



CGIAR Research Program on Water, Land and Ecosystems (WLE)

# Gender Strategy

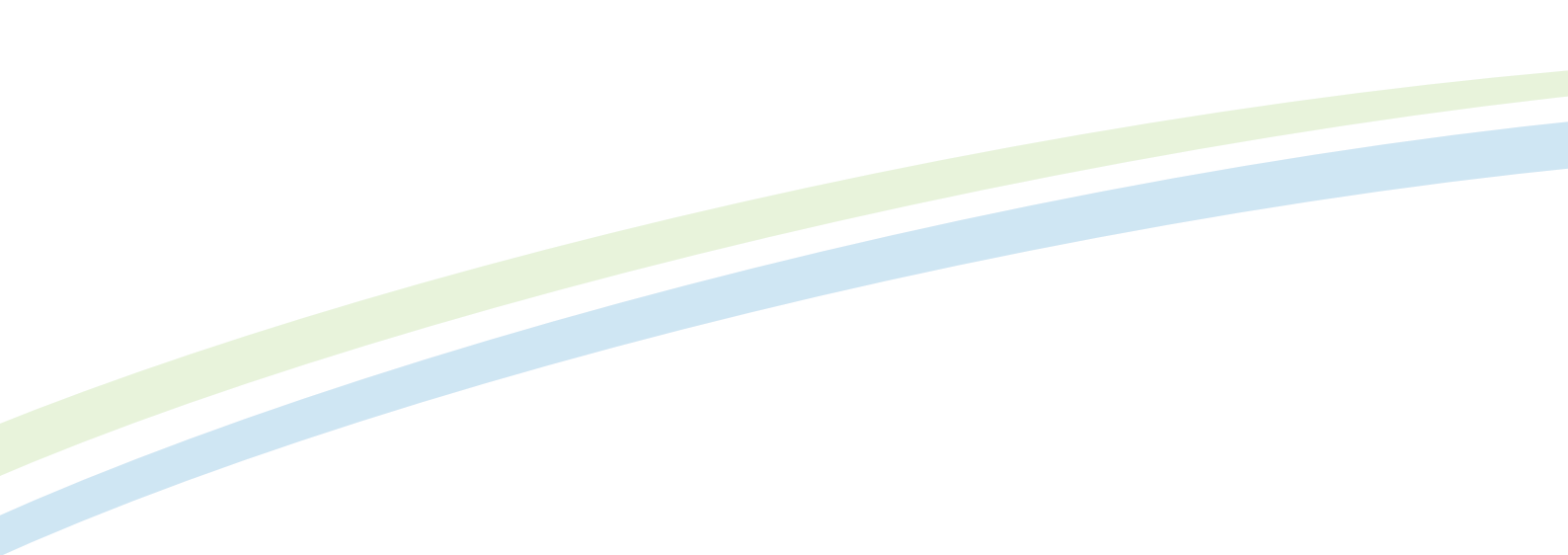
WLE Partners:





CGIAR Research Program on Water, Land and Ecosystems (WLE)

# **Gender Strategy**



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*Front cover photo:* Neil Palmer/CIAT.

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## FOREWORD

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Attaining the twin objectives of feeding humanity and sustaining the natural resources (water, land and ecosystems) on which our entire food production system is dependent upon, will require a global food revolution that will necessitate a rethinking of agricultural development within diverse, yet, integrated dimensions (i.e., the physical nature of agricultural production systems, farmers and resource managers, sustainability, etc.). We believe that key to achieving this revolution will be harnessing the significant untapped potential of women, youth and marginalized groups of our society.

The CGIAR Research Program on Water, Land and Ecosystems (WLE), led by the International Water Management Institute (IWMI), is committed to ensuring that women and their role in natural resource management for a food-secure world is enhanced and embedded in the transformation that we are seeking to aspire in sustainably feeding a growing global population. We are witnessing a quiet revolution with the feminization of agriculture and natural resource management throughout the developing world as off-farm opportunities emerge through economic development that, to a large extent, attracts male household members and youth.

In order to achieve the changes we seek, there will be a need to strengthen the positive role of women and the transformative effect women's involvement and leadership can have in natural resource management. This will require reducing gender-discriminatory norms and practices that negatively affect women's use and stewardship of water,

land and ecosystems. There will be a need to transform the social, cultural and political structures in which WLE is implemented.

Grounded within this strategy, we hypothesize that women, in general, are better custodians and natural resource stewards than their counterparts. Addressing this null hypothesis will form part of the research effort of the strategy, and will bring greater insights into the future role of women in shaping vibrant ecosystems, and food- and water-secure communities.

The strategy should be viewed as a 'living' document, which will require adjustments as new evidence emerges of the role of women in resource management. WLE is committed to ensuring that the gender component, which falls under the Gender, Poverty and Institutions crosscutting theme, is well resourced with financial targets to be achieved along with appropriate human skills. We believe that by elevating the role and status of women in the management and planning of sustainable food production systems through a natural resource lens, we will be in a position to ensure a food-secure world within vibrant landscapes.

Finally, world agriculture faces unprecedented challenges, but there are also opportunities. While current agricultural systems in the world are a large 'part of the problem', there is ample evidence to support the notion that farming systems can transition into becoming a cornerstone of a global transformation to achieving global sustainability. We believe that women will be key to achieving this through empowerment and equity.

Johan Rockström  
Chair, WLE Steering Committee

Andrew Noble  
Program Director - WLE





Photo: IWMI.



# 1. WLE CONTEXT AND RATIONALE FOR GENDER STRATEGY

Agricultural technology and innovation have shown great achievements over the past 50 years, but feeding 9 billion people in 2050 and beyond will require an intensification of agricultural production by as much as 40% while also maintaining ecosystems and planetary integrity. Limited arable land and water for irrigation pose great challenges for humanity in reaching this goal. Therefore, many people understand that we must move beyond 'business as usual', as currently accepted agricultural practices and technologies are responsible for significant natural resource degradation.

The CGIAR Research Program on Water, Land and Ecosystems (WLE) envisions "a world in which agriculture thrives within vibrant ecosystems, and where communities have higher incomes, improved food security and the ability to continually improve their lives."<sup>1</sup> WLE uses water, land and ecosystems as entry points to shift from the current paradigm of achieving productivity increases while reducing environmental impacts to a paradigm where the sustainable governance and management of ecosystems, natural resources and earth system processes provide the basis for practical solutions toward the sustainable intensification of agriculture.<sup>2</sup> Achieving WLE's vision demands

transformative research, and grounded and informed action, by a greatly improved understanding and recognition of the importance of the influence of social relations and structures or institutions (formal and informal), which shape women's and men's roles and capacities in agriculture and their relationship to water, land and ecosystems – both as stewards and consumers.

