

Workplan (Revision 1¹)

Strengthening CGIAR Gender Equality in Research and in the Workplace

1. Context

A. Our aspiration

CGIAR's goal is to embed and rapidly mature its approach to gender equality in all that it does. This includes gender equality in both research and in the workplace. The CGIAR Strategy and Results Framework (SRF) 2016-2030 makes an explicit commitment to tackle gender equality throughout CGIAR, including by 'closing the gender gap in equitable access to resources, information and power in the agri-food system by 2030'.

With respect to gender in research, CGIAR's goals are to ensure integration of high quality gender research into the CGIAR's research portfolio, and position CGIAR as a global leader for the science of gender equality in agriculture with an emphasis on closing gender evidence gaps and using that evidence to influence the broader ecosystem of agricultural R&D.

With respect to gender and diversity in the workplace, CGIAR is committed to fostering a work environment for the close to 10,000 staff employed by CGIAR Centers and System Entities in over 50 countries, that reflects gender equality and respect for diversity (including by nationality, age and other socio-cultural differences).

CGIAR understands that addressing gender and diversity challenges are fundamental to promoting innovation and productivity and to CGIAR's ability to achieve its goals.

B. Some history

System-wide attention to gender equality began with the founding of the CGIAR Gender Program in 1991 which focused on both strengthening gender analysis in research and increasing the representation of women in scientific and leadership roles within CGIAR. In 1999, this latter component was integrated into a Gender and Diversity Program to promote System-wide proactive development, recruitment, and retention of women scientists and managers. This Program, which was closed in 2012², was followed by a number of initiatives including i) a Gender Strategy approved by the then Consortium Board³ in 2011 and ii) a more comprehensive Diversity and Inclusion Strategy approved by the Consortium Board in

¹ The Workplan was revised with a new timeline to be up to date with the process.

² This Program was closed along with other system-wide programs as part of a system-wide reform within CGIAR

³ The Consortium Board was the name of the board of the CGIAR System Organization (previously called the CGIAR Consortium) prior to the transition to the revised CGIAR System that took effect on 1 July 2016.

October 2015. The then CGIAR Consortium⁴ also contracted a senior consultant dedicated to advise CGIAR's fifteen CGIAR Research Programs (2011-2016) on social science research specializing in gender and agriculture, program gender strategies and capacity building. The consultant facilitated a Gender and Agriculture Research Network, a cross-program research network for knowledge-sharing and produced annual performance reports on gender and diversity covering both research and staffing until the end of 2016⁵. This network completed its work with the publication of a set of briefs on different aspects of gender in research⁶.

For the period 2017-2022, a community-of-practice for gender research was enabled as a nominal 'collaborative platform' housed in the CGIAR Research Program on Policies, Institutions and Markets (PIM). In May 2018, the System Council endorsed the concept of this 'collaborative platform' being raised to become a fully-fledged CGIAR Platform and supported the System Management Board's proposal to bring back to the System Council's next meeting (SC7) its decisions and advice on how to deliver a Gender Equality Research Platform (in particular its hosting, leadership, partnerships, timing, funding and scale and scope of activities).

C. Recent evaluative evidence

Following a number of reviews on gender in CGIAR that were undertaken in the past, CGIAR's Independent Evaluation Arrangement commissioned an "Evaluation of Gender in CGIAR" which was carried out as two separate evaluations on 'Gender in CGIAR Research' and on 'Gender at the CGIAR Workplace', which were both finalized in 2017⁷.

The evaluation of 'Gender in CGIAR Research' found that there has been significant progress towards gender equality in CGIAR since 2010, with key institutions strengthened and gender mainstreaming incorporated across all research programs, resulting in a growing body of gender research. Though much has been achieved, there is still more that CGIAR must do in order to achieve its objectives. The evaluation listed 11 recommendations for future action relating to clearer vision and action plan for gender equality, greater consistency in gender research, stronger systems for monitoring and evaluations of outputs and outcomes and support to gender capacity and expertise. These spanned the need, amongst other things, for an overarching vision on gender and a policy which sets out time bound commitments.

