment through agriculture. All eight have conducted gender research across commodities and major food systems in developing countries to address gender bias as well as inefficiencies in aligning technologies with the needs, knowledge and skills of women, men and youth. The portfolio of gender activities within these centres includes work in plant and livestock breeding and management, natural resource management, seed systems, agricultural value chains, innovation systems, and household nutrition, as well as strategic investigations on gender dynamics, agency and intersections with youth. They also have a growing body of work on gender transformative approaches and empowerment, such as in the [GENNOVATE project](#), led by CIMMYT and involving 11 CGIAR centres; the [Women Empowerment in Livestock Index](#), led by ILRI; the [Gender-responsive Breeding Product Profile Development](#) and Seed Systems, led by IRRI and CIP; and the [gender-integrated Participatory Market Chain Analysis](#), led by CIP. See Annex 4 Centre Profiles and Expertise.

The consortium submitting this proposal has team members with valuable experience in change management. This will be critically important both for ensuring a smooth, well-planned and well-executed handover from the current platform to the new GENDER Platform, and for sustaining and amplifying the gains from current investments in gender research. The new team has broad expertise and experience in such relevant areas as gender research, capacity building, policy research and advocacy, scaling up successes, social and economic analysis, assessing research impacts, and conducting qualitative and quantitative assessments of research (see Annex 5 CVs).

These skills are vital for capturing the depth and breadth of the gender work done by CGIAR centres and their partners.

In addition, the consortium has unique experience with a large number of non-CGIAR partners. Very important are the strong traditional relationships these centres have had with the NARES, which have more recently begun to include a focus on gender (see Annex 4 for examples). They allow for impact at scale. Thus, building on existing links with the developers of this proposal and identifying new potential partnerships, such as with Emory University, the Institute of Development Studies (based at Sussex University), Penn State University, the University of East Anglia, Cornell University, the University of Guelph, and Sveriges lantbruksuniversitet (the Swedish University of Agricultural Sciences), would provide a strong basis for success. The Platform also works with a variety of think tanks, such as Stockholm Environment Institute, and development partners, such as CARE international.

Looking to the future, to maintain gender expertise during its implementation period, the Platform will seek to achieve the following:

- lobby CGIAR centres, CRPs, platforms and funders to foster a stimulating research environment for gender researchers by ensuring that gender research is core to the CGIAR mandate and activities, that gender researchers are treated equally to other disciplines and that their work is accorded the same importance as other CGIAR research;
- engage the SMO and CGIAR centres to prepare a specific career development strategy for gender scientists to motivate them to join and to stay in the system, as well as to reduce insecurity about their professional future; and
- ensure that gender researchers have access to research training and continuous career development options.

The strong spirit of cooperation and inclusiveness exhibited by the ILRI-led consortium provides a solid foundation for an equally inclusive Platform that will serve all CGIAR centres. This kind of cooperation is essential if the CGIAR system is to become an influential thought leader for achieving gender equality in global, regional and national food systems.

## **12. Access to materials, sites, services**

A primary objective of the GENDER Platform is to advance gender research across the CGIAR System, and this will require open access to the Platform's materials, sites and services. Open access principles will apply to the work of the Platform and its different modules, each of which will be developing public goods that should be available to all partners and to the wider agriculture community. Though the intellectual home of the materials produced will be the centres that develop them, the materials will be readily accessible via the Platform's website, connected to CGSpace, as well as through webinars and an annual conference. Initially, emphasis will be given to making access a user-friendly and community-owned process. This will require a good degree of socialisation and understanding of what information and services the wider gender community wants to use and can expect. The Platform's website will be linked with centres, CRP and platform websites, and its manager(s) will work closely with centre-based communications specialists to ensure usage. The Platform will also facilitate, where possible, access to journals and books, as gender literature is often not well represented in centres' subscriptions and collections.

### **13. Interactions between the Platform and its users, beneficiaries and other key institutions**

Several key principles will govern how members of the new GENDER Platform interact with one another and with the Platform itself. These principles include transparency, accountability and representation of the CGIAR gender community's diverse regions and users. The Platform will develop a charter signed by all members that will guide them on how to interact on and with the Platform in mutually beneficial ways.

Users will be divided into two groups: internal users, which will include CGIAR gender researchers and other CGIAR scientists based at centres or working in CRPs and platforms; and external users, or partners, a group that consists of NARES, university partners, NGOs, multilateral organizations and governments with whom CGIAR collaborates. In addition to these two groups, there is a third group made up of Platform beneficiaries, i.e. the men, women and young people who will benefit from gender equality outcomes achieved by Platform members. The Platform will engage with each of these different groups, and develop specific and appropriate mechanisms for interacting with them (see also Annex 9).

The main interaction between the Platform, its users, beneficiaries, NARES and other key institutions will collectively contribute to:

- developing and implementing relevant and innovative gender research for CGIAR;
- critical thinking dialogues and development of new approaches that lead to women's empowerment;

Internal users, particularly gender researchers, will be actively engaged in the Platform and contribute to

- developing common standards and metrics and ensuring their use;
- building the Platform knowledge base and contributing to communications work aimed at influencing decision-makers both within and outside of CGIAR;
- developing tools and methods and implementing joint research on topics of common interest (with limited funding from the Platform);
- contributing to efforts to mobilize resources for joint research;
- leading modules or work packages, or serving as module research members;
- representing the needs of their centres, CRPs or platforms in the GENDER Platform; and
- undertaking reflective learning to assess Platform processes and outcomes and support adaptive management.

Partners will collaborate and contribute in various ways:

- they will be represented on the scientific advisory committee to help shape the direction of CGIAR gender work;
- they will participate in community of practice dialogues to foster critical thinking about CGIAR gender issues;
- university faculties will host postdoctoral fellows; and
- NARES will engage in research and knowledge creation and translation for real impact on women's lives.

**NARES Partners:** NARES partners are crucial stakeholders in the implementation of gender research in any country. Their commitment to gender and skills in the delivery of gender research and implementation of recommendations is fundamental for success in countries. CGIAR gender work in specific geographical regions, when aligned to national priorities in those regions, responds to expressed demand and is positioned for success. The GENDER Platform will facilitate a process of priority setting, guiding and alignment of the CGIAR gender work/national gender priorities in regions/sectors where the centres have influence, e.g. ICARDA in the MENA region. In the long run, gender scientists from NARES in several countries in the same region would come together to form 'chapters' to a maximum of six chapters (e.g. CGIAR/NARES Chapter for South Asia with a CGIAR centre in that region as a champion). A rotational seat on the scientific advisory committee will be reserved for the NARES chapters.

The GENDER Platform will provide capacity strengthening opportunities for CGIAR scientists and NARES partners on gender research, data analysis and writing. The Platform will ensure that the needs of the CGIAR System, partners and gender researchers within them drive its activities and work program. The Platform will provide an opportunity every year for users and other beneficiaries to assess its performance, including an evaluation of its services and products.

#### **14. Adherence to key CGIAR policies – intellectual asset management and open access management**

**Intellectual asset management:** Core Platform partners are committed to ensuring global accessibility to research outputs classified as international public goods in order to broaden their impact. However, in some instances achieving targeted impacts will require a public-private partnership approach, which in turn can require the application of intellectual property rights, licensing and other protection strategies. The Platform will aim for a balance between maintaining global accessibility and protecting intellectual property. Prospective partners will need to conform to CGIAR's policies on intellectual asset management. The lead centre, ILRI, will incorporate the CGIAR guidelines into contractual arrangements made on behalf of the Platform and ensure compliance with CGIAR policies.

Given the range of partnerships that will be required and the divergent intellectual property (IP) ideologies between the private and public sector entities, developed and developing country partners, and international laws and regulations and their application implementation at the country level, the Platform will apply the concept of intellectual asset (IA) management to align the various actions and actors with CGIAR principles. At the module level, IA management will advise on and formulate appropriate and effective IP models for prompt and broad dissemination of research outputs consistent with CGIAR principles; identify, advise on and pursue IP protection when this supports the global access objectives; develop and monitor IP and legal contracts for compliance; as needed and subject to funds, support partner policy development and implementation in these areas; and report on these activities annually.

The Platform leadership team and lead centre will coordinate IA management, together with related open access, data management and communication activities.

**Open access management:** The GENDER Platform, through its gender researchers, partners and collaborators, will ensure that its research outputs are globally accessible, i.e. that they can be found and are user friendly, interoperable and reusable. Open access is essential for sharing and leveraging the data and information generated by the Platform and will enhance innovation, impact and uptake. The Platform will make a special effort to support researchers in dealing with gender data as it highly sensitive, and gender research managers will be advised on how best to observe privacy and confidentiality as well as how to anonymize data before being shared on the Platform (see Annex 10 for further explanation). The Platform's open access, open data and research data management practices will be guided by the CGIAR open access and data management policy and associated implementation guidelines. Open access and open data actions and platforms are key mechanisms for implementing CGIAR IA principles.

Across the Platform, assuring open access, including managing data efficiently and effectively in order to support open access, will normally be the responsibility of centre partners. Each has its own tools, workflows, legal support, systems and platforms, as well as the necessary expertise, institutional buy-in and budget support to make it happen. The GENDER Platform will judiciously use and extend the open content generated by its members, adding value, aggregating and synthesizing across partners to amplify the results, and exploring the potential of artificial intelligence to support this process. The Platform leadership team will facilitate and support these efforts and monitor compliance.

Through investments within for the Platform and modules, open access and research data management will treat all research outputs, including data, as open access products; support module activities to efficiently and effectively manage research data, from data collection through processing to open access; and make the Platform's information, data and IA open and accessible. For details of engagement with BIG DATA see Annex 10 Data sharing and open access.

## 15. Communication strategy

Knowledge capitalization, development of flagship products, and strategic gender communication and advocacy is vital in ensuring the Platform goes from output to outcome and has impact. In this, the Platform will develop and adopt communication tools and approaches as well as actively manage knowledge to support the goals, objectives and outcomes of the Platform in alignment with the CGIAR SRF. Using the momentum of the present platform, the GENDER Platform's communication objectives include:

- making the Platform the go-to place for CGIAR knowledge and resources on gender equality in food systems such as tools, methods and publications;
- promoting evidence for strategic investment in CGIAR gender research;
- positioning CGIAR as a thought leader in gender equality in food systems and generate visibility for innovative gender equality research being carried out across CGIAR;
- synthesizing and repackaging knowledge from across the Platform so that it informs decisions of key target audiences; and
- actively enabling internal knowledge sharing, learning and collaboration between Platform leadership and team members for transparency, accountability and effective Platform management.

In order to achieve Platform objectives, a key component of its communications will be focused around 'knowledge capitalization and synthesis' – distilling lessons and experiences and repackaging this knowledge into different products that can be used by internal and external audiences. This will result in a series of flagship products which help distil and synthesise knowledge being produced across the Platform.

Key audiences for external communication include policymakers; national, bilateral and multilateral donors; partners, including universities, ARIs and NARES; CGIAR centres, CRPs and platforms; regional and international media; and the informed general public. Engagement with audiences will be through a series of tailored activities, prioritizing two-way communication, as detailed in the Platform's communication strategy in Annex 11. A campaign-based approach to communication will be adopted and anchored to strategic priorities for both the Platform and CGIAR, pushing to place CGIAR as a global front-runner on gender equality in food systems. Campaigns will be timed to coincide with relevant policy processes and events, informing regional and global decision-making on the future of food systems. Selected activities in the start-up phase include the revamping of the GENDER Platform website as the go-to place for information as well as to host a conceptual discussion about what gender research in CGIAR is and how communication can support this. Knowledge products and accompanying engagement plans will be produced in support of module outputs and objectives. A biennial report will also be produced synthesising knowledge and results from across the Platform into a 'state of gender in agriculture' report, to provide a resource for researchers, academics, policymakers and funding agencies as well as to showcase evidence for continued investment into CGIAR gender research.

To support CGIAR, a series of key messages will be developed and highlighted across activities. These messages will be refined and revised as research progresses to reflect new developments and priorities. A communication specialist will be employed to implement the strategy, collaborating with communication teams in partner organizations, CGIAR centres, CRPs and Platforms.

## **16. Risk management**

The GENDER Platform, hosted by ILRI, will comply with the ILRI Risk Management Policy. The institute's board has overall responsibility for ensuring an appropriate risk management process and alignment with the CGIAR system's Risk Management Framework and its Risk Appetite Statement. The ILRI management committee is responsible for ensuring that risks are appropriately identified, assessed and acted upon. The Platform's leadership and staff are responsible for ensuring that risks are considered for all modules and business processes under their responsibility, and for identifying appropriate risk mitigation strategies after due consideration of costs and benefits. Under an enterprise risk management approach, the goal is not to control or avoid all risk, but rather to take advantage of opportunities, while reducing or mitigating threats.

This proposal considers a number of different risks that will be mitigated or turned into opportunities, including the following, classified under the CGIAR system 'risk families':

**CGIAR is no longer a front runner:** An inadequate number of gender researchers in CGIAR centres and partner institutions hampers the Platform's ability to carry out activities and achieve outcomes. This risk will be mitigated through hiring a select number of new gender researchers, by ensuring resources are available to deliver through professionalization of gender in the CGIAR, and, importantly, by creating new opportunities for maximizing the current number of gender researchers.

**CGIAR loses its central role in AR4D:** Existing and new gender equality research initiatives may already be filling knowledge gaps within and outside CGIAR. In the same way, while the Platform will work to consolidate, strengthen and share standards and methods developed by researchers within individual CGIAR centres, there is a risk that efforts will be duplicated, on either side. To mitigate both risks, the Platform will engage with partners both inside and outside the CGIAR system and undertake a situation analysis.

**Unsatisfactory evidence and assurance received:** There is a risk that the broader AR4D ecosystem, including biophysical researchers within and outside CGIAR, will not value the evidence from meta-analyses and foresight and will not incorporate it into strategic initiatives to achieve higher-level development outcomes. To mitigate this risk, the Platform will hold annual conferences to share evidence and foresight gained.

In addition, inadequate funding is available to deliver results and put into use the evidence generated. Possibly aggravating this situation is the risk that donor interests might shift, placing a lesser priority on gender in the future. This will be mitigated by engaging with partners in resource mobilization and connecting gender work across CGIAR, especially with other centres and CRPs. Equally, evidence generated on the return on investment in gender research in agriculture will be used to mobilize resources.

**Poor execution undermines capability:** Developing new gender equality communication and advocacy skills has the potential to result in gender-responsive policies within CGIAR centres and partner institutions. But, given how policy change takes a long time, skills might not translate into policies. However, there is risk appetite within each CGIAR centre and in partner institutions for gender-related organizational culture change, and budgets and processes in place to operationalize culture change frameworks. In addition, this risk will be mitigated by engaging all CGIAR centres and partner institutions in training and capacity-building initiatives.

## 17. Monitoring and reporting

The 2016 IEA evaluation of gender in CGIAR highlighted the need for improving and institutionalizing systems for monitoring outputs as well as effectiveness and outcomes of gender research. The new GENDER Platform sees monitoring and evaluation as two distinct organizational activities, which together provide the knowledge required for effective program and project management as well as for reporting and accountability. While monitoring addresses the question, *Are we doing things right?*, evaluation addresses the question, *Are we doing the right things?*

The Platform impact pathway described in section 7 and depicted in Figure 2 (and Figures 4-6 in Annex 1) provides the logical causal chain from the broad activities mentioned that will lead to the

anticipated delivery of key outputs that will enable the Platform to achieve stated intermediate and primary outcomes with different end users. The impact pathway provides the overall frame for monitoring and evaluating implementation by the Platform. It guides how the Platform monitors and assesses its activities, outputs and outcomes. The upper level of primary outcomes and impacts of the Platform relies on uptake by CGIAR centres and key partners to materialize. Centres utilizing the Platform's research, capacity building and tools will monitor their own work and assess impacts that may have resulted from the Platform's support. In line with this, and if there is interest and a request, the Platform will also support centres to improve their monitoring of gender integrated and strategic research.

A Platform results-based management framework (RBMF) was developed using the impact pathways as guides (see Annex 2). The framework is the Platform's reporting tool for monitoring and evaluating the progress the three modules and their respective work packages will make achieving the key objectives by delivering on key outputs and outcomes articulated in the impact pathways (see Figure 2 and Figures 4-6). The framework identifies indicators for each expected result, estimated time-bound targets, and indicates the data source of verification for each output or outcome. Yearly milestone targets will be developed collectively and included in a revised version of the framework during the Platform inception period. The framework also includes the Platform vision, goals, objectives, and high-level outcomes to make apparent how the efforts made at module level will ultimately lead to the Platform achieving its vision, goals, objectives, etc.

In consultation with the wider CGIAR gender research community, the Platform team will develop an overall implementation plan based on the Platform RBMF. The high-level implementation plan will be complemented by detailed yearly work plans for the Platform, which, in turn, will be broken down into specific work plans by module. The RBMF and yearly work plans provide the basis for the Platform's M&E system, against which progress towards milestones and longer-term outcomes by 2030 can be assessed and reported. It is envisaged that the Platform will use either the web-based MEL or MARLO platforms for planning, reporting, coordination, risk management, performance evaluation, and as a platform for knowledge sharing and learning amongst different stakeholder groups and within and across the CRPs, CGIAR centres, and even bilateral projects.

Beyond monitoring the performance of the Platform at the output and outcome levels, the key assumptions of the impact pathway and critical risks (laid out in Figure 2 and in Section 16) will be monitored annually as well. In addition, the Platform will comply with the requirements provided by the SMO, such as documenting the common reporting indicators, innovations, outcome case studies and evidence of the impact of gender research (quantitative and qualitative), as per annual planning and reporting templates.

To optimize time and increase cost-effectiveness, monitoring at activity and output levels will draw on data from the Platform's management information systems, e.g. work plans, budgets and accounting system as well as communication and knowledge management system. This includes module leaders' and the Platform director's regular interaction with staff and partners. Meanwhile, for monitoring of intermediate outcomes, data sources include special studies, to provide certain types of data that are otherwise difficult to track automatically, e.g. next users' uptake as well as use and adaptation of Platform outputs; it will also include expert opinions on important changes occurring, and how they affect Platform performance. Importantly, the collection of data is based on a clear understanding of not only how the outputs will be achieved,

but also of how this will contribute to expected outcomes and impacts via the defined impact pathway, hence the anchoring in the impact pathway logic.

While the role of outcome monitoring is to assess progress towards expected change at the level of next users, it is also a mechanism for generating findings and lessons to feed back into research and decision-making processes. These findings, in turn, can inform the development of hypotheses for impact assessment, and will be crucial to the Platform as it develops and grows.

External evaluations will be implemented at regular intervals to assess relevance, efficiency, quality of science, effectiveness, attributable impact and sustainability. The information gained from monitoring, reporting and evaluations of the Platform and of participating CRPs, centres and platforms will be the basis for the Platform's learning, and used to adjust its strategy, agenda, processes, and use of human and financial resources. The Platform will also cooperate with any evaluations that are planned by the CGIAR's Secretariat of Advisory Services, according to their evaluation plan.

## **18. Resource mobilization strategy**

The GENDER Platform will take a phased approach in its resource mobilization efforts. From our understanding, the current level of funding for the existing Platform is at USD 2 million. This will provide sufficient resources to establish the new Platform in 2020 and to set up the initial three modules. In this proposal, the Platform seeks additional funds (i.e. new funding that is not otherwise available to CGIAR) with a target of increasing financial support for the Platform to USD 5.6 million per year. The funding falls under two different parts, management and research. The research will be undertaken in the three modules, where the principle of funding will be module 1 EVIDENCE receiving 50%, module 2 METHODS 30% and module 3 ALLIANCES 20%. In this initial phase and as set out in the budget narrative (Section 20), funding will be used across modules to support the development, implementation and documentation of two or three comprehensive work packages. These will be decided at the high-level meeting within the first six months of inception. The clearly defined research products coming from the work packages will be used to illustrate how the Platform can deliver on research.

Resource mobilization, as the Platform grows, will be based on the principle of 'crowding in funding', and will be carefully targeted and managed so that the Platform will not be in competition with centres for funds, but to focus on research questions or capacities beyond the scope of individual centres or CRPs, and also to ensure that centres remain committed to raising money for their individual gender research. This will be done in close collaboration with the SMO, as the Platform falls under the responsibility of CGIAR. A concerted effort will also be made at the other end of the spectrum to support and training gender researchers to develop investable proposals.

Learning from the past, instead of providing small grants to centres/CRPs to conduct research on specific gender-related themes, it is proposed to bring interested centres together to identify strategic areas of research and write large multi-centre, cross-cutting, collective and action-oriented proposals for raising money for gender research.

During the Platform's inception phase, the implementation team will engage with potential investors to assess key needs and define the agenda of the Platform to ensure alignment with donor interests. This agenda and the financing required to implement it will be developed through donor intelligence and assessing the comparative advantage of the CGIAR and how it can contribute to investors' agendas and deliverables. The Platform director and the module leaders will play a key role in maintaining strong relationships with donors, as will links with the funder and external engagement unit of the system management office. In all this, communication teams will play a key role in donor engagement. Donor interest in funding CGIAR gender research will be elicited through a sound communication strategy that positions CGIAR as a thought leader in gender equality in agriculture and food systems research. Effective tools and methods (see Section 15 and Annex 11) will be used to ensure high visibility of the work conducted by the GENDER Platform and proper accreditation of funders. This visibility will be used to mobilize new (previously untapped) financial resources from additional donors where necessary.

The CGIAR system's gender research community has diverse capacity to mobilize resources, and there is potential within the system to raise more funds for gender than currently available by strengthening the capacity of gender researchers to mobilize resources for their work. If the gender researchers in CGIAR are able to raise funds for work within centres, this will greatly contribute to meeting some of the Platform deliverables since it will be working in collaboration with centre management and staff.

## **19. Budget narrative**

## **20. Platform budget narrative**

The proposed annual base scenario budget for the GENDER Platform to execute its agenda is USD 5.6 million for year 1 and totals to USD 36.8 million for the 5 years. And for the uplift scenario, the budget is USD 11.2 million in year 1 and totals to USD 73.5 million for the 5 years. With a CGIAR annual research portfolio of just over USD 900 million, the budget allocated to gender should be at least 10% of that amount (USD 90 million) to demonstrate clear commitment and focus. While most of these funds will be managed directly by the centres and their researchers, the GENDER Platform tasked with coordinating and supporting gender research across the CGIAR should be funded to the tune of 5% (about USD 4.5 million, which informs USD 5.6 million base scenario for year 1) to 10% (about USD 9 million, which informs the USD 11.2 million uplift scenario for year 1) of the total gender budget.

