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Executive Summary

CGIAR Gender and Diversity Monitoring Framework

This is the fourth 6-monthly report to the Fund Council on gender and diversity developments throughout the CGIAR system. The basis for this report is the CGIAR Gender Monitoring Framework that was designed in 2013 to inform the Fund Council on a structured, regular basis about progress in addressing:

- What CGIAR has done in its own workplaces to grow the proportion of women in senior positions and women seeking out CGIAR as an employer of choice; and

- Progress with gender mainstreaming achieved by CGIAR researchers in the CGIAR Research Programs (CRPs) and the Centers, the Gender and Agriculture Research Network, and by the Consortium Office’s Senior Gender Advisor.

Progress to report

This forth report contains a number of findings that are particularly noteworthy.

Collaboration across the Human Resources Community of Practice since March 2015 has resulted in the CGIAR Consortium bring ready to present a restated 2016 – 2020 CGIAR Diversity and Inclusion Strategy (‘Strategy’) for Fund Council approval at its November 2015 meeting. A particular strength of the restated Strategy is the inclusion of specific targets to incentivize the Consortium and its member Centers to proactively address gender diversity issues as a key aspect of CGIAR being identified as a world class employer of a diverse pool of highly talented staff.

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The document restates the Consortium’s 2015 – 2019 Diversity and Inclusion Strategy to take up Fund Council, Consortium Board and Center feedback since mid-2014. It is a stand-alone document rather than having been integrated into this report.
Data collected through an initial Consortium-Center-wide survey conducted concurrently with the development of the restated Strategy suggests no movement towards a more equitable gender distribution between male and female staff in governance and senior management roles over the 2014 – 2015 period. This is one of the key aspects targeted in the new Strategy.

More positively, we see desired progress in the three Gender and Monitoring Framework, subject to limitations of some data, as follows:

(i) At the portfolio-level, gender budget commitment by CRPs remains steady;
(ii) Attention to sex-disaggregated data collection has increased; and
(iii) All new CRP pre-proposals include the required summary explaining how gender is incorporated into program priorities and how attention to gender will be operationalized.

Implementation of the Gender Strategy is on target: attention to gender has been thoroughly integrated into CGIAR’s key policy documents and into CRP annual plans of work and budget and reporting with CRP Budgets in 2013, 2014 and 2015 showing a steady commitment to investment in gender research largely matched by actual spend.

Funds for the Consortium’s Gender Research Action Plan (‘Plan’) were released in March 2015 and awards for the Plan’s first round of Gender Postdoctoral Fellowship (‘PDF’) and the supporting advanced research partnership for coaching and mentoring PDFs were made. The Call for second-round Gender PDFs has also recently been announced.

The Plan’s Electronic Platform for cross-program knowledge-sharing via the Gender Research Network was launched with a weekly bulletin synthesizing gender research outcomes; support for specific communities of practice collaborating on joint studies; facilitated monthly virtual meetings on best practices; a system-wide inventory of gender studies including support for sharing sex-disaggregated data.

The CGIAR Gender Network has coalesced around a proposal for a cross-cutting gender platform which would build on the investment made in 2015-2016 by the Fund Council in the Gender Research Action Plan.
1. Gender and Diversity in the Workplace

The new 2016 – 2030 Consortium Diversity and Inclusion Strategy

After having had consultations with various specialists in the field, the CGIAR Consortium’s Director of Human Resources and Talent Management has led, in consultation with Human Resources Community of Practice (‘HR CoP’), the development of a re-stated Diversity and Inclusion Strategy 2016-2020 (‘Strategy’) to take up the points discussed in the Consortium’s Third Consortium Gender and Diversity Performance Report (9 April 2015). Concurrently, the Consortium Office issued an initial Benchmark Survey to the Center’s HR Departments to collect the data which are to constitute the baseline for the new Strategy, and to investigate the possibility of using the staff surveys, which are regularly held in the various Centers as a vehicle for regular data collection on inclusion.