## WLE gender strategy

WLE's Gender Strategy sets out a path for the program to engage in pioneering research that generates findings and catalyzes action to address the gender-based challenges facing women and men, who are dependent on water, land and ecosystems for their livelihoods, food, nutrition and water security, and incomes. The strategy starts out and tests the hypothesis that gender equity promotes sustainable agriculture in vibrant ecosystems. It then builds on work undertaken within the CGIAR system and elsewhere, by applying cutting-edge gender equality and women's empowerment frameworks, and innovative research approaches and methods. Knowledge generated will improve WLE interventions at the policy, programming and community implementation levels.

### THE GOALS OF WLE

1. Food security and livelihoods of male and female farmers in sub-Saharan Africa are improved through the expansion of small-scale irrigation and strategic improvements in rainfed agricultural systems, which do not compromise ecosystem functions but underpin sustained development.
2. Livelihoods of the rural poor, particularly women, in Asia, are strengthened through improved irrigation and agricultural water management.
3. Development of water, land, energy and ecosystems is maintained and enhanced through the equitable sharing of benefits and risks amongst different uses and users across key river basins and landscapes.
4. The concept of agriculture within vibrant ecosystems is adopted as a central tenet of the global discourse on sustainable development.

Source: WLE Agriculture and Ecosystems Blog ([wle.cgiar.org/blogs](http://wle.cgiar.org/blogs)).

### GUIDING PRINCIPLES

1. Ensure the **efficient use of resources** that contribute to long-term sustainability with limited environmental impacts.
2. **Restore the productive capacity** of degraded rainfed and irrigated agricultural landscapes, and impaired water systems that ensure the provisioning of ecosystem services and sets the basic foundations for sustainable agricultural intensification.
3. **Reduce the risk and uncertainty** associated within rainfed and irrigated landscapes and their wider hydrological systems, which results in improved productivity through the sustainable management of water, land and ecosystems.

Implicit in each of these principles is the role of people (men, women and youth) in the use, management and stewardship of these resources along with associated institutional and political constructs.

<sup>1</sup> CGIAR Research Program on Water, Land and Ecosystems (WLE) website: <http://wle.cgiar.org/about/>

<sup>2</sup> Sustainable agricultural intensification is defined as "producing more output from the same area of land while reducing the negative environmental impacts and at the same time increasing contributions to natural capital and the flow of environmental services. Integral to creating sustainable agricultural systems is balancing economic, environmental and social equity" (WLE documentation).

The gender strategy hypothesizes that not only technical change, but social change is also necessary to meet WLE's vision of creating vibrant ecosystems, food- and water-secure communities, and improvements in livelihoods. It also highlights the need for strengthening the positive role of women, recognizing the transformative effect women's involvement and leadership can have on natural resource management, and reducing gender-discriminatory norms and practices that negatively affect women's use and stewardship of water, land and ecosystems. It also means transforming the social, cultural and political structures in which WLE is implemented. Therefore, the entry point is ensuring that there are adequate links between the needs of men and women, and the institutions on water, land and ecosystems, through a grounded policy, programming and community implementation. This includes taking a gendered approach of working specifically with men at times to ensure sustainable transformation for women. Finally, it also means boosting women's own aspirations, actions and capacities to engage with decision-makers over water, land and ecosystems, and others with power and influence over WLE.

The gender strategy builds upon work carried out within all WLE's partner organizations on gender and gender issues. However, it also looks at specific gaps within the water, land and ecosystems dialogue, and will bring a coherence in the work that has been missing to date. The emphasis of the gender strategy is long term, appreciative of the fact that change of this kind is not a single occurrence but will need to be pursued over time. The strategy itself is also seen as a 'living' document, which will need to be adjusted periodically.

### Rationale for gender strategy

Data clearly show that the agriculture sector is underperforming. This is, in part, because women lack equal access to resources and opportunities, and a gender gap that exacerbates global poverty and malnutrition. In fact, in many countries, women's access to land, water, financial capital, equipment markets and technical knowledge is very limited.

According to *The State of Food and Agriculture (2010-11)* report of the Food and Agriculture Organization of the United Nations (FAO), if women farmers had access to and used the same level of resources as men then they would achieve similar crop yields. Instead, the agricultural yield gap between men and women averages around 20-30%.

### BUILDING ON PAST RESEARCH

Gender studies at IWMI began modestly in 1993, carried out mainly by junior professionals and students, and involved mostly case studies on gender issues in irrigation.

A study in the mid-1990s of the farmer-managed Chhattis Mauja irrigation system in Nepal found that women didn't participate in the top-level meetings, and only attended village-level irrigation meetings if their husbands weren't available.

In 1997, a study of the Dakiri irrigation system in Burkina Faso found that labor productivity was more efficient, and the economic well-being and bargaining power of women increased, in households where women and men each had plots.

In 2002, IWMI developed a 'Gender Performance Indicator for Irrigation' tool to help public policymakers, nonprofit organizations and irrigation managers identify gender issues in irrigation development projects. The indicator was applied and tested in nine case studies in Africa and Asia.

Most research finds that the gap is due to differences in resource access and use.

Agricultural output in developing countries would increase between 2.5% to 4%, if yields achieved by women farmers increased to the levels achieved by men (women represent 43% of the agricultural workforce, globally). Therefore, increasing production by this amount could reduce the number of undernourished people in the world by 12-17%.<sup>3</sup>

The management and use of water, land and ecosystems are continually shaped by the needs and interests of women and men, and the constraints they face. They are also shaped by competing demands as well as the ability of women and men to voice their rights and advocate for benefits, within the context of cultural norms, policies and laws.

Access to land and water depends on rights to these resources, social relations and the capacity to access water management technologies (e.g., water harvesting, irrigation and related technologies). Land allocation policy is, thus, integrally linked to water rights and allocations. While most countries have laws in place to ensure women's access

<sup>3</sup> FAO (Food and Agriculture Organization of the United Nations). 2011. Foreword. In: *The state of food and agriculture (2010-11). Women in agriculture: Closing the gender gap for development*. Rome, Italy: Food and Agriculture Organization of the United Nations (FAO).



