

Background Reading – Workplan to take forward:  
Action 1D- Gender Equality in Research and  
Action 5C – Gender Equality & Diversity in the Workplace

<u>Prepared by:</u>	CGIAR System Management Office in its capacity as a member of Gender Equality and Diversity Reference Group
<u>Document Status:</u>	<b>Workplan</b> to development materials for strategic guidance by the System Council at its SC7 meeting (November 2018)
<u>Request to SMB:</u>	<b>To take note of the work being undertaken to advance gender quality across CGIAR</b> , with the SMB Gender Champion (Geoff Hawtin) serving in the capacity as Chair of the Gender Equality and Diversity Reference Group (Refer Appendix 1 for TOR).

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## Background to workplan

### 1. Some of the more recent events:

- **2017-2022:** “Collaborative Platform” on gender established as a community of practice within the CGIAR Research Program ‘Policies, Institutions and Markets’ (PIM)
- **April 2016:** Former Fund Council approved workplan for IEA – to commission an evaluation on behalf of the System - 2 parts:
  - I. Gender in CGIAR Research
  - II. Gender in the Workplace
- **April 2017:** IEA Evaluation Report (2 volumes) provided a total of 40 recommendations to the CGIAR System – directed variously to Centers, the SMB, and System Council: <http://iea.cgiar.org/evaluating/cgiar-gender/>
- **July 2017:** SMB provided comments to the System Council through the IEA for the System Council’s for its consideration (reflecting the revised roles and responsibilities of the CGIAR System from the adoption of the CGIAR System Framework in June 2016)

- **May 2018:** System Council endorsed the concept of a gender becoming a full CGIAR Platform (on a par with, e.g. Big Data, and Genetic Resources)
  - **System Management Board endorsed this;** and agreed with the overall need to substantially elevate gender equality across CGIAR's research and all workplaces – Plan to take to November 2018 System Council a substantive piece of work on how to do so.
2. Based on this commitment, and with the support of several Funders (including ACIAR, BMGF and IDRC), a workplan has been prepared that includes:
- a. **Developing an overarching, 'high-level' framework for gender in CGIAR,** covering both gender in research and gender in the workplace
  - b. **Developing organizational designs for endorsement by the SMB and SC** (in November 2018) for:
    - i. A CGIAR Platform on Gender Equality in Research
    - ii. Mechanisms for promoting gender, diversity and inclusion in the workplace
  - c. **Making gender equality and diversity an integral component of the inaugural 2019-2021 CGIAR System 3-year Plan,** ideally with targets
3. The System Organization is engaging a consultant to support this work.
4. The overall goals of the Organizational Development/Gender and Diversity Mainstreaming Consultancy are to develop:
- a. 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 System<sup>1</sup>;
  - b. Proposed organizational designs for gender in research through a CGIAR Platform<sup>2</sup> on "Gender Equality Research" on the one hand, and for gender and diversity in the workplace on the other hand. 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. **Organizational design options should be developed 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<sup>3</sup>.

- c. 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 to set a high-level roadmap of key actions and milestones to be achieved over 3 years and advising drafters of other sections of the business plan to ensure that gender and diversity considerations are embedded throughout.
5. An additional consultant is being contracted to **bring more specific conceptual, methodological and strategic thinking to the work and deliverables expected for the ‘Gender in research’ component of the overall workplan**, including:
- a. Providing inputs for the drafting of the ‘CGIAR Gender and Diversity Framework’ in terms of specific considerations around gender in research for the key strategic objectives and high-level targets, as well as an overall accountability structure.
  - b. Providing inputs for the development of the design options (at least two design options should be proposed) for a CGIAR Platform on “Gender Equality Research”, including for the development of 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.
  - c. Contributing to the drafting of specific sections of the CGIAR Business Plan focused on gender in research which will lay out a road-map of key actions and milestones to be achieved over 3 years.
6. The timeline for the wider workplan is anticipated as follows in the table below:

Month	Work deliverable
September	Early September- Start of consultancy, taking stock of current status, reviewing background documents, planning consultations
	Week of 10 September- i. Receive guidance from Gender Reference Group on planned consultations
	10 – 21 September- <ol style="list-style-type: none"> <li>i. <u>Deliverable due 10 September: Draft Consultation Plan</u></li> <li>ii. Begin consultations</li> <li>iii. Begin drafting outline of Framework, organizational design proposals, and business plan concepts</li> <li>iv. <u>Deliverable due 21 September: Outline of Framework, organizational design proposals, and business plan concepts</u></li> <li>v. <u>Deliverable due 21 September: A short update for System Management Board on plans, process and progress plus any questions for SMB</u> [Note: SMB 10, 25-27 September 2018]</li> </ol>

