



CIMMYT Gender Institutional Monitoring Report 2019

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INTRODUCTION

This report is based on an institutional gender monitoring database created by the International Maize and Wheat Improvement Center (CIMMYT) Gender Unit, which was compiled by Marion Buettner until March of 2020 when her contract expired. By the end of 2020 and beginning of 2021 this database was interpreted by a new CIMMYT gender expert, Angela Meentzen, PhD, who was also responsible for the elaboration of this report. Several parts of this report, especially the survey database and the description of the methods in the monitoring process are based on drafts by Marion Buettner, while other parts of this report, such as Checklist 5 and data interpretation are entirely the responsibility of Angela Meentzen, who produced them in her home office in Berlin, Germany¹. Thus, they include an external perspective on the results of this monitoring process, which is included in the chapter on recommendations.

The special conditions created by the COVID-19 pandemic in 2020 and 2021 have limited the access to more detailed information to refine the analysis of this monitoring process, including individual answers to parts of the surveys and to information about specific research projects as well as further details about procedures related to relatively new institutional policies.

The number of responses by CIMMYT staff to the survey in 2019 was rather limited with a lot less responses received than expected. Therefore, the results of this monitoring process may not be entirely representative of the research projects and staff opinions at CIMMYT at that time. However, when we compare the results of the gender monitoring process for 2019 with the gender audits for the CGIAR Research Programs on Maize (MAIZE) and Wheat (WHEAT) of 2013 and reviews of CIMMYT's gender integration of previous years, they are relevant and can and should be considered as important tools for institutional improvements towards greater gender equality at CIMMYT in the future.

Why is gender integration so important for CIMMYT and CGIAR in agricultural research and at the workplace?

As part of CGIAR, CIMMYT is committed to contributing to 10 out of the 17 Sustainable Development Goals (SDGs), one of them being SDG 5: achieving gender equality and the empowerment of women and girls (CIMMYT Strategic Plan 2017-2022). Gender equality is not only a development goal in its own right, but also contributes to the achievement of other goals, such as achieving food and nutrition security and poverty alleviation. Several international studies have recently found that the SDGs can only be achieved when sufficient data is accessible to measure the state of gender equality and empowerment of women in general, as well as in specific areas such as access to natural resources and land, and to decision making processes in agricultural production. Unfortunately, at an international level, up to now only about 10% of all agricultural research includes gender equality issues (CERES, 2020). CGIAR and CIMMYT can make an important difference when it comes to the availability of sex-disaggregated data in agriculture as an important tool to achieve the SDGs.

Agricultural research for development (R4D) not only generates important data, it can also contribute to improving gender equality in agricultural production and rural livelihoods. More research projects could

¹ Unfortunately, a peer review of this report with Marion Buettner was no longer possible. Many thanks to Marcelo Ortiz for the Layout and to Alison Doodey for editing this report.

include respective targets oriented not only towards changing attitudes and cultural practices, but also towards generating the necessary institutional frameworks as well as public policies to facilitate favorable structural changes towards more gender equality in rural contexts and in agri-food systems. The new CGIAR 2030 Research and Innovation Strategy is even more ambitious and includes “Gender Transformative Approaches (GTA), communication and advocacy that lead to the empowerment of women and youth, address sociopolitical barriers to social inclusion in food, land and water systems” (p. 21).

Studies about gender mainstreaming in academia, such as Gender Equality in Academia and Research (GEAR) by the European Institute for Gender Equality (EIGE, 2016b) or Miller, Eagly and Linn (2014) have found that institutional change is needed because it benefits not just the organization as a whole, but society more generally. However, inequalities in research institutions tend to be (re-)produced in various ways, among them social values which lead to gender bias and/or discrimination. Women and men tend to concentrate in certain scientific fields, with women more likely to be found in fields like the social sciences and humanities and men in engineering or technology. Top hierarchical positions are also more frequently occupied by men. Research and teaching often seem to disregard important gender dimensions in their approach, content, and analysis. The result is that the viewpoints, experiences, unconscious or implicit gender bias based on prior experience and individuals’ own personal deep-seated thought patterns, assumptions or interpretations are problematic when it comes to assessing and evaluating people because it impedes an objective and fair judgement. Science is generally associated with men. As shown in a study covering 66 countries worldwide (Miller, Eagly and Linn, 2014), there are strong relationships between women’s representation in science and national gender-science stereotypes, meaning that men tend to be more associated with science than women. Much research is still gender-blind or gender-biased (EIGE 2016 b, p. 10).

Several important donors including the Australian Centre for International Agricultural Research (ACIAR), U.S. Agency for International Development (USAID), Bill and Melinda Gates Foundation (BMGF), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)/Federal Ministry for Economic Cooperation and Development (BMZ) and the Canadian International Development Agency (CIDA) increasingly attach value to and require the meaningful integration of gender into research projects and highlight its relevance in their policies or guidelines for funding projects. Failing to fulfill these requirements and not integrating gender appropriately or “losing” it during project implementation puts CIMMYT at risk of losing future research funding opportunities and failing to fulfill its full potential for high quality research.

At the workplace level, gender equality and a gender-sensitive institutional culture improve the wellbeing of staff in general, as well as the productivity and the quality of the institutional outputs. Since highly technical fields such as agricultural research tend to be still male oriented professional fields, a strong institutional effort is necessary to improve gender balance in staff and gender equality in the institutional culture.

For this review, we examined project documentation (i.e. proposals, grant agreements, budgets, technical reports, etc.) of projects implemented in 2017 with regard to gender-relevant content, such as gender equality goals, objectives, outcomes or outputs, the collection and analysis of sex-disaggregated data, or the existence of and adherence to a gender strategy. The results of previous documents were compared to the results of this 2019 institutional gender monitoring report and are included in the presentation of the results and recommendations of this report.

I. ABOUT THE CIMMYT GENDER INSTITUTIONAL MONITORING SYSTEM (GIMS)

The **Gender Institutional Monitoring System (GIMS)** is a multi-dimensional monitoring and learning tool for assessing the level of gender integration in CIMMYT's research and workplace realms. It measures progress in CIMMYT's efforts to fulfill CIMMYT's own and CGIAR standards of gender equality and donors' requirements.

The **objective of GIMS is to provide a management tool for methodical, coherent, and multi-dimensional monitoring of the level of gender integration at CIMMYT**, which includes both the research portfolio and the workplace, and which facilitates systematic measuring of progress against set standards, and timely identification of strengths and areas in need of improvement. Furthermore, as a management tool, **GIMS can contribute to accountability towards gender equality across the institution**, as well as to meeting reporting needs. The purpose of the system is to determine the level of gender-integration in CIMMYT's research portfolio and to detect related changes over time. Gender integration portfolio reviews were undertaken in 2012, 2014, 2016 and 2018 and, together with this 2019 report, show the development of the research portfolio over the last seven years.

Based on current literature on gender mainstreaming, gender monitoring and originally the use of score cards which have been turned in this case into traffic lights, the GIMS was developed in consultation with CIMMYT colleagues from Human Resources (HR), Finance and Communications, as well as with program managers. It is tailored to the specific nature and organization of CIMMYT, and measures gender integration from various perspectives: institutional frameworks and procedures, actual and current practices, staff awareness and perceptions related to gender integration.

The GIMS is meant to be implemented at regular intervals. Each application of the GIMS provides a snapshot of the level of gender integration across CIMMYT. The first application to 2019 was supposed to provide a baseline against which future applications can be compared. The results of each application would inform management and reporting, including institutional strategies and actions whether to support improvements or showcase and consolidate good practices in gender integration. This baseline is still valid but may not be maintained in its current form. Since 2019, the One CGIAR process has advanced and put more emphasis on gender equality than before. It has introduced new instruments and requirements for institutional gender monitoring processes, which need to be considered by all CGIAR members in the future. Several findings from the 2019 monitoring process also suggest some modifications of specific procedures and questions for surveys and checklists for future institutional gender monitoring of CIMMYT. These findings will be presented in the recommendations of this report and may be applied to the next institutional gender monitoring process in 2022.

Background and justification

CIMMYT is firmly committed to gender equality and social inclusion in R4D, including in the workplace. This commitment is enshrined in several high-level documents:

- The [CGIAR Gender Strategy](#) was adopted in 2011 and emphasizes the requirement for monitoring of and reporting on gender considerations in research as well as in the workplace.
- The [CGIAR Strategy and Results Framework 2016-2030](#) states the CGIAR’s commitment “to closing the gender gap by equitable access to resources, information and power in the agri-food system” (p. 6), specifying that “[r]esearch conducted by CGIAR and its partners must be gender-sensitive and promote gender equity” (p.22).
- The [CIMMYT Strategic Plan 2017-2022](#) emphasizes the contribution of CIMMYT’s research to more equitable access for men and women to knowledge, technology, training and markets (p. 6), and underlines goal-oriented inclusion and targeting of women and other marginalized groups (p. 19). Both CIMMYT’s Strategic Plan and the wider CGIAR SRF Framework explicitly align with the SDGs, including **SDG 5 on gender equality and women’s empowerment**.
- The [MAIZE and WHEAT Gender Strategies](#) signal the importance of monitoring and learning related to gender integration at staff, project, and program level.
- [CIMMYT’s Gender and Diversity Policy](#) and related procedures further underscore the organization’s strong commitment to gender equality in both research and workplace, by expounding basic gender equality principles and goals for CIMMYT, which are set and monitored annually by the director general (DG).

All the above strategies, frameworks and commitments call for regular and systematic monitoring of gender integration. Relatedly, the 2016/2017 Independent Evaluation Arrangement’s (IEA) [Evaluation of Gender in CGIAR Research](#) pointed out the need to strengthen monitoring of gender integration in MAIZE and WHEAT. The GIMS addresses this in a systematic, methodical and multi-dimensional way.

Elements of the GIMS

The GIMS consists of three main components (Figure 1):

- 1) Five checklist instruments
- 2) A Gender Integration Survey
- 3) Institutional scorecard/traffic lights to visualize different levels of gender integration

The first two components generate data which feed into the third. However, due to limitations in the accessible data it was not possible to precisely quantify the results for an institutional score card. For this reason, we prefer to use a simple traffic light system to present the results of the analysis of the first two datasets, collected via the checklists and the Gender Integration Survey. The traffic lights are not as precise as a score, but they clearly indicate where special efforts to improve gender equality at CIMMYT are needed from now on.

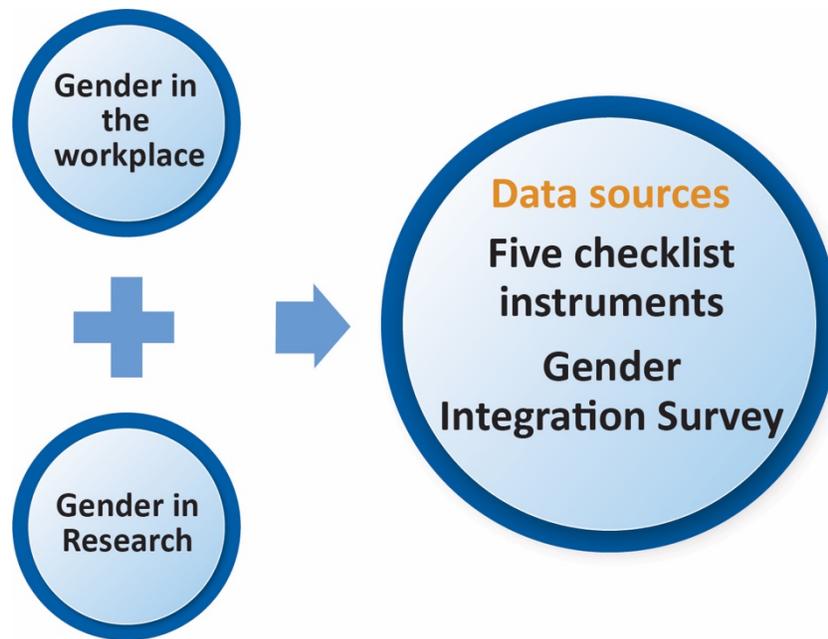


Figure 1: Schematic illustration of the GIMS

Data sources for the GIMS

The five checklist instruments

The checklist instruments addressed five key areas for gender integration in CIMMYT:

1. CIMMYT research portfolio: The leaders of projects of a total grant equaling or exceeding \$1 million, completed a project checklist (excel, 12 questions) regarding gender integration into the project, e.g., gender outputs, gender targets, gender budget or gender expertise in the project. The project-level checklists were collected, and the information aggregated at research program level and CIMMYT portfolio level.
2. Human Resources: The checklist for HR was filled in by a HR-representative. Data collected with this instrument refer to HR frameworks (policies, procedures, etc.) and current practices, e.g., regarding hiring and promoting, gender-related discrimination or gender-relevant training and capacity building.
3. Communications: The checklist for Communications was filled in by a representative of the Corporate Communications Unit. It asks for communications products referring to gender-responsive research, such as stories published on cimmyt.org, social media posts and for gender equality statements made by leadership.
4. Finance: This checklist was filled in by a representative of the Finance Unit. It asks on an organizational level for budgets and spending on gender-related activities.
5. Gender mainstreaming documents: This checklist was filled in by the gender mainstreaming/monitoring specialist. It checks for CIMMYT-documents which support gender mainstreaming into research.