Photo: Jim Holmes/IWMI.

to land and water, many continue to face discriminatory norms, rules and practices that limit their (long-term) access to and control over these resources. This limits their ability to access other agricultural inputs such as credit, information and technologies that would enable them to engage in more environmentally sustainable practices.<sup>4</sup> The FAO/Asian Development Bank (ADB) also note that many laws related to the access of land institutionalize gender discrimination, by including inequitable and exclusionary provisions.<sup>5</sup> Structurally, this has led to women being significantly affected by eroded lands, diminished soil fertility, dwindling and tainted water, and degraded ecosystems. Evidence shows that, in many places, women are relegated to cultivating the more degraded land.<sup>6</sup> In areas where women own land, the plots are usually smaller than those

worked on by male farmers.<sup>7</sup> Their ability to provide for their families and communities, and to generate income, is also affected by increased demands for labor and time to find water for drinking purposes and production. Increasingly, men in many parts of the developing world are migrating to other areas in search of employment or resources, which increases the burden on the women left behind.<sup>8</sup>

Discriminatory cultural norms and practices, and power inequalities occur at all levels – household, community, private sector and government. These inequities often place women, especially those living in rural areas, at a disadvantage when it comes to using and managing natural resources, and being good stewards of water, land and ecosystems.<sup>9</sup> Because of differing constraints, challenges and opportunities, women find it difficult to invest and reinvest in natural resources. This, in turn, limits the potential for developing more viable and sustainable communities. In other words, who has access to and benefits from different resources is, to a great extent, structured by social and gender relations and institutions (e.g., cultural norms and taboos, customary rules, policies and legislation, etc.), and has implications for land stewardship and the ability to revitalize agriculture. The CGIAR Research Program on Climate Change, Agriculture and Food Security (CCAFS) found that social norms, intra-household decision-making and bargaining strongly influenced the participation of men and women in sustainable agricultural initiatives and the benefits they obtained from it.<sup>10</sup>

Water allocation decisions at the government level are often made with increased productivity and scale in mind, with limited understanding of the multiple and often different demands that women and men place on water or their limited access to large-scale development. Women's limited access to water is often coupled with their limited access to land; the two are often linked and impacted by land and property regimes – both formal and customary.

Research shows that addressing gender issues in a comprehensive manner, i.e., supporting efforts that move away from discriminatory norms and practices to ones that are more equitable, would result in a more sustainable

<sup>4</sup> Gurung, J.D.; Mwanundu, S.; Lubbock, A.; Hartl, M.; Firmian, I. 2006. *Gender and desertification: Expanding roles for women to restore dryland areas*. Rome, Italy: International Fund for Agricultural Development (IFAD). p. 5.

<sup>5</sup> ADB (Asian Development Bank). 2013. Executive summary. In: *Gender equality and food security: Women's empowerment as a tool against hunger*. Mandaluyong City, Philippines: Asian Development Bank (ADB).

<sup>6</sup> Gurung, J.D.; Mwanundu, S.; Lubbock, A.; Hartl, M.; Firmian, I. 2006. *Gender and desertification: Expanding roles for women to restore dryland areas*. Rome, Italy: International Fund for Agricultural Development (IFAD).

<sup>7</sup> Meinzen-Dick, R.; Peterman, A.; Quisumbing, A. 2012. Women's land tenure matters. Box 11 in: *2011 Global food policy report*. Washington, DC, USA: International Food Policy Research Institute (IFPRI). p. 67. Available at <http://www.ifpri.org/sites/default/files/publications/oc72.pdf> (accessed on February 13, 2014).

<sup>8</sup> Gurung, J.D.; Mwanundu, S.; Lubbock, A.; Hartl, M.; Firmian, I. 2006. *Gender and desertification: Expanding roles for women to restore dryland areas*. Rome, Italy: International Fund for Agricultural Development (IFAD).

<sup>9</sup> UNDP (United Nations Development Programme). 2006. *Resource guide: Mainstreaming gender in water management*. United Nations Development Programme (UNDP), Gender and Water Alliance. Available at <http://www.undp.org/content/dam/aplaws/publication/en/publications/environment-energy/www-ee-library/water-governance/resource-guide-mainstreaming-gender-in-water-management/IWRMGenderResourceGuide-English-200610.pdf> (accessed on February 11, 2014).

<sup>10</sup> Bernier, Q.; Franks, P.; Kristjanson, P.; Neufeldt, H.; Otzelberger, A.; Foster, K. 2013. *Addressing gender in climate-smart smallholder agriculture*. ICRAF Policy Brief 14. Nairobi, Kenya: World Agroforestry Centre (ICRAF). Available at <http://www.worldagroforestry.org/downloads/publications/PDFs/PB13013.PDF> (accessed on February 11, 2014).





Photo: Neil Palmer/CIAT.

intensification of agriculture and responsible stewardship of water, land and ecosystems. The **challenge for WLE**, however, is to make this a reality for the millions of smallholders across the world.

This will require a diversity of approaches, including a better understanding of how to target existing or new WLE innovations to reach poor women as well as men, designing WLE innovations that women will want to adopt and use to achieve equal benefits as men, and improve understanding of the WLE innovations that are needed to specifically target women and enable more gender equality. Understanding how to improve access to WLE's interventions, policies, technologies and institutions, which will ensure that women and men have access to decision-making, becomes an important step in ensuring equity. This not only includes giving access, but also understanding the structural and institutional issues surrounding water, land and ecosystems.

Yet, this will not be sufficient. There are knowledge gaps where innovative research needs to be carried out

on the broader context in understanding and responding to the different needs and demands of, and the challenges faced by, women and men in managing water, land and ecosystems. These needs and demands are frequently missed by policymakers and other decision makers involved in sustainable water, land and ecosystem management, and stewardship. Within this context, the important research gaps identified are the issues of engaging women and the implications of this on natural resource management. Therefore, the questions are: (a) does gender equity promote sustainable agriculture in vibrant ecosystems? and (b) in what ways do women's and men's stewardship of natural resources differ? Another area identified is the issue of gender inequality traps associated with water, land and ecosystems, and what can be done to address these issues to ensure appropriate and efficient targeting of the work. Linked to this are broader gender-related issues, e.g., population pressure, climate change, etc., that need to be identified to ensure food security while safeguarding the planet. Addressing these questions form

an integral part of the gender strategy, and are important in moving the gender versus water, land and ecosystems discussion to a more comprehensive level through CGIAR and agriculture.

Secure access to land and water are crucial in developing long-term solutions to address hunger and

poverty, and to stimulate investment in land and water to ensure the sustainable use of resources and ecosystems. Moreover, secure land tenure is a major incentive for women and men, and can provide greater benefits which will help them to restore their land, invest in irrigation, and to diversify their production systems and livelihoods.