Outcomes associated with the base and uplift budgets will include an increase in gender research, development and use of new gender research tools, and stronger alliances, all generated by the different modules. This funding will go directly the centres through the three modules described in this proposal (and any additional ones established in the future) through an open and transparent process to implement agreed-upon gender research. The management costs of the Platform are 23% of the budget, this is a good investment as the group will leverage resources and new directions on gender for the CGIAR overall, and will create new opportunities for gender researchers in centres.

Tables 2 and 3 below show the breakdown of the base scenario and uplift budgets. Generally, an annual increment of 5% has been considered in both scenarios. However, exponential growth is

expected for the seed funding, in recognition that most of the work will increasingly be conducted by individual centres, with the Platform providing coordination. Seed funding is an important source of support for the research being done within the modules. In Tables 2 and 3, seed funding is reflected in the budget lines on CGIAR collaborations (75% of seed funding) and non-CGIAR collaborations (remaining 25%). As more funding becomes available, the seed funding budget is expected to grow. These funds will be used primarily by centres and will be allocated through an open and transparent competitive process (including any necessary discussions with the Platform management committee) to implement research activities and other projects. For the base budget, the seed funding is estimated to be USD 16.8 million, which grows from about USD 2 million in year 1 up to about USD 5.8 million by year 5.

Under the uplift budget, work will be done at a broader scale. This will require greater involvement of staff and this acts as a major driver of all the other cost components in the budget.

**Table 2: Base budget**

Total Platform budget by Natural Classifications (USD)						
	2020	2021	2022	2023	2024	Total
Personnel	2,117,125	2,222,981	2,334,130	2,450,837	2,573,379	11,698,452
Travel	330,000	346,500	363,825	382,016	401,117	1,823,458
Capital Equipment	0	0	0	0	0	0
Other Supplies and Services	690,710	725,246	761,508	799,583	839,563	3,816,610
CGIAR collaborations	1,312,500	1,476,563	1,845,703	2,537,842	3,806,763	10,979,370
Non CGIAR Collaborations	437,500	492,188	615,234	845,947	1,268,921	3,659,790
Indirect Cost	733,175	789,522	888,060	1,052,434	1,333,461	4,796,652
<b>Total</b>	<b>5,621,010</b>	<b>6,052,998</b>	<b>6,808,461</b>	<b>8,068,659</b>	<b>10,223,203</b>	<b>36,774,332</b>

**Table 3: Uplift budget**

Total Platform budget by Natural Classifications (USD)						
	2020	2021	2022	2023	2024	Total
Personnel	4,234,250	4,445,963	4,668,261	4,901,674	5,146,757	23,396,904
Travel	660,000	693,000	727,650	764,033	802,234	3,646,917
Capital Equipment	-	-	-	-	-	-
Other Supplies and Services	1,381,420	1,450,491	1,523,016	1,599,167	1,679,125	7,633,220
CGIAR collaborations	2,625,000	2,953,125	3,691,406	5,075,684	7,613,525	21,958,740
Non CGIAR Collaborations	875,000	984,375	1,230,469	1,691,895	2,537,842	7,319,580
Indirect Cost	1,466,351	1,579,043	1,776,120	2,104,868	2,666,923	9,593,304
<b>Total</b>	<b>11,242,021</b>	<b>12,105,997</b>	<b>13,616,922</b>	<b>16,137,319</b>	<b>20,446,406</b>	<b>73,548,665</b>

### Platform funding plan

For year 1, it is expected that 98% of the funding will come through W1/W2. The remaining 2% will come through W3 and from bilateral sources as co-funding for gender research coordinators from each of the 15 participating centres. W3 and bilateral funding is expected to grow over the 5 years covered here, with W1/W2 funding dropping to 60% of the Platform budget by year 5. Table 4 below shows the funding plan across the 5 years for the base scenario. It also illustrates the funding gap for the Platform.

In Table 4, it is assumed that the percentage of W1 and W2 will decrease from 98% in 2020, 90% in 2021, 80% in 2022, 70% in 2023 to 60% in 2024. It is also assumed that the funding gap this creates will be filled, in equal amounts, from W3 and bilateral sources. The increase in W3 and bilateral funding will result from the Platform’s efforts to source additional direct funding for emerging and specific topics.

**Table 4: Funding plan**

<b>Funding Needed</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>Total</b>
W1+W2	5,508,590	5,447,699	5,446,769	5,648,062	6,133,922	<b>28,185,041</b>
W3	56,210	302,650	680,846	1,210,299	2,044,641	<b>4,294,646</b>
Bilateral	56,210	302,650	680,846	1,210,299	2,044,641	<b>4,294,646</b>
Other Sources						-
<b>Total</b>	<b>5,621,010</b>	<b>6,052,998</b>	<b>6,808,461</b>	<b>8,068,659</b>	<b>10,223,203</b>	<b>36,774,332</b>

### **Platform management and support costs**

Table 5 below shows costs for the GENDER Platform implementation team for the base budget. The budget is made up of personnel, travel and supplies and services. The personnel budget is composed of 1 FTE for the platform director/leader, 1 FTE for the platform communications expert, 1 FTE for the project manager, who will also play an M&E role, 1 FTE for science manager, 0.5 FTE for administrative manager and 0.5 FTE for administrative assistant (see Annex 8 for position profiles). The role of the implementation team is to catalyse and sustain progress towards achieving the vision of the Platform by engendering a spirit of mutually supportive collaboration and working closely with module leaders, gender researchers and the GRCs.

An annual conference and the Platform’s website costs have been budgeted under management and support at an estimated cost of about USD 50,000 each for year 1. The website costs include hosting the website but also continuous maintenance and support to keep it dynamic and relevant. The travel budget includes facilitation of international travel for representatives from all 15 centres to attend crosscutting Platform meetings. Supplies and services entail costs for management and advisory committee meetings, service costs for the lead centre and office expenses. The budget includes overheads at the rate of 15%. Total Platform management and support costs amount to about USD 8.6 million, which accounts for 28% of the total Platform budget in year 1, decreasing to 19% in year 5 given the increases in other parts of the budget.

**Table 5: Management and support cost**

Details	2020	2021	2022	2023	2024	TOTALS
Platform Director/Leader (1FTE)	213,800	224,490	235,715	247,500	259,875	<b>1,181,380</b>
Communications Expert (1FTE)	137,800	144,690	151,925	159,521	167,497	<b>761,432</b>
Project Coordinator (1FTE)	137,800	144,690	151,925	159,521	167,497	<b>761,432</b>
Science Manager (1FTE)	159,700	167,685	176,069	184,873	194,116	<b>882,443</b>
Administrative Manager (0.5FTE)	52,350	54,968	57,716	60,602	63,632	<b>289,267</b>
Administrative Assistant (0.5FTE)	15,500	16,275	17,089	17,943	18,840	<b>85,647</b>
Annual Conference	50,000	52,500	55,125	57,881	60,775	<b>276,282</b>
Platform Website	50,000	52,500	55,125	57,881	60,775	<b>276,282</b>
Supplies and Services	236,562	248,390	260,809	273,850	287,542	<b>1,307,153</b>
Platform management travel	300,000	315,000	330,750	347,288	364,652	<b>1,657,689</b>
Overheads (15%)	203,027	213,178	223,837	235,029	246,780	<b>1,121,851</b>
<b>Leadership Team Totals</b>	<b>1,556,538</b>	<b>1,634,365</b>	<b>1,716,084</b>	<b>1,801,888</b>	<b>1,891,982</b>	<b>8,600,857</b>

**Budgeted costs for certain key activities under the management budget**

While the GENDER Platform is focused on gender-related activities, it will also address the needs of youth, strengthen CapDev, engage in impact assessment, and manage intellectual assets, as well as ensure dissemination of research findings, open access and the proper management of data. These key activities have been incorporated into the budget, some of them covered through the seed funding provided to each of the modules. Youth activities, CapDev and impact assessment are expected to take 9%, 17% and 9% of the budget, respectively. Intellectual asset management will require about 4% and open access and data management 7%, while communications is expected to be about 17% of the management budget in year 1. See Table 6.

**Table 6: Costs for key activities – Year 1**

Description	Estimated annual average cost (USD)
Gender	entire budget
Youth (only for those who have relevant set of activities in this area)	140,000
Capacity development	265,000
Impact assessment	140,000
Intellectual asset management	50,000
Open access and data management	75,000
Communication	265,000

**21. Module budget narrative****General information**

The GENDER Platform will have three modules initially: evidence (module 1), methods (module 2) and alliances (module 3). Each of these will have a module leader and will also benefit from the work of gender research coordinators across the 15 centres (at a level of about 0.05 FTE per centre to start with). The costs of the gender research coordinators are expected to be covered by the centres from W1/W2, W3 and bilateral project funding. The costs for module leaders, attendance to conferences, creation of a websites, travel and part of the competitive seed funding is expected to come from W1/W2 funding for the Platform. Given that the volume of activities varies across

the modules, all activity costs have been allocated to the evidence, methods and alliances modules on a 50%, 30% and 20% basis, respectively. This apportionment reflects the estimated current weight being given to each module based on the volume of activities planned under it. The seed funding will be available through competitive bidding to implement gender research (and other appropriate activities) under each module.

Beside a module leader, each module will have an administrative officer and a postdoctoral fellow (PDF) contributing to research within the module's subject area. These PDFs will be housed in different CGIAR centres. They will be part of the CapDev of the Platform, similar to the previous competitive system set up by the SMO. Plans are in place to expand the number of PDFs as it is important to build a cadre of new gender researchers.

## Module budget summaries

### Module 1 – Evidence

The cost for module 1 will be about USD 12.4 million over five years (34% of total Platform costs). This amount includes 50% (USD 8.4 million) of the competitive seed funding. The seed funding will finance most of the research conducted within this module and hence about 68% of the module 1 budget is allocated to it. No funding under this module has yet been secured but there is a high expectation that the W3 and bilateral funding to finance the centre research coordinators will be supported and financed by the centres through their existing W3 and bilateral projects. Overall, personnel costs comprise 22% of this module's budget, while travel, supplies and services and collaboration take 1%, 6% and 59%, respectively. Overheads at the rate of 15% on direct costs account for 13% of the total budget. The lead centre of the module will be expected to retain 18% of the module 1 budget to cover the costs of the module leader and administrative officer, but it will also be allowed to bid for competitive grants together with other collaborators. The remaining 82% is expected to flow to the partners, but that will depend on the outcome of the competitive grant process. Table 7 below shows the cost breakdown for module 1.

**Table 7: Module 1 costs**

	2020	2021	2022	2023	2024	Total
Personnel	486,688	511,022	536,573	563,402	591,572	2,689,256
Travel	15,000	15,750	16,538	17,364	18,233	82,884
Capital Equipment	0	0	0	0	0	0
Other Supplies and Services	125,535	131,812	138,403	145,323	152,589	693,662
CGIAR collaborations	656,250	738,281	922,852	1,268,921	1,903,381	5,489,685
Non CGIAR Collaborations	218,750	246,094	307,617	422,974	634,460	1,829,895
Indirect Cost	225,333	246,444	288,297	362,698	495,035	1,617,807
<b>Total</b>	<b>1,727,556</b>	<b>1,889,403</b>	<b>2,210,279</b>	<b>2,780,681</b>	<b>3,795,270</b>	<b>12,403,190</b>

### Module 2 – Methods

The projected costs for module 2 add up to about USD 8.8 million (24% of total Platform costs). This amount includes 30% (USD 5.1 million) of the competitive seed funding. The seed funding will finance most of the research done within this module and hence about 57% of the module 2 budget is allocated to it. Like module 1, funding for this module has yet to be secured, but there is a high expectation that the W3 and bilateral funding to finance the centre research coordinators will be supported and financed by the centres through their existing W3 and bilateral projects. Overall, personnel costs form 29% of this module's budget, while travel, supplies and services and collaborators take 1%, 7% and 50%, respectively. Overheads at the rate of 15% on direct costs

account for 13% of the total budget. The lead centre for module 2 will be expected to retain 26% of the module's budget to cover the costs of the module leader and administrative officer but will also be allowed to bid for competitive grants together with other collaborators. The remaining 74% is expected to flow to the partners, but as with module 1, that will depend on the outcome of the competitive grant process. Table 8 below shows the module 2 cost breakdown.

**Table 8: Module 2 costs**

	2020	2021	2022	2023	2024	Total
Personnel	462,733	485,869	510,163	535,671	562,454	2,556,889
Travel	9,000	9,450	9,923	10,419	10,940	49,731
Capital Equipment	0	0	0	0	0	0
Other Supplies and Services	116,552	122,380	128,499	134,924	141,670	644,025
CGIAR collaborations	393,750	442,969	553,711	761,353	1,142,029	3,293,811
Non CGIAR Collaborations	131,250	147,656	184,570	253,784	380,676	1,097,937
Indirect Cost	166,993	181,249	208,030	254,422	335,665	1,146,359
<b>Total</b>	<b>1,280,278</b>	<b>1,389,573</b>	<b>1,594,895</b>	<b>1,950,572</b>	<b>2,573,434</b>	<b>8,788,752</b>

### Module 3 – Alliances

The costs for module 3 add up to about USD 7.0 million (19% of total Platform costs). This amount includes 20% (USD 3.4 million) of the competitive seed funding. Seed funding will finance most of the research work within this module and hence about 48% of the module 3 budget is allocated to it. As with modules 1 and 2, funding for this module has yet to be secured, but there is a high expectation that the W3 and bilateral funding to finance the centre research coordinators will be supported and financed by the centres through their existing W3 and bilateral projects. Overall, personnel costs account for 36% of this module's budget, while travel, supplies and services and collaboration take 0.47%, 9% and 41%, respectively. Overheads at the rate of 15% on direct costs account for 13% of the total budget. The lead centre for the module will be expected to retain 33% of the module 3 budget to cover the costs of the module leader and administrative officer, but the centre may also bid for competitive grants together with other collaborators. The remaining 67% is expected to flow to partners, but as with the other modules, that will depend on the outcome of the competitive grant process. Table 9 below provides the cost breakdown for module 3.

**Table 9: Module 3 costs**

	2020	2021	2022	2023	2024	Total
Personnel	450,755	473,293	496,957	521,805	547,896	2,490,706
Travel	6,000	6,300	6,615	6,946	7,293	33,154
Capital Equipment	0	0	0	0	0	0
Other Supplies and Services	112,061	117,664	123,547	129,724	136,211	619,207
CGIAR collaborations	262,500	295,313	369,141	507,568	761,353	2,195,874
Non CGIAR Collaborations	87,500	98,438	123,047	169,189	253,784	731,958
Indirect Cost	137,822	148,651	167,896	200,285	255,980	910,635
<b>Total</b>	<b>1,056,638</b>	<b>1,139,658</b>	<b>1,287,203</b>	<b>1,535,518</b>	<b>1,962,516</b>	<b>6,981,533</b>

### Other sources of funding for this project

While no other sources of funding are foreseen at the moment, the Platform will continuously seek additional funding opportunities. Such sources may include, but will not be limited to, in-kind contributions from the CGIAR and non-CGIAR collaborators and other partners.

### Budgeted costs for certain key activities under all three modules

The modules are focused on gender-related activities, but they will also address the needs of youth, improve CapDev, conduct impact assessments, manage intellectual assets, ensure effective data management, and engage in vital communications efforts, all of which have been incorporated into the budget. Youth activities, CapDev and impact assessment are expected to take 10%, 12% and 6% of the budget, respectively. Intellectual asset management, communications, and open access and data management will take about 2%, 2% and 3%, respectively, of the year 1 base budget. These costs are shown in Table 10.

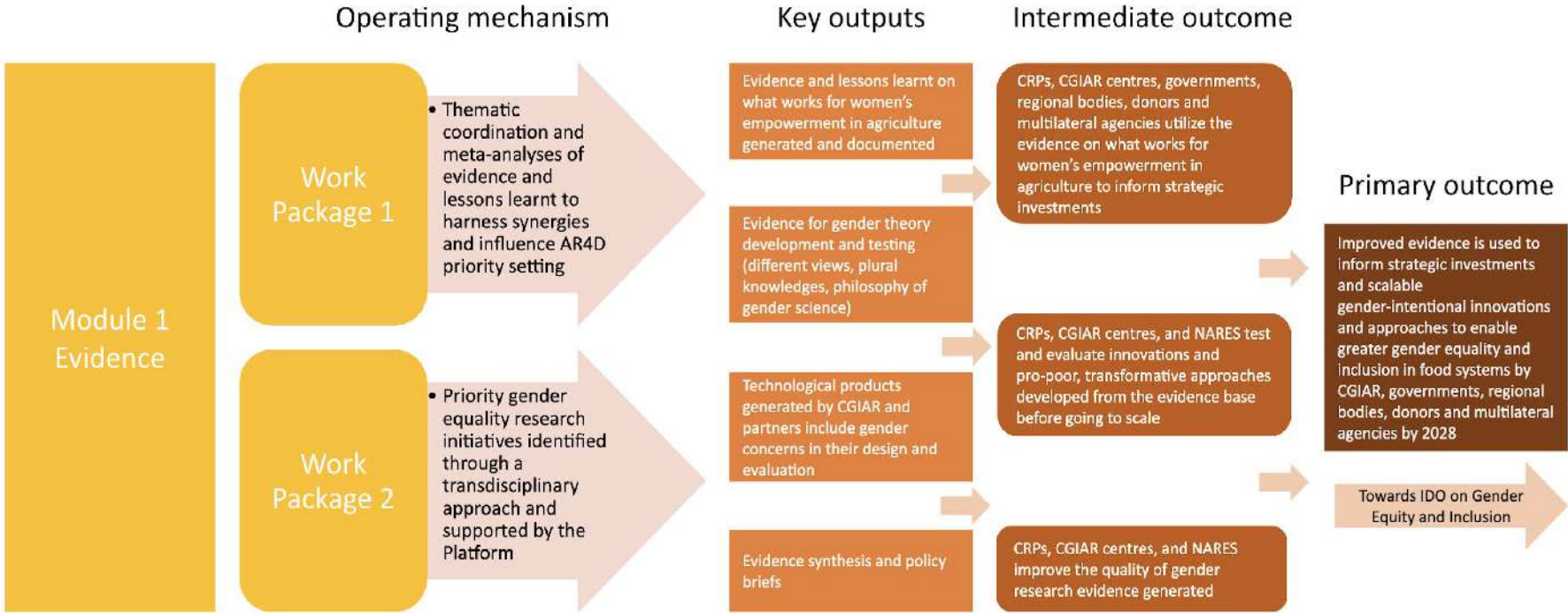
**Table 10: Costs for key activities**

	Estimated annual average cost (USD)
Gender	entire budget
Youth (only for those who have relevant set of activities in this area)	562,000
Capacity development	674,500
Impact assessment	337,300
Intellectual asset management	112,400
Open access and data management	168,600
Communication	112,400

ANNEXES

Annex 1: Modules

Figure 4: Module 1 Impact pathway



**Module 1: Evidence.** This module has two key objectives: 1) to support the development of a diverse gender research portfolio and evidence gaps that aligns to the priorities set in the CGIAR Strategy and Results Framework (SRF), by other multilateral bodies, such as the SDGs, and by other regional frameworks, such as CAADP in Africa and the Association of Southeast Asian Nations (ASEAN)'s 2025 Framework in southeast Asia; and 2) to facilitate the identification and implementation of strategic research on emerging issues to generate evidence on global gender gaps on the empowerment of women in agriculture and to develop effective ways of addressing them. This will take a critical look at evidence needed (retrospectively) and develop a robust evidence base and new directions (prospectively) on women's empowerment, identifying solutions and trajectories to reduce gender inequalities.

In the past, gender work in CGIAR has followed an agenda set biophysical scientists. This module will spearhead the integration of gender theory in the overall work implemented in CGIAR and help set the priorities for technology research and development. AR4D draws on a variety of gender-related theories, including theories on gender and feminism (Jiggins 1998; Chant 2008), power dynamics (Rowlands 1997; Hillenbrand et al. 2015), agency and women's empowerment (Kabeer 1999; van Eerdewijk et al. 2017), gender transformative change (CRP AAS 2012; Cole et al. 2014; 2015), behavioral change (Olney et al. 2015), social movements and collective action (see in Meinzen-Dick et al. 2009), and social-ecological transition (Kawarazuka et al. 2017; Cole et al. 2018). This diversity in use of different theories leads to a number of important questions when researching on gender in an AR4D context: 1) what theory or theories are relevant in certain AR4D contexts or projects? What are the challenges that arise when working with another or multiple gender-related theories in AR4D? How might these theories be applied in AR4D? Theory of change<sup>1</sup> approaches enable researchers and other stakeholders operating in AR4D contexts to put into practice and test (both validate and refute) theories of how changes in, for example, the empowerment of women can happen under certain assumptions. The use of theory of change approaches "allows for positioning change more strongly in context, trends and power issues, and implies a multistakeholder perspective" (Hivos 2014). The various outcomes of a theory of change process can be used to regularly monitor and reflect on the constantly changing process to enable researchers and other stakeholders to adapt strategies, review and modify assumptions, and for learning purposes (Hivos 2014).