The Gender Integration Survey

The Gender Integration Survey was sent to CIMMYT staff (research and non-research) in all regions, starting with job level five, using Formstack. It captures staff's awareness, perceptions on organizational culture and current practices regarding gender integration in CIMMYT. Questions cover both realms: gender in research (e.g., consideration of gender analysis in projects, familiarity with frameworks, gender capacity building) and gender in workplace issues (e.g., staffing, familiarity with gender frameworks). The survey considers staff's different positions and functions in CIMMYT, hence not all questions were applied to all eligible staff. The Gender Integration Survey collects quantitative data (ratings, yes-/no-questions) and additionally provides the possibility to comment on the individual questions.

The institutional gender traffic lights

The data from the checklist instruments and the Gender Integration Survey feed into the institutional gender traffic light, which refers to the two main sections:

1. Gender in research.
2. Gender in the workplace.

These two sections provide information on **several relevant indicator dimensions**. Data from at least two data collection sources feed into every indicator dimension. This approach provides a multi-perspective view on the dimensions.

Figures 2 and 3 provide overviews of the organization of the two sections of the institutional traffic light, their respective indicator dimensions, and related gender specific data sources.

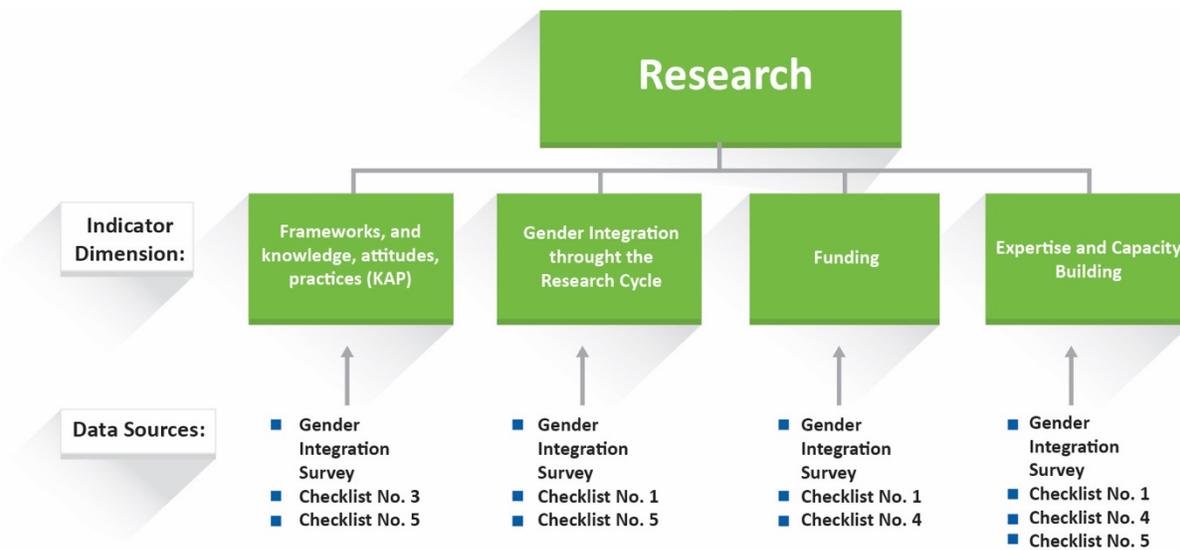


Figure 2: Institutional scorecard section on gender in research

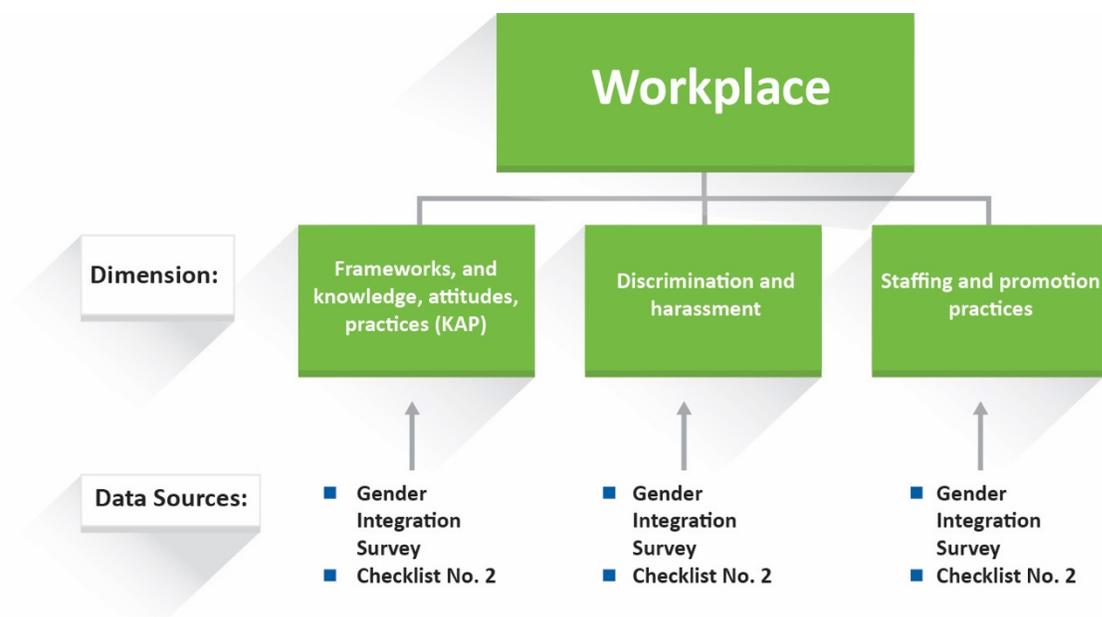


Figure 3: Institutional scorecard section on gender in the workplace

Scoring

The score for each indicator dimension is based on the average scores of the set of sub-indicators for each dimension. Individual sub-indicators are graded as “Achieves Requirements” (green light), “Approaches Requirements” (yellow light) or “Insufficient” (red light). Over 75% of projects received a green light, 50-75% received a yellow light while less than 50% received a red light.

Frequency

The area checklist instruments were filled in by area representatives for 2019 and were designed to be filled in on an annual basis. As attitudinal and institutional culture change happens at a slower pace, the Gender Integration Survey should be applied every two or three years.

Looking ahead

The GIMS is an evolving system, which allows for further development and refinement as lessons from the first iterations are harvested and the One CGIAR process advances. Adjustments could be made, for example, in the size of projects included in the research portfolio checklist, or in the questions or topics included in the Gender Integration Survey, which could be more specific to have more significant impact. Similarly, targets for gender integration, whether in research or workplace, can be adjusted, as capacity improves, and institutional frameworks and practices consolidated.

II. RESULTS OF THE CHECKLISTS

1. GENDER IN THE CIMMYT RESEARCH PORTFOLIO

The leaders of all 46 projects with a total grant equaling or exceeding \$1 million for an undefined period, completed a project checklist (excel-file, 12 questions), regarding different dimensions of gender integration into their project, in terms of gender outputs, gender targets, gender budget or gender expertise. The project-level checklists have been collected and the information aggregated at the research program level and at the CIMMYT portfolio level. This is of course only a small percentage of all research projects of the total CIMMYT research portfolio, many of them a lot smaller than these 46 projects. Unfortunately, we are unable to specify the exact number of all other CIMMYT research projects during the same period. Therefore, we cannot establish a baseline for the total number of CIMMYT research projects that have integrated gender in 2019.

Only some of these 46 large projects reported to have integrated gender into the whole project cycle. This has to do in part with the fact that three projects were highly technical projects related to genetic innovations, which do not relate directly to people and therefore cannot integrate gender equality.

Although 35 projects reported to have collected sex-disaggregated data (76%), only 25 reported to have systematically analyzed these data (54%). While 16 projects (35%) reported that the proposal was developed with the input or guidance of a gender expert, only 15 projects (33%) had developed a gender strategy and 17 (37%) had gender targets. The same number of projects reported to have provided gender trainings to staff and partners during project implementation. A total of 17 projects also reported to have included gender in their outputs. Only 13 projects (28%) stated that they reported on gender equality outputs.

2. HUMAN RESOURCES OF CIMMYT BY GENDER

This checklist for HR was filled in by a HR-representative. Data collected with this instrument refer to HR frameworks (policies, procedures, etc.) and current practices, e.g., regarding hiring and promoting, gender-related discrimination or gender-relevant training and capacity building.

Gender-related policies in the workplace

CIMMYT has reported the following policies for gender in the workplace:

A Gender and Diversity Policy which has been in place since January 2019 with procedures to operationalize the Gender and Diversity Policy since November 2019.

A policy against sexual harassment and procedures since October 2019.

A recruitment Policy and procedures to enhance gender balance since March 2019.

The last two policies were reported and may have been available on InsideCimmyt in 2019 but could not be accessed through the Intranet when this report was elaborated in 2020/21.

Gender orientation for staff members in 2019

In 2019, seven staff members were reported to have participated in trainings about gender-sensitive workplace issues, they made up 1.7% of the female staff of CIMMYT.

In total \$16,492 was reported to have been spent on gender-related training for staff in 2019.

In the 2019 orientation, no new staff were reported to have received training in relation to gender policies, codes of conduct or other gender-related workplace policies.

Sexual discrimination or harassment cases at the workplace

One case about sexual discrimination or harassment in the workplace was reported.

Gender balance at staff levels of CIMMYT in 2019

Locally recruited staff (LRS)

Of 948 LRS staff members, 33% are female. Male and female staff have been distributed at the following position levels:

Position level	Total	Male	Female
1	4	4 = 100%	0 = 0%
2	63	39 = 62%	24 = 30%
3	145	126 = 87%	19 = 13%
4	120	96 = 80%	24 = 20%
5	168	119 = 71%	49 = 29%
6	169	90 = 52%	79 = 48%
7	120	68 = 61%	52 = 39%
8	87	44 = 50%	43 = 49%
9	45	31 = 69%	14 = 31%
10	15	10 = 67%	5 = 33%
11	12	7 = 54%	5 = 46%
Total	948	634 = 67%	314 = 33%

Among LRS, women seem to be underrepresented at all position levels. Women made up slightly more than 45 % of the workforce only at levels 6, 8 and 11. In four position levels women made up less than 30% of the workforce (levels, 1, 3, 4, 5), and in three levels women made up between 30–40% of the workforce (levels 2, 7, 9 and 10).

Internationally recruited staff (IRS):

Male and female IRS were distributed as follows:

Position level	Total	Male	Female
8	11	4 = 36%	7 = 64%
9	33	22 = 67%	11 = 33%
10	56	41 = 73%	15 = 27%
11	61	50 = 82%	11 = 18%
12	33	26 = 79%	7 = 21%
Total	194	143 = 74%	51 = 26%

Of all 194 IRS staff women made up 26%. Women were overrepresented only at the lowest position level (which is post-doc) with 64%. In the second lowest income level they made up 33%, and at all other position levels (including the highest levels 11 and 12) they made up between 18% and 21% and at an intermediate level 27%.

Female applications and new hires for LRS posts according to income levels:

Income level	New female hires	Female Applications
1	0	0
2	7 = 40%	103
3	2 = 20%	598
4	6 = 40%	201
5	7 = 50%	668
6	12 = 45%	600
7	1 = 12%	332
8	5 = 45%	514
9	1 = 100%	139
10	0	0
11	0	0

Except for LRS income levels 5 and 9, less (sometimes considerably less, for example in income levels 2 and 7) women than men were hired, although generally a large number of female applicants for each post was reported.

Female applications and new hires for IRS posts according to income levels:

Income level	New hires	Female applications
8	1 = 17 %	499
9	0	644
10	2 = 67 %	137
11	0	36
12	0	0
13	0	0
14	0	0

In the case of IRS position levels, only in level 10 does there seem to have been a special effort made to hire more women than men. In all other levels, women were considerably less hired than men, so much so that in levels 9 and 11 no women were hired at all, in spite of a large number of female applications.

LRS promotions by gender

Male staff promoted	Female staff promoted
32 = 4.2% of all male LRS	19 = 5.7% of all female LRS

IRS promotions by gender

Male staff promoted	Female staff promoted
15 = 9.2% of all male IRS	7 = 12.7% of all female IRS

There was no considerable difference between the promotions of male or female staff.

Only one social science position offered in 2019 was reported to have included a skills requirement for gender expertise or mentioned it as an additional asset or added advantage.

Number of IRS men/women per research program and per individual department

Department	Female IRS	Male IRS	Total IRS
Corporate Services Program (CSP) Finance	1 = 33%	2	3
CSP HR	2 = 67%	1	3
CSP Legal	2 = 100%	0	2
CSP Information Technologies Unit (ITU)	1 = 17%	5	6
Total CSP	6 = 43%	8	14
DG Audit	1 = 100%	0	1
DG Communications	4 = 57%	3	7
DG Office	0 = 0%	1	1
Total DG	5 = 56%	4	9
Global Maize Program (GMP)	7 = 18%	32	39
Genetic Resources Program (GRP)	8 = 38 %	13	21
Global Wheat Program (GWP)	11 = 29%	27	38
Integrated Development Program (IDP)	3 = 25%	9	12
Socioeconomics Program (SEP)	5 = 17%	24	29
Sustainable Intensification Program (SIP)	2 = 7%	26	28
Borlaug Institute for South Asia (BISA)	0 = 0%	5	5
Total	55 = 25%	163	218

Female staff made up a quarter of all IRS at CIMMYT. The DG office had the best gender balance with a little more than half of all female IRS staff.

