

Lessons in Theory of Change: Gender and Inclusion

Key Points:

- Elaborating a gender and social differentiation outcome story that we wanted to tell by 2016 generated greater ownership of the program by the research team, and eased partner engagement in the plan.
- Monitoring, Learning and Evaluation (ML&E) can be simplified by narrowing the number of indicators across projects, with often more than one project contributing to an indicator.
- Outcome indicators are the most important, because they ensure appropriate progress over time while increasing real-time learning beyond the research process, particularly in how to target gender transformation as a goal.
- Emphasis should be placed on involving the whole team in impact pathway development, including project partners.
- While the CCAFS quantitative gender survey has generated the most progress in terms of reducing the gender and climate change knowledge gap, the social learning process used to develop the participatory Gender and Inclusion Toolbox has been the most effective for generating partner and next-user capacity in gender awareness and transformative approaches.

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About Us ••

The CGIAR Research Program on Climate Change, Agriculture and Food Security (CCAFS) brings together the world's best researchers in agricultural science, development research, climate science and Earth System science, to identify and address the most important interactions, synergies and tradeoffs between climate change, agriculture and food security. CCAFS is a strategic partnership of CGIAR and Future Earth, led by the International Center for Tropical Agriculture (CIAT). www.ccafs.cgiar.org

Background

Addressing gender inequities was identified as important to success from the very beginning of the CGIAR Research Program on Climate Change, Agriculture and Food Security (CCAFS) in 2011. Phase 1 of the program highlighted addressing gender as a key strategy through which CCAFS research outputs would help next users to champion changes in climate-smart agriculture adoption rates, policies, institutions and gender dynamics.

As a result, the CCAFS gender strategy¹ called for mainstreaming of gender capacity throughout regions and

research themes, as well as building the gender programming, research and development capacity of our partners. Participating CGIAR centres, as well as CCAFS themes and regions, were asked to place a gender lens on their research and capacity development activities. A dedicated gender program was initiated in the CCAFS research theme on Knowledge to Action (K2A). In addition to helping and advising the various CCAFS stakeholders, the gender program's main purpose was to conduct research and build capacity to address the most pressing gaps in gender and climate change knowledge.

¹ Ashby J, Kristjanson P, Thornton P, Campbell B, Vermeulen S, Wollenberg E. 2012. CCAFS Gender Strategy. CGIAR Research Program on Climate Change, Agriculture and Food Security (CCAFS). Copenhagen, Denmark. Available online at: www.ccafs.cgiar.org.



In 2011 the Food and Agriculture Organisation of the UN (FAO) showed that if women had the same access to resources and information as men, significant impacts would be achieved on global agricultural productivity and hunger. Following on this information, the CCAFS gender strategy laid out five key questions related to gender and climate change that urgently needed to be filled:

- What are the implications of gender relations for vulnerability

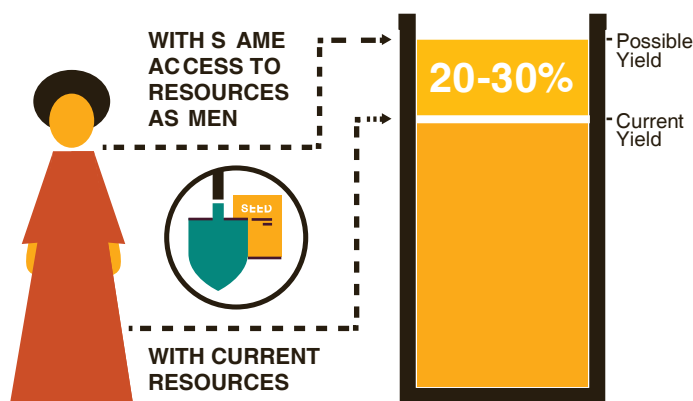
to different levels of exposure to climate stress and for adaptation to progressive climate change at the level of individuals, households and communities?

- What are the characteristics and causes of gender-differentials in access to and use of climate-related information?
- What are promising institutional arrangements enabling women as well as men to benefit

from incentives for delivering environmental services?

