

26 July 2017



To: Independent Evaluation Arrangement (“IEA”)

From: System Management Board (“Board”)

Management response to the IEA Evaluation of Gender at the workplace

A. Commentary

1. The Board recognizes the importance of gender in the workplace, and the need for dedicated activities in this area, to ensure that *“CGIAR and its Centers are gender diverse, equitable, and inclusive workplaces that can attract top talent from around the world and harness benefits of diversity to enhance organizational performance and delivery of its mission”* (Evaluation ToR).
2. The Board therefore welcomes the IEA’s Evaluation of Gender at the Workplace which it believes provides some useful insights and recommendations. While the evaluation was aimed primarily at gender, the Board is happy to see Recommendation 2 which calls for the updating of the 2015 Diversity and Inclusion Strategy, as gender is considered one important component amongst others in a wider effort to recognize and address diversity and inclusion needs to strengthen the work environment across CGIAR.
3. The Board notes the effort undertaken in the evaluation to cross reference a wide variety of perspectives, particularly with Centers, and feels that a fuller picture may have been gained by a more extensive approach to gathering inputs from Center leadership.
4. Particularly in the context of the new governance system of CGIAR, the Board agrees with the evaluation report’s suggestion that Center leadership should have primary responsibility to follow-up on many of the recommended activities and as such bases its proposed action points on supporting the ability of Centers to deliver on key goals.
5. In developing the action plan as part of this management response the Board has applied the guiding principle of the CGIAR System Framework (article 12) which states: *“The principle of subsidiarity should guide policies and implementation, and overreach must be avoided. The Centers should be responsible for system functions that can be more efficiently and effectively executed by them and by CGIAR research programs and for the use of funds provided to them. Center Boards have legal, governance and fiduciary responsibilities of their own, and these must be fully recognized and respected”*.
6. Given that the recommendations are targeted at various levels and entities of the CGIAR System, and with respect to the recent governance transition, the Board has responded to those recommendations within its mandate (Category A includes Recommendations 2,3a,3b,3c,3e,6) in terms of ‘levels of acceptance’ while commenting on those recommendations directed at other entities (Category B- Center includes Recommendations 3d,4,5,7,8,9 and C- Council includes Recommendations 1, 3e).

B. Responses and Action Plan

Category A: Recommendations under the mandate of the System Management Board

Evaluation Recommendation	Management Response by Board	Action(s) to be taken Board	A: Accountability R: Responsibility	Timing	Funding implications
<p>Recommendation 2. To concretize the high-level vision statement, the <u>System Management Board</u> should require that the 2015 CGIAR Diversity and Inclusion Strategy be revised in light of the findings and recommendations of the 2016 IEA Evaluation and the changes in the organization and governance structure of the CGIAR System.</p>	Accepted	2.The Board to ask Center leadership to provide mandate to the HR CoP for coordinating the necessary updating of the 2015 Diversity and Inclusion Strategy to be presented to the Board for its review and adoption.	A: System Management Board R: Centers	Updated strategy for Board consideration in Q2 2018	No additional funding implications-but a recognition of Center investment in the HR CoP.
<p>Recommendation 3a. CGIAR needs to put in (a) a “Gender “Champion” on the <u>System Management Board</u></p>	Accepted	3a.The Board to identify a gender champion.	A/R: System Management Board	Q4 2017	No funding implications
<p>Recommendation 3b. <u>CGIAR</u> needs to put in place (b) a Task Force, supported by a consultant, to revise and update the 2015 CGIAR Diversity and Inclusion Strategy;</p>	<p>Not accepted <i>Explanation:</i> The Board feels that the updating of the 2015 Diversity and Inclusion Strategy should be driven and coordinated by the HR CoP.</p>	3b.The Board to ask Center leadership to provide a mandate to the HR CoP to update the 2016 Diversity and Inclusion Strategy to present to the System Management Board.	R: Center leadership, HR CoP	Updated strategy for Board consideration in Q2 2018	No additional funding implications-but a recognition of Center investment in the HR CoP.