The specific research areas to pursue as a part of the module in the first round will be decided in consultation with the entire set of centres and CRPs in the first year. One example of such areas could be gender and labour. While the labour and time use of women in agricultural activities is increasingly being documented, we might have been looking at it in a piecemeal manner. Mechanization targeting women has not yet been adequately addressed in Africa or Asia. Implications of mechanization on labour contributions of women as family labour or hired labour, and whether that leads to their displacement on farms, how male out-migration affects demand for and access to mechanization and whether it is feminising or defeminising agriculture systems would be an area of interest. The implications of all these factors on time use and drudgery of women, and consequently on their health and well-being, remain an area we do not have much

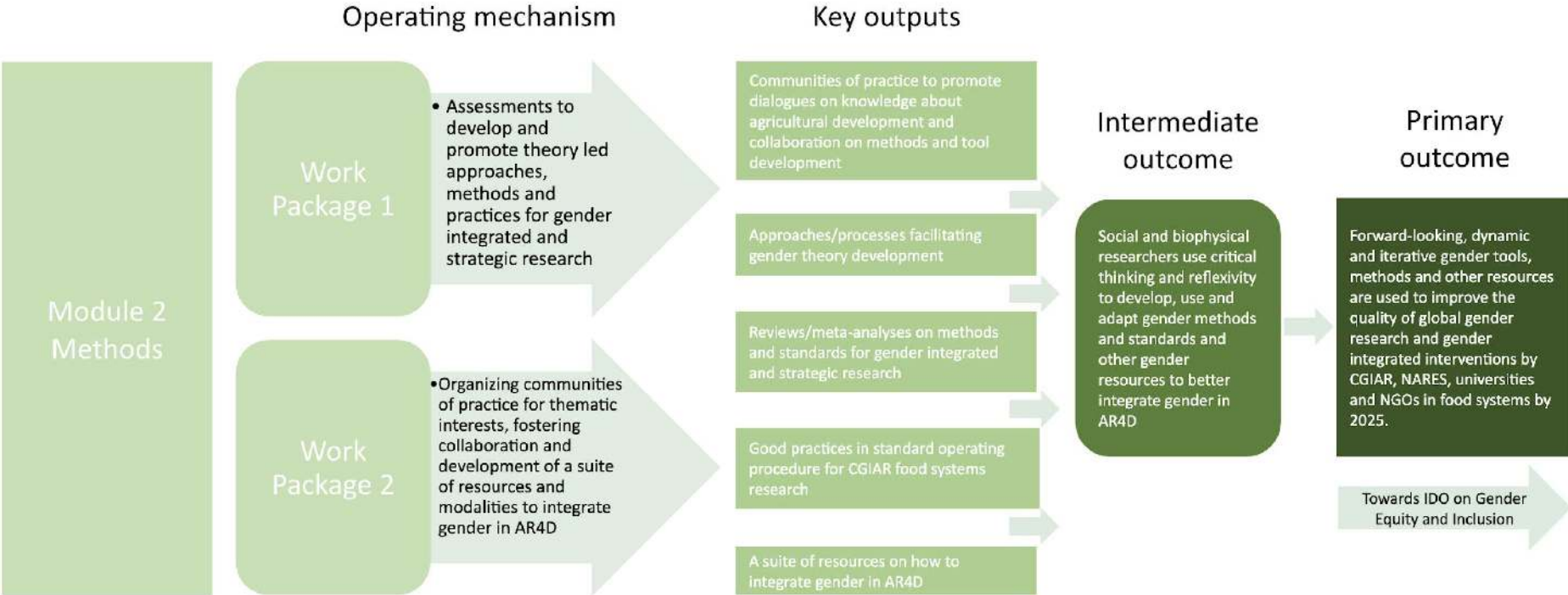
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<sup>1</sup> "Theory of change is a theory-based approach to planning, implementing or evaluating change at an individual, organisational or community level. An assumption is made that an action is purposeful. A theory of change articulates explicitly how a project or initiative is intended to achieve outcomes through actions, while taking into account its context." (Laing and Todd 2015).

knowledge of. Formalization of market systems also has huge implications on labour. Does this mean that women lose out as they are often engaged in informal markets? Do their returns on labour increase or decrease? Linked to this is identifying opportunities for women's economic empowerment through their engagement in entrepreneurial activities in agri-food systems and how this plays out. Research and learning around what it takes to develop of women and youth agri-entrepreneurs, and doing it at scale so they can be catapulted out of poverty, would help clever and appropriate designs of programs, which are mushrooming, both with public and private sector support, but often do not end up being viable or scalable.

Generating evidence on what works for women's empowerment in agriculture, and under what conditions, will open opportunities to develop and test new innovations and pro-poor, transformative approaches. Building on and identifying new gender equality research initiatives positions CGIAR as a leader in gender AR4D. The use of a transdisciplinary approach is important as it ensures multiple stakeholders from diverse backgrounds are included in the process when identifying priorities. Participatory people-centred foresight would be a useful area to pursue to understand how the social and gender relations are evolving in different contexts and why, what the major drivers and potential future scenarios are. This can contribute to the design and implementation of gender transformative approaches. The module will generate new knowledge and evidence on gender equality, build appropriately on priority research initiatives identified by existing gender platforms and develop new ones to address evolving needs. Current gender initiatives are creating a body of evidence that will be curated and widely disseminated through the new GENDER Platform.

Figure 5: Module 2 Impact pathway



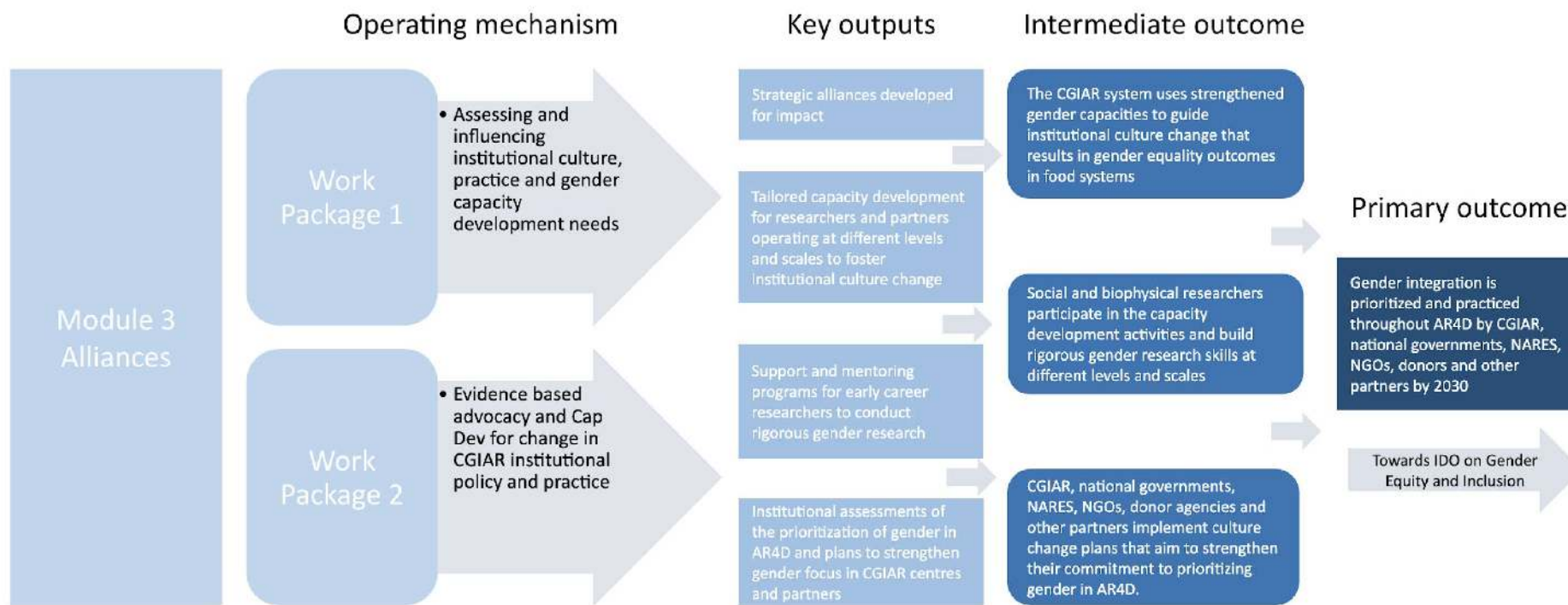
**Module 2: Methods.** This module has two key objectives: 1) to stimulate critical thinking and reflexivity on gender in AR4D and 2) to strengthen the integration and value-addition of gender analysis in AR4D and reduce transaction costs, through assessment, development, and promotion of good practices, methods and standards for gender integrated and strategic research. Grounding the CGIAR gender research in theory (see above) will improve the quality of the science produced and stimulate critical thinking and reflexivity through the use of theory of change approaches to ensure CGIAR research improves the lives of the women and men it is meant to benefit. Recognizing the diversity of gender work conducted in CGIAR, a wide range of theories may be used as highlighted above.

This module will also facilitate the development of tools and standards for gender research. While the purpose of this module is not to stifle reflexivity and innovation by developing overly prescriptive tools, some minimum standards for integrating gender research in the different areas of work in CGIAR are needed to guide and inspire research managers and scientists. These tools will be collaboratively designed and owned, iterative, forward-looking and dynamic to ensure their use across CGIAR and beyond.

As with each module, the specifics will be decided in consultation with others. An example would be the development of methods that would help scale out gender transformative approaches. With the increased interest in investing in this area, there is an urgent need to theoretically underpin this and provide options for scaling out, which builds on efforts made by the current gender platform. This would result in long-term benefits instead of ad hoc work, and would go a long way in enhancing the efforts of donors to integrate such options in their development programs. Another area would be building upon the ongoing work on research methodologies and identifying new frontiers of data use. Specifically, on gender at a landscape level, i.e. beyond household level, which has traditionally not been part of the gender in agriculture domain, but is vital if the CGIAR gender group wants to influence government and regional policy. This requires a concerted effort on understanding the theoretical underpinnings of aggregating data, and how to extrapolate a very context-driven (cultural) area of research.

The Platform will organize communities of practice to enhance gender research in agriculture and food systems, and invite external researchers who are experts in the area to collaborate. This will enable the Platform to promote the development of quality resources to help ensure that gender is integrated meaningfully in AR4D. To maximize value added across CGIAR and identify key methodological areas to prioritize during the first phase of Platform implementation, a situation analysis and needs assessment will be undertaken. The analysis and assessment will focus on the types of gender research methods and tools that can be used in conducting CGIAR gender research; the Platform will document related lessons and challenges and use the findings from these to inform the overall module implementation plan.

Figure 6: Module 3 Impact pathway



**Module 3: Alliances:** This module will have two key objectives: 1) to explore, facilitate and develop approaches for interdisciplinary/transdisciplinary synergies between gender researchers and with other scientists within CGIAR; and 2) to catalyse and strengthen capacities on gender integration and institutional change for improved uptake of gender research in an evolving global food system.

While there are a number of social and biophysical researchers working on gender in AR4D, gender research is not uniformly applied and integrated in technology development and AR4D, neither within nor outside CGIAR. Thus, the Platform will promote alliances that foster interdisciplinary synergies to ensure that the results of gender research are considered in agriculture technology development. It will offer training fellowships and other opportunities designed to support the development of skills and competencies among CGIAR researchers and partners that respond to prioritized needs in centres and programs. This is to ensure not only equitable benefits for women and men, but also to elevate the potential of agriculture technology to positively transform gender relations leading to women's empowerment. This module will aim to develop gender capacities for CGIAR researchers and partners to carry out high-quality AR4D.

Transformational change in food systems can only occur when all relevant institutions prioritize and practice gender integration throughout their AR4D portfolio. Therefore, this module will build strategic alliances with national governments, NARES, NGOs, donor agencies, multilateral initiatives and other partners. It will help address disparities in skills and competencies among these actors, facilitating the institutional culture changes necessary to achieve a gender-responsive global food system. For example, the Platform envisions partnering with the African Union's CAADP to strengthen gender capacities and approaches in their projects, making them more effective and impactful for gender equality in food systems. In Southeast Asia, an alliance with similar effects could be built with ASEAN to bolster its 2025 Framework; in South Asia with the South Asian Association for Regional Cooperation, supporting its efforts to achieve the SDGs; and in the Pacific with the Secretariat of the Pacific Community to solve the triple burden of under nutrition, obesity and violence against women.

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## Annex 2: GENDER Platform results-based management framework

PLATFORM VISION, GOALS, OBJECTIVES, & HIGH-LEVEL OUTCOMES				
<b>VISION</b>				
- A world in which gender equality drives a transformation towards equitable, sustainable, productive and climate-resilient food systems.				
<b>GOALS</b>				
<ol style="list-style-type: none"> <li>1. Become the go-to place for high-quality evidence, knowledge, methods, tools and alliances around gender that foster transformational change for inclusive and equitable food systems within planetary boundaries.</li> <li>2. Use tools and evidence to support CGIAR and its partners in transforming local and global food systems through improved gender equality.</li> <li>3. Change the organizational cultures and enhance capacities for achieving gender outcomes within CGIAR and its partner institutions such that gender equality becomes a core principle in priority setting, research and day-to-day activities.</li> </ol>				
<b>OBJECTIVES</b>				
<ol style="list-style-type: none"> <li>1. To generate the high-quality research evidence needed to influence the broader AR4D ecosystem and to integrate gender to achieve gender-equal outcomes from AR4D.</li> <li>2. To create an enabling environment within which gender equality is embraced as a core principle in priority setting, research and day-to-day activities within CGIAR and its partners.</li> <li>3. To develop the capacity of CGIAR and its partner organizations to carry out gender integrated and gender strategic research that is transformative and strengthens global, regional and national food systems.</li> </ol>				
<b>HIGH-LEVEL OUTCOMES</b>				
<ol style="list-style-type: none"> <li>1. The global food system's development agenda, including that of CGIAR and its partners, governments, regional bodies, donors and multilateral organizations, is informed by gender research and evidence generated by CGIAR and partners.</li> <li>2. Gender equality and transformative thinking is integral to the CGIAR system and to NARES, universities and NGOs, and it is a key criterion for priority setting, targeting and managing AR4D at all levels.</li> <li>3. Partnerships for achieving gender equality are developed and/or strengthened, including linkages with existing CGIAR initiatives and external activities relating to gender equality and food systems development, to reach scale and impact lives.</li> </ol>				
MODULES				
<b>MODULE 1 (EVIDENCE) OBJECTIVES</b>				
<ol style="list-style-type: none"> <li>1. To support the development of a diverse gender research portfolio that aligns to the priorities set in the CGIAR Strategy and Results Framework (SRF), by other multilateral bodies, such as the SDGs, and by other regional frameworks, such as CAADP in Africa and the Association of Southeast Asian Nations (ASEAN)'s 2025 Framework in southeast Asia.</li> <li>2. To facilitate the identification and implementation of strategic research on emerging issues to generate evidence on global gender gaps on the empowerment of women in agriculture and to develop effective ways of addressing them.</li> </ol>				
MODULE 1: EVIDENCE	EXPECTED RESULT	INDICATOR	TENTATIVE TARGETS	Data Source of Verification

<b>PRIMARY OUTCOME 1</b>	Improved evidence is used to inform strategic investments and scalable gender-intentional innovations and approaches to enable greater gender equality and inclusion in food systems by CGIAR, governments, regional bodies, donors and multilateral agencies by 2028	# of strategic investments and # of scalable gender-intentional innovations and approaches informed by the evidence	By 2028, 10 strategic investments made and 20 scalable gender-intentional innovations and approaches developed and used by CGIAR, governments, regional bodies, donors and multilateral agencies that were informed by the evidence generated	Yearly surveys administered with CGIAR centres and a sample of other institutions
<b>INTERMEDIATE OUTCOME 1.1</b>	CRPs, CGIAR centres, governments, regional bodies, donors and multilateral agencies utilize the evidence on what works for women's empowerment in agriculture to inform strategic investments.	# of CRPs, CGIAR centres, governments, regional bodies, donors and multilateral agencies using the evidence when making strategic investments	By 2026, 15 CRPs, CGIAR centres, governments, regional bodies, donors and multilateral agencies used the evidence when making strategic investments	Yearly surveys administered with CGIAR centres and a sample of other institutions
<b>OUTPUT 1.1.1</b>	Evidence and lessons learnt on what works for women's empowerment in agriculture generated and documented	# of science and communications outputs documenting new evidence and lessons learnt	By 2024, 70 science and communications outputs developed documenting new evidence and lessons learnt	Hyperlinks to all outputs
<b>OUTPUT 1.1.2</b>	Evidence for gender theory development and testing (different views, plural knowledges, philosophy of gender science)	# of science and communications outputs documenting new evidence for gender theory development and testing	By 2023, 20 science and communications outputs developed documenting new evidence for gender theory development and testing	Hyperlinks to all outputs
<b>INTERMEDIATE OUTCOME 1.2</b>	CRPs, CGIAR centres, and NARES test and evaluate innovations and pro-poor, transformative approaches developed from the evidence base before going to scale	# of CRPs, CGIAR centres, and NARES who tested and/or evaluated innovations and approaches developed from the evidence generated	By 2026, 20 CRPs, CGIAR centres, and NARES tested and/or evaluated innovations and approaches developed from the evidence generated	Reports, briefs, working papers, journal articles, blogs, etc. documenting the innovations and approaches tested and/or evaluated
<b>OUTPUT 1.2.1</b>	Technological products generated by CGIAR and partners have included gender concerns in their design and evaluation	# of products developed that included gender concerns from the evidence generated in their design and evaluation	By 2025, 40 products developed that included gender concerns from the evidence generated in their design and evaluation	Reports, briefs, working papers, journal articles, blogs, etc. documenting the products

<b>INTERMEDIATE OUTCOME 1.3</b>	CRPs, CGIAR centres, and NARES improve the quality of gender research evidence generated	% of gender studies generating evidence that underwent quality control screenings by expert panels	By 2026, 50% of gender studies generating evidence underwent quality control screenings by expert panels	Documentation of quality control screenings by expert panels of gender study protocols, methods, analysis strategies, and science outputs
<b>OUTPUT 1.3.1</b>	Evidence synthesis and policy briefs	# of evidence syntheses and policy briefs documenting good practices in gender research generating new evidence	By 2025, 40 evidence syntheses and policy briefs generated	Hyperlinks to all outputs
<b>MODULE 2 (METHODS) OBJECTIVES</b>				
<ol style="list-style-type: none"> <li>1. To stimulate critical thinking and reflexivity on gender in AR4D.</li> <li>2. To strengthen the integration and value-addition of gender analysis in AR4D and reduce transaction costs, through assessment, development, and promotion of good practices, methods and standards for gender integrated and strategic research.</li> </ol>				
<b>MODULE 2: METHODS</b>	<b>EXPECTED RESULT</b>	<b>INDICATOR</b>	<b>TENATIVE TARGET</b>	<b>Data Source of Verification</b>
<b>PRIMARY OUTCOME 2</b>	Forward-looking, dynamic and iterative gender tools, methods and other resources are used to improve the quality of global gender research and gender integrated interventions by CGIAR, NARES, universities and NGOs in food systems by 2025	# of tools, methods, and other resources used by CGIAR, NARES, universities and NGOs to improve the quality of gender research and integrated interventions	By 2029, 85 tools, methods, and other resources used by CGIAR, NARES, universities and NGOs	Reports, briefs, working papers, journal articles, blogs, etc. documenting the use of the tools, methods, and other resources by CGIAR, NARES, universities and NGOs
<b>INTERMEDIATE OUTCOME 2.1</b>	Social and biophysical researchers use critical thinking and reflexivity to develop, use and adapt gender methods and standards and other gender resources to better integrate gender in AR4D	% of social and biophysical researchers who use critical thinking and reflection processes to develop and/or adapt gender tools, methods, and other resources	By 2027, 40% of social and biophysical researchers use critical thinking and reflection processes to develop and/or adapt gender tools, methods, and other resources	Sample of researchers surveyed each year to determine how they developed and/or adapted gender tools, methods, and other resources
<b>OUTPUT 2.1.1</b>	Communities of practice to promote dialogues on knowledge about agricultural development and collaboration on methods and tool development	# of communities of practice developed and/or supported by the Platform to promote dialogues	By 2026, 5 communities of practice developed and/or supported by the Platform to promote dialogues	Database of all communities of practice and how the Platform assisted in their development and/or support
<b>OUTPUT 2.1.2</b>	Approaches/processes facilitating gender theory development	# of approaches or processes set up to facilitate the	By 2025, 15 approaches or processes set up to facilitate	Database of all workshops, trainings, communities of

		development of gender theory in AR4D	the development of gender theory in AR4D	practice, etc. set up to facilitate the development of gender theory in AR4D
<b>OUTPUT 2.1.3</b>	Reviews/meta-analyses on methods and standards for gender integrated and strategic research	# of reviews or meta-analyses on methods and standards for gender integrated and strategic research	By 2024, 5 reviews or meta-analyses carried out on methods and standards for gender integrated and strategic research	Hyperlinks to all outputs
<b>OUTPUT 2.1.4</b>	Good practices in standard operating procedure for CGIAR gender equality in food systems research	# of good practices in standard operating procedure for CGIAR gender equality in food systems research	By 2026, 15 good practices in standard operating procedure for CGIAR gender equality in food systems research used by researchers in and outside the CGIAR	Sample of researchers surveyed each year to determine the practices they used in standard operating procedures for CGIAR gender equality in food systems research
<b>OUTPUT 2.1.5</b>	A suite of resources on how to integrate gender in AR4D	Repository linked to the GENDER Platform website that contains resources on how to integrate gender in AR4D	By 2022, repository updated each year with new resources on how to integrate gender in AR4D	Repository linked to the GENDER Platform website
<b>MODULE 3 (ALLIANCES) OBJECTIVES</b>				
<ol style="list-style-type: none"> <li>To explore, facilitate and develop approaches for interdisciplinary/transdisciplinary synergies between gender researchers and with other scientists within CGIAR.</li> <li>To catalyse and strengthen capacities on gender integration and institutional change for improved uptake of gender research in an evolving global food system.</li> </ol>				
<b>MODULE 3: ALLIANCES</b>	<b>EXPECTED RESULT</b>	<b>INDICATOR</b>	<b>TARGET</b>	<b>Data Source of Verification</b>
<b>PRIMARY OUTCOME 3</b>	Gender integration is prioritized and practiced throughout AR4D by CGIAR, national governments, NARES, NGOs, donors and other partners by 2030	# of CGIAR, national governments, NARES, NGOs, donors and other partners who prioritized and practiced gender integration in AR4D	By 2030, 30% increase from baseline in the number of CGIAR, national governments, NARES, NGOs, donors and other partners who prioritized and practiced gender integration in AR4D	Baseline assessment of a large sample of institutions on whether they prioritize and practice gender integration in AR4D  Yearly survey of a sub-sample of institutions on how they prioritize and practice gender integration in AR4D

