



Request for Proposal

Organizational Development/Gender and Diversity Mainstreaming Consultancy

1. Purpose

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

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

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

2. What we are seeking

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

- (i) An overarching and high-level ‘CGIAR Gender and Diversity Framework’ for gender and diversity in both research and the workplace. The Framework is a high-level document which will enshrine CGIAR’s commitment to ethical and aspirational conduct and principles, and will include key strategic objectives and high-level targets, as well as an overall accountability structure for the different components in the CGIAR System¹;
- (ii) Proposed organizational designs for gender in research through a CGIAR Platform² on “Gender Equality Research” on the one hand, and for gender and diversity in the workplace on the other hand; and

¹ Other CGIAR Framework documents can be found here: <https://www.cgiar.org/how-we-work/accountability/legal-documents/>

² CGIAR Platforms are collaborative mechanisms that enhance CGIAR scientific and information capacities to link to global actors and to enhance the speed and efficiency of CGIAR research. CGIAR Platforms and CGIAR

- (iii) Contributions to the development of the initial 2019-2021 CGIAR Business Plan by developing the specific sections on gender in research and gender and diversity in the workplace in order to set a high-level roadmap of key actions and milestones to be achieved over 3 years, and advising drafters of other section of the business plan to ensure that gender and diversity considerations are embedded throughout.

3. Deliverables and timeline

3.1 General tasks include:

- Working closely with the CGIAR System Management Office and relevant Communities of Practice to review current initiatives, practices, and existing documents, including evaluation reports³, on gender and diversity in the CGIAR System;
- Carrying-out consultations with relevant stakeholders across the System to inform the development of the documents (as described in specific tasks below);
- Consulting with the main stakeholders and drafters of the CGIAR Business Plan to ensure gender equality and diversity concepts are embedded throughout the document; and
- Incorporating relevant stakeholders' and CGIAR System governing bodies' input in documents and plans as needed and lead the socialization of the documents and plans to achieve final version endorsement and approval.

3.2 Specific tasks include:

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

Research Programs constitute the CGIAR Portfolio (for more information on these Programs and Platforms, please click here - <https://www.cgiar.org/research/research-portfolio/>)

³ There have been many reviews of gender in CGIAR over the years. The most recent evaluation reports can be found here: <http://iea.cgiar.org/evaluating/cgiar-gender/>

3.3 Timeline:

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

The timeline is anticipated as follows:

August	<ul style="list-style-type: none"> • Kick-off, understanding CGIAR, taking stock of current status, reviewing evaluation reports, consultations • Socialize concepts and document outlines • End of month - "0" draft of Framework, organizational design proposals, and business plan contributions
September	<ul style="list-style-type: none"> • Continue consultations, socialize concepts and document drafts • Mid-month – present draft Framework, organizational design proposals, and business plan concepts to governing body(ies) for consultation/feedback
October	<ul style="list-style-type: none"> • Continue consultations, socialize concepts and document drafts • Incorporate governing body feedback into drafts • Mid-October – Framework, organizational design proposals, and business plan drafts ready for presentation to governing body(ies) for final input and endorsement • End of October - Framework, organizational design proposals, and CGIAR Business Plan ready for presentation to governing body(ies) for approval
November and December	<ul style="list-style-type: none"> • Continue consultations and socialize concepts • Additional refinement and detail to organizational design proposals preparation for implementation

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

4. **Knowledge, skills, and abilities**

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

- Postgraduate qualification in Gender Studies, Political Sciences, Social Sciences, Industrial/Organizational Psychology or other relevant field.
- Successful track record in organizational design, organizational culture and management on the global stage, with preference to experience in Science and R&D organizations, with a specialization in addressing gender equality analysis.
- Previous and demonstrable experience in successfully mainstreaming workplace gender equality and diversity in large and complex organizations.
- Previous working experience in human resources/personnel management and practical knowledge of design, review, and implementation of organizational policy and strategy related to human resources, organizational development, and change management, with a particular emphasis on considering and addressing gender equality and diversity issues.

- Project management experience in an international or multi-cultural organization, with experience working on gender equality.
- Extensive knowledge and familiarity with integrating gender equality, diversity and inclusion strategies and practices within large scale, complex organizational strategy and reporting frameworks.
- Excellent interpersonal and communication skills in written and spoken English, and the ability to use effective multi-stakeholder approaches.
- Superior skills in networking and navigating relationships across various teams, functions, funders and partners and managing large groups of individuals with diverse opinions.
- Strong aptitude for coaching, networking, and facilitation within diverse cultural contexts and good capacity for collaboration and consultation.
- Flexible approach to dealing with ambiguity and competing priorities.

4.2 Additional required expertise:

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

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

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

5. Who we are

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

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

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

6. How to submit a proposal

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

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

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

All proposals must be received no later than 23:59 Paris time on 29 July 2018. Only electronically submitted proposals will be considered. Late proposals will not be considered. Shortlisted candidates will be contacted no later than 3 August 2018.