## 2. GOALS AND OBJECTIVES

The explicit function of the gender strategy is to support WLE in contributing to its and the CGIARs intermediate development outcome (IDO) on gender and empowerment. The strategy will build on a solid basis of ongoing gender-responsive analysis, with a view to supporting gender transformative research, policies and programs.

The overall **hypothesis** of the gender strategy is that gender equity promotes sustainable agriculture to create vibrant ecosystems.

The overall **goal** of the strategy is to improve the equitable sharing of benefits and responsibilities of water, land and ecosystems (both tangible and intangible), as defined by women and men, through the innovations and approaches developed by WLE for enhancing the sustainable use and stewardship of the natural resource base.

The specific objectives of the gender strategy below are seen as iterative and influence each other:

1. To identify and ensure the **sharing of benefits of interventions** (technologies, institutions and policies) for both women and men to be developed and co-

developed within WLE for improved management of water, land and ecosystems.

2. **To improve the opportunities**, including access to land and water, of both women and men to engage productively in developing vibrant and sustainable communities, and enhance the benefits they enjoy as a result of this.
3. **To enhance the awareness and capacity** of women and men to engage effectively at all levels of decision-making and policy development on water, land and ecosystems.
4. **To empower** women and men to mitigate any negative impacts of agricultural production, and to enhance their ability to restore, re-balance and reinvest in water, land and ecosystems.

The gender strategy aims to ensure that processes and structures are in place to improve the options, opportunities, capacities and resilience of women – and men – who are directly dependent on water, land and ecosystems for their livelihood strategies, food and nutrition, and water security.

## 3. BRINGING ABOUT CHANGE: THEORY OF CHANGE AND IMPACT PATHWAY

### Theory of change

The strategy's **theory of change** suggests that, in order to bring about technical innovation or transformative social and/or political change in the context of water, land and ecosystems, it is essential to understand and address the social relations, structures and organizing principles within households, communities, the state, and public and private service providers. These factors determine and impact women's and men's differential use, and management and stewardship of water, land and ecosystems. Evidence shows that simply focusing on 'getting more women

in', i.e., focusing on improving the number of women in training, research, program activities, committees, etc., is not sufficient to meet the WLE vision. Engaging men, and addressing discriminatory norms, behaviors and practices that limit women's participation, access to and benefits from water, land and ecosystem services, and improved overall stewardship of water, land and ecosystems, are central to ensure change.

Much work is being done on understanding the gendered dynamics within households. WLE's gender strategy hopes to benefit and integrate this knowledge.



However, it envisions a number of points of entry to understanding the gendered possibilities and limitations of the institutions, services and organizing principles related to water, land and ecosystems, and its stewardship. These include, for example, equitable land and property rights, equitable control over labor and the product(s) of that labor, equitable access to and control over water, equitable institutions<sup>11</sup> and, specifically for WLE, equitable decision-making over ecosystem services.

Therefore, gender research will improve understanding of how gender norms and practices shape unequal outcomes for women and men from WLE innovations. Research will also identify promising strategies for interventions that transform norms and practices, leading to a more equal sharing of the benefits from WLE innovations. As with the overall WLE strategy, which is targeting policymakers, national agricultural research centers, implementers, development partners and academia, the research results and knowledge will be used by this group of policymakers and implementers to improve the targeting of their interventions and approaches. Specifically, as illustrated in Table 1, an enhanced ability to understand the differing needs and interests (research output 1), will allow for the improved design and implementation of gender-sensitive planning and policies (research output 2). This will enable (through research outputs 2 and 4) the establishment of gender-responsive institutional arrangements for WLE governance, ensuring more equitable engagement within natural resource management decisions.

The expected change in gender norms, behaviors and practices comes by providing development partners, policymakers and researchers with the correct **data, knowledge and information**. This will help to improve the ability to effect equitable change within sustainable agriculture and development, and to help **leverage, influence and develop better outcomes** through the provision of better-informed **technologies, policies and institutions** leading to better **options and opportunities**. Each one of these alone is not sufficient to ensure change, but change can occur by working through a multitude of entry points -- from individual demands to community requirements, to state laws and policies, to understanding the dynamics and responsibilities for services providing water, around land and ecosystems. In this way, opportunities will be **leveraged and constraints minimized** to ensure “a world in which agriculture thrives

within vibrant ecosystems, and where communities have higher incomes, improved food security and the ability to continually improve their lives” (WLE’s vision).

### Expected benefits and beneficiaries

Expected benefits will be at a concrete level. For example, it is important to understand whether gender-equitable property laws exist, if social and cultural norms allow for women to own land, whether information exists about land laws and if women and men have access to this information, or have access to legal support services. For ecosystems, it is important to comprehend the approaches that are effective for women and men to engage in collaborative decision-making (e.g., in technology development and adaptation, water associations, natural resource management committees, land stewardship, revitalization efforts, etc.). In doing so, women and men can cooperate to influence different levels of decision making to effect change in support of food and livelihood security, secure land access and tenure, good environmental stewardship, and efforts for revitalization of water, land and ecosystems.

Although, ultimately, the beneficiaries of the gender strategy are anticipated to be those women and men dependent on water, land and ecosystems for their livelihoods, as with WLE’s overall approach of working at an aggregated level, the gender component will also target a more intermediary level of policymakers, development implementers, community level institutions, and national policies and institutions. Understanding how to influence and leverage these groups for achieving equitable outcomes will be part of the research challenge. Much work has been done within the gender aspect at the household level. This work hopes to provide more insight and leverage at the next level of service, providing access to and use of water, land and ecosystems.

### Gender impact pathway

The impact pathway outlined in Figure 1 illustrates the flow from research to output to outcome and impact, and vice versa. Detailed implementation mechanisms will ensure that the process assumes the existence of different timescales, iterative feedback loops and necessary renegotiations.

Table 1 provides further details on the impact pathways – from potential researchable questions through to development impact.

<sup>11</sup> These ‘entry points’ draw on the ‘levers of change’ of the International Center for Research on Women (ICRW)/CARE, which were identified as being important for women’s empowerment in the context of agriculture. For further details, see Lawson-Lartego, L.; Kamp, K.; Hill, C.; Bell, S. 2009. *A place to grow: Empowering women in CARE’s agriculture programming*. CARE. p. 5. Available at <http://www.care.org.au/document.doc?id=182> (accessed on February 11, 2014).