The evaluation on 'Gender at the CGIAR Workplace' found that CGIAR has made a strong commitment to increasing the representation of women across the System. The evaluation revealed that the Centers have done well in establishing policies but less well in putting them into actual practice. While moderate progress in the representation of women has been made since 2008, women still remain under-

⁴ The CGIAR Consortium was the name of the CGIAR System Organization prior to the transition to the revised CGIAR System on 1 July 2016.

⁵ The last report submitted in 2016 is available at https://www.cgiar.org/wp/wp-content/uploads/2016/04/CB24-07_Rev1-5th-Consortium-Gender-and-Diversity-Performance-Report-April-2016.pdf.

⁶ The CGIAR Gender Research Action Plan Brief Series are available at <http://hdl.handle.net/10947/4657>.

⁷ These 2017 evaluations are available at: <http://iea.cgiar.org/evaluating/cgiar-gender/>.

represented in professional, scientific, and leadership roles in the Centers. The evaluation listed 9 recommendations addressed to both System-level and Center-level representatives.

The System Management Board accepted the majority of the recommendations⁸.

2. Plan to strengthen and prioritize gender equality

CGIAR wishes to strengthen its focus and accountability on gender in research on the one hand, and gender and diversity in the workplace with a focus on inclusion and equality for all on the other, in order to deliver against its aspirations.

A. Key actions and deliverables

In the immediate short-term (August – December 2018), and taking into account the guidance from several donors included in the CGIAR Gender Equality Discussion Paper (attached as **Annex 2**) as well as the gender evaluations referred to in Section 1 C above, CGIAR wishes to:

- i. Develop an overarching and high-level **CGIAR Gender and Diversity Framework** covering both gender in research as well as gender and diversity in the workplace, for endorsement by the System Council upon the recommendation of the System Management Board, in order to i) enshrine the System’s commitment to gender equality and diversity, ii) set forth agreed System-wide strategic objectives and high-level targets, and iii) provide an overall accountability framework;
- ii. Develop **proposed organizational designs** for both gender in research through a “Gender Equality Research Platform” and for gender and diversity in the workplace, for input and endorsement by the System Management Board and System Council; and
- iii. Make the strengthening of gender equality and diversity an integral and key part of the initial **CGIAR Business Plan (2019-2021)** as it relates both to ‘Strategy’ and to ‘People’ and, as part of this, lay out the foundations for the development of implementation plans, for endorsement by the System Management Board and System Council.

B. Delivery modalities

- i. **Consultancy.** In order to deliver on the above, the CGIAR System Organization plans to seek the support of an organizational management consultancy, noting that this consultancy would possess expertise in gender research, independently source this expertise or incorporate a CGIAR sourced expert. This consultancy would be responsible for carrying out the actions and producing the deliverables set out in section 2A in a sequenced manner to

⁸ The System Management Board’s responses to the 2017 evaluations are available at: <http://iea.cgiar.org/evaluating/cgiar-gender/>.

meet the needs of the System Management Board and System Council for endorsement. The Request for Proposals is attached as **Annex 1**.

- ii. **Guidance.** The overall architecture of the work would be guided by a **Gender Reference Group** chaired by the ‘System Management Board Gender Champion’ and comprised of the following members: i) the System Management Office (Head, Legal and Office Services and Senior Advisor, Program Performance), ii) Funders who have committed to providing financial support to facilitate timely and concrete action (ACIAR, BMGF and IDRC*), iii) the Center DDG-Research Convener*, iv) the Center HR Community-of-Practice Convener* , v) the CRP Leaders Convener*, and vi) the gender research platform and network representative* . This Gender Reference Group will hold regular calls (anticipated to be monthly) which will be convened by the System Management Office and will convene in person as required.
- iii. **Timetable.** The timetable for implementation is initially 5 months from August to December 2018 (see the details of the timeline for each action and deliverable in the Request for Proposals attached as Annex 1). Subsequent actions will extend into the initial CGIAR Business Plan (2019-2021) and in successive CGIAR Business Plans as implementation is progressively matured.

