Evaluation of Gender in CGIAR Research and in the CGIAR workplace

Inception report

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Independent Evaluation Arrangement

CGIAR

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Acronyms

ACIAR	Australian Center for International Agricultural Research
ARD	Agricultural Research and Development
AWARD	Association of Women in Agricultural Research and Development
CB	Consortium Board
CGS	Consortium Gender Strategy
CIAT	International Center for Tropical Agriculture
CIDA	Canadian International Development Agency
CO	Consortium Office (of CGIAR)
CRP	CGIAR Research Program
EQ	Evaluation Question
FAO	Food and Agriculture Organization
FARA	Forum for Agriculture Research in Africa
FC	Fund Council (of CGIAR)
FGD	Focus Group Discussion
GAAP	Gender and Agricultural Assets Program
GAP	Gender in Agriculture Partnership
GFAR	Global Forum on Agricultural Research
ICRAF	World Agro-forestry Center
ICRW	International Center for Research on Women
IDOs	Intermediate Development Outcomes
IDRC	International Development Research Center (Canada)
IEA	Independent Evaluation Arrangement (of CGIAR)
IFAD	International Fund for Agriculture and Development
IFPRI	International Food Policy Research Institute
IRRI	International Rice Research Institute
ISPC	International Science Partnership Council (of CGIAR)
M&E	Monitoring and Evaluation
NARES	National Agricultural Research and Extension System
PIM	Policies, Institutions and Markets (CGIAR Research Program)
PoWB	Plan of Work and Budget
PRGA	Participatory Research and Gender Analysis (CGIAR program)
SGA	Senior Gender Adviser
SLOs	System Level Outcomes
SMB	System Management Board (of CGIAR – proposed)
SOFA	State of Food and Agriculture
SRF	Strategic Results Framework

TAC	Technical Assistance Committee (of CGIAR)
ToR	Terms of Reference
UN Women	United Nations Women's Agency
USAID	United States Agency for International Development

Acknowledgements

1. Introduction and Context of the Gender Evaluation

1.1   Overview of Trends in Gender in Agricultural Research for Development

This section sets the broad context for this evaluation of gender in CGIAR research and in the CGIAR workplace through an overview of key trends in gender in agricultural research for development (ARD) since 2008[1]. Section 1.1 looks first at the "state of play" with regard to gender in ARD highlighting some of key issues raised in major publications which have appeared in recent years; and then identifies initiatives which are responding to the emerging issues concerning gender and ARD.

1.1.1. Key issues and landmark publications

Since 2008, a number of key publications regarding the relative positioning of women and men in agriculture have led to wider recognition of gender issues, and have also informed how the sustainable development goals (SDGs) address issues related to gender and agriculture.

- The World Bank's *2008 World Development Report on Agriculture*[2] laid the ground for subsequent increased interest by governments, donors and the private sector in investing in agriculture, after a long period of low investment in, and relative neglect of, agriculture among development policy makers.

- In 2009, the World Bank, the International Fund for Agriculture Development (IFAD) and the Food and Agriculture Organisation (FAO)[3] jointly published the *Gender in Agriculture Sourcebook* with contributions from more than 100 writers and reviewers. The Sourcebook was intended as a guide to help development practitioners address gender issues and integrate gender-responsive actions in the design and implementation of agricultural projects and programs, building on approaches that have worked so far to achieve effective gender mainstreaming in the agricultural operations of development agencies. The experiences described in the Sourcebook provide cautionary lessons about the pitfalls of gender-neutral operations in rural settings in low-income countries where agriculture remains a major engine of economic growth; and also point to best practices and innovations for 'gender responsive' and 'gender transformative' approaches.

- In 2011, FAO's Flagship *State of Food and Agriculture* (SOFA)'s annual publication entitled *Women in agriculture. Closing the gender gap for development*[4] provided a synthesis of existing empirical evidence on the gender gaps women still face in agriculture and rural employment, and new estimates of the potential gains in productivity and incomes as well as reduced malnutrition and hunger levels that could be achieved by closing these gender gaps. SOFA 2011 outlines a number of measures to promote gender equality and empower women, and it shows the benefits to the

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[1] The wider context on the Gender at Work dimension of the evaluation will be addressed in the Inquiry phase, for example through background analysis of trends in representation of men and women among different scientific disciplines and/or in relevant comparator institutions.

[2] http://siteresources.worldbank.org/INTWDRS/Resources/477365-1327599046334/8394679-1327614067045/WDROver2008-ENG.pdf

[3] World Bank; Food and Agriculture Organization; International Fund for Agricultural Development. 2009. Gender in Agriculture Sourcebook. Agriculture and Rural Development https://openknowledge.worldbank.org/handle/10986/6603

[4] http://www.fao.org/docrep/013/i2050e/i2050e.pdf

agriculture sector, food security and society as a whole of closing the gender gap. Key messages in the report, which will be referred to again under "key issues", are summarised Box 1 below.

- The World Bank's *2012 World Development Report* focused on Gender equality and development, builds on SOFA 2011, and its recognition that women comprise 43 percent of the world's agricultural labour force[5]. It also highlights women's unequal access to economic opportunities in the agricultural sector, as women farmers tend to farm smaller plots and less profitable crops than men; and women entrepreneurs operate in smaller firms and less profitable sectors.

Box 1: Estimated impacts of gender productivity differentials in developing country agriculture

> Women comprise on average 43 percent of the agricultural labour force in developing countries. The yield gap between men and women averages around 20–30 percent, yet, solid empirical evidence shows that if women farmers used the same level of resources as men on the land they farm, they would achieve the same yield levels thus increasing agricultural output in developing countries between 2.5 and 4 percent. Production gains of this magnitude could reduce the number of hungry people in the world by 12-17 per cent. These direct improvements in agricultural output and food security are just one part of the significant gains that could be achieved by ensuring that women have equal access to resources and opportunities.

Source: FAO, 2011. The State of Food and Agriculture 2010-11

A common finding of the key publications cited above, among others, is that in spite of considerable investment in gender analysis and gender mainstreaming, rural women across the world face persistent challenges. These include: relatively less access to and control over productive resources than men; a higher overall workload than men, and an unequal share of unpaid family and care work; and lesser access to education, training and extension services. If employed, women still are more likely to be in part time, seasonal and low-paid jobs, and receive lower wages for the same work than men[6].

To compound these persistent "gender gaps", a number of emerging trends in agriculture and the market may further entrench rural women's disadvantage, if not met by gender-aware policy responses. These include: increased commercialisation of agricultural production to meet market demand for agricultural products, particularly higher-value products; climate change; migration; globalisation and trade liberalisation. If women are to be able to take advantage of the opportunities arising from new market demands and globalisation, equity concerns need to be addressed[7].

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[5] https://siteresources.worldbank.org/INTWDR2012/Resources/7778105-1299699968583/7786210-1315936222006/Complete-Report.pdf

[6] Rekha Mehra and Mary Hill Rojas. https://www.icrw.org/files/publications/A-Significant-Shift-Women-Food%20Security-and-Agriculture-in-a-Global-Marketplace.pdf; FAO, SOFA Op cit.

[6] Manyire, H. and A.D. Apekey, 2013. Mainstreaming gender equality in African agricultural research and development: A study of constraints and opportunities. Forum for Agricultural Research in Africa (FARA), Accra, Ghana. See http://www.fao.org/docs/eims/upload/313434/Gender_equality_report_Ver05_lowres%20(2).pdf

[7] World Bank, 2009, Op. Cit.

As the above evidence suggestions, reducing rural poverty, increasing global food production, and improving food security and nutrition, requires that women's roles in agricultural development need to be fully recognised and supported[8]. The understanding of men as the main producers of cash crops, with production of food and subsistence crops being the preserve of women, often seen as "marginalised and vulnerable", remains strong, despite evidence to the contrary. There needs to be a significant organisational shift in many agricultural services towards recognition of women as key economic agents of change[9].

Some analyses suggest that the approach of 'closing gender gaps' is limited and fails to understand the embedded, relational aspects of gender. A 2013 Forum for Agriculture Research in Africa (FARA) study[10] looks at the constraints and opportunities for mainstreaming gender equality into African ARD and suggests that ARD needs to recognise African smallholder farming as a way of life, embedded in the culture, norms and values of particular societies. It further notes: *'most ARD organisations are still conceptually "locked" within distributional gender analytic frameworks that focus on females' lack of resources, instead of the relational features which point to why females lack resources in the first place'.*

The long-standing gender issues at both the farm/community level and at the societal, institutional and organisational levels, highlighted above, underline how lack of gender equity affects the extent to which women, relative to men, can take advantage of, or adapt to, changes in the market, environment and global economy. An Issue Paper to be commissioned as part of the evaluation, will identify in more detail, the conceptual, empirical and methodological gaps and challenges on gender in ARD, in order to assess the extent to which CGIAR is contributing to advances in these areas, related to the overall strategic framework of the CGIAR (see ToR of Issue Papers at Annex F). .

1.1.2. Recent global initiatives concerning gender and ARD

Alongside the increasing visibility of gender issues in agricultural research and related publications, several recent global initiatives have also galvanised a focus on gender issues at the policy level.

In 2012, the first Global Conference on Women in Agriculture was held in New Delhi, with the goal of empowering women for inclusive growth in agriculture[11]. By drawing attention to the costs of neglecting women in agriculture, the Conference aimed to stress the need to identify ways to address gender inequalities in agriculture and to support them by adequate investments and policy commitment. One of the objectives of the Conference was to "collect lessons on strategies for strengthening gender research in agriculture to make technology generation and dissemination, agricultural planning and policy making gender sensitive"[12]. One of the five priority action areas relates to the strengthening of evidence and knowledge to address gender/women's issues in agriculture through more and better gender disaggregated data, and through the identification of the critical questions that should drive the research agenda at the global, regional, national and local levels. Research should also be inter-disciplinary, overcoming institutional silos.

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[8] World Bank, 2009, Mehra and Hill-Rojas, Op Cit.

[9] Mehra and Hill-Rojas, Op .Cit.

[10] Manyire and Apekey, Op, Cit.

[11] The first meeting of the CGIAR Gender and Agricultural Research Network also took place at this meeting and leading gender researchers from CGIAR played an active role in this Conference.

[12] http://www.gfar.net/events/global-conference-women-agriculture

Priorities identified during the Conference formed the basis for collective action through the Gender in Agriculture Partnership (GAP), the first multi-layered global mechanism, organized through Global Forum on Agricultural Research (GFAR) and embracing all the actors involved in addressing gender-related issues in agriculture. Partners of the GAP include UN Agencies, the CGIAR, Regional Fora and national public institutions, but also women's organizations, foundations, universities and NGOs. The GAP's mission is *"to place gender equity and women's empowerment at the heart of agricultural policy, research and development, capacity-development and institutional-building agendas. This means re-conceptualizing agriculture not only as a vehicle to produce food, other agricultural products and income, but also to ensure household and community well-being"*[13]. According to GFAR, the GAP is *"setting in motion a dynamic coalition of stakeholders to empower women for influencing institutions, policies and the ARD agenda with the objective of transforming and strengthening agricultural innovation to more directly benefit women farmers and householders, providing them with adequate access to knowledge, credit, sustainable and appropriate resources, in an enabling environment"* [14].

Gender equality is one of 17 Global Goals that make up the 2030 Agenda for Sustainable Development adopted by the United Nations General Assembly in September 2015. Of particular relevance to Agricultural Research for Development (ARD) policy and practice, and to the CGIAR's own targets related to gender equity, is one of the targets of SDG 5 which is to *"undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws"*.

1.2   Gender in the CGIAR

Gender considerations in the CGIAR have a long history dating back to the 1980s, albeit the commitment and attention to gender has varied across time and between different system entities. These considerations initially related mainly to gender in research; subsequently issues of gender in the workplace also gained attention. As specified in the ToR (see Annex A), this evaluation concentrates on the 2011-15, period, post the initial phase of CGIAR reform, but it draws on reviews and analysis prior to that period where relevant[15].

The following sections give a brief history various initiatives to address gender issues in the CGIAR pre the latest phase of the Reform[16]; a brief overview of key findings from a series of reviews during 2008-10; and a snapshot of the 'gender framework' post the initial 2011 reform up to end 2015.

1.2.1.   Brief history of gender in the pre-reform CGIAR (pre-2008)

An early attempt to address gender in the CGIAR was in 1983, when the International Rice Research Institute (IRRI) convened the Women in Rice Farming Systems Conference. This Conference recognised the crucial role played by women in rice cultivation, post-harvest processing and marketing. The

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[13] http://www.gfar.net/our-work/research-society-0

[14] http://www.gfar.net/content/gender-agriculture

[15] The reform process began in around 2008 and in 2010 the foundation document for the new structure was agreed and the first CRP approved.

[16] A revised Strategic Framework was proposed and agreed in 2014-15 and a new organizational structure of the CGIAR is being established during 2016.

purpose of the Conference was to better understand the role of women in rice farming, whether they had benefitted from past introduction of new rice technologies, and how they could benefit from future technologies. The Conference led to the establishment, in 1986, of the Women in Rice Farming Systems initiative, which pioneered efforts to link gender concerns in farming communities directly to technology design.

Another significant development for gender in CGIAR research was the launching of the International Food Policy Research Institute (IFPRI) Intra-household Research Programme (1992-2003). The objectives of the program were to document resource allocation patterns on an intra-household basis, develop economic models and data collection methods, analyse factors relevant for food policy in a gender-differentiated way, and evaluate the costs and benefits of intra-household data collection. The program adopted innovative methods in addition to conventional quantitative household surveys, which included integrating qualitative and quantitative research modules. IFPRI's gender and intra-household research program provided competitive funding for IFPRI researchers to cover the addition of gender modules to their research programs, but this was not widely available to CGIAR researchers.

In 1991, recognition of the importance of gender issues led to the establishment of the Gender Program of the CGIAR system, funded by eight CGIAR donors[17]. The goal of the program was to institutionalize the commitment, knowledge and skills required to address gender concerns effectively in the CGIAR System. The program had two components, one related to gender staffing and the other to the use of gender analysis in research.

In the late 1990s, the Gender Program was disbanded, with the gender analysis component shifted to the Participatory Research and Gender Analysis Programme (PRGA) and the staffing component to the new Gender and Diversity (G&D) Program. These programs worked with Centers that were interested in their activities; implementation of recommended best practices both in research and in human resources management was voluntary.

The PRGA, led by the International Center for Tropical Agriculture (CIAT), began in 1997 as a result of an increased interest from donors in seeing the development of capacity in participatory research and gender analysis within the CGIAR system. Its purpose was "to assess and develop methodologies and organizational innovations for gender sensitive participatory research, and operationalize their use in plant breeding, crop and natural resource management" [18]. In 2007, the External Review of the PRGA found that, despite the good work carried out under the PRGA, the program had *"not had influence within the CGIAR on undertaking research on Gender Analysis (GA) leading to mainstreaming"* and concluded on a real need for *"more focused research on GA leading to mainstreaming GA into all CGIAR research"*[19]. The program ended in 2011.

The CGIAR G&D Program was launched in 1999 and hosted by the World Agro-forestry Center (ICRAF), with the extended mandate of incorporating broader diversity perspectives in order to help research organizations leverage their rich staff diversity in order to increase research and management excellence. According to the 2004 External Review of the CGIAR Gender & Diversity Program, the Program had *"made rapid and excellent progress towards accomplishing its goals and purposes"* and

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[17] The Netherlands, the Ford Foundation, Norway, ACIAR, CIDA, UK, USAID, IDRC.

[18] CGIAR Science Council (2007) Report of the First External Review of the Systemwide Program on Participatory Research and Gender Analysis (PRGA). Rome, Italy: Science Council Secretariat

[19] *Ibid.*

was *"one of the most innovative system-wide activities within the CGIAR"*[20]. This programme was closed in 2012.

1.2.2. Main findings on gender mainstreaming in CGIAR research from previous reviews

In 2008-10, the conclusions of several general and gender-focused reviews pointed both to weaknesses in how gender is integrated into CGIAR research and management systems and to a number of opportunities for improvement going forward. The CGIAR Independent Review Panel in 2008 found "little evidence of consistent attention to gender issues by senior-level Center or System management in research prioritization, research design or performance monitoring". The review concluded: *"even so, there is a readiness to develop a system wide policy, strategy, and results framework"*[21]. In 2009, the Stripe Review of Social Sciences in the CGIAR stated the need for *"managers to take explicit responsibility for gender equity in research, not just in human resources management"*[22].

Also in 2009, the Annual General Meeting of CGIAR commissioned IFPRI to lead an organisation wide internal consultation on gender. As part of this exercise, each Center conducted an internal consultation on areas of success in addressing gender in their work, factors contributing to the success, and constraints or further needs[23]. The report of this consultation suggests positive outcomes from gender research and analysis, primarily in adaptive and applied research at local level with less change evident at national and global levels or in basic R&D on agricultural technologies.

Gender perspectives and analysis were also felt to have contributed to better research methods and improved monitoring and evaluation, and in some cases a spill-over into wider organisational change and a stronger gender focus in partnerships was noted. Underlying factors that were identified as supporting positive outcomes in gender research include strong institutional support and capacity for gender analysis in CGIAR programs and in national agricultural research (NARES) centers and at local level, as well as donor support. Women's participation as farmers and users, and the involvement of women as programme staff were both considered important to positive outcomes, supported by adequate financial, human, and information resources. Absence of these same factors, along with technical difficulties and cultural norms, was identified as a constraint to full integration of gender in other cases.[24]

This Consultation led to a recommendation to establish a Gender Platform to support mainstreaming of gender across the CGIAR. However, this proposal did not gain sufficient support to be taken forward.

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[20] T. Fogelberg & G.Castillo (2004). Gender and Diversity, Enriching Future Harvests. External Review of the CGIAR Gender & Diversity Program 1999-2003

[21] CGIAR Independent Review Panel (2008). Bringing Together the Best of Science and the Best of Development. Independent Review of the CGIAR System. Report to the Executive Council. Washington, DC.

[22] CGIAR Science Council (2009). Stripe Review of Social Sciences in the CGIAR. Rome, Italy: Science Council Secretariat

[23] Email communication, Dr. Ruth Meinzen-Dick, 11.6.16

[24] Ibid. It has been suggested to the evaluation team that the self-assessments conducted by, and indicators which emerged from, this consultation may be relevant as a 'baseline' for how mainstreaming in gender and gender research have evolved since 2009.

The Consultation report also set out criteria for assessing research programs, identifying research priorities on gender, as well as guidance on how to design gender sensitive research. It also proposed a range of possible indicators for assessing the gender outcomes of CGIAR research.

In 2010, the CGIAR then commissioned an external Scoping Study on Gender to analyse the performance of the CGIAR system in gender research over the past 20 years, and to draw lessons for future gender research by the CRPs. The study's authors were also tasked with reflecting on the quality of gender strategies included in the final CRP proposals and to provide guidance on how to effectively mainstream gender into the CRPs. The Study found that in spite of some excellent examples of gender research, the level of commitment to gender analysis had varied considerably across the Centers, and that a robust and properly resourced effort to embed gender analysis across the CGIAR system had not yet been attempted (see Box 2 for system wide conclusions and recommendations). The study also concluded that the current level of gender mainstreaming in CRPs was weak. Most CRP proposals were gender neutral, with strikingly brief gender strategies sections that often lacked the basic elements of a concrete strategy. It also found that the quality and level of gender mainstreaming was clearly correlated with the level of involvement of gender experts in the development of the CRPs, with greater mainstreaming in evidence where more senior level gender expertise had been part of the leadership in drafting.

Box 2: Key findings and recommendations from 2010 Gender Scoping Study

There has been no lack of substantive recommendations for mainstreaming gender into the CGIAR system.

