



A Change of Heart?

Putting gender and transformative thinking at the heart of One CGIAR

**Kalyani Menon Sen
Rieky Stuart
Caroline Marrs
Ray Gordezky**

November 2021



CONTENTS

Introduction	Page 2
Section I. Review of Literature	Page 3
Section II. Gender in CGIAR: the current state of play	Page 19
Section III. Towards a transformative strategy	Page 30
Acknowledgements	Page 35
References	Page 36
Annexes	Page 43
A. Integrating GESI in research practice: Glossary of terms and methods.	
B. Principles and activities of institutional transformation processes	
C. Illustrative list of policies	



Introduction

From being a consortium of 15 independent research centres, the CGIAR system is in the process of transitioning to One CGIAR - “a dynamic reformulation of partnerships, knowledge, assets, and global presence, aiming for greater integration and impact”. This consolidation is spurred by the recognition that “delivering science and innovation to advance the transformation of food, land, and water systems in a climate crisis” calls for a “systems transformation approach”.

The CGIAR GENDER Platform aims to foster systemic changes in CGIAR centres and create an institutional culture that places gender equality and transformative thinking at the heart of the new One CGIAR agenda.

This thinkpiece is an input to the ongoing process of reflection, discussion and dialogue on the strategic possibilities for the GENDER Platform to advance this goal. Our brief was to support the GENDER Platform in making a strong case for “gender at the heart” of One CGIAR, and its own role in this process. Specifically, we were commissioned to prepare a discussion paper with the following elements:

- A summary of the current state of thinking and practice on integration of gender concerns into agricultural research and transformation of research institutions to address gender and other exclusionary hierarchies and norms.
- An exploration through a feminist lens of challenges and possibilities for gender equality and transformative thinking in One CGIAR.
- Strategic options for advancing institutional transformation.

Section I of this document is a brief review of published academic work on the transformative potential of integrating gender equality and social inclusion into agricultural research, and the need for institutional transformation. Section II brings a holistic perspective, an intersectional feminist lens and systems thinking to an analysis of the situation of gender in the CGIAR system, and identifies possibilities and challenges for embedding gender goals and transformative thinking into the structure and functioning of One CGIAR. Section III presents our thoughts and proposals for building on CGIAR’s positive experiences of advancing gender equality to ensure that the commitment to transformation is woven into the new system in sustainable and generative ways.

It should be noted that this document is based on secondary data and does not reflect the perspectives and insights of key system actors to whom we did not have access. The very tight time frame was also a constraint. We hope that these limitations will be redressed in the wider process of debate and dialogue that this paper is intended to spark.



Section I. Literature Review

CGIAR has experience and knowledge spanning 50 years, built on a track-record of continuous innovation and world class research. CGIAR research has demonstrably helped to lift hundreds of millions of people out of poverty...The benefits of CGIAR research primarily accrue to poor farmers in low and lower-middle income countries, with consumers and economies also affected positively on a broader scale, contributing to poverty reduction worldwide.¹

CGIAR 2030 Research and Innovation Strategy

In 2021, CGIAR launched its 2030 Research and Innovation Strategy which lays out the mission of CGIAR as: “To deliver science and innovation that advance transformation of food, land, and water systems in a climate crisis.” Toward this end, the strategy is structured around five Impact Areas:

- Nutrition, Health and Food Security,
- Poverty Reduction, Livelihoods and Jobs,
- Climate Adaptation and Mitigation,
- Environmental Health and Biodiversity, and
- Gender Equality, Youth and Social Inclusion,

The Gender Equality, Youth and Social Inclusion Impact Area focuses on: “Clos[ing] the gender gap in rights to economic resources, access to ownership, and control over land and natural resources for over 500 million women who work in food, land, and water systems. Offer rewarding opportunities to 267 million young people who are not in employment, education, or training.”²

Gender and social inclusion objectives are mainstreamed through three Action Areas as described in Table 1, and will be delivered through corresponding Science Groups.

¹ CGIAR. 2021. *CGIAR 2030 Research and Innovation Strategy*. Page 14.

² Ibid, page 19.

Table 1: Gender in the three Action Areas

Action Area: Systems Transformation	Action Area: Resilient Agrifood Systems	Action Area: Genetic Innovation
Gender-transformative approaches, communication, and advocacy that lead to empowerment of women and youth, encourage entrepreneurship, and address the socio-political barriers to social inclusion in food, land, and water systems.	Interventions designed to enable equal access to innovations and capacity development, as well as financial, informational, and legal services for women and young people to enable them to shape agrifood systems.	Supply of improved varieties and breeds that are affordable and accessible to women, youth, and disadvantaged social groups, meeting their specific market requirements and preferences. ³

As the 2030 Strategy states:

Women make up 43 percent, on average, of the agricultural labor force in low- and middle-income countries, and account for two thirds of the world’s 600 million poor livestock keepers, yet their access to productive resources, rights, and services is limited, holding back prosperity for all. More than 85 percent of the world’s 1.2 billion youth live in low- and middle-income countries, and many of them face limited opportunities for employment or entrepreneurship.⁴

The need for renewed and strengthened focus on Gender Equality and Social Inclusion (GESI) is reinforced by messaging from CGIAR senior leadership, such as this blogpost by Geoffrey Hawtin, entitled: *A gender focus for agricultural research can benefit the whole community.*

Gender and inclusive growth is one of CGIAR’s research priorities, with a focus on how to create opportunities for women, young people and marginalized groups. Around the world, CGIAR initiatives are helping to reduce women’s drudgery, improve their access to information and agricultural innovation, increase their decision-making powers and incomes, and strengthen their land tenure rights, producing a ripple effect for entire households and communities as a result.⁵

³ Ibid, page 21.

⁴ Ibid, page 19.

⁵ Hawtin, Geoffrey. 2018. *A gender focus for agricultural research can benefit the whole community.* Available at: <https://www.cgiar.org/gender-focus-agricultural-research/>. At the time the blog was written, Hawtin was the Board Chair of the former International Center for Tropical Agriculture (CIAT), Center Board Member for the CGIAR System Management Board, and gender research champion.



One CGIAR is a dynamic reformulation of CGIAR’s partnerships, knowledge, assets and global presence to achieve sustainable and inclusive food system transformations. This massive CGIAR reformulation process provides a unique opportunity to analyze and plan transformation in current institutional structures and cultures, so as to shape more inclusive ways of knowing and doing science.

Gender equality and social inclusion as development drivers

Esther Boserup’s 1970 *Women’s Role in Economic Development* was the first well-known study to describe and analyze women’s role in agriculture (in this case, in Africa) and, notably, to highlight women’s exclusion from development policies and programs due to gender bias. The following decades have seen the publication of numerous studies that have sought to collect further evidence of women’s critical role in agriculture.

Agnes Quisumbing at the International Food Policy Research Institute (IFPRI), for example, played a key role in establishing the evidence base, including a 1995 co-authored paper that found “a growing body of evidence (that) indicates that if male-female access to inputs were less unequal, substantial gains in agricultural output would occur, benefitting both women and men”⁶. They found that women worldwide faced the same or similar barriers such as weak land rights, limited access to common property resources, lack of equipment and appropriate technology, limited contact with agricultural extension, lack of access to credit and lower levels of education.⁷ Added to these were limitations in the enabling environment such as the (at the time) dearth of women agricultural scientists and women’s absence in agricultural decision-making bodies.⁸ Their report offered “concrete proof that reducing gender disparities by increasing women’s physical and human capital promotes agricultural growth, greater income for women, and better food and nutrition security for all”.⁹

⁶ Quisumbing, Agnes et al. *Women: The Key to Food Security*. International Food Policy Research Institute (IFPRI). 1995, page 1. An observation echoed by a 1999 World Bank status report on poverty in Sub-Saharan Africa, which examined the linkages between gender, growth and poverty reduction in the region: “Primarily focused on agriculture, and the rural sector, the report argues that one of the factors constraining growth, and poverty in Sub-Saharan Africa is gender inequality in the access to, and control of a diverse range of assets”. Cited in Mark C. Blackden, *Gender, Growth, and Poverty Reduction, Africa Region Findings & Good Practice Infobriefs* No. 129, World Bank, 1999.

⁷ Kathleen Sexsmith in 2017 posited the following five dimensions of gender inequality in agriculture: lack of access to land or access to small, marginal land; lack of access to credit, production inputs and extension; women’s unpaid household labour burden; temporary and insecure employment; and lack of participation in decision making. As cited in Kathleen Sexsmith et al, *How to Improve Gender Equality in Agriculture*, 2017, pages 1-2. A European Institute for Gender Equality (EIGE) paper, *Gender in agriculture and rural development (2017)* focuses on four main dimensions: unequal participation of women and men in agriculture and rural development; ageing and masculinisation of rural areas; invisibility of women’s role; and under-representation of women in farm ownership and agricultural decision-making.

⁸ Quisumbing, Agnes et al. 1995, pages 2-8.

⁹ Ibid, page v.



It is perhaps worth recalling that agriculture itself had been somewhat neglected as a force for development and poverty reduction over the same time period as women's role in agriculture was being "discovered". The World Bank's 2008 World Development Report's theme was "Agriculture for Development", a topic last addressed 25 years earlier.¹⁰ The report's main thesis was about the key role agriculture played and could play in reducing poverty: "In the 21st century, agriculture continues to be a fundamental instrument for sustainable development and poverty reduction...Agriculture alone will not be enough to massively reduce poverty, but it has proven to be uniquely powerful for that task".¹¹

The report contains no specific chapters or sections on the particular contributions by women around the world to agriculture nor about the gender-based biases they faced as agriculturalists both within their households and communities, and vis a vis agricultural development policies and programs. The word "women" appears 220 times and the word "gender" appears only 59 times and in the almost 400-page report.

This was corrected by the joint publication in 2009 by the World Bank, the Food and Agriculture Organization (FAO) and the International Fund for Agriculture (IFAD) of the almost 800-page *Gender in Agriculture Sourcebook*.¹² "Apart from demonstrating the significant contributions made by women to agriculture and rural development, the Sourcebook makes the (explicit) case for gender equality in access to the various resources and inputs needed for ensuring increased production and productivity of the sector, and in decision-making".¹³ Indeed, the *Sourcebook* maintains that these gender inequalities combine to result in higher levels of poverty and food insecurity.¹⁴

This was followed by the 2010-2011 The State of Food and Agriculture report entitled "Women in Agriculture: Closing the Gender Gap in Agriculture"¹⁵, still considered a definitive collection of case studies about the causes and effects of the gender gap in agriculture. As the report states:

¹⁰ World Bank. *2008 World Development Report: Agriculture for Development*. 2007.

¹¹ Ibid, page 1.

¹² World Bank, Food and Agriculture Organization (FAO), International Fund for Agricultural Development (IFAD). *Gender in Agriculture Sourcebook*. 2009. In fact, the Sourcebook is a "living document" with the original 16 modules having expanded to include, for example, Module 18 on "Gender in Climate-Smart Agriculture".

¹³ CGIAR. *Evaluation of Gender in CGIAR. Appendix F: Issue Paper* by Christine Okali. 2017, page 5.

¹⁴ Given this significant milestone, it is surprising, from a 2021 perspective, to read this 2010 statement by the heads of the Asian Development Bank (ADB), the FAO, and IFAD on food security concerns in the Asia-Pacific region which does not include the word "women" at all. <<https://www.ifad.org/zh-TW/web/latest/-/news/adb-fao-and-ifad-partner-to-address-food-security-concerns-in-asia-and-pacific-region>>

¹⁵ FAO. *The State of Food and Agriculture (SOFA) 2010-2011. Women in Agriculture: Closing the Gender Gap in Agriculture*. 2011. The FAO subsequently commissioned IFPRI to edit a book based on the wealth of information collected in the SOFA. *Gender in Agriculture: Closing the Knowledge Gap* was published in 2014 (Quisumbing, Agnes R. et al, eds).

Despite the diversity in the roles and status of women in agriculture, the evidence and analysis presented in this report confirm that women face a surprisingly consistent gender gap in access to productive assets, inputs and services. A large body of empirical evidence from many different countries shows that female farmers are just as efficient as their male counterparts, but they have less land and use fewer inputs, so they produce less. The potential gains that could be achieved by closing the gender gap in input use are estimated in this report in terms of agricultural yields, agricultural production, food security and broader aspects of economic and social welfare.¹⁶

The report provides extensive evidence about the contributions that women make to agriculture, the constraints they face in agricultural and rural enterprises, and the limiting effects of the gender gap on agricultural productivity, economic development and human well-being.

Based on a number of case studies on yield gaps from around the world,¹⁷ the report estimated that farm yields could be increased by as much as 20-30 percent if women had the same access to productive resources as men.¹⁸ “This could raise total agricultural output in developing countries by 2.5–4 percent, which could in turn reduce the number of hungry people in the world by 12–17 percent”.¹⁹ In addition, closing the gender gap in agriculture would increase women’s access to, and control over, resources and income. The report cited numerous studies from around the world that demonstrated that “when women have more influence over economic decisions, their families allocate more income to food, health, education, children’s clothing and children’s nutrition”.²⁰ As well,

Improved gender equality in access to opportunities and assets not only improve nutrition, health and education outcomes, but can also have a long-lasting impact on economic growth by raising the level of human capital in society. Closing the gender gap spurs economic development, largely through the impact of female education on fertility, child mortality and the creation of human capital in the next generation.²¹

¹⁶ Ibid, page 4.

¹⁷ Though a majority of these are from Sub-Saharan African, the report notes that “similar input gaps have been documented in all regions”. FAO, 2011, page 41.

¹⁸ A 2005 World Bank estimated increased outputs of between 10 and 20 percent in Sub-Saharan Africa with increased access to inputs by women. As cited in John Ward, Bernice Lee, Simon Baptist and Helen Jackson, *Evidence for Action: Gender Equality and Economic Growth*, The Royal Institute of International Affairs, 2010, page 25.

¹⁹ FAO, 2011, pages 5 and 41.

²⁰ Ibid, page 43. In support of this conclusion, the report cited studies from, inter alia, the Philippines (Garcia, 1991), Brazil (Thomas, 1997), Mexico (Djebbari, 2005), and Malawi (Hazarika and Guha-Khasnobis, 2008).

²¹ Ibid, page 43.