Of the research programs, BISA had the worst gender balance with no female IRS, followed by SIP with only 7% female IRS, and GMP with 18% females IRS.

Number of LRS men/women per research program and per individual departments

Department	Female LRS	Male LRS	Total LRS
CSP	113 = 34%	215	328
DG	10 = 71%	4	14
RPP	10 = 67%	5	15
GMP	44 = 23%	146	190
GRP	21 = 30%	48	69
GWP	52 = 34%	101	153
IBP	3 = 100%	0	3
IDP	46 = 36%	81	127
SEP	11 = 44%	14	25
SIP	19 = 14%	113	132
BISA	5 = 14%	32	37
Total	334 = 31%	759	1093

Female staff made up a total of 31% of all LRS at CIMMYT, even less than the percentage of female IRS. Women were most overrepresented in the DG office with 71% female of total LRS. Like in IRS, BISA and SIP had the worst gender balance with only 14% female LRS, followed by GMP with 23% female LRS.

3. COMMUNICATION PRODUCTS ABOUT GENDER-RESPONSIVE RESEARCH AT CIMMYT

The checklist for Communications was filled in by a representative of the Corporate Communications Unit with information about communication products referring to gender-responsive research at CIMMYT, such as stories published on the external and internal website (Inside CIMMYT) of cimmyt.org, social media posts and gender equality statements made by the institutional leadership.

Since the Communications Unit does not manage the Intranet, they did not report the number of views of each of the five examples of gender notifications they published on the intranet. Most of them referred to campaigns, for example, International Women's Day in 2019.

On the CIMMYT website, 12 videos about gender issues were identified with between 86 and 1090 views each.

Only 27 stories were tagged as "gender and social inclusion". However, the Communication Unit identified about 14 more stories which could have been tagged as well. Most of them refer to interviews with successful female students who won scholarships or grants for agriculture research.

About 34% of all reported campaigns were revealed to have been related to gender. Gender-related social media posts are not registered systematically, but a revision of CIMMYT twitter hashtags between July 1, 2019 and December 18, 2019 found the following hashtags among a total of 2,097 tweets during this period:

#socialinclusion: used 57 times

#womeninag: used 11 times

#genderinag: used 62 times

Around 6% of all tweets contained hashtags on gender or social inclusion.

4. FINANCIAL RESOURCES FOR GENDER RESEARCH AT CIMMYT

The CIMMYT-guidelines, general guidelines for the ICC allocation to CRPs, flagships and estimating gender percentage for categorizing project funds for gender include the following categories:

- 100%: Projects that are fully focused on gender issues.
- 25%: all projects with a spelled-out gender strategy.
- 10%: all projects with an impact on poverty reduction (greater productivity, stress tolerance, sustainable intensification, better policies, etc.) but no explicit gender strategy. It simply assumes that these projects automatically benefit women because they suffer the most when productivity is low, and food is scarce.
- 0%: Genebank and Flagship Project 2 (FP2) type projects that work on new tools and methods but have no direct impact on gender issues, such as bioinformatics.”²

This checklist was filled in by a representative of the Finance Unit about budgeting and spending on gender-related activities of CIMMYT during 2019.

In 2019 a total of 13% of the research budget was reported to have been allocated to “indirect” gender in agriculture research of which 12% was actually spent. However, only 3% of the total budget was reported for “direct gender activities and expertise” in 2019, which is even less than in previous years (in 2016, 8% was reported).

5. GENDER MAINSTREAMING DOCUMENTS PRODUCED BY CIMMYT

The original checklist was filled in by the gender mainstreaming/monitoring specialist in 2019. However, it is now based on documents found at the end of 2020 by the new gender scientist at CIMMYT. It checks for CIMMYT-documents, which support gender mainstreaming into the workplace and into research. An impressive amount and quality of gender guides and instruments for gender in agricultural research as well as for gender research was found. However, these are not always easy to find for researchers outside of the gender unit, because they have been dispersed all over different parts of the internal and external websites of CIMMYT.

Among the gender mainstreaming documents available are institutional gender policies, reviews about gender in agriculture research in the past, guides for researchers about how to integrate gender into research project cycles, how to work with farmers regarding gender aspects, instruments about how to apply gender in field work for training and research, about how to produce and analyze gender disaggregated data and how to focus gender relevant analysis of project outcomes. Since not all of these instruments are currently easy to find for colleagues at CIMMYT we include a list of them in this report. We hope that with the new IT System, all of these documents will be easier to find in the future.

The following documents are available on CIMMYT websites:

² The *General Guidelines for the ICC allocation to CRPs, Flagships and estimating gender percentage* can be accessed on the PMU-site of Inside-CIMMYT:

<http://inside.cimmyt.org/projectmanagementunit/Shared%20Documents/General%20Guidelines%20for%20CRP,%20Flagships%20and%20Gender%20allocation-2016.pdf>

Gender policy and strategy documents

CIMMYT Gender and Diversity Policy in Research and the Workplace, Policy number: HR-POL-05-2018

CIMMYT Gender in Research, Procedure number: DDG-PRO-05-2019

CIMMYT Gender Strategy for MAIZE, 2015

CIMMYT Gender Strategy for Wheat, 2015

Gender in the workplace policy and strategy documents:

Gender at Workplace, Procedure number: HR-PRO-23-2019

Policy against sexual harassment and procedures since October 2019

Recruitment Policy and procedures to enhance gender balance since March 2019

HR IRS Manual, July 2020

Instruments for gender in research projects

Gender in Project Design Tool: how your research can help both women and men and get funding for your project

PMU Gender Checklist

PMU Quick Guide for Gender Mainstreaming in Research Projects

CIMMYT Project Cycle and Flowchart

Key gender concepts and definitions (ILRI 2012 Strategy and Plan of Action to Mainstream Gender in ILRI)

CIMMYT/KIT tool Integrating gender in Research for Development: How you interpret the term can shape project achievements

“Feed the Future Tip sheets” for gender training for agricultural extension services

These include eight instruments about:

1. Effective training for integrating gender into agricultural extension services.
2. Content relevance for women and men trainees.
3. Gender training methodologies.
4. Creating an enabling environment for women in agricultural extension services.
5. How to reach women through agricultural extension services.
6. Getting great facilitators for gender trainings.
7. Refreshment of gender trainings.

Gender in Maize Seed Development Training materials

These include six instruments about:

1. Gender budgeting,
2. gender responsive demonstration plots,

3. gender dynamics in seed systems,
4. gender-responsive maize seed promotion,
5. gender mainstreaming in seed companies,
6. women in maize seed business.

Other resources for integrating gender into the research project cycle

Resources generated by the GENNOVATE Project

CIMMYT together with CGIAR has produced 19 resources for scientists based on qualitative gender case studies by the Gennovate project, including:

1. Promoting gender in wheat and maize research in Nepal.
2. Embedding gender into conservation agriculture for development in sub-Saharan Africa.
3. Enhancing gender in farmer technical training events.
4. Entry points for gender equality in agricultural and environmental innovation.
5. Feminist science and epistemologies in agricultural research.
6. Fostering collaboration across CGIAR research projects and platforms.
7. Gender and innovations in maize based systems.
8. Gender and innovations in wheat based systems.
9. The Gennovate methodology for qualitative gender research in agriculture.
10. Gender in agricultural mechanization.
11. Engaging men in gender equitable practices.
12. Gender in climate smart agriculture for development in Asia.
13. Ladder of Life instrument for qualitative data collection.
14. Ladder of Power and Freedom instrument for qualitative data collection.
15. Supporting women, poor and indigenous people in Bangladesh.
16. Negotiating gender norms in research for rural development in Rwanda.
17. Strengthening women in wheat farming in India.
18. Gender responsive banana research in East Africa.
19. Using vignettes to explore gender in household food security and nutrition.

CIMMYT photobooks for gender training materials

These include:

1. Familias Milperas de Yucatan
2. Women working with Maize in Mexico.

Materials produced by other gender projects of CIMMYT

Gender and communications, CIMMYT Writers Meeting, 2014

SIMLESA Project:

1. Promoting Gender and Youth, Research Findings and Policy Implications
2. Gender Analysis of Maize and Legume Value Chains in Mozambique

3. Gender Analysis of Maize and Legume Value Chains in Tanzania
4. Rural Youth in Mozambique

CIMMYT and BMZ Germany

1. Gender Mainstreaming in Ethiopian Agriculture Sector
2. Gender Norms and Agency in the Afghanistan Agriculture Sector
3. Gender Norms and Agency in the Ethiopian Agriculture Sector
4. Gender Norms and Agency in the Pakistan Agriculture Sector
5. Gender Transformative Methodologies in the Ethiopian Agriculture Sector
6. What works for Gender Norms Change? 2018 CIMMYT Ethiopia

CIMMYT has not yet elaborated a gender capacity strengthening plan. However, the two procedures on gender in research and gender at the workplace include sections on which gender-related training needs to be attended by which position/function, referring to the modules of the Gender Capacity Strengthening Program. CIMMYT also needs to provide these trainings and the opportunity to attend them.

III. RESULTS OF THE GENDER INTEGRATION STAFF FEEDBACK SURVEY

BACKGROUND

The Gender Integration Staff Feedback Survey was sent out to a total of 835 CIMMYT staff, including 290 women and 545 men. The objective was to capture staff opinions and perceptions about the gender integration process at CIMMYT in 2019 and to compare them with the results of the analysis of the institutional checklists, which were presented in the previous chapter of this report.

The survey was administered via Formstack and sent out via email to level 5 staff and higher, due to a decision out of the hands of the administrator. In the beginning, the survey was designed to be sent to all staff of the institution and answer options were adapted accordingly, taking into consideration that some staff would not be knowledgeable about certain research issues. One reminder was sent, and the deadline extended. To maintain strict anonymity of the responses, a regional focus (Latin America, Africa, Asia and Global) was considered more appropriate than the exact location of each participant.

Response rate

Only 180 voluntary responses were received, resulting in a response rate of 22%, composed as follows:

Table 1: Total response rate disaggregated by gender job type and job category

	Total	Gender			Job type		Job category	
		Women	Men	Did not want to disclose	LRS	IRS	Research	Non-research
Eligible N	835	290	545	835	619	216		
No. of responses	180	82	97	1	107	73	80	100
Response rate	22%	28%	18%	0%	17%	34%		

Women had a higher response rate (28%) than men (18%), which could indicate that for women gender equality is a more important topic than for men, and a higher percentage of IRS staff answered (34%) than of LRS staff (17%). A low response rate could imply that either the survey did not reach enough CIMMYT staff, or a low awareness of staff about gender issues. It could also imply a possible lack of comprehension about the relevance of an institutional gender monitoring process at CIMMYT for each staff member, for the quality of the workplace and of research, as well as for the institutional culture and for the One CGIAR process.

For the different job categories (“Research” and “Management, Administration, Services” – the latter is labeled in this report as “Non-research”), eligible N could not be determined, because information is based on self-declaration in the survey. Because eligible N could not be determined, response rate could not be calculated for this category.

Table 2: Response rate by program

	GMP	GRP	GWP	IDP	SEP	SIP	Others
Eligible N	96	69	101	113	45	133	278
No. of responses	17	11	20	31	17	35	49
Response rate	18%	16%	20%	27%	38%	26%	18%

The response rate of the individual (research/service) programs ranges between 16% (GRP) and 38% (SEP). Higher response rates in IDP, SEP and SIP may indicate higher interest in the topic, which could be influenced by a greater proximity to end-users of these programs.

RESULTS OF THE GENDER INTEGRATION STAFF FEEDBACK SURVEY

The first part of the results is based on the total of the 180 survey responses received, which will be considered as 100% in this part. The second part of the results is based on the total of 80 responses received from researchers, which will be considered as 100% in the second part.

When looking at the following percentages it is important to take into consideration that -- even in the first part -- these results are based on less than a third of all female staff above income level 5, and just under one sixth of all male staff above income level 5. A large part of the survey was composed of statements instead of questions, and the answers were designed to capture a favorable or unfavorable opinion about each statement. To better understand the results of the survey, these statements have been rephrased here as questions without changing the formulation of each statement. The first eight questions focus on gender in the workplace, which were analyzed based on all responses received by researchers and non-researchers. The last eight questions focus on gender in research and the results presented in this report are based only on the responses of researchers.

Part I Gender in the workplace at CIMMYT

Question 1: Are you aware of the following gender rules and instruments of CIMMYT?

This question referred to awareness about a set of four specific CIMMYT gender rules and instruments: the Gender and Diversity Policy, the MAIZE and WHEAT Gender Strategies, the Gender in Research Design Tool, and the Gender in Research Design Checklist (which is based on the Gender in Research Design Tool).