<b>INTERMEDIATE OUTCOME 3.1</b>	The CGIAR system uses strengthened gender capacities to guide institutional culture change	# of institutional culture change processes set up and implemented after gender capacities were strengthened via a Platform-led or supported event	By 2028, 5-8 institutional culture change processes set up and implemented	Follow-up surveys administered after Platform-led or supported events designed to strengthen gender capacities to determine how such efforts led to or sparked institutional culture change (or not)
<b>OUTPUT 3.1.1</b>	Strategic alliances developed for impact	# of strategic alliances developed by the Platform or via Platform-supported efforts	By 2027, 10 strategic alliances developed	Database of strategic alliances by type and level of intended or delivered impact
<b>OUTPUT 3.1.2</b>	Tailored capacity development for researchers and partners operating at different levels and scales to foster institutional culture change	# of tailored capacity development trainings carried out for researchers and partners, by level and scale	By 2026, 15 tailored capacity development trainings carried out to foster institutional culture change	Database of training and hyperlinks or soft copies of the training guides available via the Platform or a Platform-supported initiative
<b>INTERMEDIATE OUTCOME 3.2</b>	Social and biophysical researchers participate in the capacity development activities and build rigorous gender research skills at different levels and scales	# of social and biophysical researcher participating in capacity development activities led or supported by the Platform, by level and scale  Pre- and post-assessments of gender capacities of social and biophysical researchers attending capacity development activities led or supported by the Platform	By 2028, 250-500 social and biophysical researchers participated in capacity development activities led or supported by the Platform  On average, 85% of researchers after attending capacity development activities led or supported by the Platform increased their gender capacities	Database of all researchers who participated in capacity development activities led or supported by the Platform  Results from assessments entered into the database for each participant
<b>OUTPUT 3.2.1</b>	Support and mentoring programs for early career researchers to conduct rigorous gender research	# of Platform support and mentoring programs designed and implemented for early career researchers to conduct rigorous gender research	By 2027, 5-10 support and mentoring programs designed and/or implemented for early career researchers	Database of all programs designed and implemented  Hyperlinks to blogs or other communications outputs on the programs and program

				protocols, implementation plans, etc.
<b>INTERMEDIATE OUTCOME 3.3</b>	CGIAR, national governments, NARES, NGOs, donor agencies and other partners implement culture change plans that aim to strengthen their commitment to prioritizing gender in AR4D	# of institutional culture change plans implemented that aim to strengthen commitments to prioritizing gender in AR4D	By 2028, 5 institutional culture change plans implemented	Evidence of plans being implemented (via work plans, milestones achieved, etc.)
<b>OUTPUT 3.3.1</b>	Institutional assessments of the prioritization of gender in AR4D and plans to strengthen gender focus in CGIAR centres and partners	# of assessments carried out  # of plans developed	By 2026, 15 assessments carried out  By 2027, 8 plans developed	Hyperlinks to (or soft copies of) each assessment  Hyperlinks to (or soft copies of) each institution's culture change plan

## Annex 3: Inception phase and implementation plan

### *0-3 months*

- Appoint interim director, ILRI to initiate and hire director and communications expert, set up representative panel for hiring director
- Call virtual meeting with the GRCs to identify initial steps forward, possible also with the wider CGIAR gender community and some key partners
- Hold meetings with donors to understand their expectations of the GENDER Platform
- Set up the management committee and hold first meeting
- Identify module leaders through an open solicitation of hosting and a panel representative of the CG
- Prepare the groundwork for development of the GENDER Platform charter in consultation with the GRCs and partners
- Use International Women's Day (March 8) to have a soft launch of the new GENDER Platform
- Plan and hold high-level theoretical and conceptual round table to refresh gender in the CGIAR and to identify work packages
- Identify hosting arrangements for the website and move it from KIT to new website
- Aligning the financial management systems with that of ILRI

### *4- 6 months*

- Have implementation team in place
- Finalize the GENDER Platform charter – ensure all partners agree and have signed up
- Using outputs of high-level round table consultation to develop an implementation plan for 2020-2024 (includes the strategic and integrated research agenda/priorities and associated investment estimates)
- Develop a resource mobilization plan
- Develop a communication implementation plan

## Annex 4: Centre profiles and expertise

To support the GENDER Platform bid, the consortium put together its comparative advantage, highlighting aspects of pride and importance for each of the gender teams in the eight centres. This was complemented with a summary across the group to highlight innovation that will be contributed to the Platform.

In conducting their gender research, consortium members have re-thought and adapted existing tools, such as the Women's Empowerment Livestock Index, which is adapted from the Women's Empowerment Agriculture Index and the Women Empowerment Index in Rice-based Agriculture. Gender researchers have developed innovative research designs, such as the cross-CGIAR initiative GENNOVATE (led by CIMMYT) and strong gender-mainstreamed value chain methodologies. Good examples of the latter include the gender-integrated Participatory Market Chain Analysis (led by CIP) and Inclusive Participatory Varietal Selection Approaches and Women-led Community-based Seed Systems Development (IRRI and CIP). In addition, the different centres involved are actively engaged in defining activities to be included in the CGIAR 2030 business plans. This is providing a great opportunity for ensuring that both upstream and downstream work reflects integrative and strategic gender research based on the collective expertise of the consortium.

Through the CGIAR Research Program on Roots, Tubers and Bananas, CIP hosts and coordinates the CGIAR Gender and Breeding Initiative, which is strengthening gender-responsive breeding by providing supportive methodologies, tools and practices. ICRISAT, IRRI and CIP are participants in the Excellence in Breeding Initiative, and have drawn on it to kick-start a process of customizing training on gender-responsive breeding for teams of breeders and social scientists from national legumes and rice breeding programs. IRRI is also breaking new ground with the development and testing of cost-effective methods for generating and continuously refining data-driven gender-responsive product profiles. CIP is launching an Andean Agrifood Systems Initiative, which also includes a strong emphasis on gender in relation to biodiversity. This work is being done in collaboration with multiple NARES in South Asia and Africa to inform national breeding priorities and investments. All the centres involved in this proposal have strong track records in gender CapDev, as evidenced by gender capacity assessment reports, conceptual frameworks for CapDev, and training manuals, as well as ongoing internal and external training programmes.

With respect to their ability to influence policy, consortium members have strong links with governments and with various organisations dedicated to doing just that. The consortium understands that it is important to collaborate, provide evidence and co-create solutions that help women across the world. For example, ILRI's gender specialist has a seat on the Global Eradication Panel of *Peste des Petits Ruminants*, because goats are vital for improving the welfare of women and enabling access to vaccines can be a game changer. IRRI hosts the [Sustainable Rice Platform](#), which brings together public, private, NGO and civil society actors to promote sustainable rice production; this platform provides standards and indicators for monitoring the rice production in various contexts and such social indicators as women's empowerment and child labour, among others. The Direct Seeded Rice Consortium, convened by IRRI, is a collaborative effort of public and private organizations to improve the environmental and economic sustainability of rice production systems. It is working to develop and optimize direct seeding innovations, practices and methodologies, and to facilitate their adoption across Asia. IRRI's gender research leader is a member of its advisory committee.

The wide reach of the consortium in terms of geography and the diversity of non-CGIAR partners will enable it to trigger further changes for greater gender equality in national and global food systems. This will include an increased engagement with policymakers and stepping up current youth initiatives (such as those undertaken by ICARDA, IITA, CIP and ICRISAT). Highlights of the consortium centres' expertise, capacities and experience in these and related areas are presented below.

### Centre capacity: CIMMYT

Area	Centre contribution
<b>Gender team</b>	<b>Lone Badstue</b> , PhD, Research Theme Leader; <b>Rahma Adam</b> , PhD, Nairobi; <b>Hom Gartaula</b> , PhD, New Delhi; <b>Carolina Camacho</b> , PhD, Mexico; <b>Marion Buttner</b> , Gender CapDev and Mainstreaming
<b>Publications</b>	<p>Adam, R.I., Misiko, M., Dusengemungu, L., Rushemuka, P., Mukakalisa, Z., 2018. <a href="#">Gender and equitable benefit-sharing mechanisms through Agricultural Innovation Platforms in Rwanda</a>. <i>Community Development</i> 49, 380–397.</p> <p>Badstue, L., Lopez, D.E., Umantseva, A., Williams, G., Elias, M.n., Farnworth, C.R., Rietveld, A., Njuguna-Mungai, E., Luis, J., Najjar, D., Kandiwa, V., 2018. <a href="#">What drives capacity to innovate? Insights from women and men small-scale farmers in Africa, Asia, and Latin America</a>. <i>Gender, Agriculture and Food Security</i> 3, 54-81.</p> <p>Drucza, K., Peveri, V., 2018. <a href="#">Literature on gendered agriculture in Pakistan: Neglect of women's contributions</a>. <i>Women's Studies International Forum</i> 69, 180-189.</p> <p>Farnworth, C.R., Jafry, T., Lama, K., Nepali, S.C., Badstue, L.B., in press. From Working in the Wheat Field to Managing Wheat: Women Innovators in Nepal. <i>European Journal of Development Research</i>.</p> <p>Farnworth, C.R., López, D.E., Badstue, L., Hailemariam, M., Abeyo, B.G., 2018. <a href="#">Gender and agricultural innovation in Oromia region, Ethiopia: from innovator to tempered radical</a>. <i>Gender, Technology and Development</i> 22, 222-245.</p>
<b>Tools, methodologies and approaches</b>	<p>Adam, R., Kandiwa, V., Muindi, P., 2018. <a href="#">Gender-responsive budgeting tool for the promotion of improved maize seed in Africa</a>.</p> <p>Drucza, K.L., Abebe, L., 2018. <a href="#">Gender equality and social inclusion in agriculture research for development guidelines</a>.</p>

	<p>Farnworth, C.R., Bharati, P., Jafry, T., Badstue, L., 2018. <a href="#">Strengthening women in wheat farming in India: Old challenges, new realities, new opportunities.</a></p> <p>Farnworth, C.R., Jafry, T., Rahman, S., Badstue, L., 2018. <a href="#">Leaving no one behind: Supporting women, poor people, and indigenous people in wheat-maize innovations in Bangladesh.</a></p> <p>Feldman, S. (2018). <a href="#">Feminist science and epistemologies: Key issues central to GENNOVATE's research program.</a></p> <p>Kandiwa, V., Adam, R., Lweya, K., Setimela, P., Badstue, L., Muindi, P., 2018. <a href="#">Gender-responsive approaches for the promotion of improved maize seed in Africa.</a></p> <p>Petes, P. &amp; Bullock, R. (2018). <a href="#">Ladder of power and freedom: Qualitative data collection tool to understand local local perceptions of agency and decision-making.</a></p> <p>Petes, P. (2018). <a href="#">Ladder of life: Qualitative data collection tool to understand local perceptions of poverty dynamics.</a></p> <p>Petes, P., Badstue, L., Prain, G. (2018). <a href="#">Gender norms, agency, and innovation in agriculture and natural resource management: The GENNOVATE methodology.</a></p>
<p><b>Track record in CapDev</b></p>	<ul style="list-style-type: none"> <li>● <a href="#">Gender Capacity Strengthening Program</a> <ul style="list-style-type: none"> <li>○ Module 1: Introduction to gender responsive research for development</li> <li>○ Module 2: Addressing workplace gender issues</li> <li>○ Module 3: Gender in the theory of change and gender responsive indicators</li> </ul> </li> <li>● Gender-responsive approaches for enhancing the adoption of improved maize seed in Africa—a training manual for seed companies.</li> <li>● Gender-responsive approaches for enhancing the adoption of improved maize seed in Africa—a training manual for breeders and technicians.</li> </ul>
<p><b>Initiatives or platforms</b></p>	<ul style="list-style-type: none"> <li>● <a href="#">GENNOVATE</a>: a global comparative research initiative on the interlinkages between gender norms, agency and agricultural innovation, involving gender researchers from 11 CRPs and partner institutions.</li> <li>● Other platforms established or led by CIMMYT include: <a href="#">Excellence in Breeding</a>; <a href="#">MasAgro</a>; <a href="#">Agricultural innovation program</a>; <a href="#">Cereal Systems Initiative for South Asia</a></li> </ul>

<b>Policy</b>	<ul style="list-style-type: none"> <li>● Gender for enhanced WHEAT research for development impact in Afghanistan, Pakistan and Ethiopia</li> <li>● MasAgro Productor</li> <li>● Buena Milpa</li> <li>● Stress Tolerant Maize for Africa</li> <li>● Cereal Systems Initiative for South Asia</li> <li>● Understanding Gender in Wheat-based Livelihoods in Pakistan, Ethiopia and Afghanistan</li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>● <a href="#">The feminizing face of wheat farming in South Asia</a></li> <li>● <a href="#">What can positive deviance reveal about gender and social change?</a></li> <li>● <a href="#">Portraits of women working with maize in Mexico</a></li> <li>● <a href="#">Opportunities for strengthening gender and social equity in Ethiopia's wheat sector</a></li> <li>● <a href="#">How evolving gender norms and social change impact rural farming communities</a></li> </ul>
<b>Locations</b>	<p><b>Africa (23):</b> Algeria, Angola, Benin, Botswana, Burkina Faso, DR Congo, Ethiopia, Ghana, Kenya, Malawi, Mali, Mozambique, Namibia, Niger, Nigeria, Rwanda, Senegal, South Africa, Tanzania, Tunisia, Uganda, Zambia, Zimbabwe</p> <p><b>Asia (14):</b> Afghanistan, Bangladesh, Bhutan, China, India, Indonesia, Iran, Myanmar, Nepal, Pakistan, Sri Lanka, Thailand, Turkey, Vietnam</p> <p><b>Latin America (8):</b> Bolivia, Colombia, El Salvador, Guatemala, Haiti, Honduras, Mexico, Nicaragua</p>

**Centre capacity: CIP**

<b>Area</b>	<b>Centre contribution</b>
<b>Gender Team</b>	<p><b>Netsayi Noris Mudege</b> PhD, Nairobi; <b>Nozomi Kawarazuka</b> PhD, Hanoi; <b>Sarah Mayanja</b> MSc, Uganda; <b>Margaret McEwan</b> MSc, Nairobi ; <b>Paola Flores</b> MSc, Lima</p>
<b>Publications/Research</b>	<p>Kawarazuka, N and Prain, G (forthcoming). Gendered processes of agricultural innovation in the northern uplands of Vietnam. <i>International Journal of Gender and Entrepreneurship</i>.</p> <p>Kawarazuka, N., Locke, C. and Seeley, J. 2019. Women bargaining with patriarchy in coastal Kenya: contradictions, creative agency and food provisioning.</p>

	<p><i>Gender, Place and Culture Online</i>. 26:3, 384-404, DOI: <a href="https://doi.org/10.1080/0966369X.2018.1552559">10.1080/0966369X.2018.1552559</a></p> <p>Marlène, E., Mudege, N., et al., A. 2018. Gendered aspirations and occupations among rural youth, in agriculture and beyond: A cross-regional perspective. <i>Journal of Gender, Agriculture and Food Security</i> 3 (1), 82-107</p> <p>Mudege, N.N., Mwangi, R.O.M., Mdege, N., Chevo, T., Abidin, P.E. 2018. Scaling up of sweetpotato vine multiplication technologies in Phalombe and Chikwawa districts in Malawi: A gender analysis. <i>NJAS Wageningen Journal of Life Sciences</i>, 573-5214.</p> <p>Netsayi N. Mudege, Sarah Mayanja, and Tawanda Muzhingi. 2017. Women and men farmer perceptions of economic and health benefits of orange fleshed sweet potato (OFSP) in Phalombe and Chikwawa districts in Malawi. <i>Food Security</i>, 9(2), 387-400.</p>
<p><b>Track record in CapDev</b></p>	<p><a href="#">Everything you ever wanted to know about sweetpotato</a> Volume 6 Topic 11 Gender and diversity aspect.</p> <p>Terrillon, J., Mudege, N.N. Barone, S., Mayanja, S. 2015. <a href="#">Guidelines to integrate a gender perspective in value chain development interventions</a>.</p> <p>Mudege N.N., Mukewa, E., Amele, A. 2015. <a href="#">Workshop Report: Training on Gender Integrated Potato Participatory Varietal Selection (PVS) in Ethiopia</a>.</p> <p>N.N. Mudege, and Asrat, A. 2015. <a href="#">Frequently asked questions: mother and baby trials. Lima (Peru)</a>. CGIAR Research Program on Roots, Tubers and Bananas. 15 p.</p>
<p><b>Initiatives or Platforms</b></p>	<ul style="list-style-type: none"> <li>● <a href="#">Gender and Breeding Initiative</a> coordinated by the CGIAR Research Program on Roots, Tubers and Bananas</li> <li>● The CGIAR Research Program on Roots, Tubers and Bananas (RTB) Gender equity and youth employment cluster</li> </ul>
<p><b>Tools, Methodologies and Approach</b></p>	<p>Mayanja S., et al. 2016. <i>Prototype Guide for Integrating Gender into Participatory Market Chain Approach</i>. International Potato Center, Lima, Peru. <a href="#">here</a></p> <p>Terrillon J., et al. 2015. <i>Technical Report: Guidelines to Integrate a Gender Perspective in Value Chain Development Interventions by the CGIAR Research Program on Roots Tubers and Bananas</i> <a href="#">here</a></p> <p>Mudege, N.N., et al. (2019). <i>Making the agriculture sector work for youth: A tool to promote young men and women's engagement in growing root, tuber and banana crops</i>. Lima (Peru). International Potato Center. 8 p. <a href="#">Here</a></p>

	<p>Kawarazuka, N., et al. (2018). <i>Gender in Agricultural Mechanization: Key guiding questions</i>. Lima, Peru: CIP. <a href="#">here</a></p> <p>Kawarazuka, N (2016) <i>Gender Strategies for strengthening food resilience</i>. FoodSTART+ Online Available: <a href="#">here</a></p> <p>CGIAR Gender and Breeding Initiative. <i>Gender-Responsive product profile development tool. Workshop Report</i>. November 12-13. Ithaca, USA. CGIAR Research Program on Roots, Tubers and Bananas (RTB). 54 p. <a href="#">Here</a></p>
<b>Policy</b>	<p>Mudege, N.N.; Kebaara, K.; Mukewa, E. (2019). <i>Effects of commercialization of sweet potato on gender relations and wellbeing among smallholder farmers: Scaling up sweet potato through the Agriculture and Nutrition Project (SUSTAIN)</i>. <a href="#">here</a></p> <p>Mudege, N.N. and Heck, S. 2019. <i>Building gender equitable sweet potato value chains: Recommendations for programming</i>. Lima (Peru). CIP 14 p. <a href="#">here</a></p>
<b>Communication</b>	<ul style="list-style-type: none"> <li>• Young women and sweet potato farming in Gulu District, Uganda <a href="#">YouTube here</a></li> <li>• <a href="#">Why gender in agricultural research</a></li> <li>• <a href="#">What did you learn from the gender training and how do you use it in your work?</a></li> <li>• <a href="#">How gender research in root and tuber crops is transforming the lives of women (and men) in Africa</a></li> <li>• <a href="#">Mainstreaming Gender in RTB Research</a></li> <li>• <a href="#">Does the scaling of sweet potato technologies reduce or reinforce gender inequalities?</a></li> <li>• Babini Claudia, et al. 2017. <i>Engaging youth in Agriculture. A strategy for RTB.</i></li> <li>• Kawarazuka, N. 2017. <a href="#">Social dimensions of a cassava production and value-chain.</a></li> <li>• Kawarazuka, N. 2017. <a href="#">Are agricultural interventions addressing young women’s needs and interests?</a></li> </ul>
<b>Locations</b>	<p><b>Africa (13):</b> Ghana, Burkina Faso, Nigeria, Ethiopia, Uganda, Kenya, Rwanda, Burundi, Tanzania, Malawi, Zambia, Mozambique, Madagascar</p> <p><b>Asia (10):</b> India, Bangladesh, Nepal, Bhutan, Tajikistan, Georgia, China, Vietnam, Philippines</p> <p><b>Latin America (4):</b> Peru, Ecuador, Bolivia, Colombia</p>

Centre capacity: IITA

Area	Centre contribution
<b>Gender team</b>	<b>Steve Cole</b> PhD, Gender Research Coordinator, Dar Es Salam, <b>Gundula Fischer</b> PhD, Arusha, <b>Bela Teeken</b> PhD, Ibdan, <b>Speciose Kantengwa</b> Partnerships Officer, Kigali.
<b>Publications</b>	<p>Teeken, B., Olaosebikan, O., Haleegoah, I., Oladejo, E., Madu, T., Bello, A., Parkes, E., Egesi, C., Kulakow, P., Kirscht H., and Tufan H.A. 2018. Cassava trait preferences of men and women farmers in Nigeria: implications for breeding. <i>Economic Botany</i>, 72(3), pp. 263–277. <a href="https://doi.org/10.1007/s12231-018-9421-7">https://doi.org/10.1007/s12231-018-9421-7</a></p> <p>Cole, S.M., McDougall, C., Kaminski, A.M., Kefi, A.S., Chilala, A., and Chisule, G. 2018. Post-harvest fish losses and unequal gender relations: drivers of the social-ecological trap in the Barotse Floodplain fishery, Zambia. <i>Ecology and Society</i>, 23(2):18. <a href="https://doi.org/10.5751/ES-09950-230218">https://doi.org/10.5751/ES-09950-230218</a></p> <p>Fischer, G., Wittich, S., Malima, G., Sikumba, G., Lukuyu, B., Ngunga, D., and Rugalabam, J. 2018. Gender and mechanization: Exploring the sustainability of mechanized forage chopping in Tanzania. <i>Journal of Rural Studies</i>, 64, pp. 112-122. <a href="https://doi.org/10.1016/j.jrurstud.2018.09.012">https://doi.org/10.1016/j.jrurstud.2018.09.012</a></p> <p>Yami, M., Feleke, S., Abdoulaye, T., Alene, A., Bamba, Z. and Manyong, V. 2019. African rural youth engagement in agribusiness: achievements, limitations, and lessons. <i>Sustainability</i>, 11:185. <a href="https://doi.org/10.3390/su11010185">https://doi.org/10.3390/su11010185</a></p>
<b>Tools, methodologies and approaches</b>	<p>Intersectionality: Development of Youth Agripreneur Approach. <a href="https://youthagripreneurs.org">https://youthagripreneurs.org</a></p> <p>Groot, J.C.J., Kennedy, G., Remans, R., Estrada-Carmona, N., Raneri, J., DeClerck, F., Alvarez, S., Mashingaidze, N., Timler, C., Stadler, M., del Rio Mena, T., Horlings, L., Brouwer, I., Cole, S.M., and Descheemaeker, K. 2017. <i>Integrated systems research in nutrition- sensitive landscapes: A theoretical methodological framework</i>. In: Oborn, I., Vanlauwe, B., Phillips, M., Thomas, R., Brooijmans, W. and Atta-Krah, K. (eds). <i>Sustainable intensification in smallholder agriculture: An integrated systems research approach</i>. London: Routledge, pp. 259-274. <a href="https://www.routledge.com/Sustainable-Intensification-in-Smallholder-Agriculture-An-integrated-systems-research-approach/Oborn-Vanlauwe-Phillips-Thomas-Brooijmans-Atta-Krah/p/book/9781138668089">https://www.routledge.com/Sustainable-Intensification-in-Smallholder-Agriculture-An-integrated-systems-research-approach/Oborn-Vanlauwe-Phillips-Thomas-Brooijmans-Atta-Krah/p/book/9781138668089</a></p>