Since this foundational period for gender in agriculture²², further research has provided more evidence on the causes and effects of the gender gap in agriculture. A 2016 study by the African Development Bank Group, found that:

Gender productivity gaps in Nigeria, Tanzania, and Uganda were respectively of 18.6%, 27.4%, and 30.6%, and that closing these gaps could yield production gains of 2.8% in Nigeria, 8.1% in Tanzania, and 10.3% in Uganda. These production gains would subsequently raise monthly consumption per adult equivalent by 2.9%, 1.4%, and 10.7%, respectively... Improving women's access to productive inputs (such as land, chemical fertilizer, improved seeds, and pesticides), reforming land discriminatory laws, and closing women's gaps in technology, agricultural finance, human capital, and extension services may help achieve gender equality in Sub-Saharan Africa's agriculture.²³

The Inter-American Development Bank's 2014 paper *Mainstreaming Gender in Rural Development Projects in Latin America and the Caribbean* states:

Agriculture is one of the keys to promoting growth and reducing poverty and food insecurity in LAC. It represents almost 8 percent of the region's combined gross domestic product (GDP) and employs 20 percent of the population. It is also the most pro-poor sector, with growth in agriculture more effective than non-agricultural growth at reducing poverty (Dewbre, Cervantes-Godoy, and Sorescu, 2011). Almost two-thirds of the region's rural population still lives in poverty, and women are overrepresented among the poor. For that reason, mainstreaming gender in agriculture not only is essential for the sector's performance but is also essential for poverty reduction, food security, and gender equality.²⁴

These gaps persist today. For example, a 2020 paper examines the “large gender disparities in the adoption” of agricultural technologies in Asia.²⁵

The attention paid to gender inequality in the studies and policies of the major research-for-development and development agencies active in agriculture and natural resource management reflect the now well-established imperative to promote gender equality as a driver for myriad

²² Other key reports included the 2011 Report of the UN Women Expert Group meeting on *Enabling Rural Women's Empowerment: Institutions, Opportunities and Participation* and the FAO's 2013 policy on Gender Equality. As cited in CGIAR, 2017, Appendix F.

²³ Musaka, Adamon N. and Adeleke O. Salami. *Gender equality in agriculture: What are really the benefits for sub-Saharan Africa?* African Development Bank. Africa Economic brief, AEB Volume 7 Issue 3. 2016.

²⁴ Inter-American Development Bank. *Mainstreaming Gender in Rural Development Projects in Latin America and the Caribbean*. 2014b.

²⁵ Rola-Rubzen, Maria Fay, Thelma Paris, Jacob Hawkins, Bibek Sapkota. *Improving Gender Participation in Agricultural Technology Adoption in Asia: From Rhetoric to Practical Action*. Applied Economics Perspectives and Policy, February 2020.

development benefits from agricultural productivity; economic growth; and child health, nutrition and education, to name just these.²⁶ This, of course, extends to the need to integrate GESI considerations into agricultural research.

*Given existing inequities, it is not enough that policies be gender-neutral; overcoming the constraints faced by women requires much more. Reforms aimed at eliminating discrimination and promoting equal access to productive resources can help ensure that women – and men – are equally prepared to cope with the challenges and to take advantage of the opportunities arising from the changes shaping the rural economy”.*²⁷

Today, it is much more widely accepted that studying these gendered differences is key to addressing the gender gap and unlocking the potential of agriculture for development. However, **the fact that women and other economically and socially excluded groups are clearly on the agriculture agenda does not necessarily result in equality for such groups.** It is important to note the risk of their instrumentalisation²⁸ in efforts to reduce or eliminate the gender gap.

That is, the case for gender equality can be argued on intrinsic grounds (“the right thing to do”) and instrumental grounds (“the smart thing to do”), but in practice the intrinsic rationale is not always explicit or intended.²⁹ For example, it is too often assumed that greater integration of women into agricultural development will result in greater gender equality. However,

...common approaches address visible gaps (such as access to technology, assets, or knowledge) but fail to engage with underlying structural gender barriers, in particular gender norms (Farnworth et al. 2013, IGWG 2017). Gender accommodative approaches, as the name implies, acknowledge—and work around—gender constraints. For example, an accommodative aquaculture or agriculture project may focus on engaging women within the boundaries of the homestead and in relation to foods for home consumption, as these spaces and the food focus are family and domestic related, and thus already socially acceptable for

²⁶ See for example: *FAO Policy on Gender Equality: 2020-2030; Mainstreaming Gender-transformative Approaches at IFAD – Action Plan 2019-2025; Africa Development Bank Group (AfDB) Gender Strategy 2021-2025; ADB Strategy 2030* in which “accelerating progress in gender equality” as one of its seven operational priorities; and of course, CGIAR’s own *OneCGIAR*. See Annex C for an illustrative list of policies.

²⁷ FAO, 2011, page 4.

²⁸ See for example Kate Farhall and Lauren Rickards. *The “Gender Agenda” in Agriculture for Development and Its (Lack of) Alignment with Feminist Scholarship*. *Frontiers in Sustainable Food Systems*. 2021. See also Pyburn, Rhiannon and Anouka Van Eerdewijk, eds. *Advancing gender equality through agricultural and environmental research: past, present and future*. 2021.

²⁹ Kabeer, Naila and Luisa Natali. *Gender Equality and Economic Growth: Is there a Win-Win?* Institute of Development Studies. 2013, page 3.

women.³⁰ *The limitation is that this stays within the boundaries of gender constraints and thus is unlikely to address the underlying formal (policy) or informal (gender norms, attitudes) factors that perpetuate and reproduce these constraints (Kantor 2013, McDougall et al. 2015, IGWG 2017, Wong et al. 2019). In other words, although accommodative strategies may close visible gaps in project activities, the underlying factors that originally limited women and men from engaging and benefiting equally—such as policies, gender norms, or attitudes—are likely still in place.*³¹

Gender norms are part of “the unwritten rules of behavior regarding what is considered acceptable and appropriate in a given group or society. They govern social relations and establish expectations as to how we are to act in our everyday affairs... and they determine in significant ways the distribution of the benefits of social life.”³² As it turns out, across the vast majority of cultures and societies around the world, such social norms tend to be discriminatory toward women. **From a gender equality perspective, approaches that neglect underlying gender discriminatory norms - such as much of the “gender gap” work described above - are likely to fail in achieving the development outcomes they seek, as unaddressed norms often re-assert their power once the intervention is completed.** And, of course, such approaches are not likely to succeed in supporting the achievement of gender equality for the same reasons.³³

*Insufficient appreciation of how underlying social institutions and structures, such as gender norms, perpetuate gendered inequalities means that interventions often fail to achieve lasting benefits for women. In the worst cases, they may inadvertently reinforce gender disparities.*³⁴

³⁰ “Similarly, studies in Africa and Asia found that women’s ability to pursue new technologies and engage as agricultural innovators were shaped by norms related to mobility constraints, gendered workloads, and perceptions of men as “farmers” and decision-makers versus women as “helpers” and subordinates”, in Ibid, page 333.

³¹ Ibid, page 329.

³² McDougall, Cynthia, et al. *Toward structural change: Gender transformative approaches*. In *Advancing gender equality through agricultural and environmental research: Past, present, and future*. 2021, pages 331-332. Gender At Work uses the term “institutions”: We understand institutions as the rules for achieving social or economic ends (Kabeer, 1996). They determine who gets what, who does what, and who decides. The rules that maintain women’s position in societies may be stated or implicit. These rules would include values that maintain the gendered division of labour; prohibitions on women owning land; and restrictions on women’s mobility. Perhaps the most fundamental is the devaluing of reproductive work”. Rao, A. and D. Kelleher. *Institutions, Organisations and Gender Equality in an Era of Globalisation*. Gender and Development, Volume 11, Issue 1. 2003. See also Marcus, Rachel. *The norms factor: Recent research on gender, social norms and women’s economic empowerment*. International Development Research Centre. 2018.

³³ See for example, Sarapura Escobar, S. and R. Puskur. *Gender Capacity Development and Organizational Culture Change in the CGIAR Research Program on Aquatic Agricultural Systems: A Conceptual Framework*. The WorldFish Center, Working Papers, Number 40481. 2014, page 7.

³⁴ Badstue, Lone, Marlène Elias, Victor Kommerell, Patti Petesch, Gordon Prain, Rhiannon Pyburn and Anya Umantseva. *Making room for manoeuvre: addressing gender norms to strengthen the enabling environment for agricultural innovation*. Development in Practice, Volume 30, No. 4. 2020, page 541.



As the 2010-2011 SOFA put it, “because many of the constraints faced by women are socially determined, they can change”.³⁵ That is, such norms are neither natural nor immutable. Indeed, the fact that gender norms are underlying drivers of gendered practices but also dynamic and changeable makes them critical leverage points for enhancing gender equality”.³⁶ This understanding of social norms underpins what are known as gender transformative approaches.

Gender transformative approaches create opportunities for individuals to actively challenge gender norms, promote positions of social and political influence for women in communities, and address power inequities between people. “Such approaches examine, analyze, and build an evidence base to inform long-term practical changes in structural power relations and norms, roles and inequalities that define the differentiated experiences of men and women”.³⁷

*Gender transformative approaches complement and go beyond current “business-as-usual” approaches. The latter work around gender constraints and often focus on building women’s individual or collective agency or assets. By contrast, gender transformative approaches seek to constructively, and in a context-driven way, transform structural barriers, in particular constraining norms, that underpin gender equality. In this way, they go deeper than common gender integration and mainstreaming and tackle the root causes of gender inequalities instead of addressing its symptoms (AAS 2012a). As such, emergent gender transformative strategies embody the ambitious goal of addressing the very foundations of gender equality, seeking to reshape unequal power relations and structures toward more gender equal ones (Morgan et al. 2015, Wong et al. 2019).*³⁸

Gender equality and social inclusion in agricultural research

The evolution of agricultural research for development has mirrored that of agriculture for development in terms of gender equality.

The past decade has seen renewed, and more concerted and comprehensive interest in gender equality and women’s empowerment in the agricultural development sector. This momentum has created a unique opportunity to advance gender equality, and to

³⁵ FAO, 2011, page 4.

³⁶ McDougall, Cynthia, et al. 2021, page 335.

³⁷ International Development Research Centre (IDRC). *Transforming Gender Relations: Insights from IDRC Research*. 2019, page 4.

³⁸ McDougall, Cynthia, et al. 2021, page 326. See also GENNOVATE (Enabling Gender Equality in Agricultural and Environmental Innovation), a qualitative comparative research initiative that focuses on the nexus between gender norms, agency, and innovation in agriculture and natural resource management. An international collaborative effort, the initiative involves 137 community case studies across 26 countries of the Global South.



institutionalize gender research within agricultural research for development (AR4D) organizations.

Advancing gender equality through agricultural and environmental research: past, present and future. International Food Policy Research Institute. 2021.

Until the concept of the gender gap achieved more widespread acceptance, agricultural research (as well as many other types of research) was either “gender blind” or assumed to be “gender-neutral”: either women were not considered at all, or it was assumed that the observations and conclusions of research focused primarily on male-dominated agricultural practices could be applied to women and their agricultural practices. Indeed:

much research is still gender-blind or gender-biased. This happens, for instance, when research results are extrapolated to the population as a whole without due consideration of the sample composition...Sex and gender are fundamental determinants of the organisation of life and society. Therefore, recognising and taking into account these differences is paramount in scientific knowledge creation.³⁹

Other examples of such blind spots include assuming male farmers’ interests represent all farmers, the over-focus on the male-female binary and assumptions about the ‘household’ as being male-headed and/or as a unit of cooperation.⁴⁰ Today, we would add that such biases have also made people from other marginalized groups, including youth, invisible in agricultural research.

Despite greater inclusiveness in agricultural research, at least from the gender perspective, limitations persist to this day. Over the last three decades, critiques of systematic biases in research generally and in the field of agricultural research specifically continue to identify male-biased assumptions and gender and diversity related data gaps.

One cause of such limitations has been identified in recent scholarship as the lack of context-specificity in research. Agriculture has long been characterized as primarily a technical system. However, as that system is embedded in social, political, institutional and cultural systems, these too need to be understood to effect good research.

A good understanding of the needs and aspirations of men and women smallholder farmers, fisher folk and livestock keepers and/or consumers can help to guide the focus of the research. A broad gender analysis, as well as inclusive consultations can point to key crops

³⁹ European Institute for Gender Equality (EIGE). *Promoting Gender Equality in Academia and Research Institutes: Main Findings*. 2016c, page 8.

⁴⁰ Feldman, S. *Feminist science and epistemologies: Key issues central to GENNOVATE’s research program*. CIMMYT. 2018.



*or livestock that men and women have a preference for. It also sheds light on the different and multiple objectives that men and women have in agriculture.*⁴¹

In sum, “researchers should be aware of potential gender and sex differences in their specific field, should consult widely, and encourage participation/inclusion of different perspectives in research design. They should determine whether any differential effects will arise in the development phase of their research question”.⁴²

The types of topics that have increasingly been addressed in agricultural research include but are not limited to:

- assessing women’s empowerment,
- identifying technical innovations designed to reduce drudgery,
- linking women to markets,
- supporting women’s roles in ensuring household food security and nutrition,
- increasing women’s access to assets, resources and knowledge, and
- assisting in the development of policies and services designed to increase gender equity.⁴³

Including such considerations in agricultural research can improve outcomes. For example, the 2017 Evaluation of Gender in CGIAR, found “some patchy but promising evidence of how gender research is contributing to immediate outcomes or behaviour changes, such as women engaging in processes of resource management at local level, and changes in development practitioners and policy makers thinking about women’s empowerment”.⁴⁴ In general, addressing both women’s and men’s realities in research, and devoting more resources to “gender-specific research to fill

⁴¹ Njuki, J. *Critical Elements for Integrating Gender in Agricultural Research and Development Projects and Programs*. Journal of Gender, Agriculture and Food Security, Volume 1, Issue 3: 2016, page 105. As an example: “Beef cattle rearing may be of cultural and economic importance to men, a focus on dairy cattle can meet women’s needs for regular income while meeting the multiple objectives of income from sale of milk, nutrition and manure for crop production”.

⁴² League of European Research Universities (LERU). *Gendered Research and Innovation: Integrating Sex and Gender Analysis into the Research Process*. Advice Paper No. 18. 2015, pages 10-11.

⁴³ These priorities were Identified at the Global Conference on Women in Agriculture and Emerging Priorities, held in 2012. This conference was organized by the Indian Council of Agricultural Research (ICAR), the Asia-Pacific Association of Agricultural Research Institutions (APAARI), and was supported by the multi-stakeholder Global Forum on Agricultural Research (GFAR) through a new mechanism called the “Gender in Agriculture Partnership (GAP)”. They also reflect priorities identified in the 2009 Gender in Agriculture Sourcebook (World Bank, FAO and IFAD) and the FAO’s The State of Food and Agriculture 2010-2011: *Women in Agriculture: Closing the Gender Gap in Agriculture*. 2011. See CGIAR. 2017, Annex F, pages 7-8. Additional topics identified since then include technology adoption, women’s care burden, and violence against women/gender-based violence.

