



HER+: Harnessing Gender and Social Equality for Resilience in Agrifood Systems

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A list of acronyms used in this Proposal can be found [here](#)

Summary table

Initiative name	HER+: Harnessing Gender and Social Equality for Resilience in Agrifood Systems
Primary Action Area	Systems transformation
Geographic scope	Ethiopia, Mali, Nigeria, Bangladesh, India During 2022–2024, HER+ will initiate work in at least two of these target countries: Egypt, Kenya, Malawi, Tanzania, Vietnam
Budget	US\$28,000,000

1. General information

- Initiative name: HER+: Harnessing Gender and Social Equality for Resilience in Agrifood Systems
- Primary CGIAR Action Area: System transformation
- Proposal Lead and Deputy: Nicoline de Haan and Dan Gilligan
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2. Context

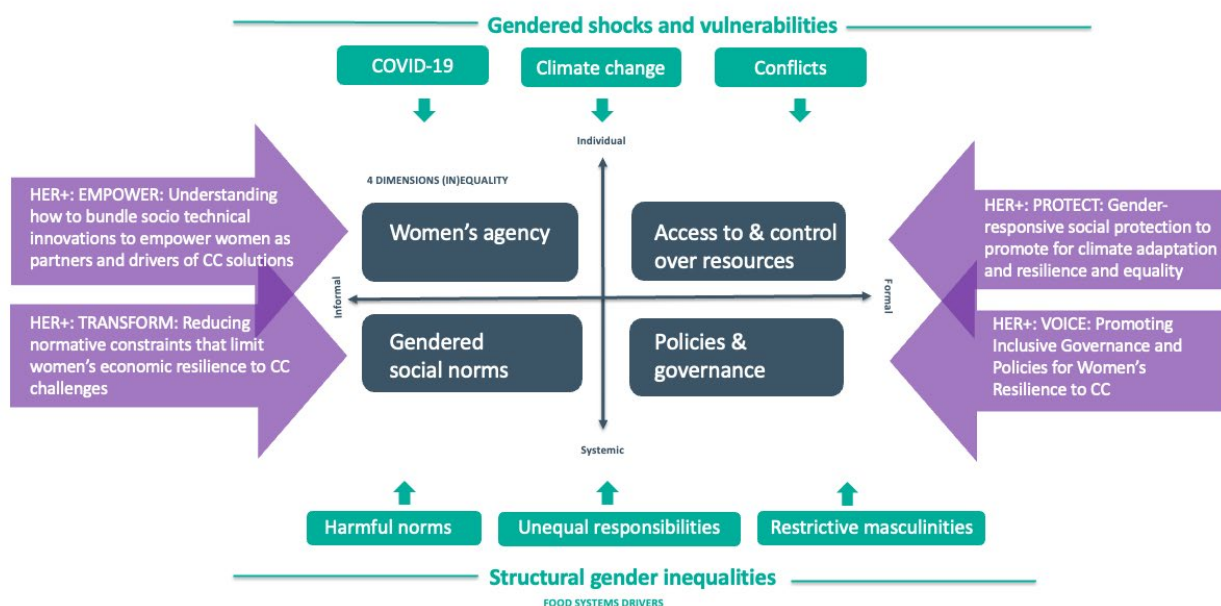
2.1 Challenge statement

Women taking up their rightful roles to co-develop and co-design solutions is essential to successfully transforming agrifood systems (AFS) in a world facing rapid climate change. However, gender inequalities remain deeply entrenched, limiting the potential of women—especially those from agriculture-dependent communities—to be empowered and to build social, economic and technological resilience to climate change.

The HER+ Initiative tackles the four main dimensions of gender inequality in agrifood systems identified in research for the UNFSS¹ (Figure 1):

- women's lack of agency or limited ability to define and act on goals, make decisions that matter to them, and participate in the economy and public life
- women's lack of access to and control over resources
- social norms that discriminate based on gender
- policies and governance that fail to include and benefit women.

Figure 1: HER+ entry points to tackling gender inequalities in agrifood systems²



Structural gender inequalities such as harmful norms, unequal responsibilities and restrictive masculinities (rigid and inflexible notions and expectations) make women vulnerable to shocks and stressors such as climate change, conflict, state fragility and pandemics like COVID-19.

Despite significant research on gender in AFS, we have failed to make gender equality a reality. Therefore, HER+ will use impactful gender research to address the four dimensions of gender inequality (Figure 1) by applying gender-transformative approaches to address harmful norms, by bundling innovations for women's empowerment, by leveraging social protection to increase women's access to and control over resources, and by promoting inclusive governance and policies for increased resilience. In this way, HER+ will generate learning and evidence on how to manipulate levers and entry points to disrupt the foundations of inequality in AFSs.

This research agenda builds on existing evidence on norms constraining climate resilience among women (e.g., [GENNOVATE](#), [CCAFS](#), [PIM](#) and [the GENDER Platform](#)), and on how gender transformative approaches can boost climate resilience among women.^{3,4,5,6} Yet critical evidence gaps persist. For example, sociotechnical innovations targeting climate resilience are not adequately designed or bundled to encourage uptake by women. They are also not scaled at the pace or volume required for system transformation. Social protection systems often fail to address constraints faced by women that prevent resilience to climate change. And AFS governance structures—that is, the institutions and mechanisms by which decisions are made, implemented and decision-makers held accountable—often significantly disfavor women, perpetuating their lack of access to the resources and services that support resilience to climate change.

Investment in CGIAR research generates a 10-fold return, but only 10% of our innovations or technologies specifically target equality and social inclusion despite Gender Equality, Youth and Social Inclusion being one of CGIAR's five dedicated Impact Areas.^{7, 8} The HER+ Initiative strategically initiates an ambitious research agenda that is independent of CGIAR's other gender efforts, including the GENDER Platform, to address this gap.

HER+ will drive the agenda of the agricultural research for development (AR4D) ecosystem through to 2030 by addressing the critical gender research question:

What innovations can overcome restrictive social norms, promote women's access to technologies and resources, and ensure policies and governance bolster gender and social equality in a climate-resilient agrifood system?

This research will help us bring about, along with women in the countries in which we work, an equitable, climate-resilient AFS.

2.2 Measurable 3-year (end-of-Initiative) outcomes

- National agencies, civil society organizations and CGIAR Initiatives in at least two low- and middle-income countries (LMICs) target normative constraints that limit the capacities of women food-system actors to build economic resilience to climate change challenges using gender-transformative approaches (GTAs)
- Learning Labs nested in other CGIAR Initiatives and downstream partners (such as WorldVeg, AGRA, FAO, IFAD, NARES) in two LMICs together with HER+ identify and model diverse scenarios for bundling climate-smart technologies to empower women to be partners and drivers of climate change (CC) solutions
- Stakeholders across governments, international non-government organizations (INGOs), UN agencies and donors involved in social protection programs across at least three LMICs use HER+ evidence to understand how social protection systems can be better leveraged to boost the climate resilience of women and reduce gender inequality
- Government, non-government organizations (NGOs), civil society organizations (CSOs), and/or private sector actors in at least three LMICs use HER+ learning and guidance to better understand how social innovations, organizational strategies, and government and private-sector policies can effectively increase the voice and agency of women in AFS governance, and their resilience to CC.

2.3 Learning from prior evaluations and impact assessments (IAs)

HER+ is unique as a research Initiative tackling strategic gender issues within the CGIAR research portfolio. Prior evaluations, impact assessments and reviews show how gender research has matured within CGIAR and become integral to achieving CGIAR goals. Below is a summary of key learnings so far:

- We now know that women are important actors and contributors to agrifood systems, but their contributions are typically undervalued and unpaid, and are often overlooked in AFS research.^{9,10}

- Initial progress toward mainstreaming gender research within CGIAR raised awareness of the importance of gender dimensions of technological, behavioral and social innovations, but led to an undersupply of strategic and transformative gender research to lead improved gender-responsive R4D.¹¹ CGIAR needs both cross-cutting research areas to leverage CGIAR's interventions for women and specific areas of independent strategic gender research.
- Our research has shown that social safety nets and gender-responsive governance and policies have potential to facilitate gender equality and women's empowerment. However, ensuring that they contribute to building women's resilience to CC requires critical attention to design and context. Evidence linking gender-design features and impacts is thin.¹²
- HER+ takes guidance from recommendations on tackling both gender and youth issues, and will in this phase concentrate on gender with lessons for social inclusion. It will work where it can with the GESI/GENDER Impact Platform to develop an Initiative on youth.¹³

2.4 Priority-setting

Prioritizing gender inequalities in AFS exacerbated by CC

HER+ prioritizes tackling gender inequalities within AFS, particularly those inequalities exacerbated by CC. CGIAR will not meet its desired contributions to SDG 5, 2, 13 or 1 without research that integrates women as part of the solution to CC. For women to be empowered to participate in CC solutions, they need resilience, voice and agency, access to and control over resources.

Our research will address the question of how best to disrupt the foundations of inequality and empower women to play a key role in creating and implementing solutions to CC to transform AFS.

We determined renewed research priorities after considering decades of gender and social science research, recent influential developments (including the UNFSS), and through a series of gender expert meetings held by the GENDER Platform with CGIAR and external gender experts (see section 2.6).

Our work is guided by the four dimensions to gender inequality, which span across individuals, systems, the informal and the formal (Figure 1). The first two reflect the importance of change at the individual level while ensuring systematic change. The last two dimensions imply we must simultaneously deal with informal life worlds as well as the formal structures within which gender inequalities can be addressed.

We also consider two main drivers of the four dimensions: a gender shock and vulnerability driver (to climate change) and a structural gender inequalities driver (specifically within systems transformation) (see figure 1). These drivers helped prioritize our four Work Packages (WPs): WP1 deals with changing social norms for increased resilience, WP2 advances women's empowerment through sociotechnical innovation bundles (STIBs), WP3 promotes access to resources by building up a base through social protection, and WP4 provides opportunities for increased voice through policies and governance.

Collaborating and partnering to deliver HER+ to focal and additional target countries

Given HER+ is a new Initiative, we needed to plan how partners would work together to most efficiently implement the WPs and effectively deliver outputs, outcomes and future uptake. HER+ will implement the four WPs by:

- Capitalizing on existing data, evidence and learning
- Collaborating with other CGIAR Initiatives
- Working with non-CGIAR implementation partners to test and validate emerging innovations.

HER+ selected five focal countries (Ethiopia, Mali, Nigeria, Bangladesh, India) for its research, based on the following criteria:

- Demand from countries (see section 2.6)
- Recent research from projects under the GENDER Platform that identifies climate, food or gender hotspots
- Countries with strong existing partnerships with HER+ researchers
- Countries where HER+ can deliver results relatively quickly or cultivate new partnerships for longer term research and engagement.

These focal countries:

- have substantial diversity in gender norms and dimensions of social exclusion
- face significant climate challenges
- use different policy approaches to strengthen their agrifood systems.

During April 2022 to March 2025, HER+ will also initiate work in at least two other countries (Egypt, Kenya, Malawi, Tanzania or Vietnam) so that we can expand our evidence base during 2024–2030.

2.5 Comparative advantage

HER+ builds on the cumulative experience of gender research across CGIAR. Since 2012, CGIAR through its CRPs has invested in gender research and researchers, resulting in an unrivaled team of gender researchers and social and physical scientists (sociologists, economist, political scientists, nutritionists, demographers, breeders, veterinarians and agronomists) conducting research on gender in AFS. No other global consortium has the breadth and depth of expertise to be able to leverage and pivot our AFS to tackle gender inequalities and make our AFS more inclusive.

The fundamental advantage of this team is that its leaders work at the intersection of gender and AFS, with deep expertise on gender dimensions of the technical and social challenges facing AFS. Specifically, HER+ researchers are experts and thought leaders within these priority areas:

- Gender-transformative approaches within CGIAR and the UN Rome-based Agencies^{14, 15}
- Empowering women through innovative technologies and gender-sensitive approaches to delivery^{16, 17}
- The Women's Empowerment in Agriculture Index (WEAI) and associated advances in measuring women's agency, voice and empowerment in AFS^{18, 19}
- How cash transfers and complementary programs reduce intimate partner violence, transform women's lives and improve a wide range of household outcomes^{20,21,22}
- The design and conduct of rigorous, mixed-methods impact evaluations with innovative designs that explore intrahousehold dynamics and test strategies to improve women's outcomes.²³

HER+ is building on its strong international research partnerships (e.g., Wageningen University, Cornell University, the University of North Carolina, and Makerere University) cultivated over decades of work on gender and social inclusion. This also includes country partners with a deep understanding of the context to allow, ensure and accelerate impact at scale.

2.6 Participatory design process

HER+ has been co-designed through numerous stakeholder consultations, global discussions and sessions with the Investment Advisory Group. This stakeholder participation helped us to prioritize the evidence gaps for HER+ to tackle.

For example, gender equality was a central theme of the 2021 UNFSS through [Action Track 4, “Advancing Equitable Livelihoods”](#) and through the summit’s [Gender Equality and Women’s Empowerment Lever of Change](#) (led by CGIAR staff). [UNFSS gender dialogues](#) identified global and regional priorities for gender research and action in AFS. [Gender Day at COP26](#) celebrated gender equality and the empowerment of women and girls in climate policy and action.

Our priorities were also informed by recent CGIAR events including the [Cultivating Equality 2021 GENDER Conference](#), the GENDER Platform’s workshops on gender research priorities and its Evidence Gap Map,²⁴ as well as the [CRP gender strategies](#) and legacy products, including the recently published *Advancing gender equality through agricultural and environmental research*.²⁵

Other influences on the design of HER+ included:

- a high-level expert panel on STIBs in the AFS that emphasized the need for research on gender
- a review on gender equality, women’s empowerment and AFS²⁶
- a review on gender and rural transformation²⁷
- a flagship report chapter on inclusive national AFS.^{28,29,30,31}

HER+ had extensive consultations and communication about priorities for gender and social inclusion research, including with major implementation and research partners (including World Vision, WorldVeg, and Wageningen University and Research), in multiple sessions with donors in the Investment Advisory Group, and with at least 17 CGIAR Initiatives:

- in Systems Transformation: SHIFT, CLIMBER, Agroecology, National Policies and Strategies, Rethinking Markets, FRESH, MITIGATE, Digital, Fragility Conflict and Migration, and Foresight Modelling
- in RAFS: Excellence in Agronomy, One Health, Livestock Climate and System Resilience, TAFSSA, Asian Mega Deltas, Ukama Ustawi (U2)
- in Genetic Innovation: SeEdQUAL.

HER+ also drew on consultation that its team members have had with governments about gender prioritization; and the need for expanded, localized evidence in its work on agriculture and social protection in focus countries (Bangladesh and Ethiopia) and potential target countries (Malawi and Egypt).

2.7 Projection of benefits

The projections below transparently estimate reasonable orders of magnitude for impacts which could arise as a result of the Impact Pathways set out in the Initiative's theories of change. Initiatives contribute to these Impact Pathways, along with other partners and stakeholders.

For each Impact Area, projections consider breadth (numbers reached), depth (expected intensity of effect per unit) and probability (a qualitative judgement reflecting the overall degree of certainty or uncertainty that the impact pathway will lead to the projected order of magnitude of impact).

Projections will be updated during delivery to help inform iterative, evidence-driven, dynamic management by Initiatives as they maximize their potential contribution to impact. Projected benefits are not delivery targets, as impact lies beyond CGIAR's sphere of control or influence.

HER+'s projection of benefits estimates that the Initiative's efforts will shape outcomes for more than 9.9 million people from 2022 to 2030. These benefits reach people in all five Impact Areas, as delineated in table 1. HER+ estimates that it will achieve the following benefits by 2030: 4.6 million people benefiting from improved nutrition, health and food-security; 5.6 million people benefiting from reduced poverty and improved livelihoods; 3.5 million women benefiting from myriad innovations that change gender norms, increase empowerment and increase incomes; 3.3 million people benefiting from climate-adapted innovations; and 738,000 hectares of land under improved management.

