



Evaluation of Gender in CGIAR Research

Annexes A-E

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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 Evaluations¹ 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.

¹ 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 2014², 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"³.

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

² CGIAR Consortium Office, September 2014. Consortium Response to the Assessment Report on the Status Of Gender Mainstreaming in CRPs

³ <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

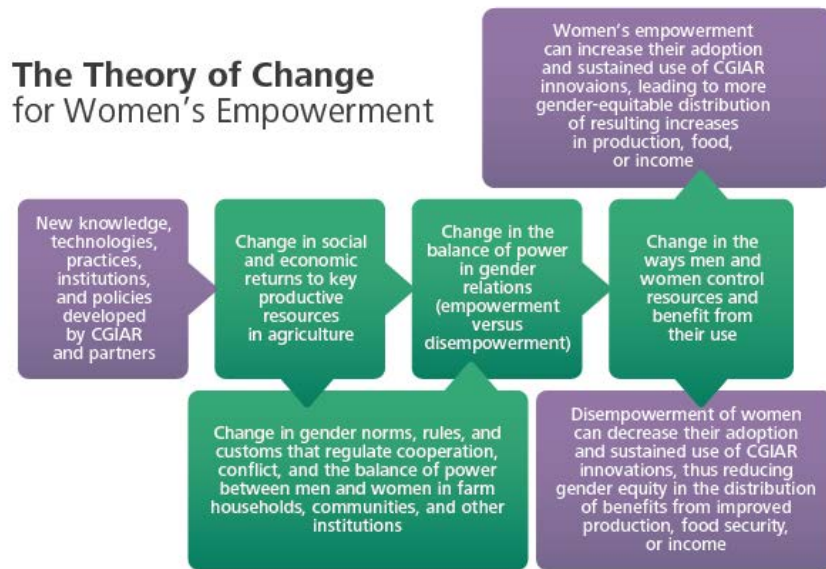
CGIAR gender research coordinators have defined a theory of change for how empowerment of women and the poor can influence the uptake and use of agricultural innovations to which CGIAR contributes (see box below).

Women's empowerment and agricultural innovation

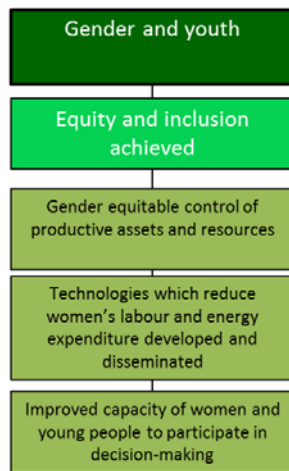
The new knowledge, technologies, practices, institutions, and policies developed through the research of CGIAR and its partners are intended to change the social and economic returns to key productive resources in agriculture (e.g., biodiversity, land, water, forests, livestock, fish, seeds, fertilizers, 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 theme⁴, 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

⁴ 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 responsibility 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 1 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 analysis⁵ 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*.⁶
- **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 work⁷.** 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 dimension will be carried out through a separate review whose results will feed into the overall evaluation.

⁵ 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)

⁶ CGIAR Consortium, *Assessment of the Status of Gender Mainstreaming in CGIAR Research Programs*, July 2013

⁷ This dimension will be analyzed through a separate assessment which will feed into the overall results of the 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 reviews⁸ 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?
- Is there an efficient system in place for monitoring the status of gender mainstreaming within CRPs?

⁸ 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.

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 capacity⁹ and to what extent have the results of these assessments led to a targeted capacity building or training plan?
- Have appropriate partnerships been developed with institutions/networks specializing in gender to supplement any lack of internal expertise?

⁹ 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

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:
 - 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.
 - 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.
- Staff capacity and expertise for gender research across the CGIAR system
- Gender mainstreaming in human resource management practices
- In depth assessment of:
 - Accountability and learning at system level. The evaluation will assess mechanisms put in place at CRP and system levels for monitoring, reporting and learning.
 - 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 approaches that are refined in the inception report, 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	IEA
		Evaluation team recruited	
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.

Annex B: Evaluation Team Biodata

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 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.