⁴⁴ CGIAR. *Evaluation of Gender in CGIAR*. 2017, Volume 1, page 6. The report recommends “investing more systematically in tracking and assessing the contribution of CGIAR gender research to behaviour change is critical to understanding the impact pathways for gender research. These impact pathways may be through the uptake of specific tools and approaches among wider CGIAR scientists”.



knowledge gaps”⁴⁵ improves the quality of agricultural research. Validity and utility are increased⁴⁶ with results that are more varied and more societally relevant.⁴⁷

As noted earlier however, increased attention to gender differences in agricultural research may not yield either development or equality outcomes unless underlying norms are both actively considered and addressed. A gender transformative approach to agricultural research begins with an understanding that gendered differences are based on social constructs that consistently discriminate against women in society. Such norms are at the root of the barriers behind the gender gap in agriculture⁴⁸, and they are often invisible in research. As such, at a minimum, research should acknowledge the gendered social norms that operate in the context being researched and, ideally, include questions and methods that seek to interrogate these norms and their effect on individuals, households and communities in the research design. **Approached this way, agricultural research has the potential, by asking different questions, to contribute to the transformation of gender relations.**

Gender transformational approaches in research include explicit consideration of how knowledge is defined, the issue of its ownership, and of how research “subjects” are involved in the research process - from design, to implementation, to dissemination. This question is particularly important when it comes to the ownership and use of research by women, youth and other marginalized groups. This focus on power imbalances is rooted in the feminist research paradigm which “seeks to remove power imbalances inherent in research processes and correct for biases that shape what we know”,⁴⁹ including correcting for the “gendered manifestation of power, both in the topic for research and the way in which the research is conducted”.⁵⁰

The one-way dissemination of knowledge which is often found in science, when practiced in any social context or institution with existing hierarchies can exacerbate or increase knowledge ‘monopolies’. Without addressing power, in other words, the means of producing,

⁴⁵ European Commission (EC). *Toolkit: Gender in EU-funded Research*. Directorate General for Research and Innovation. 2011, page 1.4.

⁴⁶ EC, 2011, pages 1.4-1.6.

⁴⁷ See EIGE, 2016c; United Nations Educational, Scientific and Cultural Organization (UNESCO). *Telling SAGA: Improving Measurement and Policies for Gender Equality in Science, Technology and Innovation*. 2018, page 14; and IDRC, *Research Quality Plus*, 2016.

⁴⁸ See Chapter 2 in Hillenbrand E. and M. Miruka. “Gender and Social Norms in Agriculture”, in *2019 Annual Trends and Outlook Report: Gender Equality in Rural Africa: From Commitments to Outcomes*. RESAKSS Annual Trends and Outlook Report. International Food Policy Research Institute (IFPRI). 2019.

⁴⁹ IDRC. *Using Research for Gender-Transformative Change: Principles and Practice*. n.d., page 3.

⁵⁰ International Women’s Development Agency. *Feminist Research Framework*. 2017, page 13.



*controlling and using knowledge stays in the hands of the privileged few and in fact, prompts bias”.*⁵¹

This focus on power imbalances in the research process itself is one that challenges how research has traditionally been defined. For example, co-production (participatory research processes that involve research “subjects”) places a high priority on social change and community-benefit and therefore can represent a trade-off for researchers in terms of publishing goals. Conversely, traditional forms of academic reward can result in the ‘usefulness’ of research from the perspective of communities becoming peripheral to the research process.⁵² Other challenges exist as well. Co-production does, however, produce non-negligible benefits such as the improvements to research quality that flow from a broadening of the definition of what constitutes relevant and valid knowledge, for example.⁵³

Gender transformative approaches in research bring a more “activist” definition of research which requires that research objectives be explicitly focused on change and a reckoning with the power dynamics in traditional research. As with the issue of grappling with power dynamics in research, feminist research scholarship can and should be consulted to understand how they understand and integrate transformational change goals into research that remains rigorous and credible.⁵⁴

A more thoughtful and systematic integration of GESI considerations into research will constitute an important contribution to the transformation of societal inequalities. This would include:

- contextual analysis of social norms,
- building GESI considerations into research questions,
- selecting GESI-specific research questions,
- incorporating methods that aim to uncover gendered experiences, and
- addressing the power dynamics inherent in research.

These concepts are briefly summarised in Annex A.

⁵¹ CGIAR Research Program on Climate Change, Agriculture and Food Security, CARE International, and World Agroforestry Centre. *The Gender and Inclusion Toolbox: Participatory Research in Climate Change and Agriculture*. 2014, page 10.

⁵² CGIAR. *Climate Change, Agriculture and Food Security, Closing the Relevance Gap: Lessons in Co-Developing Gender Transformative Research Approaches with Development Partners and Communities*. 2015, page 9.

⁵³ Some research organizations are exploring the use of participatory approaches to reap these benefits. For example, the Centre for International Forestry Research (CIFOR) has developed an intersectional framework for agricultural related research in forest management that puts an emphasis on “investigating how certain knowledge traditions are included, privileged or marginalized and the social, material, psychological and political ramifications for different social groups”. See Colfer, C.J.P., B.S. Basnett B.S. and M. Ihalainen. 2018, page 8.

⁵⁴ See for example Mama, A. 2011, page 9.



Research institutions wishing to build an enabling environment for transforming agricultural research must ensure the integration of GESI considerations in research. This involves taking deliberate steps to analyse research agendas and endeavour to introduce or strengthen practices for GESI-integrated research. This also involves self-examination by the research institution itself - of its structures, policies, and organizational culture - to ensure an enabling environment conducive to a transformation of the research paradigm.

Institutional transformation for gender equality and social inclusion

Improving the capacity of research institutes to undertake transformative research depends not only on addressing fundamental issues about research, how it is conducted and what it is meant to achieve, but also addressing the research workplace itself. This is stated explicitly in CGIAR's 2020 *Framework for Gender, Diversity and Inclusion in CGIAR's Workplaces, CGIAR System Organization*:

In CGIAR's workplaces, where creativity, responsiveness and collaboration are essential to our success, advancing workplace gender, diversity and inclusion allows us to draw on different perspectives to enhance the quality of our decision making, deepen the relevance of our advice and outputs, and enhance our efficiency and effectiveness. Creating and sustaining diverse, inclusive work cultures and enabling workplaces is therefore critical to delivering on our mission and requires focused action.⁵⁵

Greater diversity in the research workplace also enhances “the recruitment of representative participants and improves communication so that it contextualizes the research questions and the potential benefits of participation in the study appropriately”.⁵⁶ At a more fundamental level, diverse researchers bring their different experiences to the research enterprise, with the potential to shape research agendas and to therefore unlock knowledge that is currently invisible in traditional approaches.

Initial best practice in the area of workplace diversity focused on (and still addresses) recruitment and retention strategies to increase the number of women and of people from other under-represented groups in research institutes, particularly amongst the research staff itself.⁵⁷ While such policies and practices are still essential to increasing gender parity in the scientific research community, “organisational climate and culture play important roles in attracting, retaining, and

⁵⁵ CGIAR. *Framework for Gender, Diversity and Inclusion in CGIAR's Workplaces, CGIAR System Organization*. 2020, page 1. The link between organizational effectiveness and GESI in the workplace is echoed in recent policy statements by the Africa Rice Centre and the World Agroforestry Centre, see *Evaluation of Gender in CGIAR, Volume 2*. 2017, page 10.

⁵⁶ New England Journal of Medicine. *Striving for Diversity in Research Studies*. Editorial, October 7 2021.

⁵⁷ Although participate rates vary across countries, it is the case that gender parity in scientific researchers has not been achieved.



promoting women in science and medicine”⁵⁸. *Organizational climate* refers to “the meanings ascribed to organisation policies, practices, and procedures” while *organizational culture* is comprised of “the shared values and beliefs that influence workplace and employee behaviour...Climate and culture must be addressed together because efforts to build a good climate will be unsuccessful if the policies conflict with the beliefs, assumptions, and values of an organization”.⁵⁹

In short, as with agricultural development and agricultural research, efforts to address gender in the research institute workplace will have limited success if the entrenched social norms of gender inequality are not acknowledged and addressed. This is acknowledged in Principle 3 of the *Framework for Gender, Diversity and Inclusion in CGIAR’s Workplaces*:

*We recognize that society’s structural inequalities can be unconsciously reproduced in the workplace and may be due to many factors. Consequently, we will inform, empower and enable our workforce to identify and address all forms of inequality and bias in our workplaces, in ways that are sensitive to local contexts.*⁶⁰

As such, recent scholarship on both GESI integration in research and in the workplace point to the need for institutional transformation.

*Institutional transformation encompasses changes in the basic values and beliefs that are dominant in a certain institution, as well as changes in the rules and regulations that lead to certain working results. Processes of change within institutions occur continuously due to their changing environment, thus creating new demands or incentives for change.*⁶¹

Perhaps most important to know about the need for institutional change to achieve GESI (both within institutions and in society more broadly) is that **the concept represents a shift away from focusing on the need for change in individuals to focusing on the need for change in institutions:**

The last two decades of studies and research in gender equality in science and technology show that if we want to implement change, the focus must shift from individual support

⁵⁸ Coe, I.R, R. Wiley and L-G Bekker. 2019, page 587.

⁵⁹ Coe, I.R, R. Wiley and L-G Bekker. 2019, page 587. See also: Inter-Action. *The Gender Audit Handbook A Tool for Organizational Self Assessment and Transformation*. 2010, page 13: “Organizational culture is comprised of the norms, customs, beliefs and codes of behavior in an organization that support or undermine gender equality - how people relate; what are seen as acceptable ideas; how people are “expected to behave” and what behaviors are rewarded”.

⁶⁰ CGIAR. 2020, page 3.

⁶¹ EIGE. *Institutional Transformation: Gender Mainstreaming Toolkit*. 2106b, page 4.



*measures to the structural transformations of institutions - from “fixing the women” and “fixing the numbers”, to “fixing institutions”.*⁶²

Indeed,

*many advocates, including women in academic science and medicine, are tired of initiatives that focus on women as being the problem, and which assume a masculine heteronormative view of the world, requiring women to achieve a set of behaviors and measures that have been defined, determined, and continued to be measured by systems that are inherently sexist and racist by design.*⁶³

Concretely, institutional change initiatives focused on achieving greater gender equality and social inclusion comprise a wide range of activities. The choice of such activities depends on the institution’s history and current context as regards GESI, its goals and objectives around GESI, and the resources it is prepared to invest, to name just these.

Some examples of institutional transformation activities include:

- Formal and informal gender networks, including collaboration across and between units and departments,
- Organisation-wide conversations on culture,
- System-wide learning process, ideally grounded in a feminist learning culture,
- Measuring, tracking and reporting on gender equality, diversity and inclusion, including reimagining the gender database, and
- Institutional gender mapping - of good practice, or champions, etc - both within and outside the institution.⁶⁴

⁶² UNESCO, 2018, page 6. See also Schmidt, E.K and M. Cacace. *Setting Up a Dynamic Framework to Activate Gender Equality Structural Transformation in Research Organizations*. Science and Public Policy, Volume 46, Issue 3. 2019, page 322.

⁶³ Coe, I.R, R. Wiley and L-G Bekker. *Organisational Best Practices Towards Gender Equality in Science and Medicine*. The Lancet, Volume 393, Issue 10171. 2019, page 588. See also Merrill-Sands, Deborah, Joyce K. Fletcher, Anne Starks Acosta, Nancy Andrews, and Maureen Harvey. *Engendering organizational change: A case study of strengthening gender equity and organizational effectiveness in an international agricultural research institute*. 1999.

⁶⁴ See for example Stanford University. Gendered Innovations. Resources on gender and institutions.



Section II. Gender in the CGIAR System: the current state of play

The commitment to implementing a systems transformation approach has profound implications for the structure, ways of working and culture of One CGIAR. The proposed new operational structure is designed to enhance collaboration across functions, divisions and geographies” and “strengthen the diversity of people, skills and ideas”.⁶⁵ There is also an acknowledgement that “for such a structure to flourish, there must be a major effort to empower people and establish a thriving collaborative, respectful, and inclusive culture and ways of working irrespective of its structural elements.”

What would this shift involve in real terms? How big is the gap between what exists now and what is desired? Are equality, diversity, inclusion, collaboration and systems transformation already part of the conversation within the system? Or will One CGIAR be starting from a completely clean slate?

As in much of the development world, it seems that one of the few organisational spaces where these ideas are seriously discussed and tested is the “gender space”. At the One CGIAR level, the foremost gender space is the CGIAR GENDER Platform, created in 2020 as the institutional mechanism for “gender transformation”. Along with building a conceptual framework, testing approaches and piloting transformative initiatives, the GENDER Platform also aims to foster systemic changes in CGIAR centres and create an institutional culture that places gender equality and transformative thinking at the heart of the One CGIAR agenda.

The GENDER Platform builds on a wealth of research and learning generated by previous initiatives, including the CGIAR Gender and Agriculture Research Network (2012-2016) and the Collaborative Platform for Gender Research (2017-2019). The webpage⁶⁶ hosts an impressive collection of resources – data, evidence and experience of the inclusive, collaborative and transformative ways. Most if not all of these resources were produced through the CGIAR research programmes (CRPs), each of which had a gender strategy and earmarked budget, gender researchers and a gender coordinator. The webpage brings together the learnings and insights harvested from 30 years of gender research in CGIAR, a potential springboard for the next generation of research within (perhaps even beyond) CGIAR.⁶⁷

⁶⁵ SC12-02 One CGIAR Integrated Operational Structure <https://storage.googleapis.com/cgiarorg/2021/03/SC12-02_Endorsed-Integrated-Operational-Structure.pdf> Accessed 20 Nov 21

⁶⁶ <https://gender.cgiar.org>

⁶⁷ Rhiannon Pyburn and Anouka van Eerdewijk (eds). 2021. *Advancing gender equality through agricultural and environmental research: Past, present, and future*. Washington, DC: International Food Policy Research Institute (IFPRI). https://doi.org/10.2499/9780896293915_10



These resources, the researchers who worked to build this knowledge and the accumulated wisdom of pioneers who built the field, have been at the disposal of the CGIAR system for well over a decade. To what extent has the system drawn from and built on this rich internal knowledge base? The reports of some recent evaluations suggest that the lessons and insights from CGIAR’s gender research are poorly reflected at the system level.

The 2017 evaluation of gender mainstreaming in CGIAR by the Independent Evaluation Arrangement⁶⁸ found that although system-level commitment to gender equity had moved forward, the process was slow and motivated by pressure from key system donors. Issues of diversity lay dormant at the system level after the closure of the Gender and Diversity Programme in 2012, until these were recently resurrected through targeted efforts.⁶⁹ In 2017, the evaluation found considerable gaps between policies and practice on the ground, and highlighted “the lack of attention to developing a culture of inclusion and diversity in the workplace”. It noted that unconscious biases played out in hiring and performance appraisal, and much more work is needed to create workplaces where women feel respected and valued. On the positive side, the evaluation found that “gender research has played a significant role in contributing to ‘mainstreaming’ and, in some instances, in leading to specific research or wider outcomes in its own right.”

