

# **Recommendations for Gender Integration in the CGIAR Strategy and Results Framework**

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**Compiled by**

**Ruth Meinzen-Dick, Agnes Quisumbing, Lauren Pandolfelli and Patricia Biermayr-Jenzano**

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# Recommendations for Gender Integration in the CGIAR Strategy and Results Framework

## Executive Summary

Recognizing that the CGIAR's mission to achieve sustainable food security and reduce poverty cannot be achieved without taking into account the potentially different preferences, priorities and resources of men and women, the CGIAR made a commitment at AGM08 to integrate attention to gender issues into all of its programs, because *who* is targeted affects the outcomes of interventions. A recent electronic consultation provides recommendations on how this is to be accomplished. A review of each center's experiences in gender indicates that there is a wealth of experience, especially with attention to gender in local adaptive research, but this experience has not been drawn together to find broader lessons for application, from priority setting through to agricultural research, technology development, policies, program implementation all the way to impact and institutional change. While gender analysis examines differences and complementarities between men and women, special attention to women's participation in agricultural development is warranted at two levels: active involvement of women as farmers or other types of clients, and women in the CGIAR, NARES, or other program staff.

Participants in the consultation developed a vision of the CGIAR as a premier partner for gender-responsive agricultural research, and identified key areas for action to realize that vision. A sequenced, two-pronged approach is necessary: first, a systemwide gender-mainstreaming platform that facilitates the uptake of gender analysis throughout, and fosters synergies across, all CG centers and new Mega Programs; and second, a Mega Program on gender-responsive research and development that leads the vanguard of research on gender gaps in agriculture, forestry, fisheries, policy, and environment.

The CGIAR Strategy and Results Framework provides considerable scope for integrating gender in each of the Strategic Objectives. Specific suggestions for engendering Food for People, Environment for People and Policies for People are provided in terms of opportunities for addressing gender and notional indicators for gender-responsive research. Accountability is critical to ensure that gender is fully integrated, and this report identifies criteria that can be used to prioritize Mega Programs being considered, criteria to evaluate whether or not any program has adequately taken gender into account in its research design and study protocol, and criteria for assessing performance and impacts. In turn, successful gender mainstreaming will aid in the identification of high-priority R&D topics to be incorporated into a Mega Program on gender.

To achieve these objectives calls for action at the systemwide, regional, and center levels. The consultative process has outlined this as a Global Platform on Gender in Agriculture, bringing together different centers and other key stakeholders and partners to articulate critical gender issues as they apply to the CGIAR's mandate and help build the capacity of staff to integrate these issues into their research, capacity-building and outreach.

All of this will require strengthening the capacity of male and female staff at CGIAR centers and NARES, as well as bringing in new NGO or university partners with expertise on gender analysis or new approaches to men and women. This also requires a commitment of financial and human resources, but there is a high payoff in terms of greater productivity, equity and more effective poverty reduction as men and women become equal beneficiaries of, and contributors to, development.

## 1. Background

Because addressing gender issues in agriculture and nutrition is critical to improving productivity and reducing poverty, the CGIAR has made a commitment to integrate gender into all programs, including the strategy and results framework, as part of the overall CGIAR change process. To deliver on this, AGM08 asked IFPRI to lead a study and consultative process to develop a plan for gender integration into the research and outreach work of the CGIAR, including identifying suitable accountability mechanisms, and to discuss the possibility of a Mega Program on gender.

In response to this, IFPRI convened an electronic consultation with all CGIAR centers and representatives of key stakeholders. The Participatory Research and Gender Analysis (PRGA) and the Gender and Diversity (G&D) programs contributed to the planning and synthesis, and the consultation was facilitated by Nancy White of FullCircle Associates. Each center conducted an internal consultation on areas of success in addressing gender in their work, factors contributing to the success, and constraints or further needs. These were then synthesized to launch an electronic consultation (see Agenda in Annex 1). A total of 85 CGIAR center staff and 22 other stakeholders, including NARES, NGOs, donors, and representatives of farmers' groups took part in the consultation. This report summarizes some of the key discussions, particularly related to lessons learned, the vision for the future, and what is needed to move forward. The latter strategy includes accountability measures and support to deliver solid gender analysis and results.

## 2. Learning from the Past

The internal consultations at each center revealed that there is a wealth of experience with gender research in the CGIAR, taken as a whole. A gender perspective has been especially useful in helping to *identify the different needs* of men and women. Many of the projects have worked to increase *women's participation* in programs, especially in *group-based approaches*. Gender perspectives have also had some influence on *technology development and adoption*. Going beyond field crop production, gender research has led to work on *post harvest processing, market development, livelihoods, empowerment, and awareness raising*. Some cited how gender perspectives had improved *monitoring and impact assessment or research methods*. In some cases the gender research has spilled over to *organizational change*, (such as greater commitment to gender throughout the center, bringing in new NGO partners with strong gender orientations, or NARES participants in training programs becoming gender resource people in their own institutes).

Much of the previous work has been in adaptive and applied research at the local level, often with participatory approaches. There has been less work on gender at national and global levels, at levels of policy and governance, as well as in basic research and development of agricultural technologies. There are a number of sex-disaggregated data sets and lessons from projects, but these have not been systematically studied or synthesized.

Many factors are associated with successful efforts at gender integration in the work of the CGIAR, but strong institutional support has been critical. Capacity for gender analysis in the CGIAR, in NARES, and at the local level also plays a key role. Partnerships, sharing results, sound research methods, and donor support were instrumental in many of the successful cases. Women's participation is important at two levels: active involvement of women as farmers or other types of clients, and women in the CGIAR, NARES, or other program staff. And all of this requires resources—financial, human, and information. Conversely, lack of many of these same factors, along with technical difficulties and cultural norms, was identified as a constraint to full integration of gender in other cases.

The collective experience of the CGIAR in gender research is more than the sum of individual Centers' experiences. This collective knowledge is an important resource for moving forward. Experience and expertise are not identical across Centers, but this complementarity has yet to be fully exploited. The e-consultation provided new ideas on how this might be accomplished.