Table 3: Awareness of specific CIMMYT gender documents, by basic characteristics

	Total		Gender				Job category				Job type			
			Women		Men		LRS		IRS		Research		Non-research	
Policy	126	70.0%	53	64.6%	73	75.3%	69	64.5%	57	78.1%	51	63.8%	75	75.0%
Strategies	76	42.2%	34	41.5%	42	43.3%	30	28.0%	46	63.0%	39	48.8%	37	37.0%
Tool	53	29.4%	21	25.6%	32	33.0%	17	15.9%	36	49.3%	29	36.3%	24	24.0%
Checklist	59	32.8%	25	30.5%	34	35.1%	17	15.9%	42	57.5%	32	40.0%	27	27.0%

For all four documents, men declared themselves more aware than women, and IRS more aware than LRS. In the case of CIMMYT’s Gender and Diversity Policy, non-research staff awareness was reported to be much higher than research staff awareness. In general, the highest level of awareness was reported for CIMMYT’s gender policy (between 65–75% of female and male staff respectively), followed by the MAIZE and WHEAT gender strategies (between 41-44% of women and men respectively, and among researchers up to 48.8%). The Gender in Design Research Tool and checklist seem to be a lot less well known (40% of researchers were aware of them and between 30-35% of women and men respectively.) These results seem to indicate greater room for improvement at CIMMYT to raise awareness among its staff to and apply its gender rules and instruments in the workplace and even more so in research.

Question 2: Are gender-related workplace issues taken seriously by men and women?

Table 4: The percentage of gender related workplace issues taken seriously by men and women, by basic characteristics

	Women		Men		LRS		IRS		Research		Non-research	
Strongly agree	8	9.8%	21	21.6%	20	18.7%	9	12.3%	18	22.5%	11	11%
Agree	37	45.1%	48	49.5%	53	49.5%	32	43.8%	34	42.5%	51	51%
Disagree	32	39%	26	26.8%	31	29%	28	38.4%	26	32.5%	33	33%
Strongly disagree	5	6.1%	2	2.1%	3	2.8%	4	5.5%	2	2.5%	5	5%
Total	82	100%	97	100%	107	100%	73	100%	80	100%	100	100%

When asked if gender-related workplace issues are taken seriously by men and women, 54% of women agreed or strongly agreed compared to 71% of men. Among researchers, 65% agreed, but only 56% of IRS staff agreed. Among LRS staff, 68% agreed as well as 62% of non-researchers. Close to one third of all categories disagreed, however only around 5% or less strongly disagreed.

These results seem to indicate room for improvement for CIMMYT to integrate gender equality in the workplace, especially from a female perspective.

Question 3: Is it as easy for women as for men to establish personal and professional networks at CIMMYT?

Table 5: Establishment of personal and professional networks at CIMMYT by women compared to men, by basic characteristics

	Women		Men		LRS		IRS		Research		Non-research	
Strongly agree	7	8.5%	24	24.7%	23	21.5%	8	11%	18	22.5%	13	13%
Agree	39	47.6%	49	50.5%	57	53.3%	32	43.8%	30	37.5%	59	59%
Disagree	29	35.4%	22	22.7%	24	22.4%	27	37%	26	32.5%	25	25%
Strongly disagree	7	8.5%	2	2.1%	3	2.8%	6	8.2%	6	7.5%	3	3%
Total	82	100%	97	100%	107	100%	73	100%	80	100%	100	100%

When asked if it was as easy for women to establish personal and professional networks at CIMMYT as men, 56% of women agreed vs. 75% of men. This indicates that women seem to feel that they are more affected by gender imbalance than men when it comes to establishing networks at CIMMYT. There appears to be a clear difference in perception by women compared to men. Strikingly, nearly half of all women perceived more difficulties for women compared to men. This difference was more highly perceived by researchers than by non-researchers (60% of researchers vs. 72% of non-researchers agreed) and was more highly perceived by IRS than by LRS (75% of LRS vs. 55% of IRS agreed). It is interesting, that a quarter of all men also perceived a difference for women compared to men. It seems fair to say, that this result reflects that the institutional culture at CIMMYT is perceived as relatively male.

Question 4: Does CIMMYT encourage gender-sensitive behavior?

Table 6: Encouragement of gender-sensitive behavior

	Women		Men		LRS		IRS		Research		Non-research	
Strongly agree	7	8.5%	30	30.9%	25	23.4%	12	16.4%	22	27.5%	15	15%
Agree	50	61%	55	56.7%	63	58.9%	43	58.9%	44	55%	62	62%
Disagree	21	25.6%	12	12.4%	18	16.8%	15	20.5%	12	15%	21	21%
Strongly disagree	4	4.9%	0	0%	1	0.9%	3	4.1%	2	2.5%	2	2%
Total	82	100%	97	100%	107	100%	73	100%	80	100%	100	100%

Most women (70%) as well as most men (88%), agreed or strongly agreed that CIMMYT encourages gender-sensitive behavior. A total of 30% of women disagreed that CIMMYT encourages gender-sensitive behavior, vs. only 12% of men. Apparently, most participants in the survey were aware that CIMMYT encourages gender-sensitive behavior, however one third

of all women felt that there could be stronger encouragement. More non-researchers (23%) than researchers (18%) were among those who disagreed.

Question 5: Is there a good balance of women and men in different types and levels of positions?

Table 7: Gender balance in staff composition

	Women		Men		LRS		IRS		Research		Non-research	
Strongly agree	7	8.5%	14	14.4%	14	13.1%	7	9.6%	12	15%	9	9%
Agree	40	48.8%	40	41.2%	54	50.5%	27	37%	34	42.5%	47	47%
Disagree	28	34.1%	35	36.1%	32	29.9%	31	42.5%	27	33.8%	36	36%
Strongly disagree	7	8.5%	8	8.2%	7	6.5%	8	11%	7	8.8%	8	8%
Total	82	100%	97	100%	107	100%	73	100%	80	100%	100	100%

Although more than half of all female (57%) and male (56%) staff agreed or strongly agreed, a considerable proportion of all staff disagreed: 43% of women and 44% of men disagreed or strongly disagreed with the statement that there is a good gender balance at all levels and positions at CIMMYT. At the IRS level more than half of all staff (54%) disagreed or strongly disagreed. Among non-researchers, 44% disagreed or strongly disagreed compared to 42% of researchers. This seems to confirm the perception that gender balance among staff needs to be improved.

Question 6: Are people chosen for jobs based on competencies, regardless of sex or gender identity?

Table 8: Hiring practices regardless of sex or gender identity

	Women		Men		LRS		IRS		Research		Non-research	
Strongly agree	1	18.3%	2	21.6%	24	22.4%	2	16.4%	8	22.5%	18	18%
Agree	4	52.4%	5	56.7%	53	49.5%	5	61.6%	1	51.3%	57	57%
Disagree	1	15.9%	7	7.2%	10	9.3%	8	11%	9	11.3%	9	9%
Strongly disagree	3	3.7%	5	5.2%	8	7.5%	3	4.1%	5	6.3%	6	6.0%
Do not know	8	9.8%	9	9.3%	12	11.2%	5	6.8%	7	8.8%	10	10%
Total	8	100%	9	100%	7	100%	3	100%	0	100%	0	100%

Nearly 10% reported that they did not know the answer to this question. A total of 71% of all women and 78% of all men agreed or strongly agreed that hiring practices do not take gender into account. Among IRS staff, 78% agreed vs. 72% of LRS staff. Although slightly more LRS (19%) than IRS staff (15%) disagreed, the majority seemed to feel that there was only a small gender bias in the hiring processes at CIMMYT in 2019.

Question 7: Does CIMMYT leadership actively support gender equality at the workplace?

Table 9: Leadership responsibility for gender equality at the workplace

	Women		Men		LRS		IRS		Research		Non-Research	
Strongly Agree	16	19.5%	27	27.8%	27	25.2%	1	21.9%	1	23.8%	24	24%
Agree	46	56.1%	57	58.8%	62	57.9%	4	57.5%	4	55%	60	60%
Disagree	18	22%	11	11.3%	15	14%	1	19.2%	1	18.8%	14	14%
Strongly Disagree	2	2.4%	2	2.1%	3	2.8%	4	1.4%	2	2.5%	2	2%
Total	82	100%	97	100%	107	100%	7	100%	8	100%	100	100%

The large majority agreed or strongly agreed that leadership at CIMMYT actively supports gender equality at the workplace (76 women vs. 87 % men agreed, among researchers 79% agreed and among non-researchers 84% agreed or strongly agreed). However, a quarter of all women and 20% of researchers disagreed or strongly disagreed. This seems to indicate that differences between specific leaderships are perceived and that in some cases more support is needed for gender equality in the workplace at CIMMYT.

Question 8: Is the integration of gender considerations into research the exclusive responsibility of the Gender and Social Inclusion Research Unit at CIMMYT?

Table 10: Responsibility for the integration of gender into research, by basic characteristics

	Total		Women		Men		LRS		IRS		Research		Non-research	
Strongly agree	16	8.9%	3	3.7%	13	13.4%	11	10.3%	5	6.8%	8	10%	8	8%
Agree	42	23.3%	1	17.1%	28	28.9%	33	30.8%	9	12.3%	4	17.5%	28	28%
Disagree	77	42.8%	4	56.1%	30	30.9%	50	46.7%	2	37.0%	3	37.5%	47	47%
Strongly disagree	45	25.0%	1	23.2%	26	26.8%	13	12.1%	3	3.8%	2	35.0%	17	17%
Total	180	100%	8	100%	97	100%	107	100%	7	100%	8	100%	100	100%

When asked if the integration of gender considerations into research the responsibility of CIMMYT's Gender and Social Inclusion Research Unit was exclusively, 43% disagreed and another 25% strongly disagreed. In other words, 68% of all staff who voluntarily participated in the survey, seemed to understand that the gender unit cannot be made solely responsible for gender integration into research. This leaves a third of all staff who did not seem to understand that several actors and they themselves have a responsibility to integrate gender into research, not just the Gender and Social Inclusion Unit. However, one explanation for this finding is that this question was also answered by non-researchers.

Among researchers, the total of those who disagreed or strongly disagreed reached just over 72%, with 28% agreeing or strongly agreeing that only the Gender and Social Inclusion Unit is exclusively responsible for integrating gender into research. In other words, of the one fifth of all staff who responded, roughly two thirds seem to understand that several actors as well as they themselves have the responsibility to integrate gender in research. In the case of male staff, only one third of all male staff members who responded, seemed to understand, that they and others in the institution are responsible for integrating gender at CIMMYT, not just the Gender and Social Inclusion Unit.

PART II Gender in research at CIMMYT

This second part of the results of the survey is based only on researchers' answers, which comprised a total of 80 staff members who participated voluntarily in the survey:

Table 11: Composition of researchers, who participated in the survey

Women	Men	LRS	IRS	Total
26	54	31	49	80
32.5%	67.5%	38.8%	61.3%	100%

Table 12 refers to the checklist results regarding the number of proposals reported to have been presented after a gender screening process. We use this table to compare it to the researchers' perceptions, which refer only to a very small percentage of all CIMMYT research projects, as stated previously in this report.

Table 12: The number of research proposals with a gender screening process according to different CIMMYT programs

Program	No of projects/grants	Q1 - Proposal of this project was screened for gender responsiveness
Excellence in Breeding (EiB)	1	1
GMP	14	8
GRP	3	1
GWP	7	3
IDP	5	1
SEP	7	3
SIP	9	4
Total	46	21

Question 9: Is a clear process followed for assessing the gender relevance of each research proposal and – if applicable – assure its gender-responsiveness?

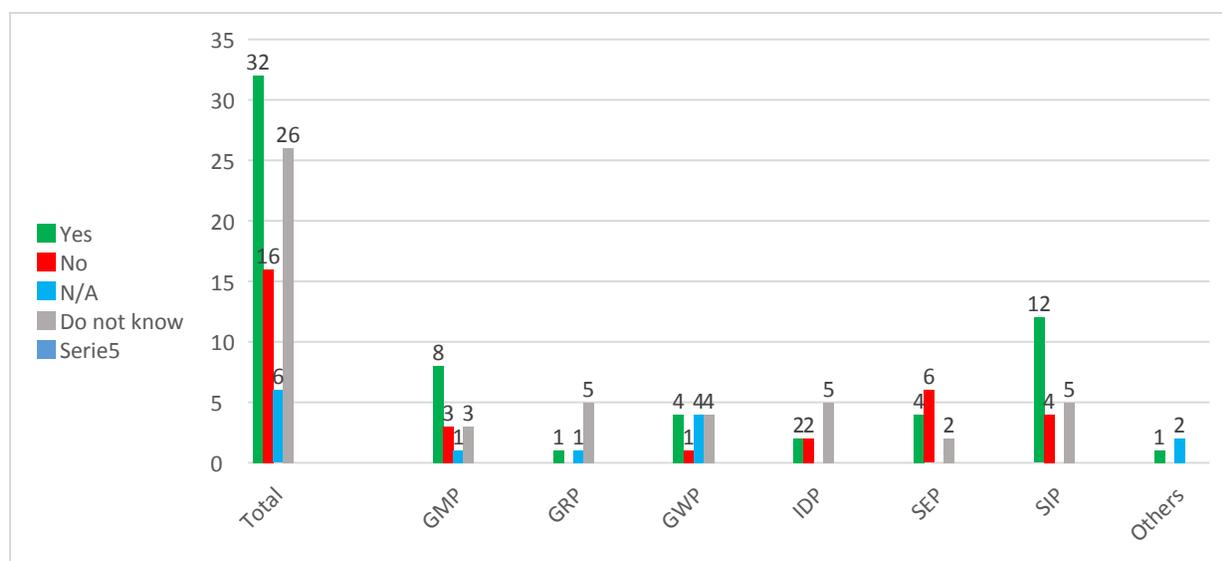


Figure 4: Research project proposal gender screening process according to different CIMMYT programs

Only 32 of 80 researchers (40%) reported to have followed a clear gender screening process. Sixteen researchers (20%) reported not to have followed a gender screening at all, while 7.5% did not answer the question at all, and 32% declared that they did not know. SIP and GMP made up the largest number of positive answers (25%) followed by GWP and SEP (10%). SEP followed by SIP and GMP made up the largest number of negative answers (16%).