**TABLE 1. IMPACT PATHWAYS.**

Development impact: Vibrant communities where women can actively engage in, and benefit from, decision-making over the use of water, land and ecosystems to support livelihoods for future generations through WLE interventions and approaches.			
RESEARCHABLE QUESTIONS	RESEARCH OUTPUT	OUTCOME	IMPACT
What are the different <u>needs, priorities and interests of women and men, and the challenges they face</u> , in relation to water, land and ecosystems? How do they converge/conflict and how can this information be used to improve the proposed interventions and approaches, including targeting, by WLE?	Knowledge, priorities, needs and interests of women and men for products and services from water, land and ecosystems identified, analyzed and communicated to CGIAR Research Programs and other researchers, policymakers and development planners (e.g., design and use of small-scale irrigation systems, water storage systems).	Awareness and increased appreciation of the different needs, priorities, interests and responsibilities translated into increased gender sensitivity of water, land and ecosystem targeting, research, programming and policies (e.g., irrigation, land tenure, etc.).	WLE technologies, approaches and systems (e.g., irrigation, water storage, fertilizer regimes, hydropower decision making, etc.) are designed and applied in gender-transformative ways that allow for increased benefits by women and men who adopt these technologies and interventions.
What are the different <u>roles</u> that women and men play in natural resource decision-making, and in which decision-making arenas do they participate and how?	Recommendations for designing gender-sensitive governance institutions in programs and policies related to water, land and ecosystems (e.g., domestic water use, irrigation, natural resource management, resource recovery, land-use planning/tenure).	Researchers, decision-makers and development planners use WLE recommendations to inform targeting, research and program design in ways that strengthen women's agency to engage in and benefit from decision making related to water, land and ecosystems.	Enhanced benefits from engagement in decision making and policy development (at all levels) on sustainable intensification of agriculture, and use and stewardship of water, land and ecosystems.
How do women and men differentially experience <u>decision-making roles and arenas</u> , and what <u>social and cultural structures and relations</u> impact their decision-making relevant to water, land and ecosystems?	Differential decision-making power dynamics, trade-offs, and the consequences/impacts related to water, land and ecosystems (e.g., river basin/watersheds, irrigation versus rainfed systems, etc.) identified, analyzed and communicated.	Improvement in women's participation in, and benefits gained from, gender-equitable resource committees and relevant decision-making bodies (e.g., watershed associations, regional irrigation initiatives, and resource recovery and reuse).	Enhanced ability of women and men to engage in, and benefit from, WLE-related decision-making bodies and processes in the regions.

(Continued)

**TABLE 1. IMPACT PATHWAYS. (CONTINUED)**

<p><b>What are the opportunities i) in existing policies, institutions and interventions, and ii) for co-developing/ revising policies, interventions and processes, to enhance gender equity within the management of water, land and ecosystems? How can these be leveraged?</b></p>	<p>Water, land and ecosystem policies, laws and processes identified and assessed for gender sensitivity, and relevant gender-specific policies, laws and processes identified (e.g., national ratification of the Committee on the Elimination of Discrimination against Women (CEDAW) Article 14 on rural women, property and inheritance legislation, customary rules, etc.).</p>	<p>Women and men, and relevant duty-bearers (traditional leaders, policymakers) are aware of gender-sensitive laws, policies, interventions, and/or any gender gaps/ biases inherent therein, and are able to advocate for developing/revising and targeting laws, policies, etc. (e.g., in relation to irrigation schemes, land tenure, etc.), related to water, land and ecosystems.</p>	<p>Women and men benefiting from women who are empowered to invest in and restore water, land and ecosystems.</p>
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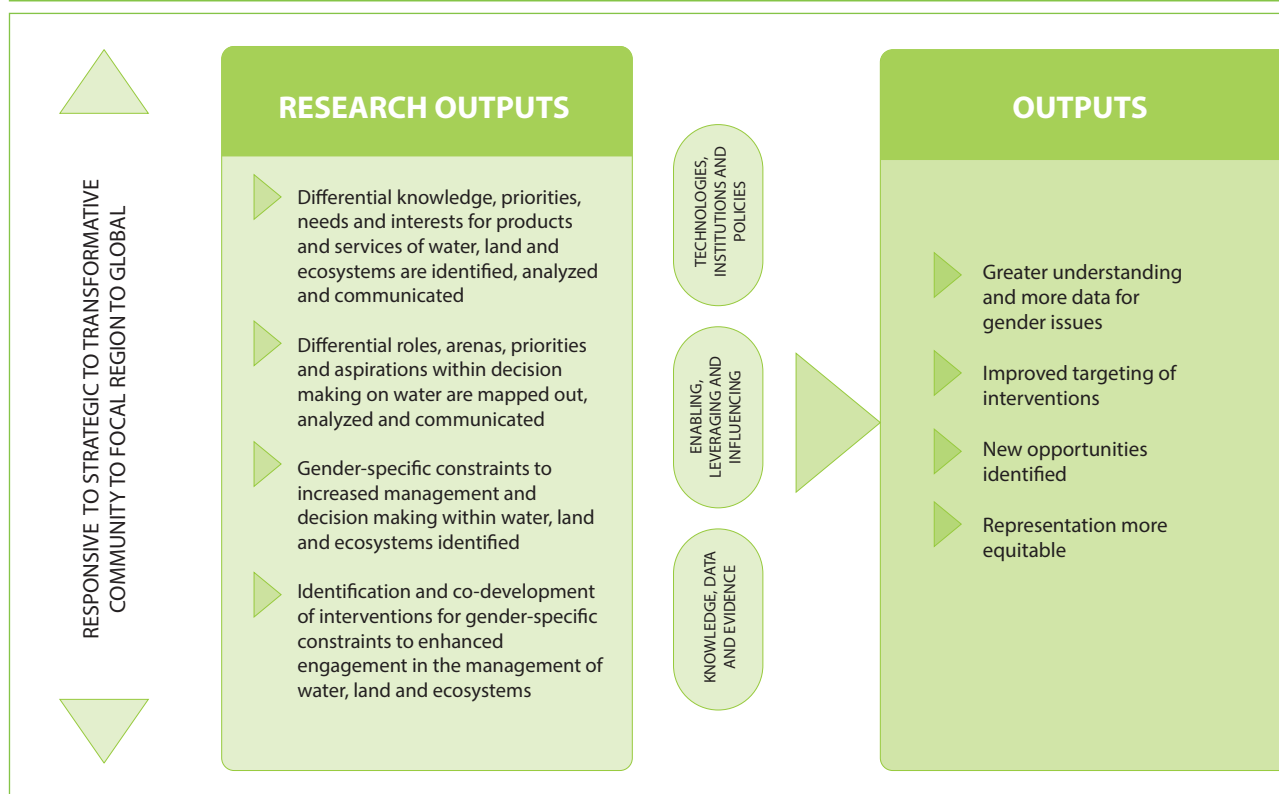
**Note: Crosscutting all research outputs:** Processes, methods and tools developed for addressing gender-based constraints, and promoting inclusive equitable WLE-related decision making and enjoyment of the benefits thereof.