Gender in the CGIAR system: The view through a systems lens

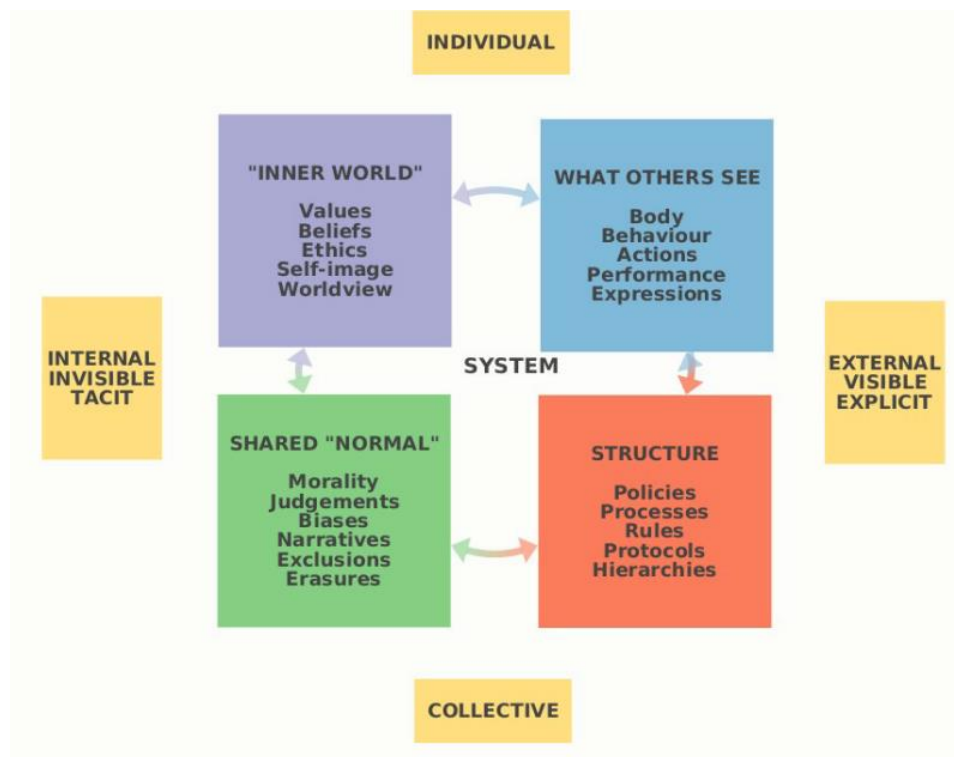
Our framing question at the start of this enquiry was “What will it take for the GENDER Platform to bring gender equality and transformative thinking to the centre of One CGIAR?” We started by trying to understand the present positioning of these issues within the system.

We bring a feminist, intersectional and non-binary analytical framework to our exploration of systems. Our Four Quadrant (4Q) lens surfaces the ways in which organisations, institutions and systems reflect and replicate social hierarchies of power and privilege (class, race, caste, gender, sexuality, ethnicity and so on) in their structures, cultures and functioning. The system is visualised in terms of four interconnected domains of experience.⁷⁰

⁶⁸ CGIAR-IEA (2017), Evaluation of Gender in CGIAR – Volume I, Evaluation of Gender in Research. Rome, Italy: Independent Evaluation Arrangement (IEA) of CGIAR

⁶⁹ See: <https://gdi.cgiar.org/>; <https://www.cgiar.org/how-we-work/accountability/gender-diversity-and-inclusion/dashboards/>;
<https://www.cgiar.org/how-we-work/accountability/gender-diversity-and-inclusion/>

⁷⁰ See <<https://drive.google.com/file/d/10ZdpQHPZQNM2xvxzmvQH3qnwt9oysaiA/view?usp=sharing>>



Individual consciousness (upper left quadrant). Regardless of the nature of the system, those who enter it bring with them the baggage of their own socialisation and conditioning. This conditioning is coded into the values, beliefs and notions of right and wrong that contribute to the internal sense of self. It is this “selfhood” that underlies the unthinking acceptance of everyday subordination and the equally unthinking exercise of everyday privilege. It guides and moulds the sense of entitlement and perceptions of value, dignity and respect. It provides the validation for the notion of leadership as control, direction and exploitation of those lower in the hierarchy.

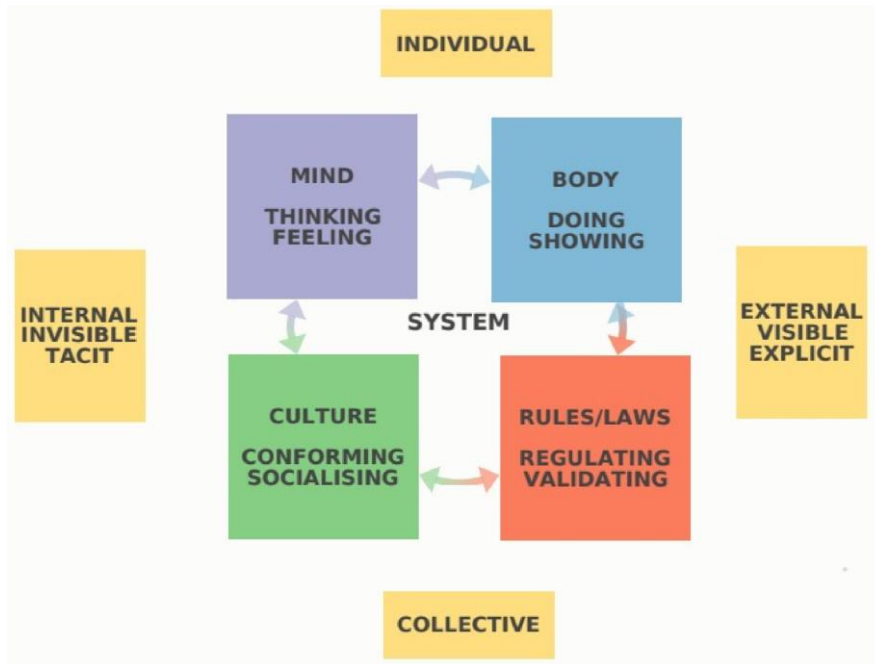
Individual behaviour/bodies (upper right quadrant). Bodies and behaviour are the outward expression of the “internal self”. Individuals reflect their inner selves in the ways in which they inhabit the space, make claims to rights, entitlements and benefits and respond to the claims of others, voice their ideas and concerns, express their sexuality and engage with the sexual expressions of others, judge themselves and others and express and exercise their power.

Institutional structures (lower right quadrant) are the formal rules and protocols that set boundaries and regulate the everyday functioning of the system. They are a means of validating and perpetuating hierarchies of power derived from roles and functions, and setting formal boundaries of acceptability and legitimacy. They provide the operational guidelines for the exercise of leadership, decision-making, allocation and use of resources, claims to rights and entitlements,

performance of roles and tasks, distribution of rewards and penalties, and accountability for successes and failures.

Institutional culture (lower left quadrant) is the “we-space” of shared meaning, understanding and beliefs created by the interactions between individuals. Organisational culture is expressed through the unwritten codes and standards for the day-to-day life of the organisation such as definitions of what is “acceptable” and “unacceptable”, “appropriate” and “inappropriate”, “useful” and “useless”, who is “in” and who is “out”.

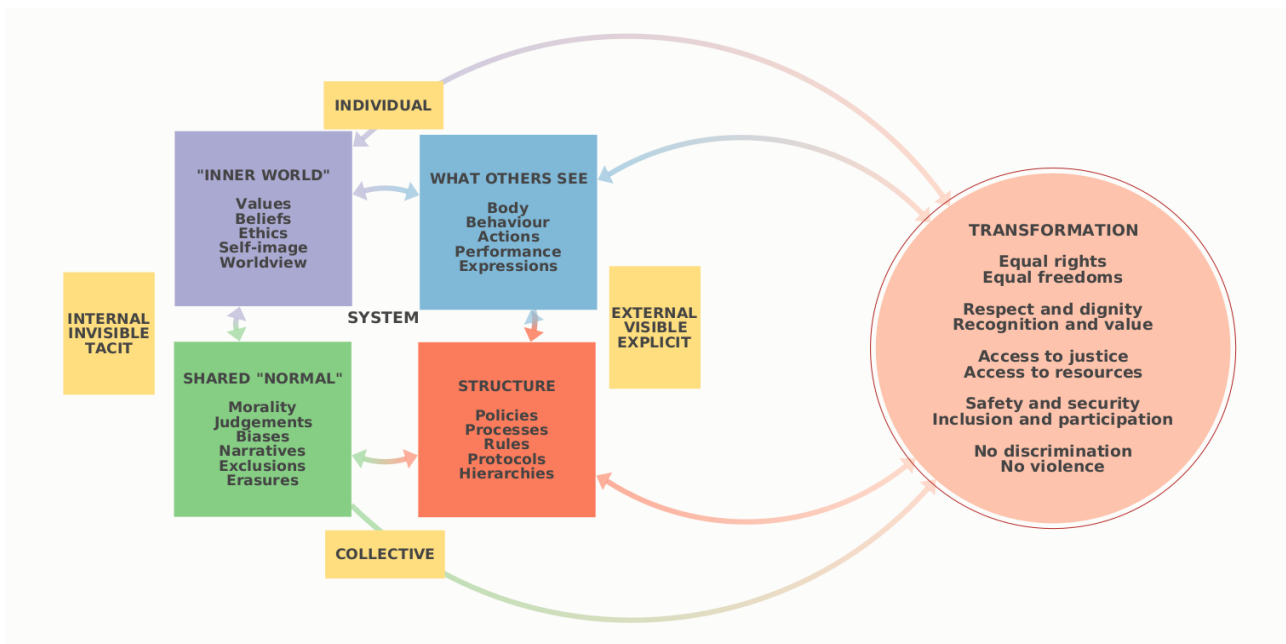
Between them, these four quadrants are containers for the ways in which individual ways of thinking, feeling, being and doing are brought into conformity with the collective “normal”, socialised, validated and regulated in the internal/invisible as well as the formal/visible spaces of the institution.



Power and privilege are expressed and contested in different ways across these domains, revealing themselves in patterns of access to resources, in the visibility and invisibility of bodies and lives, and in questions and silences around ways of thinking, being and doing.

Viewed through this lens, systems transformation involves ongoing, dynamic and complex processes of change in all four quadrants, redrawing old maps of power and privilege, and strengthening the ability of the system to sustain internal coherence while negotiating external complexities and moving towards transformative goals.⁷¹

⁷¹ Menon-Sen, Kalyani and Ray Gordezky. 2020. Feminist Experiments in Learning for Systems Transformation. (Unpublished)



It is important to note that our framework does not privilege any one quadrant over the other. Since all perspectives are given equal weight and value, it creates a non-hierarchical space where the experiences and perceptions of different individuals can be integrated to create a composite and multilayered picture of a particular moment, process or element of the system. The issues surfaced in this way varied perspectives and the knowledge generated through their integration are not dictated by our framework but by the identities, values, politics and priorities of those involved in the exercise.

The fact that our framework reflects a feminist perspective does not mean that it is applicable only to gender relationships and patriarchal power. We have tested it in our work with a range of organisations, and have used it to facilitate conversations among people of different genders, sexual orientation, ethnicity, race or any other identity or combination of identities that participants have chosen to claim at that time and in that space. The content and focus of these conversations have varied widely, but using the framework to structure the discussion has ensured that “all the bases are covered” and “all the voices are heard” in mapping the dynamics of power in the system.

The “Gender Question” in CGIAR: A view though the 4Q lens

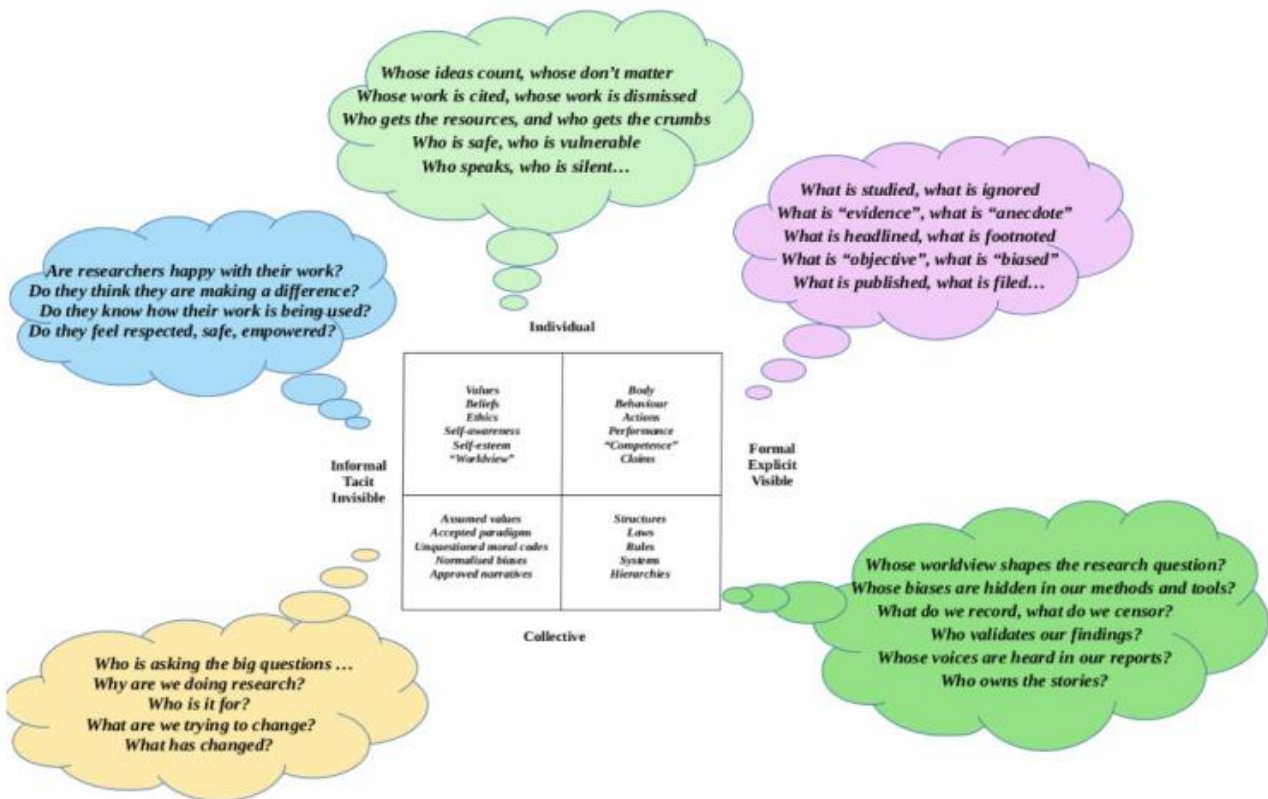
While acknowledging that “the map is not the territory”⁷² and that a view from the outside can only be speculative, we have used our framework to map some possible reasons why the rich knowledge base on transformative research within the “gender space” has not permeated through the system.