Question 10: Is gender analysis in research projects considered relevant by staff and partners?

Table 13: Relevance of gender analysis in research projects for staff and partners

	Total		Sex			
			Women		Men	
Strongly agree	8	10%	2	7%	6	11%
Agree	43	53%	11	42.3%	32	59%
Disagree	18	22%	9	34.6%	9	16.8%
Strongly disagree	4	5%	1	3%	3	5.8%
Do not know	7	10%	3	13.9%	4	7.4%
Total	80	100%	26	100%	54	100%

When asked if gender analysis in research projects was considered relevant by staff and partners, 63% of all researchers agreed or strongly agreed. Among male researchers, 70% agreed or strongly agreed. However, less than half of all female researchers (49%) agreed, and among them only 7% strongly agreed. A total of close to 14% of female researchers reported that they did not know the answer to this question (compared to only 7.4% of male researchers) and nearly 38% of them disagreed or strongly

disagreed. This result seems to confirm the impression that only a small part of this narrow selection of CIMMYT research projects includes gender and considerable improvement is needed.

Question 11: Does the project, where I have most of my time allocated, consistently collect, analyze, and report on sex-disaggregated data and gender equality outcomes?

Table 14: Consistent collection, analysis and reporting on sex-disaggregated data and gender equality outcome

	Total		Sex			
			Women		Men	
To a very great extent	9	14,3%	3	14,2%	6	14,3
To a great extent	16	25,0%	4	19,4%	12	28,5
To a moderate extent	23	36,5%	6	28,6%	17	40,4%
To a small extent	11	17,5%	6	28,6%	5	11,9%
Not at all	4	7,9%	2	9,5%	2	4,7%
Total	63	100%	21	100%	42	100 %

When asked if the project in which most of their time was allocated consistently collected, analyzed, and reported on sex-disaggregated data and gender equality outcomes, 39% of all researchers responded to a very great or to a great extent., among them, 33,6% of all female researchers and 42,8 % of all male researchers, who responded to this question. A total of 54% of researchers responded only to a small or moderate extent; most of them, 36,5%, to a moderate extent. A total of 57,2% of all female researchers and 52,3% of all male researchers responded to a small or moderate extent. Only 7,0 responded that gender was not included at all, while 9,5% of female and 4,7% of male researchers responded that they did not know and 4% did not respond at all to this question.

In summary, only about 40% of all researchers responded favorably to this question and 54% did not have a positive answer to this question. Most of the researchers responded that gender data and reporting about gender issues were only collected and analyzed to a small or moderate extent in their research projects. This seems to indicate significant room for improvement.

The answers varied between project planning, implementation, monitoring and evaluation, which is not a good sign, because gender integration should be the same in all three project phases.

Project planning with gender analysis is reported to have been applied to a great or very great extent by 36.2% of all researchers and by a few more, by 38.7%, to a small or moderate extent. In total, 74.9 % responded favorably about the planning process.

Project implementation is reported to have included gender analysis to a great or very great extent by 31.2% of the researchers. However, most of them (45%) reported only to a small or moderate extent. In total, 76.2% responded favorably, a few more than in the planning process.

Project Monitoring and evaluation is reported to have included gender analysis to a great or very great extent by 38.7% of all researchers, but again most of them, 42.5 % responded to a small or moderate extent. The largest number (81.2%) responded favorably in this case, which is several percent higher than in the planning and implementation phase.

Apparently, researchers perceive more gender consideration during monitoring and evaluation than during planning and implementation. The perception about gender integration is especially more critical during project implementation. However, during the planning phase there is less perception about gender integration into research. Nearly 25% of female researchers and nearly 20% of male researchers reported that they either did not know if gender was integrated during project planning or did not answer the question at all. In the case of project implementation this percentage was a little lower (23% of female researchers vs. 11% of male researchers) and in case of project monitoring and evaluation 23% of female researchers and 15% of male researchers either answered that they did not know or did not answer the question at all.

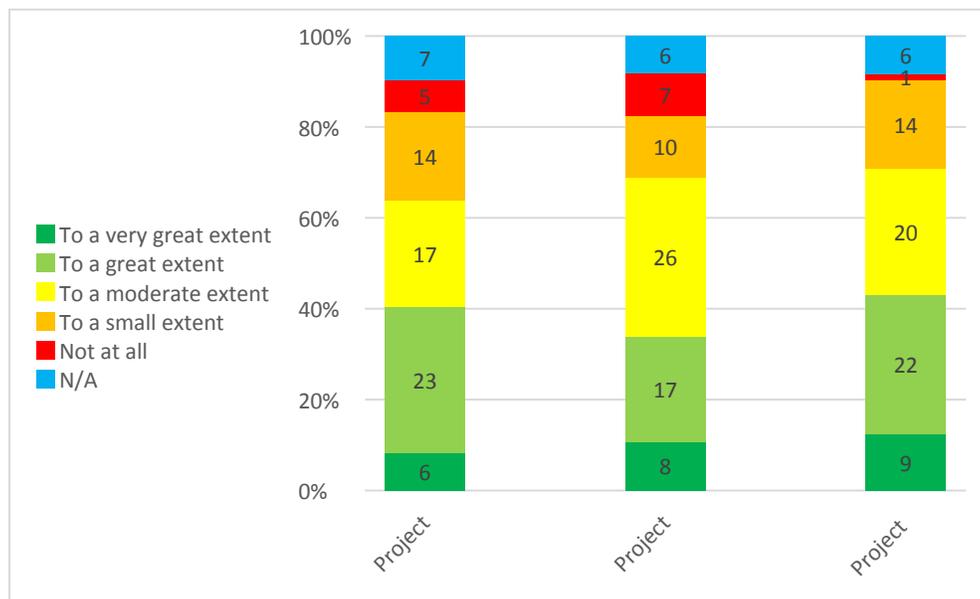


Figure 6: Consideration of the integration of gender analysis throughout the project cycle according to different CIMMYT programs

In general, only a few researchers seemed to perceive no gender integration at all, although a few more women than men felt that there was no gender integration at all (between 0–7.4% of all male researchers compared to between 3.8–11% of all female researchers).

No survey question included the final research report phase, which do not always seem to reflect the complete gender results explicitly despite gender results of the whole research process.

Question 13: Is at least one person with specific gender expertise and skills included throughout the project cycle in the project where I have the most of my time allocated?

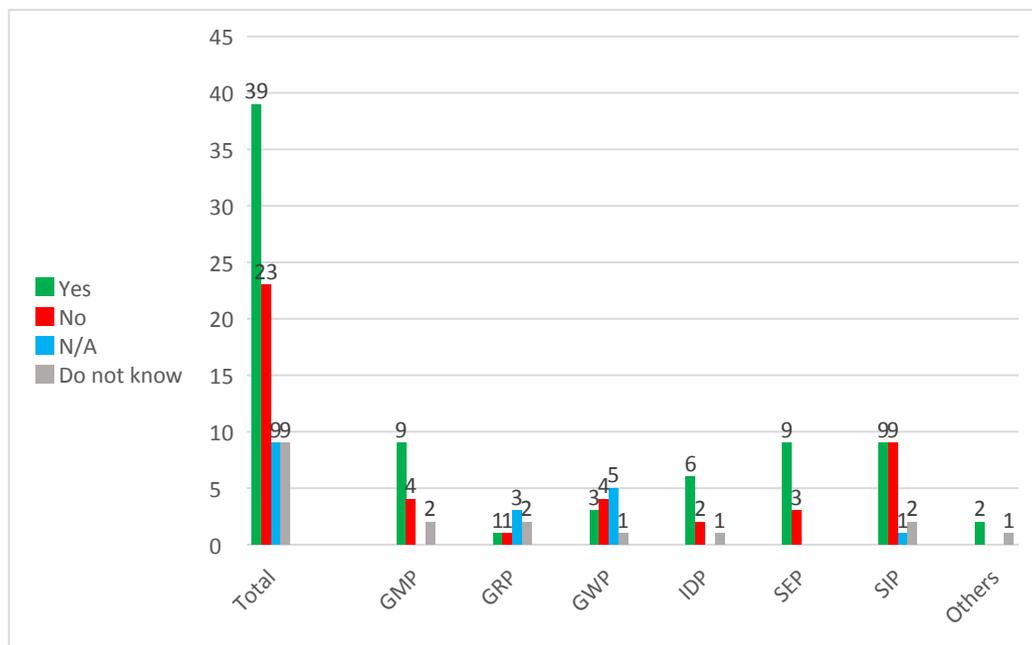


Figure 7: Projects with gender expertise throughout the project cycle according to different programs of CIMMYT

Apparently, the answers to this question only refer to 20 out of 46 research projects which were reported by the checklist to have integrated gender into research. Only 39 researchers reported that gender expertise was included in their project and 18 declared that they did not know or did not answer the question. GMP, SEP and SIP, followed by IDP were perceived to have included gender expertise more than the other CIMMYT departments, which also have higher numbers of researchers who did not respond to the question.

Comparison of the survey about the collection and analysis of sex disaggregated data with the results of the checklists about gender equality outputs in research projects

Table 16: Collection and analysis of sex-disaggregated data and reporting on gender equality outputs according to different programs of CIMMYT

Program	No of projects/grants in the program	Q10 – No. of projects/grants collecting sex-disaggregated data	Q11 - No of projects/grants analyzing sex-disaggregated data	Q 5 – Gender equality as part of the project outputs/outcomes	Q12 - No of projects/grants reporting on gender equality outputs
EIB	1	1	0	1	0
GMP	14	10	9	9	7
GRP	3	1	0	1	0
GWP	7	4	1	3	1
IDP	5	5	3	1	1
SEP	7	7	7	2	1
SIP	9	9	9	2	3
Total	46	37	29	19	13

All programs reported a larger number of projects which included gender equality than the number of projects with gender equality results. This is especially true for GMP, GWP and SIP. A total of 37 projects were reported to have collected sex-disaggregated data, but only 13 of them declared that they had included reporting about gender equality outputs. This may be explained by the fact that data recollection without analysis does not generate information on gender equality. A total of 19 out of 46 projects (41%) were reported to have included gender equality outputs or outcomes and 13 projects (27.6%) were considered to have had gender equality outputs. Researchers from two programs declared that they did not collect sex-disaggregated data at all (EIB and GRP, and only one GWP project was declared to have recollected data at all). SEP (7), SIP (9) and GMP (9) reported the highest number of projects with analysis of sex-disaggregated data. Researchers from eight projects declared that data was collected but not analyzed.

Question 14: Do you know where to find technical support for addressing gender issues in research?

Table 17: Awareness about where to find technical support for gender issues in research

	Total		Sex			
			Women		Men	
To a very great extent	8	10%	3	11%	5	9.2%
To a great extent	17	21.2%	2	7.6%	15	27%
To a moderate extent	26	32.5%	7	26.9%	19	35%
To a small extent	10	12.5%	5	19.2%	5	9.2%
Not at all	7	8.7%	3	11%	4	7.4%
N/A	6	7.5%	2	7.6%	4	7.4%
Do not know	6	7.5%	4	15.4%	2	3.7%
Total	80	100%	26	100%	54	100%

A total of 7.5% of all researchers did not respond to this question. A total of 15.4% of female researchers and 3.4% of male researchers reported that they did not know how to answer this question and another 11% of female researchers and 7.4% of male researchers declared not to know at all where to find technical support for gender issues in research. Together that makes nearly 25% of all female researchers who did not seem to know where to find technical support as well as 19% of all male researchers.

The majority of female (46%) and male (44%) researchers reported knowing where to find technical support for gender issues in research at least to a small or moderate extent. Only 18% of female and 36% of male researchers declared that they knew where to find technical support for gender issues in research. These results are concerning and show that significant improvement is needed in this area.

