



Terms of Reference for the Gender Equality and Diversity Reference Group

Purpose

This document sets out a Revision 1 of the adopted 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’.

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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, diversity and inclusion 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 2017¹.
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 12th meeting (November 2014)², 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

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

² <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 champion³.
9. A preliminary conversation by the System Council at its 4th meeting (May 2017) identified some early principles⁴ 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 6th 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

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

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

⁴ 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.

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**”)⁵.
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 12 members** representing the following constituencies⁶:
 - a. The **System Management Board**, whose Gender Champions shall serve as Co-Chairs 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**;

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

⁶ 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 one the Co-Chairs (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 (as of 27 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; Chairs of Center Boards of Trustees | Co-Chair of the Gender Reference Group; SMB appointed Gender Champion (Dec 2017) |
| 2. | Claudia Sadoff | System Management Board member and Gender Champion; Director General, IWMI | SMB Gender Champion; Center Directors General | Co-Chair of the Gender Reference Group; SMB appointed Gender Champion (Sept 2018) |
| 3. | Elise Perset | General Counsel and Head, Legal and Office Services | CGIAR System Organization | Nominated by Elwyn Grainger-Jones, Executive Director, CGIAR System Organization |
| 4. | Peter Gardiner | Senior Adviser, Program Performance | CGIAR System Organization | Nominated by Elwyn Grainger-Jones, Executive Director, CGIAR System Organization |
| 5. | 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 |
| 6. | 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 |
| 7. | 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 |
| 8. | Rajul 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 |
| 9. | 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 |
| 10. | Victor Kommerell | WHEAT CRP Program Manager | CRP Leaders' Convener | Nominated by CRP Leaders; communicated by Vincent Gitz |
| 11. | Rhiannon Pyburn | Platform Coordinator, CGIAR Collaborative Platform for Gender Research | Representative of gender research platform & network | Agreed by PIM management unit and Advisory Committee for current Gender platform |
| 12. | Nicoline de Haan | <ul style="list-style-type: none"> • CRP Livestock-Gender Research Coordinator • Gender Platform Advisory Committee member | Representative of the gender research platform and network | Proposed in workplan development; supported by PIM management. |