HER+'s approach to the projection of benefits is both practical and conservative. We enumerated the main activities of each of the four Work Packages—including gender transformative approaches (WP1), bundled innovations for women's empowerment (WP2), gender-responsive social protection (WP3) and inclusive governance and policies (WP4)—and examined the impact pathways for this work to improve outcomes for households, often learning from food-system actors or experimenting with alternative interventions to generate evidence that we and our partners will share with stakeholders in order to improve outcomes across Impact Areas. We then counted the number of people whose outcomes we expect will be improved in each Impact Area, by Work Package and activity. In many cases, estimates of breadth are based on detailed knowledge of the programs and partners that are likely to use HER+ evidence to improve programming or change policies that contribute to outcomes. Where we expect significant positive spillover effects of an activity, we estimated those and included them. This "adding-up" approach is conservative and is likely to be more accurate than approaches that multiply estimates of average effects by population counts. Our calculations are available for review [here](#).

HER+'s benefits are enhanced by two innovative features of the Initiative's design: early stakeholder engagement and an integrated approach to working across Work Packages. Both help to strengthen learning within the Initiative and expand benefits across Work Packages and over time. For example, WP1 conducts a synthesis of studies documenting norms that constrain building women's economic resilience, and then conducts qualitative and quantitative assessments with food-system actors to better understand these norms and associated constraints. Lessons from this exercise are shared with stakeholders for validation, and then used to design and test a set of GTAs for changing these norms. This evidence is then used by WP3 to design GTAs for social protection. Similarly, WP2 conducts and validates case studies to identify STIBs to promote women's empowerment, including evidence/outputs from WP1. This evidence will also inform intervention designs in WP3 and WP4.

Although we expect that synergies through our collaborations with other Initiatives will expand the set of beneficiaries, we have not estimated the effect of those synergies in these projections; we will add this refinement during the inception period.

Table 1. Summary of HER+ projected benefits 2022–2030

Impact Area	Breadth	Magnitude	Depth	Probability (weighted average)
Nutrition, health and food security	# people benefiting from relevant CGIAR innovations	4.6 million	Transformative—12% Substantial—22% Significant—66%	Medium
Poverty reduction, livelihoods and jobs	# people benefiting from relevant CGIAR innovations	5.6 million	Transformative—10% Significant—90%	Medium
Gender equality, youth and social inclusion	# women benefiting from relevant CGIAR innovations	3.5 million	Transformative—8% Substantial—92%	Medium
Climate adaptation and mitigation	# people benefiting from climate-adapted innovations	3.3 million	Transformative—16% Substantial—60% Significant—24%	Medium
Environmental health and biodiversity	# ha under improved management	738,000 ha	Transformative—73% Significant—27%	Medium
Total number of people benefiting		9.9 million*		

*Some people benefit in more than one Impact Area, so the total number benefitting is less than the sum of the Impact Area totals.

Nutrition, health and food security

The activities of WP1, WP2 and WP3 contribute to the number of people benefiting in terms of nutrition, health and food security. In WP1, early assessments are shared with stakeholders to identify relevant GTAs. These GTAs are then implemented and evaluated alongside innovations that build economic resilience to CC challenges. For breadth, we estimate that 538,000 people benefit in terms of nutrition, health and food security across countries based on these studies. Because these approaches are designed ultimately to change norms, we rate them as transformative, and assess a medium probability of impacts by 2030. In WP2, case studies will inform the design of STIBs that create direct benefits for half a million people, as well as indirect benefits for half a million more through an ‘agent of change’ model. The depth of these benefits is significant, and the probability is medium due to plans to collaborate on the development of these bundles with other Initiatives. In WP3, lessons from social protection and climate-shock analysis will be received by policymakers, contributing to their decisions on program refinements in shock-prone areas—affecting food security for 500,000 people in Bangladesh, 1.6 million in Ethiopia and 1 million in Mali. These benefits will be significant in size and will have a medium probability of being achieved. Together, these activities contribute to improved nutrition, health and food-security outcomes for 4.6 million people by 2030.

Poverty reduction, livelihoods and jobs

The activities of WP1, WP3 and WP4 contribute to the number of people benefiting in terms of poverty reduction, livelihoods and jobs. In WP1, the same 538,000 people benefiting from the evidence on linking GTAs to innovations that build economic resilience to CC challenges will benefit in terms of lower poverty or improved livelihoods and jobs, with similar depth and probability. In WP3, 3.1 million people—the vast majority of them very poor—will benefit in terms of higher incomes and improved livelihoods from changes in program design due to lessons from the social protection and climate-shock analysis. Depth and probability of benefits are the same as for WP1. In WP4, social innovations and organizational strategies that strengthen the voice and agency of women in climate-related AFS governance are estimated to contribute to poverty reduction and improved livelihoods for 1 million people in India, Malawi, and Nigeria. The depth of these effects is expected to be significant, with medium probability of success. Together, these activities contribute to higher incomes and improved livelihoods for 5.6 million people by 2030.

Gender equality, youth and social inclusion

All four Work Packages contribute to benefits related to gender equality and social inclusion. In WP1, half of the beneficiaries of the activities are expected to be resource-poor women, leading to a breadth of 269,000 people, and similar depth and probability as above. In WP2, the lessons learned by testing GTAs to promoting STIBs are expected to lead to benefits for 1 million women. In WP3, the lessons from the social protection and climate-shock analysis are expected to improve outcomes in Impact Area 3 for 1.24 million women. The studies on how social protection and complementary interventions can address the root causes of women's vulnerability to shocks is expected to create significant benefits, with medium probability for 500,000 women. In WP4, evidence from these studies of governance, and the voice and agency of women should create a substantial benefit for 250,000 women—with high probability—by 2030. In all, these activities contribute to improved empowerment and inclusion for 3.3 million women.

Climate adaptation and mitigation

The activities of WP1, WP2 and WP3 contribute to the number of people benefiting from climate adaptation and mitigation. In WP1, the same beneficiaries for Impact Area 1 and Impact Area 2 will benefit in terms of climate adaptation and mitigation. In WP2, case-study evidence will create benefits for the 1 million people referred to in Impact Area 1 in a transformative way in terms of climate adaptation and mitigation, with medium probability, and another 1 million people will benefit from action research. In WP3, evidence from the experiment on women's climate adaptation strategies will significantly benefit 800,000 people, with medium probability.

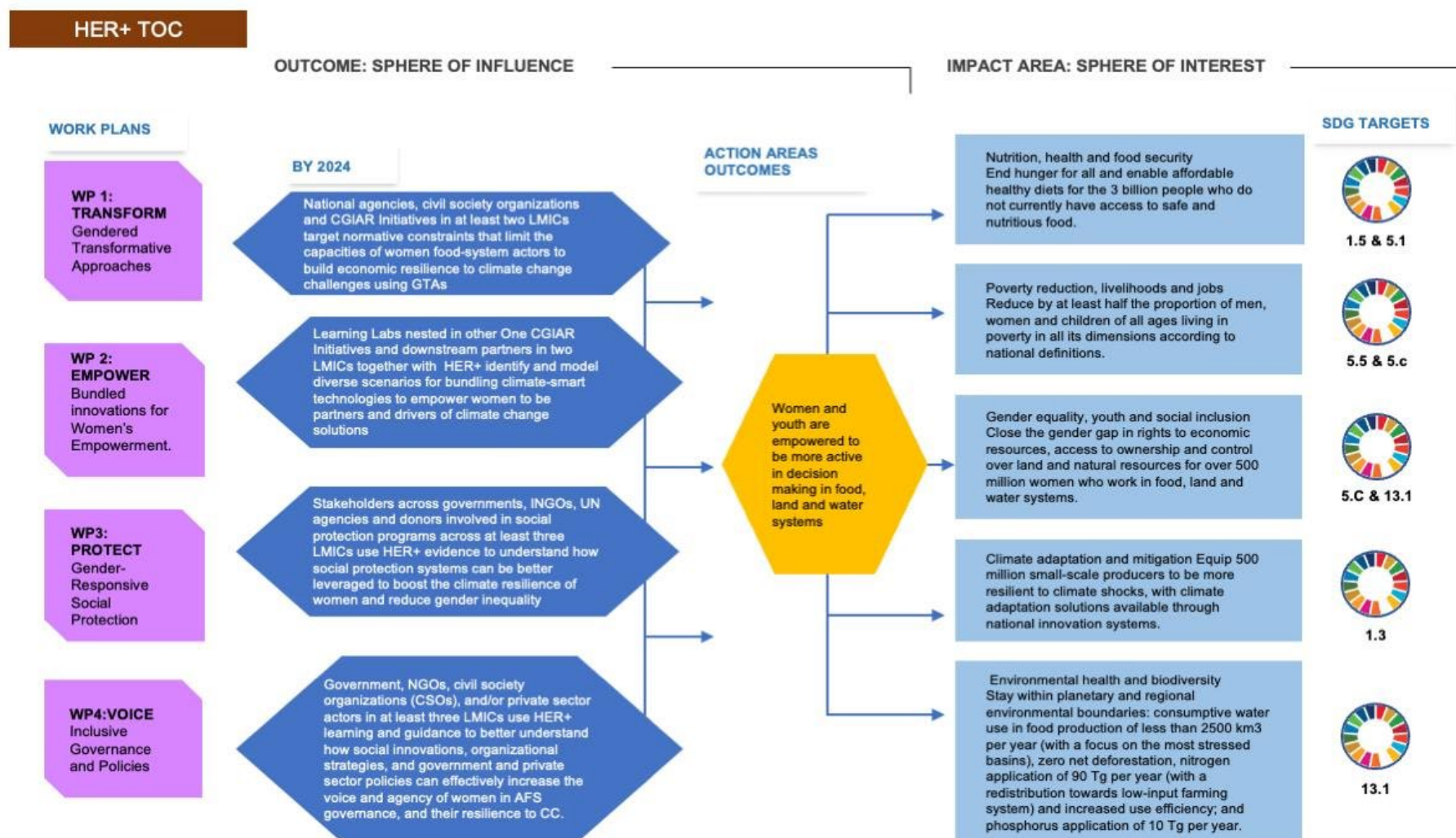
Environmental health and biodiversity

People engaged in WP1 and WP2 activities identified above will also benefit in terms of improved land management. In WP3, the climate adaptation experiments are expected to add 200,000 hectares that are under improved management practices, with medium probability.

3. Research plans and associated theories of change (TOC)

3.1 Full Initiative TOC

3.1.1 Full Initiative TOC diagram



3.1.2 Full Initiative TOC narrative

Our **theory of change** is that in order for AFS actors—including CGIAR, national governments and non-CGIAR AR4D partners—to succeed in significantly boosting the resilience of women and empower women as partners and drivers of CC solutions, we must:

(a) Adopt a socioecological system framework³² approach—i.e., intervene at key leverage points in the multiple systems (social, economic, technological and governance) that feed into CC resilience and result in transformation and empowerment.

(b) Ensure AFS actors are equipped with the tools, methods and evidence required to optimize programs for increased access to, and adoption of, CC resilience measures and technologies by women.

HER+ outcome planning takes a stepwise approach, sequenced by (i) **End-of-Initiative outcomes** to be achieved in the 2022–2024 cycle (see section 2.2), followed by (ii) longer term outcomes expected by 2030 (outlined briefly in the WP TOCs), spanning the causal leap between End of Initiative (Eol) Outcomes and the System Transformation Action Area outcome. The logic is that understanding is followed by doing—we will answer the 2022–2024 questions so that we can take the 2024–2030 actions.

The theory is that Eol Outcomes can be achieved if HER+ takes concerted action at entry points mapped along the four dimensions of inequality identified for the UNFSS³³ around AFS drivers and gendered shocks (see Figure 1) that must be addressed for gender equity to be achieved. These actions are centered on:

- **Gendered social norms** (addressed by **WP1—TRANSFORM: Gender transformative approaches**): HER+ will identify leverage points and levers to address normative constraints work with Initiatives (ClimBeR, LCSR, EiA) and downstream partners to test GTAs at multiple scales to increase women’s resilience.
- **Women’s agency** (addressed by **WP2—EMPOWER: Bundled innovations for women’s empowerment**): HER+ will identify and test diverse configurations for CGIAR and non-CGIAR STIB design to increase women’s resilience and empowerment more effectively.
- **Access to and control over resources** (addressed by **WP3—PROTECT: Gender-responsive social protection**): HER+ will work with governments and development NGOs to test how adjustments to social protection and complementary programs can strengthen women’s resilience and reduce inequality.
- **Policies and Governance** (addressed by **WP4—VOICE: Inclusive governance and policies**): HER+ will work with partners to deploy social innovations, organizational strategies, and public and private-sector policies that increase the voice and agency of women in climate-relevant AFS governance and build their resilience to CC.

HER+ efforts to mainstream gender-equitable climate resilience into AFS in five countries (2022–2024), and scaling efforts through downstream AR4D partnerships (2024–2030), are expected to provide 8.5 million women with increased resilience to CC by 2030.

This TOC is underpinned by assumptions that (A1) evidence on the effectiveness of GTAs to overcome normative constraints creates an evidence base for AFS stakeholders to use GTAs, (A2) private and public stakeholders are used research from WP2 to adapt STIBs to boost uptake, (A3) governments and large INGOs are adjusting social protection programs to improve women’s

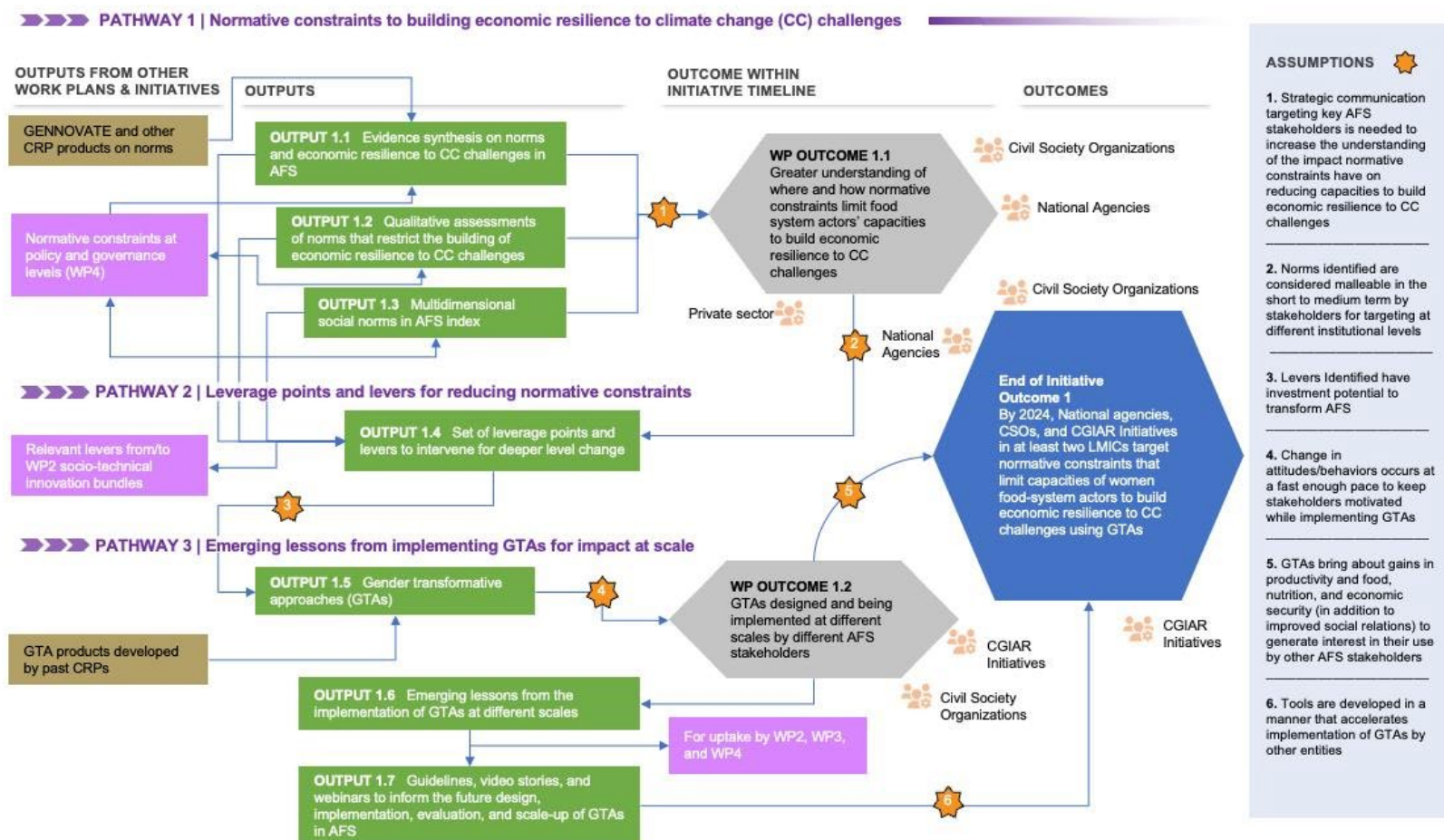
CC resilience, and (A4) private and public AFS actors are adopting (or adapting) practices that enhance women's voice and agency in climate-relevant governance. HER+ will contribute to the System Transformation Outcomes, the targets under the five CGIAR Impact Areas (see section 4) and the SDGs (Results Framework). HER+ will pursue synergies with Initiatives with potential for gender-equity outcomes, such as:

- ClimBeR, NPS, NEXUS Gains, SAPLING, Livestock, LCSR, SHiFT, Seedqual, Plant Health
- several regional Initiatives (Ukama Ustawi, CWANA, TAFSSA)
- non-CGIAR organizations such as WorldVeg and WorldVision.