⁷² <https://en.wikipedia.org/wiki/Map%E2%80%93territory_relation>

<p>Self</p> <p style="text-align: center;">Individual, internal</p> <p style="text-align: center;">“Inner world”</p> <ul style="list-style-type: none"> ● Patriarchal conditioning. ● Notions of self-worth: “Am I scientific enough?” ● Insecurities about gender/sexuality/ethnicity/class etc – “How do colleagues see me?” ● Perceptions of own power and privileges: “Do I have the right to ask this question?” 	<p>Self</p> <p style="text-align: center;">Individual, external</p> <p style="text-align: center;">Body, behaviour</p> <ul style="list-style-type: none"> ● Eagerness to fit in leads to self-imposed silence on sticky issues (eg women, people from the global South). ● “Safe space” only with similar others (language, ethnicity, discipline, research interests). ● Social scientists under pressure to prove scientific credentials. ● Lack of diversity (gender, race, ethnicity) in the workplace. ● Competitive professional relationships. ● Rigid boundaries between work/life.
<p>Culture</p> <p style="text-align: center;">Collective, internal</p> <ul style="list-style-type: none"> ● “Professionalism” understood as apolitical, dispassionate, detached from outcomes. ● Hierarchy of disciplines – social sciences, gender seen as “soft”. ● Real science = “facts” not stories. ● Political correctness, lip service to gender, inclusion – no real dialogue. ● Questioning of scientific shibboleths (eg “objectivity”) discouraged. ● Unconscious biases (gender, race, ethnicity etc) condoned and ignored. ● “Systems approach”, “transformation” are buzzwords – no common understanding. 	<p>Structure, “rules of the game”</p> <p style="text-align: center;">Collective, external</p> <ul style="list-style-type: none"> ● Assumption underlying the Mission statement: ● - “Science can provide solutions to hunger.” ● - People must fall in line with scientific solutions. ● Structure based on silos (crops, disciplines, regions). ● Hierarchy based on professional credentials. ● Advancement based on technical outputs (eg publications) rather than outcomes (eg change on the ground). ● Weak accountability mechanisms. ● Outcome tracking is reductive and superficial. ● Bureaucratic control of resources undermines researchers’ agency.

However, this is a view from the outside – it can become an entry point for transformation if (and only if) it is debated, contested, critiqued and reworked by a diversity of actors from within the system. An internal process can surface the biases and assumptions that underlie the “research culture”, and reveal the lines of power that control the boundaries and shape the outcomes of CGIAR research.

The graphic below was created in the course of an exercise with a group of climate change researchers to surface the “invisible facts and unasked questions” in their institutions.



Our experience with exercises like the one above shows that surfacing and questioning the hierarchies of power and privilege embedded in dominant paradigms can be transformative for those involved. If taken forward, these conversations have the power to destabilise the “coalition of knowledges” that “colours the gender mainstreaming project with a dominant development vocabulary of effectiveness, efficiency, impact assessment and smart economics” while sidestepping any analysis of structural inequalities.⁷³

The picture that emerges from the above quick-and-dirty view through our 4Q lens is corroborated by a critical review of the experience of implementing a systems approach to research.⁷⁴ The former CGIAR Research Programs (CRPs), launched as part of reforms in 2012, were meant to foster collaboration and reduce competition between centres while making the consortium more demand-

⁷³ Resurrección, B.P., & Elmhirst, R. (2020). *Negotiating Gender Expertise in Environment and Development: Voices from Feminist Political Ecology* (1st ed.). Routledge. <https://doi.org/10.4324/9781351175180>

⁷⁴ Leeuwis, C. & Schut, Marc & Klerkx, Laurens. (2017). *Systems Research in the CGIAR as an Arena of Struggle*. 10.4324/9781315284057-5.

driven, relevant and accountable. The authors identify several areas of contestation that have negatively impacted the implementation of CRPs. These include the lack of coherence or agreement on the nature of the systems under consideration; the struggle between the CRPs and the wider CGIAR environment on how ‘development’ should be defined and how progress towards this should be measured; and mechanisms for control over financial and human resources, agenda setting and prioritisation.

The dilution of complex political issues of inequality, exclusion and injustice into technical challenges is reflected in global environmental frameworks as well. For instance, a review of the Ramsar Convention on wetlands from a feminist political ecology perspective⁷⁵ highlights its essentially technological focus. Although poverty, gender equality and the cultural significance of wetlands are acknowledged, the implementation guidelines show little understanding of the power dynamics of access and use for the most marginalised users. Wetlands restoration and conservation are framed in purely economic terms, and “win-win solutions” are promoted at the local level ignore the subsidies provided by women’s unpaid care work.

It is worth noting here that the call for reimagining agriculture and food production in order to address the twin crises of hunger and environmental sustainability came not from the development community but from peasants movements. The Declaration on Food Sovereignty⁷⁶ presented at the World Food Summit of 1996 by La Via Campesina, a movement of farm workers, smallholder peasants, landless farmers and indigenous communities. The Declaration asserts the right of food producers to “create rural economies based on respect for ourselves and for the earth, on food sovereignty and fair trade.”

Will One CGIAR be different?

The One CGIAR system has been designed with the intention of creating a conducive environment for systems research for transforming food systems. In this section, we flag some possible speedbumps on the way to this goal. Our analysis is based on our review of One CGIAR documents, conversations with CGIAR gender researchers and members of the GENDER Platform, and the reflections of evaluators and other “outsiders” who have had substantive engagements with CGIAR.

- The Strategic Results Framework 2016-2030⁷⁷ frames CGIAR’s core business as: “to deliver science and innovation that advances the transformation of food, land and water systems in a climate crisis”. This shift from commodity-centric research to increase food production to

⁷⁵ Joshi, Deepa *et al.* (2021). Ramsar Convention and the Wise Use of Wetlands: Rethinking inclusion. *Ecological Restoration* Vol 39 Nos 1&2 pp 36-44. 2021. University of Wisconsin Press.

⁷⁶ La Via Campesina, 1996. Rome Declaration. “Food Sovereignty: A future without hunger.” <https://viacampesina.org/en/wp-content/uploads/sites/2/2021/11/1996-Rom-en.pdf>

⁷⁷ <https://development.science.ku.dk/development-news/news/cgiar-strategy-and-results-framework/CGIAR_Strategy_and_Results_Framework.pdf>

research on transforming food systems calls for engagement with the social, institutional and political issues that mediate equality, inclusion and sustainability. It has profound institutional implications in terms of re-orienting perspectives, re-calibrating expectations and building the capacities for implementing a systems transformation approach.

- There is as yet no clear consensus around systems thinking within CGIAR. From the systems perspective, the Strategic Results Framework 2016-2030⁷⁸ misses the mark by failing to connect the outcomes under different impact pathways in terms of their contribution to overall transformation of food systems. The review of lessons from CGIAR research⁷⁹ notes that research on climate change, natural resource management and agriculture have been boxed into separate silos, instead of being treated holistically to understand the synergies and trade-offs across these areas as food systems transform. Systems researchers from the previous generation of CRPs have made a strong case for a radical rethinking of the mental model of research to align it with tenets of transformative systems research⁸⁰, but no action has been taken on this proposal.
- There is a similar lack of clarity and consensus on gender equality. CGIAR documents frequently use “gender” to mean “women”, framed as a homogenous group with common interests. Gender equality is described in instrumental terms, as necessary for achieving larger goals. The elevation of gender equality as one of five impact areas in One CGIAR has been welcomed, but the logic and value-addition of packaging gender with “youth” remain unclear. The GENDER Platform envisages a “new era” where gender equality and food systems transformation reinforce each other,⁸¹ but points out that there is as yet no clear understanding of how gender dynamics influence food systems. The Office of People and Culture has developed a framework⁸² and action plan⁸³ for inclusion and diversity at the institutional level, with a view to expanding the frame beyond “women’s representation” to include race, ethnicity, country of origin and other axes of discrimination.

⁷⁸ <https://development.science.ku.dk/development-news/news/cgiar-strategy-and-results-framework/CGIAR_Strategy_and_Results_Framework.pdf>

⁷⁹ CAS Secretariat (CGIAR Advisory Services Shared Secretariat). (2021). Synthesis of Learning from a Decade of CGIAR Research Programs. Rome: CAS Secretariat Evaluation Function. <https://cas.cgiar.org/sites/default/files/pdf/June21_2021%20Synthesis%20Report_Final%20edited.pdf>

⁸⁰ Schut, Marc & Leeuwis, C. & Waters-Bayer, Ann & Sartas, Murat & Atta-Krah, Kwesi & Douthwaite, Boru. (2014). Capacity to innovate from a system CGIAR research program perspective. 10.13140/2.1.3802.8808.

⁸¹ Puskur, Ranjitha (2020). Gender research in One CGIAR: Where do we go from here? <<https://www.cgiar.org/news-events/news/gender-research-in-one-cgiar-where-do-we-go-from-here/>>

⁸² Framework for Gender, Diversity and Inclusion in CGIAR’s Workplaces, 2020. CGIAR System Organization. <<https://cgospace.cgiar.org/handle/10568/108036>>

⁸³ Action Plan for Gender, Diversity and Inclusion in CGIAR’s Workplaces: Principles, Key Objectives, Performance Benchmarks and Targets, 2020. CGIAR System Organization. <<https://cgospace.cgiar.org/handle/10568/108037>>

- Transformation of institutional culture has been placed high on the list of priorities for One CGIAR. The proposed plan for culture change describes a linear and top-down approach that is a poor fit with the intention of creating a respectful, inclusive and empowering culture.⁸⁴ The intention of creating “a single One CGIAR culture” does not clarify how values such as respect for difference and space for diversity of views and practices will be ensured. A more detailed and nuanced strategy is being developed by the Office of People and Culture, which has already launched a series of workshops to sensitise staff on the issue of unconscious bias. One of the erstwhile CGIAR research programmes has designed and tested a culture change process based on transformative learning principles and systems thinking.⁸⁵ There may be other such initiatives within the system, that could contribute to the development of context-specific initiatives for culture change.
- The One CGIAR Operational Plan and Results Framework do not provide a clear narrative framework in which to ground the transformation that it intends to achieve. Experience shows that standard linear tools like results frameworks are not adequate to the complexity of systems transformation. What is needed is a coherent and collectively-owned storyline that brings together the challenges of ending hunger, advancing human well-being, and sustaining the natural resource economy in the face of the climate crisis. In the absence of such a narrative, it will be difficult to bring people together and build synergy between actions for change.
- The review of lessons from evaluations of CGIAR research⁸⁶ has highlighted gaps in Monitoring, Evaluation and Learning (MEL) mechanisms, which are a poor fit with the systems research model. Metrics are not tailored to the mission, and the quality of evidence and analysis is not consistent across evaluations. There was a lack of depth in assessing cross-cutting concerns such as gender, climate change and capacity development. Methodologies focused on attributing results and outcomes to CGIAR’s work and did not reflect the complexity of the situation on the ground where multiple actors are working towards the same outcome. While finding many positive examples of benefits from integrated approaches, the evaluations concluded that research was largely not focused on the needs of the poorest and most vulnerable sectors, with little attention to issues such as off-farm income and employment opportunities for rural women and youth around agri-food systems. According

⁸⁴ SC12-02 One CGIAR Integrated Operational Structure <https://storage.googleapis.com/cgiarorg/2021/03/SC12-02_Endorsed-Integrated-Operational-Structure.pdf> pp 21

⁸⁵ Sarapura Escobar S and Puskur R. 2014. Gender capacity development and organizational culture change in the CGIAR Research Program on Aquatic Agricultural Systems: A conceptual framework. Penang, Malaysia: CGIAR Research Program on Aquatic Agricultural Systems. Working Paper: <AAS-2014-45.https://pubs.iclarm.net/resource_centre/AAS-2014-45.pdf>

⁸⁶ CAS Secretariat (CGIAR Advisory Services Shared Secretariat). (2021). Synthesis of Learning from a Decade of CGIAR Research Programs. Rome: CAS Secretariat Evaluation Function. <https://cas.cgiar.org/sites/default/files/pdf/June21_2021%20Synthesis%20Report_Final%20edited.pdf>



to the report, “This gap also reflects limited social science capabilities in the CRPs and a predominant focus on biophysical dimensions rather than on alleviating poverty and improving the lives of the most disadvantaged.”

Section III. Towards a transformative strategy

The previous sections of this report serve to make the following points.

- There is a wealth of evidence, data and strategies on the critical contributions of women to agriculture, on gender equality as a driver for sustainable food systems, and on the need for development organisations to transform their own cultures, world views and ways of working as a prerequisite to bringing about transformation in the world.
- Despite the fact that gender researchers from CGIAR centres have contributed significantly to the global knowledge pool, the learning and insights from their work has not sparked significant rethinking or re-strategising within the CGIAR system. The barriers to change lie in the ways in which embedded hierarchies of power and privilege shape the thinking and behaviour of individuals, and provide the scaffolding for the organisational structure and culture.
- Transforming the system involves more than changes to organisational structures, policies and rules - it implies new perspectives, new norms of behaviour, a new culture. Transformation calls for reimagining the organisation, creating safe spaces for surfacing and questioning biased assumptions and normalised exclusions, evolving and owning new norms and standards, learning how to work together in more equitable, just, inclusive and respectful ways.
- Our analysis is supported by various reviews and evaluations, most notably the 2017 evaluation of gender mainstreaming in CGIAR⁸⁷ and the synthesis report on the learnings from the evaluations of CGIAR research projects over the last decade.⁸⁸ Both these reports make it clear that until and unless the whole organisation adopts a culture, systems, accountability and work practices that are supportive of inclusive and transformative ways of working, the promising initiatives in some parts of the system will remain as isolated “islands of excellence” without the leverage and potential to influence the system and further the goals of One CGIAR.

⁸⁷ CGIAR-IEA (2017), Evaluation of Gender in CGIAR – Volumes I and II. Rome, Italy: Independent Evaluation Arrangement (IEA) of CGIAR

⁸⁸ CAS Secretariat (CGIAR Advisory Services Shared Secretariat). (2021). Synthesis of Learning from a Decade of CGIAR Research Programs. Rome: CAS Secretariat Evaluation Function. <https://cas.cgiar.org/sites/default/files/pdf/June21_2021%20Synthesis%20Report_Final%20edited.pdf>



Given the above, how can the GENDER Platform bring its experience, insights and strengths to bear on the current moment in CGIAR? What might be the most powerful and generative starting points for the endeavour of putting gender equality and transformative thinking at the heart of the CGIAR system?

In addressing this question, we have drawn on our collective experience of over 100 years of work on building gender equality into organisational systems around the globe, from UN organisations, to government departments, corporations, development donors, iNGOs and NGOs of all sizes, trade unions, women's movement groups and activist formations. Our review of the One CGIAR documents shared with us, supplemented with additional information from the One CGIAR website, and our notes from our meetings with a core group of CGIAR gender researchers have given us a basic understanding of the change processes underway in the system. However, time and budget constraints did not allow us to validate our understanding and conclusions with the concerned insiders. Our recommendations should therefore be read in conjunction with the findings and recommendations of other system-wide reviews and evaluations.

Strategic possibilities

- One CGIAR is an evolving system and is likely to remain in a state of flux over the next few years, presenting the GENDER Platform with several opportunities for influencing both operational mechanisms and ways of working. This calls for timely and well-grounded proposals for strengthening the system to meet its stated goals. We would argue for an **emergent learning approach**, with evidence-based proposals that are responsive to the rapidly evolving and complex situation, such that new opportunities for change are recognised and capitalised in real time rather than *post facto*.
- The strategy could encompass two interrelated domains of learning for transformation: one aimed at strengthening the transformative impact of One CGIAR's research, and the other aimed at strengthening the capacity to undertake transformative research. Given the early stage of evolution of the system, we would argue for prioritising the latter domain without ignoring or undermining the former. The GENDER Platform can make a strong case, based on evidence and practice examples from its own work, for **embedding inclusivity, diversity and transformative thinking into research practice** as the essential first step towards enhancing the quality and transformative impact of One CGIAR research.
- We see the GENDER Platform and the other **formal and informal gender networks** within the system as key actors in developing action proposals and change experiments. The strength of these networks lies in their ability to bring together individuals from many different locations and levels within the system. The diversity of identities, experiences, perspectives,



and information that they bring to the process will strengthen the quality of proposals and recommendations. The process will also contribute to **building a feminist learning culture within network spaces** as an investment in sustaining the momentum of change.