The timeline is anticipated as follows:

August	<ul style="list-style-type: none"> • Selection and contracting of consultants • Formation of Gender Equality and Diversity Reference Group
September	<ul style="list-style-type: none"> • Kick-off, understanding CGIAR, taking stock of current status, reviewing evaluation reports, consultations • End of month - outlines of Framework, organizational design proposals, and business plan contributions • Socialize concepts and document outlines • Continue consultations, socialize concepts and document drafts
October	<ul style="list-style-type: none"> • Early October - Draft of Framework, organizational design proposals, and business plan contributions • Continue consultations, socialize concepts and document drafts • Mid-month – present draft Framework, organizational design proposals, and business plan concepts to governing body (System Management Board) • Incorporate governing body feedback into drafts • End of October - Framework, organizational design proposals, and CGIAR Business Plan inputs ready for presentation to governing body (System Council)
November	<ul style="list-style-type: none"> • Continue consultations and socialize concepts • Mid-November- System Council meeting (SC7) in Seattle, USA • Additional refinement and detail to organizational design proposals and preparation for implementation
December	<ul style="list-style-type: none"> • Early-December- virtual System Management Board meeting (SMB11)

**This timeline is illustrative in nature and is subject to change.*

Annex 1
Request for Proposals

Organizational Development/Gender and Diversity Mainstreaming Consultancy

1. Purpose

CGIAR is seeking support to further our focus on strengthening and prioritizing gender and diversity both in our research as well as in our workplace environments. This immediate short-term opportunity (August – December 2018) will be a key step towards mainstreaming gender and diversity throughout CGIAR, with a focus on:

- (i) gender in research – with the goal of ensuring integration of high quality gender research into the CGIAR’s research portfolio, and positioning CGIAR as a global leader for the science of gender equality in agriculture with an emphasis on closing gender evidence gaps and using that evidence to influence the broader ecosystem of agricultural R&D; and
- (ii) gender and diversity in the workplace – with the goals of fostering a work environment that reflects gender equality and respect for diversity for the close to 10,000 staff employed by CGIAR Centers and System Entities in over 50 countries.

CGIAR understands that addressing gender and diversity challenges are fundamental to promoting innovation and productivity and to CGIAR’s ability to achieve its goals.

2. What we are seeking

A team of consultants who, taking into account the history of gender in CGIAR based on past evaluations, will work with the CGIAR System stakeholders (including key governance bodies, Communities of Practice and interest groups) to develop:

- (i) An overarching and high-level ‘CGIAR Gender and Diversity Framework’ for gender and diversity in both research and the workplace. The Framework is a high-level document which will enshrine CGIAR’s commitment to ethical and aspirational conduct and principles, and will include key strategic objectives and high-level targets, as well as an overall accountability structure for the different components in the CGIAR System⁹;
- (ii) Proposed organizational designs for gender in research through a CGIAR Platform¹⁰ on “Gender Equality Research” on the one hand, and for gender and diversity in the workplace on the other hand; and
- (iii) Contributions to the development of the initial 2019-2021 CGIAR Business Plan by developing the specific sections on gender in research and gender and diversity in the workplace in order

⁹ Other CGIAR Framework documents can be found here: <https://www.cgiar.org/how-we-work/accountability/legal-documents/>

¹⁰ CGIAR Platforms are collaborative mechanisms that enhance CGIAR scientific and information capacities to link to global actors and to enhance the speed and efficiency of CGIAR research. CGIAR Platforms and CGIAR Research Programs constitute the CGIAR Portfolio (for more information on these Programs and Platforms, please click here - <https://www.cgiar.org/research/research-portfolio/>)

to set a high-level roadmap of key actions and milestones to be achieved over 3 years, and advising drafters of other section of the business plan to ensure that gender and diversity considerations are embedded throughout.

3. Deliverables and timeline

3.1 General tasks include:

- Working closely with the CGIAR System Management Office and relevant Communities of Practice to review current initiatives, practices, and existing documents, including evaluation reports¹¹, on gender and diversity in the CGIAR System;
- Carrying-out consultations with relevant stakeholders across the System to inform the development of the documents (as described in specific tasks below);
- Consulting with the main stakeholders and drafters of the CGIAR Business Plan to ensure gender equality and diversity concepts are embedded throughout the document; and
- Incorporating relevant stakeholders' and CGIAR System governing bodies' input in documents and plans as needed and lead the socialization of the documents and plans to achieve final version endorsement and approval.