- CGIAR Center work and strategic gender initiatives have demonstrated instances of excellence and innovation in incorporating gender analysis in agricultural technology R&D
- A variety of factors have been instrumental in generating excellence and innovation in gender research in the CGIAR
- In spite of some excellent examples of gender research, the level of commitment to gender analysis has varied considerably across the Centers.
- In spite of a number of strategic gender initiatives, a robust, properly resourced and supported effort to embed gender analysis across the CGIAR system has not yet been attempted.
- A range of untested beliefs and assumptions has chronically impeded constructive gender mainstreaming attempts.
- Historical differences of opinion concerning the value, means or ends of gender analysis have also not yet been resolved, but guidance is available both within the CGIAR system and outside it to map out a way forward.

System-wide recommendations

- Leadership for gender mainstreaming should come from all levels of management and leadership within the system—the CEO, Center Directors Generals, Center research managers and CRP team leaders.
- Take system-wide measures to strengthen gender and agriculture capacity and to utilize gender analysis in agriculture research and development.
- Establish system-wide accountability on gender mainstreaming that involves the following levels: the CEO, the Centers, the CRPs and individual staff.
- Establish a web-based knowledge sharing e-platform focused on gender within the CGIAR system to foster on-going learning and collaboration.

Source: International Center for Research on Women (2010). Gender Scoping Study for CGIAR

1.2.3. Gender in the CGIAR (2011-present)

Building on the recommendations of the 2010 Scoping Study, a Consortium Gender Strategy (CGS) was developed and approved by the Consortium Board in September 2011[25]. The CGS has two pillars; mainstreaming gender in research and gender and diversity in the workplace. The first pillar of the strategy is intended to provide essential tools and methods for CRPs and the CGIAR to strengthen understanding of the role of gender and other factors governing exclusion or inclusion of gender

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perspectives in development. The CGS provides guidelines for the formulation by each CRP of its own gender strategy.

The second part of the CGS focuses on issues of gender and diversity, an area that traditionally fell under the responsibility of individual Centers and, from 1999 onwards, gained wider system wide support through the Gender and Diversity Program (see pp8-9 above). Progress on advancing this component of the CGS has been slower in the recent period. At the request of the Fund Council (FC), in 2014, the Consortium Office (CO) prepared a *CGIAR Consortium Diversity and Inclusion Strategy 2016 – 2020.* A first draft was submitted to the FC in November 2014, at which time the FC recommended that the strategy required considerable re-thinking regarding the overall approach and that further consultation across the Centers would be needed. A new version of the strategy was approved by the Consortium Board in October 2015[26].

Alongside the implementation of the CGS , in 2011, a Consortium Senior Gender Advisor (or SGA), was appointed and a cross-program Gender and Agriculture Research Network (GARN) established to foster knowledge exchange between Gender Research Coordinators (GRCs) and other gender researchers in each CRP and enhance synergies across programs. The GARN reaches out to all CGIAR scientists who spend at least 20 percent of their time on gender, and currently numbers 159 members. The Network promotes and supports two approaches to collaboration across CRPs: *"strategic gender research to deepen the understanding of how gender disparities and gender relations affect agricultural innovation, productivity, and sustainability; and integrated gender analysis to include gender perspectives in research on topics such as plant breeding, climate change adaptation, and integrated pest management"*[27].

In 2013, the FC requested the CGIAR Consortium to commission an Assessment of the Status of Gender Mainstreaming in CGIAR Research Programs. The assessment reviewed progress in the integration of gender across the whole project cycle, from priority setting to impact; budget and expenditure considerations; staffing and accountability mechanisms; the management of mainstreaming activities, and gender considerations in monitoring and evaluation for each CRP. The report concluded that significant investment had been made in the CGIAR integrating gender through the development of strategies, as well as actions to operationalise these, in planning, through increased allocation of resources and recruitment of gender expertise but that overall attention to gender in priority setting and targeting within CRPs was weak[28]. Generally, for all CRPs the formulation of the CRP gender mainstreaming strategy and the associated staffing lagged behind the start of the actual CRP by at least 12 months.

Recognition of this led the FC to specify in its CGIAR Gender Monitoring Framework[29], adopted at the 10th Fund Council (FC10), that all new CRP proposals should include an annex that articulated how gender analysis had been used to determine CRP priorities, as well as support mainstreaming of gender. This Framework also mandates six monthly reporting to the FC of core gender indicators with regard to staffing, budget, and data collection. This mirrors those required by the System for CRP

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[26] The Strategy was due to be approved by the May 2016 Fund Council but was not discussed at that meeting. Michael Veltman, HR Director, CGIAR 7-20-16. The Fund Council has since been dissolved in the new structure.
[27] https://gender.cgiar.org/the-gender-network/. Accessed 1.6.16
[28] Ashby, Lubbock and Stuart, 2013, Assessment of the Status of Gender Mainstreaming in CGIAR programs.
[29] Gender Monitoring Framework for the CGIAR, March 2014. Prepared for FC10

gender monitoring, which include the definition of gender equality targets, the institutional architecture, and a transparent allocation of resources.

1.3   Evolving context of the evaluation

This evaluation is being conducted at a time when the first phase of CRPs is coming to an end, and approval of CRP 2 proposals is underway for their second phase, scheduled to start in 2017. This section highlights some of the key changes underway, with implications for how gender is addressed institutionally and in research design, implementation and management.

The CGIAR's 2011-15 Strategy and Results Framework (SRF 2011-15), which was the foundation for the first round of CRP proposals, identified gender inequality as a critical area that directly affected CGIAR's likelihood of success in achieving its four system-level outcomes (SLOs) of reducing rural poverty, increasing food security, improving nutrition and health and the sustainable management of natural resources[30].

The new CGIAR mission in the Strategy and Results Framework 2016-2030: Harnessing New Opportunities (SRF 2016-2030) is to advance agri-food science and innovation to enable poor people, especially poor women, to: increase agricultural productivity and resilience; share in economic growth and feed themselves and their families better; and manage natural resources in the face of climate change and other threats[31]. The SRF 2016-30 groups gender with youth into one crosscutting theme, stressing that *"research conducted by CGIAR and its partners must be gender sensitive and promote gender equity – that is, it is adapted to both the needs and the aspirations of poor women[32]."*

The 2016-30 SRF has a more explicit commitment to gender, equity which, combined with youth, has its own Intermediate Development Objective (IDO) and three supportive sub-IDOs:[33] Women also feature as 50% of the targets at the indicator level for system level outcomes, in areas such as exiting poverty, reducing malnutrition. There is also a specific target in reducing women's micronutrient malnutrition. Additionally, gender and inclusive growth is one of eight strategic research priority areas. The SRF also notes that committing to *"closing the gender gap in equitable access to resources, information and power in the agri-food system by 2030"* is part of what it is "doing differently"[34]. Again, however, the linkages between these gender outcomes and the wider system outcomes are not elaborated.

Accomplishment of the new SRF will lie in the success of the second round of CRPs, with draft full proposals currently under review. The Guidance document for new CRP proposals specifies the

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[30] CGIAR (February 20, 2011). *A Strategy and Results Framework for the CGIAR.*
http://library.cgiar.org/bitstream/handle/10947/2608/Strategy_and_Results_Framework.pdf?sequence=1
[31] CGIAR (2015) *CGIAR Strategy and Results Framework 2016-2030: Harnessing New Opportunities* (SRF 2016-30)
[32] SRF 2016-30, *Op Cit.*
[33] While there was debate in meetings held during the Fund Council, with respect to including women within the system level objectives or at the intermediate development outcome level, the final decision was to include women with youth as a cross cutting theme.
[34] SRF 2016-30, Op Cit.

inclusion of a two-page annex outlining what gender analysis was done to inform priority setting for the CRP. It also requires explicit budget allocations to achieve gender responsive outcomes, with specific recognition of the link to PIM and to the gender and youth sub IDO[35]. One CRP, PIM, hosted by IFPRI, has been designated as providing the focus for the CGIAR's consolidated approach to gender and gender research.

The CGIAR gender evaluation is being undertaken concurrent with discussions between CGIAR's funders, Centers, the CGIAR Consortium and other stakeholders on the future governance structure of the system as a whole. These discussions are expected to result in substantial changes to the overall governance architecture, as well as to the programmatic accountabilities for the various governing, advisory, oversight and implementation entities. Specifically, a new CGIAR System Management Board will supersede the CGIAR Consortium as a legal entity, with a new System Council taking on more direct programmatic and financial oversight in regard to use of CGIAR funds for CRP delivery[36].

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[35] http://library.cgiar.org/bitstream/handle/10947/4127/CGIAR-2ndCall-GuidanceFullProposals_19Dec2015.pdf?sequence=1
[36] CGIAR Gender Evaluation Final TORS.

2. Evaluation Approach

2.1 Purpose and Scope of the Evaluation

2.1.1. Purpose of evaluation

While there have been a number of internally commissioned and executed reviews on gender issues, as noted above, the current evaluation is the first independent, system wide evaluation of gender in the CGIAR. The main purposes of the Evaluation are:

- **accountability** to the CGIAR system as a whole on progress made so far at system, center, and CRP levels: (i) in developing appropriate gender strategies in pursuit of the objectives contained in the SRFs 2010-15 and 2016-30; (ii) on the extent to which CRPs and the CGIAR system in general have integrated gender analysis in their research and are engaged in appropriate gender research and impact analysis and (iii) in achieving gender equity and inclusiveness in the workplace;
- **identification of lessons learnt and formulation of recommendations** with a view to: (i) enhancing the capability of the CRPs and the System as a whole to make research more gender-sensitive, promote gender equity and enhance research effectiveness through better understanding and targeting of different beneficiary groups as well as (ii) making the CGIAR a gender-responsive/sensitive workplace[37].

In the context of the new governance, described in 1.3 above, the audience of the evaluation is the new System Council, the System Management Board (SMB), the Centers and other key stakeholders listed in Table 3 in section 3.2.2. The CRP and Center Management will have primary responsibility to follow up on recommendations at CRP and Center levels, while decisions and Recommendations targeting the System will be the responsibility of the System Council (upon recommendations of the SMB).

The Evaluation Team will specifically engage with stakeholders in the CGIAR and beyond (see section 3.2.2 below) through various means in key stages of the evaluation process.

2.1.2. Scope of Evaluation

The scope of the evaluation was initially defined around the following four dimensions:

- Gender mainstreaming in research
- Gender research
- Gender capacity and expertise
- Gender in the workplace.

Following internal consultations on the draft TORs, a fifth dimension: Gender strategies and system level accountability – was subsequently added.

Given this broad scope, data gathering and analysis for this evaluation will occur at a number of different levels, as well as on the relationships between these:

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[37] As stated in TORs.

  – the system level;
  – the CRP (programme) level and within this the flagship and/or project level;
  – for the gender in the workplace component, specifically, the Center level.

The evaluation period is 2011-15, as per the ToR, post the initial phase of CGIAR reform but data gathering will extend backwards and forwards from this period as needed. The 'baseline' for the evaluation will depend on the specific question and available documentation. For example, the evaluation will examine whether recommendations of earlier reviews have been acted on during this period. It will also look at how gender research, prior to the evaluation period, may have shaped or contributed to gender research outcomes during the main evaluation period. The evaluation will also include consideration of recent decisions and changes during 2016 as the system transitions to CRP2, particularly where these are likely to affect how key evaluation findings can inform future planning, management and governance processes. Progress will be assessed against the situation prior to the reform, where possible[38].

The Gender evaluation team have explored synergies with the on-going Capacity Development thematic evaluation during the inception phase. The Capacity Development evaluation is focused on external capacity development, while the Gender evaluation primarily considers the role of CGIAR internal gender capacity and expertise in contributing to effective gender mainstreaming in research or gender research. The option of conducting a case study jointly, or of inputting into the design of a case study on capacity development, has been considered. There are also plans for sharing documentation, data and analysis. Discussions are also planned with the Team Leader of the Partnership evaluation on areas of potential synergy.

2.2 Evaluation Questions

Overall twenty-nine questions were included in the original evaluation ToR (see Annex A), across the five different dimensions. During inception, the Evaluation Team reviewed and adjusted the evaluation questions included in the ToR after close examination of their evaluability and grouped the existing questions as sub-questions, under 15 overarching evaluation questions (EQs), as follows:

Dimension 1: Gender Strategies and System-level Accountability	
EQ	Sub-question
1. How relevant are the consortium and CRP level gender strategies to the CGIAR strategic goals?	A. To what extent is the Consortium level strategy comprehensive and appropriate against the overall objective of greater gender equity and inclusion? How has it informed, and to what extent is it relevant to, the new SRF?
	B. To what extent have CRPs developed comprehensive and appropriate gender strategies that are in line with the Consortium level strategy, while reflecting and adapting to their areas of research?

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[38] This may not always be possible, e.g. gender strategies for CRPs were only developed in 2012.

| 2. How effective and efficient were system level decisions and actions regarding gender since the first phase of CGIAR Reform? | A. Were system level[39] decisions and actions to improve attention to gender since the Reform appropriate and adequate? Were they implemented as planned? |
| | B. Is there an adequate and appropriate Monitoring and Evaluation (M&E) framework in place for assessing progress in gender mainstreaming across the CGIAR System? How consistently has this been applied? |

Dimension 2: Gender Mainstreaming in Research	
EQ	**Sub-question**
3. How effective and efficient has gender mainstreaming in research been?	A. To what extent has gender analysis been integrated into all stages of the research cycle (targeting, priority setting, research design, implementation, research adoption/ utilization, monitoring, evaluation and impact assessment)?
	B. To what extent has mainstreaming gender analysis in the design of CGIAR research resulted in, or is it likely to result in, more better-formulated Theories of Change and more effective programs?
	C. Is there an efficient system in place for monitoring the status of gender mainstreaming in research at CRP level?

Dimension 3: Gender Research[40]	
EQ	**Sub-question**
4. How relevant is CGIAR gender research?	A. Does CGIAR gender research focus on the most relevant issues, in the context of overall CGIAR priorities, based on clear comparative advantage[41]?
	B. Is there evidence of demand for CGIAR gender research from its intended users, both internal and external?
	C. Does the CGIAR identify and engage in strategic partnerships on gender, to enhance the uptake and reach of the results of its gender research?
5. How effective is CGIAR gender research?	A. Has gender-specific research contributed to the effective mainstreaming of gender in wider CRP research?

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[39] System level refers to decisions at Fund Council and Consortium Board level. Focus on decisions since 2011.

[40] The evaluation team notes a strong weighting of the original questions towards the 'gender research' dimension with eight sub-questions, compared to three sub-questions for 'gender mainstreaming in research'. The team rated some questions as having low or medium evaluability due, for example, to data availability challenges. In taking forward the evaluation, there will be a need to balance the effort between questions, (see Evaluation Matrix at Annex C1 and C2 for more details).

[41] E.g. comparative advantage in relation to national research systems ('value add' at international level) and to other international centers working on questions related to gender and ARD.

	B. To what extent has gender research contributed to, or is it likely to contribute to, the desired development outcomes[42]?
	C. Does CGIAR gender-specific research produce science of high quality in its design and results?
	D. Is there an adequate monitoring and evaluation framework for assessing whether CGIAR gender research contributes to development outcomes and impact?
	E. To what extent is cross-fertilization and learning on gender research across CRPs taking place?

Dimension 4: Gender capacity and expertise	
EQ	**Sub-question**
6. Are adequate systems in place to support gender research and gender mainstreaming at CRP level?	A. Are institutional arrangements and resources at system (e.g. SGA; Gender and Agriculture Research Network) and at CRP level adequate to support effective integration of gender in research?
	B. Are adequate financial resources available to implement CRPs gender strategies?
	C. Do CGIAR management systems (especially at CRP level) support capacity building in gender equality
7. How, and to what extent, has gender capacity and expertise been assessed and built at system and, CRP levels?	A. Have CRPs assessed their capacity for high quality gender research across different areas and disciplines, and to what extent have the results of these assessments led to a targeted capacity building or training plan?
	B. Are CRPs staffed with strong gender expertise? How is this located across disciplines, and professional grades? How is it distributed between men and women?[43]
	C. Have appropriate partnerships been developed with institutions/networks specializing in gender to supplement any lack of internal expertise?

Dimension 5: Gender at Work	
EQ	**Sub-question**
8. Is there a clearly articulated case for how gender equity will enhance	A. To what extent is this case articulated at the Fund Council and Consortium levels as well as at the level of the respective Centers? Is there alignment between the Consortium level case and those of the Centers?

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[42] This refers to the broader development outcomes in the SRF as well as gender outcomes that might support these. The feasibility of assessing this contribution will depend on available data.

[43] This question links with EQ 9 and 15 under the Gender at Work dimension.

performance of the CGIAR and strengthen its ability to deliver on its mission?	B. Is the case communicated effectively to internal stakeholders at both the Consortium and Center levels? Is the case communicated effectively to external audiences (including potential candidates for positions) through Consortium and Center websites and primary publications?
	C. Do the majority of leaders and managers responsible for recruiting, advancing, and retaining staff ascribe to the case for gender equity and does it shape their strategy for developing a high performing workforce?
9. Does the representation of men and women across major categories of managers, professionals and staff appear equitable given the supply and pipeline of male and female talent across disciplines, years of professional experience, and regional workforce demographics?	*A.* What is the representation of men and women across different organizational levels (including the Boards), disciplines, Centers, and CRPs? What are the trends in representation since 2011? To what extent does the current gender representation align with goals established in the CGIAR Diversity and Inclusion Strategy, 2016-2020?
	B. Are there clear and articulated strategies at both the Consortium and Center levels for enhancing the representation for women across all relevant levels in line with the goals established in the CGIAR Diversity and Inclusion Strategy?
	C. Are there effective systems for monitoring performance of Centers and Consortium in relation to stated goals on gender and diversity? What accountability mechanisms are in place and how are they utilized?
10. Do the Centers have policies and practices in place that facilitate the recruitment and advancement of high quality male and female talent and ensure the unbiased consideration of candidates?	A. **Recruitment**: Do the Centers have clearly articulated policies and implemented practices to proactively recruit and attract high quality male and female talent? Do the Consortium and the Centers monitor recruitment processes in terms of application, selection, and hiring rates of men and women in order to identify opportunities for improvement? Is there an evidence-based understanding of the causes for a gender differential if it exists?
	B. **Advancement:** Do the Centers have policies and practices in place which enable the equitable recognition and advancement of men and women? Do the Centers periodically analyse promotion rates for men and women to assess for potential bias or differential career outcomes? Do men and women perceive that opportunities for professional development and career advancement are equitable for men and women?
11. Do the Centers have similar rates of retention of	A. Do the Centers monitor male and female retention rates by category of staff in order to identify any significant gender differences?

men and women within managerial, professional, and staff levels?	B.	If the retention rates are different, is there an evidence-based understanding of the causes for the differential retention rates?
12. To what extent are formal and informal decision-making processes at the Consortium and Center levels inclusive and representative of both men and women?	A.	What is the gender representation of key decision-making bodies within the Consortium and Centers?
	B.	
	C.	To what extent do managers and staff perceive gender representation on key decision-making bodies in the Centers to be appropriate and effective?
13. Does the work environment and organizational culture foster respect of all individuals, fairness, and appreciation of the value of diversity in the workforce?	A.	Do employees across all levels perceive that the workplace is respectful of diversity in terms of identity (gender, nationality, ethnicity, etc.) as well as ways of working and leading?
	B.	Do the Centers have policies and practices in place that aim to create an inclusive and respectful work environment in which diversity is valued?
	C.	Do Centers have in place policies and practices that aim to specifically create a gender equitable environment (e.g. policies regarding sexual harassment, family leaves, work-life balance, support for spousal employment)?
	D.	Do the Centers have training in place to assist managers to understand how unconscious bias can influence their decision-making in recruitment, management, and evaluation of employees? If training is in place, to what extent do managers actively work to guard against unconscious bias?
14. To what extent have the Centers and the Consortium Office implemented key policies and practices to ensure gender equity, diversity, and inclusion in the workplace?	A.	To what extent have recommendations for policies and practices to foster gender equity developed and disseminated by the Gender Staffing and Gender and Diversity Programs from 1991 to 2011 been mainstreamed within HR policies and practices?.
	B.	To what extent is on-going learning being documented and disseminated among the Centers and within the Consortium Office?
15. What evidence is there that the presence or lack of policies and practices aimed at creating a gender equitable and inclusive workplace affect the Centers' and CRPs' ability to attract and retain scientists with high quality gender expertise?		