Based on the above rationale, we would like to suggest the following options to **initiate and support a system-wide learning process** on bringing gender equality, social inclusion and transformative thinking to the centre of the One CGIAR system. These initiatives will draw from and build on the experiences of inclusive research and organisational transformation that have been developed and tested across the system. They will be designed to involve people from all levels of the system, including senior leadership.

- **Identifying and validating existing good practice.** A diverse group of researchers and managers drawn from different locations within the CGIAR gender community can take the lead in an exploration what is already being done to strengthen research design, implementation and monitoring on gender equality, social inclusion and transformative thinking. The group can invite submissions of examples of good practice from across the organisation and convene a collective learning process to analyse the submissions and harvest lessons and insights, with formal recognition for the best examples of transformative thinking and practice such as the Gennovate methodology and the participatory evaluation of the CRP on Water Land and Ecosystems. Findings would be disseminated in the form of norms and benchmarks for proposal content as well as for the proposal development and decision-making process. A leader who commands high credibility and visibility across the system should champion this initiative.
- **Setting up a gender and equality database** to ensure that the information collected by the Programme Coordination, Monitoring & Performance Management Unit meets the gold standard for data on gender equality, youth engagement, social inclusion and transformative thinking. This can be done by a Task Group that reviews the existing system, evolves a framework and sets standards for data collection, analysis, aggregation and dissemination upwards and outwards in useful and meaningful ways. Recent good practice in assessing proposals and measuring for gender-related indicators and outcomes could be mined for this purpose. This activity can be critical in transforming the way in which "gender work" is seen and valued within the system.
- **Expanding the space and strengthening the collaboration between the Gender Platform and other Impact Area Platforms.** As soon as the Impact Area Platforms are up and running, the Gender Platform should take the lead in proposing a joint exercise for developing the basic benchmarks and protocols for Platform functioning. A cross-platform working group could draft guidelines for developing funding proposals and designing research processes grounded in principles of equality and systems thinking. The draft protocols could be tested by each



platform and finalised by the working group. The lessons fed back to the larger system in the form of a set of recommendations for strengthening One CGIAR's research capacity and outcomes on gender equality, social inclusion and systems transformation.

- **Working with the Office of Evaluation and Evidence** to develop a system-wide mechanism for tracking change processes and outcomes. This would be an opportunity for a conversation around transparency and accountability as guiding values for the MEL process. Developing mechanisms for gender equality and inclusion dimensions of results reporting in internal reviews and in communications with donors and external audiences. A collaborative process of developing the infrastructure for transparent and accurate reporting of performance, results and outcomes on gender equality and inclusion goals⁸⁹ could be the entry-point for creating such a learning space. The outcomes of the initiative would include strengthened accountability, recognition and rewards for excellence, and overall performance improvement.
- **Organisation-wide conversations on culture.** The operational strategy document commits to the development of a One CGIAR culture grounded in values of equality, inclusion and critical thinking. An exercise for collectively defining the tenets of the new culture is already underway, led by the People and Culture team. A series of system-wide conversations on transforming the culture could generate substantive suggestions for action, and would be opportunities for participants to experience a feminist process of critical questioning, and experiment with new ways of "being, doing and thinking". These conversations would also make powerful connections between the lived experiences of staff members and the "research culture" - the ways in which research is defined, conceptualised, practised and regulated within the system. If championed by individuals at senior levels, this exercise could plant the seeds of transformative thinking, mobilise support and create demand for an expanded process of culture transformation.
- **Creating opportunities for dialogue across divides.** The disconnect between researchers and practitioners, and between natural scientists and social scientists is a significant barrier for implementing systems approaches to agriculture. A recent review of more than 100,000 research articles on agriculture⁹⁰, only a tiny fraction were concerned with the problems faced by smallholder farmers. The vast majority – more than 95% - had no relevance to this group. Creating respectful and non-hierarchical spaces for honest and respectful exchanges and dialogue between researchers and farmer-practitioners or activists from the food sovereignty

⁸⁹ See for instance the IFAD results management dashboard <<https://www.ifad.org/en/rmf-dashboard>>

⁹⁰ Editorial. Ending Hunger: Science must stop neglecting smallholder farmers. *Nature* **586**, 336 (2020)
doi: <https://doi.org/10.1038/d41586-020-02849-6>



movements would bring politics into scientific spaces and destabilise established hierarchies of knowledge.

- **Creating a powerful shared narrative.** Our collective experience of designing and facilitating action-learning processes attests to the power of a shared vision and a shared narrative as a driving force for systems transformation. In a consortium of organisations as large and dispersed as CGIAR, change processes in different locations could soon lose momentum unless they are held together by a shared “storyline” that spells out why the transformation is necessary and how the actions being taken inside the system will help to advance the vision of a world free from hunger. The power of the narrative is multiplied if the process of creating it is one that gives everyone a taste of what the new reality would look and feel like. A vision and narrative created collaboratively by a diverse group from different points in the organisation is a far more powerful vehicle for transformation than a document drafted by a select few and disseminated to the rank and file as the “party line”.



Acknowledgements

This work was conducted under the umbrella of the Alliances Module of the CGIAR GENDER Platform, with support from the CGIAR Trust Fund Donors. The authors wish to thank Deepa Joshi, Marlène Elias, Nicoline de Haan, Arwen Bailey, Steven Cole, Dina Najjar, Eileen Nchanji, and Vivian Polar for their inputs along the way.



References

African Development Bank Group. *The African Development Bank Group Gender Strategy 2021-2025: Investing in Africa's women to accelerate inclusive growth*. 2021.

<https://www.afdb.org/en/documents/african-development-bank-group-gender-strategy-2021-2025>

Asian Development Bank. *Gender Equality and Women's Empowerment Operational Plan 2019-2024*. 2019. <https://www.adb.org/what-we-do/themes/gender/strategy>

Asian Development Bank. *Policy on Gender and Development*. 2003.

<https://www.adb.org/sites/default/files/institutional-document/32035/gender-policy.pdf>

Asian Development Bank. *Sectoral Perspectives on Gender and Social Inclusion: Agriculture*. 2012.

<https://www.adb.org/publications/sectoral-perspectives-gender-and-social-inclusion-agriculture>

Asian Development Bank. *Strategy 2030: Achieving a Prosperous, Inclusive, Resilient, and Sustainable Asia and the Pacific*. 2018. <https://www.adb.org/sites/default/files/institutional-document/435391/strategy-2030-main-document.pdf>

Asian Development Bank, the Food and Agriculture Organization, and the International Fund for Agricultural Development. *Statement on food security concerns in the Asia-Pacific*. 2010.

<https://www.ifad.org/zh-TW/web/latest/-/news/adb-fao-and-ifad-partner-to-address-food-security-concerns-in-asia-and-pacific-region>

Blackden, C. Mark. *Gender, Growth, and Poverty Reduction*. World Bank. Africa Region Findings and Good Practice Infobriefs No. 129. 1999.

<https://openknowledge.worldbank.org/handle/10986/9873>

Coe, I.R, R. Wiley and L-G Bekker. *Organisational Best Practices Towards Gender Equality in Science and Medicine*. The Lancet, Volume 393, Issue 10171: 2019.

<https://www.thelancet.com/journals/lancet/article/PIIS0140-67361833188-X/fulltext>

Colfer, Carol J. Pierce, Bimbika Sijapati Basnett, Markus Ihalainen. *Making sense of 'intersectionality' A manual for lovers of people and forests*. Centre for International Forestry Research. 2018. https://www.researchgate.net/profile/Carol-Colfer/publication/324699837_Making_sense_of_intersectionality_A_manual_for_lovers_of_people_and_forests/links/5b23aec0a6fdcc697465838b/Making-sense-of-intersectionality-A-manual-for-lovers-of-people-and-forests.pdf

https://www.researchgate.net/profile/Carol-Colfer/publication/324699837_Making_sense_of_intersectionality_A_manual_for_lovers_of_people_and_forests/links/5b23aec0a6fdcc697465838b/Making-sense-of-intersectionality-A-manual-for-lovers-of-people-and-forests.pdf



CGIAR. *CGIAR 2030 Research and Innovation Strategy: Transforming food, land, and water systems in a climate crisis*. 2021. <https://cgspace.cgiar.org/bitstream/handle/10568/110918/OneCGIAR-Strategy.pdf>

CGIAR. *Climate Change, Agriculture and Food Security, Closing the Relevance Gap: Lessons in Co-Developing Gender Transformative Research Approaches with Development Partners and Communities*. 2015. <https://www.gov.uk/dfid-research-outputs/closing-the-relevance-gap-lessons-in-co-developing-gender-transformative-research-approaches-with-development-partners-and-communities>.

CGIAR. *Evaluation of Gender in CGIAR*. 2017:

Volume I Report of the Evaluation of Gender in CGIAR Research.

<https://cas.cgiar.org/sites/default/files/pdf/REPORT-CGIAR-Gender-in-Research-Vol-I-1.pdf>

Volume II Report of the Evaluation of Gender at the workplace.

<https://cas.cgiar.org/sites/default/files/pdf/REPORT-CGIAR-Gender-at-workplace-Vol-II.pdf>

Annexes A-E. <https://cas.cgiar.org/sites/default/files/pdf/CGIAR-Gender-Evaluation-Report-Annexes-A-E-2.pdf>

Annex F: Issue Paper by Christine Okali. <https://cas.cgiar.org/sites/default/files/pdf/CGIAR-Gender-Evaluation-Report-Annex-F-1.pdf>

CGIAR. *Framework for Gender, Diversity and Inclusion in CGIAR's Workplaces, CGIAR System Organization*. 2020.

<https://cgspace.cgiar.org/bitstream/handle/10568/108036/GDI-Framework-Feb.2020.pdf?sequence=6&isAllowed=y>

CGIAR Research Program on Climate Change, Agriculture and Food Security, CARE International, World Agroforestry Centre. *The Gender and Inclusion Toolbox: Participatory Research in Climate Change and Agriculture*. 2014.

https://cgspace.cgiar.org/bitstream/handle/10568/45955/CCAFS_Gender_Toolbox.pdf?sequence=7.

Druzca, K., M. Tsegaye and L. Azage. *Doing Research and "Doing Gender" in Ethiopia's Agricultural Research System*. International Maize and Wheat Improvement Center (CIMMYT). 2019.

<https://repository.cimmyt.org/handle/10883/20515>.

European Commission. *Structural Transformation to Achieve Gender Equality in Sciences (STAGES): Guidelines*. 2015. https://eige.europa.eu/sites/default/files/guidelines_stages_1.pdf

European Commission. Directorate General for Research and Innovation, *Toolkit: Gender in EU-funded Research*. 2011. <https://op.europa.eu/en/publication-detail/-/publication/c17a4eba-49ab-40f1-bb7b-bb6faaf8dec8>.



European Institute for Gender Equality. *Gender Analysis*. 2019
https://eige.europa.eu/sites/default/files/mh0319271enn_002.pdf.

European Institute for Gender Equality. *Gender Equality in Academia and Research: GEAR Tool*. 2016a. <https://eige.europa.eu/gender-mainstreaming/toolkits/gear>.

European Institute for Gender Equality. *Gender in Agriculture and Rural Development*. 2017.
<https://eige.europa.eu/publications/gender-agriculture-and-rural-development#:~:text=Agriculture%20is%20one%20of%20the,gaps%20between%20women%20and%20men>

European Institute for Gender Equality. *Institutional Transformation: Gender Mainstreaming Toolkit*. 2106b. <https://eige.europa.eu/gender-mainstreaming/toolkits/gender-institutional-transformation>

European Institute for Gender Equality. *Promoting Gender Equality in Academia and Research Institutes: Main Findings*. 2016c. <https://eige.europa.eu/publications/promoting-gender-equality-academia-and-research-institutions-main-findings>.

Farhall, Kate and Lauren Rickards. *The "Gender Agenda" in Agriculture for Development and Its (Lack of) Alignment with Feminist Scholarship*. *Frontiers in Sustainable Food Systems*. 2021.
<https://www.frontiersin.org/articles/10.3389/fsufs.2021.573424/full>

Feldman, S. *Feminist science and epistemologies: Key issues central to GENNOVATE's research program*. International Maize and Wheat Improvement Center (CIMMYT). 2018.
https://cgspace.cgiar.org/bitstream/handle/10568/106762/Feminist_science_epistemologies_Genovate_Tool.pdf?sequence=1&isAllowed=y

Food and Agriculture Organization. *FAO Policy on Gender Equality: 2020-2030*. 2020.
<https://www.fao.org/3/cb1583en/cb1583en.pdf>

Food and Agriculture Organization. *Policy on Gender Equality: Attaining Food Security Goals in Agriculture and Rural Development*. 2013. <https://www.fao.org/3/i3205e/i3205e.pdf>

Food and Agriculture Organization. *The State of Food and Agriculture 2010-2011. Women in Agriculture: Closing the Gender Gap in Agriculture*. 2011.
<https://www.fao.org/3/i2050e/i2050e.pdf>

Food and Agriculture Organization. *Why is gender equality and rural women's empowerment central to the work of FAO? n.d* <https://www.fao.org/gender/background/en/>

Hawtin, Geoffrey. *A gender focus for agricultural research can benefit the whole community*. CGIAR.org. n.d. <https://www.cgiar.org/gender-focus-agricultural-research/>



Henry, S.K., J. Sandler, L. Passerini and G.L. Darmstadt. *Taking on the Gender Challenge in Organizations: What Does It Take?* Journal of Global Public Health. 2015. <https://pubmed.ncbi.nlm.nih.gov/26857439/>

Hillenbrand E. and M. Miruka. "Gender and social norms in agriculture", in *2019 Annual Trends and Outlook Report: Gender Equality in Rural Africa: From Commitments to Outcomes*. RESAKSS Annual Trends and Outlook Report. International Food Policy Research Institute. 2019. <http://ebrary.ifpri.org/utils/getfile/collection/p15738coll2/id/133472/filename/133680.pdf>

Inter-Action. *The Gender Audit Handbook A Tool for Organizational Self Assessment and Transformation*. 2010. <https://www.interaction.org/wp-content/uploads/2019/03/Gender-Audit-Handbook-2010-Copy.pdf>

Inter-American Development Bank. *Gender Action Plan 2014-2016*. 2014a. <https://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=39376297>

Inter-American Development Bank. *Gender and Diversity Sector Framework*. Gender and Diversity Division. 2015. <https://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=39435256>

Inter-American Development Bank. *Mainstreaming Gender in Rural Development Projects in Latin America and the Caribbean*. Gender and Diversity Division, Technical Note No. IDB-TN-763. 2014b. <https://publications.iadb.org/publications/english/document/Mainstreaming-Gender-in-Rural-Development-Projects-in-Latin-America-and-the-Caribbean.pdf>

Inter-American Development Bank. *Operational Policy on Gender Equality in Development*. 2010. <https://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35428399>

International Development Research Centre. *Research Quality Plus*. 2016. <https://www.idrc.ca/en/research-in-action/research-quality-plus>.