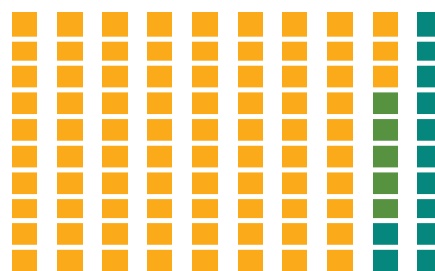
- What gender-differentiated patterns can be identified in the trade-offs poor men and women make between adaptation and mitigation options for dealing with climate change in agriculture?
- How are risks arising from climate change or variability distributed among men and women with different resource endowments and assets?

FAO information regarding women's access to resources²



This extra output could reduce the number of hungry people in the world by

12-17%.



In 2013, because of an increasing emphasis on a theory of change (TOC) approach to doing research in CGIAR, CCAFS began the process of redesigning its research activities to meet certain intermediate development outcomes (IDO) being developed by CGIAR.³ During a planning meeting involving the CCAFS themes, regions and member CGIAR centres held outside of London in August 2013, participants recognized that CCAFS gender outcomes needed to be defined so as to better guide the production of research outputs. They also recognized that gender research related to climate change had to identify norms and dynamics leading to gender inequities that prevented the greatest adoption of and benefits from CCAFS research outputs by women.

In short, CCAFS needed a well-articulated gender TOC that guided research questions and hypothesis away from situational diagnostics and towards gender transformation. The London meeting participants contributed to drafting a gender TOC for CCAFS (Box 1).

Box 1: The CCAFS Gender TOC.

Women can be vulnerable to climate change. Women are also powerful agents of change, and often have unrealized solutions for adaptation and mitigation. Gender norms change, and can change quickly; this is a key part of the 'transformative change' we support. Targeting women and other vulnerable

groups with climate smart solutions increase the likelihood of achieving our gender IDO, and all of the outcomes we seek.

In order to achieve the greatest overall impact, we need to take what we've learned from sex disaggregated documentation and diagnostic research, and use it to formulate research aimed at informing, catalysing and targeting adaptation and mitigation solutions to women and other vulnerable groups. Gender norms must be addressed in order to achieve a healthy, food and nutrition secure world free of poverty and hunger, with sustained and regenerating natural resources.

² From <http://ccaafs.cgiar.org/bigfacts/#theme=climate-impacts-people&subtheme=gender>, accessed 12 January 2015.

³ CCAFS IDOs:

- Increased and stable access to food commodities by rural and urban poor ("**Food security**").
- Increased control by women and other marginalized groups of assets, inputs, decision-making and benefits ("**Gender and social differentiation**").
- Increased capacity in low income communities to adapt to climate variability, shocks and longer term changes ("**Adaptive capacity**").
- Additional policies and institutions supporting sustainable, resilient and equitable agricultural and natural resources management developed and adopted by agricultural, conservation and development organizations, national governments and international bodies ("**Policies and institutions**").
- Increased carbon sequestration and reduction of greenhouse gases through improved agriculture and natural resources management ("**Mitigation**").



Testing of new CCAFS gender hypothesis (TOC) in K2A gender impact pathway

In response to the new gender TOC, the K2A team redesigned its gender program from one based on a log frame to one based on an impact pathway guided by this TOC. The team articulated an outcome story (Box 2) that it wanted to