Results of Benchmark Survey, June 2015

The Benchmark Survey was conducted among all CGIAR Consortium Centers and the Consortium Office to gather data against which the progress on the various objectives of the Strategy can be measured, using 1 June 2015 as the cut-off date. At the time of analysis of the data 14 Centers plus the Consortium Office had responded. As part of this report a synopsis of the findings is presented here. A full report will be produced at a later stage.

Female and male employees

For the basic gender question on the number of female and male staff the Centers employ, they were requested to distinguish between Nationally and Internationally Recruited Staff. The results show a fairly constant distribution for the two different categories of employees. (Figures 1, 2 and 3)
Leadership and gender distribution

With respect to the gender distribution among leadership and management positions as well as among senior professional positions, the following categories were identified separately in the Benchmark Survey: Board members, Board chairs, Director Generals, Deputy Director Generals, Senior Scientists (or equivalent), Principal Scientists (or equivalent), Managers and CRP Directors.
In order for the data to be comparable to earlier published data we have grouped these various categories into four different groups:

- Governance, comprising Board Chairs and Board Members,
- Senior Management, containing Director Generals and Deputy Director Generals as well as CRP Directors,
- Middle Management, a category of staff which was not identified independently before, containing Directors/Heads and Managers
- Science leadership, also a new separate combination of staff categories, comprising Principle Scientists (or equivalent) and Senior Scientists (or equivalent)

The reason for making this distinction is that the Centers, through their representatives in the HR CoP, have pointed out that the dynamics of staff mobility are different in each of these groups, and that it is worthwhile to monitor the effects of the various actions to be taken under the Strategy on the gender distribution in each of these groups. The outcome of the Benchmark Survey is presented in Figure 4 below.

In Tables 1 and 2 below a comparison is made between the March 2014 data for the Governance group and the group Senior Management.
Both Tables seem to indicate that there has been no movement towards a more equitable distribution. It is expected that the Strategy will gradually change this. For a longer lasting effect it has been suggested that the actions under the Strategy should be especially directed towards increasing the number of women employees in middle-management positions and senior science positions. Those are the groups Governance and Senior Management will recruit from. Tables 3 and 4 present the figures that the Benchmark Survey has produced.

Table 3: Middle Management

<table>
<thead>
<tr>
<th></th>
<th>Number of women 03/’14</th>
<th>Number of men 03/’14</th>
<th>Total number 03/’14</th>
<th>% Women 03/’14</th>
<th>Number of women 06/’15</th>
<th>Number of men 06/’15</th>
<th>Total number 06/’15</th>
<th>% Women 06/’15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Directors/Heads</td>
<td>-</td>
<td>- 65</td>
<td>- 147</td>
<td>-</td>
<td>-</td>
<td>- 137</td>
<td>- 212</td>
<td>-</td>
</tr>
<tr>
<td>Managers</td>
<td>-</td>
<td>- 93</td>
<td>- 172</td>
<td>-</td>
<td>-</td>
<td>- 265</td>
<td>- 212</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>158</td>
<td>319</td>
<td>477</td>
<td>33%</td>
<td></td>
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<td></td>
<td></td>
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</tbody>
</table>

Table 4: Science Leadership

<table>
<thead>
<tr>
<th></th>
<th>Number of women 03/’14</th>
<th>Number of men 03/’14</th>
<th>Total number 03/’14</th>
<th>% Women 03/’14</th>
<th>Number of women 06/’15</th>
<th>Number of men 06/’15</th>
<th>Total number 06/’15</th>
<th>% Women 06/’15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principal Scientists (or equiv.)</td>
<td>-</td>
<td>- 44</td>
<td>- 137</td>
<td>-</td>
<td>-</td>
<td>- 181</td>
<td>- 241</td>
<td>-</td>
</tr>
<tr>
<td>Senior Scientists (or equiv.)</td>
<td>-</td>
<td>- 88</td>
<td>- 298</td>
<td>-</td>
<td>-</td>
<td>- 386</td>
<td>- 572</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>132</td>
<td>435</td>
<td>567</td>
<td>23%</td>
<td></td>
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</tbody>
</table>

Notably the gender distribution in the Science Leadership group gives guidance as to which categories of staff the actions under the new Strategy should be aiming at.
Staff surveys

As a tool for measuring the progress in the centers with respect to Inclusion, it was suggested that the Staff Surveys be used, provided they are held regularly and by all centers. The Benchmark Survey found that all centers conduct such surveys. 8% of the centers answer that they conduct such surveys every year, 38% of the centers conduct it every 2 years, and 54% indicate that they have no particular frequency of conducting such surveys. In reality all centers conduct a staff survey at least every 3 years. It would therefore seem that the staff surveys are indeed a potential vehicle for measuring progress against the Strategies’ objectives.