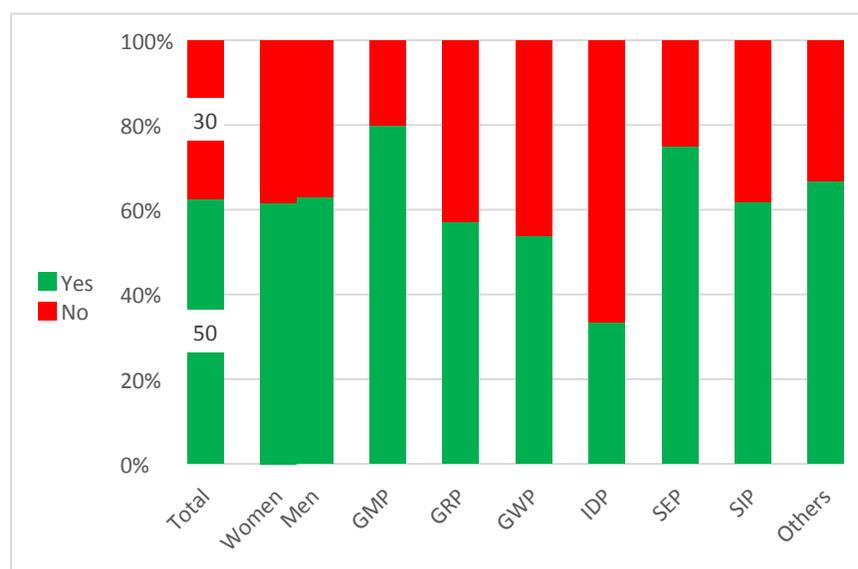


Figure 8: Awareness about where to find technical support regarding gender in research according to different CIMMYT programs

This information seems to be less available in some departments than in others. IDP researchers in particular followed by GWP researchers reported that they did not know where to find technical support for gender integration into research.

Question 15: Does CIMMYT provide strong incentives to integrate gender into our work?

Table 18: Institutional incentives to integrate gender into work.

	Total		Sex			
			Women		Men	
Strongly agree	9	11.2%	4	15%	5	9.2%
Agree	38	47.5%	10	38.4%	28	51.8%
Disagree	28	35%	10	38.4%	18	33.3%
Strongly disagree	5	6.2%	2	19.2%	3	5.5%
Total	80	100%	26	100%	54	100%

When asked if CIMMYT provides strong incentives to integrate gender into their work, 58.7% of researchers agreed or strongly agreed, while 41.2% disagreed or strongly disagreed. In the case of female researchers, 46.1% of them disagreed or strongly disagreed compared to only 38.8% of male researchers.

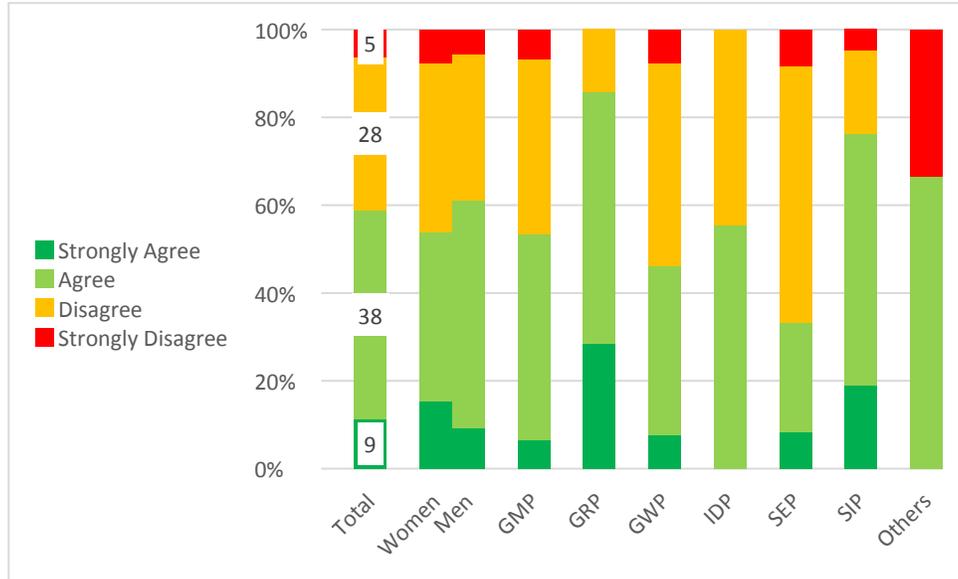


Figure 9: CIMMYT provides strong incentives to integrate gender into our work, according to different programs

SIP and GRP researchers are among those who strongly agreed, followed by SEP, GWP and GMP. SIP and GMP researchers were among most of those who agreed, followed by IDP, GWP, GRP and SEP.

SEP, GMP and GWP had the highest numbers of researchers who disagreed, followed by SIP and IDP. GRP had only one researcher who disagreed and none who strongly disagreed, as was the case with IDP. All the other programs SEP, GMP, GWP and SIP, as well as 'others' had at least one researcher who strongly disagreed.

Question 16: Are adequate financial resources allocated to gender integration work in the projects I form part of?

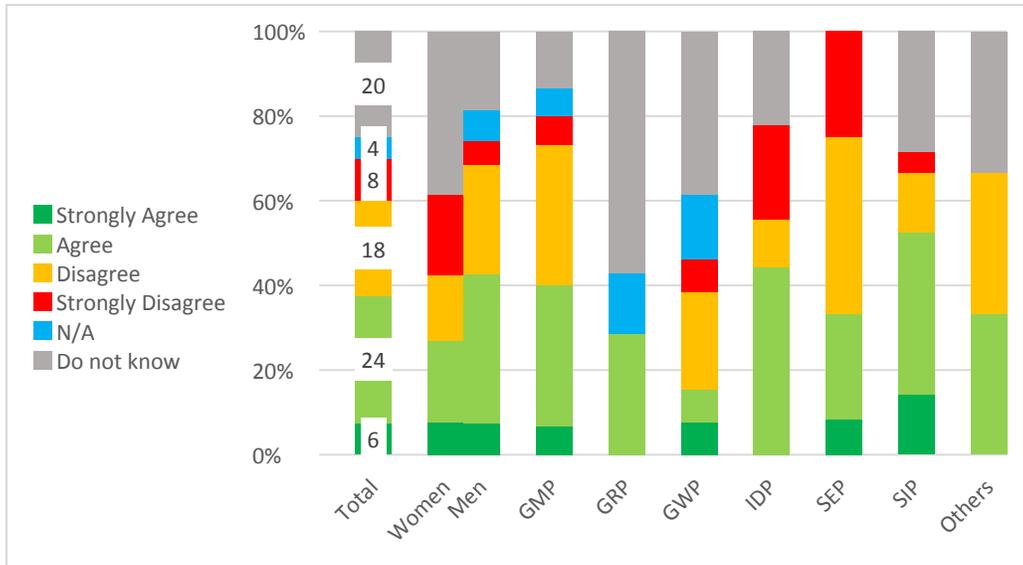


Figure 10: Allocation of financial resources for gender according to different CIMMYT programs

One third of all researchers disagreed or strongly disagreed that adequate financial resources were allocated to gender integration work in their projects, among them 34.6% of female researchers and 31.4% of male researchers. Eight researchers from SEP disagreed or strongly disagreed, followed by six researchers from GMP, four researchers from SIP, four researchers from GWP, and three researchers from IDP, who all disagreed or strongly disagreed.

Among female researchers, 27% agreed or strongly agreed, compared to 42.6% of male researchers. A total of 10 women (38% of all female researchers) and 10 men (18.5% of all male researchers) answered that they did not know, and four male researchers did not respond to the question. Five researchers from GRP did not express an opinion.

IV. SUMMARY OF THE MAIN RESULTS

This summary is based on a quantitative measure for gender issues in

- a) The workplace
- b) Research

These two sections provide information on **several relevant indicator dimensions**. Data from one or two data collection sources feed into every indicator dimension and together provide a multi-perspective view on the dimensions.

a) RESULTS FOR GENDER IN THE WORKPLACE AT CIMMYT IN 2019

Indicator	Sub-indicator	Source	Result	Traffic light
1 Basic framework	1.1 CIMMYT has a written Gender and Diversity Policy	Checklist 2, A 1	Approved	Green
	1.2 Staff are aware of the Gender and Diversity Policy.	Gender Integration Survey Question 1	Less than 75% of staff reported awareness.	Yellow
	1.3 CIMMYT has procedures to operationalize the Gender and Diversity Policy (workplace part).	Checklist 2, A 2	Unclear, was reported by HR but questioned by gender unit.	Yellow
	1.4 Number of seminars or trainings provided and staff attending in year 2019 addressing gender issues in the workplace.	Checklist 2, B 1 + B 2	Very few were reported.	RED
2 Staffing and positions	2.1 CIMMYT has a recruitment policy which enhances gender balance.	Checklist 2, A 5	Approved	Green
	2.2 CIMMYT has procedures to operationalize the recruitment policy.	Checklist 2, A 6	Procedures were reported but around 30% of staff have a critical view of recruitment.	Yellow
	2.3 CIMMYT has policies and procedures to accommodate staff needs (flexible work schedules, other) to meet child and elder care.	Checklist 2, A 4	Procedures were reported but not confirmed by staff.	Yellow
	2.4 It is as easy for women as it is for men to establish professional and	Gender Integration Survey, 3	56% of women and 75% of men agree.	Yellow

	personal networks at CIMMYT.			
	2.5 New hires who received orientation on CIMMYT's Gender and Diversity Policy, Code of Conduct and other gender-related workplace policies.	Checklist 2, B 3	No new staff were reported to have received orientation.	RED
	2.6 In my experience of working for CIMMYT, gender-related workplace issues are taken seriously by men and women.	Gender Integration Survey, 3	54% of women and 71% of men agree,	Yellow
	2.7 Job postings referencing an equal opportunity policy.	Checklist 2, B 6	All job postings were reported to have included references to equal opportunity policy.	Green
	2.8 In the unit/department I form part of, there is a good balance of women and men represented in the different types and levels of hierarchy.	Gender Integration Survey, 5	Only 47% of women and 56% of men agree.	RED
	2.9 Gender balance of IRS staff.	Checklist 2, Gender Integration Survey, 6	Women were reported to make up 28% of all IRS staff. Only 46% agree.	RED
	2.10 Gender balance of LRS staff.	Checklist 2, Gender Integration Survey, 6	Women were reported to make up 33.2% of LRS staff. Only 63.6% agree.	RED
	2.11 Females applying for positions (at different levels).	Checklist 2, B 11 and B 13	High numbers of female applicants were reported for IRS and for LRS.	Green
	2.12 New female hires in different positions (at different levels).	Checklist 2, B 12 and B 14	Female hires for LRS were reported to have been between 20-45%, for IRS between 0 and 67% (the latter only in one income level).	RED
3 Discrimination and harassment	3.1 CIMMYT has policies and procedures to address sexual harassment.	Checklist 2, A 3	Policy and procedures approved.	Green

	3.2 Number of reports on sexual discrimination or harassment.	Checklist 2, B 4	One case reported.	Green
4 High-level institutional support for gender equality	4.1 In the unit / department I form part of, leadership actively supports and takes responsibility for the implementation of gender equality in the workplace.	Gender Integration Survey, 7	76% of women vs. 87% of men agree.	Green
	4.2 Public statements made by leadership demonstrating commitment to gender equality.	Checklist 3, 2	No clear numbers reported.	Open
	4.3 CIMMYT encourages gender-sensitive behavior.	Gender Integration Survey, 4	69% of women and 87% of men agree.	Green
Subtotal Of traffic lights for gender in the workplace	Subtotal of traffic lights in the workplace: 20		40 % 30 % 30 %	8 green lights 6 yellow lights 6 red lights

Gender in the workplace has advanced towards 40% of all monitor dimensions with green lights, 30% still have room for improvement with yellow lights and 30% need urgent attention with red lights.

Many policies and procedures have been approved but are not always well known by staff. Gender balance among LRS and IRS staff needs to be improved.

Gender orientation for staff is not frequent enough. Female staff do not seem to have the same acceptance as male staff. Gender-related workplace issues could be taken more seriously by men and women at CIMMYT.

1) Basic framework

This area has obtained one green light, two yellow lights which need attention and one red light which requires the most attention.

The green light refers to the approved Gender and Diversity Policy.

The respective procedures have not been confirmed by all sides (one yellow light).

Less than 75% of the staff declared that they were aware of the Gender and Diversity Policy (one yellow light).

Gender seminars and trainings for all staff are still rare. Gender orientation for new staff does not seem to be part of the onboarding process at CIMMYT (one red light). There have been suggestions to include other forms of communication, like posters, videos, clips, as well as very practical materials with

suggestions about what CIMMYT expects its staff to do in specific situations. The creation of 'trusted persons' had been announced but does not seem to work for reasons which should be evaluated.

2) Staffing and positions

Although this area has obtained three green lights, most of the dimensions have five red lights and need permanent attention, four dimensions have yellow lights and need some attention.

The most advanced dimension is related to the approved recruitment policy which enhances gender balance (one green light).

All job postings were reported to have included references to equal opportunity policy (one green light). High numbers of female applicants were reported for IRS and for LRS (one green light). However, there were suggestions that the pay scale should be included in the announcements and that HR prescreening procedures might need to be modified. More intransparency about pay tends to disadvantage women and minorities. Transparency could allow women to negotiate better. There seems to have been a short period with transparency about pay scales but not individual pay. Some staff suggested that the pay scale should be posted on the intranet. The GIMS database did not include average pay for gender for each category to make possible inequalities visible.

Policies and procedures to accommodate staff needs (flexible work schedules, other) to meet child and elder care were reported but not valued by staff (one red light). Work schedules and working conditions are criticized for not being flexible enough for reproductive and care work for children and elderly people, which should be shared by female and male staff in their respective families.