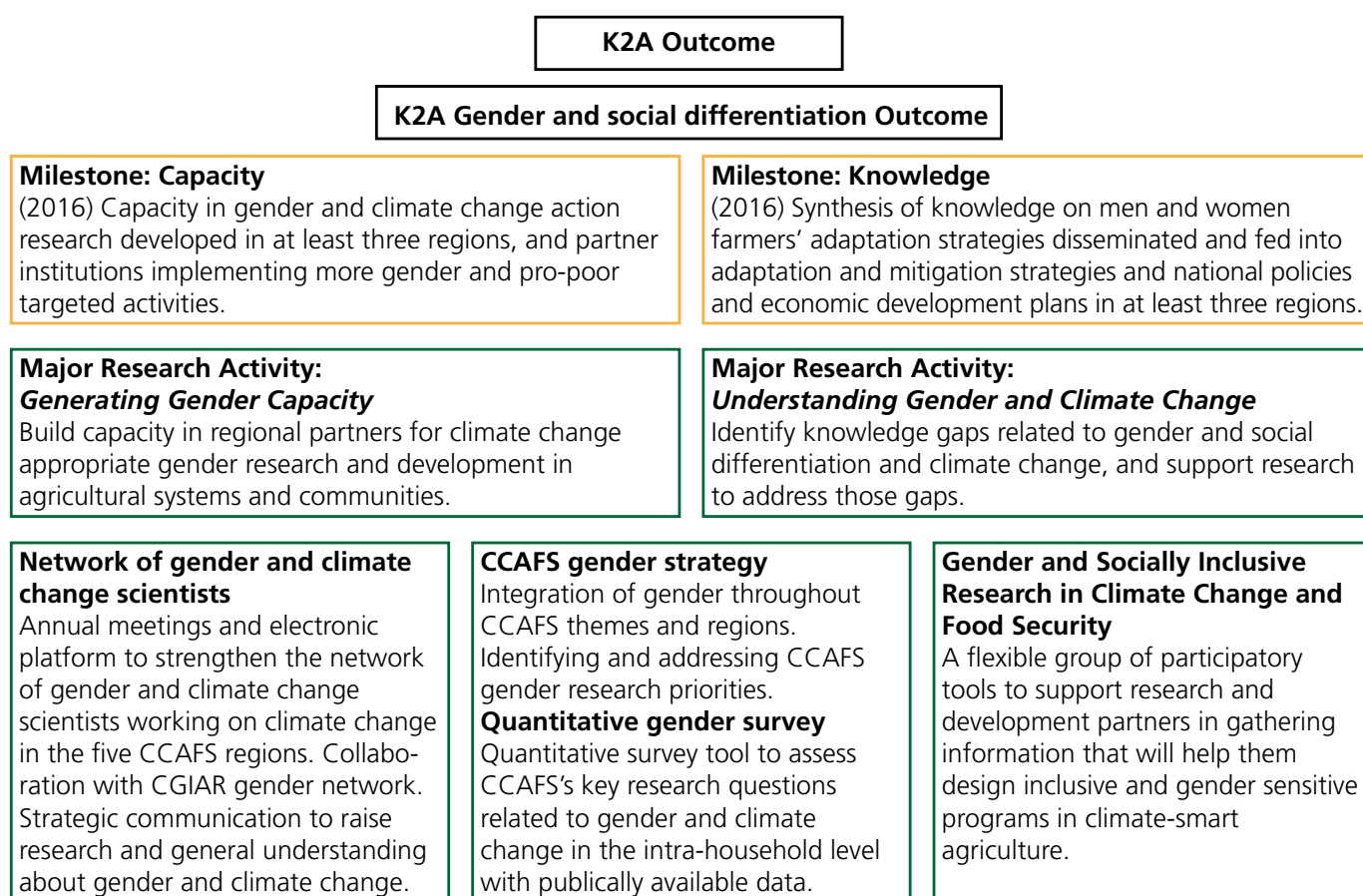
tell by the end of 2016, because of its gender work (Figure 3).

Box 2: The K2A gender outcome story for 2016.

By the end of 2016, research and development actors understand the importance of social differentiation in climate

resilience research, and for adoption of climate-smart agricultural practices at the household and community levels. Our partners are using our tools to design gender-targeted climate-smart agriculture research and development programs, and are measuring the overall benefits for improving the adoption of climate-smart agricultural practices.

Figure 3: The K2A gender and social differentiation impact pathway.