Work-life balance

As a measure for the extent to which the management of the centers upholds a good work-life balance for their staff, the Benchmark Survey inquired how many of the annual leave days that are awarded each year, are actually taken by the employees and how many employees had a surplus by the end of the year which they sought to carry over to the next year. It also inquired if the Centers have a work from home policy and if the management has, or is preparing to have, a plan for the improvement of the work environment. Survey data reveals that close to 30% of all staff had a surplus of leave days, which they wished to carry over to the next year.

On the question whether or not the centers have an established written work from home policy, came the answer that about 60% of the Centers do indeed have such a policy. The other centers in most cases have more ad-hoc flexibility measures. All Centers have a management plan for the improvement of the work environment in place.

Harassment

In the context of Inclusion the Strategy suggests that as a result of appropriate action the number of harassment cases should go down and that those cases that are brought forward are the result of having in place a comprehensive Code of Conduct and of a whistle-blowing policy. The Benchmark Survey found that in all the Centers put together, a total of 11 complaints of harassment had been brought forward over the last year and that these cases were reported to have occurred in 5 Centers only. Discussing these figures at the HR CoP it was suggested by some Directors of HR that there might well be an under reporting of harassment for reasons not fully known. However, this remains yet to be substantiated. Of the 11 reported cases, 10 were formally investigated. All centers have anti discriminatory legislation. The Consortium Office and all Centers have a whistle-blowing policy under which it is possible to report harassment in any form.
Training and development

For creating awareness and developing the correct behavior, training programs are acknowledged to be the most suitable and for that reason still the most widely used vehicle. According to the Benchmark Survey, all respondents facilitate training courses or programs for their staff. 80% of them have full-fledged programs, the others more sporadic courses. The same applies to dedicated training programs and courses for managers: 80% of the respondents have specialized courses for managers. In many of these special attention is given to the need for diversity.

2. Gender Mainstreaming in Research

Introduction

This six-monthly update on the implementation of CGIAR’s Consortium Level Gender Strategy for the integration or “mainstreaming” of gender outputs and outcomes into CGIAR Research Programs is divided into two sections to:

- Summarize overall progress with mainstreaming of gender in research; and
- Report specifically against the three indicators of the Fund Council’s Gender and Monitoring Framework.

2.1 CGIAR System Level Mainstreaming of Gender in Research

CGIAR has now set in place the framework for long-term commitment to delivering improvements in inclusion and gender equity through its Programs. Implementation of the Consortium level Gender Strategy is on target with respect to putting in place the institutional architecture for gender mainstreaming: attention to gender has been thoroughly integrated into CGIAR’s key policy documents, notably the 2016 - 2030 CGIAR Strategy and Results Framework (‘SRF’) and the Guidance document for 2nd Call CRP pre-proposals and that for full proposals now being drafted.

The Fund Council’s Monitoring Framework for Gender specifies that all new CRP proposals must include a Summary explaining how gender is incorporated into Program priorities and how attention to gender will be operationalized: all CRPs have provided this Summary in pre-proposals. This Gender Summary in the pre-proposals and subsequent full proposals ensures long-run continuity of the next set of Programs with the CRPs’ approved Gender Strategies.

Technical advice towards the integration of gender-responsiveness into CGIAR’s priority setting, implementation and evaluation is provided by the Consortium’s Senior Advisor for Gender Research who is engaged in Consortium Science Team’s preparation and review of
the SRF and Guidance documents. This advice includes input from consultations with the CGIAR Gender and Agriculture Research Network, the system’s gender researchers’ community of practice facilitated by the Senior Gender Adviser.