### **3. A Vision of a Gender-Responsive CGIAR**

After reviewing past experiences, the consultation turned attention to what the CGIAR would look like in 2015 if gender were fully integrated into the work of the CGIAR<sup>1</sup>. Elements of this vision are summarized below:

*One important indicator that the CG has become a premiere research consortium on gender and agriculture is that senior management and decision-makers across the Centers will be leading advocates of gender mainstreaming and gender-focused research and commit a significant percentage of funding to gender-related programs and capacity strengthening. Gender-informed research will focus on second-generation gender issues created by the high level of successful women's participation across the agricultural value chain, starting off with inclusion of gender dimensions in priority setting through to research, program implementation all the way to impact and institutional change and providing the relevant institutional support. To meet the new demand for gender-informed research by government ministries and donors, which now see gender as a fundamental component of rural development strategies, the CG will tap into the expertise of NARES and university research departments, which have soundly trained their staff and students in rigorous gender analysis and participatory research. The impact of these investments will be felt on the ground by rural communities. Laws and regulatory systems will have been enacted, and implemented, to promote and protect women's rights to needed agricultural inputs, leading to higher productivity. Financial institutions will have significantly expanded affordable short-and long-term credit to female farmers and fishers, enabling a greater number of them to graduate from home production to fully market-oriented production systems. And most importantly, men and women will become equal beneficiaries of, and contributors to, development.*

To move from broad vision to specifics, the e-consultation took advantage of the tremendous amount of work embodied in Working Group 1's report, "Visioning the Future of the CGIAR," using it as a point of departure for identifying key opportunities for addressing gender concerns throughout the CGIAR's research. Starting with the three strategic objectives (SOs) of the CGIAR (Food for People, Environment for People, and Policies for People), we annotated Table 2 from Working Group 1's report, identifying additional indicators of gender-responsive research, and, more importantly, suggesting key opportunities for addressing gender concerns throughout the three priority areas. Extracts of Table 2 are provided below, with comments on how each of these strategic objectives could be enhanced by greater attention to gender concerns.

#### **3.1 Engendering "Food for People"**

Table 1a highlights additional gender-sensitive indicators and key opportunities for addressing gender concerns within the "Food for People" Strategic Objective. Efforts to increase agricultural productivity through the development of higher-yielding and resource-use-efficient varieties can address gender concerns more effectively by: (a) involving both men and women more strongly in technology evaluation (for example, interviewing both women and men about desirable traits such as taste or timing or ease of processing with respect to improved germplasm as well as discussing nutrients or increased production); (b) focusing on plants and animals raised in "women's spaces" such as homesteads; these include small livestock (e.g. poultry), fish, fruits and vegetables, which are important both for women's incomes and micronutrient malnutrition; (c)

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<sup>1</sup> For a detailed description of this vision, see Annex 2: A Vision of the CGIAR in 2015

examining production management systems (e.g. soil/water) in addition to crop, livestock and fish systems; (d) postharvest systems, which are often under women’s control, and where improvements can increase food availability and quality, and cash incomes. Participants in the e-consultation also agreed that the current indicators for gender inclusion are insufficient. Additional indicators could include:

- an indicator that gender disparities have not widened due to the adoption of new technologies (such disparities may include, for example, men’s appropriation of crops traditionally farmed by women upon the introduction of new technologies that render those crops more profitable);
- an indicator that gender disparities in nutritional status have narrowed; and
- indicators of household food security could be disaggregated by the sex of the household head (into male and female-headed households) rather than simply counting the total number of households achieving food security.<sup>2</sup>

An important caveat is that when global indicators are developed, one needs to recognize that women are not disadvantaged across the board; for example, in certain areas, men and boys have poorer nutritional status than girls. Because it takes time to generate a comprehensive data base on individual food intake, interim indicators can be used to assess the reduction of gender disparities in the intrahousehold distribution of food. Measures of dietary diversity, for example, are easier and quicker to collect than individual food intake data.

**Table 1a: Food for people: Strategic objectives, notional indicators and key opportunities**

Strategic objective	Themes	Notional indicators (for discussion/refinement)	Suggested key opportunities for addressing gender concerns
<b>1. Create and accelerate sustainable increases in productivity and production of healthy food by and for the poor</b>	Heartland: 1(a) Increased productivity <i>(Important ongoing work!)</i>	<ul style="list-style-type: none"> <li>• Yield increases of food staples per unit of land (by region)</li> <li>• Resource use efficiency (e.g. water, nutrients and fossil fuels)</li> <li>• Yield stability</li> <li>• <b>A narrowing of gender disparities in the adoption of new technologies</b></li> </ul>	Methods for empowering users in technology development and uptake, especially women

<sup>2</sup> An ideal indicator would be individual nutritional status, which is, of course, gender-specific. But given that it might not be feasible to collect individual nutrition data in all cases, at the minimum, the indicator should include a household-level measure of food security, disaggregated by sex of the household head.

Strategic objective	Themes	Notional indicators (for discussion/refinement)	Suggested key opportunities for addressing gender concerns
	New: 1(b) Safe, nutritious food <i>(New dimension!)</i>	<ul style="list-style-type: none"> <li>• Production of bio-fortified crops (Zn, Fe, Vitamin A)</li> <li>• Incidence of food-borne diseases</li> <li>• Incidence of zoonotic diseases</li> <li>• Number of households, <b>disaggregated by sex of household head</b>, achieving food security</li> <li>• <b>Number of women and children eating more nutritious diets</b></li> <li>• <b>Narrowing of gender disparities in nutritional status</b><sup>3</sup></li> </ul>	<p>Postharvest processing for better nutrition, food safety, and women’s incomes</p> <p>More nutritious diets, to improve women’s and children’s health in particular and to improve food security</p>

### 3.2. Engendering “Environment for People”

Participants in the e-consultation agreed that this was an area with limited attention to gender, and that the themes themselves would need to be expanded to better capture the important linkages between gender and the environment. Table 1b shows how this strategic objective could be expanded by enhancing existing themes, adding indicators that focus on gender equity, and identifying key opportunities for addressing gender concerns.