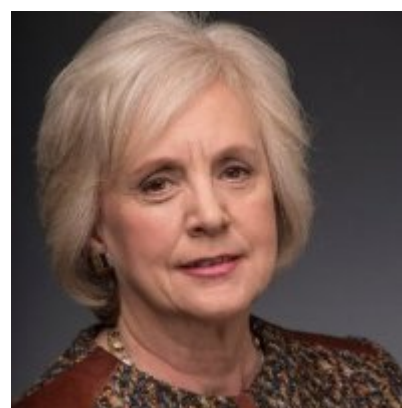


She was the first Chief Economist of the World Food Program and enjoyed a long career at the World Bank. She is now an independent consultant, and is senior adviser to the CEO of Se4all and Special Representative of the UN Secretary General with respect to the Global Panel on Agriculture, Food Systems 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 C: Peer review results on publications

Framework

As part of the Evaluation, four case study CRPs were selected, FTA, GRiSP, PIM and RTB. These CRPs were asked to nominate six outputs that they considered to reflect the best research and products of their CRP. CRPs were asked to only include the following three categories of outputs in their selection:

1. Journal articles, ideally from peer reviewed journals
2. Science/research/technical reports - these may have been through internal technical reviews
3. Substantive toolkits and guidelines

Each publication was assessed according to the following standardized criteria and approach:

Criterion	Assessment approach
methodological rigor and coherence of data analysis	Scale ¹⁰
Does the publication include any substantive implications or recommendations for development practice or policy?	Scale (1 to 4 from highly irrelevant to highly relevant)
Is the research relevant to the overall CGIAR's gender agenda?	Scale (1 to 4 from highly irrelevant to highly relevant)
Innovativeness; novelty	Observation: would novelty be expected, if yes what kind of novelty was observed
Quality (and appropriateness) of publication venue	Observation of low-quality or inappropriate venue relative to subject and quality of paper
Collaboration (especially co-authorship)	Observation of whether co-authorship is appropriate
Overall quality of publication (including additional criteria at evaluator discretion)	Brief narrative

Note

For peer-reviewed publications, **Quality** is defined as meeting international or national standards of rigour for study design, methodology, interpretation of results, presentation of hypotheses and conclusions from the research. **Impact** is broadly defined as the benefit, or potential benefits, from the research described for the discipline or research area.

For other types of outputs (Science/research/technical reports; substantive toolkits and guidelines) **Novelty** is described as the originality of the publication in its aims and objectives and the appropriateness of the study design. **Usefulness** can be assessed by the potential for uptake and use of the output in the context of the target reader or user of the information.

¹⁰ Scale of 4 (1=poor; 2=mediocre; 3=good; 4=excellent)

Annex D: Aggregate Results of the Survey to CGIAR Gender Research Coordinators

Online survey conducted from 14 to 30 November 2016, 12 respondents.

Response Scale, 1= not at all or strongly disagree to 5=extremely or strongly agree

1. Understanding and standards of 'gender expertise'

Please state the extent to which you agree or disagree with the statements below.

	Overall average
There is a common understanding of gender expertise in the CGIAR.	2.50
There is a common understanding of gender expertise in the CRP(s) you are working on.	3.17

2. Recruitment of Gender Expertise

For each question below, please indicate the extent to which each are true

	Overall average
To what extent are you as GRC routinely involved in hiring of all gender staff in the CRP you work on?	2.60
To what extent does CGIAR give specific guidance to managers on evaluating gender expertise in recruitment?	2.20
To what extent are you asked to participate in recruitment panels for, or evaluate gender expertise or awareness of, non gender specialist staff?	2.56
To what extent has your CRP experienced difficulties in recruiting or retaining staff with gender expertise?	3.55

3. 'Gender Research Coordinator' role

	Overall average
To what extent is your role as GRC clearly defined?	3.17
Do you have formalized terms of reference or a job description for your role as GRC?	1.58
To what extent have you had support from your manager to help you be effective in your role as GRC?	3.17
Have you had any training or professional support to be effective specifically in your role as GRC (e.g., mentor)?	1.83
To what extent have there been aspects of your role that have been challenging to fulfill?	3.67

Answer	INTERNAL %	EXTERNAL %
Directly employed by a CG Center	87.50%	25.00%
Working as a Consultant to CG Center	0.00%	75.00%
Other	12.50%	0.00%

Answer	INTERNAL %	EXTERNAL %
Part-time	37.50%	50.00%
Full-time	62.50%	50.00%

What are your main responsibilities as GRC?

#	Answer	INTERNAL %	EXTERNAL %
1	Mobilizing resources for gender research	87.50%	50.00%
4	Developing partnerships for gender research	87.50%	50.00%
5	Designing gender research	87.50%	75.00%
6	Implementing gender research	87.50%	50.00%
7	Managing others to do gender research	75.00%	75.00%
8	Coordinating teams of gender specialists within and across Centers	75.00%	0.00%
9	Advising others on mainstreaming gender in their research and programs	100.00%	75.00%
10	Developing partnerships to ensure women as well as men benefit from CGIAR research	87.50%	25.00%
11	Capacity building of colleagues on gender issues in research	100.00%	75.00%
12	Capacity building of partners on gender issues in research	87.50%	50.00%
13	Publishing and disseminating gender research	100.00%	75.00%
14	Monitoring and reporting on the outcomes of gender research	100.00%	75.00%
3	Other	37.50%	25.00%
	Total	100%	100%