3.2 Specific tasks include:

- Drafting the CGIAR Gender and Diversity Framework for endorsement and approval by the CGIAR System governing bodies;
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- Proposing organizational designs for gender equality considerations in research through a CGIAR Platform on "Gender Equality Research" (at least two design options should be proposed for the Platform) and for gender and diversity in the workplace, for the effective implementation of the Framework across the CGIAR System - each design should include recommendations on hosting, leadership structure, goals, roles and responsibilities, scale and scope of activities, timing, staffing, budgets, and accountability/performance measures vis a vis those goals and budgets; and
- Drafting specific sections of the CGIAR Business Plan focused on gender in research and gender and diversity in the workplace and, as part of this, agreeing and laying out a road-map of key actions and milestones to be achieved over 3 years, and providing advice on other sections of the business plan to ensure gender and diversity considerations are embedded throughout.

3.3 Timeline:

The consultancy is anticipated to begin in early August 2018 and continue until 31 December 2018. Many of the deliverables will be expected early in the consultancy due to timelines associated with governing body approval. Note: there are two governing bodies.

¹¹ There have been many reviews of gender in CGIAR over the years. The most recent evaluation reports can be found here: <http://iea.cgiar.org/evaluating/cgiar-gender/>

4. Knowledge, skills and abilities

4.1 The ideal team will have a combination of the following:

- Postgraduate qualification in Gender Studies, Political Sciences, Social Sciences, Industrial/Organizational Psychology or other relevant field.
- Successful track record in organizational design, organizational culture and management on the global stage, with preference to experience in Science and R&D organizations, with a specialization in addressing gender equality analysis.
- Previous and demonstrable experience in successfully mainstreaming workplace gender equality and diversity in large and complex organizations.
- Previous working experience in human resources/personnel management and practical knowledge of design, review, and implementation of organizational policy and strategy related to human resources, organizational development, and change management, with a particular emphasis on considering and addressing gender equality and diversity issues.
- Project management experience in an international or multi-cultural organization, with experience working on gender equality.
- Extensive knowledge and familiarity with integrating gender equality, diversity and inclusion strategies and practices within large scale, complex organizational strategy and reporting frameworks.
- Excellent interpersonal and communication skills in written and spoken English, and the ability to use effective multi-stakeholder approaches.
- Superior skills in networking and navigating relationships across various teams, functions, funders and partners and managing large groups of individuals with diverse opinions.
- Strong aptitude for coaching, networking, and facilitation within diverse cultural contexts and good capacity for collaboration and consultation.
- Flexible approach to dealing with ambiguity and competing priorities.

4.2 Additional required expertise:

Since this effort specifically focuses on agricultural research, CGIAR is seeking additional expertise in the area of gender in research with experience conducting gender-based analysis in the agricultural research sector. The successful individual or team will either:

- (1) Possess this expertise;
- (2) Be able to independently source this expertise; or
- (3) Incorporate a CGIAR sourced expert into your proposed work/team.

In your proposal, please include a description of how you will address this essential element of the work.

5. Who we are

CGIAR is a global research partnership for a food-secure future. CGIAR science is dedicated to reducing poverty, enhancing food and nutrition security, and improving natural resources and ecosystem services. Its research is carried out by 15 CGIAR Centers in close collaboration with hundreds of partners, including national and regional research institutes, civil society organizations, academia, development organizations, and the private sector. These 15 Centers have close to 10,000 staff based in over 50 countries.

The CGIAR System Organization, which is an international organization headquartered in Montpellier, France, provides governance to the CGIAR System in collaboration with the System Council and has about 40 staff. The Organization is committed to cultivating a work environment that reflects teamwork, gender equality, and respect for diversity. We endeavor to foster a multi-cultural environment that is free of any form of harassment and discrimination; and that embraces and values individuals regardless of age, ethnicity, race, gender, national or social origin, marital status or any other form of personal identity.

Please find more information about CGIAR at www.cgiar.org

6. How to submit a proposal

Please submit a narrative proposal and a budget proposal as two separate documents to smo-procurement@cgiar.org. Both documents can be attached to the same email.

Narrative proposal will consist of no more than 10 pages using Microsoft Word or similar format, font size 11pt., margins no smaller than one-inch.

Budget proposal will be presented using Microsoft Excel or similar format and consist of, at a minimum, the following line items: consultant time, resources, travel. The budget will be presented in US dollars.

All proposals must be received no later than 29 July at 23:59 CET. Only electronically submitted proposals will be considered. Late proposals will not be considered. Shortlisted candidates will be contacted no later than 3 August.