During the period March-September 2015 the coordinating unit of the Network conducted a number of consultations to both disseminate essential information to it members and to convey a broad Network view on strategic topics to relevant stakeholders. A summary was prepared of the conclusions from the most recent consultation, setting out the principles endorsed by network members for the proposed a cross-cutting Gender Platform. Centers expressing interest in implementing a Gender Platform took part in the consultation and used the conclusions to inform their proposals.

CRP Gender Strategies are implemented through their Annual Program of Work and Budget. In 2012 the Consortium Board enunciated and applied a policy requiring W1/2 funding to be contingent on satisfactory performance in allocation of resources and delivery of results and this has reinforced close attention by CRP leadership to earmarking resources for integration of gender in research. CRP Budgets in 2013, 2014 and 2015 show a steady commitment to investment in gender research largely matched by actual spend (see Figure 1, page 13), despite budget cuts in 2014 and 2015.

Performance in gender research is monitored through the Annual Reports, including two performance indicators, self-assessed by the CRP as “approaching”, “meets” or “exceeds” requirements. The first indicator is on progress with the collection and use of sex-disaggregated data (‘SDD’) and the second is on institutional architecture of gender mainstreaming. To meet requirements on the indicator “gender equality targets in place” SDD need to be collected and used as a baseline to determine the main dimensions of gender equality. The indicator “Institutional architecture for gender mainstreaming in place” requires gender research responsibilities to be institutionalized, with a relevant capacity development plan and Monitoring & Evaluation system in place. In 2013 most of the CRPs self-assessed as “approaching requirements” on these indicators, and in 2015 steady progress was made to the level of “meets requirements” on the indicators. Two CRPs exceed requirements (FTA, CCAFS) and six CRPs now meet requirements (WLE, RTB, GRiSP, PIM, DS, GL), while reporting from others requested but still pending.

Gender Research Action Plan

The Gender Research Action Plan was designed and resourced by the Fund Council to address the need to speed up development of capacity in gender analysis for agriculture in the CRPs. Its chief objective is to form a critical mass of social research capacity that matches the level of ambition of the CRP gender strategies, especially in CRPs that currently lack critical mass. This objective is addressed with Gender Research Action Plan funds administered by the Consortium Office for postdoctoral Fellowships and University partnerships to strengthen
gender research competencies. Although approved at FC11, the funds were only released in March 2015. This delayed implementation, but actions were planned in advance and implementation is now fully on track.

**Postdoctoral Fellowships**

The Gender Action Plan provides for two cadres (2015, 2016) of a total of 24 Gender Postdoctoral Fellowships (PDF). A first Call for Gender Postdoctoral fellowships was issued to CRP Gender Research Coordinators and eleven proposals were received and externally evaluated.

Eight proposals met the required standards, of which an important element is that two or more CRPs are teamed up, one of which must have strong capacity in gender research and one other is relatively weak in capacity. Thus, the PDF awards are designed to provide a bridge for reinforcing capacity and sharing of expertise in those CRPs that are lagging behind. Agreements for the first round of PDF awards were signed and funding was transferred from Consortium Office to hosting institutions in the first half of 2015. Recruitment started in May and is ongoing: five have been appointed.

A second call for PDF awards was launched in August 2015. Whereas the first round of PDF awards focused on capturing cross-program research efficiencies in gender, the second call focuses on integration of gender in technical areas with a special emphasis on plant and animal breeding.

**Advanced Research Support to Gender PDFs**

To strengthen research quality of Postdoctoral fellows and their immediate supervisor or senior co-researcher in gender, a Request for Proposals was launched in January 2015 to selected Universities with established track record in gender and agriculture, for training in advanced research methods, coaching and mentoring. Pennsylvania State University was awarded this first capacity development award in August 2015. In parallel with the second round of PDF awards a second Request for Proposals for University partnerships has been prepared, and is in the pipeline for November-December 2015, also with special focus on integration of gender in animal and plant breeding.