Women were reported to make up 28% of all IRS staff (one red light) and up 33.2 % of LRS staff (one red light).

Perceptions about gender balance of staff is mixed. About 30% have a critical view of recruitment as far as gender balance is concerned (one yellow light).

Only 47% of female staff and 56% of male staff agree that there is a good balance of women and men represented in the different types and levels of hierarchy (one yellow light).

This is confirmed by the data about male and female staff at different income levels, which show a high preference for male recruitments at all levels (one red light). This is not due to a lack of female job applications.

No new staff were reported to have received orientation on CIMMYT's Gender and Diversity Policy, Code of Conduct, and other gender-related workplace policies (one red light). It was suggested that both orientation on the policy as well as on its practical application are needed, for example about how to react to sexist comments, how and what to report to whom, etc.

Female staff do not seem to have the same acceptance as male staff when it comes to networking between CIMMYT professionals at a professional and at a personal level. Even male staff with a more positive view seem to note the difference (one yellow light).

Gender-related workplace issues could be taken more seriously by men and women at CIMMYT even though a certain amount of attention to this dimension seems to have been acknowledged (one yellow light).

3) Discrimination and harassment

This area seems to have rules and procedures in place (one green light) and the fact that at least one case has been reported gives the impression that cases can be reported (one green light). No unreported cases were mentioned. It was suggested that interactions need to be of support rather than automatically punitive. There could be different channels to look for support in cases of discrimination or harassment. Some key messages could be communicated as examples for good practices vs. problematic behavior.

4) High-level institutional support for gender equality

Although no numbers of concrete examples for public statements by high level leadership about the importance of Gender Equality were reported (no traffic light), most male and female staff agreed that in their teams and programs leadership actively supports the implementation of gender equality at the workplace (one green light) as well as gender-sensitive behavior in general (one green light).

b) RESULTS OF GENDER IN RESEARCH AT CIMMYT FOR 2019

Indicator	Sub-indicator	Source	Result	Traffic light
1 Basic framework	1.1 CIMMYT has a written Gender and Diversity Policy (Research).	Checklist 5, 1	Approved	Green
	1.2 Staff are aware of the Gender and Diversity Policy.	Gender Integration Survey, 1	70% responded that they are aware.	Yellow
	1.3 CIMMYT has procedures to operationalize the Gender and Diversity Policy (research part).	Checklist 5, 2	Approved	Green
	1.4 CIMMYT has written Gender Strategies for MAIZE and WHEAT research.	Checklist 5, 3	Approved	Green
	1.5 Staff are aware of the MAIZE and WHEAT gender strategies.	Gender Integration Survey, 1	Only 49% responded that they are aware of these gender strategies.	RED
	1.6 The integration of gender considerations into research is the exclusive responsibility of the Gender Research Unit.	Gender Integration Survey 8	68% disagreed.	Yellow
	1.7 CIMMYT provides strong incentives to integrate gender into our work.	Gender Integration Survey, 15	59% agreed.	Yellow

	1.8 In the projects I form part of, leadership actively supports and takes responsibility for the integration of gender considerations into research.	Gender Integration Survey, 17	68% agreed.	Yellow
	1.9 Communications products that report on gender-responsive research (includes stories, videos, campaigns, etc.).	Checklist 3, 1	Only a limited number of products on website were reported, no information about Intranet.	Yellow
	1.10 In my experience from the projects I form part of, gender analysis is considered relevant by most staff and project teams.	Gender Integration Survey, 10	64% agreed.	Yellow
2 Gender integration throughout the research cycle	2.1 CIMMYT has a Project Cycle Tool in use.	Checklist 5, 4	Approved	Green
	2.2 Staff are aware of the Gender in Project Design-tool	Gender Integration Survey, 1	Only 40% of researchers responded that they are aware of this tool.	RED
	2.3 CIMMYT has a Gender in Project Design Checklist.	Checklist 5, 5	Approved	Green
	2.4 Staff are aware of the Gender in Project Design Checklist	Gender Integration Survey, 1	Only 33% of researchers declared that they were aware of this tool.	RED
	2.5 In my experience from the projects I form part of, a clear process is followed for assessing the proposal's gender relevance and — if applicable — ensure its gender-responsiveness.	Gender Integration Survey, 9	Only 40% agreed.	RED
	2.6 Project proposals that are screened for gender-responsiveness.	Checklist 1, B 1	45% of 46 research projects with more than \$1 million were	RED

			reported to have been screened.	
	2.7 Projects with a clearly articulated gender strategy.	Checklist 1, B 3	33% of 46 research projects were reported.	RED
	2.8 Projects having gender equality goals/objectives.	Checklist 1, B 4	34% of 46 research projects were reported.	RED
	2.9 Projects having gender equality outcomes/outputs.	Checklist 1, B 5	28% of 46 research projects were reported.	RED
	2.10 Projects with gender targets.	Checklist 1, B6	37% of 46 research projects were reported.	RED
	2.11 Projects engaging gender expertise (staff or consultants).	Checklist 1, B 7	35% of 46 research projects were reported.	RED
	2.12 CIMMYT has written guidelines on sex-disaggregated data collection and analysis.	Checklist 5	No CIMMYT guidelines, but there are new CGIAR guidelines.	Yellow
	2.13 Projects systematically collecting and analyzing sex-disaggregated data.	Checklist 1, B 10 Gender Integration Survey, 11	76% of 46 projects were reported to have done so, 68% of female researchers and 73% of male researchers agreed.	Green
	2.14 Projects reporting on gender equality outputs/outcomes	Checklist 1, B 10	37% of projects were reported to have included gender equality outcomes.	RED
	2.15 In my experience from the projects I form part of, gender analysis is considered during project planning procedures.	Gender Integration Survey, 12	75% of researchers reported favorably.	Green
	2.16 In my experience from the projects I form part of, gender analysis is considered during project implementation procedures.	Gender Integration Survey, 12	76% of researchers responded favorably.	Green
	2.17 In my experience from the projects I form part of, gender analysis is considered during project monitoring and evaluation	Gender Integration Survey, 12	81% of researchers responded favorably.	Green

	procedures.			
3 Gender funding	3.1 CIMMYT's research budget allocated to gender-responsive research.	Checklist 4, 1 and 3	3% of all research projects were reported to have included budgets for gender research.	RED
	3.2 In my experience from the projects I form part of, adequate resources are allocated to gender integration work.	Gender Integration Survey, 16	27% of female researchers and 43% of male researchers agreed or strongly agreed.	RED
4 Expertise and capacity development	4.1 In the project where I have the most of my time allocated, at least one person with specific gender expertise and skills is included throughout the project cycle.	Gender Integration Survey, 12	49% of female researchers and 63% of male researchers agreed.	Yellow
	4.2 Projects providing gender training to staff and partners.	Checklist 1, B 9	37% of 46 projects reported to have participated in gender trainings.	RED
	4.3 Social science position descriptions that include skills requirement for gender expertise, or mentioned as an additional asset added	Checklist 2, B 19	In 2019 only one social science position offered was reported to have included gender expertise.	RED
	4.4 I know where to find technical support for addressing gender issues in research proposals, implementation and monitoring and evaluation.	Gender Integration Survey, 14	Only 18% of female researchers and 36% of male researchers reported that they knew where to find technical support.	RED
	4.5 CIMMYT has an approved gender capacity strengthening plan.	Checklist 5, 8 a	No	RED
	4.6 Training budget spent on gender-related training.	Checklist 2, B 20	\$16,492 was reported to have been spent on gender-related training for staff in 2019.	Yellow

	4.7 Available gender instruments elaborated by CIMMYT.	Checklist 5	10 Training materials, 19 Gennovate Guides, two photobooks and 10 materials produced by CIMMYT gender projects were reported and are available on the website.	Green
Subtotal of traffic lights for gender in research	Subtotal of traffic lights for research: 36		28% 25% 47.22%	10 green 9 yellow 17 red
Total gender traffic lights at CIMMYT workplace and research	Total traffic lights for gender at CIMMYT: 56 = 100%		32.14% 26.78% 41.07%	18 green 15 yellow 23 red

In relation to gender in research, 47% of all monitored dimensions had red lights, which means that gender integration into CIMMYT research needs to be improved. While the first part of the basic framework – policies, procedures and strategies – is relatively advanced, gender integration in the project cycle and funding for gender should be improved, followed by gender expertise and training.

THE RESULTS OF GENDER IN RESEARCH

1. Basic framework

Several policies, procedures and strategies are in place with a total of three green lights. However, most of the lights in this chapter are yellow (a total of six yellow lights) and **one light is red**.

The most critical part refers to **the low level of awareness of staff** around the MAIZE and WHEAT gender strategies (one red light), which in turn may have resulted in a **very unsystematic way of integrating gender equality** into maize and wheat research. This in turn correlates with the **small percentage of total projects which were reported to have included gender equality** at all.

Although the Gender and Diversity Policy seems to be better known, still 30% of the staff who participated declared that they were not very aware of this policy (one yellow light).

Another yellow light for this part of the monitoring report refers to the fact, that 32% of the researchers seemed to believe that gender equality was the exclusive responsibility of the gender unit (one yellow light). This in turn coincides with the unawareness of the Gender and Diversity Policy among one third of all researchers who participated in the survey (one yellow light).

Only between 60 and 70% of all researchers agreed that CIMMYT provides strong incentives to integrate gender into work and that leadership actively supports and takes responsibility for the integration of gender considerations into research. In other words, between **one third and 40% of all researchers did not feel supported enough by CIMMYT or its leadership to integrate gender considerations into research** (two yellow lights).

Another yellow light refers to the visibility of gender in research as only a reduced number of communications products were reported on gender-responsive research (including stories, videos, campaigns, etc.) and several others were not accessible online (one yellow light).

Only 63% of all researchers agreed that in their research projects gender analysis was being considered relevant by most staff and project teams (one yellow light), which in turn means **that over a third (37%) of all researchers felt that gender analysis in research was not considered relevant by most staff and project teams.**

2) Gender integration throughout the research cycle

The results of the monitoring in Chapter I are reflected by the monitoring results in this chapter with six green lights, one yellow light and **10 red lights.**

The six green lights refer to the fact that CIMMYT is using a Gender in Project Cycle Tool (one green light) and a Gender in Project Design Checklist (one green light). Nearly 75% of all researchers agreed that gender analysis is considered during project planning procedures (one green light). 76% of all researchers agreed that the projects they participated in systematically collected and analyzed sex-disaggregated data (one green light).

More than 75% of all researchers who participated in the survey agreed that gender analysis was considered during project implementation (one green light) and monitoring procedures in research (one green light).

One yellow light refers to the fact that although CIMMYT has no written guidelines on sex-disaggregated data collection and analysis, CGIAR has elaborated these guidelines.

The 10 red lights refer to the perception of most of the researchers, that **the gender tools for the integration of gender into research are not well known, that no clear process for assessing project proposal's gender relevance was followed** and that **only a small percentage (less than 50%) of all projects** with more than \$1 million were reported to **have included gender equality** in some way.

For example, 60% of all researchers were not aware of the Gender in Project Cycle Tool (one red light), and 68% were not aware of the Gender in Project Design Checklist (one red light).

A total of 60% of all researchers agreed that no clear process was followed for assessing the proposal's gender relevance and – if applicable – ensure its gender-responsiveness (one red light).

Only 45% of a small group of 47 research projects were reported to have screened project proposals for gender-responsiveness (one red light). No information was found about how many proposals were developed with the input or guidance of a gender researcher (staff or consultant).

Only 34% of a small group of 47 research projects were reported to have had a clearly articulated gender strategy (one red light).

Only 34% of 47 research projects were reported to have had gender equality goals or objectives (one red light) and only 41% were reported to have gender equality outcomes or outputs (one red light). Only 37% had gender targets (one red light) and only 43.5% engaged any kind of gender expertise (one red light). Only 36% of projects were reported to have included gender equality outcomes (one red light).

3) Gender funding

Gender funding seems to be a problem area in research. All lights in this area were red lights.

Only 3% of all research projects were reported to have included budgets for gender research (one red light).

A total of 27% of female researchers and 42.6% of male researchers agreed that adequate resources were allocated to gender integration work in research. In turn, 73% of female researchers and 57.4% of male researchers found that not enough resources were allocated for gender equality in research.

4) Expertise and capacity development

This area has one green light, one yellow light and **five red lights**.

The green light refers to the fact that quite a few gender instruments elaborated by CIMMYT are available (one green light), although they need to be made more accessible on the new CIMMYT website.

The yellow light refers to the fact that at least a small budget for gender-related training was reported (one yellow light).

The red lights however show, that only 48.75% of female researchers and 62.9% of male researchers agreed that at least one person with specific gender expertise and skills was included throughout the project cycle (one red light).

Only 37% of 46 projects were reported to have provided gender trainings for staff and partners (one red light).

In 2019, only one social science position offered was reported to have included gender expertise (one red light).

Only 18% of female researchers and 36% of male researchers reported that they knew where to find technical support for addressing gender issues in research proposals, implementation and monitoring and evaluation (one red light).

CIMMYT does not currently have an approved gender capacity strengthening plan (one red light).