3.2 Work Package TOCs

3.2.1 One-page diagram per Work Package

Work Package 1



Work Package 1 title	TRANSFORM: Gender transformative approaches (GTAs) Reducing normative constraints that limit women's economic resilience to CC challenges
Work Package main focus and prioritization	GTAs are ways to intervene in AFS at deeper levels by targeting structures that create social inequalities, e.g., restrictive norms that block women's access to financial services and entrepreneurship opportunities. In the 2022–2024 cycle, WP1 will help AFS stakeholders identify leverage points and levers to reduce normative constraints that limit women's capacities to build economic resilience to CC challenges. The evidence will be used to design and implement GTAs with CGIAR Initiatives and partners to overcome these constraints. WP1 will help harness and package the learning to accelerate widespread application of GTAs within the AR4D ecosystem.
Work Package geographic scope	West Africa (Nigeria/Mali) and East Africa (Tanzania) (2022–2024 cycle), and India (2025–2027 cycle)

The science

Research questions (RQs)	Scientific methods	Outputs
Pathway 1: Normative constraints to building economic resilience to CC challenges		
1. What specific gender norms constrain women AFS actors from building economic resilience to CC challenges in AFS, and to what extent do these discriminatory biases exist at different institutional levels?	<p>Synthesis of existing studies on normative constraints to building economic resilience in a climate crisis. Focusing on three AFS in focal countries, WP1 will carry out:</p> <ul style="list-style-type: none"> - Qualitative assessments (that build on the Social Norms Analysis Plot framework) to identify and understand which norms at different institutional levels restrict women from: engaging in paid work, and accessing lucrative agricultural labor markets and agribusiness opportunities and digital financial products and services for climate resilience. - Quantitative assessments (that build on the Gender Social Norms Index) of the attitudes of different AFS actors towards inequitable norms that restrict the building of economic resilience to determine levels of gender bias in AFS. 	<p>1.1 Evidence synthesis on norms and economic resilience to CC challenges in AFS</p> <p>1.2 Qualitative assessments of the inequitable norms that restrict the building of economic resilience to CC challenges</p> <p>1.3 Multidimensional social norms in AFS index—aggregate of multiple indicators of AFS actors' attitudes towards inequitable gender norms</p>

Pathway 2: Leverage points and associated levers for reducing normative constraints		
2. What specific leverage points and levers can help alleviate restrictive gender norms and balance power relations in ways that increase the capacities of women AFS actors to build economic resilience to CC challenges?	Using outputs from Pathway 1, set up participatory stakeholder validation and consultation processes to identify specific leverage points and associated levers at different scales (building on the work of Rosengren et al., 2021). ³⁴	1.4 Identified set of leverage points and levers to intervene for deeper-level change required to strengthen capacities to build economic resilience to CC challenges
Pathway 3: Emerging lessons from implementing GTAs for impact at scale		
3. What are the lessons learned from the implementation of GTAs at different scales? And what learning products are needed to help accelerate the facilitation of transformative change processes by other AFS stakeholders for impact at scale?	<p>With three select CGIAR Initiatives and scaling partners, design and begin implementing GTAs (building on the pioneering work in CGIAR) using the identified leverage points and levers from Pathway 2.</p> <p>Set up rigorous impact evaluations of the GTAs during the 2022–2024 cycle using mixed methods (including quasi-experimental research methods, theory of change approaches, and the use of participatory video and photography). Finalize evaluations during the first half of the 2025–2027 cycle.</p>	<p>1.5 Gender transformative approaches (GTAs)</p> <p>1.6 Emerging lessons from the implementation of GTAs at different scales—including baseline–midline–endline assessments of comparison and GTA intervention groups, and process-data analysis of how gender-transformative changes are happening</p> <p>1.7 Guidelines, video stories and webinars to inform the future design, implementation, evaluation and scale-up of GTAs</p>
<p>Synergies WP1 will:</p> <ul style="list-style-type: none"> • Feed evidence on governance-related normative constraints into WP4 work to address barriers to increasing women's voice and agency in governance processes. • Provide potential GTAs for inclusion in WP2 STIBs. • Identify potential GTAs to be embedded in WP3 social protection planning and modeling. 		

The theory of change

End-of-Initiative outcome 1: National agencies, CSOs and CGIAR Initiatives in at least two LMICs target normative constraints that limit capacities of women AFS actors to build economic resilience to CC challenges using GTAs.

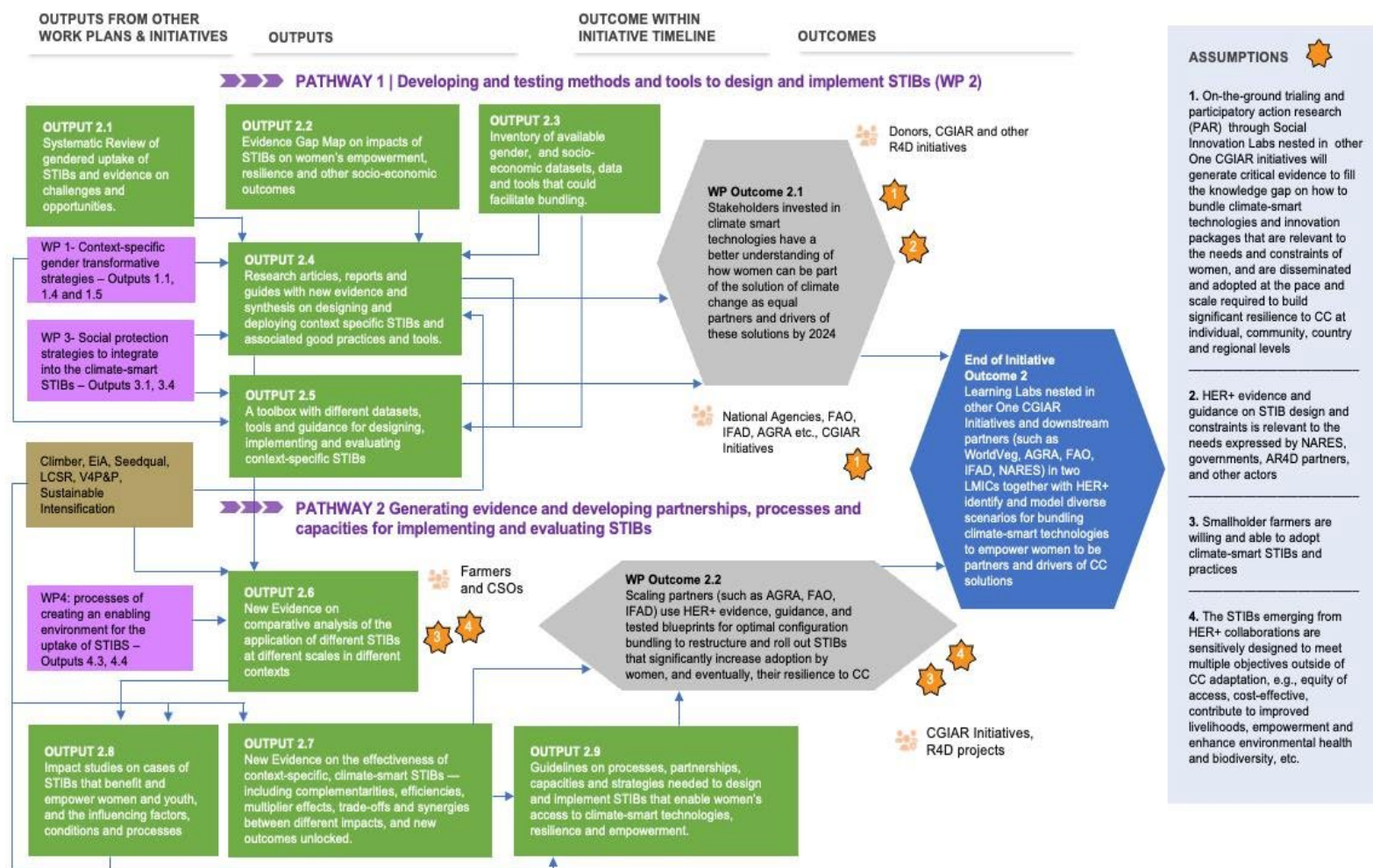
Past research by CGIAR and partners (e.g., GENNOVATE) has highlighted a range of normative constraints that create gender-unequal AFS. Inequitable norms impact the capacities of women AFS actors to adapt to the challenges created by CC.^{35, 36} GTAs are regarded as ways to intervene in AFS at a deeper level³⁷ by targeting normative constraints and building critical consciousness.^{38, 39} While there is a growing body of evidence that showcases their utility^{40,41}, AFS stakeholders lack guidance on where and how to intervene; and on specific GTA designs, methods and tools to spark transformative change at scale.

Impact pathway 1 (IP1) will synthesize existing studies and implement mixed-methods assessments to identify and understand the normative constraints that restrict women from

building economic resilience (e.g., accessing digital financial products or starting agribusinesses), resulting in the production of related research products (**Outputs 1.1 to 1.3**). Strategic communication used to engage AR4D stakeholders when developing these outputs will help increase their understanding of where and how normative constraints limit capacities to build economic resilience (**WP outcome 1**). **IP2** will utilize Outputs 1.1 to 1.3 during participatory consultation sessions with stakeholders to identify specific leverage points and levers to intervene for deeper level change in AFS (**Output 1.4**), thereby creating a foundation for investment and action by stakeholders. **IP3** will design GTAs (**Output 1.5**) using the leverage points and levers and begin implementing at different scales with these stakeholders working in or alongside CGIAR Initiatives (**WP outcome 2**). Mixed-methods impact evaluations will be set up during the 2022–2024 cycle to begin harnessing emerging lessons (**Output 1.6**) that feed into the development of guidelines, video stories and webinars (**Output 1.7**). These latter products will accelerate the capacities of other stakeholders to target normative constraints at scale using GTAs. Other key assumptions underpinning the logic of the WP1 TOC are listed in the diagram.

Through participatory engagement processes, WP1 will identify different stakeholders in focal countries demanding an evidence base to identify leverage points and levers to shift normative constraints. WP1 may work with Global Center for Gender Equality, Stanford University, to help build and pilot the social norms index and the Institute of Development Studies (the Participation, Inclusion and Social Change cluster) and Johns Hopkins Center for Communication Programs to assist in the delivery of the work that harnesses and packages the emerging lessons from CGIAR Initiatives and partners (these may include Mennonite Economic Development Associates (MEDA) and a strong ‘financial inclusion’ development partner such as BRAC International or Mercy Corps) who are implementing GTAs.

Work Package 2



Work Package 2 title	EMPOWER: Bundled innovations for women's empowerment Understanding how to bundle STIBs to empower women as partners and drivers of CC solutions
Work Package main focus and prioritization	Constraints to technology access, use and control differ by gender and intersect with other vulnerabilities due to factors such as limited access to resources, decision-making processes, services or information. Restrictive norms and hindering environments often limit uptake and empowerment of women as partners in designing, promoting and using climate smart solutions. WP2 contributes to filling the gap by providing evidence about the reasons for limited uptake of innovations by women and developing decision-support tools to guide the design and implementation of STIBs, particularly paying attention to gender and social inclusion.
Work Package geographic scope	Sub-Saharan Africa and South Asia (countries to be specified)—also dependent on where the Initiatives we want to work with operate. Potential Initiatives include: ClimBeR: Kenya (2022-24) ClimBeR: Zambia (2024-30) SeEdQUAL: India (2022-2024) EiA: India, Ethiopia (2022-24) LCSR: India, Kenya, Ethiopia, (2022-24) Vietnam LCSR: Kenya, Vietnam (2024-30) WorldVeg (V4P&P): Kenya, Ethiopia (2022-24) Sustainable Intensification: Ethiopia (2022-24).

The science

Research questions	Scientific methods	Outputs
Pathway 1: Developing and testing methods and tools to design and implement STIBs		
1. What combinations of social, economic and technical data and tools are effective and necessary to identify, design and promote uptake of context-specific climate-smart STIBs to empower women and youth?	<p>Systematic review of gendered uptake of STIBs in different contexts.</p> <p>Evidence Gap Mapping of the impact of STIBs on increasing climate resilience and women's empowerment.</p> <p>A scoping review of tools and data for designing gender-responsive STIBS.</p> <p>A review and inventory development of socio-economic quantitative and qualitative datasets on socioeconomic and gender dimensions including time use, access to skills, knowledge, social networks, control over resources, decision-making.</p> <p>Case studies in selected CGIAR Initiatives and other relevant projects to identify constraints,</p>	<p>2.1 Systematic Review of gendered uptake of STIBs and evidence on challenges and opportunities.</p> <p>2.2 Evidence Gap Map on impacts of STIBs on women's empowerment, resilience and other socio-economic outcomes</p> <p>2.3 Inventory of available gender, and socio-economic datasets, data and tools that could facilitate bundling.</p> <p>2.4 Research articles, reports and guides with new evidence and synthesis on designing and deploying context specific STIBs and associated good practices and tools.</p> <p>2.5 A toolbox with different datasets, tools and guidance for designing, implementing and evaluating context-specific STIBs.</p>

	opportunities and processes of using relevant data and tools to design STIBs. The case studies would be selected to represent different geographical (Africa, South Asia) and sociocultural contexts (India, Ethiopia, Kenya) and diverse AFS—including crops (vegetables, staple crops) and livestock/fish—and some non-CGIAR projects (WorldVeg Project).	
Pathway 2: Developing partnerships, processes and, capacities for implementing and evaluating STIBs		
2. What research, development and policy partnerships and processes are effective to operationalize climate-smart STIBs pathways that benefit and empower women and youth (expand economic opportunities, enhance incomes and agency)?	<p>Action research using Social Innovation Labs approach in ClimBeR, LCSR, EiA and WorldVeg to identify processes and mechanisms to implement STIBs, accompanied by systematic monitoring and evaluation (MEL) processes.</p> <p>Outcome-mapping of the processes. RCTs with EiA and SeEdQUAL use cases.</p>	<p>2.6 New evidence through research papers, brochures and reports on comparative analysis of the application of different STIBs at different scales in different contexts.</p> <p>2.7 New evidence on the effectiveness of context-specific, climate-smart STIBs—including complementarities, efficiencies, multiplier effects, trade-offs and synergies between different impacts, and new outcomes unlocked.</p> <p>2.8 Impact studies on cases of STIBs that benefit and empower women and youth, and the influencing factors, conditions and processes.</p> <p>2.9 Guidelines on processes, partnerships and strategies needed to design and implement STIBs that enable women's access to climate-smart technologies, resilience and empowerment.</p>
Synergies <ul style="list-style-type: none"> • WP2 will generate effective methods, data and tools needed to integrate social innovations, including gender-transformative interventions (drawing on WP1.1, 1.4 and 1.5) and social protection strategies (drawing on WP3 3.1, 3.4) based on robust theoretical underpinnings that will enhance the resilience of and empower women and youth. • The Social Innovation Labs approach used in WP2 will incorporate principles from WP4 (using WP4 4.3 and 4.4) to assess the enabling conditions and processes needed to design and implement the STIBs. • WP2 will work with selected Initiatives and projects such as ClimBeR, SeEdQUAL, EiA, LCSR, WorldVeg and Sustainable Intensification that will serve as learning labs to test the design and rollout of bundles and assess impacts on resilience and empowerment of women. 		