**Capacity development through cross-program learning and collaborative research**

The objective of capacity development supported in the Action Plan is to support CRPs with different (uneven) levels and types of gender expertise to intensify their cross-learning and good practice exchange via the Network.
CGIAR Gender and Agriculture Research Network

Technical advice and facilitation for cross-program knowledge-sharing and capacity development is provided by the Consortium Senior Gender Advisor through the CGIAR Gender and Agriculture Research Network. The Network has evolved as a community of practice (‘CoP’) that provides a channel for collective input from gender researchers into key CGIAR policy documents, thus helping to ground in their experience, the long-term framework set in place for future CGIAR commitment to delivering concrete benefits for poor rural women. The Network works with a core group of 15 CRP Gender Research Coordinators appointed by the CRP Directors and an additional 140 CGIAR scientists who have responsibilities for gender in research.

Network support to cross-program learning activities

The central gender network knowledge-sharing workshop is annual and took place in January 2015, at IRRI, Philippines. To promote cross-program learning in between these meetings the Network has facilitated monthly call-ins with the core group of CRP Gender Research Coordinators and Center gender representatives, covering topics such as; Guidance document for second phase CRPs, targets in CGIAR’s 2016 - 2030 SRF, best practice in gender mainstreaming, Expression of Interest for Gender Platform, Consortium Postdoctoral Fellowship awards and pre-proposal writing. The Network has also facilitated a number of virtual consultations with all members to channel their collective input into the CGIAR Strategic Results Framework and Guidance documents.

The Global Study of norms and agency (GENNOVATE) was supported by the Network to do training and knowledge-sharing for the community of gender researchers involving 11 CRPs conducting the Global Study on Gender Norms and Agency, now called GENNOVATE: contributors using a standardized method to conduct case studies in over 75 villages so far (125 case studies to be done by end 2015), to understand how gender norms encourage or hold back agricultural innovation. The most recent training, an analysis and code query workshop, was provided in September 2015. The Network has committed to also support a study design and methods paper in 2015, as well as a data analysis and preliminary results workshop in early 2016. The Consortium also provided a data sharing agreement for GENNOVATE PI’s to share data from individual case studies to support data transfer between participants prior to the Open Access policy taking effect.

To further support cross-program learning the Network has commissioned a literature review on key aspects of women’s empowerment with the purpose to review and suggest measures of impact that can be used by CGIAR to track gendered impact of its work in agricultural settings. The review has collective value as a service to gender researchers across CRPs as well as the M&E CoP for measuring gender related sub-IDOs.
Gender and Nutrition is a cross-cutting issue that is being addressed by A4NH through its interactive web-based Gender-Nutrition Idea Exchange. Gender and genomics is a small but growing focus of cross-program knowledge-exchange for 2015-16, and harmonization of approaches to the integration of gender research into plant breeding is much needed to realize the pay-off to gender analysis (also emphasized through second round of Gender PDF awards). A group of interdisciplinary researchers was identified and formed a CoP on Gender and Genomics to organize a cross program workshop on this topic in 2016.

**Leadership training to support gender mainstreaming**

A system-wide survey for a CGIAR Gender Needs Assessment Study was completed in mid-2015 and produced several recommendations for capacity development. To put these into action, the Network initiated collaboration with capacity development experts to pilot a course that they can supply, taught in Centers and regionally to improve competencies needed at different levels of responsibility for using gender analysis and its results. This advanced training focus on creating and sustaining organizational change through enhanced collaboration, communication and good leadership, to accelerate gender integration and mainstreaming throughout the CGIAR system.

**Electronic Platform**

Together with an increased stream of communication, through a weekly bulletin and social media (e.g. twitter and Facebook), CGIAR gender research has increased its visibility and usability to both internal and external audience. The Network together with the CIAT Communications Team began its diagnostic assessment in January, informed design with technical experts and Consortium Office in June to August, and launched its electronic platform in September 2015. The new electronic platform serves the purpose for knowledge-sharing, communication and shared data management for gender research system wide. The platform offers a wide variety of services and information, with the integral component being the new website. The website is designed to link users to relevant content on CGIAR gender research – linking researchers to collaborative spaces and information resources, and external partners and stakeholders to new research outputs and progress reports connected to development outcomes. The website has active full time facilitation and updates. To facilitate knowledge-sharing about ongoing sex-disaggregated data collection, the website also provides a web-based Inventory of Gender Studies.