Evaluation Recommendation	Management Response by Board	Action(s) to be taken Board	A: Accountability R: Responsibility	Timing	Funding implications
<p>Recommendation 3c. CGIAR needs to put in place (c) the hiring of a Gender at the Workplace Senior Advisor to provide expert advice and support to the System Management Board and individual Centers;</p>	<p>Not accepted <i>Explanation:</i> The Board feels that given there is capacity within the System, enhanced through the available collective efforts of the Centers in the HR CoP, it can draw on these for expert advice as well as through the identified Gender Champion on the Board. Additional expertise may be acquired when needed.</p>	<p>--</p>	<p>--</p>	<p>--</p>	<p>--</p>
<p>Recommendation 6. The <u>System Management Board</u> should require reporting every two years from the Centers on progress against the key performance indicators defined in the Gender and Diversity Policy and the System-level Gender at the Workplace Strategy as well as a compilation of innovative experiences or lessons learned in advancing gender diversity.</p>	<p>Accepted <i>Noting that each Center Board is responsible and accountable for setting policy and monitoring progress of their Center in this area but recognizing the already commendable efforts of the HR CoP in trying to collectively report on KPIs.</i></p>	<p>6. The Board to recommend to the Centers that the HR CoP take the lead on coordination of collective system level monitoring and reporting on progress, building on Centers' own monitoring and reporting (refer Rec 9c).</p>	<p>A: Board R: Centers via the HR CoP</p>	<p>KPIs developed as part of updated Strategy by Q2 2018-reporting every 2 years onwards</p>	<p>No additional funding implications-but a recognition of Center investment in the HR CoP.</p>

Category B: Recommendations directed to the Centers

Evaluation Recommendation	Comments from System Management Board
<p>Recommendation 3d. CGIAR needs to put in place (d) the reestablishment of the Gender at Work Focal Points in the Centers to assist their Senior Administration move their strategy forward;</p>	<p>Partially supported <i>Explanation: It is up to Centers to decide on Gender in the Work Focal Points, considering that the HR CoP may offer the opportunity for a collective source of information and guidance for Centers to draw on.</i></p>
<p>Recommendation 4. A new Diversity, Equity, and Inclusion Community of Practice should be established to enable members, drawn from both the <u>Center</u> and System levels, to stay current with the field, share knowledge and best practices, collectively maintain a web-based resource and communication hub.</p>	<p>Not supported <i>Explanation: Given that the existing HR CoP is already active in this area, the Board feels that this be further supported by the Centers to strengthen its mandate, and possibly membership, to provide valuable knowledge and best practices.</i></p>
<p>Recommendation 5. A comprehensive System-wide Training Program for working with diversity and implicit bias should be developed and customized for CGIAR.</p>	<p>Not Supported <i>Explanation: A collective effort amongst Centers to identify needs and how to meet those needs through their own awareness and training programs may be more feasible and beneficial.</i></p>
<p>Recommendation 7. All <u>Centers</u> should develop a compelling case outlining the benefits of gender diversity for their organizational performance in terms of its mission, strategic goals, workplace efficacy, and impact within one year of the approval of the System-level Vision Statement and Strategy (Recommendation 1 and 2). Centers should complement the case with a clear strategy with key performance indicators.</p>	<p>Supported</p>
<p>Recommendation 8. <u>Centers</u> should move beyond policies to take a more proactive and systematic approach to strengthening diversity and inclusion at the levels of practice and behavior. Particular emphasis should be given to proactive mobilization of female candidates in recruitment, particularly at the leadership and scientist levels.</p>	<p>Supported</p>

Evaluation Recommendation	Comments from System Management Board
<p>Recommendation 9. Centers should prioritize building inclusive workplaces by (a) ensuring that Senior Leaders and Managers communicate systematically and regularly their commitment to fostering gender diversity and inclusion, (b) taking critical steps to strengthen inclusion, and (c) assessing progress every two years to determine whether they are closing the gap between men’s and women’s experiences of inclusion in the Centers. The findings and resulting action items should be shared with the Center Board.</p>	<p>Supported</p>

Category C: Recommendations directed to the **System Council**

Evaluation Recommendation	Comments from System Management Board
<p>Recommendation 1. The System Council adopt an overarching, high-level CGIAR Vision Statement on Gender Equity, covering both gender in research and gender at the workplace, in order to: a) enshrine the system’s commitment to gender equity and b) provide an overall accountability framework on Gender. 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>	<p>Supported</p>
<p>Recommendation 3e. CGIAR needs to put in place the organizational infrastructure, processes and mechanisms and resources to advance gender diversity, equity, and inclusion, including: (e) the allocation of Windows 1 and 2 funding to support this organizational infrastructure for its first year of operations.</p>	<p>Not supported <i>Explanation:</i> <i>The System Management Board instead supports that the necessary activities can be successfully carried out across the Centers rather than through the central positions proposed to be funded by this allocation.</i></p>