The theory of change

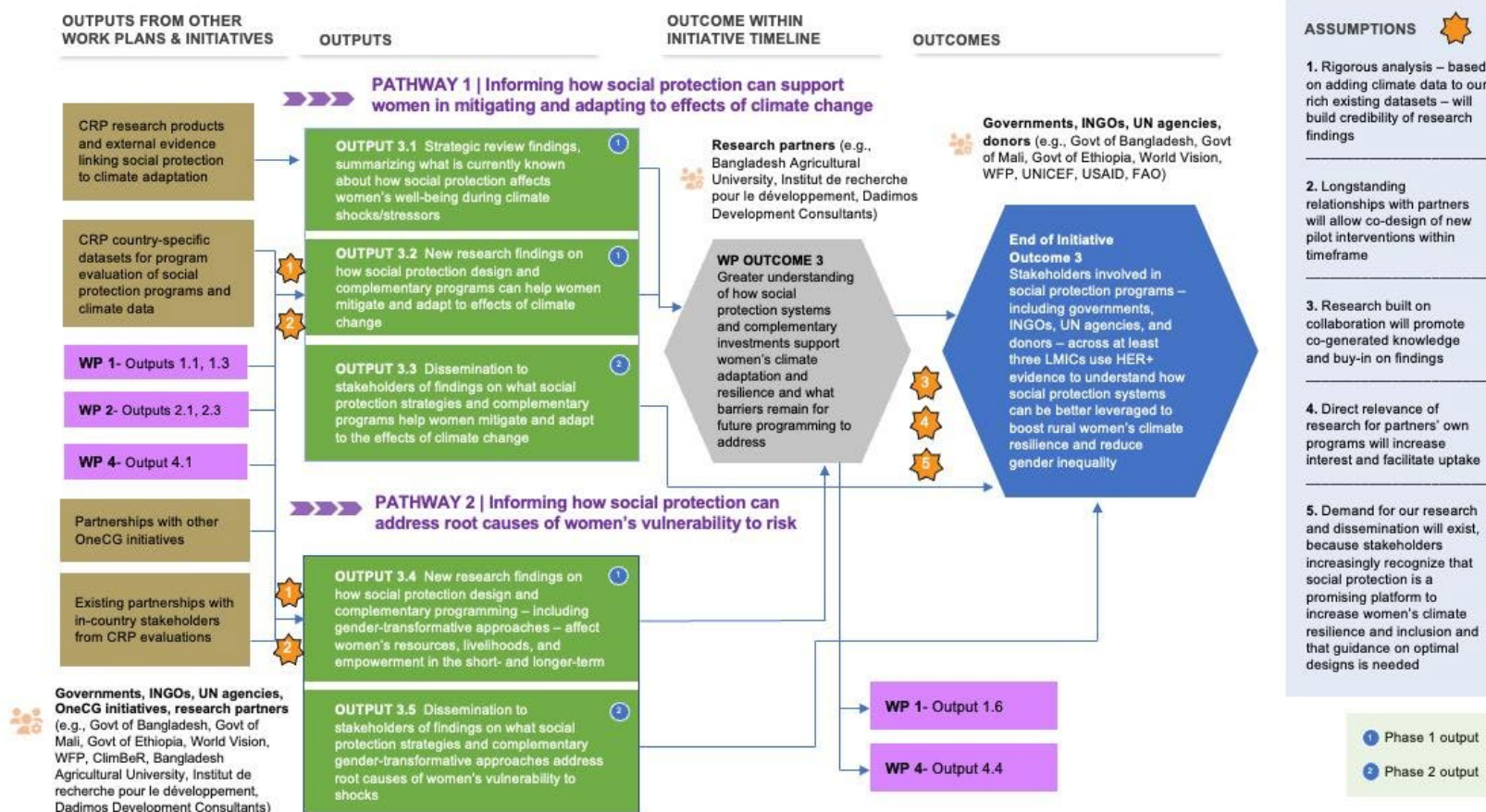
End-of-Initiative outcome 2: Learning Labs nested in other CGIAR Initiatives and downstream partners (such as WorldVeg, AGRA, FAO, IFAD, NARES) in two LMICs together with HER+ identify and model diverse scenarios for bundling climate-smart technologies to empower women to be partners and drivers of CC solutions.

Climate-smart technologies are critical tools in building social and economic resilience to CC. However, evidence suggests that women (and youth) experience constraints to accessing and using these technologies and are not empowered to drive this change—that has seriously undermined their adoption, with negative impacts. Our **theory of change** for WP2, therefore, is that increased participation and empowerment of women to make decisions about climate-smart technology will only be possible if we (i) understand the specific constraints to climate-technology adoption experienced by women, men and specific vulnerable groups in different contexts; (ii) identify the optimal configurations for bundling climate technologies with social and economic features (STIBs); and (iii) (in the 2024–2030 cycle) use WP2 evidence, tools, and modelling to help CGIAR Initiatives and climate-resilience investors restructure and implement STIBs that are adopted and driven at scale and contribute to women’s empowerment and resilience to CC.

Through **IP 1**, stakeholders invested in climate-smart technologies will have a better handle on mechanisms to engage women as a critical part of the solution by 2024, using the evidence and data generated by WP1 through the social innovation labs on how to bundle climate-smart technologies and Innovation Packages (skills, knowledge, social networks, information, etc.) to ensure that they are relevant to the needs and constraints of women, and are adopted at the pace and scale required to build significant resilience to CC at individual, community, country and regional levels. The main assumption underpinning this TOC (**A1**) is that local trials and participatory action research (through Social Innovation Labs nested in other CGIAR Initiatives in India and Kenya) will generate critical and relevant evidence to fill the knowledge gap. These STIBs will also be tested in AR4D projects, CGIAR Initiatives and with partners focused on enhancing women’s resilience and empowerment in the face of CC. An example would be using WorldVeg’s 80+ local women farmer’s networks throughout Kenya to test various configurations of STIBs on the ground. These actors will benefit from the combination of WP2 learning from Learning Labs and existing gender data from powerful databases such as the World Bank Gender Data Portal, the OECD Gender Data Portal, Data2X, RHoMIS, DHS, Equilo, LSMS and various country and subnational databases.

In the later 2024–2030 cycle, HER+ will work with scaling partners to use evidence, tools and strategies generated by WP2 to guide in their approaches to reorienting, adapting and rolling out STIBs in their programs. By 2030, this approach is expected to contribute to **WP outcome 2** through **IP 2**: Scaling partners use HER+ evidence, guidance and tested blueprints for relevant configuration of bundling to restructure and roll out STIBs that significantly increase adoption by women and, eventually, their resilience to CC. This TOC is further underpinned by assumptions that (**A2**) HER+ evidence and guidance on STIB design and constraints is relevant to the needs expressed by partners and therefore used; (**A3**) smallholder farmers are willing and able to adopt climate-smart technologies and practices; and (**A4**) the STIBs emerging from HER+ collaborations are sensitively designed to meet multiple objectives outside of CC adaptation.

Work Package 3



Work Package 3 title	PROTECT: Gender-responsive social protection Gender-responsive social protection for climate resilience and equality
Work Package main focus and prioritization	Social protection systems—including national programs targeting cash and food transfers to the poor, often alongside complementary programs—reach billions of resource-poor women globally. These programs have great potential to support women in mitigating effects of CC, along with addressing root causes of vulnerability—including limited resources, livelihoods and empowerment. Yet social protection is rarely sufficiently gender-responsive or designed with a climate lens. WP3 works alongside stakeholders to test how social protection and complementary programs can support women in mitigating and adapting to effects of CC and building resilience, to reduce gender inequality in food security, nutrition, livelihoods and empowerment.
Work Package geographic scope	We plan to begin this WP in three countries (Bangladesh, Ethiopia, Mali)—spanning South Asia, East Africa, and West Africa—with varying gender norms and social protection systems, and each facing significant climate challenges. The WP3 team has deep experience working with government, implementation, donor and other stakeholders in each country to influence policies around gender and social protection. We will create plans for expanding WP3 work into at least two other target countries (drawn from India, Egypt, Uganda, Ghana and Nigeria) during the 2022–2024 cycle and implement this (pending available funding) in the 2024–2030 cycle.

The science

Research questions	Scientific methods	Outputs
Pathway 1: Informing how social protection can support women in mitigating and adapting to effects of climate change		
1. What social protection strategies and complementary programs help women mitigate and adapt to the effects of climate change? <p>1.1 Does social protection safeguard women's well-being (e.g., income, assets, nutrition and psychosocial status) during climate shocks/stressors?</p> <p>1.2 What specific role is played by social protection's design features (e.g., whether support is provided in cash or in-kind) and complementary investments (e.g., training about building sustainable livelihoods, men's engagement to shift gender norms) in helping women to mitigate and adapt to effects of climate change?</p> <p>1.3 How do women perceive social protection's roles and opportunities in helping them to mitigate and adapt to effects of climate change?</p> <p>1.4 What are promising new social protection modalities and complementary programs, in terms of promoting women's initial learning about and take-up of climate adaptation strategies?</p>	<p>1.1 Strategic evidence review of existing studies on social protection's impacts during climate shocks/stressors from LMICs</p> <p>1.2 Analysis of climate data combined with existing data on women's well-being from randomized impact evaluations of social protection programs in Ethiopia, Bangladesh, and Mali</p> <p>1.3 Complementary qualitative analysis in Ethiopia, Bangladesh and Mali, using women's focus group discussions and key informant interviews</p> <p>1.4 Mixed-methods impact evaluation, through pilot one-year randomized controlled trial (RCT) and qualitative analysis (collaborating with current partner World Vision in Ethiopia) to test women's initial learning and take-up of climate adaptation strategies</p>	<p>3.1 Strategic review findings, summarizing what is currently known about how social protection affects women's well-being during climate shocks/stressors, with implications for future programming and research</p> <p>3.2 New research findings about how social protection design and complementary programs can help women mitigate and adapt to the effects of climate change, to inform future design</p> <p>3.3 Dissemination of findings to stakeholders via:</p> <ul style="list-style-type: none"> - Policy briefs, including cross-country brief summarizing lessons from Ethiopia, Bangladesh and Mali - Multi-country learning workshop - Country-specific workshops

Pathway 2: Informing how social protection can address root causes of women's vulnerability to risk		
<p>2. What social protection strategies and complementary programs—including gender-transformative approaches—address root causes of women's vulnerability to shocks, and support women as agents of change in responding to them?</p> <p>2.1 How do social protection's design features and complementary programming affect women's resources, livelihoods, and empowerment in the short- and longer-term?</p> <p>2.2 What are promising approaches to integrate gender-transformative approaches into social protection, to promote women's resources, livelihoods and empowerment?</p>	<p>2.1 New gender-focused analysis of existing data from LMICs collected in the context of social protection programs</p> <p>2.2 "Living lab" to conduct formative, quantitative or qualitative research on integrating gender-transformative approaches into social protection</p>	<p>3.4 New research findings on how social protection design and complementary programming—complementary gender-transformative approaches—affect women's resources, livelihoods, and empowerment in the short- and longer-term</p> <p>3.5 Dissemination of findings to stakeholders via:</p> <ul style="list-style-type: none"> - Policy briefs - Multi-country learning workshop - Country-specific workshops
<p>Synergies</p> <ul style="list-style-type: none"> • WP3 has ongoing consultations with other CGIAR Initiatives (ClimBeR, National Policies and Strategies, TAFSSA, East and Southern Africa RII) that focus strongly on climate resilience and adaptation to discuss collaboration or affiliation. • During Initiative inception, WP3 will identify context-specific, climate-focused complementary investments to link with social protection and build on stakeholder relationships to increase demand for research. • WP3 has also identified several Initiatives (SHiFT, Transformative Value Chains, Digital Transformation) where affiliation and mutual learning would be beneficial. With affiliated Initiatives, WP3 will maintain dialogue to maximize learning from complementary studies implemented independently by each Initiative. • Gender-transformative approaches highlighted in WP1 will inform complementary programming to test in WP3, while strategies explored in WP3 will inform lessons in WP1. • Guidance from WP2 on implementing bundled strategies will inform complementary program selection in WP3, while evidence on resource transfers in WP3 will inform strategies for STIBs for the poor in WP2. • Processes and structures to integrate women's voices in programming studied in WP4 will be drawn upon in WP3, while strategies tested in WP3 will inform governance strategies identified as increasing inclusion in WP4. 		

The theory of change

End-of-Initiative outcome 3: Stakeholders across governments, INGOs, UN agencies and donors involved in social protection programs across at least three LMICs use HER+ evidence to understand how social protection systems can be better leveraged to boost the climate resilience of rural women and reduce gender inequality.

Social protection is highly complementary with climate resilience—providing resources to vulnerable people that supports mitigating and adapting to shocks, as well as addressing root causes of vulnerability. However, social protection systems have largely not been designed to consider links with climate resilience and are insufficiently responsive to gender. Our **theory of change** is that, in order for social protection to better support poor women's climate resilience, at least two steps are needed. First, better context-specific evidence must be generated on how social protection can be leveraged to support women's climate resilience. This evidence should be developed collaboratively with actors involved in social protection design (government, INGOs, UN agencies, donors) and in communication with actors involved in climate adaptation work (such as the climate-focused CGIAR Initiatives), to consider realistic, relevant programmatic options. Second, social protection actors need to better understand how their own programming can be modified or complemented to strengthen poor rural women's climate resilience. The vision is a

social protection system that addresses women's context-specific needs around CC and ultimately improves women's food security, nutrition, livelihood and empowerment.

WP3 envisions a stepwise approach, first creating understanding among social protection actors of how their programs can be effectively leveraged to build climate resilience among poor women (2022–2024). Beyond 2024, HER+ will continue engaging with these actors to use HER+ evidence to reorient their own social protection systems and complementary programs to strengthen women's resilience.