	Co-developed <i>Sustainable Intensification Assessment Framework</i> that includes equity/gender in the social domain <a href="https://sitoolkit.com">https://sitoolkit.com</a>
<b>Track record in CapDev</b>	<p>Training in: <i>Gender Awareness and Sensitization in the Workplace</i>: offered annually, mandatory for career advancement</p> <p>Since 2016: IITA Gender Scientists Network (community of practice)</p> <p>Fischer, G., Wittich, S. and Fründt, S. (2019) <i>Gender analysis in farming systems and action research: A training manual</i>. Ibadan, Nigeria: IITA. <a href="https://hdl.handle.net/10568/100149">https://hdl.handle.net/10568/100149</a></p>
<b>Initiatives or platforms</b>	<ul style="list-style-type: none"> <li>● IITA Business Incubation Platform <a href="https://iitabip.org">https://iitabip.org</a></li> <li>● Technologies for African Agricultural Transformation <a href="https://taat-africa.org">https://taat-africa.org</a></li> <li>● IITA Youth Agripreneurs <a href="https://youthagripreneurs.org">https://youthagripreneurs.org</a></li> <li>● Breeding Better Bananas <a href="http://breedingbetterbananas.org">http://breedingbetterbananas.org</a></li> <li>● Africa Research in Sustainable Agricultural Intensification for the Next Generation (Africa RISING) <a href="https://africa-rising.net">https://africa-rising.net</a></li> <li>● SARD-SC <a href="http://sard-sc.org">http://sard-sc.org</a>, involvement in Excellence in Breeding; GENE BANK and BIG DATA platforms</li> </ul>
<b>Policy</b>	<p>Development of <i>Decision-makers' Guide for Inclusive Sustainable Agricultural Intensification</i></p> <p><a href="https://sairla-africa.org/what-we-do/research/tools-for-equity-in-sai/">https://sairla-africa.org/what-we-do/research/tools-for-equity-in-sai/</a></p>
<b>Communication</b>	<p>Teeken, B., Isaacs, K., and Murphy, S. 2017. <i>The modern face of breeding programs: gender fatigued no more</i>. Available at: <a href="http://www.cgiar.org/consortium-news/the-modern-face-of-breeding-programs-gender-fatigued-no-more">http://www.cgiar.org/consortium-news/the-modern-face-of-breeding-programs-gender-fatigued-no-more</a></p> <p>SARD SC <i>Gender Outcome in Sierra Leone</i> (2016) [Film]. Ibadan, Nigeria: IITA. <a href="https://www.youtube.com/watch?v=6JJ3IZKjAWE">https://www.youtube.com/watch?v=6JJ3IZKjAWE</a></p> <p>Fischer, G. and Odhong, J. (2017) <i>Seeing through the gender lens: Capturing gender-sensitive stories in agricultural research and development</i>. Ibadan, Nigeria: IITA. <a href="https://hdl.handle.net/10568/81212">https://hdl.handle.net/10568/81212</a></p>
<b>Locations</b>	<b>Africa:</b> Liberia, Nigeria, Malawi, Mali, DR Congo, Sudan, Cameroon, Senegal, Benin Republic, Zambia, Rwanda, Burundi, Ghana, Mozambique, Tanzania, Uganda, Kenya, Madagascar, Sierra Leone

Centre capacity: ILRI

Area	Centre contribution
<b>Gender team</b>	<p><b>Nicoline de Haan</b>, PhD, gender research leader, Nairobi; <b>Alessandra Galie</b>, PhD; Nairobi; <b>Annet Mulema</b>, PhD, Addis Ababa; <b>Renee Bullock</b>, PhD, Nairobi; and gender research (position under recruitment)</p>
<b>Publications</b>	<p>Galiè, A., Teufel, N., Korir, L., Baltenweck, I., Girard, A.W., Domínguez-Salas, P. and Yount, K.M. 2018. The women’s empowerment in Livestock Index. <i>Social Indicators Research</i>. <a href="https://hdl.handle.net/10568/97910">https://hdl.handle.net/10568/97910</a></p> <p>Price, P., Galie, A., Marshall, J., Agu, N. 2018. Elucidating linkages between women’s empowerment in livestock and nutrition: a qualitative study. <i>Development in Practice</i> 28 (4), 510-524 <a href="https://www.tandfonline.com/doi/abs/10.1080/09614524.2018.1451491">https://www.tandfonline.com/doi/abs/10.1080/09614524.2018.1451491</a></p> <p>Tavener, K., Fraval, S., Omondi, I., Crane, T. A. 2018. Gendered reporting of household dynamics in the Kenyan dairy sector: trends and implications for low emissions dairy development. <i>Gender, Technology and Development</i>, 22(1), 1-19 <a href="https://hdl.handle.net/10568/92520">https://hdl.handle.net/10568/92520</a></p> <p>Tavener, K. and Crane, T.A. 2018. <i>Gendered Power in Kenyan Dairy: Cows, Commodities and Commercialization</i>. <i>Agric Hum Values</i> 35: 701 <a href="https://hdl.handle.net/10568/93226">https://hdl.handle.net/10568/93226</a></p> <p>Mulema, A.A. and Mazur, R.E. 2016. Motivation and participation in multi-stakeholder innovation platforms in the Great Lakes Region of Africa. <i>Community Development Journal</i> 51(2): 212-228. <a href="https://cgspace.cgiar.org/handle/10568/59797">https://cgspace.cgiar.org/handle/10568/59797</a></p>
<b>Tools, methodologies and approaches</b>	<ul style="list-style-type: none"> <li>● <a href="#">The women’s empowerment in livestock industry</a></li> <li>● <a href="#">Gender capacity assessment and development methodology and tools: The case of Ethiopia</a></li> <li>● <a href="#">Tools for gender and livelihood analysis ILRI</a></li> </ul>
<b>Track record in CapDev</b>	<ul style="list-style-type: none"> <li>● <a href="#">Gender capacity assessment and development methodology and tools: The case of Ethiopia</a></li> <li>● <a href="#">“Gender and Livestock Development in South Asia”, Colombo, Sri Lanka, 25–27 April 2017</a></li> <li>● <a href="#">Tools for gender and livelihood analysis ILRI</a></li> </ul>

<b>Initiatives or platforms</b>	CGIAR Research Program on Livestock ( <a href="#">LIVESTOCK</a> ), CGIAR Antimicrobial Resistance Hub ( <a href="#">AMR Hub</a> ), the Bioscience eastern and central Africa hub ( <a href="#">BecA</a> ), Global Agenda for Sustainable Livestock ( <a href="#">GASL</a> )
<b>Policy</b>	<ul style="list-style-type: none"> <li>• <a href="#">Gender at scale (Exploring ‘feminization’ of agriculture through gender dynamics across scales in East Africa)</a></li> <li>• <a href="#">Market-based approaches to improving the safety of pork in Vietnam (SafePORK)</a></li> <li>• <a href="#">MoreMilk: Making the most of milk</a></li> <li>• <a href="#">Enhanced community resilience to drought through innovative market-based systems approach</a></li> <li>• <a href="#">Gender, Agriculture, and Assets Project</a></li> <li>• <a href="#">Livestock Master Plan Bihar</a></li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>• <a href="#">Include us, involve us – women can be active players in Kenya’s livestock markets</a></li> <li>• <a href="#">Gender in livestock development: interviews with scientists</a></li> <li>• <a href="#">Enhancing awareness of equity issues in the Malawian veterinary medicine sector</a></li> <li>• <a href="#">Gendered barriers and opportunities in milk trading in peri-urban Nairobi: Insights from a webinar presentation</a></li> <li>• <a href="#">Understanding the dynamics of empowerment among rural women in Ethiopia</a></li> <li>• <a href="#">The Women’s Empowerment in Livestock Index: Indicators for the start of a global, badly needed, conversation</a></li> <li>• <a href="#">When ‘Do no harm’ is harder than ‘doing good’</a></li> </ul>
<b>Locations</b>	Global with specific focus in West Africa, Eastern and Southern Africa, South Asia, East and South East Asia <a href="https://www.ilri.org/where-we-work">https://www.ilri.org/where-we-work</a>

### Centre capacity: IRRI

Area	Centre contribution
<b>Gender Team</b>	<b>Ranjitha Puskur</b> , PhD, Theme Leader; <b>Post Doc</b> (joining August 2019), Ph D, Tanzania; <b>Rohini RamMohan</b> , MA, M Phil, India; <b>M Sahed Khan</b> , MA, Bangladesh; <b>Sugandha Munshi</b> , MA, India; <b>Eva Salve Bacud</b> , B Sc, Philippines, CIM position under recruitment

<p><b>Publications/ Research</b></p>	<p>Women’s Land Title Ownership and Empowerment: Evidence from India (<i>under review in Journal of Development Studies</i>, <a href="#">published by the Asian Development Bank as working paper</a>)</p> <p><a href="#">Women’s empowerment and gender equity in agriculture: A different perspective from Southeast Asia</a></p> <p><a href="#">The Standardization of the GEAI (Gender Equality Indicators in Agriculture) for Asian Countries</a></p> <p><a href="#">Gendered aspirations and occupational trajectories among rural youth: A cross-regional perspective</a></p> <p><a href="#">What drives capacity to innovate? Insights from rural men and women in Africa, Asia, and Latin America</a></p> <p><a href="#">Community typology framed by normative climate for agricultural innovation, empowerment and poverty reduction</a></p> <p><a href="#">The influence of gender and product design on farmers’ preferences for weather-indexed crop insurance</a></p> <p><a href="#">Understanding men’s and women’s access to and control of assets and the implications for agricultural development projects</a></p> <p>Gender and demand for Zinc rice in Bangladesh (<i>under review in Food Policy journal</i>)</p> <p><i>Rural out-migration - Feminization - Agricultural Production Nexus: Case of Vietnam</i> (Submitted to Journal of Peasant Studies)</p> <p><i>Unpacking social dynamics of access to stress tolerant rice varieties in Odisha</i> (Submitted to Agriculture and Human Values)</p>
<p><b>Track record in CapDev</b></p>	<ul style="list-style-type: none"> <li>● <a href="#">Advances in Rice Production for Women Farmers from India</a></li> <li>● <a href="#">Community Nursery Offers Means for Economic Empowerment of Women Farmers</a></li> <li>● <a href="#">Establishing Community-Based Seed Systems: A Training Manual</a></li> <li>● <a href="#">Guide to participatory varietal selection for submergence-tolerant rice</a></li> </ul> <p>More training manuals at: <a href="http://www.knowledgebank.irri.org/agronomy-guides/2">http://www.knowledgebank.irri.org/agronomy-guides/2</a></p> <p>Every year, IRRI hosts over 300 graduate and postgraduate students. IRRI Scholars Programme: <a href="http://education.irri.org/scholars-program">http://education.irri.org/scholars-program</a></p> <p>IRRI Education also offers unique courses for students and professionals that are separated into: Science, Technology Transfer, and Leadership. IRRI courses may be for self-study (using a variety of distance-learning technologies),</p>

	<p>face-to-face classroom and fieldwork experiences, workplace learning (mentored by more experienced colleagues), or a combination of these three (blended learning). See a detailed list of course offerings <a href="#">here</a>.</p>
<b>Initiatives or Platforms</b>	<ul style="list-style-type: none"> <li>● IRRI hosts the <a href="#">Sustainable Rice Platform</a> which brings together public, private, NGO and Civil Society sectors together and strives towards promoting sustainable rice production. The Platform provides standards and indicators for monitoring the production in various contexts and social indicators like women's empowerment and child labour etc.</li> <li>● IRRI leads the Consortium for Unfavorable Rice Environments in South and Southeast Asia.</li> <li>● IRRI hosts the Direct Seeded Rice Consortium, Hybrid Rice Development Consortium, Council for Partnerships on Rice Research in Asia, International Network for Genetic Evaluation of Rice, International Network for Quality Rice, Temperate Rice Research Consortium.</li> </ul>
<b>Policy</b>	<ul style="list-style-type: none"> <li>● Stress Tolerant Rice Varieties for Africa and Asia</li> <li>● Improving productivity of Rice-based Cropping Systems and Farmers Income in Odisha</li> <li>● Inclusive development and empowerment of women in Rakhine State, Myanmar</li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>● <a href="#">Integrating gender in agricultural research: More than counting the women farmers</a></li> <li>● <a href="#">Women farmers' empowerment is a key ingredient for social sustainability</a></li> <li>● <a href="#">Women introduce mechanized farming in Bihar</a></li> <li>● <a href="#">Empowering women farmers to lead agricultural transformation</a></li> <li>● <a href="#">Women find identity, path of progress, as farmers</a></li> <li>● <a href="#">Seeds of empowerment</a></li> <li>● <a href="#">Women farmers' crop cafeteria serves practical rice science</a></li> <li>● <a href="#">Custodians of seeds</a></li> <li>● <a href="#">From invisible farm women to agri-preneurs</a></li> <li>● <a href="#">Understanding gendered modalities for sustainable adoption of stress tolerant rice varieties in Odisha</a></li> </ul>
<b>Locations</b>	<p><b>South Asia (6):</b> Bangladesh, India, Nepal, Sri Lanka, Bhutan, China</p> <p><b>Southeast Asia (8):</b> Cambodia, Indonesia, Lao PDR, Myanmar, Philippines, Thailand, Vietnam, South Korea</p> <p><b>Africa (5):</b> Burundi, Kenya, Mozambique, Tanzania, Uganda</p>

Centre capacity: ICARDA

Area	Centre contribution
<b>Gender team</b>	<b>Dina Najjar</b> PhD, Research Theme leader, Casablanca; <b>Kinati Wole</b> MSc, Addis Abeba; <b>Bezalet Dessaiegn</b> MSc, Cairo.
<b>Publications</b>	<p>Najjar, D., Baruah, B. and El Garhi, A., (in press). Gendered Patterns of Asset Ownership and Control in Egypt. <i>Feminist Economics</i>.</p> <p>Najjar, D., Baruah, B. and El Garhi, A., 2019. <a href="#">Women, irrigation and social norms in Egypt: ‘The more things change, the more they stay the same?’</a>. <i>Water Policy</i> 21 (2), 291-309.</p> <p>Najjar, D., Baruah, B., Aw-Hassan, A., Bentaibi, A. and Kassie, G.T., 2018. <a href="#">Women, work, and wage equity in agricultural labour in Saiss, Morocco</a>. <i>Development in Practice</i>, 28(4), pp.525-540.</p> <p>Wole K., Annet A.M., Hiwot D., Biruk A., Wieland B. 2018. <a href="#">Does participation of household members in small ruminant management activities vary by agro-ecologies and category of respondents? Evidence from Rural Ethiopia</a>, <i>Journal of Gender, Agriculture and Food Security</i>, 3 (2), pp51-73.</p> <p>Najjar, D., Abdallah, I., and Alma, E. 2016. <a href="#">Gender Roles and Relations in the Wheat Production of Sudan: Strengthening the Participation of Women</a>. Beirut, Lebanon: ICARDA.</p>
<b>Tools, methodologies and approach</b>	<p><a href="#">Fostering collaboration in cross-CGIAR research projects and platforms: Lessons from the GENNOVATE initiative</a>. GENNOVATE resources for scientists and research teams. CDMX, Mexico: CIMMYT.</p> <p><a href="#">Guidelines: Integrating Gender into Biophysical Research</a>. Beirut, Lebanon: ICARDA.</p>
<b>Track record in CapDev</b>	<ul style="list-style-type: none"> <li>● 5 PhD students mentored in their writing skills and dissertations</li> <li>● NARES in each of Nigeria, Tunisia, Egypt, Morocco, Algeria, Tunisia, Ethiopia and Jordan capacities has been strengthened through joint projects on linkages among gender equality, policy, land rights, employment, and equitable access to technologies and productive assets in different agro-ecologies</li> </ul>

	<p>(rangelands, irrigated, and rainfed agriculture integrated with livestock production).</p> <ul style="list-style-type: none"> <li>● In 2019, trained wheat breeders (about 20) from the Middle East and North Africa (MENA) and sub-Saharan Africa on gender integration into their research.</li> <li>● From 2014-2017 during the Social, Economics and Policy Program annual training events trained on gender integration in their work professionals from MENA and sub-Saharan Africa (about 20/training/year) working in diverse fields mostly from agricultural centres</li> </ul>
<p><b>Initiatives or platforms</b></p>	<p><a href="#">DryArc Initiative</a> which focuses on employment creation for youth and women in various dryland agro-ecologies.</p>
<p><b>Policy</b></p>	<p>Najjar, D., Baruah, B., and Garhi, A. 2019. <a href="#">Making Egyptian women’s agricultural labor visible and improving their access to productive assets</a>. ICARDA Policy Brief [English version].</p> <p>Najjar, D., Baruah, B., and Garhi, A. 2019. <a href="#">Making Egyptian women’s agricultural labor visible and improving their access to productive assets</a>. ICARDA Policy Brief [Arabic version].</p> <p>Najjar, D., Baruah, B., Aw-Hassan, A., Bentaibi, A. and G.T. Kassie. 2018. <a href="#">Gendered Inequity in Wages and Working Conditions for Landless Agricultural Labourers in Morocco</a>. GrOW Research Series Policy Brief. Montreal, Canada: Institute for the Study of International Development, McGill University.</p> <p>Part of a working group formulating policy recommendation related to: ‘Women’s access to paid work in South Asia and MENA: Barriers, opportunities, and policy challenges’ at the London School of Economics with the aim of generating medium- and long-term policy recommendations to enhance women’s labour market options.</p>
<p><b>Communication</b></p>	<ul style="list-style-type: none"> <li>● <a href="#">Cactus cultivation as adaptation method for women in Egypt</a></li> <li>● <a href="#">Shedding light on women’s wages and working conditions in the agricultural sector in Morocco</a></li> <li>● <a href="#">Strengthening African Women’s Participation Wheat Farming</a>; Also featured on: <a href="https://desertification.wordpress.com/category/agriculture/cgiar/">https://desertification.wordpress.com/category/agriculture/cgiar/</a></li> <li>● <a href="#">100 Women: Are rural women smashing the glass ceiling of agriculture?</a> (BBC article)</li> <li>● <a href="#">Science Impacts: Women in Science</a></li> <li>● <a href="#">Do agricultural innovations help or hurt the poor?</a></li> </ul>

	<ul style="list-style-type: none"> <li>• <a href="#">Women, irrigation, and social norms</a></li> </ul>
<b>Locations</b>	<p><b>Africa (7):</b> Algeria, Egypt, Morocco, Tunisia, Ethiopia, Nigeria, Sudan</p> <p><b>South Asia (1):</b> India</p> <p><b>Central Asia (2):</b> Afghanistan, Uzbekistan</p> <p><b>Middle East (2):</b> Jordan, Syria</p>

### Centre capacity: Africa Rice Centre (AfricaRice)

Area	Centre contribution
<b>Gender team</b>	<p><b>Gaudiose Mujawamariya</b> PhD, Gender focal person, Madagascar; <b>Florent Medagbe Kinkingninhoun</b> MSc, Cotonou; <b>Maimouna Ndour</b> MSc, Saint Louis; <b>Irina Tefy Andrianina</b> MSc, Madagascar</p>
<b>Publications</b>	<p>Addison, M., Mujawamariya, G., Ralph, B., in press. Gender considerations in development and utilization of technological innovations: evidence from Ghana. <i>Development in Practice</i>.</p> <p>Achandi, E.L., Kidane, A., Hepelwa, A., Mujawamariya, G. 2019. <a href="#">Women's empowerment: the case of smallholder rice farmers in Kilombero District, Tanzania</a>, Agrekon.</p> <p>Achandi, E.L., Mujawamariya, G., Agboh-Noameshie, A.R., Gebremariam S., Rahalivavololona, N., Rodenburg, J. 2018. <a href="#">Women's access to agricultural technologies in rice production and processing hubs: A comparative analysis of Ethiopia, Madagascar and Tanzania</a>. <i>Journal of Rural Studies</i> 60, 188-198.</p> <p>Zossou, E., Vodouhe, D.S., van Mele, P., Agboh-Noameshie, A.R., Lebailly, P., 2015. <a href="#">Linking local rice processors' access to rural radio, gender and livelihoods in Benin</a>. <i>Development in Practice</i>. 25(7): 1057-1066.</p> <p>Agboh-Noameshie A., Kabore A., Misiko M. 2013. <i>Integrating Gender Considerations in Rice Research for Development in Africa</i>. In: Wopereis, M.C.S., Johnson, D.E., Ahmadi, N., Tollens, E., Jalloh, A. (Eds.). <i>Realizing Africa's Rice Promise</i>. pp. 424-36. CABI, Wallingford.</p>
<b>Tools, methodologies and approach</b>	<p>Djinadou A. K. A., Agboh-Noameshie R. A., Kinkingninhoun M. F. M., Bello A. I., Ale C. C., Hodonou Gotoechan H. M. 2016. <i>Guide d'intégration de la dimension genre dans les actions au sein des pôles de développement rizicole</i>. ISBN 978-991919-2-678-0 ; Dépôt Légal 9121 du</p>

	<p>21/12/2016 BNB, 4ème trimestre</p> <p>Onibon Doubogan Y., Kinkingninhoun Medagbe F. M, Agboh-Noameshie A. R. 2015. <i>Gender Analysis And Gender Consideration In Rice Research For Development in Africa</i>. Gender Focal Point Training Manual</p>
<b>Track record in CapDev</b>	<p><b>Group training programs:</b></p> <ul style="list-style-type: none"> <li>● Business models and youth and women</li> <li>● Gender and breeding in rice research</li> <li>● Women empowerment and linkage with efficiency and market participation</li> <li>● Male and female NARES collaborators &amp; partners from 15 African countries trained on Gender analysis in Rice Value Chain</li> <li>● Female extension services agents from 8 African countries trained on gender, leadership, entrepreneurship and seed production</li> <li>● Students training working in gender research: 3 Msc, 2 PhDs completed</li> </ul>
<b>Initiatives or platforms</b>	<p>The Gender in Rice Research and Development Task Force was established in August 2011 to enhance AfricaRice and NARES efforts towards mainstreaming gender in rice R&amp;D and address gender concerns especially relating to gender gaps in access to technologies and knowledge; ensure that gender aspects are integrated in all research for development activities of the centre and the NARES partners and ensure the functionality of linkages between research, extension and the rural world particularly with women. There are 5 other task forces in relation to rice research: namely Breeding, Agronomy, Mechanization, Value Addition and Policy.</p>
<b>Policy</b>	<p>AfricaRice, 2018. <a href="#">Report of the High-Level Ministerial Conference on rice: Delivering on Commitments to Transform Africa's Rice Industry</a>. Sphères Ministérielles de Diamniadio, Senegal, 25 September 2018.</p> <p>AfricaRice, 2011. <a href="#">AfricaRice Strategic Plan. Boosting Africa's Rice Sector: A research for development strategy 2011–2020</a>. Cotonou: Benin.</p>
<b>Communication</b>	<ul style="list-style-type: none"> <li>● <a href="#">Women rice farmers of Africa</a></li> <li>● <a href="#">AfricaRice: Addressing the gender dimensions of rice research and development</a></li> <li>● <a href="#">Participatory varietal selection: selecting new rice varieties</a></li> <li>● <a href="#">Creating value together in Africa's rice sector</a></li> </ul>

	<ul style="list-style-type: none"> <li>● <a href="#">Promoting youth employment in the rice value chain</a></li> </ul>
<b>Locations</b>	<b>Africa (28):</b> Benin, Burkina Faso, Cameroon, Central African Republic, Chad, Côte d'Ivoire, Democratic Republic of Congo, Egypt, Ethiopia, Gabon, the Gambia, Ghana, Guinea, Guinea Bissau, Liberia, Madagascar, Mali, Mauritania, Mozambique, Niger, Nigeria, Republic of Congo, Rwanda, Senegal, Sierra Leone, Togo, Uganda.