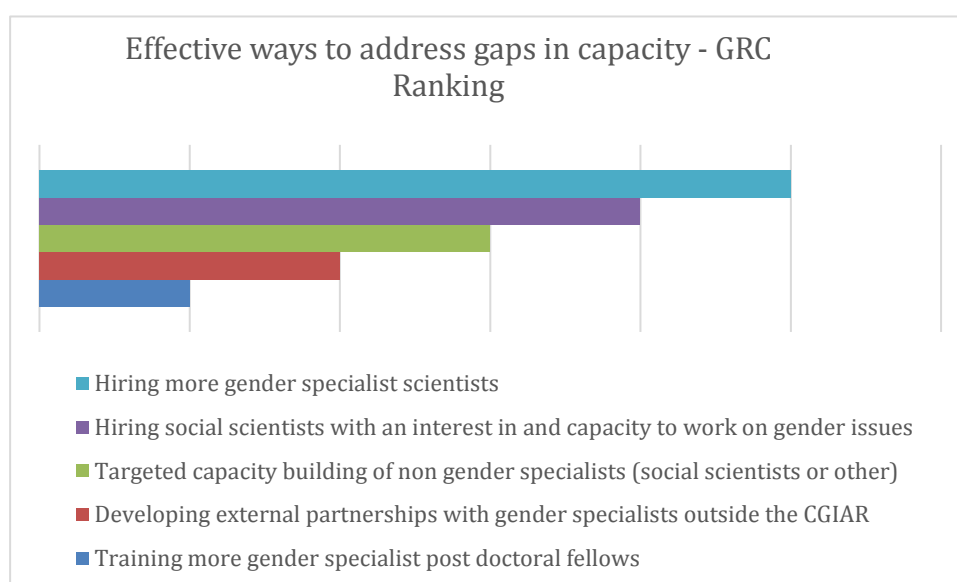
4. Perceptions of gender expertise

	Overall average
To what extent do you feel that your role as a gender specialist affects the degree to which your professional opinions are listened to and acted on by colleagues and managers?	3.80
Please rate the extent to which you feel that your role as a gender specialist has a positive or negative impact on the professional opinions of your colleagues and managers.	3.71
How do you feel your role as a gender specialist affects your professional development opportunities and career prospects in the CGIAR?	3.82
To what extent do you feel that the CGIAR is an exciting place for gender specialists to conduct research?	3.83

5. Extent of gender expertise in CRP

	Overall average
To what extent is the current mix of skills and disciplinary background of gender expertise adequate for the research needs of the CRP?	2.92
To what extent do you feel there is currently sufficient capacity in your CRP to support effective gender mainstreaming?	3.00
To what extent do you feel there is currently sufficient capacity in your CRP to conduct gender specific research?	2.83

In your opinion, what would be the most effective ways to address these gaps in capacity?



	Overall average
Based on your knowledge of the sector, to what extent do you anticipate challenges in recruiting new gender expertise for your CRP?	3.33

Looking forward to new CRPs, do you anticipate 'new' areas of gender expertise that will be needed?

Answer	INTERNAL %	EXTERNAL %
Yes	62.50%	25.00%
No	37.50%	75.00%
Total	100%	100%

Examples of "new areas" cited by GRCs:

- 'Youth' expertise will be needed. This is a separate matter than is being grouped with gender, but different people specialize in youth engagement and should be brought on board if we have specific 'youth' deliverables and IDOs to fulfil.
- Mentoring and supporting Post-doctoral Fellows
- Intersectionality - to be able to understand gender in relation to other social categories
- more gender integration capacity is needed, gender/social scientists able to work on interdisciplinary teams with non-gender scientists
- Much more needs to be done on developing conceptual frameworks and theoretical understanding as they pertain to the work being done within the CG. Issues of empowerment and the like need to be unpacked to understand where they fit within the CGIAR. Gender is the first concept of the CG that actually engages with, that has a personal and very clear cultural judgement attached to it. The CG usually works in an 'objective' world of productivity increase. To move forward we need more support/thinking on what does that mean for women, and what women want.

Annex E: List of people interviewed

Name		Affiliation/Organization	Title/position
Sonia	Akter		Former Gender Research Coordinator GRISP
Hasantoha	Adnan	Consultant to CIFOR	Agfor
Afiavi Rita	Agboh-Noameshie	GRISP	Head of AfricaRice Gender Task Force
Sonia	Akter	GRISP	Former GRC, GRISP
Gaia	Allison	DFID	Manages DFID's "Knowledge for forestry partnership (IUCN, CIFOR, PROFOR)
Jacqui	Ashby	CGIAR	Senior Gender Adviser
Bimbika	Basnett	CIFOR	FTA GIT team
Bas	Bouman	IRRI/GRISP	Director of GRISP
Karen	Brooks	PIM /IFPRI	Director of PIM
Andrew	Clayton	DFID	Senior SDA Climate and Agriculture
Carol	Colfer	Consultant (CIFOR)	Gender box, ACM guide, general
Bethany	Davies	CIFOR	FTA PMU M&E
Cheryl	Doss	Advisor	PIM
Marlene	Elias	Bioversity	FTA GIT team
Claude	Fauquet	CGIAR Consultant	Division of Plant Sciences
Sujata	Ganguly	IRRI	Gender Specialist
Dan	Gilligan	IFPRI	Deputy Division Director, Poverty, Health and Nutrition Division
Geoff	Hawtin	CIAT	Chair of Board of Trustees
Mark	Holderness	GFAR	Executive Director
Anne-Marie	Izac	Former Chief Science Officer CO	
Susan	Kabiling	CIFOR	FTA PMU Budget officer/Deputy Finance, manages FTA finance
Eldad	Karamura	Bioversity	Senior Scientist
Enoch	Kilkulwe	Bioversity	RTB-ENDURE sub-project coordinator
Pascal	Kosuth	Independent Scientific Committee, GRISP/RICE.	Director of Agropolis
Pa	Kusuma	OWT	Agfor partner
Ann	Larson	CIFOR	REDD+ and used ACM guide
Chandra	Madramootoo	BoT Chair ICRISAT	Served on Consortium Board
Maggie	Maggie Gill	ISPC	Chair
Christopher	Martius	CIFOR	Leader of FTA flagship 4
Milla	Mclachlan	Consultant	CGIAR-IEA, RTB Evaluation
Ruth	Meinzen-Dick	PIM /IFPRI	Senior Research Fellow
Samarendu	Mohanty	IRRI	Head of Social Science Division
Netsayi	Mudedge	RTB	Gender in RTB Research

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Valerie	Mueller	IFPRI	co-leader of the Development Strategy and Governance Division's research
Elok	Mulyoutami	ICRAF	Gender expert, AgFor
Sughanda	Munshi	IRRI	Gender Specialist
Robert	Mwanga	CIP	Sweetpotato breeder
Esther	Mwangi	CIFOR	GS work, REDD+, use of ACM guide Nairobi (CIFOR hub)
Robert	Nasi	CIFOR	FTA Director
Swati	Nayak	IRRI	Specialist – Agricultural Research & Development
Diego	Naziri	CIP	Scientist
Ibu	Novanty Dunnga	UNHASS	Agfor partner
Kephas	Nowakunda	National Agricultural Research Laboratories (NARL)	Senior Research Officer
Pablo	Pacheco	CIFOR	Leader of FTA flagship 5
Ana Maria	Paez	ICRAF	FTA GIT team
Eija	Pehu	Independent	Formerly WB focal point for CGIAR
Yvonne	Pinto	Worldfish	Director of the Agricultural Learning and Impacts
Gordon	Prain	CIP	Senior Scientist
Ranjitha	Puskur	IRRI	GRiSP Gender Research Coordinator
Agnes	Quisumbing	IFPRI	Senior Research Fellow
Anne	Rietveld	Bioversity	RTB Gender Focal point
Frank	Rijsberman	CGIAR	Former CEO Consortium
James	Roshetko	ICRAF	AgFor team leader
Sheetal	Sharma	IRRI	Scientist- Soil Science and Nutrient Management
Fergus	Sinclair	ICRAF	Leader of FTA flagship 1
US	Singh	IRRI India	Country Rep
Rebecca	Smart & 3 colleagues	Canada (FC)	
Jimmy	Smith	ILRI	Director General
Laura	Snook	Bioversity	Leader of FTA flagship 2
Graham	Thiele	CIP/RTB	RTB Director
Carmen	Thönnissen	SDC	Was on FC and is for SDC the Program Manager Regional Program Southern Africa
Ann	Tutwiler	Bioversity	Director General
Jennifer	Twyman,	CIAT	CIAT Gender Research Leader/ Social Scientist
Bhawana	Upadhyay	CIP	RTB Gender Research Coordinator
Bhawana	Upadhyay	RTB/CGIAR	RTB Gender Research Coordinator
Piet	van Asten	IITA	System agronomist
Meine	van Noordwijk	ICRAF	Leader of FTA flagship 3
Hope	Webber	IRRI	Senior Scientist Monitoring and Evaluation Specialist, GRiSP
Atiek	Widayati	ICRAF	Researcher - Landscape and spatial analysis, Agfor
Vicki	Wilde	BMGF	Directed both AWARD and G&D