### Prerequisites for the impact pathway

To move from research to output to outcome and, finally, impact, requires close collaboration with relevant partners and stakeholders, effective advocacy at the appropriate time and place, correct entry points of engagement, and a clear identification of the necessary research.

As noted above, it is essential to collaborate with and engage WLE partners and stakeholders in the process of moving from research output to development impact. Essential partners include governments and ministries, nongovernmental organizations (NGOs), research organizations and women's advocacy groups.

**FIGURE 1. WLE GENDER IMPACT PATHWAY (IN BRIEF).**

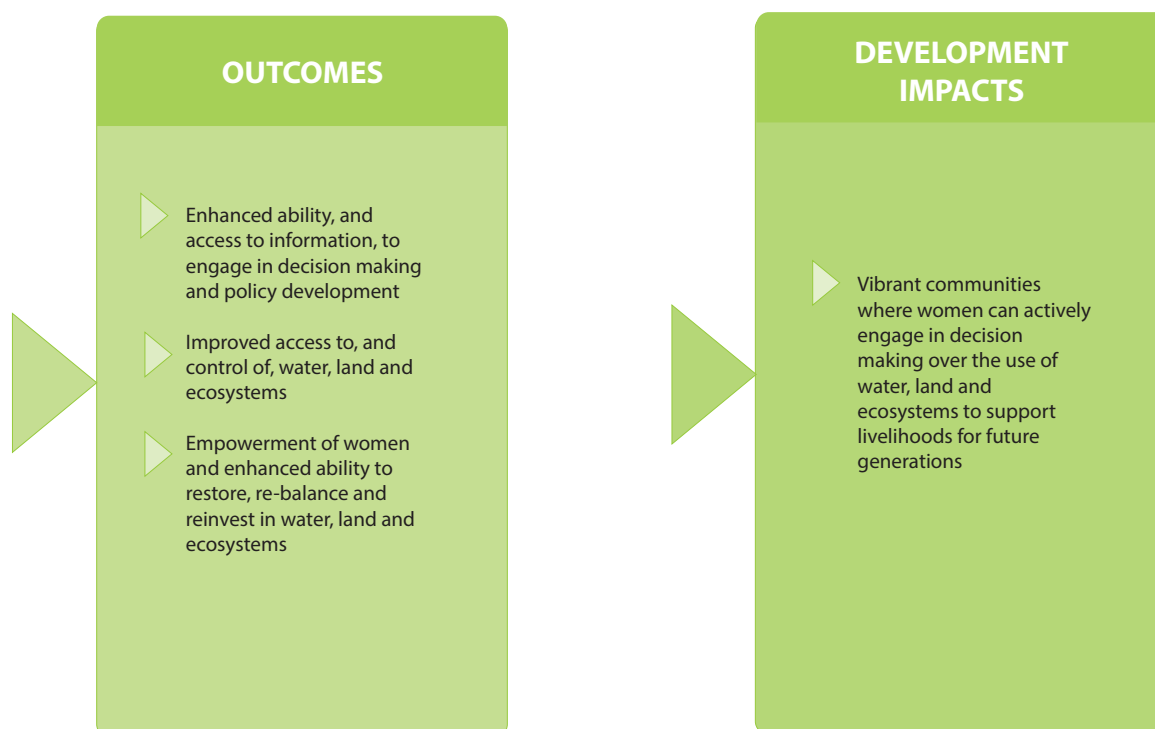


Specifically, the strategy's impact pathway will ensure the following:

- **Early engagement with women and men to understand their different needs, priorities and interests, and constraints.** Ensuring the inputs and views of women and men in communities will enhance the impacts of an intended technical or social intervention, because no matter how scientifically sound the intervention is, engaging the users from the beginning will ground it in supply, not demand.
- **Partnership development.** Conducting an institutional analysis at the beginning of each intervention will provide an improved understanding of the potential of different partners as well as the possible constraints WLE could face in ensuring an enabling environment for working on gender issues.
- **Ensuring that there is a clear understanding on the part of, and engagement with, development partners on the needs, priorities, interests and constraints of women and men within the focal region.** Working with development partners as co-developers is an essential entry point for ensuring that WLE provides sustainable impacts that can benefit

both women and men. It is important to engage partners from the beginning to help define and understand research questions as they see them.

- **Awareness-raising and capacity-building approaches and processes defined.** Sustained change will demand ongoing efforts to raise and maintain awareness about gender-differential interests, needs, priorities and constraints, as these factors tend to get left off the research and development agenda. This will be supported through ongoing capacity strengthening, revising and adapting learning as the parameters around gender relations and roles, social and cultural norms, and practices evolve at the various levels of the community, state and service providers. Awareness-raising and capacity building is best supported through a variety of traditional and emerging web-based approaches. This will include, for example, the inclusion of internships, development and dissemination of policy briefs, and the use of blogs and webinars. The Gender unit will work closely with partners and WLE team members to identify the appropriate approach, but everyone should be grounded in field-based, gender-responsive, and strategic gender research and analysis.





- **Consultative and iterative processes in place.** Ensuring uptake of the outputs and achieving sustainable impacts demand ongoing consultation and flexible, iterative processes that can build on lessons learned and needs identified. These will be built into partnerships, and monitoring and evaluation systems.
- **Systematic monitoring of interventions undertaken.** Though social sciences have some ability to predict the outcomes of technical projects,

there are always unintended consequences. Gender-related consequences may translate into positive or negative changes in decision-making dynamics, labor and time allocations, reduction of or change in access to resources, or changes in benefits. Gender-sensitive feedback loops need to be integrated into monitoring and evaluation systems, which will allow the project to leverage positive impacts and mitigate potentially negative impacts.

## 4. SHAPING WLE: APPROACHES, METHODS AND TOOLS

In order to have impact and be able to achieve the objectives and goals set out above, WLE recognizes the need to look at gender issues as both a **strategic issue** unto itself and as an issue that **crosscuts** all other issues and areas of action under WLE.

Within this framework, efforts feeding into WLE's gender impact pathway will be carried out within two distinct, yet, overlapping approaches: **gender-responsive** and **gender-specific research**. This will, in turn, inform the **gender transformative** work of WLE.<sup>12</sup> For example,

ensuring that the work is gender transformative requires a good understanding of the issue in the focal region, which can be gained through gender-specific research. However, to ensure that the interventions are supporting both women and men requires them to be gender-responsive. Therefore, while the vision of WLE's gender strategy is transformative by nature, it also recognizes that it is a continuous long-term process, requiring an enabling environment. Therefore, it is anticipated that, in the initial phase, more attention will be needed to put into place mechanisms



Photo: Neil Palmer/CIAT.