### Centre capacities: ICRISAT

Area	Centre contribution
<b>Gender team</b>	<b>Esther Njuguna-Mungai</b> PhD, Nairobi; <b>Ravula Padmaja</b> PhD, Hyderabad; <b>Jummai O. Yila</b> PhD, Mali; <b>Micheal Hauser</b> PhD, Nairobi, Theme leader Markets Institutions Nutrition Diversity
<b>Publications</b>	<p>Padmaja R, Pramanik S, Pingali P, Bantilan C and Kavitha K. 2019. Understanding nutritional outcomes through gendered analysis of time-use patterns in semi-arid India. <i>Global Food Security</i> 23: 49-63. Elsevier Publications <a href="https://doi.org/10.1016/j.gfs.2019.04.001">https://doi.org/10.1016/j.gfs.2019.04.001</a></p> <p>Kavitha Kasala , Soumitra Pramanik , Vishwambhar Duche and Padmaja Ravula . 2019. Rural employment perspectives in Semi-Arid Tropics of India: A gender and diversity analysis using longitudinal panel data. Paper in publication process by the Journal of Income and Wealth.</p> <p>Yila J.O. and Sylla A. 2019. Women empowerment in addressing food security and nutrition. In: Leal Filho W., Azul A., Brandli L., Özuyar P., Wall T. (eds) <i>Zero Hunger. Encyclopedia of the UN Sustainable Development Goals</i>. Springer, Cham</p> <p>Johnny Mugisha, Christopher Sebatta, Kai Mausch, Elizabeth Ahikiriza, David Kalule Okello, and Esther M. Njuguna (2019, in print) Bridging the gap: decomposing sources of gender yield gaps in Uganda groundnut production</p> <p>Bikketi, E., Njuguna-Mungai, E., Johnny E. and Jensen, L. 2019. Kinship Structure, Gender and Groundnut Productivity in Malawi. Book Chapter submitted to <i>Routledge Book Series on Gender and Agricultural Research</i></p>

<p>Tools, methodologies and approaches</p>	<p><i>Guidelines on Principles and Procedures for the Protection of Human Research Participants</i>. 2019. Micheal Hauser</p> <p><i>Qualitative Research Guide: Youth Aspirations and transitions to adulthood in the drylands of Uganda, Tanzania and Ethiopia</i>. 2019. Brenda Boonabaana, Katindi Sivi and Esther Njuguna-Mungai</p>
<p><b>Track record in CapDev</b></p>	<ul style="list-style-type: none"> <li>● Customized training for National partners from 7 Sub Saharan countries-teams of breeders and social scientists - on ‘Gender Responsive Breeding’ in collaboration with GREAT Program of Makerere University and Cornell University (<a href="http://www.greatagriculture.org/content/news/blog/meeting-diverse-gender-training-needs-practitioners-power-successful-customization">http://www.greatagriculture.org/content/news/blog/meeting-diverse-gender-training-needs-practitioners-power-successful-customization</a>)</li> <li>● CGIAR Research Program on Grain Legumes and Dryland Cereals (GLDC) Gender Internship Program (<a href="https://www.cgiar.org/news-events/vacancy/gender-internship-program-cgiar-research-program-grain-legumes-dryland-cereals-gldc/">https://www.cgiar.org/news-events/vacancy/gender-internship-program-cgiar-research-program-grain-legumes-dryland-cereals-gldc/</a> )</li> <li>● Training manual on “gender and social Analysis tools” for field teams under the TIGR2ESS project. 2019. Under review</li> <li>● Five internal training programs for field enumerators in 2018-19 for different projects on gender and nutrition namely The Nutri-Food Basket project; Nutrition messaging for Adolescent girls; Dynamics of Urban Sprawl; Gender and social inclusion approach in watersheds and TIGR2ESS projects</li> <li>● Number of students trained in 2018-19: 9 <ul style="list-style-type: none"> <li>○ Borlaug Ruan Interns – 1</li> <li>○ Masters students – 4</li> <li>○ PhD students from Cornell University – 4 (2 students will begin their program from July 2019)</li> </ul> </li> </ul>

<p><b>Initiatives or platforms</b></p>	<ul style="list-style-type: none"> <li>• The ICRISAT innovation Hub (iHub), a creative space where agricultural technology entrepreneurs, scientists and experts can collaborate to innovate cutting edge ideas for smallholder farmers, was inaugurated at ICRISAT-India Agri-business Innovation platform: <a href="https://www.icrisat.org/tag/innovation-hub/">https://www.icrisat.org/tag/innovation-hub/</a></li> <li>• Leveraging and aggregating programs and services to promote agribusinesses and enhancing partnerships through entrepreneurship development, innovation and value addition: <a href="https://www.icrisat.org/tag/agribusiness-innovation-platform/">https://www.icrisat.org/tag/agribusiness-innovation-platform/</a>.</li> <li>• The long-term village level dynamics study in India since 1978.</li> </ul>
<p><b>Policy</b></p>	<p>The Nutri-Food Basket Project, which had a focus on enhancing the diversity in diets in tribal regions of Telangana with emphasis on pregnant women, lactating mothers, adolescent girls and children (boys and girls between 3-5 years of age) aimed at providing evidence for decision-makers under the Ministry of Tribal Welfare, Department of Women and Children, National Rural Health Mission – for policy recommendations and planning</p> <p>*Transforming India’s Green Revolution By Research and Empowerment For Sustainable Development</p>
<p><b>Communication</b></p>	<ul style="list-style-type: none"> <li>• <a href="#">GLDC challenges and opportunities for youth</a></li> <li>• <a href="#">Challenges of use of Own Saved seeds by farmers</a></li> <li>• <a href="https://www.icrisat.org/how-a-gender-sensitive-kindergarten-policy-has-boosted-beans-and-chickpea-in-ethiopia/">https://www.icrisat.org/how-a-gender-sensitive-kindergarten-policy-has-boosted-beans-and-chickpea-in-ethiopia/</a></li> <li>• <a href="https://www.icrisat.org/misuse-of-the-term-empowerment-in-daily-conversations/">https://www.icrisat.org/misuse-of-the-term-empowerment-in-daily-conversations/</a></li> <li>• <a href="https://www.cgiar.org/news-events/news/lessons-early-adopter-sorghum-technologies-kitui-eastern-kenya/">https://www.cgiar.org/news-events/news/lessons-early-adopter-sorghum-technologies-kitui-eastern-kenya/</a></li> <li>• <a href="#">Tropical legumes phase III project gender transformation approach success story</a></li> <li>• <a href="#">Empowering women farmers through Village Savings and Loans Associations (VSLA) in Northern Ghana</a></li> <li>• <a href="#">Women in sorghum and millet production innovate for change, turning challenges into opportunities</a></li> <li>• <a href="#">VSLA helps women expand their agribusiness</a></li> <li>• <a href="#">Talking nutrition with adolescent girls</a></li> <li>• Padmja R, Bantilan, MCS, Kane-Potaka, J, and Kavitha K. 2014. <i>A Day in the Life</i>. Video Documentary Patancheru, Telangana: ICRISAT</li> </ul>

<b>Locations</b>	<b>Africa (15):</b> Ghana, Nigeria, Niger, Burkina Faso, Mali, Nigeria, Ethiopia, Uganda, Kenya, Tanzania, Malawi, Zambia, Mozambique, Zimbabwe, Eritrea <b>Asia (3):</b> India, Bangladesh, Myanmar
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## Annex 5: CVs

### CV Lone Badstue

**Name:** Lone Badstue

**Current position and affiliation:** Research Theme Leader, Gender and Social Inclusion, CIMMYT

#### **Profile:**

International researcher focusing on gender, social heterogeneity and informal institutions in relation to agricultural development and natural resources management. Experience includes: social norms and innovation, seed systems, local knowledge, adoption.

#### **Employment:**

- 2012 – Present: Research Theme Leader, Gender and Social Inclusion, CIMMYT
- 2010 – 2011: Gender and Advocacy Specialist, Helen Keller International, Kenya
- 2007 – 2010: Principal Socio-Economic and Gender Specialist, African Water Facility, African Development Bank

#### **Education:**

- 2006: PhD in Rural Development Sociology, Smallholder seed practices, Wageningen University, The Netherlands
- 2000: MA in Social Anthropology with specialization on gender and livelihood strategies in agriculture and natural resource management, University of Copenhagen, Denmark

#### **Recent and relevant peer-reviewed publications:**

- Badstue, L., Lopez, D. E., Umantseva, A., Williams, G., Elias, M., Farnworth, C. R., Rietveld, A., Njuguna-Mungai, E., Luis, J., Najjar, D. and Kandiwa, V. 2018. What drives capacity to innovate? Insights from women and men small-scale farmers in Africa, Asia, and Latin America. *Journal of Gender, Agriculture and Food Security*.
- Badstue, L., Petesch, P., Feldman, S., Camfield, L., Prain, G. and P. Kantor. 2018. Qualitative, Comparative and Collaborative Research at Large Scale: An Introduction to GENNOVATE. *Journal of Gender, Agriculture and Food Security*.
- Farnworth, C.R., Anderson, J., Misiko, M., Baudron, F., Badstue, L., Stirling, C. 2016. Gender and Conservation Agriculture in East and Southern Africa: Towards a Research Agenda. *International Journal of Agricultural Sustainability*.
- Farnworth, C.R., Lopez, D. E., Badstue, L., Hailemariam, M., Abeyo, B. 2019. Gender and agricultural innovation in Oromia region, Ethiopia: from innovator to tempered radical. *Gender Technology and Development* 22(3):1-24
- Ripoll, S., Andersson, J. A., Badstue, L., Büttner, M., Chamberlain, J., Erenstein, O., Sumberg, J. (2017) Rural transformation, cereals and youth in Africa: What role for international agricultural research? *Outlook on agriculture* 46(3).

#### **Evidence of innovations developed, and involvement with development outcomes related to gender equality and food systems research:**

[GENNOVATE](#) is an empirically and methodologically innovative research initiative. *Empirically*, GENNOVATE examines the interlinkages between gender norms, agency, and local innovation

processes in agriculture and natural resource management, an intersection still sparsely addressed in the literature, but central to understanding barriers and opportunities for gender-transformative change in agriculture- and natural resource-based livelihoods. *Methodologically*, GENNOVATE's project is to develop and test a research design that is sensitive to contextual specificity and the complex, evolving conditions of different social arenas and lived experience, while also addressing the need for comparison and extrapolation across multiple contexts.

GENNOVATE's innovative design and methodologies are being taken up and adapted in other projects, studies or initiatives. The different types of emerging outcomes include the following categories (further details can be provided upon request):

- a) GENNOVATE Instruments used in the context of other studies/projects
- b) GENNOVATE conceptual framework and methodology inspiring other types of work
- c) GENNOVATE systematic content analysis approach used in other studies
- d) Capacity development for researchers and development practitioners
- e) GENNOVATE resources for AR&D professionals used by non-CGIAR entities, e.g. INGENAES-Feed the Future.

**Other evidence of leadership:**

- 2014-2018: Chairperson of GENNOVATE Executive Committee, and GENNOVATE project Leader
- 2012 to date: Research Theme Leader for Gender and Social Inclusion, CIMMYT
- 2012 to date: Gender Research Coordinator for the CRPs on MAIZE and WHEAT

## **CV Steven Michael Cole**

**Name:** Steven M Cole

**Current position and affiliation:** Senior Gender Scientist at IITA

**Profile:**

Steven Cole is a Biocultural Anthropologist, and formerly a Senior Gender Scientist at WorldFish leading gender transformative and integrated research in Zambia.

**Employment:**

- 2019: Senior Gender Scientist at IITA (based in Tanzania)
- 2013 to 2019: Senior Gender Scientist at WorldFish (based in Zambia)

**Education:**

- 2012: PhD, Anthropology, University of Arizona, USA
- 2004: MSc, Agricultural and Resource Economics, University of Arizona, USA

**Recent and relevant peer-reviewed publications:**

Cole, S.M., McDougall, C., Kaminski, A.M., Kefi, A.S., Chilala, A., & Chisule, G. 2018. Post-harvest fish losses and unequal gender relations: drivers of the social-ecological trap in the Barotse

Floodplain fishery, Zambia. *Ecology and Society*, 23(2): 18. <https://doi.org/10.5751/ES-09950-230218>

Rajaratnam, S, SM Cole, F Kruijssen, S Sarapura, & C Longley. 2016. Gender inequalities in access to and benefits derived from the natural fishery in the Barotse Floodplain, Zambia, Southern Africa. *Asian Fisheries Science Journal*, Special Issue, 29S (2016): 47-69.

Cole, SM, R Puskur, S Rajaratnam, & F Zulu. 2015. Exploring the intricate relationship between poverty, gender inequality, and rural masculinity: A case study from an aquatic agricultural system in Zambia. *Culture, Society and Masculinities*, 7(2), 154-170.

Cole, SM & PN Hoon. 2013. Piecework (ganyu) as an indicator of household vulnerability in rural Zambia. *Ecology of Food and Nutrition*, 52(5), 407-426.

Cole, SM & G Tembo. 2011. The effect of food insecurity on mental health: Panel evidence from rural Zambia. *Social Science & Medicine*, 73(7), 1071-1079.

**Evidence of innovations developed, and involvement with development outcomes related to gender equality and food systems research:**

- Savings and Internal Lending Communities Plus Gender-Transformative Approach, see [here](#)
- Gender transformative videos and facilitator manual, see [here](#)
- Gender transformative communication tool, see [here](#) and [here](#)

**Other evidence of leadership:**

- Designed and led a Norad-funded project on aquaculture vocational training for improved private sector and smallholder skills in Zambia (2018 to 2019).
- Designed and led a project funded by German Corporation for International Cooperation GmbH (GIZ) on gender and youth-inclusive business and entrepreneurship models for smallholder aquaculture in Zambia (2019).
- Designed and led a project funded by the United States Agency for International Development on scaling up aquaculture production in Sierra Leone (2017 to 2019).

**CV Nicoline de Haan**

**Name:** Nicoline de Haan

**Current position and affiliation:** Gender researcher leader, ILRI

**Profile:**

Nicoline de Haan is a rural sociologist, a senior researcher and the leader of the gender team at ILRI. She has over 20 years of expertise in gender, rural livelihoods, agriculture, and natural resource management. She has led work on gender and animal health at FAO; and set and led the gender program for the CGIAR Research Program on Water, Land and Ecosystem (WLE).

**Employment:**

- 2017-Present: Gender research leader, ILRI, Nairobi, Kenya
- 2013-2017: Leader of Gender, Poverty and Institutions for WLE, Colombo, Sri Lanka
- 2006-2013: Socio-economic coordinator animal health, FAO, Rome, Italy

**Education:**

- 1995-1999: Ph.D. Rural Sociology - University of Missouri, Columbia, Missouri, USA. Dissertation entitled: "Stocking Rural Livelihoods: social capital, goats, and groups in Tanzania".
- 1987-1994: Masters and Bachelors Rural Development Sociology - Wageningen Agricultural University, the Netherlands.

**Recent and relevant peer-reviewed publications:**

- Galiè, A. and de Haan N. 2019. Leveraging gender for food and nutrition security through agriculture. In: Ferranti, P., Berry, E.M. and Anderson, J.R. (eds). *Encyclopedia of Food Security and Sustainability* 3: 426-431
- Tavener, K., Wijk, M.T. van., Fraval, S., Hammond, J., Baltenweck, I., Teufel, N., Kihoro, E., Haan, N. de., Etten, J. van, Steinke, J., Baines, D., Carpena, P., Skirrow, T., Rosenstock, T., Lamanna, C., Ng'endo, M., Chesterman, S., Namoi, N. and Manda, L. 2019. Intensifying inequality? Gendered trends in commercializing and diversifying smallholder farming systems in East Africa. *Frontiers in Sustainable Food Systems*
- Farnworth, C. R., Hà, T. T., Sander, B. O., Wollenberg, E., de Haan, N. C., & McGuire, S. 2017. Incorporating gender into low-emission development: a case study from Vietnam. *Gender, Technology and Development*, 21(1-2), 5-30.
- Sullivan, A, E. Odonkor, and N. de Haan. 2016. Poverty, Vulnerability and Livelihoods in the Volta Basin: A Gendered Analysis. Chapter in *The Volta River Basin*. Routledge.
- de Haan, N. C., T. Kimani, J. Rushton, and J. Lubroth. 2015. Why is small ruminant health important – peste des petites ruminant and its impact on poverty and economics? Chapter. In *Peste des Petites Ruminant Virus*. Springer Verlag.

**Evidence of innovations developed, and involvement with development outcomes related to gender equality and food systems research:**

- Co-developed using value chains as a means of identifying hot spots of avian influenza and thereby reducing the impact of avian influenza on women. Including changing the policy on culling for the World Animal Health Organization. Approach taken up by China, Vietnam and Laos.
- Developed a series of trainings on gender and livestock with FAO for ministry and government staff for East Africa and South Asia Regions. The latter led the Sri Lankan government to request and implemented the training at national level.
- Engaged with the Global Agenda for Sustainable Livestock (GASL) and ensured that SDG 5 and gender are part of their mandate
- Set up the gender unit within the Promoting Sustainable Agriculture in Borno state, Nigeria with an adoption rate of 50% by women.

**Other evidence of leadership:**

- 2017-present: Member of the CGIAR gender platform advisory committee
- 2017 - present: Member of ILRI's Institute Research and Management Committee
- 2018 -present: committee member of the advisory committee of the Peste des Petite Ruminant Global Eradication Program
- 2018: Co-organizer of the annual CGIAR Gender Research Conference in Addis Ababa, Ethiopia
- 2013-2017: Member of WLE's management committee

- 2007 to 2013: Member of the Emergency for Transboundary Animal Disease management committee
- 2006: Led the development and implementation of IITA's first gender strategy

## **CV Netsayi Mudege**

**Name:** Netsayi Noris Mudege

**Current position and affiliation:** Gender Research Coordinator, CIP

### **Profile:**

International experience in conducting gender research in relation to agriculture processes, policies and agri-food systems. I have experience in resource mobilization, managing projects as well as mainstreaming gender into intervention projects. I am experienced in gender capacity building for researchers, program implementers and policymakers.

### **Employment:**

- April 2013-Current: Gender Research Coordinator (International Potato Center – Also leader of the RTB's Gender Equity and youth employment cluster)
- August 2010- April 2013 Advisor Development Policy and Practice, Royal Tropical Institute, Amsterdam, Netherlands
- May 2007-July 2010 Associate Research Scientists, Urbanization Poverty and Health Dynamics, African Population and Health Research Center, Nairobi, Kenya

### **Education:**

- 2005: PhD Social Sciences, Rural Development Sociology, Wageningen University
- 2001: MSc in Sociology and Social Anthropology, University of Zimbabwe

### **Recent and relevant peer-reviewed publications:**

Marlène Elias, Netsayi Mudege, et al., 2018. Gendered aspirations and occupations among rural youth, in agriculture and beyond: A cross-regional perspective *Journal of Gender, Agriculture and Food Security* Volume 3, Issue 1, 2018. pp82-107

Mudege, N.N. et al., 2018. Scaling up of sweetpotato vine multiplication technologies in Phalombe and Chikwawa districts in Malawi: A gender analysis. *NJAS Wageningen Journal*

Mudege, N.N. et al., S. 2017. The role of gender norms in access to agricultural training in Chikwawa and Phalombe, Malawi. *Gender, Place and Culture* 24(12): 1689-1710.