The communications team also produced a synthesis of recent and ongoing CGIAR research on empowerment relevant to the gender equality and inclusion outcome and intermediate development outcomes in the system’s Results Framework. Called Change in the Making this is the first in a series of issues, being regularly updated to include new work. The series analyze the body of work and evidence for CGIAR gender research currently available and enables readers to drill down to consult the related journal publications and reports.
2.2 Fund Council Monitoring Framework for Gender

To monitor the integration of gender into research priority setting and implementation the Fund Council has provided a Gender Monitoring Framework to the Consortium for the regular reporting of key aspects of gender in both research and staffing, for discussion at Fund Council meetings. The aspects relevant to gender research are: i) Budgetary indicators, ii) Data indicators, and iii) gender in new CRPs.

i) Current Budgetary Indicators for Gender Research

To deliver on the SRF, the CGIAR system needs to invest accordingly in gender research. The CRPs are advised on gender research planning and budgeting by the gender adviser and the portfolio-level gender budget is monitored regularly by the Consortium Office.

Figure 1 below shows the trend over 2013-2015 in the proportion of total budget allocated to gender at the portfolio level. In 2013, the first year of implementation for most of the CRP Gender Strategies actual expenditure was slightly below planned budget, and overall the level of resources was relatively low – 3 percent compared to the guideline level of 8 percent aspired to in the CRP Gender Strategies.

In 2014 and 2015 portfolio-level budget allocation to gender research has increased. For 2015 financial reports, Centers and CRPs will report expenditure disaggregated by type.

This is an ambitious increase in commitment to gender research and reflects expanded effort to collect sex-disaggregated data and expanded hiring of social scientists with gender research expertise.
Individual CRP budget commitments over 2013-2015 are shown in Figure 2, gender as proportion of budget 2015 are shown in Figure 3.

This shows a rise in budget commitment in the areas of agricultural systems, policy, nutrition and natural resource management research while in the commodity research, investment is for the most part, more tentative. This degree of unevenness underscores the importance and potential value of cross-program collaboration as well as the investment in the gender postdoctoral program to step up the level of capacity in gender research.
ii) Data indicators for gender research

The Fund Council has asked the Consortium to monitor progress in the proportion of CGIAR data sets, collected for diagnostic, mid-term or final evaluation, that correctly incorporate collection of sex-disaggregated data (SDD). CGIAR does not at present have an inventory of all its data sets that can be used as a basis for:

- identifying the proportion of datasets that should include SDD; and
- reporting what proportion of datasets that should include SDD actually do so and comply with standards for SDD collection. Once the Open Access policy is fully implemented, it will be feasible to generate this statistic. As a step towards providing this information, in 2015 the Gender Research Network built a web-based Inventory of Gender Studies (supported by the CIAT communications team). The Inventory currently documents 133 studies (was 104 in April) in the 15 CRPs, and provides gender researchers with a source to identify what SDD already exists, where it has been conducted or is in progress and who to contact for further information.

Together with data management experts the Network is developing the list to include an interactive mapping of the ongoing studies. The map links entries with data management systems already used within the CGIAR system. The inventory is designed to integrate gender datasets through Dataverse and gender publications through CGSpace. This provides for integration with data inventories created within CRPs. With these tools gender researchers within the CGIAR are able to communicate better about ongoing research and to share data and papers. The gender inventory also generates reports for monitoring collection of SDD: based on the current Inventory, we can report that the data sets meet the desired level of 100 percent inclusion of SDD. In addition the Network has advanced the directory of researchers engaged in SDD collection and analysis of in the CRPs, to currently 136 entries (was 106 in April 2015).

iii) New CRP Proposals Indicator

The Fund Council’s Monitoring Framework for Gender specifies that all new CRP proposals must include a Summary explaining how gender is incorporated into Program priorities and how attention to gender will be operationalized.

All CRPs have provided this Summary in pre-proposals, so that compliance with this mainstreaming indicator is at the desired level of 100 percent.