In terms of expanding existing themes, the “heartland” theme of sustainable ecosystems and biodiversity conservation would need to address: (a) the role of women in conservation; (b) the relationship between gender and land and natural resources tenure; and (c) the role of collective action in natural resource management.

Additional indicators supporting this theme would include:

- indicators that showed reduction of gender disparities in decision making at household and community levels ; and
- indicators of improved gender equity in access to and control of benefits from natural resources.<sup>4</sup>

The new theme of climate change and mitigation needs to be enhanced by examining the potential gendered impact of climate change in different socio-ecological systems, assessing the links among gendered location of producers in supply chains, gender disparities in the returns to work, and vulnerability/resilience issues in response to climate change in a cohesive manner. Addressing rural energy systems, including the role of

<sup>3</sup> Indicators of nutritional status are individual-level indicators, but are often aggregated up to the household level. To the extent possible, these indicators should be summarized and presented separately for men and women, girls and boys, and not just for male- and female-headed households.

<sup>4</sup> Whereas some indicators in the “food for people” SO can use some secondary data that is already collected at the individual level (for example, indicators of nutritional status), the proposed indicators for “environment for people” will require collecting new data at the individual, not the household level, to enable looking at effects on men and women within the household, not just comparing male and female-headed households.

forestry and agriculture in domestic energy uses, would help address climate change as well as time and health costs. Indicators for this priority area also need to go beyond showing an increase in numbers of smallholders participating in mitigation schemes (for example, carbon financing programs) to formulating indicators that work towards gender equity. At a start, these numbers could be disaggregated by male and female. Further, the relationship between ecosystems and health is a priority area with important gender implications.

**Table 1b: Environment for people: Strategic objectives, notional indicators and key opportunities**

Strategic objective	Themes	Notional indicators (for discussion/refinement)	Suggested key opportunities for addressing gender concerns
<p><b>2. Conserve, enhance and sustainably use natural resources and biodiversity to improve the livelihoods of the poor in response to climate change and other factors</b></p>	<p>Heartland: 2(a) Sustainable ecosystems and biodiversity conservation</p> <p><i>(Important ongoing work!)</i></p>	<ul style="list-style-type: none"> <li>• Conservation and use of increased range of genetic resources and related information systems by public and private breeding programs</li> <li>• Increased latent diversity in cultivated species</li> <li>• More ‘crop per drop’ trends in soil health and land degradation indicators at benchmark sites in at-risk agro-ecosystems</li> <li>• <b>Reduction in gender disparities in decision making at household and community levels over use of natural resources</b></li> <li>• <b>Improved gender equity in access to and control of benefits from natural resources</b></li> </ul>	<p>Gender-responsive policies, institutions and technologies for sustainably managing land, water, pastures, forest and aquatic resources at ecosystem levels to deliver agricultural products and/or environmental services</p>
	<p>New: 2(b) Climate change mitigation and adaption <i>(New dimension!)</i></p>	<ul style="list-style-type: none"> <li>• New crop varieties made available for adapting to climate change stresses</li> <li>• Adoption of conservation tillage</li> <li>• Numbers of male and female smallholders participating in carbon financing programs for</li> </ul>	<p>R&amp;D in rural energy systems to reduce GHG emissions, time and illness</p> <p>Institutional innovations for smallholders, both women and men, enabling them to access carbon sequestration funds and so reduce deforestation and improve soil management</p>

Strategic objective	Themes	Notional indicators (for discussion/refinement)	Suggested key opportunities for addressing gender concerns
		reducing deforestation <ul style="list-style-type: none"> <li>• Land area and livestock covered by methane and nitrous oxide emissions reduction programs</li> <li>• Rate of deforestation attributed to land use changes (i.e. agriculture)</li> </ul>	

### 3.3 Engendering “Policies for People”

While gender equity is explicitly identified as a new theme in the WG1 report (see extract in Table 1c), the “heartland” theme of policy and institutional innovation could also become more effective in reducing poverty through an explicit incorporation of gender concerns. This would include:

- involving women in policy-making process at all levels (this is often discussed, but still not consistently applied);
- ensuring that policies are informed by gender research;
- undertaking ex-ante analysis of the impact of policies on women and men;
- ensuring that policies are flexible enough to be adapted and tailored to the needs of specific communities; and
- incorporating gender equity policies into agendas (master plans, action plans) of governments, NGOs, other civil society organizations, private sector organizations, and other CG partners.

This process can be supported by indicators showing that governments and civil society organizations are monitoring the implementation of these policies. In the second theme focusing explicitly on gender equity, an additional set of indicators would include gender parity in consulting and incorporating feedback of stakeholders at local, regional, national and international levels.

**Table 1c: Policies for people: Strategic objectives, notional indicators and key opportunities**

Strategic objective	Themes	Notional indicators (for discussion/refinement)	Suggested key opportunities for addressing gender concerns
<p><b>3. Promote policy and institutional change that will stimulate agricultural growth and equity to benefit the poor, especially rural women and other disadvantaged groups</b></p>	<p>Heartland: 3(a) Policy and institutional innovation <i>(Important ongoing work!)</i></p>	<ul style="list-style-type: none"> <li>• Indices of policy distortions</li> <li>• Investments in core public goods (R&amp;D, rural roads, water etc.) as a share of agricultural GDP</li> <li>• National and rural governance indicators</li> <li>• Transaction costs (and their reduction) in value chains</li> <li>• Impact assessment results of policies for food and nutrition security</li> <li>• <b>Inclusion of women in policy-making processes at all levels</b></li> <li>• <b>Indicators that policies for gender equity are incorporated into agendas/action plans of governments, NGOs, civil society organizations, and other CG partners, and are being regularly monitored</b></li> </ul>	<p>Institutional innovations to build assets and empowerment, with a special focus on women</p> <p>Ex-ante analysis of policies on women and men; ensuring that policies are informed by gender research</p>
	<p>New: 3(b) Gender equity <i>(New dimension!)</i></p>	<ul style="list-style-type: none"> <li>• <b>Increased availability of sex-disaggregated data for decision making in agriculture for CGIAR and partners</b></li> <li>• <b>Increased number of women participating in agricultural science in CGIAR and partner institutions, and advancing to leadership positions</b></li> <li>• <b>Increased capacity and expertise to develop and</b></li> </ul>	<p>Collection, monitoring, and analysis of sex-disaggregated data</p>
			<p>Mainstreaming of women's participation in agricultural innovation systems at global, national and local levels</p>