The Evaluation Matrix attached at Annex C1 (for dimensions 1-4) and C2 (for dimension 5), summarizes the evaluation criteria[44], information sources, tools and analysis methods, for each sub-question, as well as commenting on their evaluability.

2.3   Evaluation Framework

2.3.1. Gender mainstreaming: lessons from experience and previous evaluations

For the purposes of this evaluation, gender mainstreaming is defined as: "*the process of assessing the implications for women and men of any planned action… and the strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetrated*"[45].

Gender mainstreaming emerged in the mid-1980s as part of a critique of attempts to integrate women into development (the WID approach), though targeted investments. Gender mainstreaming was informed by the gender and development (GAD) approach, which stressed the need to address the inequalities and relations between men and women in order to bring about meaningful change.

Gender mainstreaming was internationally established at and subsequently widely adopted in development policy and programming, following the 4th UN Women's Conference in Beijing in 1995. Since then, most bilateral and multilateral development agencies, governments, regional bodies and development banks, as well as NGOs have adopted strategies to mainstream gender across their organizations, key departments and programs.

Approaches to gender mainstreaming vary in the extent to which they are 'transformative' vs. 'integrationist'; whether they accommodate a 'twin track' approach (i.e. supporting women-specific initiatives alongside the engendering of all programmes); and their emphasis on a top down, bureaucratic, approach or a more bottom up, consensus building approach focused on changes in the working culture.

As an organisation wide process, to be effective, gender mainstreaming requires significant institutional change, to organisational culture and practice, to promote behaviour change and the adoption of new ways of working organisation wide. A number of key 'systemic' factors emerge as essential to effective mainstreaming:

- Leadership committed to and accountable for gender equality
- Clear incentives and accountability mechanisms
- Human and financial resources allocated to support gender equality
- Monitoring, evaluation, learning and reporting systems that systematically document and share information on gender differentiated outcomes

In the context of research, specifically, gender mainstreaming also requires:

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[44] With reference to the IEA evaluation criteria of: relevance, effectiveness, efficiency, quality of science and sustainability
[45] ECOSOC, cited in CGIAR Gender Evaluation Final TORs., p8.

- capacities in gender analysis to inform the definition of research priorities and questions;
- knowledge and application of specific concepts/ constructs in designing research (e.g. understanding of intra-household dynamics) and methodologies (e.g. appropriate participatory methods) that will enable the conduct of research on gender issues to include both the collection of data and the analysis and interpretation of findings in ways that reflect the needs and interests of both male and female subjects;
- effective communication of findings of research, including those relating to gender, to both male and female audiences/ users[46].

One recent review of gender mainstreaming evaluations suggests that the 'gender mainstreaming' has encountered significant constraints and barriers[47]. This study notes a growth in resistance to 'mainstreaming' or 'mainstreaming fatigue', and also that changes in the institutional environment mean that bureaucratic approaches to mainstreaming have increasingly less traction.

The above cited review also points to a need for greater rigour in future evaluations of gender mainstreaming[48]. It points to limitations of existing evaluations, including failure to assess the different component strategies within mainstreaming, a lack of consolidated/ systematic financial information and analysis to understand budgetary allocations related to gender mainstreaming, and a lack of interrogation or analysis of the assumed link of gender mainstreaming with gender equality outcomes.

The current Evaluation is mindful of the need to disaggregate different dimensions of mainstreaming, and assess the linkages between them, as well as the link between the (internal) mainstreaming processes and (external) gender equity outcomes.

2.3.2. Frameworks of analysis for the evaluation

'Gender Mainstreaming' Framework

Two interlinked 'frameworks' form the basis for this evaluation.

The first is a framework for understanding and assessing 'mainstreaming' both institutionally and in CGIAR research. Figure 1 below provides a visual presentation of the 'gender mainstreaming framework' in the CGIAR based on how this articulated in the Consortium Gender Strategy and related documents.

The framework represents mainstreaming in different dimensions as outlined in the ToR:

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[46] UN, 2002, Gender Mainstreaming: An Overview, Office of the Special Adviser on Gender Issues, Department of Economic and Social Affairs, New York

[47] See e.g. Operations Evaluation Department, African Development Bank, 2012, Mainstreaming Gender: A Road to Results or a Road to Nowhere, ADB, Tunis.

[48] Brouwers, Ria. 2013. "Revisiting Gender Mainstreaming in International Development: Goodbye to an Illusionary Strategy." Working Paper 556, International Institute of Social Studies, Erasmus University, Rotterdam.

- system wide elements particularly the Consortium Gender strategy, Senior Gender Adviser and Gender and Agricultural Research Network, as well as system wide accountability mechanisms (System level);
- gender mainstreaming in research and gender researcher managed through CRPs as articulated via CRP gender strategies;
- gender capacity and expertise which supports the implementation of CRP gender strategies
- gender human resources management policies and practices, linked to the gender and diversity dimensions of the Consortium Gender Strategy and operationalized at Center level.

The key elements indicated in the 'bubbles' with dotted lines represent critical inputs to achieving effective gender mainstreaming, which, as well as a more nuanced understanding of how gender is mainstreamed in practice, are the focus of investigation in this evaluation. The Evaluation team will develop and refine this framework based on initial findings from the inquiry phase, in order to further elaborate and explore the assumed linkages between the different elements, and levels.

Figure 1: Initial Framework for Analysis of Gender Mainstreaming and Gender Research in CGIAR[49]

Impact pathways

A second element of the 'framework,' nested inside the framework above consists of the various 'impact pathways' through which the gender research and related activities of CGIAR result in gender equitable outcomes and in turn, to the achievement of the overall system-level outcomes (illustrated in the bottom half of Figure 1).

In SRF 2010-15 only one SLO explicitly references gender issues ("improved health and nutrition particularly for women and children") and neither does it identify explicit gender outcomes underneath the SLOs. The main SRF document does however highlight the importance of understanding the role of gender in household decisions over food production and consumption (in relation to the food security SLO). However, the 'impact pathways' between gender and the SLOs are not systematically developed. Meanwhile a number of documents produced by the Gender Network during 2011-15 set out gender related outcomes and indicators related to different goals of CGIAR work[50]. The new SRF (2016-2030) has set an overall 'gender IDO' and sub-IDOs (see Box 3 below) although the specific pathways and related assumptions linking these intermediate outcomes to the wider SLOs are not elaborated in the SRF.

Box 3: SRF 2016-2030 Gender IDO and sub-IDOs:

Gender IDO: Gender and Youth Equity Achieved
Sub IDOs:
- Gender equitable control of productive resources and assets
- Technologies that reduce labour and energy demands on women
- Increased capacity of women (and youth) to engage in decision making

The linkages between these sub-IDOs, IDO and SLO are complex and non-linear. Nevertheless, some indicative pathways emerge that potentially link the outputs of gender research and gender mainstreaming in research to 'intermediary outcomes,' which support the wider SLOs, e.g.

Impact pathway 1: Agricultural technologies are developed based on the interests and preferences of women as well as men, gender-appropriate incentives, mechanisms and methods for their adoption are employed, leading to wider adoption by women as well as men, closing gender gaps in productivity, potentially leading to overall increase in productivity and food security.

Impact pathway 2: Policies and institutional arrangements and practices that support equitable and/or shared rights to and control over productive resources and assets, for women and men, contribute to sustainable management of resources and improved incomes

Impact pathway 3: More equitable participation of women in new and remunerative market opportunities through gender-sensitive value chain development contributes to their increased control of income, and strengthened role in decision making.

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[50] The 2009 IFPRI consultation report cited above, and various outputs produced by the CGIAR Gender and Agricultural Research network, See e.g.: CGIAR http://library.cgiar.org/bitstream/handle/10947/2769/Addressing_the_Gender_Gap_in_Agriculture_Opportunities_for_Collaboration_in_Gender-Responsive_Research.pdf?sequence=1, p 20; CGIAR (June 15, 2012) Meeting Report: Progress on Gender in Agricultural Research, CIRAD, France, Table 2;.

Impact Pathway 4: Increased capacity, agency and voice of women (or empowerment) contributes to better distributional outcomes, - and improved well being of women and children - as well as a policy environment, including social norms, more supportive of gender equity

For illustrative purposes, Table 1 below outlines schematically the linkages which might constitute Impact Pathway 1, indicating how outputs of gender research contribute to outcomes at different levels.

Table 1: Impact pathway for equitable agricultural technology development and adoption

Wider outcomes	Reduced poverty and improved nutritional outcomes
Intermediate outcomes	Reduced 'time poverty,' particularly unpaid labour or drudgery for women Closing of gender gaps in productivity.
Outputs	Agricultural technologies are developed based on the interests and preferences of women as well as men, appropriate mechanisms and methods for their adoption are employed. and leading to wider adoption by women as well as men.
Activities	Information campaigns targeting women, using gender-targetted/appropriate messages etc. Partnerships with women's organisations to promote new technologies /methods Appropriate packaging, pricing and /or other incentives to facilitate women's adoption of new technologies and methods Support to gender balanced participation in farmer field schools Recruitment and capacity building of women extension/ marketing agents etc. Participatory technology assessments, via Focus Group Discussions (FGDs) with male and female farmers feeding back into design. Development of seeds and /or other inputs, or production techniques relevant to specific crops grown by, or production activities carried out by, women as well as men (in a given context), Project design/ToC informed by gender analysis which specifies gender related assumptions underlying impact pathways Baseline study of gender roles, need, preferences and social norms related to particular production systems, practices and technologies
	INPUTS
	Gender analysis that informs ToC and research design
	Partnerships with gender specialist agencies and/or capacity building of partners on gender
	Gender research capacity and expertise
	Resources dedicated to gender work

These indicative pathways will be used to guide case study analysis, to trace and analyse linkages between inputs, activities, outputs and outcomes and to identify assumptions underpinning these pathways and evidence that supports their validity across different contexts.

Both elements of the framework will be applied and developed iteratively during the course of the evaluation, seeking further feedback from the CGIAR Gender and Agricultural Research Coordinators and network as well as from other informants and/or experts as appropriate.

2.4   Evaluation Approach

Drawing on the 'mainstreaming' framework above, the evaluation will provide an assessment of the current situation with respect to the institutional framework and set-up for mainstreaming gender across CRPs, as well as accountability, monitoring and reporting mechanisms at the system level (including *inter alia* Gender strategies, Impact Pathways and Theories of Change developed so far).

At system level, the evaluation will map and analyse institutional processes and decision making related to gender at different levels, and provide an in-depth assessment of accountability and learning through looking at mechanisms put in place for monitoring, reporting and learning. The M&E system will be reviewed, looking at, for example, the extent to which annual reports provide quality data and information broken down by gender and whether impact assessments have looked at gender-disaggregated data. The evaluation will also explore, through KIIs, whether there are common understandings of mainstreaming gender among stakeholders, and whether gender mainstreaming is the right approach for reaching the development outcomes CGIAR has set itself out to achieve[51].

The evaluation will also assess the extent to which gender analysis is currently used to inform the entire research cycle across CRPs. Using appropriate criteria and benchmarks, it will explore the evolution of gender mainstreaming in research and gender research, between the pre-reform and post-reform period. Gender strategies of CRPs will be reviewed, against the guidance in the Consortium Gender Strategy and other relevant criteria. The evaluation will also review CRP work plans and to the extent possible, examine budgetary allocations and expenditures at CRP and/or Flagship or project levels building on the work of the 2013 Assessment.

Selected experiences of gender mainstreaming in CGIAR research and gender research will be examined through in-depth case studies. For these cases, the original CRP proposals will also be compared with the CRP2 proposals to assess their evolution. The case studies will also review progress made towards development outcomes, informed by an analysis of programme and/or Flagship Theories of change / impact pathways (see illustrative pathway specified above). In implementing these case studies, the evaluation will adopt a learning approach, via workshops with relevant stakeholders to draw out lessons and emerging good practices in gender mainstreaming and gender research.

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[51] Key issues include the extent to which there is agreement on 'transformative' or more 'instrumentalist' approaches; and on the balance between gender specific and 'mainstreamed' research. The latter aspect is the suggested focus of one Issue paper (see section 2.6 Table 2) drawing on wider experience.

Quantitative and qualitative analysis of the outputs of gender research will be carried out to assess their relevance and quality, using citations analysis, web statistics and peer review. Staff and partner capacity and expertise for gender research across the CGIAR system will also be examined via interviews and potentially a survey of the Gender and Agriculture Research network, as well as qualitative assessments of human resources, and by drawing on existing capacity assessments. Analysis will examine the links between capacity and research quality.

Finally, gender mainstreaming in human resource management policies and practices will be the focus of the 'gender in the workplace' component of the evaluation. This component will look at profiles of, and trends in, the representation of men and women across different Centers and different roles and disciplines, drawing on a CGIAR Benchmark Survey from 2015; at human resources policies and practices; and at the organisational culture as well as decision making structures and processes.

The evaluation will adopt a consultative approach, as far as possible given timing and other constraints, engaging with a range of internal as well as external stakeholders as key informants, and seeking feedback and sharing opinions, at key moments particularly during the analysis and reporting phases. In so doing, there will be a focus on assessing the role and work of the CGIAR from the point of view of clients and users of its products and services, as well as of its partners. Triangulation by evaluation team members of information gathered from stakeholders will be a key tool for evidence validation. Independence and rigor of analysis will inform the whole evaluation process. Cost-effective means of consultation across the CGIAR will also be sought through, for example, the participation of the evaluation team in meetings with a large presence of relevant stakeholders and use of webinars, as appropriate.

The evaluation will, equally, seek to limit the costs of gathering of information, and the demands on CGIAR personnel, by making use of available evaluations, studies and gender-related impact assessments. In particular, the evaluation will draw, to the extent possible, from the 15 CRP Evaluations[52] that have been completed over the past three years, and that assessed the focus on gender in the CRPs by evaluating gender strategies, efforts to create an enabling environment for gender research, progress towards gender mainstreaming in research, and attention to gender in the workplace. Emerging lessons on gender drawn out in the *Synthesis Review of Lessons Learned from 15 CRP evaluations* [53] will also inform the evaluation as well as analysis of an existing 'survey' on perceptions of mainstreaming; and findings related to gender mainstreaming from the existing reviews cited in section 1.

2.5   Evaluation Tools and Methods

The evaluation will use a wide range of quantitative and qualitative tools and methods, including stakeholder consultation through group and individual semi-structured interviews, document review and analysis of publications, guidelines and manuals, databases, etc.; desk studies, case studies, Center and country visits. Workshops may be organized at key points of the evaluation to consult with a wide

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[52] IEA carried out ten CRP evaluations between 2013 and early 2016 and provided technical support to the five remaining CRP evaluations that were commissioned by the programs themselves

[53] Currently in Draft version and being finalized

range of stakeholders, where possible coinciding with existing meetings. Webinars may also be used as a virtual means to conduct briefings and/or focus group discussions.

Table 2 below provides a brief description of the specific evaluation tools that will be employed in relation to particular evaluation questions. See Annex C (Evaluation Matrix for further details on how valuation tools will be are to be combined in relation to different questions).

Table 2: Evaluation Tools Matrix

Evaluation tool	Description	Relevant EQs
Literature review / issue papers	Two literature reviews/ issue papers have been identified that will be commissioned from resource persons among the Expert Group (see section 3.1). One will assess the relevance and comparative advantage of CGIAR gender research in relation to CGIAR priorities. A second issue paper will draw out lessons and evidence from other experiences and evaluations of gender mainstreaming and particularly of gender mainstreaming in ARD[54]. Summary ToR for these Issue Papers can be found at Annex F.	2B, 3C, 4A
Mapping	To assess whether there are efficient systems in place for monitoring of the status of gender mainstreaming in research, the M&E systems that are in place will be first identified by mapping these M&E systems at system, CRP and Center levels (This may also lead into a more detailed examination of gender related indicators). In the case of Question 6A, which concerns whether institutional arrangements are adequate to support effective integration of gender in research, initial mapping of stakeholders at system and CRP level will help inform use of other data collection methods.	3C, 6A
Time line	A timeline of key CGIAR system decisions and actions related to gender will be developed as a tool to guide KIIs and potentially one or more FGDs, to support assessment of whether system level decisions and actions to improve attention to gender since the reform were appropriate, timely and yieldied the expected results.	2A
Key informant interviews	Key informant interviews will be conducted with different groups of stakeholders, internal as well as external to solicit deeper understanding of issues raised through document review and or light touch surveys. These may include for example, the processes of formulating strategies and plans, as well as views on effectiveness of research. KIIs will be structured using interview guides with questions targeted at relevant stakeholders. Responses will be grouped and analysed by emerging themes.	All
Case studies	A few case studies of 'gender mainstreaming' (in CRPs) and of gender-specific research will be purposively selected and defined for more in-depth analysis. The case study selection will take into account both the 'typology' of CRPs and the existing assessments	3A, 3B, 4C, 5A, 5E

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[54] Relevant institutions for comparison may include, for example: IDRC, ACIAR, CIRAD, Wageningen

Evaluation tool	Description	Relevant EQs
	of CRP progress in mainstreaming, as well as the current status of the CRP. Through the case studies the evaluation will seek to understand how gender mainstreaming has contributed to the definition of research priorities and clear theories of change as well as to any actual or potential outcomes from the research. The relationship between gender research and gender mainstreaming will also be examined using case studies. Selection of specific cases will be informed by key informant opinion of relevant GRCs and potentially CRP Heads. We will particularly seek to represent cases where significant progress has been made, in gender mainstreaming, including those which started from a lower 'baseline' in order to better understand the success factors. Case studies will combine a number of methods to triangulate findings.	
Surveys	One or more electronic surveys (e.g. using "survey monkey") will be used to solicit perceptions relating to key evaluation questions, from both internal and potentially external stakeholders. Provisionally, it is envisaged to circulate a survey via the Gender and Agriculture Partnership (GAP) network, run by the Global Forum on Agricultural Research (GFAR) whose members are a mix of government, NGO and donor stakeholders having a professional interest in gender mainstreaming in ARD including CGIAR staff. The main purpose of such a survey would be to investigate *inter alia* perceptions of the relevance and reach of CGIAR gender research, and to gather information about partnerships and research effectiveness. A survey of Human Resources Directors and a wider Gender Equity Assessment staff survey is also planned for the Gender at Work component, the former to cover policies and practices, the latter to cover staff perceptions and experiences as well as capacities (potentially through the Gender and Agricultural Research Network).	4B, 5C, 5E, 8, 9, 10, 11, 12, 13, 14, 15
Gender capacity Assessment	The expertise, qualifications and scientific track record of gender specialists in the CGIAR will be analysed, (e.g. using CVs, survey see above), and existing capacity assessments. The Performance management and incentive system for mainstreaming gender, ratio between senior and junior scientists, mentoring can also be examined.	5C
Web stats analysis	Web statistics from CGIAR Centers which host CRPs and/or which have their own websites will be used to analyse trends in uptake of gender research outputs, by both internal and external users, via analysis of information on which publications are downloaded, where and by whom.	4B, 4C
Bibliometric analysis	This tool is systematically used in all IEA CRP evaluations to quantitatively assess publication outputs, and usually includes journal frequency analysis, impact factor of journals (JCR impact factors), citation analysis (Google scholar) and affiliations analysis. Adjustment of the methods and data sources for this tool may be needed to take account of the focus on gender	5C

Evaluation tool	Description	Relevant EQs
	research. This will be complemented by qualitative peer review (see below)	
Peer review of outputs	A database of gender research 'products' will be developed (e.g. peer reviewed articles; policy briefings guidelines and manuals; etc.) from which a sample of outputs will be peer reviewed following a qualitative assessment framework developed by the Evaluation Team. If information is available, their internal dissemination and uptake will also be tracked.	5C
Focus groups/ Workshop	Focus group or facilitated discussions in a workshop setting may be used if sufficient KIs are already meeting in one place and could give 2-3 hours. Participatory workshops will be conducted around each of the case studies on mainstreaming gender in CRPs. For each stage of mainstreaming, participants would explore how they integrated gender analysis, where there were constraints, and how they addressed these to draw out lessons learned/best practice in addressing constraints faced.	3A
Impact stories and testimonies	Both documentary sources and testimonies from key informants can be used to identify 'impact stories' related to outcomes to which CGIAR gender research has contributed. Light touch mapping of outcomes can be used to trace linkages between development outcomes and CGIAR gender research.	3B

The precise combination of evaluation tools used in the inquiry phase will depend on feasibility and practical considerations.