Month	Work deliverable
	<p>25 – 27 September – Conference in Addis Ababa, Ethiopia (attended by Peter Gardiner, CGIAR System Organization) <a href="http://gender.cgiar.org/wp-content/uploads/2018/09/03.09.2018-Draft-program-for-website.pdf">http://gender.cgiar.org/wp-content/uploads/2018/09/03.09.2018-Draft-program-for-website.pdf</a></p> <p>27 September –</p> <p>i. All feedback (via email or individual calls) received on the <b>Outline of Framework, organizational design proposals, and business plan concepts</b></p>
October	<p>Week of 1 October-</p> <p>i. Continue drafting of materials incorporating feedback received, socializing concepts, and consulting on options with key stakeholders</p> <p>ii. Call with Gender Reference Group no later than 4 October</p> <p>Week of 8 October-</p> <p>i. <u>Deliverable due 10 October: Present full draft Framework, organizational design proposals, and business plan concepts</u> to Gender Reference Group for consultation/feedback</p> <p>Week of 15 October-</p> <p>i. <u>Deliverable due 15 October: Delivery of Final Framework, organizational design recommended options, and business plan concepts</u> for presentation to the System Management Board at a virtual meeting [Note: SMB virtual call on 23 October 2018]</p> <p>Week of 22 October- [Note: SMB virtual call on [23-24] October 2018]</p> <p>i. Incorporating decisions and/or feedback from SMB into <b>Framework, organizational design recommended options, and business plan concepts</b></p> <p>ii. Check-in with Gender Reference Group</p> <p>Week of 29 October:</p> <p>i. <u>Deliverable due 29 October: Delivery of Framework, organizational design recommended options, and business plan concepts</u> for issuing to System Council.</p>
November	<p>ii. Continue consultations and socialization of concepts, as necessary</p> <p>iii. [Note: System Council 7<sup>th</sup> meeting, 15-16 November 2018]</p> <p>iv. <u>Deliverable due by 26 November: Delivery of additional refinement and detail to organizational design proposals based on inputs/feedback from System Council to be issued to System Management Board (as necessary)</u></p>
December	[Note: System Management Board 11 <sup>th</sup> meeting, virtual, 13 December]

Appendix 1  
Terms of Reference  
Gender Equality and Diversity Reference Group



Gender Equality and Diversity Reference Group  
**Terms of Reference**

**Version:** 3 September 2018

Terms of Reference for the  
Gender Equality and Diversity Reference Group

Purpose

This document sets out proposed terms of reference (“TOR”) for a Gender Equality and Diversity Reference Group as one of the delivery modalities of a ‘Workplan on strengthening CGIAR gender equality in research and in the workplace’.

**Distribution notice:**

This document is an internal working document of the Gender Reference Group. The final TOR, once adopted by the Gender Reference Group, will be shared broadly across all stakeholders.

Prepared by: CGIAR System Management Office

## Background

1. CGIAR's goal is to embed and rapidly mature its approach to gender equality in all that it does and to become a global leader for the science of gender in agriculture. 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'.
2. 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 in agriculture with an emphasis on closing gender evidence gaps and using that evidence to influence the broader ecosystem of agricultural R&D.
3. 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.
4. CGIAR understands that addressing gender and diversity challenges are fundamental to promoting innovation and productivity and to CGIAR's ability to achieve its goals.
5. In April 2016, CGIAR commissioned an "Evaluation of Gender in CGIAR" through its Independent Evaluation Arrangement. Recognizing the breadth of the topic, the evaluation focused on the dimensions of 'Gender in CGIAR Research' and on 'Gender at the CGIAR Workplace', resulting in two distinct Evaluation Reports being finalized in April 2017<sup>1</sup>.
6. Taking the two volumes together, a combined total of 40 recommendations (including sub-recommendations) were made to the System, with specific recommendations being made to, respectively, the System Council, the System Organization (with its two constituent parts of the System Management Board and System Management Office), and CGIAR's Centers. Recommendations also focused on how CGIAR research programs and platforms operate, as well as recommendations regarding cross-Center collaboration mechanisms such as communities of practice.
7. Guided by the standing process for responding to Evaluation Reports as presented at the former Fund Council's 12<sup>th</sup> meeting (November 2014)<sup>2</sup>, the System Management Board oversaw the development of a management response to both volumes on behalf of the CGIAR System Organization taking into consideration the altered roles and responsibilities of CGIAR's governing and administrative bodies agreed between CGIAR's Funders and Centers during the 2016 governance transition (an intervening event between when the evaluation was first commissioned and the Evaluation Reports

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<sup>1</sup> The two Evaluation Reports of the 'Evaluation of Gender in CGIAR' are available at: <http://iea.cgiar.org/evaluating/cgiar-gender/>.