<sup>12</sup> WLE maintains a definition for 'gender transformative': where both men and women are helped while gender roles are transformed and more gender-equitable relationships are promoted. This is an important tenet of WLE's vision.



and training to ensure gender responsiveness throughout WLE's work, and that the gender transformative work is well informed to ensure a sustainable basis for change. This initial period will also be used to build on the positive role of women, and the potential transformative effect of women's involvement in the revitalization and stewardship of water, land and ecosystems.

### Approach 1: Gender-responsive research: The backbone of the gender strategy

At a minimum, all WLE initiatives will be **gender-responsive**; all efforts must consider the potentially different needs, priorities and constraints of both women and men. This is intended to increase the potential of WLE's interventions to benefit both women and men, and limit any negative impacts in the process.

As it is the backbone of the gender strategy, the gender-responsive work will build on sound social science research methodologies and tools. It will use a variety of both formal and participatory gender-sensitive methods and tools. A number of these are included here for the purpose of illustration. Actual methods and tools to be applied by WLE will be discussed and agreed by researchers during a gender and research methods workshop. Examples of research methods to be applied include, but are not limited to, gender analysis, gender mapping, institutional analysis, partnership building, action research and gender auditing. Specific tools may include gender-sensitive household and other surveys, community conversations, decision-mapping, key informant interviews, focus group discussions, etc.

### Research questions

The gender strategy will be responsible for providing coherency throughout WLE's work on the following overall researchable questions:

- What are the differences between women's and men's needs, priorities, interests and constraints related to water, land and ecosystems? What are the implications for irrigation, land management and ecosystem services?
- What are women's and men's experiences of decision making, how are they conditioned by social and cultural norms and practices, and what are the resources available to them?
- What are the implications of this for developing vibrant and sustainable communities, and opportunities to reinvest in water, land and ecosystems?

### Integration in the research cycle

An important aspect of WLE's gender-responsive work is that it uses the research project cycle as a means to integrate gender. An illustration of this can be found in Figure 2. Specific entry points are explained below:

#### Planning and priority setting

**Set gender targets and priorities:** Help WLE set targets and priorities within its own Strategic Research Portfolios (SRPs) to ensure that gender is integrated. Within the WLE program, provide assistance to partners that support the notion that gender is inherently social and political, and will, therefore, need to use appropriate approaches in different settings, i.e., targeting men and women differently when needed and allowing for gender-specific approaches.

#### Discovery research, testing and development

**Profiling and assessing the gender implications** of WLE innovations and approaches within the focal regions and SRPs. Providing the results of this analysis to partners, program scientists and research managers, so that their work is gender-responsive and relevant.

**Building a database and developing a set of baseline documents:** An initial database will be built based on information already available to enhance the development of future work, and to reflect the various intersecting issues within WLE that have a direct impact on gender. In the first year, a set of briefs may be developed focusing on the gender issues within the themes, activity clusters, SRPs and focal regions. This will enable researchers to benchmark the issues.

**Collection of sex-disaggregated data and gender/social analysis:** The importance of this aspect will be to capture the institutional, cultural and attitudinal factors affecting the differentiation between women and men. It will also help to identify the diverse needs, interests and priorities that people place on the resources available to them. This will be integrated into the focal region profiles, but will also need to be undertaken throughout WLE's work.

#### Evaluation and feedback to planning

**Development of a systematic approach to monitoring:** As interventions and drivers impact women and men differently, a key activity will be the systematic integration and monitoring of the activities undertaken by WLE. This will require constant attention and the development of a

specific process. It is anticipated that this will develop into a broader approach for ecosystem projects.

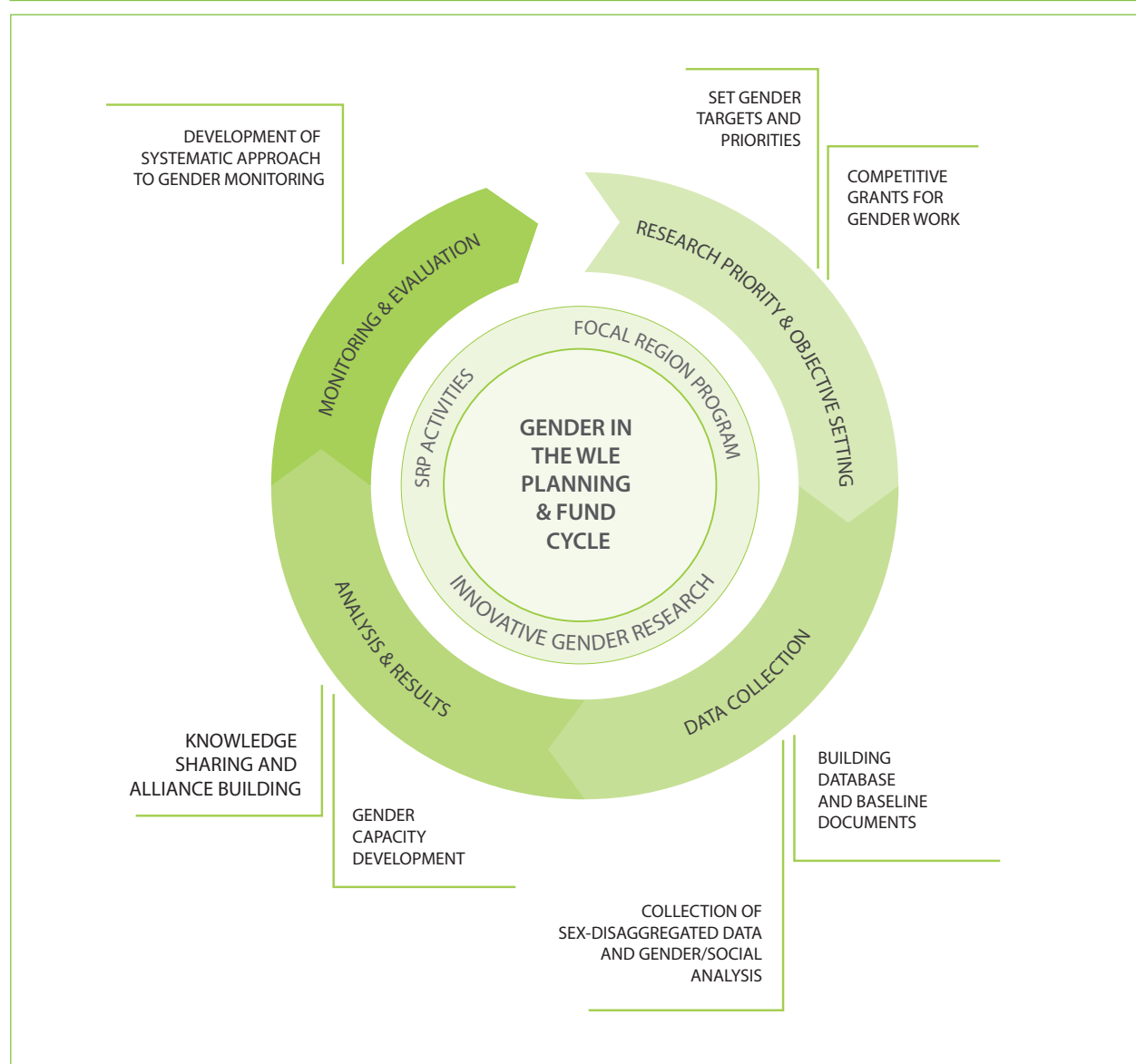
**Capacity development:** Ensuring that there is appropriate capacity to carry out a gender analysis and understand gender within complex systems, such as water, land and ecosystems, will be an important objective. The goal will be viewed as part of the staff and capacity development within the focal regions as well as contributing to the larger understanding of gender and natural resources.