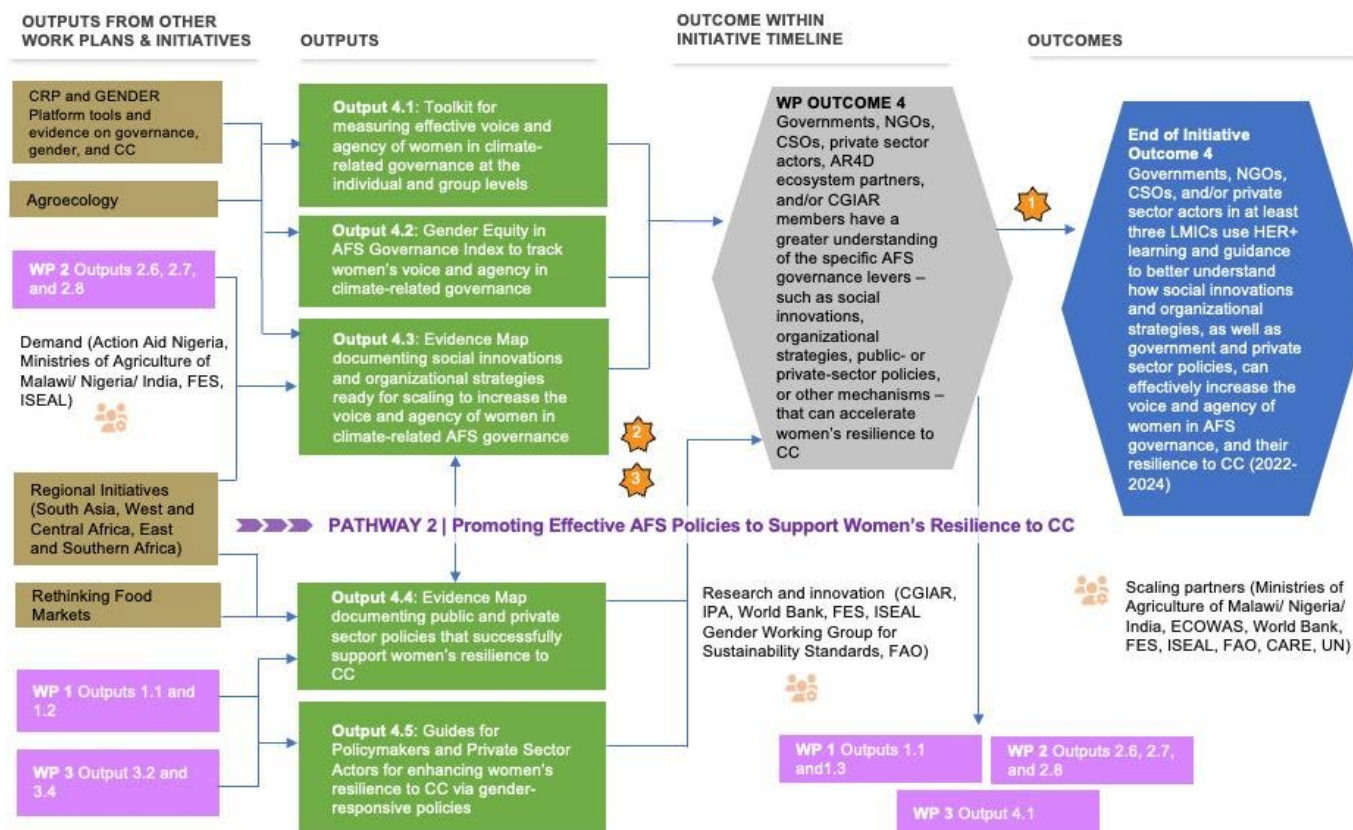
We will work with our demand, research and scaling partners (such as World Vision; WFP; and the national governments of Ethiopia, Bangladesh and Mali) as we deliver the **Outputs** described in the table above to contribute to **Eol outcome 3**. IPs for the TOC are (IP1) informing approaches to support women in mitigating and adapting to effects of CC, and (IP2) informing how to address root causes of women's vulnerability to risk.

Research will focus initially on Ethiopia, Bangladesh and Mali, where we have long-standing relationships with governments and other stakeholders. These countries face rapid CC and feature different social protection systems and diverse gender norms—thus providing opportunities for impactful, nuanced learning. Key partners, including World Vision and WFP and the government of Bangladesh, have demonstrated strong interest in evidence, valuing high-quality research outputs to inform programming.

This TOC is underpinned by the **assumptions** that: **(A1)** rigorous analysis—based on adding climate data to our rich existing datasets—will build credibility of research findings; **(A2)** longstanding relationships with partners will allow for co-design and testing of new pilot interventions within the timeframe; **(A3)** research built on collaboration will promote co-generated knowledge and buy-in; **(A4)** direct relevance of research for partners' own programs will increase interest and facilitate uptake; **(A5)** demand for our research and dissemination will exist, because stakeholders increasingly recognize that social protection is a promising platform to increase women's climate resilience and inclusion and that guidance on optimal designs is needed. Prior policy outcomes with social protection actors—related to increasing nutrition sensitivity of social protection and designing cash transfer programs for prevention of gender-based violence—support the plausibility of these assumptions.

Work Package 4

➡➡➡ PATHWAY 1 | Strengthening Women's Voice and Agency in Climate-related AFS Governance at the Community Level



ASSUMPTIONS

1. Engaging stakeholders and policymakers with promising social innovations, organizational strategies, and policies for expanding women's voice and agency which they want to test will result in subsequent adoption of those benefiting women
2. Policy changes can adequately address threats to women's climate resilience and lack of voice and agency in the AFS
3. Studied social innovations and organizational strategies can effect change in women's voice and agency

Work Package 4 title	VOICE: Inclusive governance and policies Promoting Inclusive Governance and Policies for Women's Resilience to CC
Work Package main focus and prioritization	Inclusive governance and policies can promote adaptation to CC and the resilience of women in the AFS. This WP will identify, test, and scale: (1) social innovations and organizational strategies to stimulate effective voice and agency of women in climate-related AFS governance (i.e., institutions and mechanisms by which decisions are made, implemented and decision-makers held accountable) at the community level; and (2) public and private-sector policies (e.g., laws, rules and procedures) that effectively support women's resilience to CC. The WP thus supports the empowerment of women by increasing their voice and agency in, and benefits derived from, climate-related governance.
Work Package geographic scope	Primary countries: India, Malawi, Nigeria During 2022–2024 and beyond, we will make plans to initiate work in at least one other target country: Ethiopia, Mali or Pakistan

The science

Research questions	Scientific methods	Outputs
Pathway 1: Strengthening Women's Voice and Agency in Climate-related AFS Governance at the Community Level		
<p>1. What works to strengthen women's voice and agency in climate-related AFS governance at the community level?</p> <p>1.1 What are the best ways to measure women's collective agency at the individual and group levels?</p> <p>1.2 Where are women's voices and agency present and absent in climate-related AFS governance and what are the specific barriers?</p> <p>1.3 What are social innovations (e.g., targeted programming or interventions) or organizational strategies (i.e., ways of structuring existing groups or creating new ones) that improve women's voice and agency in AFS governance?</p> <p>1.4 How do adverse shocks linked to CC affect women's voice and agency in AFS governance?</p>	<p>Review of tools and instruments tracking collective voice and agency</p> <p>Strategic evidence review of (a) barriers women face to exercising voice and agency in climate-relevant AFS governance, and (b) known approaches that support their voice and agency</p> <p>Mixed-methods research (analysis of survey data—using causal impact evaluations where appropriate—combined with focus group discussions, direct observation, and interviews) to analyze the impacts of the following on women's voice and agency:</p> <ul style="list-style-type: none"> social innovations (e.g., civic education and leadership training of local women's groups in Nigeria to enhance women's agency and capacity to advocate for public goods; interventions to help women access water, forests, and rangelands in India through participating in multi-stakeholder platforms) organizational strategies (e.g., encouraging women's participation in decision-making bodies for natural resource management in Malawi; engaging male champions in empowering women in local organizations in Nigeria) <p>Quantitative research using survey data to analyze impacts of CC on women's voice and agency in India, Nigeria and Malawi, and identify factors mitigating negative impacts</p>	<p>4.1 Toolkit for measuring effective voice and agency of women in climate-related governance at the individual and group levels</p> <p>4.2. Gender Equity in AFS Governance Index to track women's voice and agency in climate-related governance</p> <p>4.3. Evidence Map documenting social innovations and organizational strategies ready for scaling to increase the voice and agency of women in climate-related AFS governance</p>
Pathway 2: Promoting Effective AFS Policies to Support Women's Resilience to CC		

<p>2. Which public and private-sector AFS policies effectively support women's resilience to CC, and how can they be implemented to maximize benefits for women?</p>	<p>Strategic evidence review on characteristics of public and private-sector policies that enhance the resilience of women to CC and alleviate gendered constraints to accessing and benefiting from public services that promote resilience to CC (e.g., climate-smart extension, healthcare, education, water)</p> <p>Mixed methods research to evaluate the effects of policies on women's resilience to CC, and identify how to overcome policy implementation challenges, including:</p> <ul style="list-style-type: none"> • government policies (e.g., devolving service delivery to local levels in Ethiopia; involving women-led civil society groups in government oversight in Mali; expanding women's political representation in Malawi) • private-sector policies (e.g., ISEAL sustainability standards applied in a value chain in which women heavily work in India) 	<p>4.4. Evidence Map documenting public- and private-sector policies that successfully support women's resilience to CC</p> <p>4.5. Guides for Policymakers and Private Sector Actors for enhancing women's resilience to CC via gender-responsive policies</p>
<p>Synergies</p> <ul style="list-style-type: none"> • This WP will contribute to studies in WP1, outputs 1.1 and 1.3, by bringing attention to the institutional, governance and policy features that pose normative constraints on women in the AFS. This will subsequently result in WP1 identifying leverage points and levers that take into account and adapt to these contextual factors. WP1 outputs 1.1 and 1.2 will also provide WP4 with useful guidance on norms that restrict women's resilience to CC, allowing for identification of policy solutions tailored to address these barriers. • WP2 outputs 2.6, 2.7, and 2.8 will both inform and be informed by WP4; WP4 will provide insights on governance and policy conditions conducive to effective implementation of STIBs (WP2), and WP4 will evaluate the impacts of various STIBs on women's voices and agency in climate-related governance. • WP3 outputs 3.2 and 3.4 will inform WP4 thinking on how policies can affect women's resilience to CC, while WP4 output 4.1 will provide lessons to WP3 on how cash transfers and complementary programming promoting women's take-up of climate adaptation strategies affects women's voice in climate-related governance. • WP4 has synergies with the CGIAR Initiatives Agroecology (WP4: Strengthening the policy- and institutional-enabling environment—co-developing a policy-tracking tool and a toolkit for inclusion); and Rethinking Food Markets (WP1–2 on certification and partnership with ISEAL). • Additionally, there are strong synergies between WP4 and regional Initiatives (South Asia, West and Central Africa, East and Southern Africa). 		

The theory of change

End-of-Initiative outcome 4: Government, NGOs, CSOs and/or private-sector actors in at least three LMICs use HER+ learning and guidance to better understand how social innovations and organizational strategies, as well as government and private-sector policies, can effectively increase the voice and agency of women in AFS governance, and their resilience to CC.

The centrality of governance to agricultural growth and food security was reaffirmed recently by donors, governments and other AFS actors.⁴² When market failures or norms and structural barriers prevent women from building resilience to CC, subtle changes in governance arrangements and policies can provide critical support.⁴³ Yet, governance and policies are often ill-tailored to women's needs, and prevailing power dynamics lead men to benefit more than women.^{44,45,46,47}

Past research has highlighted constraints and opportunities for women in climate-related AFS governance. However, a stocktaking exercise on existing *evidence* is not yet available, many social and policy innovations have not been rigorously tested, and there is little evidence on how CC affects women's voice and agency.

Our **theory of change** for WP4 is that, if women are better represented, heard and accounted for in climate-related AFS governance, their voices will promote gender equality, poverty reduction and resilience to climate change. The TOC IPs for achieving WP4 outcomes are: (IP1) strengthening women's voice and agency in climate-related AFS governance at the community level, and (IP2) promoting effective AFS policies to support women's resilience to CC. During 2022–2024, WP4 will engage demand partners (e.g., [ActionAid Nigeria](#), [CARE](#), Ministries of Agriculture of Malawi/Nigeria/India) to learn what works and collaboratively develop social innovations, organizational strategies and policies to improve women's voice and agency in AFS governance. WP4 will then support scale-up of good practices. During 2024–2030, WP4 research, scaling and innovation partners will use HER+ evidence and tools to promote policies strengthening women's resilience to CC (2024–2030).

The main **assumption** underpinning achievement of the **Eol outcome** above is that **(A1)** Stakeholders will engage with promising social innovations, organizational strategies, and policies for expanding women's voice and agency, which requires the evidence to be measured well (**Outputs 4.1** and **4.5**), tracked over space and time (**Output 4.2**), and translated into scalable solutions (**Outputs 4.3** and **4.4**). These outputs will yield the intermediate **WP Outcome 4** that governments, NGOs, CSOs, private-sector actors, AR4D ecosystem partners, and/or CGIAR members have a greater understanding of the specific AFS governance levers—such as social innovations, organizational strategies, public or private-sector policies, and other mechanisms—that can accelerate women's resilience to CC. Other assumptions underpinning this TOC are that **(A2)** policy changes can adequately address threats to women's climate resilience and lack of voice and agency in the AFS, and **(A3)** studied social innovations and organizational strategies can effect change in women's voice and agency.

4. Innovation Packages and Scaling Readiness Plan

4.1 Innovation Packages and Scaling Readiness Plan

HER+ has designed integrated core Innovation Packages. These include a Gender Social Norms in AFS Index (WP1), guidelines on GTAs to change social norms (WP1), toolbox on context-specific STIBs (WP2), strategic evidence review on social protection during climate shocks (WP3), Gender Equity in AFS Governance Index (WP4), and an evidence map on social innovations to improve women's voice and agency (WP4). WP1's evidence synthesis (1.1) and index (1.3) on GTAs will inform and integrate into approaches to test STIBs (WP2) and social protection designs (WP3). These core innovations will be supplemented with country-specific innovations developed through co-design with innovation, demand and scaling partners; and other CGIAR Initiatives including ClimBeR, National Policies, TAFSSA, Excellence in Agronomy and SeEdQUAL. Each Innovation Package will undergo a scaling readiness assessment tailored at the country level and including demand-responsive innovation and scaling strategies. Scaling readiness approaches will draw on country-specific, multistakeholder consultations and multicountry learning workshops to disseminate Innovation Packages and support [South–South learning or cooperation](#). We expect scaling-readiness approaches will amplify take-up of six Innovation Packages.

HER+ plans to apply the Innovation Packages and scaling-readiness approaches to 26–50% of the total Initiative innovation portfolio by Q1 2025 and will participate in the second wave of the standard track beginning in Q1 2024.

HER+ has allocated US\$330,000 to implement the Innovation Packages and Scaling Readiness plan (2022: US\$80,000; 2023: US\$100,000; 2024: US\$150,000). These activities have been factored into the management plan, and monitoring and evaluation sections.

5. Impact statements

5.1 Nutrition, health and food security

Challenges and prioritization: Transforming the AFS to promote better nutrition, health and food security requires addressing gendered constraints in both supply and demand. Multiple barriers—exacerbated by CC—must be removed to elevate women’s vital roles both as entrepreneurs and producers of healthy foods, and as decision-makers and consumers for their own and other household members’ diets and health. HER+ focuses on addressing social, technological, economic and political constraints pivotal to these roles. Priorities include studying gender-transformative approaches for shifting normative constraints to women’s food access and production, STIBs to promote inclusive take-up of climate-smart food production technologies, gender-responsive social protection to support women’s food access and production, and strategies to increase women’s voice and agency in climate-relevant nutrition and health services. Working closely with stakeholders to increase understanding of these strategies in the 2022–2024 cycle will contribute to building women’s resilience and addressing key drivers of poor nutrition, health and food security in the context of CC in focal and target countries.

Research questions: WP1: What specific leverage points and levers can help alleviate restrictive social norms and balance power relations in ways that increase the capacities of women to build economic resilience to CC challenges in terms of accessing safe, nutritious foods? WP2: What are the types and combinations of climate-smart STIB related to food production, and the pathways through which they improve household nutrition and food security, and empower women? WP3: What social protection strategies and complementary programs help women mitigate and adapt to the effects of CC, in terms of protecting the income, nutrition and health of themselves and their families? WP4: What social innovations and organization strategies, as well as public and private-sector policies, successfully promote women’s access to health and nutrition services?