<sup>2</sup> <http://iea.cgiar.org/wp-content/uploads/2018/01/CRP-evaluation-finalization.FC12.pdf>

were delivered).

8. The System Management Board's July 2017 management response accepted most of the recommendations that fall within the responsibility of the System Organization under the transformed governance arrangements and appointed a gender champion<sup>3</sup>.
9. A preliminary conversation by the System Council at its 4<sup>th</sup> meeting (May 2017) identified some early principles<sup>4</sup> from the Summary Evaluation Reports of the two volumes, and those principles informed preparation of the System Management Board's management response.
10. At the 6<sup>th</sup> meeting of the CGIAR System Council, after rich discussions on gender equality the System Council put forward an agreed position on elevating gender equality research in the CGIAR Portfolio [SC6/M6/AP1].

### Workplan on strengthening gender equality in research and in the workplace

11. 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, to deliver against its aspirations.
12. A workplan to strengthen and prioritize gender equality in research and in the workplace has been developed to map out a set of activities to work towards that objective.
13. In the short-term (July – December 2018), some key actions and deliverables of the workplan include:
  - a. 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;
  - b. 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
  - c. 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

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<sup>3</sup> The System Management Board's responses to the 2017 evaluations are available at:

<http://iea.cgiar.org/evaluating/cgiar-gender/>

<sup>4</sup> [https://www.cgiar.org/wp/wp-content/uploads/2018/03/SC4-11\\_MeetingSummary\\_APPROVED.pdf](https://www.cgiar.org/wp/wp-content/uploads/2018/03/SC4-11_MeetingSummary_APPROVED.pdf), paragraph 54

‘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.

14. The delivery modalities for the workplan include:
  - a. Appointment by the CGIAR System Organization of an organizational management **consultancy firm** to provide the System Organization with dedicated expertise to drive forward the September-December 2018 workplan elements.
  - b. Broad strategic guidance on the overall deliverables provided through a multi-stakeholder **Gender Equality and Diversity Reference Group**.
15. The CGIAR System Organization welcomes ACIAR, BMGF and IDRC’s recognition of additional capacity needed and their agreement to provide the System Organization with funding to support the implementation of the workplan.

## Proposed Terms of Reference Gender Equality and Diversity Reference Group

### A. Purpose

1. The Gender Equality and Diversity Reference Group (“Reference Group”) is established to provide high-level strategic guidance on the overall architecture of work to be delivered by the CGIAR System Organization pursuant to a workplan on strengthening CGIAR Gender Equality in research and the workplace (“Gender Workplan”).

### B. Operational context

2. Words and expressions used in these Reference Group Terms of Reference (“TOR”) shall, unless the context requires otherwise, have the meaning attributed to them in the Charter of the CGIAR System Organization (“**Charter**”)<sup>5</sup>.
3. Whilst individual members of the Reference Group are affiliated with specific stakeholders and naturally bring particular expertise and views into the group’s work, the Reference Group will operate for the benefit of the CGIAR System as a whole.
4. The Reference Group members shall serve until 31 December 2018, or when the deliverables of the Gender Workplan are completed, whichever is sooner.

### C. Composition and Chair

5. **Composition:** The Reference Group will be comprised of **up to 11 members** representing the following constituencies<sup>6</sup>:
  - a. The **Gender Champion of the System Management Board**, who shall serve as Chair of the Reference Group;
  - b. Two senior experienced representatives of the **CGIAR System Organization**;
  - c. One representative of **each of the three Funders** who have committed to providing financial support to the workplan;
  - d. One representative of the **CGIAR Centers’ DDG-Research group**;
  - e. One representative of the **CGIAR Centers’ Human Resources Community of Practice**;

<sup>5</sup> <https://cgspace.cgiar.org/bitstream/handle/10947/4370/Charter%20CGIAR%20Organization.pdf?sequence=8>

<sup>6</sup> The nominated representatives of each of the constituencies are listed in Annex 1 of the terms of reference, and shall be updated in the event of an alternate nominee

- f. The CGIAR **CRP Leaders' Convener**; and
  - g. Two representatives of the **gender research platform and network**.
6. **Ensuring diversity:** In identifying members of the Reference Group, effort will be made by the respective constituencies to reflect the importance of diversity in the composition of the Gender Reference Group itself.
7. **Quorum:** Meetings of the Reference Group will require at a minimum the participation of the Chair (or her/his nominated delegate) as well the following representatives unless they are acting as the Chair's nominated delegate:
- a. One representative of the CGIAR System Organization;
  - b. One Funder representative;
  - c. One representative of the Centers (whether DDG-Research group; Human Resources Community of Practice, or the CRP Leaders' Convener); and
  - d. One representative of the gender research platform and network.
8. **Substitute members:** A member may be substituted by a nominee of the member for a meeting of the Reference Group, provided that the substitute has been fully briefed in advance of that meeting by the member.