V. CONCLUSIONS OF THE 2019 GENDER INSTITUTIONAL MONITORING

The low level of participation of staff in the GIMS survey leads us to the conclusion that gender equality and social aspects may still not be perceived as important issues by staff and among them, many researchers, despite multiple commitments by CIMMYT to these issues. The survey did not include critical reflection on the Gender Unit, past experiences with the Gender Unit or on the role of social scientists at CIMMYT.

This gap between the official commitments of CIMMYT towards gender equality and the real institutional practice at many levels as well as low levels of awareness of some staff about the relevance of gender equality for their own work-life balance, the institutional culture and the quality of research, does not coincide with the expectations of many donors. The usefulness of technical innovations and their positive impact on the livelihoods of female and male farmers around the world depends very much on social aspects and not only on the technical innovations themselves.

“Promoting gender equality in academia and research organizations leads to improved social dialogue and cooperation among stakeholders, involve all staff categories in a joint effort to produce change, and reinforce the notion of a common identity, accountability and ownership. This is reported to increase well-being at work, thus leading to greater motivation and effectiveness, especially important to a human resource-intensive activity” (EIGE, 2016, p. 11).

The CIMMYT workplace still seems to display a predominantly male institutional culture, a lack of gender balance among staff and some work-life balance issues, which require further attention. This in turn creates difficulties for female staff to be accepted and to relate freely to other staff, for example as far as networking is concerned. A predominantly male institutional culture also seems to be a barrier for alliances with external female actors, such as women’s organizations or women’s non-governmental organizations (NGOs), female students and gender faculties at academic institutions, etc.

“Retaining female researchers and making the most of the full pool of talents, within a knowledge-based economy, is also described as one of the benefits of successful gender mainstreaming strategies” (EIGE, 2016, p. 11).

CIMMYT’s gender policies and procedures are still relatively new and not very well known. This in turn means that gender equality still seems to be considered by many as a voluntary aspect and thus still seems to depend very much on individual initiatives, rather than on a consequent implementation of policies, procedures, and specific working methods at work in general.

“Many project proposals may be rejected by donors because of lack of integration of gender and social issues. Not delivering properly on gender and social inclusion is not in accordance with CIMMYT’s mission and various commitments regarding the contribution to gender equality CIMMYT has made. Furthermore, it does – in several cases – not fulfill donors’ explicit requirements regarding AR4D contributions to gender equality” (Project Gender Monitoring Report 2018, Marion Buettner).

The results of the monitoring survey show that perceptions of female and male staff differ and that men are less critical of gender imbalances at work and in research than women. This also seems to be related to the fact that male team leaders tend to have a more positive opinion about gender integration in their programs than male and female team members.

“There is strong evidence in literature and statistics that research, and higher education institutions reproduce social values leading to gender bias/discrimination (as with many other spheres in society). Women and men tend to concentrate in certain scientific fields (horizontal segregation). For instance, while women are more likely to be found in fields like social sciences and humanities, men are more inclined to study, teach and/or research topics related to engineering or technology” (EIGE, 2016 b, p. 9).

Although there were several small specific gender research projects, up to now, very few of the larger research projects of CIMMYT seem to integrate gender and social issues in the whole project cycle and in final reports. For this monitoring process, only leaders of 46 projects with a total grant equaling or exceeding \$1 million for an undefined period reported that their projects had any kind of gender integration, in terms of gender outputs, gender targets, gender budget or gender expertise. Since the period of each research project varies, it is difficult to specify the exact percentage these 46 projects represent of all 2019 CIMMYT research projects.

A closer look at these 46 projects with reported gender integration however showed, that less than a third of them had included gender equality in their strategy and targets and only 10 projects (21%) included gender results in their final reports.

CGIAR seems to apply gender tagging not only to research projects but also to publications (Vos and Pyburn 2021). Gender tagging is based on the concept of “gender equality policy markers” of the Development Assistance Committee of the Organization for Economic Cooperation and Development (OECD). The category “2 – principal” refers to easily identifiable gender-focused research (idem p. 17). The category “1 – significant” refers to a minimum of gender analysis with the recollection and analysis of sex-disaggregated data. The category “0 – not targeted” refers to all projects without any inclusion of gender equality. CGIAR also seems to apply the same kind of markers for other cross-cutting issues, such as youth inclusion. The cross-cutting markers reflect the CGIAR Strategy and Results Framework (2016-2030).

During this monitoring process for CIMMYT it was difficult to follow the gender tagging of CIMMYT research projects and so far, no analysis of publications based on these categories seems to have been carried out. It is interesting to note that the CGIAR Policies, Institutions and Markets (PIM) Program has found out that in many cases the category zero should not have been applied, because projects and reports had high potential for gender equality aspects (idem p. 16). The CGIAR PIM publication review suggests that the minimum requirements for tagging research as “significant” for gender (gender score of one) should be: (a) sex-disaggregated data collection (not based on household headship), (b) analysis that goes beyond “women” to examine gender relations, and (c) discussion of gender-related findings and results (idem p. 21).

Many of those projects which started off with gender objectives or even strategies, or which started to collect gender differentiated data seem to get lost on the way. There needs to be further investigation of why this mysterious “gender evaporation” (Oxfam, 1997) happens during implementation and why sex-disaggregated data may be collected but not analyzed separately.

There also seems to be a serious shortage of financial resources for gender integration into research. CIMMYT guidelines on how to assign the gender percentage do not seem to work well. The financial department reported that only 3% of the total budget was spent for “direct gender activities and expertise” in 2019, which is even less than in previous years (in 2016, 8% was reported).

This alarming result may be partially distorted, since CIMMYT also has a few very large research projects in Asia and Africa, each with several million US dollars a year with very explicit consideration of gender equality and assigned full time gender researchers. It is not quite clear, to what extent these projects and their financial resources for gender integration have been considered in the Gender Monitoring Process of 2019 or if they started later.

However, an important conclusion refers to the need to elevate the total number of research projects of CIMMYT with gender equality and social integration not only in project proposals but also with explicit research results.

“...expert stakeholders ... supported the idea that integrating gender in research performing organizations also increases research performance, creativity, innovation and excellence in research. Gender equality is thus understood as essential to further development in research as well as contributing to the research organization’s competitive edge, as regards attracting talents, securing funding, enhancing research quality and the validity of its potential applications. The benefits of the gender equality change in academia and research institutions relate to the research institutions’ visions of a sustainable society and sustainable growth through research.” (EIGE, 2016, p.11).

Some of the questions in the GIMS survey were not well understood by staff in general and by some of the researchers in particular because they referred to details of gender mainstreaming, which apparently were not well known by staff of other disciplines than social science.

Not all research staff seem to be involved in the whole cycle of research projects and so they do not seem to have access to information about project proposals, research strategies at the beginning of research processes or to other moments of project cycles. Many answered that they did not know or did not answer several questions of the survey about gender equality in different moments of a project cycle.

More emphasis on interdisciplinary research seems to be needed for technical and social aspects to complement each other. Gender-aware interdisciplinary research can enhance the impact of research for the benefit of both men and women in food systems and small farmer livelihoods.

The Gender Monitoring Process for 2019 did not analyze the quality of the gender focus of research projects. However, several previous external evaluations and gender audits of the last few years have made references to why there may be a problem with how gender equality issues are being conceptualized in research.

There may be differences between research which only recollects and analyzes gender data to fill in existing gender gaps in agriculture and research with more explicit objectives related to improve gender equality among small farmers, or even to transform power relations between men and women by transforming systemic and institutional barriers as a result of the research process. Both types of research are acceptable but have not been distinguished during this monitoring process.

For example, the gender knowledges project which evaluated three case studies of CIMMYT in 2016 concluded that:

“...scientific work (...) is limited to seeing agriculture work as a set of separate and discrete operations precluding acknowledgement that this work is a continuum of several activities that have to be performed on a daily and seasonal basis, albeit by different genders” (KIT, Gender Knowledges, Final report, p. 19).

“The actual practice of AR4D privileges first and foremost the scientific steps involved in the introduction of agricultural technologies and management practices where gender and other social differences are incidental to the process of introducing these innovations. AR4D is rarely based on learning about the human subjects who are being asked to change their production practice or on the production relations prevalent in the context in which these changes are being introduced” (KIT, Gender Knowledges, Final report, p. 19).

“While social assumptions about the role of women and men and their perceived characteristics draw upon context specific social definitions, this does not amount to an understanding of gender as a socially constituted form of relations, which is subject to the norms, expectations and rules of social institutions, institutions that govern social life and are not limited to the usual ‘suspects’, the household and community. That gender as a form of social relations is above all a power relation, which is intimately related to the production process shaping not only the rules about who will do what in agriculture, but also how this will be done and with what resources, is not recognized” (KIT, Gender Knowledges, Final report, p. 19).

The report also deplores **“the missed opportunity of generating and learning from gender knowledge.”**

“And yet all three case studies point to the ways in which the adoption by farmers of new technologies and management practices involves social change. In particular they point to how women change their perception of their role, not only in agriculture but also in other spheres of life, a change that can to a large extent be attributed to the opportunities provided by these projects. However, AR4D as it is presently conceived, does not in its measurements, results and impact assessments have the tools and research traditions that make it possible to track social change. Unfortunately, this erases the efforts of real people and their enormous hunger for and effort to change” (Final report, p. 20).

VI. RECOMMENDATIONS

1. **Gender equality needs more explicit support from CIMMYT leadership. Gender balance in decision making processes and bodies should be assured.**

“Top-management support and acceptance is the most widely quoted enabling condition for gender mainstreaming strategies to produce measurable and sustainable impacts in research performing organizations” (EIGE, 2016, p. 7).

Institutional governance, decision-making and leadership should be a collaborative effort.

“Cooperation among different categories of stakeholders is paramount to achieve sustainable changes in all components of the organization...towards gender equality” (EIGE, 2016, p. 7).

2. **Cooperation and networking inside of CIMMYT require a clear distribution of tasks and responsibilities for gender equality and social inclusion among stakeholders.** Therefore, an **Institutional Gender Action Plan for 2021/2022** should be developed based on the evidence of this Gender Monitoring Report for 2019 and focus especially on the red traffic lights in the workplace and in research and on the current action plans for the One CGIAR transition.

“Gender equality planning should be driven by clear targets and objectives, defined for each of the planned measures and/or areas of action, with clearly ascribed responsibilities with regard to their attainment” (EIGE, 2016, p. 7).

3. **Information about gender policies and procedures and accessibility to all details needs to be intensified**, so that all staff are much more aware of their rights, of CIMMYT’s institutional commitments, of rules, regulations and procedures, and of why gender equality is important at the workplace in terms of core values and respect, for their work-life balance, in institutional governance, etc. **Raising gender knowledge and awareness and competence building** around gender equality and social issues is required and there needs to be an institutional strategy for gender competence.
4. **Staff gender balance needs to improve at all levels** to create a more gender sensitive institutional culture. This is also especially true for field research staff for direct contact with farmers, because without enough well qualified female staff in the field, direct access to quality information about female small farmers’ interests and needs can be very difficult.
5. **Working conditions** for field research **need to be revised and adapted** to specific female and male staff requirements, including work-life balance issues.
6. **More female leadership inside and outside of CIMMYT is needed.** This includes more alliances with academic and civil society organizations of women and/or with gender equality focus. Career management should consider gender knowledge as a crucial aspect for the selection of new staff as well as for the promotion of existing staff.

“... measures targeting recruitment and appraisal should be incorporated in broader recruitment and career management procedures” (EIGE, 2016 b, p.7).

7. **More CIMMYT research projects need to integrate gender and social aspects into the whole project cycle and into final research reports.** This should not be a voluntary issue, which depends on individual researchers, but needs to be part of the institutional policy. The central issue always relates to the guiding question: how does this technical innovation improve gender equality in small farmers households and communities? Gender tagging should not only be applied to research project proposals but also to final reports and publications.

“Building alliances with key stakeholders is not seen as sufficient: broader networks between the organization’s units so as to cover different organizational and/or disciplinary sub-cultures and practices, as well as grass-roots engagement and commitment are also necessary to yield positive impacts” (EIGE, 2016 b, p. 7).

8. **Social sciences need to be taken more seriously** and their relevance for CIMMYT research needs to be better recognized. **Interdisciplinary research** that allows for equitable and mutually beneficial relationships between disciplines **should be at the core of CIMMYT’s research to complement technical and social aspects.** Agricultural research needs to start with people and their realities and work to identify research processes that retain this focus.
9. **All research staff need to be aware of gender rules and procedures, as well as of available instruments for its application.** They need to be aware and know what a systematic integration of gender into research projects requires and take responsibility for each step during the project cycle up to the explicit reporting of gender equality results.
10. **Funding for the integration of gender equality and social issues into research needs to be improved.** There should be a review on how to assign the gender percentage of project funds in CIMMYT- guidelines, as there seems to be a problem with funding for the integration of gender and social inclusion. Gender equality should be an integral part of most of the research projects and therefore may need more and more permanent resources.
11. **The next Gender Institutional Monitoring of CIMMYT** should measure the results of the implementation of the Institutional Gender Plan 2021/2022. Variables and procedures from this monitoring process should be readapted and monitoring of gender equality in research should include not only quantitative but also qualitative aspects about the range of different gender concepts and approaches which were applied by CIMMYT research projects.

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