Components of Work Packages: WP1 identifies leverage points and levers for addressing normative constraints that create barriers for women and other social groups to access safe and nutritious foods. For example, WP1 will work with the private sector and media outlets to use gender-transformative tools when messaging, to promote nutritious food products and to engage men in support of healthy diets at the household level. WP2 identifies STIBs to promote inclusive take-up of climate-smart technologies, aimed at enhancing women’s food and nutrition security. WP3 tests how social protection can increase women’s climate adaptation and resilience, thus protecting their nutrition, health and food security under the growing threat of CC. WP4 addresses barriers to women’s participation in climate-relevant AFS governance, and promotes gender-responsive policies, helping to ensure that they obtain high-quality government services related to nutrition, health and education.

Measuring performance and results: The metrics will include the number of people benefiting from relevant CGIAR innovations on nutrition, health, and food security. The sum of these efforts is projected to result in 4.6 million people benefiting from CGIAR innovations with improved nutrition, health and food security.

Partners: Demand partners: donors, development banks, farmer organizations, the private sector, ministries of agriculture and NGOs. Innovation partners: governments, NGOs, the private sector, and global and national research institutions. Scaling partners: ministries of agriculture, private-sector actors (e.g., ISEAL), farmer organizations, NGOs (e.g., World Vision, CARE, FES) and UN Agencies (FAO, WFP, UNICEF).

Human resources and capacity development of Initiative team: Social scientists with significant expertise and experience in studying nutrition, health and food security.

5.2 Poverty reduction, livelihoods and jobs

Challenges and prioritization: CC represents a growing threat to incomes, livelihoods and jobs. But its effects are especially acute for women, who additionally face structural and normative barriers preventing them from mitigating the effects of CC and influencing the trajectory of structural transformation. Addressing gendered barriers to emerging from poverty, and offering women opportunities to build resilience to CC—using GTAs for shifting normative constraints, STIBs, social protection, or changes in governance and policies—is crucial. Working closely with stakeholders to increase understanding of these strategies in the 2022–2024 cycle will contribute to building women’s resilience and addressing key drivers of poverty and lack of livelihood opportunities and jobs in the context of CC in target and focal countries.

Research questions: WP1: Do GTAs addressing the normative constraints women face in the AFS successfully lift people out of extreme poverty? WP2: Can combining social and technical innovations reduce poverty levels among women and increase their access to sustainable livelihoods and decent jobs? WP3: Does social protection safeguard poor rural women’s well-being (e.g., income, nutrition, health, psychosocial status during climate shocks and stressors)? How can their effects be maximized through complementary programming? WP4: Can increasing women’s voice and agency in the AFS, or bringing about more gender-responsive public and private-sector policies, help them access common-pool resources, government services, and job opportunities that reduce their and their households’ poverty?

Components of Work Packages: WPs 1–4 all directly target income growth and poverty alleviation by identifying and assessing promising levers that build resilience to CC, in part by reducing poverty and the inherent vulnerabilities it creates.

Measuring performance and results: The metrics will include the number of people benefiting from relevant CGIAR innovations and the number of people assisted to exit poverty. The sum of these efforts is projected to result in 5.6 million people benefiting from reduced poverty and improved livelihoods.

Partners: Demand partners: donors, development banks, farmer organizations, the private sector, ministries of agriculture, NGOs and CSOs. Innovation partners: governments, NGOs, the private sector, and global and national research institutions. Scaling partners: ministries of agriculture, private-sector actors (e.g., ISEAL), farmer organizations, NGOs (e.g., World Vision, CARE, FES) and UN Agencies (FAO, WFP).

Human resources and capacity development of Initiative team: Social scientists, economists, sociologists, gender researchers, geographers and policy experts, all with strong gender research qualifications and strong experience in engagement with policymakers in the public and private sectors. Capacity for rigorous impact evaluation and fielding surveys (gathering responses) will be combined with capacity for rigorous qualitative, institutional and political economy approaches.

5.3 Gender equality, youth and social inclusion

Challenges and prioritization: HER+'s focus is on ensuring gender equality is leveraged for resilience and empowerment under CC. Although some lessons can be drawn from the work on gender for youth and social inclusion, the latter themes will not be the focus of this Initiative in the next three years.

Research questions: All four Work Package research questions contribute to this Impact Area.

Components of Work Packages: All four Work Packages focus on gender equality.

Measuring performance and results: HER+ is underpinned by a solid MELIA plan (see section 6) to which all Work Packages contribute. The EoI outcomes for all four Work Packages are contributing to gender equality, empowerment and building the resilience of women in the face of CC. The metrics will include the number of women benefiting from relevant CGIAR innovations. The sum of these efforts is projected to result in 3.5 million women benefiting from CGIAR innovations with improved gender equality in livelihoods and empowerment.

Partners: Demand partners: donors, development banks, farmer organizations, the private sector, ministries of agriculture and NGOs (including WorldVision and WorldVeg). Innovation partners governments, NGOs, the private sector, and global and national research institutions. Scaling partners: ministries of agriculture, private-sector actors (e.g., ISEAL), farmer organizations, NGOs (e.g., CARE, FES) and UN Agencies (FAO, IFAD).

Human resources and capacity development of Initiative team: Gender researchers, economists, sociologists, geographers and a variety of social scientists, with qualitative, quantitative and mixed-methods expertise.

5.4 Climate adaptation and mitigation

Challenges and prioritization: Transforming the AFS to be more resilient, inclusive, equitable and sustainable will entail addressing global greenhouse gas emissions exacerbated by climate-related disasters—which could displace 200 million people (mostly women) and increase poverty and hunger. We want to equip women to contribute to the development and implementation of gender-responsive actions, beyond national adaptation plans and nationally determined contributions in the different target countries. HER+ focuses on empowering women beyond accessing and using climate-smart technologies, moving towards designing and driving climate-smart technologies that include social protection and transformative solutions. Working closely with stakeholders to increase understanding of these strategies in the 2022–2024 cycle will contribute to building women's resilience and agency to address key drivers of CC solutions, which would address issues relating to hunger, health, environment and food security in the target countries.

Research questions: WP1: How can discriminatory biases at different institutional levels and gender norms in the AFS be addressed through economic resilience? WP2: What tools, data and processes need to be designed and promoted to enhance the uptake and control of climate-smart STIBs by women through public–private partnerships? WP3: What social transformative protection strategies and complementary programs help women to mitigate and adapt to multiple climatic shocks and stressors? WP4: What AFS social innovations, organizational strategies, and public and private-sector policies work to strengthen the voice and agency of women in climate-related AFS governance at different levels?

Components of Work Packages: WP1 focuses on women's economic and thus climate resilience by looking at how underlying social and gender norms make women vulnerable to climate change impacts. It also aims to transform power relations that are shaped by unequal norms and practices, thus empowering women so that they have greater capacity and agency to adapt to CC.⁴⁸ WP2 focuses on designing and piloting STIBs that support AFS transformations in a changing climate critical for empowering women, reducing poverty, and enhancing food and nutrition security. It focuses on increasing women's access, use and control over climate-smart STIBs with 'ripple' positive impacts on income, health, environment and biodiversity. WP3 looks at how social protection strategies, AFS policies and complementary programs help women mitigate and adapt to the effects of CC. It identifies transformative social protection strategies and interventions that provide a safety net for women and ensure stability and better recovery from multiple climate stressors and shocks. Lastly, WP3 addresses drivers of vulnerability that can result in women's empowerment, where women are solution-driven and not just beneficiaries. This therefore results in women's agency to drive CC solutions. WP4 reflects on how AFS governance structures, private-sector partnerships and social innovations strengthen the voice and agency of women in climate-related AFS governance at different levels. It is concerned with creating an enabling environment where women can participate in the design, implementation and evaluation of climate-relevant AFS. The goal is to increase women's participation and leadership positions in climate-relevant institutions at household, community and national levels to reduce gender inequalities and create more sustainable, equitable and inclusive national adaptation policies that will reduce global greenhouse gas emissions.

Measuring performance and results: The metrics will include the number of people benefiting from relevant climate-adapted innovations. The sum of these efforts is projected to result in 3.3 million people benefiting from improved resilience to climate shocks and stressors.

Partners: Demand partners: donors, development banks, farmer organizations, the private sector, ministries of agriculture and NGOs (including WorldVision and WorldVeg). Innovation partners: governments, NGOs, the private sector, and global and national research institutions. Scaling partners: ministries of agriculture, private-sector actors (e.g., ISEAL), farmer organizations, NGOs (e.g., CARE, FES) and UN Agencies (FAO, IFAD).

Human resources and capacity development of Initiative team: Social scientists and technical scientists with significant expertise and experience in CC, in both mitigation and adaptation.

5.5 Environmental health and biodiversity

Challenges and prioritization: Biodiversity loss and land degradation, among other environmental ails, are pushing the planet beyond a "safe and just operating space for humanity,"⁴⁹ eroding physical and cultural landscapes as well as livelihoods. The Rio Conventions recognize that advancing gender equality and social inclusion can accelerate progress towards environmental objectives. Gender inequalities and social exclusions limit the capacities of women to sustainably manage natural resources and benefit equitably from their management. For instance, insecure rights to land can disincentivize the adoption of investments in the land, as land managers are less inclined to manage resources to which they lack long-term claims,^{50,51} whereas land tenure security among women and other vulnerable communities generates environmentally beneficial agricultural investments⁵² and supports women's empowerment.⁵³ Yet, approaches that generate positive feedback loops among gender equality, climate change, biodiversity loss, and land degradation remain poorly understood and applied.

Research questions: WP1: To what extent and under what conditions can lifting the systemic barriers to gender equality lead to improved resource-management practices and outcomes, including sustainable land management and restoration? WP2: What types of innovation bundles, with which characteristics, can simultaneously advance gender equality and social inclusion, and biodiversity and/or land-degradation neutrality outcomes? WP3: Does receipt of social protection benefits by women lead to changes in their resource-management strategies? Can social protection programs thereby contribute to improved environmental (biodiversity and sustainable land management/restoration) outcomes? WP4: What synergies and trade-offs exist between the full, effective and meaningful participation of women in climate governance and effective environmental policies and programs?

Components of Work Packages: WP1 and WP2 will address questions 1 and 2 by testing promising agronomic solutions and institutional innovations that would improve soil and water health, alongside GTAs that address the normative constraints that prohibit or limit women from adopting those solutions. Comparing results from agronomic pilots implemented with and without GTAs that bring together different innovation bundles will shed light on the role of GTAs in unlocking improved environmental and gender-equality outcomes. This work will be achieved in collaboration with the EiA and SI. WP3 will address question 3 by exploring the perceptions of women about the impact of receipt of social protection benefits on their resource (soil, water and biodiversity) management practices, and related outcomes. WP4 will address question 4 by examining whether more gender-equitable participation in climate governance influences the types of environmental issues, and solutions policies and initiatives proposed for addressing these. This will be achieved in collaboration with WP4 and WP5 from the Nexus Gains Initiatives, which also focus on gender-responsive and inclusive environmental (especially water) governance (WP4) and supporting women's leadership in environmental governance (WP5).

Measuring performance and results: The metrics include the number of hectares under improved management as a result of people benefiting from relevant CGIAR climate- and gender-responsive innovations. The sum of these efforts is projected to result in 738,000 hectares of land under improved management.

Partners: Demand partners: donors, development banks, farmer organizations, the private sector, ministries of agriculture and NGOs (including WorldVision and WorldVeg). Innovation partners: governments, NGOs, the private sector, and global and national research institutions. Scaling partners: ministries of agriculture, private-sector actors (e.g., ISEAL), farmer organizations, NGOs (e.g., CARE, FES) and UN Agencies (FAO, IFAD).

Human resources and capacity development of Initiative team: The above-mentioned collaborators (other IDTs and partners) will bring capacities to achieve this work in partnership with HER+ scientists.

6. Monitoring, evaluation, learning and impact assessment (MELIA)

6.1 Result framework

CGIAR Impact Areas				
Nutrition, health and food security	Poverty reduction, livelihoods and jobs	Gender equality, youth and social inclusion	Climate adaptation and mitigation	Environmental health and biodiversity
Collective global 2030 targets (the collective global 2030 targets are available centrally here to save space).				
<p>End hunger for all and enable affordable healthy diets for the 3 billion people who do not currently have access to safe and nutritious food.</p> <p>Reduce cases of foodborne illness (600 million annually) and zoonotic disease (1 billion annually) by one-third.</p>	<p>Lift at least 500 million people living in rural areas above the extreme poverty line of US\$1.90 per day (2011 PPP).</p> <p>Reduce by at least half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions</p>	<p>Close the gender gap in rights to economic resources, access to ownership and control over land and natural resources for over 500 million women who work in food, land and water systems.</p> <p>Offer rewardable opportunities to 267 million young people who are not in employment, education or training</p>	<p>Implement all National Adaptation Plans (NAP) and Nationally Determined Contributions (NDC) to the Paris Agreement</p> <p>Equip 500 million small-scale producers to be more resilient to climate shocks, with climate adaptation solutions available through national innovation systems</p> <p>Turn agriculture and forest systems into a net sink for carbon by 2050, with emissions from agriculture decreasing by 1 Gt per year by 2030 and reaching a floor of 5 Gt per year by 2050</p>	<p>Stay within planetary and regional environmental boundaries: consumptive water uses in food production of less than 2500 km³ per year (with a focus on the most stressed basins), zero net deforestation, nitrogen application of 90 Tg per year (with a redistribution towards low-input farming systems) and increased use efficiency; and phosphorus application of 10 Tg per year.</p> <p>Maintain the genetic diversity of seeds, cultivated plants and farmed and domesticated animals and their related wild species, including through soundly managed gene banks at the national, regional, and international levels.</p>
Common impact indicators that your Initiative will contribute to and will be able to provide data towards				
# people benefiting from relevant CGIAR innovations	# people benefiting from relevant CGIAR innovations # people assisted to exit poverty	women's empowerment and inclusion in the agricultural sector # women benefiting from relevant CGIAR innovations # youth benefiting from relevant CGIAR innovations # women assisted to exit poverty	# plans with evidence of implementation # people benefiting from relevant CGIAR innovations	# people benefiting from relevant CGIAR innovations
SDG targets				

Target 1.5; Target 5.1			Target 5.5; Target 5.c		Target 5.c; Target 13.1		Target 1.3		Target 13.1		
Action Area title (Systems Transformation/Regional Agrifood Systems/Genetic Innovation)											
Action Area outcomes							Action Area outcome indicators				
ST & RAFS & GI 1 Women and youth are empowered to be more active in decision making in food, land and water systems							STRAFSGli 1.1 Positive trends in the Women's Empowerment in Agriculture Index (WEIA) at various scales including nationally				
							STRAFSGli 1.2 Number of women, youth and people from marginalized groups who report input into productive decisions, ownership of assets, access to and decisions on credit, control over use of income, work balance, and visiting important locations				
Initiative and Work Package outcomes, outputs and indicators											
Result type (outcome or output)	Result	Indicator	Unit of measurement	Geographic scope	Data source	Data collection method	Frequency of data collection	Baseline value (outcome only)	Baseline year (outcome only)	Target value	Target year
Outcome (End Initiative 1)	By 2025, national agencies, CSOs, and CGIAR Initiatives in at least two LMICs target normative constraints that limit capacities of women food-system actors to build economic resilience to CC challenges using GTAs	Change in the capacities of national agencies, CSOs and CGIAR	Number	Global: West Africa (Nigeria/Mali), East Africa (Tanzania)	Primary data	Focus Group Discussion (Stakeholder consultation)	Annual	0	2022	2	2025
Outcome 1.1	Greater understanding of where and how normative constraints limit capacities to build economic resilience to CC challenges	Uptake of information product	Number	Global: West Africa (Nigeria/Mali), East Africa (Tanzania)	Primary data	Focus Group Discussion (Stakeholder consultation) Knowledge, Attitudes and Practices (KAP) survey	Annual	0	2022	100	2025
Outcome 1.2	GTAs designed and being implemented at different scales by different AFS stakeholders	Number of beneficiaries using the innovation	Number	Global: West Africa (Nigeria/Mali), East Africa (Tanzania)	Primary data	Focus Group Discussion (Stakeholder consultation)	Annual	0	2022	3-4	2025