#### D. Role and operational modalities of the Reference Group

9. Taking into consideration the ongoing review of the Gender Workplan by the entities that have provided funding, the Reference Group serves as a direct provider of guidance to the work as follows:
- a. Providing context, rationale, overarching principles and background information to inform and guide the overall planning and implementation of the Gender Workplan activities.
  - b. A sounding board on processes and outputs proposed as part of the Gender Workplan, including but not limited to:
    - i. Advising on optimal engagement and consultations with relevant stakeholders;
    - ii. Discussing ideas and concepts for outputs in initial stages of development;
    - iii. Reviewing output drafts of key outputs and deliverables.
  - c. Being available to provide in a responsive way information and guidance to the consultancy engaged for carrying out the actions and producing the deliverables set out in the Gender Workplan and the consultancy contract.
10. In discharging its functions, it shall be the responsibility of the Reference Group to maintain regular and open communication among its members and the Chair.

## E. Operations

11. **Meetings:** The Reference Group shall meet virtually on a regular basis as determined by the Chair in consultation with the other members. An in-person meeting may be convened if necessary.
12. **Reference Group support:** CGIAR System Organization staff will provide support through:
  - a. Convening calls and meetings of the Reference Group;
  - b. Preparation of materials to support Reference Group activities; and
  - c. Preparation of a summary of agreed actions following meetings of the Reference Group.
13. **Disclosing conflicts of interest:** Where a member has a conflict of interest on a specific topic under discussion, they will make the circumstances of the conflict known to the Reference Group, to ensure that discussions proceed in an open and transparent manner. If any member of the Reference Group perceives that another member has an actual or perceived conflict of interest, they shall raise the circumstances to facilitate an open and transparent conversation on that topic.

Annex 1: Members of the Gender Equality and Diversity Reference Group – 1 September 2018

No.	Members	Position	Constituency (as listed in TOR)	Notes
1.	Geoff Hawtin	System Management Board member and Gender Champion; Chair of Board of Trustees, CIAT	SMB Gender Champion	Chair of the Gender Reference Group; SMB endorsed Gender Champion
2.	Elise Perset	General Counsel and Head, Legal and Office Services	CGIAR System Organization	Nominated by Elwyn Grainger-Jones, Executive Director, CGIAR System Organization
3.	Peter Gardiner	Senior Adviser, Program Performance	CGIAR System Organization	Nominated by Elwyn Grainger-Jones, Executive Director, CGIAR System Organization
4.	Jayne Curnow	Research Program Manager, Social Sciences, Australian Centre for International Agricultural Research	Funder who has committed to providing financial support to the workplan	Nominated by Mellissa Wood, ACIAR
5.	Vicki Wilde	Senior Program Officer, Global Growth & Opportunity, Agricultural Development, Women's Economic Empowerment, Bill and Melinda Gates Foundation	Funder who has committed to providing financial support to the workplan	Nominated by Tony Cavalieri, BMGF
6.	Santiago Alba Corral	Associate Director, Agriculture and Animal Health, Agriculture and Environment, IDRC	Funder who has committed to providing financial support to the workplan	Delegate for Robert Hofstede (IDRC); agreed to be on Reference Group
7.	Rahul Pandya-Lorch	Director of Communications and Public Affairs & Chief of Staff in the Director General's Office (IFPRI)	Centers' DDG-R group	Nominated by DDG-R group; communicated by Oscar Ortiz
8.	Carla Lazarte	Head People and Organizational Development, International Potato Center (CIP)	CGIAR Centers' HR Community of Practice	Current convener of the CGIAR Centers' HR Community of Practice
9.	Victor Kommerell	WHEAT CRP Program Manager	CRP Leaders' Convener	Nominated by CRP Leaders; communicated by Vincent Gitz
10.	Rhiannon Pyburn	Platform Coordinator, CGIAR Collaborative Platform for Gender Research	Representative of the gender research platform and network	Agreed by PIM management unit and Advisory Committee for current Gender platform
11.	Nicoline de Haan	<ul style="list-style-type: none"> <li>CRP Livestock-Gender Research Coordinator</li> <li>Gender Platform Advisory Committee member</li> </ul>	Representative of the gender research platform and network	Proposed in workplan development; supported by PIM management.