3. Evaluation Management

3.1 Evaluation Team

A Team of Independent External Experts will conduct the evaluation. The evaluation team is composed of three core team members:

- Sally Baden (Team Leader)
- Dr Lynn Brown
- Dr Deborah Merrill-Sands
- Dr Rachel Percy

IEA Evaluation Analyst, Federica Coccia (IEA), also supports the team

Short bios of all team members are provided in Annex B.

The evaluation team will be supported by a small number of thematic and regional experts who will provide additional perspectives and in-depth expertise on a number of specific issues. These experts will also review the draft evaluation report and will be invited to author issue papers on subjects identified by the evaluation team (see Table 1 for indications of these). Additional experts may be identified once the evaluation is under way.

3.2 Organization of the evaluation

3.2.1 Evaluation Governance

The Team Leader is accountable to the Head of the IEA and has final responsibility for the evaluation report and all findings and recommendations, subject to adherence to CGIAR Evaluation Standards. The Evaluation Team is responsible for submitting the deliverables as outlined in more detail below.

The IEA is responsible for planning, designing, initiating, and managing the evaluation. The IEA will also be responsible for the quality assurance of the evaluation process and outputs, and for the dissemination of the results. The IEA will take an active role in the preparatory phase of the evaluation by collecting background data and information and by carrying out preliminary analysis. An Evaluation Manager, supported by an Evaluation Analyst, will provide support to the team throughout the evaluation.

3.2.2 Stakeholder Involvement

The evaluation ToRs identify a number of key stakeholder groups and their interest in the evaluation as described in Table 3 below.

Table 3: Evaluation Stakeholders

Type of stakeholder	Role	Interest in evaluation
CGIAR level		
CGIAR System Council	Setting policy and research strategy; Ensuring accountability; Mobilizing resources	Lessons learned to Increase the effectiveness and relevance of the gender work of the CGIAR;
System Management Board	Guidance to CRPs and strategic decision making on gender for the whole CGIAR system	Lessons learned to increase the efficiency and accountability of gender related activities in the CGIAR;
International Science Partnership Council (ISPC)	Strategic advice, Impact Assessment and review of CRP proposals	
CRPs Management and staff	Management of CRPs	Lessons learned to increase performance of the CRP on gender mainstreaming in CRP research and gender research
CGIAR Gender and Agriculture Research Network	Sharing information and knowledge	Lessons learned to increase the effectiveness and relevance of gender research and gender mainstreaming in CGIAR research
CGIAR Centers and Boards	Oversight of CRP activities; Program Management; oversight of HR policies	Performance, relevance, effectiveness, impact of gender research; Comparative advantage. Lessons learnt on gender in the workplace.
Donors of bilateral projects	Funding source	Accountability CRP/Center performance Decision making for resource allocation
Partners		
Partners (research and development partners) GFAR	Target of gender interventions Implementing Partners	Performance, relevance, effectiveness, impact of gender research
Beneficiaries (CGIAR Staff, NARS staff, farmers, policy makers)	Target of gender interventions	Performance, relevance, effectiveness, impact of gender research

IEA has incorporated comments on the evaluation ToRs from key stakeholders.

During the implementation of the evaluation, at key points, the evaluation team will share information

IEA

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with and seek feedback or validation from key stakeholders. Initial findings of the overall evaluation will be presented to key stakeholders for feedback. The Inception Report and the Draft Evaluation report will also be shared with key stakeholders for comments. Although the Gender Research Coordinators and the evaluation focal points will be the primary interlocutors of the evaluation team, a wider range of stakeholders will be consulted throughout the evaluation and will have an opportunity to provide feedback on the draft Report. These include CRPs/Centers management and staff, ISPC, GFAR, System Office, etc.

3.2.3   Quality Assurance

In order to ensure evaluation rigor, the following quality assurance will be implemented during the evaluation exercise.

The IEA, as manager of the Evaluation, will play a crucial role in assuring its quality. The IEA will work closely with the Evaluation Team throughout the evaluation, and will ensure that the tools and methodologies, as well as the process followed, are in line with the CGIAR Evaluation Policy and Standards as well as with those used in other on-going IEA evaluations.

External peer review: the IEA quality assurance of this evaluation will entail the review of the Inception Report and of the Draft Evaluation Report by two peer reviewers (one internal and one external). The primary function is not *ex-post* quality control but represents an additional quality review to the IEA evaluation managers. It is timed so that it can help improving the outputs (whether the inception or the evaluation report) in line with CGIAR-IEA standards. IEA has developed Guidance for Inception Reports and Evaluation Reports, as well as an Outline for External Peer Reviewers.

3.3 Timing and Work Plan

The overall timeline for the evaluation as established by its TORs is outlined in Table 4 below.

Table 4: Phases of the Evaluation

Phase	Period	Main outputs	Responsibility
Preparatory Phase	Jan – March 2016	Final ToRs Evaluation team recruited	IEA
Inception Phase	April-June 2016	**Inception Report and Evaluation Workplan, Presentation of Inception Report to key stakeholders** **Constitution of Expert Group**	Evaluation team IEA
Inquiry phase	June 2016 –October 2016	Detailed questionnaires, KII guides and other tools Documentary review Site/ field visits for case studies Workshops	Evaluation team

Presentation of preliminary findings	November 2016	Presentation of preliminary findings at November GARN	Evaluation team IEA
Reporting phase			
Drafting of Report	Nov 2016	**Draft Evaluation Report**	Evaluation team
Final Evaluation Report	Dec 2016 (tbc)	Feedback from main stakeholders **Final Evaluation Report Presentations of Final Report**	IEA Evaluation team

A detailed Workplan for the evaluation is attached at Annex D.

3.4 Reporting and Dissemination

The **Evaluation Report** - the main output of this evaluation - will describe findings, conclusions, and recommendations, based on the evidence collected in the framework of the evaluation questions defined in the Inception Report. The recommendations will be informed by evidence, and will be relevant, focused, clearly formulated and actionable. They will be prioritized and addressed to the different stakeholders responsible for their implementation. The main findings and recommendations will be summarized in an executive summary. The recommended length of the final report is maximum 80 pages, excluding the executive summary and annexes. Annex E provides a proposed outline for the Evaluation Report.

The Evaluation Team Leader will prepare presentations for disseminating the Report to targeted audiences. Adequate consultation with key CGIAR stakeholders will be ensured throughout the process, with debriefings on preliminary and key findings held at various stages of the evaluation.

In the context of the current transition discussions, it is expected that the System Management Office will coordinate the preparation of a system-wide response, in consultation with the System Management Board, and present this system-wide response (with specific identification of recommendations that are fully accepted, partially accepted, or otherwise) for consideration and decision of the System Council of the CGIAR.

Annexes

Annex A: ToRs of the Evaluation

Annex B: Bios of the Evaluation Team Members

Annex C1: Evaluation Matrix - Dimensions 1-4

Annex C2: Evaluation Matrix – Dimension 5

Annex D Detailed work plan for Evaluation (see separate excel spreadsheet)

Annex E: Draft Outline of Evaluation Report

Annex F: Summary ToRs of Issue Papers

Annex A: ToRs of the Evaluation

1.   Background

1.1. Rationale and context

In the CGIAR, agricultural research for development (AR4D) is implemented by 15 research Centers and their partners through CGIAR Research Programs (CRPs). The 2016-2030 CGIAR Strategy and Results Framework (SRF), approved in April 2015, sets three System-Level Outcomes (SLOs) for CGIAR research: reduced rural poverty, improved food and nutrition security for health, improved natural resource systems and ecosystem services. A set of common Intermediate Development Outcomes (IDOs) links the SLOs to CRP‐level targets, framing the operational results framework of each CRP within the System as a whole.

In the CGIAR, the Independent Evaluation Arrangement (IEA) is responsible for System-level external evaluations. IEA's principal mandate is to lead the implementation of the CGIAR Policy for Independent External Evaluations[55] through the conduct of strategic evaluations of CRPs, thematic topics, institutional elements of the CGIAR, and System-wide evaluation. IEA is also charged with developing a coordinated, harmonized and cost-effective evaluation system in the CGIAR.

The IEA's three-year Rolling Evaluation Work Plan (REWP) 2014-17, approved in November 2013 by the Fund Council, foresees three thematic evaluations in 2016. One of them is the evaluation of Gender in CGIAR research and in the CGIAR workplace.

This evaluation will be conducted at a time when the first phase of CRPs is coming to an end and approval of proposals is ongoing for the second phase, scheduled to start in 2017. The evaluation is also being undertaken concurrent with discussions between CGIAR's funders, centers, the CGIAR Consortium and other stakeholders on the future governance structure of the CGIAR system as a whole. It is already clear that there will be substantial changes to the overall governance architecture, as well as the programmatic accountabilities for the various governing, advisory, oversight and implementation entities. Specifically, a new CGIAR System Organization will supersede the CGIAR Consortium as a legal entity, with a new Systems Council taking on more direct programmatic and financial oversight in regard to use of CGIAR funds for CRP delivery. Implementation of the transition is occurring in two phases. Phase 1, to take effect on 1 July 2016, involves creation of the new System Council and core structures. Phase 2, to take up to a year after 1 July 2016, involves a review of existing policies and guidelines to remove redundancy arising from the reform process.

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[55] http://www.cgiarfund.org/sites/cgiarfund.org/files/Documents/PDF/CGIAR_evaluation_policy_jan2012.pdf

1.2. Gender in the CGIAR

In 2010, the CGIAR Consortium commissioned a Scoping Study on Gender to analyze the performance of the CGIAR system in gender research over the past 20 years, and draw lessons for future gender research by the CRPs. The Scoping Study found that in spite of some excellent examples of gender research, the level of commitment to gender analysis had varied considerably across the Centers. It also concluded that a robust and properly resourced effort to embed gender analysis across the CGIAR system had not yet been attempted. As a result, in 2011, a Consortium level gender strategy was prepared to provide essential tools and methods for CRPs and the CGIAR to strengthen understanding of the role of gender and other factors governing exclusion or inclusion of gender perspectives in development. The Gender Strategy, approved by the Consortium Board in September 2011, provided guidelines for the formulation by each CRP of its own Gender Strategy, with the satisfactory implementation of this strategy becoming, in 2014[56], a prerequisite for CRPs to receive funding from Windows 1 and 2 since 2014.

The Consortium Level Gender Strategy addresses gender mainstreaming in research and gender and diversity in the workplace as two, mutually reinforcing branches of an integral plan designed to ensure that the Consortium's portfolio of research programs can recruit and retain the best talent for delivering concrete results for poor rural women through gender-responsive research. The implementation of the Consortium Gender Strategy also resulted, in 2011, in the appointment of a Consortium Senior Advisor for Gender Research and in the creation of a cross-program Gender and Agriculture Research Network. The network, chaired by the Senior Advisor for Gender Research, was established to enable CRP Gender Research Coordinators to work together through a community of practice to foster knowledge exchange and enhance synergies across programs in gender research. The Network reaches out to all CGIAR scientists who spend at least 20 percent of their time on gender and currently includes approximately 140 members. The Network promotes and supports two approaches to collaboration across CRPs: "strategic gender research to deepen the understanding of how gender disparities and gender relations affect agricultural innovation, productivity, and sustainability; and integrated gender analysis to include gender perspectives in research on topics such as plant breeding, climate change adaptation, and integrated pest management"[57].

In 2013, the Fund Council requested the CGIAR Consortium to commission an *Assessment of the Status of Gender Mainstreaming in CGIAR Research Programs* in order to have an overview of the extent to which CRPs were mainstreaming gender in their research. The assessment concluded that "consideration of gender across the research cycle in the CRPs is mainly concentrated in the operational planning, testing and implementation stages of research while attention to gender in priority-setting and targeting is relatively weak." In response to this assessment, the CO identified the following actions to be undertaken by the CRPs within existing budgets:

- completion of CRP Gender Strategies and budget allocations that reflect an adequate level of

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[56] CGIAR Consortium Office, September 2014. Consortium Response to the Assessment Report on the Status Of Gender Mainstreaming in CRPs

[57] http://www.cgiar.org/our-strategy/research-on-gender-and-agriculture/gender-network/

implementation;

- integrating gender into CRP priority setting and targeting and in research planning (in addition to testing, implementation, M&E) and into the IDOs;
- increased effort to enhance capacity and gender expertise for implementing gender strategies;
- increase in collaboration on gender across the CRPs

Theory of Change

CGIAR gender research coordinators have defined a theory of change for how empowerment of women and the poor can influence the uptake and use of agricultural innovations to which CGIAR contributes (see box below).

Women's empowerment and agricultural innovation

The new knowledge, technologies, practices, institutions, and policies developed through the research of CGIAR and its partners are intended to change the social and economic returns to key productive resources in agriculture (e.g., biodiversity, land, water, forests, livestock, fish, seeds, fertilizers, and machinery). As depicted in the figure below, these changes, in turn, alter the balance of power in gender relations, prompting shifts in the ways men and women control resources and benefit from their use. Such shifts contribute to changes in the gender norms, rules, and customs that regulate cooperation, conflict, and the balance of power between men and women in farm households, communities, and other institutions.

Women's empowerment helps meet other objectives as well, since it can determine whether men or women want to adopt CGIAR innovations and how they share the resulting improvements in production, food security, or income. Conversely, technological and institutional innovations that do not take into account the potential influence on gender norms and the differences between men's and women's control over resources and benefits can lead to unanticipated harmful outcomes.

Source: Common Gender and Empowerment Intermediate Development Outcomes (IDOs); CGIAR Gender and Agriculture Research Network, 2014.
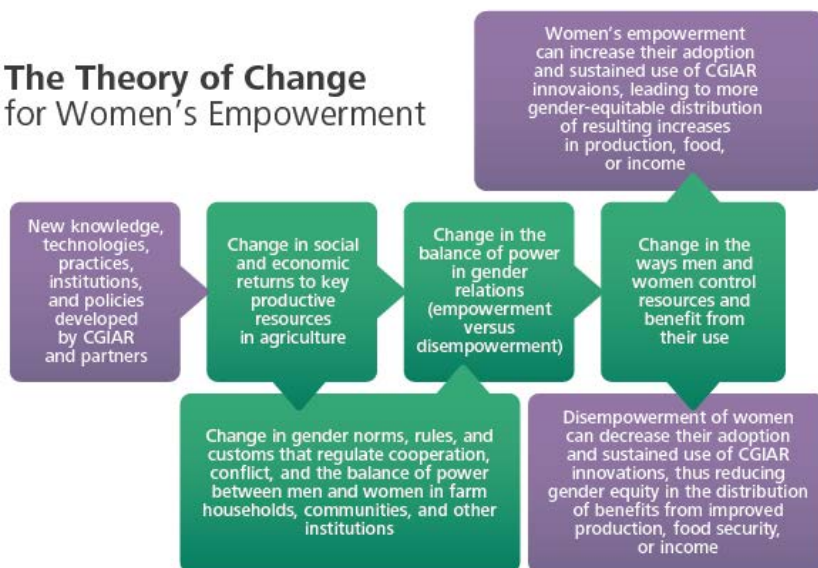
Source: Common Gender and Empowerment Intermediate Development Outcomes (IDOs); CGIAR Gender and Agriculture Research Network, 2014.
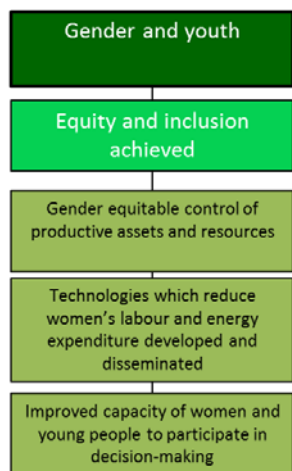
Gender in the new SRF

Gender has been given further emphasis in the new *CGIAR Strategy and Results Framework 2016-2030: Harnessing New Opportunities*. It groups gender with youth into one crosscutting theme [58], stressing that "research conducted by CGIAR and its partners must be gender sensitive and promote gender equity – that is, it is adapted to both the needs and the aspirations of poor women." Gender has its own IDO and three supportive sub-IDOs. Attention to gender has also been integrated into the Guidance document for the development of 2nd call CRP proposals – all of which must include a summary on how gender is incorporated in the priorities of the CRP.

1.3. Gender and diversity in the workplace

The CGIAR Gender and Diversity (G&D) Program was established in 1999 to promote proactive development, recruitment, and retention of women scientists and managers in the system and among national partners. The mission of the program was to help research organizations leverage their rich

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[58] Youth will not be covered by this evaluation.

staff diversity in order to increase research and management excellence. In 2012, workplaces issues of gender and diversity were included in the Consortium Gender strategy and the program was closed. The G&D project African Women in Agricultural Research and Development (AWARD) continues to deliver the women's leadership courses previously offered by G&D. AWARD is a preferred service provider for the CGIAR, hosted by ICRAF and funded by the Bill and Melinda Gates Foundation, United States Agency for International Development (USAID) and the Alliance for a Green Revolution in Africa.

In October 2015, the Consortium Board approved the 2016 – 2020 CGIAR Diversity and Inclusion Strategy, and is still awaiting approval by the Fund Council. The strategy includes objectives and actions to support the CGIAR's commitment towards greater diversity including gender-balance, representation of nationalities, work-life balance, and employee well-being, provides benchmark, and targets to track progress and provide accountability.

As part of the preparation of the strategy, each Center completed a benchmark survey the results of which will inform the preparation of Center-specific strategies.

2. Evaluation Focus

2.1 Evaluation purpose and stakeholders

The main purposes of the Evaluation are:

- **accountability** to the CGIAR system as a whole on progress made so far at system, center, and CRP levels: (i) in developing appropriate gender strategies in pursuit of the objectives contained in the SRFs 2010-15 and 2016-30; (ii) on the extent to which CRPs and the CGIAR system in general have integrated gender analysis in their research and are engaged in appropriate gender research and impact analysis and (iii) in achieving gender equity and inclusiveness in the workplace;

- **identification of lessons learnt and formulation of recommendations** with a view to: (i) enhancing the capability of the CRPs and the System as a whole to make research more gender-sensitive, promote gender equity and enhance research effectiveness through better understanding and targeting of different beneficiary groups as well as (ii) making the CGIAR a gender-responsive/sensitive workplace.

In the context of the governance transition, the ultimate audience of the evaluation is the new System Organization, the Centers and other key stakeholders listed in the table below with primary responsibly for taking decisions and actions on findings and recommendations resting on the System Council in consultation with the Centers, as supported by the new CGIAR System Office. The Evaluation Team will specifically engage with stakeholders in the CGIAR and beyond (see section 5.2 below). Stakeholders will be consulted and engaged throughout the evaluation through various means and at all key stages of the evaluation process.

Table 5 Evaluation Stakeholders

Type of stakeholder	Role	Interest in evaluation
CGIAR level		
CGIAR System Council and System Management Board	Setting policy and research strategy; Ensuring accountability; Mobilizing resources	Lessons learned to increase the effectiveness and relevance of the gender work of the CGIAR; Lessons learned to increase the efficiency and accountability of gender related activities in the CGIAR;
ISPC	Strategic advice, Impact Assessment and review of CRP proposals	Lessons learned to increase the effectiveness and relevance of the gender work of the CGIAR; Lessons learned to increase the efficiency and accountability of gender related activities in the CGIAR;
CRPs Management and staff	Management of CRPs	Lessons learned to increase performance of the CRP on gender mainstreaming in CRP research and gender research
CGIAR Gender and Agriculture Research Network	Sharing information and knowledge	Lessons learned to increase the effectiveness and relevance of gender research and gender mainstreaming in CGIAR research

| CGIAR Centers and Boards | Oversight of CRP activities; Program Management; oversight of HR policies | Performance, relevance, effectiveness, impact of gender research; Comparative advantage.