Output 1.1	Evidence synthesis on norms and economic resilience to CC challenges in AFS	Number of other information products	Number	Global: West Africa (Nigeria/Mali), East Africa (Tanzania)	Secondary data	Review of existing reports	Year 1	NA	NA	1	2022
Output 1.2	Qualitative assessments of norms that restrict the building of economic resilience to CC challenges	Number of other information products	Number	Global: West Africa (Nigeria/Mali), East Africa (Tanzania)	Primary data	Key informant interviews,	Year 1 and Year 2	NA	NA	3	2023
Output 1.3	Multidimensional social norms in AFS index	Number of other information products	Number	Global: West Africa (Nigeria/Mali), East Africa (Tanzania)	Primary data	Stakeholder survey interviews	Year 1 and Year 2	N/A	NA	3	2023
Output 1.4	Set of leverage points and levers to intervene for deeper level change	Number of other information products	Number	Global: West Africa (Nigeria/Mali), East Africa (Tanzania)	Primary data	Focus Group Discussion (Stakeholder consultation)	Year 2	N/A	NA	3	2024
Output 1.5	Gender transformative approaches (GTAs)	Number of innovations	Number	Global: West Africa (Nigeria/Mali), East Africa (Tanzania)	Primary data	Stakeholder interviews	Year 2 and Year 3	N/A	NA	3-4	2024
Output 1.6	Emerging lessons from the implementation of GTAs at different scales	Number of other information products	Number	Global: West Africa (Nigeria/Mali), East Africa (Tanzania)	Primary data	Mixed method interviews	Year 3	N/A	NA	1	2025
Output 1.7	Guidelines, video stories, and webinars to inform the future design, implementation, evaluation and scale-up of GTAs	Number of other information products	Number	Global: West Africa (Nigeria/Mali), East Africa (Tanzania)	Primary data	Mixed method interviews	Year 3	N/A	NA	3	2025
Outcome (End Initiative 2)	Learning Labs nested in other CGIAR Initiatives and downstream partners (such as WorldVeg, AGRA, FAO, IFAD, NARES) in two LMICs together with HER+ identify and model diverse scenarios for	Number of Initiatives which deploy STIBs	Number	Global: East Africa (Kenya, Ethiopia), South Asia (India)	Primary data	Focus Group Discussion (Stakeholder consultation)	Annual	0	2022	3	2025

	bundling climate-smart technologies to empower women to be partners and drivers of CC solutions										
Outcome 2.1	Stakeholders invested in climate smart technologies have a better understanding of how women can be part of the solution of climate change as equal partners and drivers of these solutions by 2024	Number of key partners with enhanced understanding and capacity to use STIBs	Number	Global: (East Africa Kenya, Ethiopia), South Asia (India)	Primary data	Focus Group Discussion (Stakeholder consultation)	Annual	0	2022	5	2025
Outcome 2.2	Scaling partners (such as AGRA, FAO, IFAD) use HER+ evidence, guidance, and tested blueprints for optimal configuration bundling to restructure and roll out STIBs that significantly increase adoption by women, and eventually, their resilience to CC 4	Number of scaling partners using guidance to design and roll out STIBs	Number	Global: (East Africa Kenya, Ethiopia), South Asia (India)	Primary data	Focus Group Discussion (Stakeholder consultation)	Annual	0	2022	3	2025
Output 2.1	Systematic Review of gendered uptake of STIBs and evidence on challenges and opportunities	Review report and journal article, evidence explainer	Number	Global	Primary data	Project Report	Year 2	NA	NA	1	2023
Output 2.2	Evidence Gap Map on impacts of STIBs on women's empowerment, resilience and other socioeconomic outcomes	Report, interactive map, evidence explainer	Number	Global:	Primary data	Project report	Year 2	NA	NA	1	2023
Output 2.3	Inventory of available gender, and socio-economic datasets, data and tools that could facilitate bundling.	Report, interactive map, repository on Gender Platform Resource Hub	Number	Global	Primary data	Project report	Year 2	NA	NA	1	2023
Output 2.4	Research articles, reports and guides with new evidence and synthesis on designing and deploying context specific STIBs and associated good practices and tools	Number of reports, guides, journal articles, blogs, evidence explainers	Number	Global	Primary data	Project report	Annual	NA	NA	20	2025

Output 2.5	A toolbox with different datasets, tools and guidance for designing, implementing and evaluating context specific STIBs	Online Toolbox	Number	Global:	Primary data	Project report, website	Year 3	NA	NA	1	2025
Output 2.6	New Evidence on comparative analysis of the application of different STIBs at different scales in different contexts	Reports, journal articles, blogs, evidence explainers	Number	Global: (East Africa Kenya, Ethiopia), South Asia (India)	Primary data	Project reports	Year 3	NA	NA	1	2025
Output 2.7	New Evidence on the effectiveness of context-specific, climate-smart STIBs—including complementarities, efficiencies, multiplier effects, trade-offs and synergies between different impacts, and new outcomes unlocked.	Number of peer-reviewed journal papers, working papers, reports	Number	Global: (East Africa Kenya, Ethiopia), South Asia (India)	Primary data	Case studies, project reports	Years 2 and 3	NA	NA	1	2025
Output 2.8	Impact studies on cases of STIBs that benefit and empower women and youth, and the influencing factors, conditions and processes	Number of peer-reviewed journal papers, working papers, reports	Number	Global: (East Africa Kenya, Ethiopia), South Asia (India)	Primary data	Project reports	Year 3	NA	NA	1	2025
Output 2.9	Guidelines on processes, partnerships, capacities and strategies needed to design and implement STIBs that enable women's access to climate-smart technologies, resilience and empowerment.	Guidelines report	Number	Global:	Primary data	Project report and website	Year 3	NA	NA	1	2025
Outcome (End Initiative 3)	Stakeholders involved in social protection programs—including governments, INGOs, UN agencies, and donors—across at least three LMICs use HER+ evidence to understand how social protection systems can be better leveraged to boost rural women's climate resilience and reduce gender inequality	Change in the capacity of key organizations	Number	Global: West Africa (Mali), East Africa (Ethiopia), and South Asia (Bangladesh)	Primary data	Focus Group Discussion (Stakeholder consultation)	Annual	0	2022	3	2025
Outcome 3	Greater understanding of how social protection systems and complementary investments support women's climate	Uptake of information product	Number	Global: West Africa (Mali), East Africa (Ethiopia), and	Primary and secondary data	Focus Group Discussion (Stakeholder consultation)	Annual	0	2022	1	2025

	adaptation and resilience and what barriers remain for future programming to address			South Asia (Bangladesh)		and Altmetric score					
Output 3.1	Strategic review findings, summarizing what is currently known about how social protection affects women's well-being during climate shocks/stressors	Number of other information products	Number	Global: West Africa (Mali), East Africa (Ethiopia), and South Asia (Bangladesh)	Secondary data	Online document repository	Annual	NA	NA	1	2025
Output 3.2	New research findings on how social protection design and complementary programs can help women mitigate and adapt to effects of climate change	Number of other information products	Number	Global: West Africa (Mali), East Africa (Ethiopia), and South Asia (Bangladesh)	Secondary data	Online document repository	Annual	NA	NA	3	2025
Output 3.3	Dissemination to stakeholders of findings on what social protection strategies and complementary programs help women mitigate and adapt to the effects of climate change	Number of other information products	Number	Global: West Africa (Mali), East Africa (Ethiopia), and South Asia (Bangladesh)	Primary and secondary data	Focus Group Discussion (Stakeholder consultation) and online document repository	Annual	NA	NA	3	2025
Output 3.4	New research findings on how social protection design and complementary programming—including gender-transformative approaches—affect women's resources, livelihoods, and empowerment in the short- and longer-term	Number of other information products	Number	Global: West Africa (Mali), East Africa (Ethiopia), and South Asia (Bangladesh)	Secondary data	Online document repository	Annual	NA	NA	1	2025
Output 3.5	Dissemination to stakeholders of findings on what social protection strategies and complementary gender-transformative approaches address root causes of women's vulnerability to shocks	Number of other information products	Number	Global: West Africa (Mali), East Africa (Ethiopia), and South Asia (Bangladesh)	Primary and secondary data	Focus Group Discussion (Stakeholder consultation) and online document repository	Annual	NA	NA	1	2025
Outcome (End Initiative 4)	Governments, NGOs, CSOs, and/or private sector actors in at least three LMICs use HER+ learning and guidance to better understand how social innovations	Number of policies modified in design or implementation,	Number	Global: West Africa (Nigeria/Mali), East and Southern Africa	Primary data	Focus Group Discussion (Stakeholder consultation)	Annual	0	2022	3	2025

	and organizational strategies, as well as government and private sector policies, can effectively increase the voice and agency of women in AFS governance, and their resilience to CC (2022-2024)	informed by HER+ research.		(Malawi), South Asia (India/Pakistan), and North Africa (Ethiopia)							
Outcome 4	Governments, NGOs, CSOs, private sector actors, AR4D ecosystem partners, and/or CGIAR members have a greater understanding of the specific AFS governance levers—such as social innovations, organizational strategies, public- or private-sector policies, or other mechanisms—that can accelerate women's resilience to CC	Number of policies modified in design or implementation, informed by HER+ research.	Number	Global: West Africa (Nigeria/Mali), East and Southern Africa (Malawi), South Asia (India/Pakistan), and North Africa (Ethiopia)	Primary data	Focus Group Discussion (Stakeholder consultation)	Year 2 and 3	N/A	N/A	3	2025
Output 4.1	Toolkit for measuring effective voice and agency of women in climate-related governance at the individual and group levels	Number of innovations	Number	Global: West Africa (Nigeria), East and Southern Africa (Malawi), South Asia (India/Pakistan)	Primary data	Household interviews	Annual	N/A	N/A	1	2025
Output 4.2	Gender Equity in AFS Governance Index to track women's voice and agency in climate-related governance	Number of innovations	Number	Global: West Africa (Nigeria), East and Southern Africa (Malawi), South Asia (India/Pakistan)	Primary data	Household interviews	Annual	N/A	N/A	1	2025
Output 4.3	Evidence Map documenting social innovations and organizational strategies ready for scaling to increase the voice and agency of women in climate related AFS governance	Number of peer-reviewed journal papers	Number	Global: West Africa (Nigeria), East and Southern Africa (Malawi), South Asia (India/Pakistan)	Primary data	Focus Group Discussion (Stakeholder consultation) ; Household interviews	Annual	N/A	N/A	1	2025
Output 4.4	Evidence Map documenting public and private sector policies that successfully support women's resilience to CC	Number of peer-reviewed journal papers	Number	Global: West Africa (Mali), South Asia (India), and	Primary data	Focus Group Discussion (Stakeholder consultation)	Annual	N/A	N/A	1	2025

				North Africa (Ethiopia)		; Household interviews					
Output 4.5	Guides for Policymakers and Private Sector Actors for enhancing women's resilience to CC via gender-responsive policies	Number of other information products	Number	Global: West Africa (Mali), South Asia (India), and North Africa (Ethiopia)	Primary data	Household interviews	Annual	N/A	N/A	1	2025
INNOVATION PACKAGES AND SCALING READINESS											
Output (Standard Track)	Number of Initiative Innovation Packages that have undergone evidence-based and validated scaling readiness assessments informing innovation and scaling strategies	Number of Innovation Packages	Number	(Bangladesh, Ethiopia, Mali, Nigeria, India)	Scaling Readiness Assessment Study	TBD	Annual	N/A	N/A	6	2022 (1) 2023 (2) 2024 (3)

6.2 MELIA plan

The HER+ monitoring and evaluation (MEL) and Impact Assessment (IA) plan is developed around the Initiative-level TOC and integrated Work Package TOCs as well as the activities, outputs and outcomes of the Work Packages and stakeholder feedback for effective and efficient MEL. Activity leads are responsible for proposing learning questions that align with the Work Package and Initiative TOCs, a monitoring plan and proposed approaches for receiving and reporting stakeholder feedback. Baseline stakeholder surveys and interviews aligned to the four EoI Outcomes in 2022 will indicate stakeholder demand for the HER+ research agenda and will provide feedback to help refine the agenda. HER+ will explore opportunities to coordinate stakeholder surveys with National Policies and Strategies and with regional Initiatives TAFSSA and UU.

For Internal M&E, HER+ will use the CGIAR's management and information system for reporting and evaluation. Data and information needed for MEL will be collected continuously and reported once per year. WP leaders will develop annual work plans to ensure delivery of outputs and will monitor whether those activities are on schedule. This process will build the evidence needed to support a Mid-Term Review, which will feed into an end of year Impact Assessment.

In Phase I (Q2/2022-Q1/2025), the Initiative impact assessment uses a multifaceted approach to achieve the EoI Outcomes in the TOCs by (i) developing rigorous evidence through four casual impact evaluations to inform stakeholders of impactful and cost-effective approaches across the four Work Packages, and (ii) engaging stakeholders in ongoing substantive interviews and discussions to get their feedback on the HER+ agenda and to contribute to their understanding of the evidence.

The Initiative impact assessment uses the following evaluation and learning questions:

- How are CGIAR and broader AR4D ecosystem actors using HER+ research to target normative constraints and leverage points via GTAs to build women's economic resilience to CC?
- How do Learning Labs, nested in other One CGIAR Initiatives, and downstream partners in two LMICs inform approaches for bundling climate-smart technologies to increase their uptake by women?
- Does HER+ evidence improve stakeholder understanding about how social protection systems can be better leveraged to boost the social, economic and climate resilience of women?
- How does the use of HER+ learning and guidance by governments, CSOs and/or private-sector actors lead to better understanding of how social innovations, organizational strategies, and government and private-sector policies can effectively increase the voice and agency of women in AFS governance, and increase their resilience to CC?

The impact assessment plan considers the WPs and Initiative TOCs, Initiative outcomes, Action Area outcomes, CGIAR impacts and SDGs; and proposes a roadmap for the impact assessment of the Initiative.

HER+ Impact Area studies will include (see table 6.3):

1. Baseline studies will be implemented in the five Initiative countries to assess stakeholder knowledge of effective practices, measure demand for the HER+ research agenda, and elicit feedback to refine the agenda.
2. Qualitative case studies will be conducted to assess the behavioral changes among stakeholders and beneficiaries and to identify impact/success stories.
3. Four impact evaluation studies conducted using RCTs and mixed methods (see details in table 6.3).
4. Multi-country learning workshop by WP3 will bring together CGIAR researchers, stakeholders from government, UN agencies, INGOs, donors, and local researchers from focus countries to share evidence and experience on social protection and complementary strategies to improve outcomes for women in the presence of climate shocks.
5. Endline studies will be conducted to measure growth in stakeholder knowledge and understanding of evidence from HER+ outputs and outcomes.