International Development Research Centre. *Transforming Gender Relations: Insights from IDRC Research*. 2019. https://issuu.com/idrc_crdi/docs/wd_13_000_gender_e-file_en?e=34655515/70235030.

International Development Research Centre. *Using Research for Gender-Transformative Change: Principles and Practice*. n.d. https://www.idrc.ca/sites/default/files/sp/Documents%20EN/using_research_for_gender-transformative_change.pdf

International Food Policy Research Institute. *Achieving agricultural sustainability depends on gender equality*. 2019. <https://www.ifpri.org/blog/achieving-agricultural-sustainability-depends-gender-equality>



International Food Policy Research Institute. *Strategy: Gender Research*. 2017.

<http://ebrary.ifpri.org/utils/getfile/collection/p15738coll2/id/131515/filename/131722.pdf>

International Fund for Agricultural Development. *Framework for implementing transformational approaches to mainstreaming themes: environment/climate, gender, nutrition, and youth*. 2019a

<https://www.ifad.org/documents/38711624/44045778/ECG+Integrated+Framework.pdf/4de8bfdd-89b9-44b6-5d63-78a16bbf814e?t=1635257421980>

International Fund for Agricultural Development. *Gender Equality and Women's Empowerment Policy*. 2012.

https://www.ifad.org/documents/38711624/39417906/genderpolicy_e.pdf/dc871a59-05c4-47ac-9868-7c6cfc67f05c?t=1507215182000, and [2015 summary of the policy](#)

International Fund for Agricultural Development. *Gender Mainstreaming in IFAD10*. 2016.

https://www.ifad.org/documents/38711624/39417930/genderifad10_e.pdf/db5298d9-7132-4f33-a451-f2447dba9ed0?t=1507217299000

International Fund for Agricultural Development. *IFAD's Performance with regard to Gender Equality and Women's Empowerment. Corporate Evaluation*. 2010.

<https://www.ifad.org/documents/38714182/39711189/gender.pdf/46d91d84-0183-4360-b2ff-131c97ac8ef6>

International Fund for Agricultural Development. *IFAD Policy on Gender Equality and Women's Empowerment (Summary)*. 2015.

<https://www.ifad.org/documents/38714170/39135645/IFAD+Policy+on+Gender+Equality+and+Women%E2%80%99s+Empowerment/fa1e3ab4-dfb0-4d3b-a6e4-5a4d17c02e29#:~:text=Gender%20equality%20includes%20equal%20access,gender%20equality%20at%20every%20level>

International Fund for Agricultural Development. *Mainstreaming Gender-transformative Approaches at IFAD – Action Plan 2019-2025*. 2019b.

<https://webapps.ifad.org/members/eb/126/docs/EB-2019-126-INF-6.pdf>

International Women's Development Agency (IWDA). *Feminist Research Framework*. 2017

https://iwda.org.au/assets/files/FeministResearchFramework_online_minustemplates-1.pdf

Kabeer, Naila and Luisa Natali. *Gender Equality and Economic Growth: Is there a Win-Win?* Institute of Development Studies. 2013. <https://onlinelibrary.wiley.com/doi/abs/10.1111/j.2040-0209.2013.00417.x>

League of European Research Universities. *Gendered Research and Innovation: Integrating Sex and Gender Analysis into the Research Process*. Advice Paper No. 18. 2015.

http://genderedinnovations.stanford.edu/LERU_AP18_Gendered%20research%20and%20innovation_final.pdf



Mama, A. *What Does It Mean to Do Feminist Research in African Contexts?* *Feminist Review*, Volume 98, Issue 1. 2011. <https://journals.sagepub.com/doi/10.1057/fr.2011.22>.

Moody, J. and A. Aldercotte. *Equality, Diversity and Inclusion in Research and Innovation: International Review*. UK Research and Innovation. 2019. <https://www.ukri.org/files/final-edition-review-international/>

Mukasa, Adamon N. and Adeleke O. Salami. *Gender equality in agriculture: What are really the benefits for sub-Saharan Africa?* African Development Bank, Africa Economic Brief, Volume 7, Issue 3. 2016. https://www.afdb.org/fileadmin/uploads/afdb/Documents/Publications/AEB_Vol_7_Issue_3_Gender_equality_in_agriculture.pdf

Njuki, J. *Critical Elements for Integrating Gender in Agricultural Research and Development Projects and Programs*. *Journal of Gender, Agriculture and Food Security*, Volume 1, Issue 3. 2016. <http://agrigender.net/uploads/JGAFS-132016-6-Paper.pdf>

Parker, Helen, Naomi Oates, Nathaniel Mason, Roger Calow, William Chadza, Eva Ludi. *Gender, agriculture and water insecurity*. Overseas Development Institute (ODI). 2016. <https://cdn.odi.org/media/documents/10533.pdf>

Quisumbing, Agnes. *Gender Differences in Agricultural Productivity: A Survey of Empirical Evidence*. International Food Policy Research Institute. 1995. https://www.researchgate.net/publication/2423148_Gender_Differences_In_Agricultural_Productivity_A_Survey_Of_Empirical_Evidence

Quisumbing, Agnes R., Ruth Meinzen-Dick, Terri L. Raney, André Croppenstedt, Julia A. Behrman, and Amber Peterman, eds. *Gender in Agriculture: Closing the Knowledge Gap*. 2014a. <https://link.springer.com/book/10.1007/978-94-017-8616-4>

Quisumbing, A.R., et al. *Reducing the gender asset gap through agricultural development: A technical resource guide*. International Food Policy Research Institute. 2014b. <http://ebrary.ifpri.org/utils/getfile/collection/p15738coll2/id/128594/filename/128805.pdf>

Quisumbing, Agnes, et al. *Women: The Key to Food Security*. International Food Policy Research Institute. 1995. <http://ebrary.ifpri.org/utils/getfile/collection/p15738coll2/id/125877/filename/125908.pdf>

Rola-Rubzen, Maria Fay, Thelma Paris, Jacob Hawkins, Bibek Sapkota. *Improving Gender Participation in Agricultural Technology Adoption in Asia: From Rhetoric to Practical Action*. Applied Economics Perspectives and Policy. February 2020. <https://onlinelibrary.wiley.com/doi/abs/10.1002/aapp.13011>



Sexsmith, Kathleen, Carin Smaller and William Speller. *How to Improve Gender Equality in Agriculture*. International Institute for Sustainable Development, Investment in Agriculture Policy Brief #5. 2017. <https://genderinsite.net/sites/default/files/iisd%20brief5.pdf>

United Nations Educational, Scientific and Cultural Organization. *Telling SAGA: Improving Measurement and Policies for Gender Equality in Science, Technology and Innovation*. 2018. <https://unesdoc.unesco.org/ark:/48223/pf0000266102>

United Nations Research Institute for Social Development. *Policy Innovations for Transformative Change: Implementing the 2030 Agenda for Sustainable Development*. 2016. [https://www.unrisd.org/80256B42004CCC77/\(httpInfoFiles\)/2D9B6E61A43A7E87C125804F003285F5/\\$file/Flagship2016_FullReport.pdf](https://www.unrisd.org/80256B42004CCC77/(httpInfoFiles)/2D9B6E61A43A7E87C125804F003285F5/$file/Flagship2016_FullReport.pdf)

Women in cooperation with the Food and Agriculture Organization, the International Fund for Agricultural Development, and the World Food Programme. *Report on the UN Women Expert Group meeting on Enabling Rural Women's Empowerment: Institutions, Opportunities and Participation*. 2011. https://www.un.org/womenwatch/daw/csw/csw56/egm/Hill-BP-1-EGM-RW-Sep-2011_CH.pdf

Vinogradova, O., Y. Jänchen and G. Obexer-Ruff. *Gender-Net Analysis Report: Plans and Initiatives in Selected Research Institutions Aiming to Stimulate Gender Equality and Enact Structural Change*. 2015. https://eige.europa.eu/sites/default/files/gender-net_d2-6_mapping_initiatives_selected_institutions.pdf

Ward, John, Bernice Lee, Simon Baptist and Helen Jackson. *Evidence for Action: Gender Equality and Economic Growth*. The Royal Institute of International Affairs. 2010. <https://eige.europa.eu/resources/0910gender.pdf>

World Bank. *2008 World Development Report: Agriculture for Development*. 2007. <https://openknowledge.worldbank.org/bitstream/handle/10986/5990/WDR%202008%20-%20English.pdf?sequence=3&isAllowed=y>

World Bank. *Agricultural Growth for the Poor: An Agenda for Development*. 2005. <https://openknowledge.worldbank.org/bitstream/handle/10986/7247/334250rev0pub.pdf?sequence=1&isAllowed=y>

World Bank, Food and Agriculture Organization, International Fund for Agricultural Development. *Gender in Agriculture Sourcebook*. 2009. <https://openknowledge.worldbank.org/bitstream/handle/10986/6603/461620PUB0Box3101OFFICIALOUSE0ONLY1.pdf?sequence=1&isAllowed=y>

World Bank, Food and Agriculture Organization and International Fund for Agricultural Development. *Gender in Climate-Smart Agriculture: Module 18 for Gender in Agriculture Sourcebook*. 2015. <https://openknowledge.worldbank.org/handle/10986/22983>

Annex A. Integrating GESI in research practice: Glossary of terms and methods

Gender analysis: can be defined as “the study of differences in the conditions, needs, participation rates, access to resources and development, control of assets, decision-making powers, etc., between women and men in their assigned gender roles”.⁹¹ Including gender analysis as a key part of the process in identifying research questions is critical in ensuring that the ensuing research is both inclusive and effective.⁹²

Intersectional analysis: looks at how gender intersects with other factors of social differentiation and systems of power, such as age, socioeconomic status, ethnicity, race, sexual orientation and disability to create experiences or patterns of discrimination or exclusion. Intersectionality recognises that gender is only one of many social determinants that affects inequalities of opportunity and outcomes for diverse groups of women and men. An intersectional analysis is a tool to help identify the most salient features of disadvantage in specific settings and what change pathways are needed for equality and diversity.⁹³

Assessment of gender in research design: Biases have affected the topics that agricultural research has traditionally focused on. Transforming the research agenda in agricultural research thus requires an analysis of what topics are being prioritized for research. IDRC, for example, has used a “gender categorization system” for assessing research projects since 2017.⁹⁴

- *Gender aware:* Gender (the differentiated and intersectional experiences of women, men, boys, and girls) is considered in the research project’s rationale but is not an operative concept in the design and methodology.
- *Gender sensitive:* Gender is considered in the research project’s rationale and is addressed in the project design and methodology but does not (yet) extend to analysis and action to address gender inequalities.
- *Gender responsive:* Gender is considered in the research project’s rationale, design, and methodology and is rigorously analyzed to inform implementation, communication, and influence strategies. Gender responsive research does not (yet) address structural power relations that lead to gender inequalities.
- *Gender transformative:* Examines, analyzes, and builds an evidence base to inform long-term practical changes in structural power relations and norms, roles and inequalities that

91 European Institute for Gender Equality. *Gender Analysis*. 2019, page 3.

92 The [Gender and Inclusion Toolbox: Participatory Research in Climate Change and Agriculture](#), contains very helpful guidance basic concepts on gender and gender analysis frameworks, suitable for agricultural research.

93 Colfer, Carol J. Pierce, Basnett, Bimbika Sijapati and Markus Ihalainen. 2018. The manual provides an overview of intersectionality and related framework and guidance on its application in forestry research that can be adapted for agricultural research.

94 IDRC, 2019, page 4.



define the differentiated experiences of men and women. Gender transformative research should lead to sustained change through action (e.g. partnerships, outreach, and interventions).

A continuum such as this one can be used by research institutions in a variety of ways, for example, as part of the research proposal assessment process, for tracking research implementation, or for evaluating research outcomes. IDRC and others are revisiting their framing of gender continuums to ensure they cover broader diversity and inclusion dimensions.

Research methods: Ensuring that the voices of women and young people or other marginalized groups are heard in the research⁹⁵ - is a key part of strengthening GDI integration in research. Integrating qualitative methods into research design is one way to strengthen research methodologies to better understand people's lived realities. Such methods include focus group discussions, key informant interviews, case studies and narrative methods as well other novel participatory methods for data collection and analysis that involve research participants.

Sex- and gender-disaggregated data: Researchers need to consider to what degree they are able to produce data on GESI issues. Henry et al (2015) analysed benchmarking criteria for gender integration for the Bill and Melinda Gates Foundation and proposed four types of "gender data":

- data to make women and girls visible;
- data about gender gaps and disparities;
- evidence of what works to increase gender equality and women's empowerment; and
- data on the links between improvements in gender equality and enhancing the achievement of other development goals.⁹⁶

Dissemination of findings: Finally, it is also important to ensure that dissemination of research findings integrates GDI considerations explicitly:

The differences in outcomes based on sex and/or gender and the potential interaction between them should be described. Sex-disaggregated data should be published. If there are no such data or no differential outcomes, this also needs to be clearly mentioned. Often, no mention is made of potential sex or gender differences, thus making it unclear whether they do not exist, or have simply not been studied.⁹⁷

Power dynamics: in research need to be acknowledged and addressed.

- Who is this research proposal meant to benefit? What are its implications for groups at the intersections of various hierarchies of power and privilege? Do women, girls and other

95 Njuki, 2016, page 105.

96 Henry, S.K., J. Sandler, L. Passerini and G.L. Darmstadt. *Taking on the Gender Challenge in Organizations: What Does It Take?* Journal of Global Public Health. 2015, page 6.

97 LERU. 2015, page 10-11.

marginalized people have ownership over the research process and findings?

- Are the proposed research methods designed to sufficiently ‘hear’ the voices that might be hidden or suppressed by gendered power relations, such as those that have traditionally been silenced or underrepresented?
- Does the process value the knowledge of research subjects?
- Does the problem analysis take into account existing knowledge, information and analyses from different disciplines (e.g. gender and feminist research) and sectors (e.g women’s rights organizations)?
- Does the research process provide space for research subjects to engage in critical learning, reflection, questioning and action?
- Will the research findings be shared and validated with the research subjects in a way that acknowledges and contributes to their aspirations, rights and freedoms?⁹⁸

Positionality: Researchers must consider their own *positionality*, and that of their research participants, in relation to others. Positionality is the consideration of the “location” or “position” of an actor or group in relation to others distinguished by ethno-racial, gender, class, geographical and other terms. “The “position” of an individual or group within intersecting systems of opportunity and adversity relates to their “strategic interests” in relations of difference and power involving decision making or control over resources”.⁹⁹ Researchers should practice reflexivity to question their own biases and assumptions as a researcher. As the research participants, the researcher is equally embedded in systems of power and privilege differentiated by gender, class, ethnicity, disability and so on.