Annex 2

Donor guidance arising from the panel discussion lead by the System Council Chair and hosted by Canada on 17 May 2018 at System Council's 6th meeting

CGIAR Gender Equality Discussion Paper

Context

To date, gender equality and gender-related research has not been adequately prioritized within the CGIAR. Researchers with gender expertise are spread thinly across CGIAR centers, with minimal resources for coordination and collaboration. There are pockets of excellence, however in this context gender-related research remains primarily small-scale and dispersed. At an aggregate level across the Centers and CRPs there is little commitment to ensuring gender equality in research or the workplace, beyond showcasing the efforts of stoic individuals.

As a result, the CGIAR is not an attractive employer for social scientists trained and experienced in research on gendered social relations and women's empowerment. This is embedded in the broader context of competition between Centers that is neither productive nor a catalyst for excellence. One way to address under-prioritization and effort is for funds to be directed to an external provider to collaborate on research on gendered social relations and women's empowerment via CRPs, however options are presented below that would build this expertise within the CGIAR.

Purpose

To provide CGIAR management, centers, boards, Council and CRPs with direction and guidance to address gender inequality across the system.

Multiple reviews and substantive evidence have yet to trigger action and accountability. This paper is designed to facilitate discussion and ignite collaborative action to directly address inequality.

Goal

The goal is fourfold:

1. To maximize the potential of the CGIAR to achieve its goals by equitably involving women at all levels in the system.
2. To position the CGIAR as international leader on gender equality in agricultural research for development.
3. To bring CGIAR practices in line with donor expectation thereby contributing to funding pipeline stability.
4. Institutionalize robust accountability and reporting mechanisms on gender equality

Options

CGIAR System Organization

1. Widely circulate and promote the Management responses to 2017 IEA *Evaluation of Gender in CGIAR Research* (Vol 1) and *Evaluation of Gender at the Workplace* (Vol 2) by 30 August 2018.
2. Following point 1., action plans to be developed, including details of deliverables and responsibilities to be completed by 30 October 2018.
3. Reinstate the gender and diversity section (previously located in Bioversity).

4. A CGIAR wide initiative modelled on the *Male Champions of Change*
<http://malechampionsofchange.com/about-us/>

CGIAR Center Boards

5. Board members and Centre senior staff receive gender equality training
6. Performance management targets on gender equality set by Boards for the respective Centers
7. Each board appoints a gender focal point to report on center progress in achieving gender equality in research and the workplace via quarterly audit report prepared by the center including sex and age disaggregated data on staffing levels and remuneration, and investments in research on gendered social relations and women's empowerment

CGIAR Centers

8. Centre management to develop a rolling 3-year gender equality action plan to include details of deliverables and accountability to be completed by 30 November 2018. The plan will be the basis for quarterly reports to the Board and be revised on an annual basis. At a minimum the plan reflects or exceeds the System Organization plan.
9. Training on gender equality in the workplace for all staff
10. Training on gender equality in research design, methods and analysis for bio-physical scientists.
11. Training on gender equality methods and analysis for social scientists.
12. Centers engage in the process of obtaining Athena Swan certification (<https://www.ecu.ac.uk/equality-charters/athena-swan/> see also <http://www.sciencegenderequity.org.au/>) or a version of this certification adapted for the CGIAR.

Gender Platform

13. Elevate the gender equality research platform to an equal footing with the other platforms (Big data, Excellence in breeding, Gene bank).
14. CGIAR System Office to oversee and action accountability mechanisms for the gender platform. PIM currently houses the gender platform but is not tasked nor funded to provide accountability and reporting.
15. Increase allocation of funding to the gender platform. Current funding envelopes that the platform can offer are below some Centers' thresholds for proposal submissions.
16. Revise budget calculations so funding additions to the gender platform do not result in subtractions from other research areas.
17. Donors with specifically targeted requirements for gender-related research to directly fund the platform.
18. Coupled with point 15., enable the platform to move from being responsive to setting a research agenda that champions gender equality integration across all sectors in the agricultural sphere.

System Council

19. Appoint a gender champion to ensure gender equality and gender-related research are considered in all discussion and decisions
20. Consider other initiatives the Council can do to demonstrate the principles of gender equality and show leadership in this area of focus.