When developing our impact pathway, we took two strategic decisions, (i) capacity development and research activities should be integrated, so that every activity contributes both new knowledge and new capacity (our two gender and social differentiation milestones), (ii) in addition to the five

CCAFS priority gender and climate change research questions, we needed to ask questions that challenged gender norms and targeted transformation:

- How do we best target climate-smart practices and knowledge to women?

- Can the capacity of stakeholders to implement gender transformative climate change, agriculture and food security programs be increased by using participatory methods?

We developed a monitoring, learning and evaluation (ML&E) plan as an integral part of our impact pathway.



The plan allowed us to measure progress along the K2A gender and social differentiation impact pathway (deliverables and process) and in achieving outcome targets (outcome). Implementation of our ML&E plan started mid-2013. As of the end of 2014, when the K2A research theme was dissolved and integrated into the new CCAFS research flagships⁴, this ML&E provided some key points of learning.

The outcome story. By elaborating our outcome beyond a statement and into a story we wanted to tell, K2A team members developed greater ownership of our gender and social differentiation program and it was easier to engage with partners to explain our work and our goals.

Simplification. When developing monitoring indicators, we took the approach of asking what kind of evidence each of our projects could provide in terms of both progress along the impact pathway as well as in achieving our outcome. Because multiple projects contributed to each milestone, the indicators we chose were often repetitive. ML&E can be simplified by narrowing down the number of indicators across projects, often with more than one project contributing to an indicator.

Outcome indicators. The most important indicators measure progress towards outcomes. A limited set of deliverable and process indicators should be measured to ensure that programs are on track. However, the outcome indicators allowed us to increase our learning beyond the research process, particularly in how to target gender-transformation as a goal.

Data. In the past we didn't track views and downloads, but the data we have now collected paints an encouraging picture. If 500 people are reading a blog and three months after publication several thousand are downloading the new Gender and Inclusion Toolbox that helps them address critical gender issues in a very practical way (alongside a staggering 60,000 downloads of the earlier guide after four years), we are definitely having an impact by making these materials open access and promoting them with social media. We have learnt that it is necessary but not sufficient to collect such indicators; we also need to follow up to find out how these materials are being used and what they have done for stakeholders. We had early success in doing this by using free online tools such as Survey Monkey®. But unobtrusive, quick survey tools embedded in websites that offer our research outputs would likely be more powerful and real-time.

The team. We developed the gender and social differentiation impact pathway using an established log frame for the K2A theme. This was necessary to ensure that previous commitments were honoured. However, it meant that the K2A team was not fully involved in developing the impact pathway and resulting ML&E plan. Internal communication became essential to bridge this awareness gap, but was not fully successful. This became particularly apparent at reporting time, when gathering and analysing evidence related to the plan occasionally became a burden. In future, emphasis should be placed on involving the whole team in impact pathway development, including project partners, and engaging new team members in the ML&E process

early on so that they become fully integrated.

Results. The CCAFS quantitative gender survey is the activity that is currently generating the most evidence towards the CCAFS five key gender and climate change research questions. However, the social learning process in developing the participatory Gender and Inclusion Toolbox has been the most effective in generating partner and next-user capacity in gender awareness and transformative approaches. Our ML&E plan called for a survey of CGIAR centre focal points and gender experts regarding contributions in knowledge about the CCAFS five key gender and climate change questions. Results showed that more resources are being spent on diagnostic research (e.g. gender and vulnerability) than transformation (e.g. institutional change). More CGIAR centre research focus needs to be placed on gender, in particular the priority research questions.

4 CCAFS research flagships:

- a. Climate-smart agricultural practices
- b. Climate information services and climate-informed safety nets
- c. Low emissions development
- d. Policies and institutions for climate-resilient food systems



Acknowledgements

We aim to practice what we preach. This briefing series is the product of an on-going social learning process — the Climate Change and Social Learning initiative (CCSL) — between the CCAFS team and its partners, in which knowledge has been co-constructed through many different channels, including workshops, the CCSL 'Sandbox', and social media. Many thanks to everyone who has participated in this process so far and to those who continue to do so.

CCSL Partners:

