

26 July 2017



To: Independent Evaluation Arrangement ("IEA")
From: System Management Board ("Board")

Management response to the IEA Evaluation of Gender in Research

A. Commentary

1. The Board appreciates the efforts by the IEA and the Evaluation team to assess the progress of the CGIAR's approach and arrangements to address gender in research at the end of the first phase of CGIAR programs (approximately 2012 to 2016).
2. In developing this management response, the System Management Office on behalf of the System Management Board invited comments on the draft final report from CRPs, Platforms, and Centers. Comments received have been taken into account.
3. Given that the recommendations are targeted at various levels and entities of the CGIAR System and with respect to the recent governance transition, the recommendations have been considered in two categories
 - A. Recommendations directed to the System Organization including those requiring actions by the System Management Board, System Management Office, Centers, CRPs and the CGIAR Collaborative Platform for Gender Research.
 - B. Recommendations directed to other entities, in this case the System Council.
4. Among the recommendations that fall to the Board itself to implement or guide, the Board is planning to prioritize the firm establishment of collaborative linkages between the gender in research communities and the process for developing a results-based management system (Performance Management System) as this will allow activities, outputs, and outcomes to be tracked and documented including those targeted at gender. To achieve this requires good integration of gender in the templates, indicators and systems that are key elements of the results-based management system. The Board will ensure that this collaboration is taking place to result in an optimally engendered system.

B. Responses and Action Plan

Category A: Recommendations under the mandate of the System Management Board, including those directed at the Board, the System Management Office, CRPs, Centers, and the CGIAR Collaborative Platform for Gender Research

*Note: A= Accountability and R= Responsibility for actions

Evaluation Recommendation	Response by System Management Board	Action(s) to be taken	A/R*	Timing	Funding implications
Recommendation 2a. To concretize the overarching vision on gender, the <u>System Management Board</u> should develop and adopt a time bound Policy on Gender in CGIAR Research which sets out expectations and shared commitments of both Centers and CRPs.	Accepted	2a. The Board to task the relevant group to draft a Policy on gender research in collaboration with various entities across the System.	A: Board R: To be determined by Board	Q3-4 2017 Policy to come to Board by Q2 2018.	No funding implications necessarily for developing policy- but policy elements may have funding implications.
Recommendation 2b. The <u>System Management Board</u> to appoint a 'Gender in Research Champion'	Accepted	2b. The Board to identify a gender in research champion on the Board.	A/R: Board	From 1 July start of new Board.	No funding implications
Recommendation 2c. The development of the Gender in CGIAR Research policy by a small Task Force.	Partially accepted <i>Explanation: The Board will decide on the appropriate process and grouping to undertake the development of the Policy.</i>	See Recommendation 2a	--	---	---
Recommendation 3. The <u>System Management Board</u> give consideration to maintaining or strengthening the capacity of system level bodies – notably: a) <u>System Management Office</u> ensure that any planned position on performance management has experience/expertise relevant to monitoring performance on gender in research,	Accepted	3a. The System Management Office will include relevant expertise in monitoring of gender research as criteria in staffing for M&E.	A: Board R: System Management Office	Q2-3 2017	---

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b) <u>System Management Board</u> should ensure that gender becomes a key element of resource mobilization strategy		3b. The Working Group on Resource Mobilization to include gender as a key element of the strategy it is developing for the Board.	R: Working Group on Resource Mobilization	Q3-4 2017	
<p>Recommendation 4. The CGIAR System should maintain its current target of 10 percent for CRP spending on gender as a minimum requirement, while supporting CRPs to use this funding strategically and effectively. Specifically:</p> <p>a) <u>System Management Board</u> should continue to require submission of separate section on gender in PoWB as a condition for approval of funds.</p> <p>b) <u>System Management Office</u> working closely with the CGIAR Collaborative Platform for Gender Research should revise the existing gender budgeting guidelines to ensure funds are effectively prioritized within CRPs, while encouraging CRPs to protect W1/W2 spending on core levels of specialist gender expertise.</p>	Accepted	4. The Board to endorse retention of the 10% budget target for gender research, and recommend adoption of the DAC methodology for classifying work and accounting for spending.	A: Board R: System Management Office	In tandem with (a) policy development and (b) development of new POWB and AR reporting templates	Maintaining a minimum of 10% of funding for gender per CRP has resource allocation consequences.
<p>Recommendation 5. <u>CRPs</u> should refresh and refocus their gender strategies and/or future work plans (as relevant) to maximize effectiveness and ensure alignment with priorities in the Gender in CGIAR Research Policy (see recommendation 2) taking account of the different comparative advantages of groups of CRPs.</p>	Accepted	5.1 The CRPs to refresh and refocus their gender strategies upon design of a new phase of implementation, and at mid-term review of implementation.	R: CRPs	In line with Policy development - by Q2 2018	Funding implications dependent on CRP strategies

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<p>Recommendation 6: <u>CRPs</u> should protect minimum core capacities in specialist gender expertise, while further exploring innovative ways of sharing resources and bringing in gender expertise, by:</p> <p>a) All CRPs should protect a core specialist capacity of 1 FTE senior gender researcher (incorporating the GRC role) complemented by a cadre of at least 3 FTE gender scientist support staff across Centers, using ongoing W1/2 funding to ensure continuity;</p> <p>b) CRP gender teams should support and advise flagship and project leads to ensure that all donor funding proposals include adequate consideration of their gender research needs and build in resourcing plans accordingly;</p> <p>c) clusters of CRPs should explore options for seconding or jointly ‘buying in’ additional senior specialist gender research capacity from within the system or from external partners, to support work on common research priorities;</p> <p>d) CRPs and the Gender Platform should give priority to recruitment of gender post-doctoral fellows trained by the CGIAR system to longer term positions.</p>	<p>Accepted with clarifications</p> <p>(i) With reference to (c) - how the CRPs access the capacity to deliver is within the purview of CRP management as long as they do so within the provisions of the policy.</p> <p>(ii) With reference to (d)- it is the Centers, not the programs/platform, that do hiring.</p>	<p>6. <u>CRPs</u> will support and utilize core capacities in specialist gender expertise:</p> <p>a) All CRPs will express demand for the expertise of at least 1 FTE senior gender researcher (incorporating the GRC role) complemented by a cadre of at least 3 FTE scientists with expertise in gender research from within CGIAR;</p> <p>b) CRP gender teams will support and advise flagship and project leads to ensure that all proposals include appropriate consideration of gender and build in resourcing plans accordingly;</p> <p>d) CGIAR gender post-doctoral fellows to be strongly encouraged and supported to apply for open and advertised positions.</p>	<p>a) R: CRPs</p> <p>b) R: CRP gender teams</p> <p>d) R: Centers</p>	Ongoing	<p>a) CRP budgeting</p> <p>b) Resourcing for adequate consideration of gender</p> <p>d) No funding implications</p>
<p>Recommendation 7. <u>CGIAR</u> should strengthen institutional mechanisms to enhance gender capacity and expertise at system, Center and CRP level. Specific actions:</p>	<p>Accepted <i>Note: There is no SGA in the current structure</i></p>	<p>7a. The competency framework is best developed and used by collective action of the Centers; the Board will recommend that it be</p>	<p>A: Board R: Centers</p>	As part of Policy formulation process	Possible future funding implications

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<p>a) <u>at system level</u>: CGIAR should develop a competency framework on gender for different roles, drawing on the work of the Senior Gender Advisor (SGA), the Network and selected CRPs to define competencies. These could then be used in recruitment and performance development and also as a framework for future initiatives for building gender capacity;</p> <p>b) Centers and CRPs should strengthen institutional mechanisms for mainstreaming gender in research by: revising and formalizing the scope of the GRC role; institutionalizing integrated gender teams across Centers and/or flagships; incentivizing interdisciplinary working; ensuring that the TOR of Independent Scientific Committees and Center Boards provide for relevant gender capacity to be represented to ensure the effectiveness of their advisory and oversight roles.</p>		<p>developed through collaboration between research specialists and human resource personnel.</p> <p>7b. <u>The Centers and CRPs</u> will share and consider roles and approaches of various institutional mechanisms towards strengthening mainstreaming of gender in research.</p>	R: Centers and CRPs	By end of 2017	No funding implications
<p>Recommendation 8a. Centers (and CRPs where possible) should invest selectively, and - where appropriate – jointly, in both targeted capacity building of gender specialists in specific technical areas, and capacity building of other scientists to effectively integrate gender into research design. Specifically: a) CRPs and/or Centers can jointly resource capacity building - whether through ‘buying in’ tailored training in gender capacities from external providers or contracting institutional capacity building through partnerships, for economies of scale;</p>	<p>Partially accepted <i>Explanation: The CGIAR Collaborative Platform for Gender Research has a mandate to promote cross-program interchange of knowledge and expertise, so CRPs should try to avoid duplicating this effort with their own training activities.</i></p>	8a. CRPs and Centers to decide on investment in capacity building	R: Centers and CRPs	Ongoing	Investment by Centers and CRPs

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<p>Recommendation 8b. Specifically: b) the Gender Platform can play a limited, enabling role in supporting Center/CRP gender capacity development</p>	Accepted	8b. The CGIAR Collaborative Platform on Gender Research will play a role through knowledge sharing and trying to highlight best practice as part of building capacity. It is not expected, however, to substitute for post-graduate training in gender analysis.	R: Gender Platform	Ongoing	Investment by Gender Platform
<p>Recommendation 9. The <u>System Management Board</u> should request inputs and proposals from the Gender Collaborative Platform to effectively engender the new PMS, working closely with the monitoring, evaluation and learning community of practice (MELCOP) and to develop common standards on gender reporting across CRPs. Specifically, the <u>Gender Platform</u> should:</p> <p>a) convene a working group to consolidate best practice from current systems for monitoring integration of gender in research across CRP portfolios to support adoption of similar systems across all CRPs, and to ensure that these systems both inform and link effectively to the wider PMS under development including MARLO; b) advise on system-wide indicators for gender IDO/sub-IDOs at different levels, and on sex disaggregated indicators for other system IDOS and SLOs.</p>	<p>Partially Accepted <i>Explanation: The CGIAR Collaborative Platform for Gender Research can, within its mandate, gather and share good practice on categorizing gender research to conform to the new reporting templates. The Platform can also coordinate comments from gender researchers on indicators, so no separate working group is required.</i></p>	9.The Board to ask the System Management Office to adopt the DAC methodology for gender classification and accounting and include this in the new results based management framework and guidance.	A: Board R: System management Office	Ongoing through the development of the RBM	No financial implications
<p>Recommendation 10. <u>CRPs</u> should individually and jointly invest in improving and institutionalizing systems for monitoring outputs, as well as effectiveness and outcomes of gender research.</p>	Accepted	10. Reporting on monitoring of gender outputs will be included in the templates for POWB and AR, incorporating	A: Board R: CRPs	In line with timings for POWB and AR	CRP Investment in effective systems

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		the methodology of the DAC. Monitoring of outcomes will be on a selective basis and part of the framework for impact assessment.			
<p>Recommendation 11. The Collaborative Gender Research Platform (<u>Gender Platform</u>) should harness the energy of the gender network, while placing greater emphasis going forward on: supporting common research priorities; on joint assessment of gender research effectiveness and outcomes/impacts; fostering interdisciplinary dialogue and collaboration between gender and other researchers through communities of practice; supporting systematized and well supported roll out of existing tools and methods.</p>	Accepted	11. The CGIAR Collaborative Platform on Gender Research has initiated work on common priorities selected by CRP Directors and DDG's R. The Platform is also an instrument for sharing good practice and sharing knowledge of tools and methods.	R: Gender Platform	Ongoing	Gender Platform budget

Category B: Recommendations directed at the System Council

Evaluation Recommendation	Comments from System Management Board
<p>Recommendation 1: <u>System Council</u> adopt an overarching, high-level CGIAR Vision Statement on Gender Equity, covering both gender in research and gender at the workplace.</p> <p>To action this recommendation, the Evaluation also recommends that the System Council appoint a 'Gender Champion' from among its members, to lead the development of the vision statement, drawing on input from other relevant bodies and Council members, and to ensure, ongoing, that gender issues in research and at the workplace are kept on the Council's agenda.</p>	Supported