Lessons learnt on gender in the workplace. |
| --- | --- | --- |
| Donors of bilateral projects | Funding source | Accountability

CRP/Center performance

Decision making for resource allocation |
| **Partners** | | |
| Partners (research and development partners)

GFAR | Target of gender interventions

Implementing Partners | Performance, relevance, effectiveness, impact of gender research |
| Beneficiaries (CGIAR Staff, NARS staff, farmers, policy makers) | Target of gender interventions | Performance, relevance, effectiveness, impact of gender research |

2.2 Evaluation Scope

The evaluation will address the four dimensions described below within the framework of the CGIAR system in general, CRPs and Centers, including activities funded by Window 1, 2 and 3 as well as bilaterally funded projects.

The evaluation will cover gender related activities since 2011, as well as current and planned activities. When assessing results, gender research that continues from the past will also be included, with modalities that will be defined during the Inception phase. The evaluation will situate gender research within the larger context of social science research in CGIAR. In that respect, the evaluation will make use, as much as possible, of existing studies and reviews such as the ISPC STRIPE Review of Social Sciences in the CGIAR and of completed IEA CRP evaluations.

The evaluation will evaluate the institutional framework and set-up at the system level and provide a critical review of strategic documents (e.g. Consortium Level Gender Strategy and CRP Gender Strategies). The evaluation will also assess mechanisms put in place at CRP and system levels for accountability, monitoring, reporting and learning. It will critically review decisions and actions related to gender taken at the system level and will assess whether they have been appropriate, implemented as planned and whether they have led to the results that were expected.

The evaluation will focus on four dimensions:

- **Gender mainstreaming in CGIAR research**. The evaluation will adopt the ECOSOC definition which describes gender mainstreaming as "*the process of assessing the implications for women and men of any planned action… and the strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetrated*". The evaluation will provide a snapshot of the status of gender mainstreaming by assessing the extent to which gender analysis [59] is currently used to inform the entire research cycle (targeting, priority setting, research design, implementation, research adoption/ utilization, monitoring, evaluation and impact assessment). In assessing this dimension, the evaluation will make use, inter alia, of the results of the 2013 *Assessment of the Status of Gender Mainstreaming in CRPs.*[60]

- **Gender research**. The Consortium Level Gender Strategy defines gender research as "the studies in which gender and gender relations are the main research topic". The evaluation will assess the targeting, science quality and effectiveness of gender research in CRPs. Evidence of results and early outcomes resulting from the CRP's gender research will be collected and analyzed.

- **Gender capacity and expertise**. This dimension will look at the CGIAR's capacity for delivering on the two dimensions listed above. Current staff capacity and expertise for gender research in the CRPs will be assessed, as well as the institutional framework supporting the implementation of CRP gender strategies. The evaluation will look at the extent to which there is a system-wide consistency in the understanding of gender analysis, as well as the presence of adequate accountability mechanisms both at Center and at system level.

- **Gender at work**[61]**.** This dimension will focus on the organizational sphere and will assess how CGIAR Centers address gender equality and equity in and across procedures, staffing, equity in salaries, institutional capacity, job responsibilities, spouse employment, staff development and related equal opportunity policies. In particular, the evaluation will assess mainstreaming of gender in human resource management practices such as gender in competencies and performance appraisal, and promotion of life/work balance policies. The assessment of this

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[59] Gender analysis refers to the identification of differences between men and women with respect to their vulnerabilities, assets, capacities, constraints and opportunities using quantitative or qualitative methods (CGIAR Consortium Level Gender Strategy)

[60] CGIAR Consortium, *Assessment of the Status of Gender Mainstreaming in CGIAR Research Programs*, July 2013

[61] This dimension will be analyzed through a separate assessment which will feed into the overall results of the evaluation

dimension will be carried out through a separate review whose results will feed into the overall evaluation.

This evaluation will be carried out in parallel with two other thematic evaluations, on Capacity Development and on Partnerships; collaborations and synergies will be therefore sought to address these complementary topics, avoiding overlaps and duplications.

3. Evaluation Criteria and Questions

The evaluation will address the evaluation criteria of relevance, effectiveness, efficiency, quality of science and sustainability through a set of evaluation questions focused around the four dimensions listed above. These will be refined and further elaborated during the inception phase by the Evaluation Team in consultation with relevant stakeholders.

Gender Strategies and System-level Accountability

- To what extent is the Consortium level strategy comprehensive and appropriate against the overall objective of greater gender equity and inclusion? How has it informed and to what extent is it relevant to the new SRF?

- To what extent have CRPs developed comprehensive and appropriate gender strategies that are in line with the Consortium level strategy while reflecting and adapting to their areas of research?

- Are there adequate, appropriate and consistent M&E systems for assessing gender mainstreaming across the entire CGIAR System?

- Were system level decisions and actions to improve attention to gender since the Reform appropriate? Were they implemented as planned (and with sufficient funding), and did they deliver the expected results?

- To what extent were gender-related recommendations of previous system and gender reviews[62] implemented and what were the results?

Gender mainstreaming in research

- To what extent has gender analysis been integrated into all stages of the research cycle (targeting, priority setting, research design, implementation, research adoption/ utilization, monitoring, evaluation and impact assessment)?

- To what extent has gender mainstreaming in CGIAR research resulted or is likely to result in more effective programs and better formulated Theories of Change?

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[62] For example, the CGIAR Gender Scoping Study (2010), the Assessment of the Status of Gender Mainstreaming in CGIAR Research Programs (2013), the CGIAR-IEA CRP Evaluations, the ISPC reviews of CRP Proposals and Extension proposals, etc.

- Is there an efficient system in place for monitoring the status of gender mainstreaming within CRPs?

Gender research

- Does the CGIAR gender research focus on the most relevant priorities in the context of agricultural research for development, in the context of overall CGIAR priorities?
- Is there evidence of demand for CGIAR gender research from its intended users?
- What is the CGIAR's comparative advantage in carrying out gender-specific research?
- Does the CGIAR engage in strategic partnerships that allow for greater uptake of gender research?
- Does CGIAR gender-specific research produce high quality science?
- Has gender research led to greater understanding of gender relations and constructs? Has gender-specific research contributed to the effective mainstreaming of gender in wider CRP research?
- To what extent has gender research generated or is likely to generate the desired development outcomes?
- Is there an adequate system for assessing whether CGIAR gender research contributes to development outcomes and impact?
- To what extent is cross-fertilization and learning on gender research across CRPs taking place?

Gender capacity and expertise

- Are institutional arrangements at system (e.g. the Gender and Agriculture Research Network) and at CRP level adequate to support effective integration of gender in research?
- Are adequate financial resources available to implement CRPs gender strategies?
- Do management systems support and promote gender mainstreaming?
- Are Centers/CRPs sufficiently staffed with strong gender expertise and how is this located across disciplines, and professional grades?
- Have CRPs/Centers assessed their gender equality capacity[63] and to what extent have the results of these assessments led to a targeted capacity building or training plan?

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[63] See UN Women definition of Gender equality capacity assessment as "Gender equality capacity assessment is a means of assessing the understanding, knowledge and skills that a given organization and individuals have on gender equality and the empowerment of women, and on the organization's gender architecture and gender policy.
http://www.unwomen.org/~/media/headquarters/attachments/sections/library/publications/2014/capacity%20assessmenttool_may2014_seconddraft%20pdf.ashx

- Have appropriate partnerships been developed with institutions/networks specializing in gender to supplement any lack of internal expertise?

Gender at work

- How are men and women staff represented across the specific disciplines, Centers and CRPs within the CGIAR system and at different levels of the organizational hierarchy? What are the trends in men's and women's representation?
- To what extent do current recruitment selection and promotion and redundancy policies and practices ensure and retain a diverse and representative workforce?
- To what extent are formal and informal decision-making processes, at all levels, inclusive and representative of both men and women?
- Are staffing and human resources procedures transparent and gender-sensitive?
- Do CGIAR Centers have adequate gender-sensitive human resource policies in place and are these adhered to?
- Is the organizational culture in CGIAR Centers and across the system gender sensitive and conducive to gender equality? Is there evidence of 'unconscious biases,' informal networking or other practices that might undermine gender equality?

4. Evaluation approach and methodology

4.1 Approach and methodology

As described above, the evaluation will cover four dimensions, each requiring a different approach. During the Inception Phase, the Evaluation team leader, in collaboration with IEA, will develop an evaluation framework focused around the first three dimensions. The fourth dimension "Gender in the workplace" will be analyzed through a "stand-alone" assessment, which will be an input to the overall assessment. For the latter, the methodology will be detailed separately. However, there are obvious links between aspects relating to gender in the workplace and the other three dimensions (in particular with respect to gender capacity and expertise) that will need to be built in the detailed respective methodologies.

The evaluation will combine the following approaches:

- Assessment of the current situation with respect to:

  o The institutional framework and set-up for mainstreaming gender across CRPs, as well as accountability, monitoring and reporting mechanisms at the system level (including *inter alia* Gender strategies, Impact Pathways and Theories of Change developed so far). This will include, amongst other things, looking at the extent to which annual reports provide quality data and information broken down by gender and whether impact assessments have looked at gender-partitioned data. The Evaluation will also make use of available

studies and literature to explore whether mainstreaming gender in research is the right approach for reaching the outcomes CGIAR has set itself out to achieve.

- o The extent to which gender analysis is currently used to inform the entire research cycle across CRPs. The evaluation will use benchmarks to explore the evolution between the pre-reform and post-reform period by looking at, for example, trends in publications on gender analysis and research.

- o Staff capacity and expertise for gender research across the CGIAR system

- o Gender mainstreaming in human resource management practices

- In depth assessment of:

  - o Accountability and learning at system level. The evaluation will assess mechanisms put in place at CRP and system levels for monitoring, reporting and learning.

  - o Selected gender research and examples of gender mainstreaming in CGIAR research through case studies. This approach will review progress made towards results and will include a forward-looking component by drawing lessons and good practices in research.

The Evaluation will adopt a consultative approach, seeking and sharing opinions with stakeholders in the CGIAR and beyond, at different points in time and assessing the role and work of the CGIAR also from the point of view of clients and users of its products and services, as well as of its partners. Triangulation by evaluation team members of information gathered from stakeholders will be a key tool for evidence validation. Independence and rigor of analysis will inform the whole evaluation process.

The evaluation will use a wide range of quantitative and qualitative tools and methods, including stakeholder consultation through group and individual semi-structured interviews, analysis of publications, guidelines and manuals, databases, etc.; desk studies, case studies and, if needed, center and country visits. Workshops may be organized at key points of the evaluation to consult with a wide range of stakeholders. The Evaluation Team will choose the methods and tools most suitable and effective to tackle the evaluation issues and questions.

Cost effective measures: The evaluation will seek to reduce the cost associated with the gathering of information by making use, to the extent possible of available evaluations, studies and gender-related impact assessments. Cost-effective means of consultation across the CGIAR will also be sought through, for example, the participation of the evaluation team in meetings with a large presence of relevant stakeholders.

4.2 Evaluation Phases

Preparatory phase

During the Preparatory Phase the IEA, in consultation with relevant stakeholder, will review key documents, carry out a preliminary mapping of gender activities, and define the scope and issues surrounding the evaluation.

The IEA will carry out the following tasks:

- Finalize the Terms of Reference
- Collect preliminary information and data on trends and results of CGIAR gender activities
- Identify existing evaluation material relevant to gender related work carried out by centers and CRPs
- Prepare a synthesis of the assessment of gender in the IEA evaluations completed so far
- Select the evaluation team leader and in consultation with her/him, the evaluation team and contract all team members;
- Liaise with evaluation stakeholders and identify mechanisms for consulting with them during the evaluation process;
- Select a panel of experts.

Inception phase

The inception phase is the responsibility of the Evaluation Team Leader in collaboration with IEA. The evaluation's scope, focus, approaches and methods, and the evaluation questions in detail will be refined during the inception phase. The tasks during the inception phase include:

- Review and synthesis of available monitoring information pertaining to the implementation of gender related activities.
- Development of an analytical framework for the evaluation.
- Refinement of the evaluation questions and an evaluation matrix that identifies means of addressing the questions, including an outline of the data collection methods/instruments and methodological framework for case studies.
- Identification of groups of interlocutors and institutions internal as well as external to the CGIAR
- Purposeful selection of case studies of research areas or projects.
- Detailed specification of the evaluation timetable, including a plan for consultation with stakeholders, center or country visits if relevant
- Indicative evaluation report outline and division of roles and responsibilities among the team.
- Preliminary list of strategic areas of importance prioritized for emphasis in the course of the inquiry phase.

These elements will be drawn together in an evaluation inception report that, once agreed between the team and the IEA will represent the basis for the team's work. Subject to the agreement of the Head IEA, adjustments can be made in a transparent fashion during evaluation implementation in the light of experience.

Inquiry phase

The Evaluation will build on the outputs of the inception phase and proceed with the inquiry, by acquiring more information and data from documents and relevant stakeholders, to deepen the analysis. The methods and approached that are refined in the inception repot, may include:

- Desk review of available evaluation studies and gender-related impact assessments.
- Desk review of official CGIAR reports, including Consortium level and CRP Gender strategies.
- Structured Interviews with a variety of stakeholders both within and outside the CGIAR for qualitative views on, for instance, the relevance, quality of research and likely effectiveness.

- Surveys that may include CRP researchers, partners and other stakeholders for perceptions
- Visits to selected CGIAR Centers and research sites to collect information and interact with partners and national stakeholders.

Reporting and dissemination phase

See 5.5.

4.3 Main limitations of the evaluation

CRPs have been in operation for a limited time, and most of them did not finalize their strategies for gender mainstreaming until the middle of 2013. This limitation will be mitigated by establishing, when possible, pre-reform benchmarks on the attention paid to gender before the CGIAR reform, and looking at trends to measure change. Moreover, the evaluation's ability to assess achievements and impacts from past gender research relevant to the current CRPs may be limited by the lack of evaluative information across CRPs.

The scope of the evaluation is vast, covering gender mainstreaming, research and capacity at system level and across 15 multidisciplinary programs dealing with crops, livestock, fisheries, agricultural systems, policies, natural resource management and nutrition. Within the time and resources allocated for this evaluation, no systematic and detailed evaluation of all gender related activities will be possible and suitable methods of assessment will have to be selected, including representative sampling.

5. Organization and timing of the Evaluation

5.1 Evaluation team qualifications

The evaluation will be led by a senior consultant, with solid gender evaluation experience, supported by a team of two experts. All team members will have a solid professional background in gender issues. The evaluation will be mostly desk based (document review and interviews), but may include face-to-face meetings with stakeholders field visits for selected in-depth case studies and center visits. Given the wide range of thematic areas of CGIAR research, the evaluation might make use of resource persons as needed. The additional specific expertise needed in the team will be assessed and refined during the Inception Phase.

The "gender in the workplace" dimension of the evaluation will be covered separately by an expert in institutional and management issues.

5.2 Evaluation governance/roles and responsibilities

The evaluation will be conducted by a team of independent external experts. The team leader has final responsibility for the evaluation report and all findings and recommendations, subject to adherence

to CGIAR evaluation standards. The evaluation team leader is responsible for submitting the deliverables as outlined in more detail below.

The IEA will be responsible for planning, initially designing, initiating, and managing the evaluation. The IEA will also be responsible for the quality control of the evaluation process and outputs, and dissemination of the results. The IEA will take an active role in the preparatory phase of the evaluation by collecting background data and information and by carrying out preliminary mapping of Gender activities in the CGIAR. An evaluation manager supported by an evaluation analyst will provide support to the team throughout the evaluation.

The CGIAR Gender and Agriculture Research Network, the Centers CRP Management and the CO will play a role in catering for the evaluation team's information needs throughout the evaluation process. They will provide documentation and data, access to staff for engagement with the evaluators, and information on partners and stakeholders. They will facilitate arrangement of site visits and appointments within the Centers and other stakeholders. These actors will be also responsible for giving factual feedback on the draft evaluation report. The System Office will be responsible for preparing the management response to the final report.

The evaluation will be conducted in a consultative manner, using the CRP Gender Research Coordinators and Focal Points nominated by Centers/CRPs as main interlocutors. In addition, an Expert Panel will be formed to act as an advisory body to the evaluation and provide guidance and expert opinion during key stages of the Evaluation (Inception Phase, early Findings and Draft Report). The Expert panel will be composed of independent internationally renowned experts from across a range of disciplines relevant to the work of the CGIAR, including but not limited to gender.

5.3 Quality Assurance

In order to ensure evaluative rigor to the Evaluation, the following quality assurance mechanisms will be implemented during the evaluation exercise. The IEA will be responsible for quality control throughout the evaluation process. The IEA will work closely with the evaluation team throughout the evaluation and will ensure that the conduct of the evaluation and its approaches, methods and deliverables are in line with the Evaluation policy, Guidelines and Standards. Advice throughout the evaluation process will be sought from one or two designated external evaluation experts.

In addition, an **expert panel** consisting of external, independent experts in subject matter areas of gender research may be called to examine the quality of the Evaluation Report in terms of substance, including the technical, contextual, and financial soundness of evaluation findings, conclusions and recommendations.

5.4 Timeline

The evaluation is scheduled to take place between April and December 2016.

Phase	Period	Main outputs	Responsibility
Preparatory Phase	Jan – March 2016	Final ToRs Evaluation team recruited	IEA
Inception Phase	April-May 2016	**Inception Report**	Evaluation team
Inquiry phase	May 2016 – Sept 2016	Various reports and analysis products as defined in inception report	Evaluation team
Presentation of preliminary findings	Oct 2016	Presentation of preliminary findings Feedback from main stakeholders	Evaluation team IEA
Reporting phase			
Drafting of Report	Oct 2016 – Nov 2016	**Draft Evaluation Report**	Evaluation team
Final Evaluation Report	Dec 2016	**Final Evaluation Report**	Evaluation team

5.5 Deliverables and dissemination of findings

The Inception Report - builds on the original terms of reference for the evaluation and proposed the approach to the main phase of the evaluation. It constitutes the guide for conducting the evaluation, by (i) outlining the scope of the evaluation; (ii) providing a detailed evaluation matrix; (iii) clarifying the analytical frameworks that will be utilized by the evaluation; (iv) developing the methodological tools and (v) providing a detailed work plan for the Evaluation.

The **Evaluation Report** - the main output of this evaluation - will describe findings, conclusions, and recommendations, based on the evidence collected in the framework of the evaluation questions defined in the Inception Report. The recommendations will be informed by evidence, relevant, focused, clearly formulated and actionable. They will be prioritized and addressed to the different stakeholders responsible for their implementation. The main findings and recommendations will be summarized in an executive summary.

Presentations will be prepared by the Team Leader for disseminating the Report to targeted audiences. The exact forms of these presentations will be agreed during the inception phase. Adequate consultations with CGIAR stakeholders will be ensured throughout the process, with debriefings on

preliminary and key findings held at various stages of the evaluation. The final report will be presented to key CGIAR stakeholders.

The IEA will interact with the main stakeholders (The System Council, The System Management Board, the ISPC and the System Administrative Office) for development of a system-wide response. In such a response, action items could be identified for addressing recommendations that may be specifically targeted to specific bodies of the System or collectively across System actors. As the CGIAR is undergoing a governance reform, the details about the response on the report will be decided at a later stage. The new System Council will be the ultimate recipient of the evaluation report and the response.

The evaluation report and the response will be public documents made available to the System Council. A dissemination strategy will be developed during the evaluation process and it will also depend on the results of the governance reform.

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Annex 1 – Key Documents

CGIAR, 2015. CGIAR Strategy and Results Framework 2016-2030: Harnessing New Opportunities

CGIAR, 2014. Gender Monitoring Framework for the CGIAR

CGIAR Independent Science and Partnership Council, 2019. Stripe Review of Social Sciences in the CGIAR. Independent Science and Partnership Council Secretariat: Rome, Italy.

CGIAR, 2011. CGIAR Strategy and Results Framework 2010 -15

CGIAR, 2010. CGIAR Gender Scoping Study.

CGIAR Consortium, 2011. Consortium Level Gender Strategy.

CGIAR Consortium, 2013. Assessment of the Status of Gender Mainstreaming in CRPs.

CIMMYT, 2014. MAIZE Gender Audit 2013.

CIMMYT, 2014. WHEAT Gender Audit 2013.

CGIAR Consortium, 2015. CGIAR Diversity and Inclusion Strategy 2016-2020

Series:

CRP Gender Strategies

CRP Proposals

CRP Extension Proposals

CRP Annual Reports

CGIAR Consortium Gender and Diversity Performance Reports to the CGIAR Fund Council

IEA CRP Evaluations

Annex B: Evaluation Team Short Bios

Sally Baden (Team Leader)

Sally Baden is an agricultural economist, specialized in gender and development and women's rights, with a 25 year career in academia, the NGO and private sectors. She has broad interests in equity in economic policy and practice and her specific interests and expertise include rural livelihoods and agricultural markets and the role of collective action in in promoting women's empowerment. She has recently worked on two major evaluations of agriculture-related programs: an Assessment of CARE USA's Pathways to Food Security global program (for BMGF); and an evaluation of the Future Agriculture Consortium, commissioned by DFID.

Sally joined Social Development Direct in January 2015 as Lead Consultant on Women's Economic Empowerment. She provides technical leadership and oversight of our economic empowerment portfolio which encompasses research, evaluation and technical assistance services to diverse clients on issues related to economic policy, agricultural livelihoods, gender equity and women's rights. Prior to joining SDDirect, Sally spent 12 years with Oxfam as a regional and global adviser on agricultural livelihoods. From 2010-13, Sally led a research, learning and communications project on Women's Collective Action in Agricultural Markets in sub-Saharan Africa - funded by the Bill and Melinda Gates Foundation culminating in the Research report: 'Women's Collective Action: Unlocking the Potential of Agricultural Markets' (Oxfam: March 2013) as well as various journal articles, policy briefs and blogs. She has also authored other journal articles, book chapters, and numerous policy briefings on gender equity, economic and agricultural development issues.

Sally has also worked as an Independent Consultant for a range of high profile clients including DFID and UN Women – for whom she was substantive editor for the 2015 Progress of the World's Women Report "Transforming Economies, Realising Rights". During 1992-1998, she was a Research Officer and Manager of the Briefings on Development and Gender (BRIDGE) project at the Institute of Development Studies, in the UK, where she also co-directed the Masters Programme in Gender and Development from 1998-2000.

Lynn Brown (Team Member)

Lynn Brown is a post graduate trained economist specialized in gender, food and nutrition policy, social protection, agriculture and rural development. She has extensive experience in Africa and Asia, including 2 years in Bangladesh managing the World Bank's nutrition portfolio. She has managed and led numerous multi-disciplinary teams of researchers and/or policymakers.

She was the first Chief Economist of the World Food Program and enjoyed a long career at the World Bank. She is now an independent consultant, and is senior adviser to the CEO of Se4all and Special Representative of the UN Secretary General with respect to the Global Panel on Agriculture, Food Systems and Nutrition, and a representative to this Panel. She is also senior adviser to Harvestplus, the AU Program for Aflatoxin Control in Africa(PACA) and chairs the Global Donor Platform for Rural development's Agriculture and Nutrition workstream.

She is an author of numerous research papers, book chapters, and co-editor of a book on gender and structural adjustment.

Deborah Merrill-Sands (Team Member)

Dr. Deborah Merrill-Sands is the Dean of the Peter T. Paul College of Business and Economics at the University of New Hampshire. Prior to joining Paul College, Dean Merrill-Sands served as the dean of Mills College's Lorry I. Lokey Graduate School of Business from 2010-2015 where she also held the Glenn and Ellen Voyles Chair in Business Education.
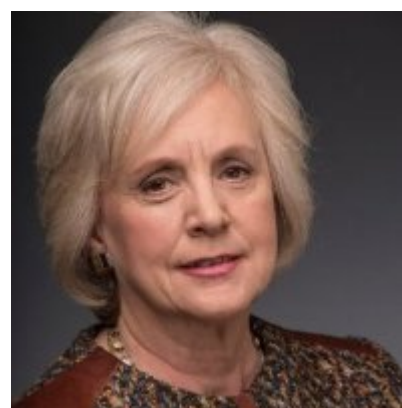
Dean Merrill-Sands' tenure at the School of Management of Simmons College (1996-2010) includes the leadership positions of dean, acting dean, and associate dean. While at Simmons College, she also co-founded and co-directed the Center for Gender in Organizations and served as program director of the Simmons Institute for Leadership and Change.

Dean Merrill-Sands is the author of numerous journal articles, monographs and book chapters. Her research focuses on diversity and gender dynamics in the workplace, women and leadership, organizational effectiveness and leading change. Most recently, she has explored business ethics, corporate social responsibility and sustainability.

In addition to her background in education, Dean Merrill-Sands has extensive experience in public service with organizations such as the Ford Foundation, World Bank, The Hague, and the United Nations. She has also consulted to for-profit, not-for-profit and intergovernmental organizations on policies and practices for managing diversity to enhance organizational effectiveness. She is currently a member of the Board of Trustees of Hampshire College. Past board work includes the International Center for Insect Physiology and Ecology Board of Governors and Executive Committee in Nairobi, Kenya and secretary of the International Service for National Agricultural Research the Board of Trustees, The Hague, Netherlands.

Rachel Percy (Team Member)

Rachel is an agricultural innovation, extension and development specialist who has both led, and undertaken, consultancies in Africa, Asia and Latin America for a wide range of clients. Her inputs have included monitoring and evaluation, strategy development, project/program formulation, training design, capacity building and livelihood rehabilitation. She has worked in agricultural research and extension, post-disaster livelihoods rehabilitation, training and both higher and vocational education. Rachel combines a scientific agricultural background with expertise in participatory and sustainable livelihoods approaches, gender analysis, and qualitative field research. Her thirty years of experience include over ten years of practical, long-term management and advisory experience in agricultural extension and sustainable development in Sub Saharan Africa, followed by eight years as a lecturer within the International and Rural Development Department at the University of Reading, UK where she taught Participatory Agricultural Research and Extension, and Gender and Development. Since 2004 she has focused on short-term consultancy work and has led, and contributed to, a number of evaluations including complex multi-country reviews and evaluations, such as the evaluation of the World Food Program's Purchase for Progress pilot initiative.

Annex C1: Evaluation Matrix for CGIAR Gender Evaluation (Dimensions 1-4)

Introductory notes:

- In the Evaluation Matrix (EM), Evaluation Questions (EQ) are organised under each of the dimensions of the evaluation. The questions related to the fifth dimension - Gender at work – are set out separately in Annex C2. .
- The Evaluation ToR (see Annex A), specified 23 questions under the first four dimensions with 6 under Gender at work.
- There are now 7 overarching questions, under which 25 sub-questions are organised. The original wording of the questions, which have become sub-questions has revised in some cases.
- Evaluation criteria are listed referring to Annex 2 of the CGIAR standards for independent external evaluation. However, whether some things fit better under e.g. efficiency or effectiveness, or both, is not always clear. Thus some of the newly formulated over-arching Evaluations questions (EQs) refer to more than one evaluation criteria.

No.	EQ	Sub-question	Evaluation criterion	Information sources	Data collection methods / evaluation tools	Analysis methods	Evaluability issues
Dimension 1: Gender Strategies and System-level Accountability							
1	How relevant are the consortium and CRP level gender strategies to the CGIAR strategic goals?	A. To what extent is the Consortium level strategy comprehensive and appropriate against the overall objective of greater gender equity and inclusion? How has it informed, and to what extent is it relevant to, the new SRF?	Relevance	Documents: The Consortium level strategy. The Scoping study Prior Reviews and evaluations relevant to gender in the CGIAR (see timeline/ gender mapping) The SRF. New CRP(II) proposals Key informants:	Document review Review of wider experiences of gender mainstreaming (Issue Paper) Interviews with key stakeholders involved in formulation/ implementation	Analysis of the consortium level strategy against the other documents listed. Assess for comprehensive approach to gender mainstreaming referring to findings from review of wider experience	Evaluability is high

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| | | | | | Senior CO Gender Adviser (SGA) past/ present; CRP Directors/Center DGs/FC/CO representatives) | | Assess relevance of strategy to evolving institutional context and goals of CGIAR.

Triangulate findings of document review with findings from interviews.

Triangulate findings against 1.B re how the CRP gender strategies fit with the consortium level strategies

Refer to KI opinion and wider experience from literature to consider whether *mainstreaming gender in research is the right approach for reaching the outcomes CGIAR has set itself out to achieve*" (page 12 TORs) | |
| | | B. | To what extent have CRPs developed comprehensive and appropriate gender strategies that are in line with the Consortium level strategy, while reflecting and adapting to their areas of research? Are these adequately resourced? | Relevance | Documents:
CRP gender strategies.
Consortium level gender strategy.
IEA CRP evaluations (including Synthesis) and other relevant reviews and evaluations.
New CRP proposals. | Document review

Key informant Interviews | Analyse existing gender strategies as per in 1.A above and in relation to consortium level strategy

Use same methods/ understanding of "comprehensive and appropriate" (consideration will be given to adapting the | Evaluability is high |

				Documents:		analytical framework in Annex 4 of the 2010 Gender Scoping study) - when looking at each CRP gender strategy to enable cross comparison Analyse new CRP proposals – how far do they draw on the original CRP gender strategy Triangulate with findings 1A	
				ISPC commentaries of CRP Proposals, Extension Proposals and Phase II Proposals. Key informants: CRP Directors, CRP gender coordinators; other CRP researchers; CRP steering committee members			
2	How effective and efficient were system level decisions and actions regarding gender since the first phase of CGIAR Reform?	A. Were system level[64] decisions and actions to improve attention to gender since the Reform appropriate and adequate? Were they implemented as planned?	Effectiveness	Documents: Consortium Board (CB) and Fund Council (FC) minutes and annual reports at system level. Previous system and gender reviews. Review of documents that were produced giving recommendations and setting out procedures on gender including monitoring framework and guidelines for new CRPs	Document review Develop timeline of key decisions and changes for elaboration in either FGD or individual interviews.	Analyse documents and interview findings and, from these, draw out key system level decisions and actions and tabulate these against planned and actual timing and funding. From interviews and later documents draw out actual results and compare with expected results.	Evaluability is medium as KIs require access to high-level decision makers, which may be limited.

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[64] System level refers to decisions at Fund Council and Consortium Board level. Focus on decisions since 2011.

				Potentially, ISPC commentary on the EoI for the CGIAR Coordinating Platform on Gender Key informants Consortium Board and Fund Council members; SGA and previous Gender Advisers; CRP Directors; Center DGs; IFPRI and ICRW (re Gender Platform; scoping study authors)		
		B. Is there an adequate and appropriate Monitoring and Evaluation (M&E) framework in place for assessing progress in gender mainstreaming across the CGIAR System? How consistently has this been applied?	Efficiency and Effectiveness	Documents: Monitoring framework and indicators. CRP Annual reports. Consortium Gender and Diversity (6 monthly) Performance Reports. IEA CRP evaluations. Gender audits. Impact assessments and other gender reviews and evaluations. Wider literature on M&E of gender mainstreaming Key informants:	Document review Key informant interviews	Analysis to look at what is being done and at which levels, and to assess this in relation to requirements of gender mainstreaming. Analysis of systems for tracking expenditures on gender specific research and gender mainstreaming, (especially for consistency). Examine the interface between CRPs and the system level (link to question x)	Evaluability medium to high assuming established and functioning M&E systems.

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| | | | | | SGA; FC representatives and (selected) CRP level staff; (CRP project management units including overall managers, M&E and gender coordinators) | | | |

Dimension 2: Gender mainstreaming in research

| 3 | How effective and efficient has gender mainstreaming in research been? | A. To what extent has gender analysis been integrated into all stages of the research cycle (targeting, priority setting, research design, implementation, research adoption/ utilization, monitoring, evaluation and impact assessment)? | Effectiveness | Documents: CRP Gender strategies. 2013 Assessment of status of gender mainstreaming in CRPs. Selected CRP annual reports. Existing gender documents from CRPs including research proposals, reviews, issue papers, lessons learned documentation. IEA CRP evaluations. 2nd call CRP proposals and ISPC commentaries

Key informants CRP Directors / leadership teams; CRP gender research coordinators; CRP | Document review of strategies, programmes of work and budget (PoWBs), and selected project proposals within each CRP.

Key informant interviews (KII's)/Focus group discussions (FGDs).

If enough relevant KI's together in one place, this question could be addressed through a facilitated workshop

For selected CRPS/ projects within CRPs | Resources permitting there may be two levels of analysis:
1) Light touch documentary overview: Across all CRPs, synthesize results of IEA CRP evaluations against key benchmarks drawn from 2010 scoping study and 2013 assessment to assess overall picture/trends.

2) In-depth analysis of selected examples of mainstreaming at 'project' level, using impact pathways to define

(Ensure triangulation) | Sampling will be critical. Considered medium because of the range of documents available, and the option to conduct case studies to explore integration across all the stages of the research cycle. |

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					researchers; CRP Steering Committee members	conduct in-depth case studies to understand process of integration – selection criteria to be clarified.	
		B. To what extent has mainstreaming gender analysis in the design of CGIAR research resulted in, or is it likely to result in, more better-formulated Theories of Change and more effective programs?[65]	Effectiveness	Documents: Gender components of CRPII proposals. Gender assessments carried out during the evaluation period. IEA Evaluations Sample of design documents from programmes/ projects developed in last 2-3 years. Key informants: SGA; relevant key staff at the CGIAR system level and at CRP level (M&E staff, senior gender researchers, gender	Document review KIIs Identify/ ask for 'impact stories' of gender research, which we could further investigate through KIIs with partners etc. Case studies of CRPs and/or projects within CRPs (as for 5A)	Comparison of proposals in CRPI with those in CRPII including their theories of change. Review/ analysis of M&E data on selected projects/ programmes to assess (likely) outcomes. Triangulate with KI perceptions on programmes /ToC. Need to decide what indicators are for "more effective" programmes. Analyse at system and selected programme level and draw out constraints to and enablers of gender mainstreaming in research	Medium to high in that the CRPII proposals should provide a fairly good indication of the answer

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[65] This refers to changes during period of evaluation (i.e. 2011-2015).

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				research coordinators); CRP Steering Committee members			
		C. Is there an efficient system in place for monitoring the status of gender mainstreaming in research at CRP level?	Efficiency	Documents: CRP M&E frameworks and plans CRP Annual reports and PoWB System wide reports Annual reports. IEA CRP evaluations Key informants: SGA; CRP program management units (CRP Directors, M&E and gender research coordinators)	Document review Examination of budgets for M&E and resourcing of M&E Institutional Mapping of M&E systems in place KIIs	Connect analysis in this section with that in 2B Carry out a comparative analysis of how gender mainstreaming is monitored between different CRPs and consider the relative efficiency of this in each context. Comparison with learning from existing reviews and evaluation of gender mainstreaming where available.	High
Dimension 3: Gender research							
4	How relevant is gender research?	A. Does the CGIAR gender research focus on the most relevant issues in the context of overall CGIAR priorities, based on clear comparative advantage?	Relevance	Documents: CRP gender strategies. SRF. Informants: SGA; Gender research coordinators (GRCs); senior researchers on existing gender research;	KIIs to cross-check what the gender research focus is system-wide and how it varies by Center; and with selected external partners/users.	Mapping of CGIAR gender research by CGIAR research priorities. Comparison of overall gender /ARD and CGIAR priorities compared and contrasted with the CGIAR gender research focus.	High

				CGIAR senior management; Partners/potential users of research; selected key informants from research centers (e.g. ICRW, IDRC, Wageningen) and; Donors funding research.	Literature review to establish priorities and knowledge gaps on gender related to these themes (e.g. from key international conferences).		
		B. Is there evidence of demand for CGIAR gender research from its intended users, both internal and external?	Relevance	Web stats re viewing and/or download of gender research outputs; by theme/ over time. Citations analysis Informants: Partners and external users via GAP survey	Web stats Survey through GFAR GAP, differentiated by key user groups. Selected follow up KIIs.	Triangulation of results of survey with download data, citations analysis. Synthesis of evidence of demand and analysis of this, e.g. by user group, CRP etc. Triangulate with analysis for 4.A, and 4.C	Medium to high depending on availability of Web stats and response rate of GAP members.
		C. Does the CGIAR identify and engage in strategic partnerships that allow for greater uptake of the results of gender research?	Relevance & Sustainability	Key informants: SGA; selected GRCs; Selected partner representatives; The team presently evaluating partnerships Documents: CRP annual reports (annex listing partnerships)	Case studies Interviews Document review Collaborate with with team on partnerships, on this question		Low to Medium. CRPs have many partnership agreements at national and regional levels; most may not have a gender specific focus..

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| 5. | How effective is gender research? | A. Has gender-specific research contributed to the effective mainstreaming of gender in wider CRP research? | Effectiveness | Documents: CRP annual reports. Dissemination and communication materials regarding gender-specific research outputs. Key Informants SGA; GRCs; Selected Researchers on 'mainstreamed projects; CRP senior management | Document review Web stats or other data with regard to dissemination or communication of outcomes of gender-specific research Key informant interviews to establish extent to which outputs of gender-specific research have been drawn upon during gender mainstreaming Case studies of gender mainstreaming in CRPs/ Case studies of gender research (see 3A, 5C). | Map the 'connectedness' of reporting on gender specific research and gender mainstreaming by CRPs through CRP annual reports. Triangulation of findings from case studies (on mainstreaming and gender research) including analysis of enablers and constraints to gender-specific research feeding into wider gender mainstreaming. | Medium to high |
| | | B. To what extent has gender research contributed to, or is it likely to contribute to, | Effectiveness | Documents: CRP/project workplans and annual reports. | Document review | Analysis at two levels, one across the selected gender research projects and the other at more depth at case study level. | Assumes desired outcomes/ indicators clearly defined (see question 6A) Generally evaluability low to |

		the desired development outcomes[66]?		Any relevant gender studies carried out by the CRPs. IEA evaluations. M&E reports Informants: SGA; Gender Research Leads/ Principal Investigators (PIs) Potentially - GAP survey to external partners/ informants.	Key informant interviews Case studies of gender related outcomes selected via 'impact stories' gathered from KIIs with GRCs, and/or GAP survey		medium because of time lag required to realise desired outcomes, and attribution challenges .
		C. Does CGIAR gender-specific research produce science of high quality in its design and results?	Science Quality	For inputs: CVs of PIs and other specialists on gender research teams. For outputs: CRP annual reports; cross check with gender network/ CRP focal points. Create database on gender specific research products	For inputs: H index; publications records of researchers. For outputs use of bibliometrics e.g. citations analysis For outputs: Create database on gender specific research products categories by product type.	Refer to CGIAR and IEA guidelines to asses whether the research has produced high quality science. See QoS evaluation criteria related to inputs, process, outputs. . Qualitative peer review of sample of outputs by evaluation team	High on inputs and outputs – process issues – medium? Gender aspects of process issues to be clarified. NB: Quantitative analysis on inputs and outputs to be carried out by IEA. Qualitative peer review by wider team. External expertise to be drawn in here.

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[66] This refers to the broader development outcomes in the SRF as well as gender outcomes that might support these. The feasibility of assessing this contribution will depend on available data.

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				categories by product type. Web stats re viewing and/or download of gender research outputs For research management processes: Senior gender researchers/GRCs/ Gender network members and mentors/ managers For perceptions on quality: Interviews with CGIAR researchers Partners and external users via GAP survey	Key informants Survey or KIIs of Gender Network members?	supplemented with external experts	
		C.	A. Is there an adequate monitoring and evaluation system for assessing whether CGIAR gender research contributes to development outcomes and impact?	Efficiency	Documents: M&E frameworks (including ToC) and reports at project and level. IEA evaluations. Informants: SGA; Project managers/ leads for gender research	Document review Interviews for selected projects based on document review.	Synthesise a description and analysis of the existing systems, comparing across projects and identifying ways in which they system is adequate or not Triangulation including against other questions concerning M&E (e.g. 3B, 2C).	High – assuming documentation available on M&E at project level.

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				initiatives; M&E officers at CRP level			
		D. To what extent is cross-fertilization and learning on gender research across CRPs taking place?	Efficiency	<u>Documents:</u> Reports of gender research projects Minutes of gender network meetings/ learning events <u>Informants:</u> SGA; gender research coordinators; Senior gender researchers Gender network – via survey	Desk review Key informant Interviews Survey of GAP/gender network and/or FGD with gender network members (via webinar). Case studies on gender research may illuminate extent of cross-fertilisation	Analyse findings drawing out enabling factors for cross-fertilisation and learning, and challenges.	High
Dimension 4: Gender capacity and expertise							
6	Are adequate systems in place to support gender research and gender mainstreaming at CRP level?	A. Are institutional arrangements and resources at system (e.g. the SGA, Gender and Agriculture Research Network) and at CRP level adequate to support effective integration of gender in research?	Efficiency	<u>Documents:</u> Mission statement, work plan and any reports from the gender network. CRP workplans. Organograms (systems, Center and CRP). Qualifications of those responsible for supporting gender mainstreaming	Document review Stakeholder mapping Interviews with key informants and with the team carrying out the CD evaluation	Analyse findings from system level; comparative analysis of findings from the selected CRPs, to identify strong points and gaps in existing institutional arrangements	Medium to high (level depends on availability and accessibility of documentation and time needed to draw from it what we need).

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				(CV's included in CRP proposals) Key informants: SGA; gender network members particularly GRCs. The team carrying out the CD evaluation	Related relevant data from the Gender at work dimension		
		B. Are adequate financial resources available to implement CRPs gender strategies?	Efficiency	Documents: CRP gender budgets and Expenditure reports over time as in the Annual Reports. Fund Council financial statements. Key informants: CRP gender research coordinators. CRP management units	Document review: Re budgets need planned and actual expenditure on gender by CRPs over time. Use KII's to explore discrepancies between planned and actual expenditure, variations in budgets etc.	Analyse planned and actual expenditure and findings from KII's to carry out a comparative analysis of CRPs in terms of financial resources and their use.	Medium to High depending on available of budget and expenditure data and consistency of categorisation.
		C. Do CRP management systems (especially at CRP level) support capacity building in gender equality?	Effectiveness, Efficiency	Key informants: SGA, FC, CB, CO selected key informants Senior management in selected CRPs and also CRP gender research coordinators. Documents?	KII's ?	Draw out enabling/disabling factors with regard to management in relation to gender mainstreaming across the CRPs reviewed. Relate the analysis back to 2.A	Medium in that it may be challenging to get beyond the "yes of course" response, with the question being so sensitive.

				Minutes of CO, CB and FC meetings potentially		Triangulate with findings from Gender at Work re level or seniority and voice of women staff/ gender specialists.	
7	How, and to what extent, has gender capacity and expertise been assessed and built at system and CRP levels?	A. Have CRPs assessed their capacity for high quality gender research across different areas and disciplines, and to what extent have the results of these assessments led to a targeted capacity building or training plan?	Efficiency or Effectiveness	Documents: CRP gender strategies. Existing reports including gender assessments done by GRCs, CO, Centers or CRPs and by IEA. Any available CRP/Center gender audits/ gender equality assessments. CRP gender equality or broader training plans. CRP annual reports. CRPII proposal content related to gender Key informants: SGA; CRP Directors; Senior gender researchers; Gender network; Gender research coordinators; Team carrying out the CD evaluation.	Document review Interviews	Collate, analyse and synthesise findings. Draw out enabling factors and constraints with regard to both assessing gender equality capacity and then building it.	High?

		B. Are CRPs sufficiently staffed with strong gender expertise? How is this located across disciplines, and professional grades? How is it distributed between men and women?	Science quality	Documents: Stripe review, 2013 Assessment CRP annual reports. Data from CRP management teams/ focal points.			Links to questions in Gender at Work
		C. Have appropriate partnerships been developed with institutions/networks specializing in gender to supplement any lack of internal expertise?	Science quality & Efficiency	Key informants: CRP Directors. CRP gender research coordinators. Partners where available. Team carrying out partnerships evaluation Documents: CRP annual reports or gender equality capacity assessment reports containing plans to build capacity/draw on partners. IEA CRP Evaluations	Desk review KII's - use these to explore why some CRPs chose to supplement lack of internal expertise by drawing on partners, how they selected the partners, the effectiveness of the partnerships etc.	Synthesise (tabulate?) findings regarding which CRPs have addressed any identified lack of internal expertise by establishing partnerships. And for those that chose to solve capacity issues internally rather than through partnerships analyse the reasons for, and results of this.	Gender research coordinators should be able to respond to this question so evaluability should be high. Potential synergy or overlap with partnership evaluation to be explored.

Annex C2: Evaluation Matrix for Dimension 5 - Gender in the Workpace

Q. No.	EQ	Sub-question	Evaluation criterion	Information sources	Data collection methods / evaluation tools	Analysis methods	Evaluability issues
Dimension 5: Gender at Work							
8	Is there a clearly articulated case for how gender equity will enhance performance of the CGIAR and strengthen its ability to deliver on its mission?	D. To what extent is this case articulated at the Fund Council and Consortium levels as well as at the level of the respective Centers? Is there alignment between the Consortium level case and those of the Centers?	Effectiveness	Documents: CGIAR Diversity & Inclusion Strategy, 2016-2020 Center-specific HR and/or Gender & Diversity policies or published strategies Center websites (Incl. Jobs/career sections) Annual reports	Document review Interviews with KIs HR Directors Questionnaire Gender equity assessment survey	Analyse the consortium level strategy compared to Center-specific documents. Analyse Center websites and public positioning statements on diversity and gender equity Analysis of KI opinions Analysis of results from Gender Equity Assessment Survey distributed to Center staff	High

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Q. No.	EQ	Sub-question	Evaluation criterion	Information sources	Data collection methods / evaluation tools	Analysis methods	Evaluability issues
				Key informants: Center DGs/DDGs; Center Board Chairs; Center HR Directors; Dir. of HR, Consortium Office; Possibly leaders of CRPs HR Director questionnaire Gender equity assessment survey			
		E. Is the case communicated effectively to internal stakeholders at both the Consortium and Center levels? Is the case communicated effectively to external audiences (including	Effectiveness	Documents: CGIAR Diversity & Inclusion Strategy, 2016-2020 Center publications and websites and publications	Document and websites review Interviews with CGIAR HR Director and Center HR Directors	Analyse content and frequency of statements on value of diversity on CGIAR and Center websites and/or annual reports	High. Analysis will be based primarily on document review and survey responses.

Q. No.	EQ	Sub-question	Evaluation criterion	Information sources	Data collection methods / evaluation tools	Analysis methods	Evaluability issues
		potential candidates for positions) through Consortium and Center websites and primary publications?		(including (Jobs/career sections) Center Gender Staffing Annual reports Key informants: Center DGs/DDGs; Center HR Directors; Dir. of HR, Consortium Office; Donor representatives with interest in gender staffing issues. HR Director questionnaire	HR Directors Questionnaire Interviews with donor representatives who have specific interest in this area. Gender equity assessment survey	Synthesize opinions of HR Directors in Centers Analyse process of development CGIAR Diversity and Inclusion Strategy, 2016-2020 and its dissemination and communication to key stakeholders. Collect data on Center manager and staff perceptions through Gender Equity Assessment survey	

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Q. No.	EQ	Sub-question	Evaluation criterion	Information sources	Data collection methods / evaluation tools	Analysis methods	Evaluability issues
				Gender equity assessment survey			
		F. Do the majority of leaders and managers responsible for recruiting, advancing, and retaining staff ascribe to the case for gender equity and does it shape their strategy for developing a high performing workforce?	Effectiveness	Key informants HR Directors Gender Equity Assessment Survey	Interviews with HR Directors and DDGs (if possible) HR Directors Questionnaire Questions on Gender Equity Assessment Survey	Synthesize opinions of HR Directors and DDGs Analyse responses from Gender Equity Assessment Survey particularly in relation to comparing opinions of leaders, managers, professional/scientific staff, administrative staff	Medium. May be difficult to get candid assessments.
9	Does the representation of men and women across major categories of managers, professionals and staff appear equitable given the	D. What is the representation of men and women across different organizational levels (including the Boards), disciplines, Centers, and CRPs? What are the trends in representation since		2015 CGIAR Benchmark survey Prior surveys administered at 2011 or later (if available)	Review of CGIAR surveys Review of Center surveys for more granular data (e.g. discipline,	Synthesis of data from surveys Comparison of representation to goals	High for current CGIAR data Medium for comparative data and for

Q. No.	EQ	Sub-question	Evaluation criterion	Information sources	Data collection methods / evaluation tools	Analysis methods	Evaluability issues
	supply and pipeline of male and female talent across disciplines, years of professional experience, and regional workforce demographics?	2011? To what extent does the current gender representation align with goals established in the CGIAR Diversity and Inclusion Strategy, 2016-2020?		<u>CGIAR Diversity and Inclusion Strategy, 2016-2020</u> <u>Center Annual Reports on Diversity and Inclusion</u>	organizational level) Review of published data on supply of female scientists in specific disciplines	Comparative analysis of data from similar organizations (if possible)	pipeline data on a global basis
		E. Are there clear and articulated strategies at both the Consortium and Center levels for enhancing the representation for women across all relevant levels in line with the goals established in the CGIAR Diversity and Inclusion Strategy?	Effectiveness	<u>CGIAR Diversity and Inclusion Strategy, 2016-2020</u> <u>Center-specific HR policies</u> <u>Key Informants:</u> Center HR Directors;	Document Review (need to determine if Centers have published diversity strategy documents) Review of Center policies for recruitment,	Synthesize data from Centers on strategies that they have in place. Compare to responses from Gender Equity Assessment Survey in terms of whether employees' are knowledgeable about the strategies and perceive them to be having an impact.	High

Q. No.	EQ	Sub-question	Evaluation criterion	Information sources	Data collection methods / evaluation tools	Analysis methods	Evaluability issues
				Center DDGs of Administration: Dir. of HR, Consortium Office HR Directors Questionnaire Gender Equity Assessment Survey	advancement, and retention KI Interviews HR Directors Questionnaire Gender Equity Assessment Survey		
		F. Are there effective systems for monitoring performance of Centers and Consortium in relation to stated goals on gender and diversity? What accountability mechanisms are in	Effectiveness	Documents: Consortium documents, including Benchmark Survey Center-specific Gender & Diversity Policies	Document Review (need to determine if Centers have published diversity strategy documents) Review of Center Gender & Diversity	Analyse document and interview data to determine extent to which Centers and Consortium set goals for gender diversity and have monitoring and accountability mechanisms in place.	High in terms of whether systems are in place. Medium for determining effectiveness of mechanisms

Q. No.	EQ	Sub-question	Evaluation criterion	Information sources	Data collection methods / evaluation tools	Analysis methods	Evaluability issues
		place and how are they utilized?		Key Informants: Center HR Directors; Center DDGs of Administration; Center Board Chairs; Dir. of HR, Consortium Office, HR Directors Questionnaire Gender Equity Assessment Survey	policies if extant and available. Interviews with KI Gender Equity Assessment Survey (include questions on goal-setting, monitoring, and accountability).	Analyse Gender Equity Assessment Survey data to determine managers' and staff's perception of effectiveness and feasibility of goals. Elicit examples of changes that have resulted from monitoring of performance at Consortium or Center levels	
10	Do the Centers have policies and practices in place that facilitate the recruitment and advancement of high quality male	C. **Recruitment**: Do the Centers have clearly articulated policies and implemented practices to proactively recruit and attract high quality male and female talent?	Effectiveness	Centers' HR policies and procedures Key Informants:	Collection and review of Centers' policies for recruitment,	Analyse of extent and content of published policies across Centers	High regarding policies Medium regarding

Q. No.	EQ	Sub-question	Evaluation criterion	Information sources	Data collection methods / evaluation tools	Analysis methods	Evaluability issues
	and female talent and ensure the unbiased consideration of candidates?	Do the Consortium and the Centers monitor recruitment processes in terms of application, selection, and hiring rates of men and women in order to identify opportunities for improvement? Is there an evidence-based understanding of the causes for a gender differential if it exists?		Center HR Directors; Center DDGs of Administration; HR Directors Questionnaire Gender Equity Assessment Survey	Review of current Center position announcements Interviews with HR directors HR Directors Questionnaire Gender Equity Assessment Survey	Synthesis of questionnaire/interview data from HR Directors and DDGs for Administration to determine extent and types of practices in place across Centers. Analyse relevant data from Gender Equity Assessment Survey Analyse data in recruitment if it exists in Centers	obtaining information on evidence-based understand-ing of differential if it exists.
		D. **Advancement:** Do the Centers have policies and practices in place which enable the equitable recognition		Centers' HR policies and procedures Key Informants:	Collect and review of Center policies for performance reviews and	Analysis of extent and content of published policies across Centers	High

Q. No.	EQ	Sub-question	Evaluation criterion	Information sources	Data collection methods / evaluation tools	Analysis methods	Evaluability issues
		and advancement of men and women? Do the Centers periodically analyse promotion rates for men and women to assess for potential bias or differential career outcomes? Do men and women perceive that opportunities for professional development and career advancement are equitable for men and women?		Center HR Directors; Center DDGs of Administration; HR Directors Questionnaire Gender Equity Assessment Survey	promotion processes Questionnaire and Interviews with HR Directors and DDGS for Administration Gender Equity Assessment Survey	Synthesis of interview data from HR Directors and DDGs for Administration to determine extent of clarity on position classifications and staff grades. Analyse relevant data from Gender Equity Assessment Survey to provide data on perceptions of staff	HR Directors should be able to provide information to address this question.
11	Do the Centers have similar rates of retention of men	C. Do the Centers monitor male and female retention rates by category of staff in	Effectiveness	2015 CGIAR Benchmark Survey	Interviews or questionnaire for HR Directors	Synthesis of data from interviews and/or questionnaires	High

Q. No.	EQ	Sub-question	Evaluation criterion	Information sources	Data collection methods / evaluation tools	Analysis methods	Evaluability issues
	and women within managerial, professional, and staff levels?	order to identify any significant gender differences?		KI Interviews: HR Directors and DDGS for Administration HR Directors Questionnaire			
		D. If the retention rates are different, is there an evidence-based understanding of the causes for the differential retention rates?	Effectiveness	Key Informants: HR Directors; DDGS for Administration	Interviews or questionnaire with HR Directors, Interviews with selected DDGS and program directors	Synthesis of interview data	Medium May be difficult to secure sufficient number of interviews to collect this type of more nuanced information
12	To what extent are formal and informal decision-making processes at the Consortium and Center levels inclusive and	D. What is the gender representation of key decision-making bodies within the Consortium and Centers?		Documents: Information on gender representation on key decision-making bodies within Consortium and Centers and Center Boards.	Review documentation of gender representation on key committees in Consortium and	Analyse proportional representation of men and women on key decision-making bodies.	High

Q. No.	EQ	Sub-question	Evaluation criterion	Information sources	Data collection methods / evaluation tools	Analysis methods	Evaluability issues
	representative of both men and women?				among Consortium staff.		
				2015 Benchmark survey: Information on gender representation and senior managerial levels in Centers	Review documentation of gender representation on Center Boards and trends since 2011.		
				HR Directors Questionnaire			
				Key Informants: HR Director; DDG for Administration; Senior CO Gender Advisor	Review 2015 Benchmark Survey data for gender representation of at senior leadership and managerial levels.		
					Collect data on gender representation on key decision-making bodies at		

Q. No.	EQ	Sub-question	Evaluation criterion	Information sources	Data collection methods / evaluation tools	Analysis methods	Evaluability issues
					Center level through HR Director Questionnaire.		
		E. To what extent do managers and staff perceive gender representation on key decision-making bodies in the Centers to be appropriate and effective?		Gender Equity Assessment Survey

Key Informants:

DDGS; HR Director;

Board Chairs | Include relevant questions in Gender Equity Assessment Survey and in interviews with Key Informants. | Analyse responses to relevant questions in Gender Equity Assessment Survey and compare perceptions across men and women and across organizational levels. Compare to qualitative data from KI interviews | Medium to High depending on response rate to Gender Equity Assessment Survey |
| 13 | Does the work environment and organizational culture foster respect of all individuals, fairness, and appreciation of the value of diversity in the workforce? | E. Do employees across all levels perceive that the workplace is respectful of diversity in terms of identity (gender, nationality, ethnicity, etc.) as well as ways of working and leading? | | Gender Equity Assessment Survey

2015 CGIAR Benchmark Survey

Key Informants:

HR Directors | Relevant questions included in the Gender Equity Assessment Survey and CGIAR Benchmark Survey

HR Directors Questionnaire | Analysis of employees' perceptions with comparisons across men and women and across organizational levels.

Compare employees' responses to HR Directors' perceptions | Medium – Assessment will be based on employees' perceptions. Will depend on response rate to survey. |

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Q. No.	EQ	Sub-question	Evaluation criterion	Information sources	Data collection methods / evaluation tools	Analysis methods	Evaluability issues
		F. Do the Centers have policies and practices in place that aim to create an inclusive and respectful work environment in which diversity is valued?		Centers' HR Policies Key Informants: HR Directors and DDGs Administration 2015 CGIAR Benchmark Survey HR Directors' Questionnaire Gender Equity Assessment Survey	Review of Centers' HR policies HR Director Questionnaire KI interviews	Analyse extent of policies in place and extent of utilization Synthesize data from HR Directors Questionnaire and 2015 CGIAR Benchmark Survey Compare presence of policies to staff perceptions captured in Gender Equity Assessment Survey	High in terms of extent of policies and practices Medium in terms of effectiveness and impact of policies and practices on work culture. Difficult to determine without more in-depth, on site research.
		G. Do Centers have in place policies and practices that aim to specifically create a gender equitable environment (e.g. policies regarding		Centers' HR Policies HR Directors Questionnaire	Review of Centers' HR policies	Analysis of extent of policies in place and extent of utilization	High

Q. No.	EQ	Sub-question	Evaluation criterion	Information sources	Data collection methods / evaluation tools	Analysis methods	Evaluability issues
		sexual harassment, family leaves, work-life balance, support for spousal employment)?		2015 CGIAR Benchmark Survey Gender Equity Assessment Survey	HR Director Questionnaire 2015 CGIAR Benchmark Survey	Compare presence of policies to staff perceptions captured in Gender Equity Assessment Survey	
		H. Do the Centers have training in place to assist managers to understand how unconscious bias can influence their decision- making in recruitment, management, and evaluation of employees? If training is in place, to what extent do managers actively work to guard against unconscious bias?		Key Informants: HR Directors; DDGs for Administration HR Directors Questionnaire 2015 CGIAR Benchmark Survey	Responses from HR Directors through questionnaire and/or interviews. Responses collected in 2015 CGIAR Benchmark Survey Responses from employees and managers to relevant questions	Analyse and synthesize of responses from HR Directors through questionnaire and/or interviews. Analyse and synthesize of responses collected in 2015 CGIAR Benchmark Survey Analyse and synthesize responses from employees and managers	High with respect to whether training has occurred and frequency of training. Medium in terms of the extent to which managers guard against bias. Given

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Q. No.	EQ	Sub-question	Evaluation criterion	Information sources	Data collection methods / evaluation tools	Analysis methods	Evaluability issues
				Gender Equity Assessment Survey	in Gender Equity Assessment Survey	to relevant questions in Gender Equity Assessment Survey	scope of evaluation, analysis can only be based on employees' perceptions and self-reported data.
14	To what extent have the Centers and the Consortium Office mainstreamed key policies and practices to ensure gender equity, diversity, and inclusion in the workplace?	C. To what extent have recommendations for policies and practices to foster gender equity developed and disseminated by the Gender Staffing and Gender and Diversity Programs from 1991 to 2011 been mainstreamed within HR policies and practices?.	Sustainability/ Effectiveness	Document Review: Documents published by Gender Staffing and Gender and Diversity Programs Center-specific policies and practices HR Directors Questionnaire	Review of recommendations issued by Gender Staffing and Gender and Diversity Programs Review of Centers' current HR Policies Key Informants: Former Director of the Gender and Diversity program;	Analysis of extent to which recommendations have been adopted Analysis of extent to which HR Directors and DDGs for Administration are aware of documents and recommendations	High

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Q. No.	EQ	Sub-question	Evaluation criterion	Information sources	Data collection methods / evaluation tools	Analysis methods	Evaluability issues
					HR Directors; CGIAR HR Director; Board Chairs HR Directors Questionnaire		
		D. To what extent is on-going learning being documented and disseminated among the Centers and within the Consortium Office?	Effectiveness/ Sustainability	Key Informants: HR Directors; CGIAR HR Director; DDGs Administration; Board Chairs HR Directors Questionnaire	Interviews and HR Directors HR Directors Questionnaire	Collect examples of innovation and learning from Centers and determine extent of dissemination	Medium
15	What evidence is there that the presence or lack of policies and practices aimed at			Key Informants: Gender Focal Points; Senior CO Gender Advisor; Gender	Gather information on distribution of gender expertise between men and women (e.g. among	Draw out linkages between quality pf gender capacity and performance in gender	Medium - Analysis will be based on

Q. No.	EQ	Sub-question	Evaluation criterion	Information sources	Data collection methods / evaluation tools	Analysis methods	Evaluability issues
	creating a gender equitable and inclusive workplace affect the Centers' and CRPs' ability to attract and retain scientists with high quality gender expertise?			researchers; Directors of CRPs; HR Directors	scientists in the Gender Research Network.) Collect perspectives of scientists in Gender Research Network on this issue.	staffing/equity/inclusion policies and practices.	qualitative data only. Links to Dimension 3 Question 5 C and Dimension 4 – Question 8 B

Annex D: Workplan for the evaluation

Tasks	Responsible	May 09-May	May 16-May	May 23-May	May 30-May	June 06-Jun	June 13-Jun	June 20-Jun	June 27-Jun
Phase One: Inception (April-June 2016)									
Submit draft inception report (including EM, workplan etc)	SB	▓							
Revised inception report	SB				▓				
Inception report presentation to network	SB						▓		
Final revised inception report (incorporating revisions based on Network and peer review comments plus G@W dimension)	SB								
Phase Two: Collection & Analysis of information (July-October 2016)									
2.1 Planning and management of evaluation (ongoing)									
Overall team management (including liasing with IEA)	SB								
Refining work plan	SB (all)			▓					
Monthly team meetings	All			▓				▓	
Identifying expert, drafting ToRs, and liaisng with other thematic evaluations	RB/SB						▓	▓	
2.1 Document review and analysis (June-August)									
Ongoing collection, consolidation and mapping of documentation	FC					▓	▓	▓	▓
Issue Paper 1: Literature review / issues paper on research priorities on gender in ARD	RB/Expert								
Issue Paper 2: Experiences and challenges of gender mainstreaming in ARD	RB/Expert								
Review consortium and CRP gender strategies (in relations to reviews etc):	RP							▓	▓
Review / analysis of all system level documents/ etc re mainstreaming gender decisions (including mapping and analysis on M&E system) to inform Eqs	RP						▓	▓	
Rapid review of documentation on CRP mainstreaming for case studies (4-5)	All								
Review and analyse documentation relevant to gender research case studies (4-5 cases)	All								
Review of documents related to CRP/CGIAR capcity	LB								
2.2 Development of interview and other evaluation tools (July)									
Review of existing survey and other data	FC								
Development of full list of stakeholders for KIIs	FC								
GAP survey tool development	FC								
Gender resarcher survey/interview tool (re capacities, and wider issues)	FC								
KII interview schedule/ guide (tailored to specific groups)	SB/RP								
Case study templates: gender research case study and gender mainstreaming case studies	SB/RP								
Other tools development e.g. workshop methodology	SB								
2.3 Data collection and analysis (August-September)									
Adminster gender research network survey/ interviews									
Administering GAP survey	FC								
Database development for gender research products	FC							▓	
Citations/ downloads analysis	FC								
Quality of science wider analysis	FC/LB								
2.4 Visits to Centres for case studies /workshops (August-September-October)									
S Baden visits (1 trips)									
L Brown visits (2 trips)									
R Percy visits (2 trips)									
Remote KIIs	All								
Coding of KII responses to arrive at consolidating findings across interviews	All								
Analysis of survey data	FC								
Peer review of selected research outputs	LB								
2.5 Drafting and presenting initial findings (Oct-Nov)									
Meeting to triangulate findings	SB								
Draft initial findings per question	All								
Develop presentation for internal stakeholders	SB/FC								
Present preliminary findings to Gender Network annual meeting (1-4 Nov, Cali, Colombia)	All								
Phase Three: Report drafting and final consultation with stakeholders (Nov - Dec 2016)									
Prepare a draft of a comprehensive Evaluation Report that addresses the evaluation questions	SB								
Prepare a final Evaluation Report that takes into consideration comments	SB								
Present the final report to CGIAR stakeholders and partners through various dissemination channels as outlined in the Inception Report (once Evaluation Report is inalised, dates to be confirmed)	RB/SB								

RB = Rachel Bedouin, IEA Head

FC = Federica Coccia, Evaluation Analyst

SB = Sally Baden, Team Leader

RP = Rachel Percy, Consultant, Deputy Team Leader

LB = Lynn Brown, Consultant

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Tasks	Responsible	July 04-Jul	11-Jul	18-Jul	25-Jul	August 01-Aug	08-Aug	15-Aug	22-Aug
Phase One: Inception (April-June 2016)									
Submit draft inception report (including EM, workplan etc)	SB								
Revised inception report	SB								
Inception report presentation to network	SB								
Final revised inception report (incorporating revisions based on Network and peer review comments plus G@W dimension)	SB			▓					
Phase Two: Collection & Analysis of information (July-October 2016)									
2.1 Planning and management of evaluation (ongoing)									
Overall team management (including liasing with IEA)	SB								
Refining work plan	SB (all)				▓				
Monthly team meetings	All				▓				▓
Identifying expert, drafting ToRs, and liaisng with other thematic evaluations	RB/SB	▓	▓						
2.1 Document review and analysis (June-August)									
Ongoing collection, consolidation and mapping of documentation	FC	▓	▓	▓	▓	▓	▓	▓	▓
Issue Paper 1: Literature review / issues paper on research priorities on gender in ARD	RB/Expert						▓	▓	▓
Issue Paper 2: Experiences and challenges of gender mainstreaming in ARD	RB/Expert						▓	▓	▓
Review consortium and CRP gender strategies (in relations to reviews etc):	RP	▓	▓	▓					
Review / analysis of all system level documents/ etc re mainstreaming gender decisions (including mapping and analysis on M&E system) to inform Eqs	RP	▓	▓						
Rapid review of documentation on CRP mainstreaming for case studies (4-5)	All					▓	▓		
Review and analyse documentation relevant to gender research case studies (4-5 cases)	All							▓	▓
Review of documents related to CRP/CGIAR capcity	LB								
2.2 Development of interview and other evaluation tools (July)									
Review of existing survey and other data	FC			▓	▓	▓			
Development of full list of stakeholders for KIIs	FC					▓			
GAP survey tool development	FC					▓			
Gender resarcher survey/interview tool (re capacities, and wider issues)	FC						▓		
KII interview schedule/ guide (tailored to specific groups)	SB/RP								
Case study templates: gender research case study and gender mainstreaming case studies	SB/RP								
Other tools development e.g. workshop methodology	SB								
2.3 Data collection and analysis (August-September)									
Adminster gender research network survey/ interviews									▓
Administering GAP survey	FC								▓
Database development for gender research products	FC	▓	▓	▓			▓	▓	
Citations/ downloads analysis	FC					▓	▓		
Quality of science wider analysis	FC/LB					▓	▓		
						▓	▓		
2.4 Visits to Centres for case studies /workshops (August-September-October)									
S Baden visits (1 trips)									▓
L Brown visits (2 trips)									
R Percy visits (2 trips)									
Remote KIIs	All						▓	▓	
Coding of KII responses to arrive at consolidating findings across interviews	All						▓	▓	
Analysis of survey data	FC		▓						
Peer review of selected research outputs	LB						▓	▓	
2.5 Drafting and presenting initial findings (Oct-Nov)									
Meeting to triangulate findings	SB								
Draft initial findings per question	All								
Develop presentation for internal stakeholders	SB/FC								
Present preliminary findings to Gender Network annual meeting (1-4 Nov, Cali, Colombia)	All								
Phase Three: Report drafting and final consultation with stakeholders (Nov - Dec 2016)									
Prepare a draft of a comprehensive Evaluation Report that addresses the evaluation questions	SB								
Prepare a final Evaluation Report that takes into consideration comments	SB								
Present the final report to CGIAR stakeholders and partners through various dissemination channels as outlined in the Inception Report (once Evaluation Report is inalised, dates to be confirmed)	RB/SB								

RB = Rachel Bedouin, IEA Head
FC = Federica Coccia, Evaluation Analyst
SB = Sally Baden, Team Leader
RP = Rachel Percy, Consultant, Deputy Team Leader
LB = Lynn Brown, Consultant

Tasks	Responsible	September					October			
		29-Aug	05-Sep	12-Sep	19-Sep	26-Sep	03-Oct	10-Oct	17-Oct	24-Oct
Phase One: Inception (April-June 2016)										
Submit draft inception report (including EM, workplan etc)	SB									
Revised inception report	SB									
Inception report presentation to network	SB									
Final revised inception report (incorporating revisions based on Network and peer review comments plus G@W dimension)	SB									
Phase Two: Collection & Analysis of information (July-October 2016)										
2.1 Planning and management of evaluation (ongoing)										
Overall team management (including liasing with IEA)	SB									
Refining work plan	SB (all)									
Monthly team meetings	All				▓					▓
Identifying expert, drafting ToRs, and liaisng with other thematic evaluations	RB/SB		▓		▓	▓				
2.1 Document review and analysis (June-August)										
Ongoing collection, consolidation and mapping of documentation	FC									
Issue Paper 1: Literature review / issues paper on research priorities on gender in ARD	RB/Expert	▓	▓	▓						
Issue Paper 2: Experiences and challenges of gender mainstreaming in ARD	RB/Expert									
Review consortium and CRP gender strategies (in relations to reviews etc):	RP									
Review / analysis of all system level documents/ etc re mainstreaming gender decisions (including mapping and analysis on M&E system) to inform Eqs	RP									
Rapid review of documentation on CRP mainstreaming for case studies (4-5)	All									
Review and analyse documentation relevant to gender research case studies (4-5 cases)	All									
Review of documents related to CRP/CGIAR capcity	LB									
2.2 Development of interview and other evaluation tools (July)										
Review of existing survey and other data	FC									
Development of full list of stakeholders for KIIs	FC									
GAP survey tool development	FC									
Gender resarcher survey/interview tool (re capacities, and wider issues)	FC									
KII interview schedule/ guide (tailored to specific groups)	SB/RP									
Case study templates: gender research case study and gender mainstreaming case studies	SB/RP									
Other tools development e.g. workshop methodology	SB									
2.3 Data collection and analysis (August-September)										
Adminster gender research network survey/ interviews										
Administering GAP survey	FC									
Database development for gender research products	FC									
Citations/ downloads analysis	FC									
Quality of science wider analysis	FC/LB									
2.4 Visits to Centres for case studies /workshops (August-September-October)										
S Baden visits (1 trips)							▓			
L Brown visits (2 trips)			▓	▓	▓					
R Percy visits (2 trips)										
Remote KIIs	All	▓								
Coding of KII responses to arrive at consolidating findings across interviews	All			▓	▓					
Analysis of survey data	FC				▓					
Peer review of selected research outputs	LB									
2.5 Drafting and presenting initial findings (Oct-Nov)										
Meeting to triangulate findings	SB							▓		
Draft initial findings per question	All									
Develop presentation for internal stakeholders	SB/FC								▓	
Present preliminary findings to Gender Network annual meeting (1-4 Nov, Cali, Colombia)	All									
Phase Three: Report drafting and final consultation with stakeholders (Nov - Dec 2016)										
Prepare a draft of a comprehensive Evaluation Report that addresses the evaluation questions	SB									
Prepare a final Evaluation Report that takes into consideration comments	SB									
Present the final report to CGIAR stakeholders and partners through various dissemination channels as outlined in the Inception Report (once Evaluation Report is inalised, dates to be confirmed)	RB/SB									

RB = Rachel Bedouin, IEA Head

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RP = Rachel Percy, Consultant, Deputy Team Leader

LB = Lynn Brown, Consultant

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Tasks	Responsible	November					December			
		31-Oct	07-Nov	14-Nov	21-Nov	28-Nov	05-Dec	12-Dec	19-Dec	26-Dec
Phase One: Inception (April-June 2016)										
Submit draft inception report (including EM, workplan etc)	SB									
Revised inception report	SB									
Inception report presentation to network	SB									
Final revised inception report (incorporating revisions based on Network and peer review comments plus G@W dimension)	SB									
Phase Two: Collection & Analysis of information (July-October 2016)										
2.1 Planning and management of evaluation (ongoing)										
Overall team management (including liasing with IEA)	SB									
Refining work plan	SB (all)									
Monthly team meetings	All				▨			▨		
Identifying expert, drafting ToRs, and liaisng with other thematic evaluations	RB/SB									
2.1 Document review and analysis (June-August)										
Ongoing collection, consolidation and mapping of documentation	FC									
Issue Paper 1: Literature review / issues paper on research priorities on gender in ARD	RB/Expert									
Issue Paper 2: Experiences and challenges of gender mainstreaming in ARD	RB/Expert									
Review consortium and CRP gender strategies (in relations to reviews etc):	RP									
Review / analysis of all system level documents/ etc re mainstreaming gender decisions (including mapping and analysis on M&E system) to inform Eqs	RP									
Rapid review of documentation on CRP mainstreaming for case studies (4-5)	All									
Review and analyse documentation relevant to gender research case studies (4-5 cases)	All									
Review of documents related to CRP/CGIAR capcity	LB									
2.2 Development of interview and other evaluation tools (July)										
Review of existing survey and other data	FC									
Development of full list of stakeholders for KIIs	FC									
GAP survey tool development	FC									
Gender researcher survey/interview tool (re capacities, and wider issues)	FC									
KII interview schedule/ guide (tailored to specific groups)	SB/RP									
Case study templates: gender research case study and gender mainstreaming case studies	SB/RP									
Other tools development e.g. workshop methodology	SB									
2.3 Data collection and analysis (August-September)										
Adminster gender research network survey/ interviews										
Administering GAP survey	FC									
Database development for gender research products	FC									
Citations/ downloads analysis	FC									
Quality of science wider analysis	FC/LB									
2.4 Visits to Centres for case studies /workshops (August-September-October)										
S Baden visits (1 trips)										
L Brown visits (2 trips)										
R Percy visits (2 trips)										
Remote KIIs	All									
Coding of KII responses to arrive at consolidating findings across interviews	All									
Analysis of survey data	FC									
Peer review of selected research outputs	LB									
2.5 Drafting and presenting initial findings (Oct-Nov)										
Meeting to triangulate findings	SB									
Draft initial findings per question	All									
Develop presentation for internal stakeholders	SB/FC									
Present preliminary findings to Gender Network annual meeting (1-4 Nov, Cali, Colombia)	All	▨								
Phase Three: Report drafting and final consultation with stakeholders (Nov - Dec 2016)										
Prepare a draft of a comprehensive Evaluation Report that addresses the evaluation questions	SB		▨	▨	▨					
Prepare a final Evaluation Report that takes into consideration comments	SB								▨	▨
Present the final report to CGIAR stakeholders and partners through various dissemination channels as outlined in the Inception Report (once Evaluation Report is inalised, dates to be confirmed)	RB/SB									

RB = Rachel Bedouin, IEA Head

FC = Federica Coccia, Evaluation Analyst

SB = Sally Baden, Team Leader

RP = Rachel Percy, Consultant, Deputy Team Leader

LB = Lynn Brown, Consultant

IEA

CGIAR

Annex E: Draft Outline of the Final Evaluation Report

Abbreviations

Executive summary

1. Introduction

1.1   Background and context

1.2   Purpose

1.3   Scope

1.4   Overview of Gender in the CGIAR

1.5   Methodology

1.6   Limitations and constraints

2. Gender Strategies and System-level Accountability

2.1   Relevance of Gender Strategies

    2.1.1   Consortium level Gender Strategy

    2.1.2   CRP level Gender Strategies

2.2   Decision-making and Accountability

    2.2.1   System level decisions and actions

    2.2.2   Monitoring the progress of the Gender Strategies

2.3   Conclusions and recommendations

3. Gender Mainstreaming in Research

3.1   Integration of Gender across the research cycle

3.2   Effectiveness of Gender Mainstreaming in CGIAR research

    3.2.1   Evidence of gender mainstreaming in research activities and outputs

    3.2.2   Contribution of gender mainstreaming to the achievement of development outcomes

3.3   Conclusions and recommendations

4. Gender Research

4.1   Relevance of CGIAR Gender Research

    4.1.1   Strategic relevance

    4.1.2   Comparative advantage

Annex F: Summary ToR for Issue Papers

Issue Paper 1: Contribution of CGIAR Gender research to developing key concepts, filling evidence gaps, and developing or refining methodologies: 2010-2016

The purpose of this paper is to qualitatively assess the extent to which CGIAR gender research has responded to priorities identified in the wider gender and A4RD community, with reference to the main thematic areas and objectives identified in the CGIAR Strategic Results Frameworks (SRF 2011-15; SRF 2016-30), as well as any 'cross cutting' areas, focusing on research completed during 2010-2016. This Issue paper relates primarily to evaluation question 4A in the gender evaluation:

Does the CGIAR gender research focus on the most relevant priorities in the context of overall CGIAR priorities, based on clear comparative advantage?

The Expert will first identify globally recognised conceptual or methodological challenges and evidence gaps, arising from existing evidence reviews, 'flagship' reports and publications, and proceedings of key conferences related to gender issues in these priorities areas. The issue paper will then assess the extent to which CGIAR gender research has contributed towards the development of new and relevant gender-related concepts, towards identifying and/or filling key evidence gaps and towards developing, testing or refining new methodologies for conducting or disseminating research.

Issue Paper 2: Experiences and Challenges of Gender Mainstreaming relevant to Agricultural Research for Development institutions

The purpose of this Issue paper is to feed in experience and learning on gender mainstreaming in AR4D, from outside the CGIAR system, as a basis to contextualise (and where possible) compare the experience of gender mainstreaming in the CGIAR. This Issue Paper is primarily related to Evaluation Question 1A:

To what extent is the Consortium level strategy __comprehensive and appropriate__ against the overall objective of greater gender equity and inclusion?

The two main questions to be addressed by this issues paper are:
* What are the key elements of a comprehensive strategy to 'mainstream gender' that are relevant and applicable to AR4D institutions?
* To what extent have these elements been applied in selected AR4D institutions outside the CGIAR, and what if any lessons can be learned from these experiences of mainstreaming gender?

The Expert will develop a state-of the art assessment of learning on gender mainstreaming, and its relevance to AR4D as well as review available documentation (including strategies, plans, assessments or evaluations) relating to gender mainstreaming across relevant non-CGIAR institutions, consortia or networks, specialising in gender in AR4D. This may include, specifically, Wageningen University and IDRC and/or 1-2 other institutions to be proposed by the Expert.