6.3 Planned MELIA studies and activities

Type of MELIA study or activity	Result or indicator title that the MELIA study or activity will contribute to	Anticipated year of completion	Co-delivery of planned MELIA study with other Initiatives	How the MELIA study will inform management decisions and contribute to internal learning
Baseline stakeholder surveys/interviews	Eol Outcomes 1-4 (Bangladesh, Ethiopia, India, Mali, Nigeria)	2022	TBD, potentially with National Policies, TAFSSA, UU	Inform stakeholder knowledge of and demand for evidence across HER+ WPs
Participatory stakeholder validation and consultation process to identify specific leverage points and associated levers to alleviate restrictive gender norms (WP1 countries)	WP1 Output 2.1 Identified set of leverage points and levers to intervene for deeper level change required to strengthen capacities to build economic resilience to CC challenges	2022	N/A	Stakeholder validation and consultation process informs stakeholder awareness of restrictive gender norms
Qualitative Case study using Focus Group Discussion/Key Informant Interviews with beneficiaries and stakeholders to analyze Impact stories of HER+ initiative.	End-of-Initiative outcomes 1-4 (Bangladesh and Nigeria)	2023, 2024	N/A	Use of success stories to track early impacts of HER+ Initiative. This will contribute to CGIAR stage-gate evaluation process.
Scaling-readiness assessment study	Number of Initiative Innovation Packages that have undergone evidence-based and validated scaling readiness assessments informing innovation and scaling strategies	2024	TBC	Used to help design, implement, and monitor an Initiative scaling strategy, and scaling readiness metrics can feed an optional Initiative innovation portfolio management system

Causal impact evaluations of the GTAs using mixed methods (WP1 countries)	WP1 Output 1.6 Emerging lessons on effective GTAs	2024	TBD	Used to test approaches and scalable innovations to meet Eol outcome 1
Causal impact evaluations of STIBs designed to benefit and empower women and youth (WP2 countries)	WP2 Output 2.8 Impact studies on cases of STIBs that benefit and empower women and youth	2024	ClimBeR, LCSR, EiA and P4P	Used to test approaches and scalable innovations to meet Eol outcome 2
Causal impact evaluation (RCT) using mixed methods to test women's learning and take-up of climate adaptation strategies (WP3 countries)	WP3 Output 3.2 New research findings about how social protection design and complementary programs can help women mitigate and adapt to the effects of CC, to inform future design.	2024	N/A	Used to test approaches and scalable innovations to meet Eol outcome 3
Causal impact evaluation using mixed methods to analyze impact of social innovations and organizational strategies on women's voice and agency	WP4 Output 4.3. Evidence Map documenting social innovations and organizational strategies ready for scaling	2024	N/A	Used to test approaches and scalable innovations to meet Eol outcome 4
Multi-country learning workshop on social protection and complementary strategies to improve outcomes for women in the presence of climate shocks	WP3 Output 3.3 Dissemination of findings to stakeholders	2024	TBD	Workshop will expand the audience for WP3 research findings, foster South-South learning, and provide feedback to inform approach for Phase 2 (2025-2028)
Endline stakeholder surveys/ interviews	End-of-Initiative outcomes 1-4 (Bangladesh, Ethiopia, Mali, Nigeria, India)	2025	TBD, potentially with National Policies, TAFSSA, UU	Measure growth in stakeholder knowledge and understanding of evidence from HER+ outputs. Assessment of the breadth and depth of people benefitting from CGIAR innovations

7. Management plan and risk assessment

7.1 Management plan

HER+ will have a program management unit consisting of the lead and deputy lead, with support on scaling, MELIA, communication, and knowledge management and administration. The lead will be responsible for scientific leadership and for synergies across the Initiative. The lead will therefore be in charge of linking with the systems transformation leadership and with the impact platforms. The deputy lead will support the WPs in implementation and in linking with other Initiatives as needed. Quality control and adherence to research ethics will be a responsibility of both lead and co-lead. WPs will be led by WP leads. The program management unit will be in charge of budget allocation and will monitor budget execution and completion of deliverables.

HER+ will have a MELIA expert to support the leads to ensure the MELIA plan is implemented as planned and supports any adjustments as the Initiative is implemented and grows. The MELIA expert will also work intensively with the management team in the beginning to prepare processes and guidelines on how the Initiative will use the TOC, scaling strategies, risk assessment and projected benefits to inform reprioritization and adjustment of work plans during implementation. During implementation, the PMU and WP lead will meet monthly to monitor progress; implement the guidelines developed by the MELIA expert; discuss possible opportunities and synergies; and solve issues arising. The team will discuss possible adjustments twice a year, which can include budget and staff adjustment.

7.2 Summary management plan Gantt table

Initiative start date		Timelines												Description of key deliverables
		2022			2023				2024				2025	
Work Packages	Lead organization	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	
Work Package 1 (TRANSFORM)				1				2		3				1.Evidence synthesis on norms and economic resilience to CC challenges. 2. Set of leverage points and levers to intervene for deeper level change. 3. Gender-transformative approaches available.
Work Package 2 (EMPOWER)				1				2			3			1. Evidence Gap Map on impacts of STIBs on women's empowerment, resilience and other socioeconomic outcomes. 2. A toolbox with different datasets, tools and guidance for designing, implementing and evaluating context-specific STIBs. 3. Guidelines on processes, partnerships and strategies needed to design and implement STIBs that enable women's access to climate-smart technologies, resilience and empowerment.
Work Package 3 (PROTECT)				1						2		3		1.Strategic review findings, summarizing what is currently known about how social protection affects women's well-being during climate shocks/stressors. 2. New research findings on how social protection design and complementary programs can help women mitigate and adapt to effects of climate change. 3. Dissemination to stakeholders of findings on what social protection strategies and complementary programs help women mitigate and adapt to the effects of climate change.
Work Package 4 (VOICE)				1							2	3		1. Toolkit for measuring effective voice and agency of women in climate-related governance at the individual and group levels. 2. Evidence Map documenting public and private-sector policies that successfully support women's resilience. 3. Evidence Map documenting social innovations and organizational strategies ready for scaling to increase the voice and agency of women in climate-related AFS governance.
Innovation Packages & Scaling Readiness				1					2				3	1. Finalize plan for core Innovation Packages. 2. Participate in the second wave of the Standard Track beginning in Q1 2024. 3. Apply the Innovation Packages and scaling readiness approaches to 26–50% of the total Initiative innovation portfolio by Q1 2025.
MELIA			1	2		3			4	3	5	6	7	1. Baseline stakeholder surveys. 2. Participatory stakeholder validation and consultation process 3. Qualitative assessments. 4. Scaling readiness assessment. 5. Causal impact evaluations for each Work Package. 6. Multi-country learning workshop on social protection. 7. Endline stakeholder surveys.
Project management			1		2				2				2	1. Finalize Initiative team and develop implementation plan. 2. Annual internal review.

7.3 Risk assessment

Top 5 risks to achieving impact	Description of risk	Likelihood		Impact		Risk score Likelihood x Impact	Mitigations
		Rate 1-5	from	Rate 1-5	from		
Gender and social norms limit the uptake of system-level changes with partners (all WPs)	HER+ is predicated on working with and through partners; however, changing norms and values at organizational levels can take time and may meet resistance, limiting HER+'s ability to have an impact.	4		4		16	Identifying and engaging with partners who seem open to work on these issues to ensure positive case studies. Being intentional in approaching partners on how to engage in gender and social equality.
CGIAR is no longer a front-runner on gender and social equality research (all WPs)	Inadequate resources and number of gender researchers in CGIAR centers and partner institutions hampers the Initiative's ability to ensure uptake of outputs and thereby lead to outcomes.	2		4		8	Ensuring research is cutting-edge within the Initiative and that resources are available to deliver. Professionalizing gender research in CGIAR with the GENDER Impact Platform and creating new opportunities for maximizing the current number of gender researchers.
Funding from donors is lower than anticipated (all WPs)	Experiences from the CRPs have shown that although intentions are there, funding may fluctuate and thus likelihood of accessing less funds than anticipated is high.	3		3		9	Engaging with partners in resource mobilization and ensuring information and evidence is shared often and in a timely manner to illustrate the impact of the Initiative. Using evidence generated on the return on investment in gender research in agriculture to mobilize resources.
Coordination and coherence of action within and between CGIAR Action Areas, Impact Platforms, including the GENDER Impact Platform, and Initiatives is not realized (all WPs)	Outcomes of the HER+ Initiative are premised on successful coordination with other Initiatives. If the incentives for collaboration are not present, this would hamper the outcomes.	3		3		9	Establishing good guidelines for collaboration and managing expectations between Initiatives. Laying out working arrangements and possible budget implications clearly as well as linking with Impact Areas to understand expectations and how HER+ can contribute.
Unforeseen events in collaborating countries (e.g., climate events, political disruptions, pandemics) prevent or delay activities from being implemented (all WPs)	COVID-19 and severe weather disrupts everyday life, reducing our ability to implement activities with partners and stakeholders.	2		4		8	Using adaptive design both in implementation and interactions with partners and stakeholders. Having a variety of partners and sites to allow work to continue.

8. Policy compliance and oversight

8.1 Research governance

Researchers involved in the implementation of this Initiative will comply with the procedures and policies determined by the [System Board](#) to be applicable to the delivery of research undertaken in furtherance of CGIAR's 2030 Research and Innovation Strategy, thereby ensuring that all research meets applicable legal, regulatory and institutional requirements; appropriate ethical and scientific standards; and standards of quality, safety, privacy, risk management and financial management. This includes CGIAR's [CGIAR Research Ethics Code](#) and to the values, norms and behaviors in CGIAR's [Ethics Framework](#) and in the [Framework for Gender, Diversity and Inclusion in CGIAR's workplaces](#).

8.2 Open and FAIR data assets

Researchers involved in the implementation of this Initiative shall adhere to the terms of the [Open and FAIR Data Assets Policy](#), which covers all knowledge and information products, including research data and software, for all Initiative data asset outputs and ensuring:

- Wider and open access by adopting unrestrictive, standard licenses (e.g. [Creative Commons](#) for non-software assets; General Public License ([GPL](#)) or similar for software) and depositing assets in open repositories (e.g. CGSpace, DataVerse) that serve the goals of the Initiative, its partners and ultimate users and are optimized for users with limited internet connectivity.
- Use of rich metadata for all data assets that conform to the CGIAR Core Schema and others (including ontologies and/or controlled vocabularies) that make them findable, accessible, inter-operable and re-usable, ensuring that these metadata are accessible even when the asset is not.
- Adherence to the [CGIAR Research Ethics Code](#) for assets derived from research with human subjects, including prior informed consent (PIC) and ensuring confidentiality of personally identifiable information (PIC).

9. Human resources

9.1 Initiative team

Category	Area of expertise	Short description of key accountabilities
Research	Gender research, (quantitative and qualitative)	Research gender transformative approaches to change normative constraints to women's full participation in the AFS to build economic resilience (WP1). Conduct intersectional analysis of challenges to uptake of STIBS and track processes and outcomes of implementation of STIBs (WP2). Test how social protection programs and complementary interventions strengthen women's climate resilience (WP3). Identify how to overcome policy implementation challenges which impede participation and voice for women (WP4).
Research	Development economics, gender, quantitative analysis	Analyze gender and climate data linked to existing data from RCTs of social protection programs and complementary interventions (WP3). Analyze impact of program on women's climate resilience. Test how social innovations , organizational strategies, and policies affect women's voice and benefits from AFS governance (WP4).

Research	Development economics or agricultural economics, gender, quantitative impact evaluation	Co-design pilot RCT and evaluate innovations on the impact of STIBs on gender equality and women's empowerment for resilience (WP2). Design pilot RCT with existing partners to test how cash transfers promote women's take-up of climate adaptation strategies (WP3). Design pilot RCTs of interventions to raise women's voice and agency in governance (WP4). Conduct evidence reviews about how social protection affects women's well-being during climate shocks and stressors (WP3), and about barriers, innovations and policies to improve women's voice and agency (WP4).
Research	Sociology, qualitative methods and analysis	Design and conduct qualitative assessments on how women perceive the role of social protection in supporting them to mitigate and adapt to effects of CC, as well as explore remaining gender barriers for future programming to address (WP3). Assess what are policy implementation challenges and how policies and innovations influence prevailing gender norms (WP4).
Research support	MEL and Impact assessments using mixed methods, including participatory theories of change	Support design and implementation of mixed-methods evaluations of GTAs , with other CGIAR Initiatives and other partners, to generate emerging lessons (WP1). Use outcome mapping and multistakeholder approaches to design and monitor processes and outcomes including capacity for designing and implementing STIBs (WP2).
Research support	Quantitative impact evaluation	High-quality research support for quantitative analysis: Support study designs, manage data collection and support analysis of quantitative data from RCTs (WP1-WP4).
Research support	Communication for development, transformative learning	Develop novel communications products such as guidelines, webinars and video stories for use by AFS stakeholders to design, implement, evaluate and scale GTAs (WP1), and to provide as on-line repositories of databases and tools for designing and implementing STIBs (WP2). Organize stakeholder workshops , support development of communication products such as policy briefs, webinars, and other from research products (WP3-WP4).

9.2 Gender, diversity and inclusion in the workplace

The present Initiative team meets CGIAR's gender target of a minimum of 40% women in professional roles and is composed of individuals from diverse backgrounds. Considering the over-representation of women in gender research, the challenge will be ensuring a gender-balanced team with enough men on the team. To address this, the Initiative will consciously consider men when we recruit. As at present, the leadership, including for the WPs, is expected to be diverse, with four women and two men and with two from Asian background, one African and three from Europe/America. Every attempt will be made in future recruitment to allow for a diversity of voices to be heard across the Initiative, as reflective of the Initiative itself.

9.3 Capacity development

HER+ is committed to teamwork and inclusive leadership. It will ensure the whole team completes training on inclusive leadership within three months of launch. Within six months of launch, Initiative team members will complete training on gender, diversity and inclusion, including on whistleblowing and how to report concerns. The Initiative kick-off will include an awareness session on CGIAR's values, code of conduct and range of learning opportunities available within CGIAR.

Beyond those activities, HER+ will also support capacity development of its team in areas identified by team members. To ensure a future cadre of researchers, MSC and PhD students will be embedded in research activities, aligning thesis topics with HER+ research questions to maximize synergies and progress towards outcomes. HER+ will collaborate with the GENDER Platform to provide training on gender to non-gender researchers and project teams we will be working with from other Initiatives and partners.

10. Financial resources

10.1 Budget

10.1.1: Activity breakdown

USD	2022/2023	2023/2024	2024/2025	Total
<i>Cross-cutting across Work Packages</i>	678,788	880,303	1,240,909	2,800,000
<i>Work Package 1: TRANSFORM</i>	1,507,273	1,954,744	2,755,483	6,217,500
<i>Work Package 2: EMPOWER</i>	1,507,273	1,954,744	2,755,483	6,217,500
<i>Work Package 3: PROTECT</i>	1,507,273	1,954,744	2,755,483	6,217,500
<i>Work Package 4: VOICE</i>	1,507,273	1,954,744	2,755,483	6,217,500
<i>Innovation Packages & Scaling Readiness</i>	80,000	103,750	146,250	330,000
Total	6,787,879	8,803,030	12,409,091	28,000,000

10.1.2: Geographic breakdown

USD	2022/2023	2023/2024	2024/2025	Total
<i>Global</i>	758,788	984,053	1,387,159	3,130,000
<i>ESA: Ethiopia</i>	877,244	1,137,676	1,603,712	3,618,632
<i>WCA: Mali</i>	944,044	1,224,307	1,725,830	3,894,180
<i>WCA: Nigeria</i>	1,145,413	1,485,458	2,093,958	4,724,829
<i>SA: Bangladesh</i>	418,782	543,108	765,586	1,727,476
<i>SA: India</i>	1,347,867	1,748,015	2,464,070	5,559,952
<i>Target country*1: (Malawi TBC)</i>	543,817	705,264	994,166	2,243,246
<i>Target country*2: (Tanzania TBC)</i>	409,362	530,891	748,364	1,688,616
<i>Target country*3: (Kenya TBC)</i>	342,562	444,260	626,246	1,413,068
Total	6,787,879	8,803,030	12,409,091	28,000,000

*Target countries: Egypt, Kenya, Malawi, Tanzania, Vietnam

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