Transformative research: has been defined as “Research with explicit normative goals or outcomes for the use of knowledge generated by research for social change”¹⁰⁰, “Research that challenges power and promotes equality, specifically through creating research in alignment with a larger social change agenda”¹⁰¹, and “Research that aims to strengthen collaboration within and among community members to reduce adverse impacts on multiple marginalized individuals and to change policies and inequitable systems”¹⁰².

Training on integrating GESI: Research institutions need to provide opportunities for research and even support staff to learn about gender issues, and to strengthen their competency to integrate gender considerations skillfully into their research:

98 Adapted from a presentation by Gender at Work to the International Development Research Centre (2019); International Development Research Centre (IDRC). *Transforming Gender Relations: Insights from IDRC Research*. 2019; and International Development Research Centre (IDRC). *Using Research for Gender Transformative Change: Principles and Practice*. n.d.

99 Colfer, C.J.P., B.S. Basnett B.S. and M. Ihalainen. 2018, page vi.

100 Adapted from United Nations Research Institute for Social Development. *Policy Innovations for Transformative Change: Implementing the 2030 Agenda for Sustainable Development*. 2016.

101 Adapted from IDRC. *Using Research for Gender Transformative Change: Principles and Practice*. n.d

102 Adapted from Colfer, C.J.P., B.S. Basnett B.S. and M. Ihalainen. 2018.



The focus should be on how to identify gender issues in their key areas of research, how to integrate these into the research and implementation process and how to conduct gender sensitive research (Annex 4 provides one example). This type of training goes deeper into how gender affects the program or the outcomes of the program, what key research questions relating to gender teams need to ask, how they address these in the research or implementation process and how they track gendered outcomes.¹⁰³

103 Njuki. 2016, page 107. See also EC, 2015 for suggestions stemming from their STAGES project which piloted Gender Action Plans in four universities and one applied research institute, including promoting “new courses and research integrating gendered methods of analysis” and organizing “internal and external events on the integration of the gender perspective in research”.



Annex B. Principles and activities of institutional transformation processes

Messaging by institutional leaders: the “ways in which leaders use their position of power to communicate and demonstrate their support, leadership, enthusiasm for and commitment”¹⁰⁴ to working toward GESI in the organization.

Behaviour modeling by institutional leaders: This includes how leaders communicate their commitment to gender mainstreaming, demonstrate their support, encourage staff, strengthen the position of the gender mainstreaming support structure, and how they set a good example by implementing gender mainstreaming in their daily work routines, decision-making processes and all other activities.¹⁰⁵

Institutional strategic vision¹⁰⁶: An official statement on GESI defines the organisation’s overall vision of GESI, makes its commitment clear, and embeds GESI in an organization’s general mandate. It serves as the organisation’s general framework for activities such as setting concrete GESI objectives and developing action plans. The vision should be based on a structural change perspective, “in this way, even actions directly addressing individual women can take on a structural character in that they can produce modifications affecting the entire organisation, in cultural, but also in organisational and normative terms”.¹⁰⁷

GESI data and evidence: The creation of an evidence base, for instance through gender disaggregated data on recruitment, retention, promotion, pay, and committee representation¹⁰⁸ is essential to raise awareness of GESI issues, explain the rationale for structural change, and serves as the basis for the design of plans and initiatives.¹⁰⁹ The use of evidence ensures the soundness of proposed plans, instilling confidence within the institution about such plans, policies and programs. Evidence can build momentum to introduce management practices that recognise and aim to mitigate or overcome gender and other barriers through strengthened approaches to recruit, retain, develop, successfully manage and use the talents of diverse staff.

104 Inter-Action. *The Gender Audit Handbook A Tool for Organizational Self Assessment and Transformation*. 2010: 13.

105 EIGE. 2016b, page 12. As well, it can be very effective to identify one senior leader to “play the role of visionary, monitor implementation of organizational-wide policies, support strategic learning and ensure coordination”, in Henry, S.K., et al. 2015.

106 Henry, S.K. et al. 2015, page 8.

107 Vinogradova, O., Y. Jänchen and G. Obexer-Ruff. *Gender-Net Analysis Report: Plans and Initiatives in Selected Research Institutions Aiming to Stimulate Gender Equality and Enact Structural Change*. 2015, page viii.

108 Vinogradova, O., Y. et al. 2015, pages 14-15.

109 Moody, J. and A. Aldercotte. *Equality, Diversity and Inclusion in Research and Innovation: International Review*. UK Research and Innovation. 2019.

GESI integration plans: Along with a strongly communicated vision, most studies also underline the need for organizational GESI plans. Such plans should be comprehensive across the institution, embedded in its existing structures and management procedures, and sustainable.¹¹⁰ Given the “complexity of equality, diversity and inclusion outcomes in an organizational context”¹¹¹, institutions must be prepared to be both flexible and resilient. And, while there is no single type of plan that is used, or is applicable, across research institutions, studies consulted consistently identified the following key factors of an effective plan:

- High quality of measures and actions, tailored to the challenges of the institution and including actions targeting the transformation of both institutional policies and organizational culture;
- Well-defined roles, well-understood expectations about such roles, responsibility at all levels, and accountability at the highest levels;
- Establishment of responsible structures with proper mandates, such as Gender Units;
- Allocation of sufficient, strategically-planned human and financial resources;
- Clear accountability at different levels of the organization, ensuring that “people and teams articulate specific results and targets for their work on gender equality themselves”¹¹²;
- A strong results framework with measurable indicators and clear targets, along with robust monitoring and evaluation mechanisms that is embedded into the institution’s existing performance management system; and
- A communications strategy that includes a range of attractive and compelling messages and use different media to reach audiences effectively.¹¹³

Robust accountability structures: Most, if not all, sources consulted stress the importance of integrating a robust accountability framework to determine “the extent to which (the institution) is “walking the talk” in terms of integrating GESI considerations into programs and organizational structures”.¹¹⁴ Accountability starts at the top: the demonstrated political will by institutional leaders to support GDI is foundational to structural change, as are accountability policies that hold senior managers responsible for promoting GDI.¹¹⁵

Organizational policies: Thus, gender integration must be anchored in the formal rules and policies of an organisation, i.e. the organisation’s mandate, procedural rules and job descriptions, including “the clear assignment of related tasks and responsibilities to staff members...and making gender mainstreaming methods and tools a mandatory part of an organisation’s standard procedures. This may include approaches such as setting incentives and applying sanctions if necessary. The creation or strengthening of key human resource policies, such as work-life

110 EC, 2015. See also Vinogradova, O., Y. et al. 2015; Moody, J. and A. Aldercotte. 2019.

111 Moody, J. and A. Aldercotte. 2019.

112 Henry et al. 2015, page 8.

113 Adapted from Vinogradova, O., Y. et al. 2015; Moody, J. and A. Aldercotte. 2019; Henry et al. 2015; EC. 2015.

114 Inter-Action. 2013, page 13.

115 Vinogradova, O., Y. et al. 2015, page 39.



balance, equal pay, anti-harassment, child and eldercare policies, may at times be initiated due to the concerns of female staff. However, as such policies have become more common in research and other institutions, their benefits to male staff are increasingly understood and championed. As with all policies, lack of clarity about their intent, or inconsistencies in their application, are common challenges that limit their effectiveness in contributing to structural change.¹¹⁶ Some organizations are paying more attention to tracking the uptake of such policies to ensure that men are encouraged to avail of existing family friendly policies to shift stereotypes about caring responsibilities.

Learning: Most sources point to staff training on gender and diversity issues as a key component of structural transformation.¹¹⁷ As with most of the strategies highlighted in the literature, it is important to ensure that such trainings are not “one-off” initiatives, but rather integrated into the day-to-day operations and culture of the organization. One study consulted noted examples of individuals unable to enact new skills or attitudes within the current context due to workload, organisational culture or lack of senior management buy-in.¹¹⁸

Organizational culture: Attention must also be paid to the informal workings within the institution, such as how managers address gender issues in meetings, how the objective of gender equality is kept on the agenda and how gender equality staff members are involved in decision-making.

Dialogue spaces¹¹⁹: for all staff to discuss, understand and integrate GDI issues are critical in this regard, in particular as they facilitate collaboration across the organisation (for example, GDI professionals and senior management) and within senior management (for example, board members presenting a unified approach to support female board members’ decision-making power).¹²⁰ As Coe et al. note “creating safe spaces for conversations about gender and diversity in scientific and social scientific research must be an explicit goal in improving organizational culture and is a key responsibility of academic and scientific leadership”.¹²¹

Collaboration, Partnerships and networking: Many of the studies consulted emphasize the importance of cooperation with external stakeholders.¹²² Collaboration with external subject-matter experts and organizations bring needed expertise and credibility, and can fill resource gaps when needed.¹²³ Initiating and supporting communities of practice for knowledge sharing between research institutions is also beneficial. Those seeking to foster institutional transformation should also consider relationship building with external actors who are positioned to influence and

116 Moody, J. and A. Aldercotte. 2019.

117 See Moody, J. and A. Aldercotte. 2019 and EC. 2011, page 11.

118 See Moody, J. and A. Aldercotte. 2019.

119 EC. 2011, page 11.

120 Moody, J. and A. Aldercotte. 2019.

121 Coe et al. 2019, page 588.

122 EC. 2011, page 11. Moody, J. and A. Aldercotte. 2019.

123 EC. 2015; Moody, J. and A. Aldercotte. 2019.



support internal institutional transformation. Although not often top of mind in relation to resources for gender equality, there is significant research indicating that connecting to progressive social movements, including women's movements, can create external pressure on institutions, particularly governmental institutions, to support GDI transformation. Similarly, the recognition or support of research institutions by national or local authorities can play a key role in building internal support for structural change by raising the status and visibility of such change.¹²⁴

Recruitment and career development: “positive or affirmative action measures can improve the representation of women in funding award schemes and access to higher education, as well as reducing bias towards women in recruitment (for example, shortlisting)”.¹²⁵ The majority of the research institutions in the Gender-Net study cited above reported that they set targets (quotas were rare) to promote women researchers and to ensure better representation of women researchers in leadership and decision-making positions.¹²⁶ Quotas continue to be a controversial issue for many institutions. Quota based hiring processes can speed up progress towards equality but is often seen as a challenge to the status quo and a loss of power by the dominant group.¹²⁷ For in-career women researchers, the Gender-Net report highlighted strategies for facilitating in-/outgoing mobility for women researchers as effective in supporting career progression.¹²⁸

Mentoring: is almost universally cited as a key strategy to support women and diverse researchers, a very powerful and flexible instrument that institutions are using to attract, retain and empower the advancement of women researchers. Increased inter-institutional cooperation through mentoring initiatives has also been found to have a positive effect on outcomes for women researchers.¹²⁹

Networks and affinity groups: In addition to one-on-one mentoring, the establishment of networks and affinity groups has also been found to have positive impact in some areas, although in some cases, the lack of senior managers in such affinity groups may limit the utility of these networks in improving career progression.¹³⁰

Diverse leadership: women are under-represented in leadership positions in research institutions globally and in African research institutions specifically. UNESCO's STEM and Gender Advancement (SAGA) Project, found that women in leadership positions are essential as catalysts for change, as they serve to empower other women in the same professions and act as role models.¹³¹

124 EC. 2015, page viii.

125 Moody, J. and A. Aldercotte. 2019.

126 Vinogradova, O., Y. et al. 2015, page 47.

127 Coe et al. 2019, page 591.

128 Vinogradova, O., Y. et al. 2015.

129 Vinogradova, O., Y. et al. 2015, pages 45-48. See also Moody, J. and A. Aldercotte. 2019.

130 See for example Moody, J. and A. Aldercotte. 2019 and EC. 2015.

131 UNESCO. 2018.



Annex C. Illustrative list of policies

AfDB. *2021-2025 Gender strategy: Investing in Africa's women to accelerate inclusive growth*. 2021.

<https://www.afdb.org/en/documents/african-development-bank-group-gender-strategy-2021-2025>

ADB. *Strategy 2030: Achieving a Prosperous, Inclusive, Resilient, and Sustainable Asia and the Pacific*. 2018. <https://www.adb.org/sites/default/files/institutional-document/435391/strategy-2030-main-document.pdf>

ADB. *Gender Equality and Women's Empowerment Operational Plan 2019-2024*. 2019. <https://www.adb.org/what-we-do/themes/gender/strategy>

ADB. *Policy on Gender and Development*. 2003. <https://www.adb.org/sites/default/files/institutional-document/32035/gender-policy.pdf>

CGIAR. *CGIAR 2030 Research and Innovation Strategy*. 2021. <https://cgspace.cgiar.org/bitstream/handle/10568/110918/OneCGIAR-Strategy.pdf>

FAO. *FAO Policy on Gender Equality 2020-2030*. 2020. <https://www.fao.org/3/cb1583en/cb1583en.pdf>

FAO. *Why is gender equality and rural women's empowerment central to the work of FAO?* n.d. <https://www.fao.org/gender/background/en/>

Inter-American Development Bank. *Gender Action Plan 2014-2016*. 2014a. <https://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=39376297>

Inter-American Development Bank. *Gender and Diversity Sector Framework*. Gender and Diversity Division. 2015. <https://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=39435256>

Inter-American Development Bank. *Mainstreaming Gender in Rural Development Projects in Latin America and the Caribbean*. Gender and Diversity Division, Technical Note No. IDB-TN-763. 2014b. <https://publications.iadb.org/publications/english/document/Mainstreaming-Gender-in-Rural-Development-Projects-in-Latin-America-and-the-Caribbean.pdf>

Inter-American Development Bank. *Operational Policy on Gender Equality in Development*. 2010. <https://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35428399>

IFPRI. *Achieving agricultural sustainability depends on gender equality*. 2019. <https://www.ifpri.org/blog/achieving-agricultural-sustainability-depends-gender-equality>



IFPRI. *Strategy: Gender Research*. 2017.

<http://ebrary.ifpri.org/utills/getfile/collection/p15738coll2/id/131515/filename/131722.pdf>

IFAD. *Framework for Implementing Transformational Approaches to Mainstreaming Themes: Environment and Climate, Gender, Nutrition and Youth*. 2019a.

<https://www.ifad.org/documents/38711624/44045778/ECG+Integrated+Framework.pdf/4de8bfdd-89b9-44b6-5d63-78a16bbf814e?t=1635257421980>

IFAD. *Gender Equality and Women's Empowerment Policy*. 2012.

https://www.ifad.org/documents/38711624/39417906/genderpolicy_e.pdf/dc871a59-05c4-47ac-9868-7c6cfc67f05c?t=1507215182000 and [2015 summary of the policy](#).

IFAD. *Gender Mainstreaming in IFAD10*. 2016.

https://www.ifad.org/documents/38711624/39417930/genderifad10_e.pdf/db5298d9-7132-4f33-a451-f2447dba9ed0?t=1507217299000

IFAD. *Mainstreaming Gender-transformative Approaches at IFAD – Action Plan 2019-2025*. 2019b.

<https://webapps.ifad.org/members/eb/126/docs/EB-2019-126-INF-6.pdf>