Strategic objective	Themes	Notional indicators (for discussion/refinement)	Suggested key opportunities for addressing gender concerns
		<p><b>implement gender-responsive agricultural innovations, especially for smallholders</b></p> <ul style="list-style-type: none"> <li>• <b>Increased understanding of complex gender issues, risks, and opportunities in agriculture</b></li> <li>• <b>Integration of gender-related indicators in CGIAR performance evaluation and reward systems (systemwide and leadership)</b></li> <li>• <b>Indicators of gender parity in consulting and incorporating feedback of stakeholders at local, regional, national and international levels</b></li> </ul>	<p>Development of capacity to conduct and deliver gender-responsive research and leadership training for women agricultural scientists/ professionals/ extension workers</p> <hr/> <p>Research on gender issues in agriculture in different developing country contexts</p>

#### 4. Achieving the vision of a gender-responsive agricultural system

The review of CGIAR centers' experience is congruent with other studies on the requirements for effective gender integration: what is required is a serious institutional commitment from management at every level, including accountability measures, along with support and resources to help deliver on those commitments. By making their commitment to integration of gender in this critical time of change in the CGIAR, the Members and management of the Alliance centers have created a unique opportunity to build attention to gender into the basic fabric of the agricultural research and development system, to make it more effective in improving welfare, especially of the poor.

The consultation identified key elements to move forward on this. From the top, there would be gender-sensitive indicators for selection of Mega Programs and for attention to gender within all programs, creating **accountability within the Strategy and Results Framework**. A **Global Platform on Gender in Agriculture** would support the whole CGIAR system (including national and regional partners) in developing methods, conducting studies, and drawing lessons from comparative experiences. In addition to providing critical research on gender issues, this would assist in mainstreaming gender across all work in the CGIAR. A **Mega Program** on gender could then provide more focused work on gender, but would not be a substitute for serious attention to gender in the other work of the CGIAR. Achieving all of this will require **capacity strengthening** and new **partnerships**. Each of these is discussed in turn.

##### 4.1 Indicators for the strategy and results framework

The change management process of the CGIAR offers a unique opportunity to place gender-responsive research at the heart of the CGIAR strategy and results framework. As new programs are designed, what set of measurable criteria should we apply, from a gender perspective, for success? What kind of gender-related criteria for success would apply in a project dealing with agricultural productivity? These questions lead to two types of criteria:

1. gender criteria used to prioritize Mega Programs being considered,
2. criteria used to evaluate whether or not any program had adequately taken gender into account in its research design and study protocol.

These indicators would take the ideas embodied in WG1 report 2 further; quantifying them systematically, and making sure that process as well as outcome indicators are measured. One would also have to be realistic about the time frame for measuring an indicator: for example, any program that expected to see impacts on the percentage of malnourished women would be able to discern this only in the medium term, but processes and inputs towards achieving this goal would have to be measured.

#### *4.1.1 Results-oriented criteria for each Mega Program*

We propose that any potential Mega Program needs to deliver on the following top four indicators, to achieve its poverty and gender equality objectives:

- The extent to which women are involved in the crop/sector in terms of production, marketing, or processing has not decreased (or has increased) as a result of the program
- Reduction of gender disparities in access to productive resources and control of incomes as a result of the program
- Improvements in diets or nutritional status of individuals, particularly in areas where there are marked gender disparities in nutritional status/nutrient adequacy
- The extent to which women are involved in Mega Program delivery

#### *4.1.2 Criteria for gender equity in research design*

Since the CGIAR is composed of research centers, attention to gender concerns should be integrated throughout the research design and study protocol of ALL programs, but especially new Mega Programs. Although it may take a while before Mega Programs are in place, setting the criteria early will help ensure that gender considerations are taken into account in the planning stage. These indicators draw from a longer list of indicators (see Annex 3). Items 1-4 are crucial; items 5-6 support the achievement of 1-4.

1. Priority setting based on identification of men's and women's needs, priorities, preferences, and opportunities for technologies, policies, and institutions through consultation with relevant stakeholder groups; gender balance in consultation process
2. Representation of women in beneficiaries in proportion to women's role in production and/or post-production
3. Identification of factors responsible for gender disparities in adoption or impact of new technologies used in the design of the program
4. Gender-responsive monitoring and evaluation system in place
5. Involvement of men and women in the innovation process (participation in identification and testing of promising varieties, use of indigenous knowledge, participation in and access to extension systems) through farmers groups and partner organizations, in proportion to men's and women's share in production/post-production
6. Women professionals well represented at all levels of the program/research teams.

## 4.2 Global Platform on Gender in Agriculture

With the support of senior leadership within the CGIAR, a well-resourced system-wide gender-mainstreaming platform should work to articulate critical gender issues as they apply to the CGIAR's mandate and help build the capacity of staff to integrate these issues into their research, capacity-building and outreach activities. No such global platform on gender in agriculture currently exists, so the CGIAR could take a lead in establishing this, in partnership with other organizations (e.g. via GFAR) who have relevant expertise and activities, serving not only the CGIAR but also providing global public goods. Specifically, this entails: establishing best practice for sex-disaggregated data collection, analysis and reporting; ensuring that related successes and failures in gender-responsive R&D are broadly shared and learned from; helping to identify and build the necessary partnerships for strengthening skills and capacities for gender-responsive technology development; and ensuring that gender is integrated into all Mega Programs from their inception. This global platform on gender in agriculture, including all centers and key partners, would operate at three levels: global, regional, and center-level. Key elements of this include:

### 4.2.1 System level

A system-level gender unit would raise the profile and support integration of gender in the research through cross-cutting **analysis and synthesis** to assist in developing **strategies and priorities** for attention to gender; **sharing of information** within and outside the system; supporting researchers with appropriate **methods** and **partners**; and identifying needs and resources for **capacity strengthening**.

The existing consultation provides a basis for establishing this collaborative platform, and many participants expressed an interest in continuing the networking that began in the consultation. Building on the analysis that has been done, the platform would pull together a set of syntheses from the centers feeding into a system synthesis of experiences. This synthesis would be an international public good in its own rights and would pave the way for the next wave of essential gender research in the whole research to development chain. Additional comparative analysis could be conducted using the wealth of existing sex-disaggregated data available at many centers.<sup>5</sup> The project would further do much for team building in gender and to lay out a consensus of priority outcomes/outputs for the system in the coming years. This would also move beyond gender research in implementation of field-level adaptive research to address the necessary policies at regional and national levels to recognize and respond to the roles of women in agriculture. CGIAR centers collectively can work on projects that influence policies.

As the system moves forward, this platform would provide resources to establish and support a team within the system that articulates the gender issues and strategies that can be used to integrate gender into Mega Programs and high priority R&D topics missed by the already designed Mega Programs. It would play a role in fostering synergies across various mega-programs (etc), for example by producing comparative case studies, regional reviews and sectoral reviews focused on gender-responsive R&D. To encourage piloting and innovation, and to make room for relatively small efforts that may be overlooked by the Mega Programs, the platform could administer a Small Grants Fund for Gender-Responsive R&D Innovations and a prestigious award for gender research and for projects with positive gender impacts; both would be competitive and open to NARES, regional R&D organizations and Centers.

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<sup>5</sup> This information can help go beyond official statistics on male and female headed households for agricultural priority setting, and develop methods for making sex-disaggregated data collection routine in agriculture, as it in health and education.

The platform would support centers' research teams by establishing best practice for sex-disaggregated data collection, analysis and reporting, including attention to best practices related to "Gender and Impact". It would offer peer review and help ensure that related successes and failures in this field are broadly shared, and learned from, through peer publications, virtual networking and workshops to discuss experiences on the regional and international levels.

Finally, the global platform would build the necessary partnerships for strengthening skills and capacities for gender-responsive technology development by strengthening links to university researchers and other gender specialists with practical experience supporting R&D institutions on constructing and implementing their gender strategy. It would further identify capacity strengthening needs and collect and classify resources such as gender toolkits, manuals, checklists, etc. for easy access by CGIAR centers, NARES, and other partners.

#### *4.2.2 Regional level*

Because gender issues and appropriate approaches and strategies will play out differently in different regions, clusters of centers working in particular regions would do more collaborative work, building on the commonalities of issues in their regions. This could include synthesis and new research, deepening partnerships with NARES and regional organizations as well as with gender experts knowledgeable about that region. For example, IRRI, Worldfish and CIFOR might lead the team in SE Asia, ILRI and ICRAF in East Africa, CIP, CIMMYT and CIAT in Latin America, etc., with researchers from other centers working in that region joining in. Regional teams in Latin America and West Africa could also take into consideration language differences to be able to reach NARES, policymakers, and other regional stakeholders.

#### *4.2.3 Center level*

Each center also needs to develop its own capacity for gender in research and priority setting. A gender focal point for each center will facilitate this, but a team will be better able to support gender research and capacity strengthening than an individual. The team would support participatory construction of gender strategies in the centers, ensuring the support of senior management for this process. They would assist researchers to expand the gender dimension of their projects, especially at the time of proposal writing (rather than bringing in gender as an add-on or only as a token or form of compliance, with minimal measures such as women's attendance in meetings, trainings, etc.), and ensure that surveys and studies are appropriately designed with a gender perspective, so that the appropriate sex-disaggregated data can be collected. Similar to the system and regional levels, these teams would also help disseminate findings, strengthen networking/collaboration with gender researchers in partner organizations within the sector, and identify tools, methods, and resources for capacity strengthening. While the team would be a catalyst for gender work within each center, the aim would be to build a critical mass of researchers working on gender across the centers and Mega Programs.

These gender teams or committees will require human and financial resources: it is a mistake to assume that work on gender issues can happen with no budget. Centers should see this as an important investment.

### **4.3 Should gender be a Mega Program?**

Participants of the e-consultation agreed that a sequenced, two-pronged approach is necessary: first, a systemwide gender-mainstreaming platform that facilitates the uptake of gender analysis throughout, and fosters synergies across, all CG centers and new Mega Programs; and second, a Mega Program on gender-responsive research and development that leads the vanguard of research on gender gaps in agriculture, forestry, fisheries, policy, and environment.

This two-pronged strategy is needed for two principal reasons. First, investing in a Mega Program on gender without also investing in a systemwide gender-mainstreaming platform creates the risk that gender research will be isolated to the Mega Program because of the all-too-common assumption that stand-alone gender programs are solely responsible for all work on gender. An exclusive focus on Mega Programs could also detract attention and funding from relatively smaller, but high-impact, investments related to gender. Alternatively, a Mega Program without a parallel gender-mainstreaming platform risks becoming a service unit to the rest of the CG, diverting the Mega Program's financial and human capital resources from rigorous R&D to fill a capacity gap among other researchers who need to integrate gender into their proposals to meet donor or CGIAR requirements. Second, a two-pronged gender strategy is needed because mainstreaming gender throughout the CGIAR without also investing in a high-profile, well-funded, gender-responsive R&D program precludes in-depth analysis of gender issues critical to the CGIAR's mandate and risks making gender invisible. Too often, when gender is mainstreamed ineffectively, it is "everywhere and therefore nowhere."

Consultation participants agreed that priority themes for a multi-sectoral Mega Program on gender should be chosen in consultation with the network of gender specialists and researchers both within the CGIAR and among its partners. This Mega Program would address research gaps in gender analysis in agriculture, fisheries, livestock and forestry to ensure that the agricultural research and development agenda is able to address women's specific priorities (e.g. for nutritional content of food, requirements for women to access necessary resources for effective production or postharvest processing, and other issues as identified above). Beyond specific themes, a Mega Program on gender should include strategic participatory action research that pays as much attention to processes as it does to outcomes, given the long-term time horizon inherent in social change and the recognition that the needs of communities vary greatly.

The two-pronged, time-sequenced strategy proposed above is designed to be mutually reinforcing. Commencing with a systemwide gender-mainstreaming platform will aid in the identification of high-priority R&D topics to be incorporated into a Mega Program on gender as well as build the capacity of CGIAR staff to undertake cutting-edge gender-informed research within that Mega Program. Likewise, a gender-focused Mega Program delivering rigorous research findings, exemplary practice and quality exchange among gender specialists will help enhance the gender mainstreaming process within CG centers.

#### **4.4 Capacity strengthening**

Achieving the vision of a gender-responsive agricultural research system will require strengthening the capacity of center staff and many of our key partners in NARES and extension services. (At the same time, new partnerships can help bring in stronger capacity for gender analysis and for meeting the different needs of women and men, as discussed in section 4.5.)

The experience of those centers which have hired gender specialists indicates that this is an important investment in building capacity at their center, and facilitates the monitoring of gender inclusion in research as a whole. But as noted above, integration of gender should not be left to one person; male and female research and outreach staff at all levels need to understand the gender principles and how they apply to their own work.

Because of the range of gender research topics and capacity in each institute (CGIAR, NARES, etc.), the starting point for capacity building should be a needs assessment. This could build on the gender audits supported by PRGA, or use gender assessment approaches. There is a wealth of gender tools, checklists, and other gender research materials available, including those developed by CGIAR centers as well as others. What is needed is a compilation, classification, and quality assessment of existing materials to see the extent to which they meet the needs of the CGIAR and our partners. A central clearinghouse (such as the platform discussed in section 4.2) could give them visibility and help people find what they need. In some cases these resources would need to be

adapted or enhanced, or new contextualized (subject-specific) tools created to meet the needs of the CGIAR and its partners.

Beyond written checklists and tools, there is also a need for a high-quality course in 'gender-responsive agricultural R&D' to increase the capacity of CGIAR, NARES research and extension staff. CGIAR materials (including existing materials and those to be generated by the gender in agriculture platform) can be used as resources in such a course, but the course should be delivered by NARES and others, and ultimately be integrated into agricultural training programs of both men and women.

Technical capability in gender research is necessary but not sufficient. Ultimately, integrating gender also calls for change in internal policies and culture of institutions, to see and prioritize the needs of women as well as men. Therefore a strong partnership with the CGIAR's Gender & Diversity program is recommended.

#### **4.5 Partnerships**

CGIAR centers alone cannot achieve the vision of a gender-responsive agricultural research system: it calls for the engagement of formal and informal partnerships that can considerably enhance and increase the potential of researchers' work. Work with NARES needs to be strengthened, since they are at the forefront and can reach end-users more directly. In some countries NARES lack capacity in gender analysis, and may not have female staff members who can go to the field to interact with female farmers (important in highly gender-segregated societies). In those countries, partnership with non-agricultural universities may offer more options for CGIAR centers to tap into expertise on gender analysis, and NGOs may be better equipped for reaching female farmers. In other countries there are NARES and even regional networks with strong expertise in gender, which can supplement CGIAR centers' expertise. Going beyond conventional CGIAR-NARES collaboration to include female farmers' associations, advanced research institutes, NGOs and others will help fill the gaps. In all cases, strengthening partnerships to jointly develop, deliver and participate in training for gender-responsive research and technology development will contribute to the vision of an agricultural system that fully addresses the needs of male and female farmers and consumers.

#### **4.6 Next Steps**

If the CGIAR Alliance and Transition Management Team approve this plan, the next steps would be to follow up the consultation with a relatively small face to face meeting of the most active participants/ gender specialists from each center, along with key external stakeholders (e.g. GFAR) to plan out the global platform for gender in agriculture. This would include planning initial studies to be conducted to feed into the CGIAR priority-setting process, and composition of the regional platforms. Each center would conduct an inventory of its sex-disaggregated data sets, gender analyses studies, and capacity strengthening materials as input to this process, and identify its specific capacity strengthening needs, particularly in the context of the new CGIAR Strategic Objectives and Mega Programs. On both the research and capacity strengthening sides, the global platform would link with GFAR and others to ensure complementarity of efforts.

Neither PRGA nor G&D nor any other CGIAR program has the mandate to cover the range of activities proposed for this new gender strategy. That said, PRGA and G&D offer valuable resources and expertise related to different aspects of what is now needed, while expertise for other aspects currently lies within partner organizations and IFPRI and other CG centers. All of these should be built upon. Further discussion will be required before identifying the best organizational model for implementation of a cohesive gender strategy.

Positioning the CGIAR as a premier partner for gender-responsive agricultural research requires both commitment and resources. Accountability within the Strategy and Results Framework, a Global Platform on

Gender in Agriculture and possible Mega Program on gender, complemented by capacity building, and stronger partnerships all play a role in achieving real impact so that men and women become equal beneficiaries of, and contributors to development.

## **Annex 1: Agenda**

### Goal and Objectives

The overall goal of this activity is to contribute to more effective poverty reduction through effective integration of gender in the work of the CGIAR. The objective is to develop recommendations for fully incorporating gender in the CGIAR's strategy and results framework, including identifying suitable accountability mechanisms, as requested at the 2008 CGIAR Annual General Meeting.

*By March 11:* Centers nominate their participants for the consultation

*March 11-25:* Consultation within each center

- What has worked well in your center for strengthening gender in agricultural research? TELL A STORY
- What made that a success?
- What hasn't worked well?
- What additional capacity would you like to build in your center to strengthen attention to gender in agricultural research?

*March 25:* consultation results to be submitted

*March 25-29:* Synthesis of center consultation results by small team

*March 31-April 24:* Electronic consultation

March 31- April 1 - Introductions

March 31 - April 1 - Our Strengths: Review of Center "Consultations in a Box" and our existing strengths and assets.

April 1- April 7 - Imagining the Future: what would the three CGIAR priority areas look like if gender was fully integrated? (Food for People, Environment for People and Policy for People)

April 8 - April 16: How do we get to these desired futures? What new things do we need to do? What existing things should we do better or differently?

April 17 - 20 - Wrap up and brainstorm about the role of gender in CGIAR "megaprograms"

April 22-24 – Discussion of draft indicators for submission to CGIAR Strategy Team

*May 15-25:* e-consultation participants give feedback on draft report

## Annex 2: A Vision of the CGIAR in 2015

### Investments in Gender Yield High Returns for Rural Communities

In 2009, participants of the CGIAR's E-Consultation on Strengthening Gender in Agriculture were asked what a premiere research institute on gender and agriculture would look like. Six years later, they need look no further for the answer than the CGIAR and its partner organizations, which are leading the charge on gender-responsive research and development to achieve a world free of hunger and poverty. A recent impact evaluation of these efforts has found that the CG's investments are paying off as the following highlights illustrate:

#### Staffing and Education:

Within the CGIAR and NARES, **senior management and decision-makers have become leading advocates of gender mainstreaming and gender-focused research** and have earmarked a significant percentage of funding to gender-related programs. Consequently, **both male and female scientists have developed solid capacity in gender analysis** and a sound understanding of the concept, approaches and importance of gender mainstreaming. Special efforts to recruit women to the CGIAR and NARES are no longer necessary as gender parity in employment at all levels of the CGIAR and NARES has been achieved. In fact, these high-achieving women have emerged as leading researchers across all agricultural sciences and are heading some of the most successful research departments and institutes working on agriculture to date. They are also serving as role models for the influx of men and women entering universities to study agriculture thanks to the resurgence of the agricultural sector as a priority among developing countries given its new profitability. These new students are finding that **courses in gender analysis are offered as core subjects in both the social and the technical sciences** at the undergraduate and graduate levels, and students in biophysical sciences are being trained to appreciate different methods of inquiry ranging from positivist science to constructivism.

#### Research, Capacity Building and Communications:

This change in curricula is reflected in the growth of interdisciplinary science teams comprising both social and technical experts in the integration of biophysical and social aspects of collaborative learning. Community-based research has become a mainstream inquiry method and both male and female farmers play a critical role in setting research priorities. **Gender is now seen as a hard science and is no longer an add-on but a fundamental part of the research process to be pursued by both men and women.** For example, scientists in all disciplines recognize that, in order to develop new technologies for rapid and broad adoption, they must understand the preferred technology traits that are gender-specific and the gender factors relevant to the adoption processes. Research designs and strategies are thus based on detailed understandings of the roles of relevant groups in each specific context. **Gender-informed research is also now focused on second-generation gender issues created by the high level of successful women's participation across the agricultural value chain.**

Capacity enhancement programs have been clearly identified and proportionately target men and women, both to gain knowledge as well as to serve as training partners and co-trainers. In fact, project partners report that new NGOs and community-based groups have been integrated into projects since their inception, leading to a **higher percentage of women and children as project beneficiaries** than in previous years. The results of these innovations in research and capacity building are now communicated to policy makers, and the lay public in ways that are understandable and useable. And the doors of the CG centers are open to farmers' groups and other partners to share experiences, concerns and ideas.

#### Extension and Production:

Like their colleagues in the CGIAR, agricultural extensionists have been educated about the influence of gender on the adoption processes and strategies to mitigate gender-related constraints in technology diffusion are now routinely and effectively utilized in all extension activities, by both male and female extension agents. Women also now comprise a large share of extension agents and many have emerged as heads of extension agencies. **A greater number of female farmers have graduated from home production to fully market-oriented production systems**, no longer losing control of production systems when profitable markets emerge for products that were once considered "women's crops". In recognition of these changes, agribusiness companies have developed "genderized" profiles of their customer base and use them to implement gender-smart marketing strategies, and **financial institutions have significantly expanded affordable short-and long-term credit to female farmers.**

#### Agricultural Policy:

Driven by the goal of maximizing the productivity and efficiency of the agricultural sector, national policies affecting food and agriculture are now being reformed to ensure full gender equity. **Laws and regulatory systems covering access to water, credit and other inputs, judicial procedures, markets and participation in the labor market are being enacted, and implemented, to promote and protect women's rights.** Women occupy a proportionate share of leadership positions in national and regional food and agriculture policy-making institutions, collaborative governance is a routine feature of policy making, and increasingly, policy work bridges two or more sectors, including the environment, health, agriculture and energy.

#### Welfare gains

Perhaps the greatest indicators that investing in gender has paid off are the welfare gains in improved health, environment, income and productivity, and overall quality of life. Most importantly, **men and women are now equal beneficiaries of, and contributors to development**, involved in participatory decision-making at all stages.

### Annex 3: Suggested indicators of gender-responsiveness in agricultural research

<b>Identification of the Target Population</b>
Use of basic demographic data, by age, sex, education, and sex of household head to characterize target population (e.g. # female and male farmers, sex of household head, literacy or numeracy rates)
For agricultural interventions, proportion of female and male beneficiaries reflect their proportion in their roles in production/post-production
Consultation of male and female stakeholders to determine priorities for technology development; representation of men and women in stakeholder groups in proportion to their shares in population sub-groups; for agricultural interventions, representation of men and women in proportion to their roles introduction/post-production
Consideration of cultural, social, religious, or other constraints to women participating in and benefiting from the agricultural intervention, inputs, or outputs of the research program
<b>Women and Men's Roles in Production and marketing Systems</b>
Consideration of impacts of agricultural technology on men's and women's time use, roles in on and off-farm work, family care, and other main tasks in the household and the community
Consideration of impacts of agricultural technology on labor of boys and girls (and schooling attendance of boys and girls)
Consideration of impact of agricultural technology on agricultural decisionmaking (whether by men, women, or jointly) in production, marketing, processing, and control and disposal of income
Consideration of men's and women's different motives and preferences for specific crop livestock, and fish species
Consideration of men's and women's access to and control of productive resources (land, water, physical assets, agricultural water management technologies, animals) and identification of opportunities to reduce gender gaps in assets
<b>Gender in the Innovation process</b>
Involvement of women in setting priorities for technology development, drawing on farmer sources of innovation and dissemination and indigenous technical knowledge
Active participation of women in farmer field schools, extension groups, and dissemination activities
Participation of rural men and women in evaluation of technologies using mechanisms that allow women to participate and speak freely
Use of evaluation criteria that reflect not only yield considerations but also post-harvest characteristics such as perishability, ease of transformation, nutritional value, and taste
<b>Gendered Access to Productive Resources and Services</b>
Consideration of gendered access to and control of productive resources and services that may influence men's and women's differential adoption of new technologies (whether women have access to land, water and water bodies, trees and other common property resources, agricultural water management technologies, credit, other inputs, extension services; whether women can grow these crops on their parcels, whether this affects production of their existing crops or vegetables)
Consideration of strategies to address women's constraints to obtaining access to land or credit
Consideration of possible gendered constraints to adoption of technology (including access to

information, access to extension services, cultural norms, different preferences, time constraints)
Provision of training and expertise for crops women farm, animals women raise, and tasks performed by women; provision of multiple options for women to access information; consideration of means to relieve additional constraints to women's mobility that may impede attendance at training events (transport time and costs, child care, restrictions on mobility, cultural barriers preventing interaction with extension workers)
Training of female extensionists; balance in gender ratio of extension agents and women trained as lead farmers
<b>Access to New Technologies</b>
Consideration of who owns, controls, uses, and supplies the existing agricultural technologies in the community (e.g. seeds, fertilizers, vaccines, equipment, processing and postharvesting technologies, agricultural water management technologies etc.) Consideration of how new technologies will be marketed to men and women and whether different strategies need to be developed to reach them
<b>Impact of New Technologies</b>
Design of gender-appropriate components of the proposed technical packages, messages, and technologies
Consideration of the impact of technology introduction on gender division of labor (men, women, girls, boys)
Consideration of impact of the technology on the environment and natural resource use by men and women
Attention to closing gender gaps in a broad range of indicators of well-being, including food security, nutrition, health, education
Consideration of the potential of the technology to have empowering effects on decisionmaking capacity, self-worth, and social connectedness
<b>Farmer Organizations</b>
Consideration of differences in participation of women and men in social, community and farmer organizations that exist in the project areas and influence resource distribution
Design of strategies to ensure that women have the skills and self confidence needed to articulate their concerns and that their input is incorporated into project design, implementation and evaluation.
Consideration of whether there is an opportunity to support or 'grow' pre-existing women's organizations or to create new ones in areas where gender segregation precludes the establishment of effective mixed-sex groups
<b>Institutional Capacity</b>
Whether CG centers, NARS, partners, and other institutions have capacity in gender analysis to address gender issues throughout all stages of the project cycle Key indicators that they have the understanding or capacity are: <ul style="list-style-type: none"> <li>▪ Whether goals, purposes or objectives of the program explicitly reflect the needs and priorities of stakeholders, including women, men, and youth, in their own right and as appropriate to their sector and location</li> <li>▪ Whether assumptions at each level of the planning framework reflect the constraints on women's participation in the program including how cultural norms and practices related to gender and</li> </ul>

<p>intra-household or community level issues may inhibit the success of the project</p> <ul style="list-style-type: none"> <li>▪ Whether potential risks are understood and addressed of how the project may further exacerbate gender inequality (e.g. men's appropriation of activities and increased income or increases in gendered conflict)</li> <li>▪ Whether project performance indicators identify the need for data to be collected disaggregated by sex</li> <li>▪ Whether performance appraisal system for project staff includes performance objectives related to women and girls' involvement and success</li> <li>▪ Whether M&amp;E system includes specific and measurable indicators related to women and girls' involvement and economic, social, educational advancement</li> </ul>
Whether there is gender balance in project staffing at all levels, or whether systematic efforts are being made to redress shortage of women in trained positions
Whether policies and programs exist to ensure women's participation and voice in partner organizations
Whether policies and programs provide resources and opportunities to build capacity to undertake gender-responsive research; one cannot assume that scientists and stakeholders involved in research and implementation all have the capacity to do so
<b>Monitoring and Evaluation</b>
Whether program has a gender-sensitive monitoring and evaluation system in place, including a gender-disaggregated data collection and analysis strategy
<p>Whether the program includes measurable indicators for the attainment of its gender objectives to facilitate monitoring and post evaluation.</p> <p>Some suggested substantive (content) indicators are:</p> <ul style="list-style-type: none"> <li>• Changes in time/labor requirements for women/men and girls/boys</li> <li>• Control over resources or income by women and men</li> <li>• Level of gender conflict/violence</li> <li>• Household food security, individual food security, nutritional status of girls and boys</li> <li>• Girls' attendance at primary and secondary schools relative to attendance of their cohort</li> </ul> <p>Administrative (process) indicators could include participation of men and women in implementation and among beneficiaries</p>
Whether proposed methods for M&E ensure that views of male and female stakeholders are heard, and that research results are fed back to stakeholder groups (including communities where research is undertaken)
Whether there are provisions for capacity building in developing and implementing a gender-responsive M&E system
<b>Budget</b>
Budget items reflect adequate resources for gender specific activities and strategies to ensure that services are delivered to women and men and that gender is integrated throughout the research/project cycle