Netsayi N. Mudege, Sarah Mayanja, and Tawanda Muzhingi. 2017. Women and men farmer perceptions of economic and health benefits of orange fleshed sweet potato (OFSP) in Phalombe and Chikwawa districts in Malawi. *Food Security*, 9(2) pp 387-400 DOI 10.1007/s12571-017-0651-9

N.N Mudege, et al., Demo. 2015. Understanding collective action and women's empowerment in potato farmer groups in Ntcheu and Dedza in Malawi. *Journal of Rural Studies* 42:91

### **Evidence of innovations developed, and involvement with development outcomes related to gender equality and food systems research (See Centre Profile [CIP] Annex for details):**

- Use of video for research and development with young men and women in post-conflict situations

- Developing training manuals/mainstreaming gender into training of trainers manuals
- Developing tools and strategies for engaging young people

**Other evidence of leadership:**

- Program Management: Gender equity and youth employment RTB cluster lead
- Programme Assistant Coordinator 2007-2010: Urban Health and Poverty Dynamics Project implemented by African Population and Health Research Center
- Team leader and co-project manager 2011-2012: Building Skills for Life: Empowering Adolescent girls through education (Royal Tropical Institute Amsterdam)

**CV Gaudiose Mujawamariya**

**Name:** Gaudiose Mujawamariya

**Current position and affiliation:** Rice Value Chain Expert and Gender Focal Point/Country Representative in Madagascar, AfricaRice

**Profile:**

Gaudiose Mujawamariya currently leads the gender research at AfricaRice. As a development Economist, she is also working on strategic and applied economics research and general socio-economic research in East Africa.

**Employment:**

- 2018-Present: Country Representative for AfricaRice, Madagascar
- 2017-Present: Gender Focal Point, AfricaRice (21 countries in Africa)
- 2013-Present: Value chain economist, AfricaRice-East and Southern Africa

**Education:**

- 2012: PhD Development Economics, Wageningen University, Netherlands
- 2007: MSc International Development Studies, Wageningen University, Netherlands (*cum laude*)

**Recent and relevant peer-reviewed publications:**

- Achandi E.L., Kidane A., Hepelwa A. & Mujawamariya G. 2019. Women's empowerment: the case of smallholder rice farmers in Kilombero District, Tanzania, Agrekon, DOI: 10.1080/03031853.2019.1587484
- Achandi E. L., Mujawamariya, G., Agboh-Noameshie A.R., Gebremariam S., Rahalivavololona, N., Rodenburg, J. 2018. Women's access to agricultural technologies in rice production and processing hubs: A comparative analysis of Ethiopia, Madagascar and Tanzania. *Journal of Rural Studies* 60, 188-198.
- Mujawamariya, G., Kinkinginhoun Medagbe, F.M. & Karimov, A. 2017. Integrating quantified risk in efficiency analysis: Evidence from rice production in East and Southern Africa. *Agrekon* 56(4): 383-401

- Mujawamariya, G. & Elizabeth P. Karema. 2017. Limited usage of mechanical equipment in small-scale rice farming: a cause for concern. *Journal of Agriculture and Environment for International Development* 17, 111 (1): 5-21. DOI: 10.12895/jaeid.20171.493
- Mujawamariya, G., D'Haese, M., Stijn Speelman. 2013. The double problem of double side-selling limiting farmers' contribution to cooperative initiatives, case studies from the Rwanda's coffee sector. *Food Policy* 39, 72-83

**Evidence of innovations developed, and involvement with development outcomes related to gender equality and food systems research:**

- Involved in the GREAT Program

**Other evidence of leadership:**

- 2017-Present: Leading the Gender Task Force for AfricaRice (21 countries)
- 2018-2019: Leading Project funded by the African Development Bank on Adding value to the rehabilitated irrigation schemes in South-West Madagascar.
- 2019-2022: Designed and currently leading a Project funded by GIZ on piloting parboiling technology in Madagascar and Mozambique.

**CV Dina Najjar**

**Name:** Dina Najjar

**Current position and affiliation:** Gender Scientist, ICARDA

**Profile:**

International researcher focusing on interdisciplinary research related to gender and sustainability, technologies, climate change adaptation, migration, and learning with a special focus on the Middle East and North Africa region, but also in Central Asia, South Asia and Sub-Saharan Africa. Experience includes: social norms and innovation, employment, decent work, land rights and productive assets.

**Employment:**

- 2014 – Present: Gender Scientist, ICARDA

**Education:**

- 2013: Doctor of Philosophy in Socio-cultural Anthropology, feminist political ecology and women's land Rights in Egypt's Mubarak Resettlement Scheme, Department of Anthropology, University of Western Ontario (Western), London, Canada
- 2008: Master of Natural Resources Management, transformative learning about gender and sustainability through the Farmer Field Schools of the Taita Hills in Kenya, Natural Resources Institute, University of Manitoba, Winnipeg, Canada

**Recent and relevant peer-reviewed publications:**

Najjar, D., Baruah, B., and Al Garhi, A. (in press). Gendered Patterns of Asset Ownership and Control in Egypt. *Feminist Economics*.

- Najjar, D. Baruah, B., and Al Garhi, A. 2019. [Women, Irrigation and Social Norms in Egypt: “The more things change, the more they stay the same?”](#). *Water Policy*, 21 (2), 291-309.
- Najjar, D., Baruah, B., Aw-Hassan, A., Bentaibi, and G., Kassie. 2018. [Women, Work and Wage Equity in Agricultural Labour in Saiss, Morocco](#). *Development in Practice*, 28(4), 1–16.
- Najjar, D., Spaling, H., and Sinclair, A.J. 2013. [Learning about sustainability and gender through Farmer Field Schools in the Taita Hills, Kenya](#). *International Journal of Educational Development*, 33(1): 466-475.

**Evidence of innovations developed, and involvement with development outcomes related to gender equality and food systems research:**

Led the implementation of two three-year multi-stakeholder work plans and related capacity building of NARES institutions as gender coordinator of CRP Dryland Systems and as leader of gender mainstreaming efforts in a project funded by the African Development Bank, entitled SARD-SC, aimed at reducing importation of wheat in three hub countries (Ethiopia, Sudan, and Nigeria) with in-built out scaling component in nine other sub-Saharan Africa countries, see more [here](#) and [here](#).

Collaborated with FAO’s Social Policies and Rural Institutions Division in Rome in operationalizing decent work for rural women’s empowerment in Egypt, which included organizing a multi-stakeholder workshop for validating findings and formulating policy recommendations around decent work for rural women’s empowerment, see more [here](#) and [here](#).

**Other evidence of leadership:**

- 2018 -Present: Co-Gender Research Coordinator for CRP GLDC
- 2018-Present: Gender focal point for a project funded by the International Fund for Agricultural Development (IFAD) related to integrating conservation agriculture and livestock production in North Africa and Latin America
- 2017-Present: Gender focal point for a GIZ project aimed at closing the gender gap in women’s access to extension and adoption of technologies in Tunisia
- 2014- Present: Center focal point for gender research in CRPs PIM, Wheat, GLDC, and Livestock

**CV Esther Njuguna-Mungai**

**Name:** Esther M. Njuguna-Mungai

**Current Position:** Senior Scientist, ICRISAT, currently based in Nairobi, Kenya.

**Profile:**

Esther Njuguna has been the Gender Research Coordinator for the CRP GLDC, coordinated by ICRISAT, since June 2018. She was the Gender Research Coordinator for the CRP GL from 2014 to 2017.

**Employment**

- May 2017 to date: Senior Scientist, Gender Research (ICRISAT, East and Southern Africa Regional Program)

- 2014- April 2017 Scientist, Gender Research (ICRISAT, CGIAR Research Program on Grain Legumes)
- 2011-2014 Research Associate, KARI McGill Food Security Research Project, at the Kenya Agricultural Research Institute.

### **Educational qualification**

- PhD, Agricultural Economics, University of Nairobi, Kenya; (2005 – 2009)
- MSc, Agricultural Economics and Development Group, Wageningen University and Research Centre, The Netherlands, (1999 to 2001)

### **Recent and relevant peer reviewed publications**

- Bikketi, E., Njuguna-Mungai, E., Johnny E. and Jensen, L. 2019. Kinship Structure, Gender and Groundnut Productivity in Malawi. Book Chapter submitted to Routledge Book Series on Gender and Agricultural Research.
- Bikketi E., and Njuguna-Mungai, E. 2019. Cultural Institutions, Gender and Social Norms in Matrilineal and Patrilineal Contexts of Malawi. Forthcoming to be submitted to the Regional Strategic Analysis Support and Knowledge Systems Annual Trends and Outlook Report.
- Bikketi, E, Njuguna-Mungai, E., Muricho, G., Thurairana, E., Ojiewo C. and Okori P. 2019. Decomposing the Groundnut Gender Yield Gaps from a Kinship Structure Perspective; Evidence from Smallholders in Malawi. *Journal of Gender Place and Culture*.
- Johnny Mugisha, Christopher Sebatta, Kai Mausch, Elizabeth Ahikiriza, David Kalule Okello, and Esther M. Njuguna (2019, in print) Bridging the gap: decomposing sources of gender yield gaps in Uganda groundnut production. *Journal of Gender, Technology and Development*.
- Bikketi, E., Njuguna-Mungai, Johnny, E., Muricho, G., Ojiewo., and Ugen, M. 2019. Estimating and Decomposing the Gender Yield Gap in Sorghum Productivity; Evidence from Smallholders in Eastern and Northern Uganda. *Journal of Development Studies*
- Esther Njuguna-Mungai, Moses Siambi, Betty Chinyamunyamu, Felix Sichali, Patrick Okori, 2018. Decades long experience on gender integration into the groundnut seeds systems of Malawi. In., Tufan, H.A.; Grando, S. and Meola, C. (Eds.). 2018. State of the Knowledge for Gender in Breeding: Case Studies for Practitioners. Lima (Peru). CGIAR Gender and Breeding Initiative. Working Paper. No. 3.

### **Evidence of innovations developed, and involvement with development outcomes related to gender equality and food systems research**

- Designed and supervised a 3 year postdoc fellowship focused on analysis of gender gaps in legumes and cereals production in East and Southern African region. Two quantitative datasets available: one for groundnuts in Malawi among Patrilineal and Matrilineal households and one on Sorghum production in East and North Uganda
- Designed and supervising the GLDC gender internship program that hosts Msc level graduates in Anthropology and Economics, working together in mixed methods assignments. (<https://www.cgiar.org/news-events/vacancy/gender-internship-program-cgiar-research-program-grain-legumes-dryland-cereals-gldc/> )
- Designed and supervised a customized training for breeders and social scientists from 7 countries in Sub Saharan countries on 'Gender Responsive Breeding'. Activity implemented together with the GREAT program.

<http://www.greatagriculture.org/content/news/blog/meeting-diverse-gender-training-needs-practitioners-power-successful-customization>)

- Facilitated a gender integration and perspective to the International Year of Pulses celebrations in 2016. <https://iyp2016.org/news/303-women-and-youth-in-pulse-value-chains-opportunities-for-inclusion-of-smallholderswomen-and-youth-in-pulse-value-chains-opportunities-for-inclusion-of-smallholders>

#### **Other evidence of leadership:**

- Member of the Management and Advisory Committee of the Legumes Innovation Lab.
- Member of the planning committee for the International Year of Pulses, 2016.
- Led the gender integration into major bilateral proposals development in ICRISAT: Tropical Legumes iii, HOPE2 and the GLDC proposal. Coordinated with researchers from international organizations (CIAT, ICARDA, IITA) and 8 National partners from Eastern Africa, West and Central Africa.
- Gender Research Coordinator, CGIAR Research Program on Grain Legumes/ICRISAT:2014 to 2017
- Co Leading the implementation of KARI McGill Food Security Research Project 2011-2014, Kenya Agricultural Research Institute.
- Capacity strengthening of 2 postdoctoral fellows, 1 PhD Student, 2 Msc students and 2 Msc graduate interns.

### **CV Ranjitha Puskur**

**Name:** Ranjitha Puskur

**Current position and affiliation:** Senior Scientist at IRRI, Cluster Leader: Livelihoods, Gender and Nutrition; Theme Leader: Catalysing Innovation for Health, Equity and Resilience

#### **Profile:**

Ranjitha Puskur is a socio-economist specialising in Agricultural Innovation Systems and Gender. The focus of her research has been on mobilizing science and knowledge for innovation to result in pro-women and pro-poor developmental outcomes in Africa, South and South East Asia and, the Pacific.

#### **Employment:**

- Since 2016: Senior Scientist and Gender Research Leader at IRRI (based in Philippines)
- 2012 to 2016: Senior Scientist Leading Gender Research and subsequently Senior Policy Advisor at WorldFish (based in Penang)
- 2005 to 2012: Scientist and Team Leader leading Innovation in Livestock Systems at ILRI (based in Ethiopia)

#### **Education:**

- Sept 2001 – Nov 2002 Research Scholar, MERIT-UNU Joint PhD Program on *Economics of Policy and Technical Change*, Maastricht Economics Research Institute for new Technologies (MERIT), Maastricht University, The Netherlands
- 1997: PhD, Agricultural Economics, Indian Agricultural Research Institute, India

- 1991: MSc, Agricultural Economics, Indian Agricultural Research Institute, India

#### **Recent and relevant peer-reviewed publications:**

- Birhanu, MY, A.Girma and R Puskur. 2017. Determinants of success and intensity of livestock feed technologies use in Ethiopia: Evidence from a positive deviance perspective. *Technological forecasting and social change*. Vol 115: 15-25.
- Puskur, R., S.Park, R.Bourgeois, E.Hollows, S.Suri and M.Phillips. 2016. Futures of aquatic agricultural food systems: Drivers and future-smart research and policy options. In *Sustainable Intensification in Smallholder Agriculture: An Integrated Systems Research Approach*. Eds Ingrid Öborn\*, Bernard Vanlauwe, Michael Phillips, Richard Thomas, Kwesi Atta-Krah. Earthscan.
- Cole, S.M, Puskur R, Rajaratnam, S & Zulu F. 2015. Exploring the intricate relationship between poverty, gender inequality and rural masculinity: A case study from an aquatic agricultural system in Zambia. *Culture, Society and Masculinities*, Vol 7 (2), Fall 2015, pp. 154–170.
- Sarapura Escobar S and Puskur R. 2014. [Gender capacity development and organizational culture change in the CGIAR Research Program on Aquatic Agricultural Systems: A conceptual framework](#). Penang, Malaysia: CGIAR Research Program on Aquatic Agricultural Systems. Working Paper: AAS-2014-45.

#### **Evidence of innovations developed, and involvement with development outcomes related to gender equality and food systems research:**

- Led the Aquatic Ag Systems and WorldFish gender strategy development and implementation, which for the first time in CGIAR focused on Gender Transformative Approaches in 2012 and led to new thinking in the system. Developed tools, partnerships and team required to implement the same and engaged in strategic communication and resource mobilization around it.
- Developed IRRI's Gender Research for Development strategy to address emerging frontier areas that are key to pushing the gender equity in rice-based systems agenda and goals forward. This now guides IRRI's resource mobilization, partnership development and communication efforts in this area and beyond.
- Engaged with multiple stakeholders at IRRI and beyond to integrate gender research in key areas like breeding, seed systems, sustainable intensification. In addition, leading key strategic gender research areas like migration and feminization in rice-based systems, land rights and influence on decision-making and, women's entrepreneurial engagement for economic empowerment. IRRI is a front runner in thinking and application of gender-responsive breeding approaches and methods.

#### **Other evidence of leadership:**

- Theme Leader at the 2019 Seeds of Change Conference in Canberra; Science Program Committee Member and Theme Leader at International Rice Congress in 2018
- Aspen New Voices Fellow since 2016
- In the role of the Policy Advisor at WorldFish, I led the Centre's initiative in foresight focused on qualitative and people-focused scenario development.
- In my work at IWMI and WorldFish, I led development of multi-stakeholder alliances for collective impact at scale using evidence- and learning-based approaches. Influencing policy innovation through strategic communications that can promote an enabling environment has

been an integral part of the experience and expertise. I have led Policy Dialogs in various contexts while at IWMI, ILRI and WorldFish.

- I established and nurtured a new research area and team on 'Innovation in Livestock Systems' while at ILRI.

## **Annex 6: Arrangements for hosting the Platform in Nairobi**

As the gateway to east Africa, Nairobi provides close proximity and easy access to other CGIAR centres (ILRI and ICRAF have their headquarters in Nairobi and together host representatives and key program offices of IRRI, CIP, IITA, ICRAF, ICRISAT, ICARDA, CIMMYT, CIAT, IFPRI and Bioversity International). In addition, being in Nairobi opens the door to the Association of International Research and Development Centres for Agriculture (i.e. ICIPE, where CIAT is hosted and the World Vegetable Centre and CABI resides) as well as to the headquarters of the United Nations Environment Programme and UN-Habitat, along with other important UN offices (FAO, the International Labour Organization, UN Women, United Nations Development Programme, United Nations Industrial Development Organization, United Nations Population Fund, World Food Programme, World Health Organization and the United Nations Centre for Regional Development). The World Bank has offices in Nairobi, as do the International Organization of Migration, the Stockholm Environment Institute, IDRC, IFAD, AWARD and AGRA. Moreover, major international NGOs, such as CARE International and many others, are located in Nairobi. This provides a rich setting for building diverse partnerships that can drive the transformation of food systems and address CGIAR's oft-described global challenges.

## Annex 7: Capacity development strategy

The CapDev strategy of the Gender Platform will focus on global, crosscutting prioritized needs. Centre-specific activities will be implemented through the centre CapDev strategies. Capacity strengthening activities will be driven by the outcomes that the GENDER Platform seeks to achieve in module 1, which generates evidence for change agents. The change agents then work with methods and tools (module 2) and through alliances (module 3) to progress gender transformative action.

Thus, capacity strengthening activities will be linked to outputs and outcomes identified in the GENDER Platform impact pathway (Figure 2, above). To identify training needs in CGIAR centres and partner organizations, the GENDER Platform will first conduct institutional assessments aimed at revealing the true priorities being given to gender in AR4D; the results of these assessments will be combined with those from analyses of current focus on—or lack thereof—gender in the CapDev strategies of CRPs, centres and partners in order to develop targeted plans for strengthening the gender focus of these institutions. The Platform will establish a baseline from which to launch this work by evaluating the capacity building partnerships established for the GRIT program for gender postdoctoral training by the CGIAR Gender Network and Penn State University (2016-2019). It will also assess lessons from the GREAT program, which is a North/South collaboration involving Makerere University (Uganda) and Cornell University (USA) aimed at training gender-responsive breeding teams. The CapDev strategy will leverage the gender-specific plans and resources of CapDev strategies in centres, CRPs and programs for synergies and resource sharing.

A key area of gender CapDev, which will help the GENDER Platform achieve its intended outcomes, will be in the realm of adaptive learning, knowledge management and sharing. While there has been a significant amount of gender research in the CGIAR, results have often not been synthesized and packaged to tell the ‘big story’, which must be appropriately disseminated for impact at policy and action levels. As part of CGIAR knowledge management initiatives, the GENDER Platform will build the capacity of gender researchers to engage in evidence-based advocacy for gender-integrated policy development and behaviour change in AR4D. Gender researchers will be trained in the use of innovative tools and improved methods of knowledge sharing along the impact pathway. Packaging knowledge in accessible and user-friendly ways will help CGIAR achieve its intended global impact gender in AR4D.

Additionally, because of the dynamic nature of gender as a concept, learning about which CapDev for gender research activities have worked well—and in what contexts—will be a crucial component of the Platform’s agenda. Trends in gender research will be monitored, as will changes in research capacities and experiences, and this will lead to more effective approaches to gender CapDev. This process will entail continual adaptation and fine tuning of gender research within the CGIAR.

***Innovative funding for CapDev in gender research and outcomes:*** Funding of gender CapDev has been a major constraint for many partners and programs. If the GENDER Platform tries to fund this work on its own, it may find this budget item overriding all other budget lines. This implies a need for innovative partnerships for co-funding gender CapDev, in which CGIAR centres, CRPs, bilateral projects and partnering institutions and the Platform align their CapDev plans and investments. Such arrangements effectively create a culture of accountability in the management and implementation of gender research and development; they also lead to common agendas, shared measurements and coordinated activities through a mutually reinforcing plan of action. In

addition, such alignment enables more rapid progression from individual learning to gender-sensitive institutional processes.

**CapDev links to outcomes described in the Platform's theory of change:** The GENDER Platform is committed to ensuring that high-quality gender research is conducted by CGIAR and its partners. Quality evidence will promote the development of relevant gender intentional innovations and approaches that enable greater gender equality and inclusion in food systems. Working closely with relevant universities, the GENDER Platform will continue to improve the quality of research produced by CGIAR researchers and partners. The platform will promote strategic fellowships and mentoring programs, which will provide future gender researchers with an opportunity to work with teams of experienced gender researchers in AR4D programs; this will help them to develop their knowledge and skills in research methods and processes, and in so doing, enable them to achieve meaningful impacts. Strategic investments in fellowship programs will ensure that the competencies of existing staff in CGIAR, in partner organizations and programs, and in cross-institutional collaborations or exchange programs (among other partnership innovations) are maintained.

To improve the prioritization and practice of gender integration throughout the AR4D portfolio by agriculture research managers and scientists at the CGIAR system level, universities and among partner agencies by 2030, the Platform will focus on three key areas:

- strengthening the capacity of CGIAR system and partners to guide institutional culture change;
- strengthening the capacity of social and biophysical researchers in the CGIAR, universities and NARES; and
- using strengthened gender research skills at different levels and scales.

To make progress in these areas, the GENDER Platform will engage with partners like AWARD, MenEngage Alliance and the Cornell University/Makerere University-led GREAT program to build relevant capacities at different levels of the system. AWARD has experience with strengthening the capacity of CGIAR and other agricultural organizations to achieve meaningful changes in institutional cultures and to strengthen the leadership capacities of women scientists. Thus, the Platform will provide resources to develop future gender research leaders through fellowships and mentorship programs such as those provided by AWARD. Though AWARD is global in reach, we hope to build upon other ongoing activities in other regions, such as the recently launched [Arab Women Leaders in Agriculture](#) initiative in the MENA region.

A key component of gender research and development, CapDev will be around content development, adult learning theory and instructional design, and harnessing technology for CapDev in gender and development' for instruction and reference. This content will be instrumental for training gender researchers at different levels – from entry-level scientists to seasoned researchers learning about new tools. The Platform will also influence content development in selected universities for curricula that prepares graduate students for conducting gender research in the field.

**Promoting institutional strengthening for gender research and development:** The GENDER Platform leadership will actively lobby decision-makers within CGIAR to develop institutional capacity to use gender research outputs. This is key for achieving buy-in and gaining support; mechanisms for data collection, collation, analysis and reporting at the institutional level encourage institutions to invest in gender research. Testing and adapting new institutional

arrangements that foster implementation of effective gender research and development – focusing on the institution and not individuals – will be a key CapDev area for the Platform.

The capacity strengthening strategy will promote the use of critical thinking by research managers and scientists by proposing communities of practice and dialogues around certain key themes. As part of the CapDev strategy, world leaders on gender and on other specific themes, such as feminism or rural transformation, will be invited to share new and current thinking on gender-related issues with CGIAR scientists. This can be done as part of regular webinars as well as part of face-to-face capacity strengthening events and activities. This will help to infuse CGIAR with current thinking and encourage researchers to be aware of new theoretical approaches and developments relevant to our work. However, CGIAR scientists can also learn from each other, and opportunities will be provided for system scientists to share their knowledge with one another. As part of this effort, the Platform's CapDev initiatives will support capacity building on shared gender research priorities, as well as on fostering interdisciplinary dialogue and collaboration between gender scientists and other researchers through communities of practice.

## **Annex 8: Profiles of select members of implementation team (profiles, not terms of reference)**

### **Profile of the Platform Director**

- Experienced person with standing in the gender and agriculture community, and with ability to negotiate and engage with different stakeholders
- In-depth understanding of and experience working in gender and agriculture
- Track record in service provision in areas relevant to the Platform
- Proven skills in integrating gender across a range of expertise and ability to deliver within these settings
- Good theoretical understanding of gender as pertaining to agriculture and to the mandate of CGIAR
- Excellent communication, networking and negotiating skills to engage all those involved and to attract funding
- Track record in leading multi-institutional programs and projects and in building consensus among diverse partners and stakeholders.

### **Profile of Module Leader**

- Competence and experience related to the focus of the module
- Enthusiasm for the Platform objectives and committed to maximizing its utility for users
- Demonstrated ability to lead and inspire innovative thinking
- Ability to build consensus among diverse partners linked to the module

## Annex 9: Interactions between the Platform and its users, beneficiaries and other key institutions

During its inception phase, the Platform will develop an agreed Platform charter that reflects the directions that the Platform will take. This will ensure not only that the Platform meets user-defined needs, but also that gender research in the CGIAR remains on the cutting edge.

The Platform will engage its diverse groups as follows:

**Engaging gender researchers:** The Platform will develop its activities to address the needs of the CGIAR system and its partners. A needs assessment will be carried out with members (including CRP managers) during the Platform's inception phase to refine the initial work packages for the different modules identified in the proposal. Work packages will be finalized to meet the needs and demands of gender researchers, centres and CRPs. The Platform will engage with members at critical points to provide feedback to improve the Platform's agenda and to identify cross-centre or system-wide opportunities. The Platform will provide an opportunity every year for users and other beneficiaries to assess its performance, including an evaluation of services and products. The Platform will also document the use and value added of its services and products. The results of these evaluations will be used to improve platform services and engagement. The Platform will engage with members of the CGIAR gender community, and through them their CRPs, advisory committee meetings, as well as through the leaders of work packages. Centres will occupy certain committee positions on a rotational basis such that different centres/CRPs have an opportunity to provide leadership to the Platform.

**Engaging with centres and CRPs:** During the inception phase and in consultation with centres, the Platform will develop mechanisms for effective communication with and among the centres. During this consultative process, criteria will be prepared for identifying which activities should be the responsibility of the Platform and which should be placed with centres, and in a related way, how the responsibility for resource mobilization is distributed between the Platform and centres. Developing the criteria is an essential step towards reducing the possibility of unhealthy competition between centres and the Platform for resources from donors. The Platform will be responsible for raising resources for selected cross-centre activities for which it is difficult to raise funds at the centre level. However, this requires further elaboration during the inception phase.

**Engaging with external users of the Platform:** The Platform will involve some of the external users in the advisory committee to ensure that the CGIAR gender agenda is not overly inward looking and is also shaped by ideas from outside the system. University faculty will help to develop the methodologies used by CGIAR researchers, including co-hosting of postdoctoral fellows and other university students conducting gender research in the system. NGOs will assist in the translation of research products from CGIAR gender researchers into practice and real benefits for women farmers. The GENDER Platform will provide NARES with opportunities for strengthening their capacity, including on rigorous research methods (both qualitative and quantitative), data analysis and scientific writing and publishing. Along with NGOs, the GENDER Platform will build upon a growing relationship between the Platform and development organizations. The recent collaborative work on gender transformative approaches – involving the Rome-based agencies and the current CGIAR Gender Network – has provided new opportunities for engagement. It will also provide an opportunity for the Platform's agenda to be more responsive to the needs of these organizations.

## **Annex 10: Data sharing and open access**

The GENDER Platform, in collaboration with the BIG DATA Platform, will ensure that all collected data are hosted on an open platform, can be easily tracked, are not lost and have clear data use dictionaries. Gender data are highly sensitive, and gender research managers will be advised on how best to observe privacy and confidentiality, as well as how to anonymize data before being shared on the Platform. Procedures for data sharing and the termination of data-sharing rights will be developed (borrowing from standards that already exist in CGIAR) and agreed on by Platform members. Sharing gender data will enable other scientists to pursue similar or different research questions with the same datasets while avoiding the time and financial costs related to data collection. It will also promote donors' trust in reasonable returns on their investments and the transparency and integrity of gender research.

## **Annex 11: Communication strategy**

### **Objectives**

Communication objectives at the Platform-level support the goals, strategic and operational objectives as well as outcomes as defined in the Platform theory of change, in alignment with the CGIAR Strategy and Results Framework.

- To position the Platform as the go-to place for CGIAR knowledge and resources on gender equality in food systems such as tools, methods and publications.
- To position CGIAR as a thought leader in gender equality in food systems and generate visibility for innovative gender equality research being carried out across CGIAR.
- To support the synthesis and repackaging of knowledge from across the Platform so that it informs decisions of key target audiences.
- To create and support opportunities and spaces for knowledge sharing and learning for both the CGIAR gender community, the global gender research community and the wider development community.
- To promote the evidence outlining the case for strategic investment in gender equality research and contributing to the establishment of global best practices in the field.
- To support organizational culture change in CGIAR and its partners to prioritize gender research in AR4D and to advocate for gender-focused priorities to be embedded in partner communication strategies.
- To enable internal knowledge sharing, learning and collaboration between Platform leadership and team members for transparency, accountability and effective Platform management.

### **Audiences**

Targeted audiences for external communication will include: 1) policymakers at country, regional and international levels; 2) national, bilateral and multilateral donors; 3) partners including universities, ARIs, NARES, NGOs and the private sector; 4) CGIAR centres, research programs and platforms, including leadership; 5) regional and international media; 6) the general public.

In the context of the Platform, internal audiences are those who are working to deliver on the Platform's outputs and outcomes. Key audiences for internal communication include: 1) the implementation team; 2) module leaders; 3) module scientists; 4) gender research coordinators; 5) management committee; 6) communication teams in partner organizations.

Through targeting these audiences, communications activities will indirectly support efforts to reach the third audience group identified by the Platform – the young people, men and women who will benefit from gender equality outcomes.

## **Key messages**

A set of key messages will be developed together with the Platform implementation team and communication and resource mobilization specialists from partner centres to articulate the narrative of the Platform. This narrative will support strategic investment efforts. Key messages will align with those of CGIAR and will be embedded across communication activities. Messages will be refined and revised as Platform research progresses to reflect new developments and priorities, and will be strategically aligned with key audiences.

## **Strategic approach**

A campaign-based approach will be adopted as the driver for communication activities. Campaigns will be anchored around strategic priorities for key themes that are both central to both the Platform and aligned with CGIAR, pushing to place CGIAR as a global front-runner on gender equality in food systems. Campaigns will draw attention to key messages; module knowledge products; and research, evidence and outcomes of CGIAR gender research. Content will be framed and curated through these campaigns to provide audiences with a deeper understanding of the messages and evidence embedded in communication products.

Campaigns will be timed to coincide with relevant policy processes and events, informing regional and global decision-making on the future of food systems. Key occasions for garnering attention include International Women's Day, World Health Day, World Environment Day and the International Day of Rural Women. Major events that allow face-to-face interaction with key audiences and opportunities to give the Platform and gender equality in food systems visibility will include the United Nations Climate Change Conference in 2019 (COP25), EAT Forum and the Platform's signature annual event.

Campaign activities will be deployed through the channels described below and defined in tailored campaign strategies developed together with partners. Examples of activities may include interactive tactics to create engagement and conversation with audiences, such as real-time Twitter chats, live-streamed video discussions between experts on [Facebook Live](#) or [Periscope](#) and webinars or in-person engagement such as by providing fact sheets or policy recommendations at relevant policy events.

The International Day of Women and Girls in Science on February 11 will be a unique annual opportunity for an internally focused campaign to facilitate an organizational culture change, highlighting the importance of gender research and the role of women researchers within CGIAR.

Campaigns will be developed together with the SMO and partner communication teams to jointly add value to communication efforts, align messaging and support strategic partnership objectives of the Platform.

## **Channels and activities**

The following communication channels and their related activities will be the tools through which campaigns are implemented to reach the Platform's objectives. Channels were selected based on their appropriateness to target the key audiences identified in Audiences.

	State of gender & agriculture report	Website	Social media	Webinars	Newsletter (+ internal)	Events	Publications	Media	Postdoc fellow initiative	Communities of practice	Sharepoint, wikispaces or similar
Go-to place for knowledge & resources											
Position CGIAR as thought leader											
Synthesis and repackaging of knowledge											
Knowledge sharing and learning											
Promote evidence for investment											
Support organizational culture change											
Internal knowledge sharing, learning & collaboration											

### Flagship knowledge product

The Platform will produce a seminal annual report which synthesizes knowledge and results from across the Platform into a 'state of gender and agriculture' report which will act as a resource for researchers/academics, policymakers and funding agencies and will showcase evidence for continued investment into CGIAR gender research. This will be done in partnership with key regional and global actors, including their communication teams.

### Website and content

The Gender Platform website will be revamped to ensure that it is a current and compelling reflection of the Platform, serving as the go-to place for information about gender research in CGIAR including resources, knowledge, publications and updates on CGIAR-wide activities, utilizing the [GARDIAN](#) software developed by BIG DATA. Information, resources and links to broader partner research will be featured. It will also be designed to align with the campaign approach of the communication strategy and purpose built to maximize effectiveness.

Dynamic content, such as news articles, opinion features and stories from the field, will form an important component of the Platform website. These will serve as a vehicle to highlight key messages, research outputs and outcomes; discuss new and emerging thinking and approaches on thematic areas; drive readers onwards to further resources such as publications; provide a platform for scientists and practitioners across disciplines to share their experiences and research; and allow for discussion between authors and readers in the comments section.

Priority will be given to content, including multimedia, that tells the story of beneficiaries and gives them a voice, in recognition of the power of storytelling and stories from the field, to connect key audiences with the mission, vision and objectives of the Platform. Storytelling techniques will be used to encourage audience engagement with the evidence and policy recommendations underpinning the strategic goals of the Platform.

Strong, mutually beneficial relationships will be forged with partner communicators, who will be actively encouraged to contribute to and cross-post content from the Platform website.

### **Social media**

Social media has been an effective communication tool for centre, CRP and platform communications within CGIAR. A [@CGIARgender](#) Twitter account was created in December 2017 and has gathered 1,128 followers as of May 2019. Proven tactics will be adopted to increase followers, reach and engagement including a focus on visual content, active interaction with partners and followers, quizzes, campaigns and intelligent use of hashtags. The Platform currently contributes content to the CGIAR accounts for [Facebook](#), [Twitter](#) and [LinkedIn](#). Moving forward, social media will be a greater focus of Platform communications to nurture a virtual community for learning and knowledge sharing as well as to create an engaged audience around CGIAR's gender research, drive traffic to the website, boost Altmetric scores and as a channel to promote content and events. As such, it is recommended that new accounts be created on Facebook and LinkedIn.

The hashtag [#GenderinAg](#) has been an effective way to create a conversation on gender research in agriculture, curate content, share perspectives and research, and rally champions at conferences and events. This hashtag will be maintained and leveraged for future online engagement.

A detailed social media plan will be developed upon Platform commencement.

### **Webinars**

The current Platform webinar series will be continued to facilitate knowledge sharing and learning with broad partners and maintain and grow the gender research community. Webinars will be recorded and published on YouTube and embedded on the Platform website to give longevity and a larger audience to the content.

### **Newsletter**

The current Gender Platform newsletter will be continued, distributed routinely to a list of subscribers registered through the Platform website. The newsletter is a channel for delivering updates to interested groups about both Platform and partner activities, sharing latest publications, upcoming events and webinars, recent news articles and opinion features, a letter from the Platform Director, and other content types. Email invitations will be sent to newsletter subscribers to advertise upcoming webinars. Special editions will be released to coincide with campaigns.

## **Events**

Participation of Platform leaders, scientists and the CGIAR system management board's gender champions in key global agri-food system and gender research events will support the promotion and sharing of research examples of successes and contribute to thought leadership development. This will include non-gender focused events such as COP25, EAT Forum and FAO's Committee on World Food Security, among others that are chosen based on strategic value. The Platform will convene one global event per year – alternating between an internal planning and knowledge sharing meeting and an external conference. The geographical location of the events will change annually, as will the meeting and conference themes.

## **Publications**

Publications will be produced in support of module outputs and work packages, aligning with the strategic objectives of the Platform. Knowledge products will be accompanied by tailored engagement plans to ensure they reach their intended audiences and achieve the desired impact. Engagement plans will align with Platform campaigns to frame products as part of broader conversations.

Module 1: Develop a series of briefs that synthesize lessons learnt from the existing body of research, incorporating meta-analyses of evidence on what works for women's empowerment in agriculture and under what conditions. A discussion paper series based on the research from cross-centre initiatives will also be produced along with policy briefs to showcase evidence-based recommendations for policymakers.

Module 2: Develop a series of briefs and knowledge products that focus on CGIAR-generated good practices, methods and standards for gender integrated and strategic research with guidelines on how to incorporate these into AR4D activities. Knowledge products and their corresponding engagement plans developed under this module will be designed to stimulate among targeted audiences critical thinking and reflexivity on how to develop, use and adapt gender resources to better integrate gender in AR4D.

Module 3: Learning products and resources will be developed to support CapDev initiatives to address disparities in skills and competencies among actors in CGIAR and its partners that are needed to develop a gender-responsive global food system. These may cover skills in gender data analysis, reporting and publishing.

Additional publications will be produced as required such as reports, fact sheets and toolkits. All publications and knowledge outputs will be findable and accessible, stored in open and interoperable repositories.

## **Media**

Media engagement will focus on the positioning of opinion editorials in targeted media outlets that align with the geography and demographics of key audiences. Timing will be carefully considered to overlap with strategic events, research announcements, international days or campaigns. Examples of relevant media include the Chicago Council, Devex, The Conversation and the Guardian. Connections with media may come through partner centres, the CGIAR System Management Office or via a consulting agency.

The Platform will leverage events and the annual 'state of gender in agriculture' report to gain broader traction and media interest in gender research, gender equality in agriculture and rural communities, and CGIAR's leadership in this field.

### **CGIAR gender postdoctoral fellow initiative**

An ‘alumni network’ of CGIAR gender postdoctoral fellows will be created. As part of this network, alumni will contribute blogs and opinion features describing their research and ongoing experiences, drawing attention to both CGIAR gender research and CapDev initiatives of the Platform. Alumni may also be engaged in multimedia and campaign activities.

### **Communities of practice**

Facilitated by module 2 and with the support of communications, the Platform will organize communities of practice in strategic gender research in agriculture and food systems, inviting external experts to collaborate. This will enable the Platform to promote the development of quality resources to help ensure that gender is integrated meaningfully in AR4D and the communication of evidence and learning generated by CGIAR and its research and development partners around key thematic areas. Current communities of practice, such as Water and Gender, will be assessed, and a plan for their further support developed. Examples of communication support to help foster dialogue and increase participation may include profiling on the website, webinars, workshops and visibility through the Platform’s annual event.

### **Internal communication**

A detailed plan for internal communication will be created upon commencement of the Platform. The plan will be designed to facilitate clear, transparent and two-way communication between internal groups including the implementation team, module leaders, gender research coordinators and communication teams of partner centres, in alignment with the approaches described under Section 9. Activities will include regular internal newsletters from the Platform director, internal meetings through Webex and a face-to-face annual meeting of Platform leadership scientists and governing bodies. Knowledge management tools and platforms for day-to-day collaboration and file sharing will draw on those spearheaded by the lead centre, ILRI. This may include an intranet-type platform such as SharePoint, wikispaces and workspaces such as MS Teams.

### **Resources**

A communication specialist will be employed by the Platform to implement the communication strategy, collaborating with communication teams in partner organizations, CGIAR centres, CRPs and platforms. Consultants will be employed as needed to deliver on communication activities. Adequate budget will be allocated for the successful implementation of the activities described in this strategy.

### **Open access**

Communication activities will align with and support CGIAR open access policies, including prioritizing the improvement of Altmetric scores for publications through direct embedding and sharing of DOI and CGSpace links in communication products and social media.

### **Monitoring and evaluation**

Key performance indicators (KPIs) will be created to monitor and evaluate the communications activities of the Platform. Activities will be refined based on intelligence gathered through analytics.

Channel	KPI
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<b>Website</b>	<p>Indicators:</p> <ul style="list-style-type: none"> <li>• Page views</li> <li>• Unique visitors</li> <li>• Time spent on site</li> <li>• Number of blogs published</li> <li>• Number of comments on blogs</li> </ul> <p>Data source:</p> <ul style="list-style-type: none"> <li>• <a href="#">Google analytics</a></li> <li>• <a href="#">Disqus</a></li> </ul>
<b>Social media</b>	<p>Indicators:</p> <ul style="list-style-type: none"> <li>• Engagement (likes, comments, shares)</li> <li>• Reach</li> <li>• Follower growth</li> <li>• Click rate</li> <li>• #GenderinAg use and reach</li> </ul> <p>Data source:</p> <ul style="list-style-type: none"> <li>• Twitter, Facebook and LinkedIn analytics</li> <li>• <a href="#">Hashtracking</a></li> </ul>
<b>Webinars</b>	<p>Indicators:</p> <ul style="list-style-type: none"> <li>• Number of participants</li> <li>• Participant affiliation (e.g. NARES, ARIs, NGOs)</li> <li>• Webinar recording views</li> </ul> <p>Data source:</p> <ul style="list-style-type: none"> <li>• <a href="#">Webex</a></li> </ul>
<b>Newsletter</b>	<p>Indicators:</p> <ul style="list-style-type: none"> <li>• Number of newsletter subscribers</li> <li>• Open rate</li> <li>• Click rate</li> </ul> <p>Data source:</p> <ul style="list-style-type: none"> <li>• <a href="#">MailChimp</a></li> </ul>
<b>Events</b>	<p>Indicators will be determined on a case-by-case basis, but may include:</p> <ul style="list-style-type: none"> <li>• Number of participants</li> <li>• Number of presentations: oral, posters, sessions</li> <li>• Participant feedback via surveys</li> <li>• Social media and web indicators</li> </ul>
<b>Publications</b>	<p>Indicators:</p> <ul style="list-style-type: none"> <li>• Downloads</li> <li>• Views</li> <li>• Altmetric score</li> </ul> <p>Source:</p> <ul style="list-style-type: none"> <li>• <a href="#">CGSpace</a></li> <li>• <a href="#">Altmetric</a></li> </ul>
<b>Media</b>	<p>Indicators:</p>

	<ul style="list-style-type: none"><li>• Media mentions</li><li>• Collective media readership</li><li>• Article sentiment</li><li>• Number of Opinion pieces published written by CGIAR and/or Platform representatives</li></ul> Source: <ul style="list-style-type: none"><li>• <a href="#">Meltwater</a> or similar</li></ul>
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## Annex 12: List of acronyms

**A4NH** – CGIAR Research Program on Agriculture for Nutrition and Health  
**ACIAR** – Australian Centre for International Agricultural Research  
**AGRA** – Alliance for a Green Revolution in Africa  
**AMR hub** – CGIAR Antimicrobial Resistance Hub  
**AR4D** – Agricultural research for development  
**ARIs** – Advanced research institutes  
**AU** – African Union  
**AWARD** – African Women in Agricultural Research and Development  
**BecA** – Bioscience eastern and central Africa hub  
**BIG DATA** – CGIAR Platform for Big Data in Agriculture  
**CAADP** – Comprehensive Africa Agriculture Development Programme  
**CapDev** – capacity development  
**CCAFS** – CGIAR Research Program on Climate Change, Agriculture and Food Security  
**CIAT** – International Center for Tropical Agriculture  
**CIMMYT** – International Maize and Wheat Improvement Center  
**CIP** – International Potato Center  
**COP** – United Nations Climate Change Conference  
**CRP** – CGIAR research programs  
**EIB** – CGIAR Excellence in Breeding Platform  
**FAO** – Food and Agriculture Organization of the United Nations  
**FTE** – Full-time equivalent  
**GASL** – Global Agenda for Sustainable Livestock  
**GENEBABK** – CGIAR Genebank Platform  
**GENDER** – CGIAR Generating Evidence and New Directions for Equitable Results Platform  
**GLDC** – CGIAR Research Program on Grain Legumes and Dryland Cereals  
**GRC** – gender research coordinator  
**IA** – intellectual asset  
**ICARDA** – International Center for Agricultural Research in the Dry Area  
**ICRAF** – World Agroforestry  
**ICRISAT** – International Crops Research Institute for the Semi-Arid Tropics  
**IDRC** – International Development Research Centre  
**IEA** – Independent Evaluation Arrangement  
**IFAD** – International Fund for Agricultural Development  
**IFPRI** – International Food Policy Research Institute  
**iHub** – ICRISAT innovation Hub  
**IITA** – International Institute of Tropical Agriculture  
**ILRI** – International Livestock Research Institute  
**IP** – intellectual property  
**IRRI** – International Rice Research Institute  
**MENA** – Middle East and North Africa  
**M&E** – monitoring and evaluation  
**NARES** – National agricultural research extension systems  
**NGOS** – Nongovernmental organizations  
**PIM** – CGIAR Research Program on Policies, Institutions, and Markets

**RBMF** – results based management framework  
**RTB** – CGIAR Research Program on Roots, Tubers and Bananas  
**SDGs** – Sustainable Development Goals  
**Sida** – Swedish International Development Cooperation Agency  
**SMO** – CGIAR System Management Office  
**SRF** – CGIAR Strategy and Results Framework  
**UN** – United Nations  
**VSLA** – Village Savings and Loans Associations  
**WFP** – World Food Program