**Knowledge sharing and alliance building:** The importance of sharing knowledge of good science and building strategic alliances cannot be underestimated in the

move toward more equitable and vibrant communities. WLE will build alliances with policymakers and advocacy groups on gender and the environment. The program will do this within the basins and also within the wider community, such as with FAO, International Fund for Agricultural Development (IFAD) and International Land Coalition (ILC).

**Competitive grants/research grants:** The budget has been provided to initiate gender-specific work within SRPs and WLE. This will be done through a series of competitive grants and research grants for researchers and interns. It is hoped that this will enable the development and maintenance of a high level of gender expertise within each of the SRPs.

**FIGURE 2. GENDER IN THE WLE PLANNING AND FUND CYCLE.**



## Approach 2: Gender-specific research: Innovative, SRPs and focal regions

Supplying the international community and partners with scientific evidence and approaches that highlight the importance of gender is one of the best ways to improve advocacy and interest in gender and stewardship, and revitalization of the natural resource base. This is also the area which will focus on testing the hypothesis that gender equity promotes sustainable agriculture to create vibrant ecosystems.

To this end, WLE is investing in developing gender-specific research, approaches and solutions. An important principle of WLE's work is that gender is a research area on its own, with great potential to leverage work already carried out on gender into new and important areas. The gender-specific work will take place within three areas: Innovative research, SRPs and the focal regions.

The gender-specific research work will apply a women's empowerment and gender equity framework to investigate the linkages between gender equity/ women's empowerment and specific aspects of water, land and ecosystem stewardship, which will be defined by WLE and partners. Working with robust social science methods and tools, the research will provide evidence that is particularly linked to the impact of social relations and social/cultural norms and attitudes, and the gendered and power dynamics of decision-making processes, at different levels on WLE stewardship/ management strategies. The research will employ social science methods such as participant observation, community conversations, key informant interviews, social landscape mapping and surveys. Specific methods and tools to be applied by WLE will be identified and agreed by researchers during a gender and research methods workshop.

### Innovative research and options

The strategic gender research theme is an area of importance in the overall gender-specific research and the development of solutions at WLE level. The theme will consider the larger issues of gender, and water, land and ecosystems, as well as the opportunities for influencing the debate and change dynamics through asking and answering relevant and timely research questions. As a rule, at no time will the innovative research utilize less than 30% of the resources allocated. This component will also benefit and work closely with the gender advisory group to guide the strategic thinking within this theme.

### Illustrative research questions

Innovative research requires specific research questions to guide the transformative agenda for WLE. It is also seen as a way of providing input into a new way of looking at gender. These questions are meant to add a new dimension to gender research, and provide innovative research and thinking on gender within the water, land and ecosystem debate. Specific questions that have been identified include the following:

- Does gender equity promote sustainable agriculture in vibrant ecosystems? In what ways do women's and men's stewardship of natural resources differ?
- What are the gender inequality gaps associated with water, land and ecosystems?
- Which broader gender-related issues, e.g., population pressure, climate change, etc., need to be identified to ensure food security while safeguarding the planet?

This work will be carried out in close collaboration with universities and national partners, where possible. One of the main aims of this work is to help inform and influence other work being carried out within agriculture, which is dependent on water, land and ecosystems. Besides working on innovative research questions and solutions, this part of WLE's work is also focusing on influencing several other specific agendas.

**Influencing WLE's work on gender and equity.** A goal of this work will be to influence the guiding principles of WLE, which presently include the efficient use of resources, restoring the productive capacity, and reducing the risk and uncertainty. However, in order to really ensure viable communities, this work aims to move further by also including the entire issue of social equity as one of the guiding principles.

**Contribute to CGIAR discourse and action on gender and natural resources.** Besides research questions and finding innovative solutions, this area of work will also concentrate on the broader question within CGIAR of gender and natural resources. It will, through **evidence, leveraging and engagement**, move the discussion on gender and natural resources forward. It will try to ensure that gender will be one of the areas of interest for work carried out across CGIAR Research Programs, on the premise that it forms the basis of agriculture and, therefore, needs special attention.

**Collaborate with other CGIAR Research Programs to contribute to the CGIAR IDO on gender**

**and empowerment:** Another central area of activity of this work will be working with other CGIAR Research Programs on contributing to the CGIAR IDO on **gender and empowerment**. WLE will work closely with the CGIAR Gender and Agriculture Research Network to develop content for this IDO. It will also help to develop indicators as well as work on any other crosscutting initiatives of the CGIAR Research Programs, such as the study on norms and agricultural transformation.

### Research in the SRPs and focal regions

Work carried out under this section will anchor WLE's gender work clearly in the technical themes (the SRPs) and in the focal regions. This area is important to WLE, as it is where much of the work on understanding the social relations, and how to influence and leverage them will take place.

The work within the SRPs and focal regions is meant to ensure that both women and men benefit from the interventions and options provided by WLE, and ensure that, at a minimum, the work being carried out is gender-responsive. However, it is also clear that this is the area where the work can have a significant impact and where the main emphasis of WLE lies, at least initially. So, this is where the gender transformative work will have the biggest impact. This means that the Gender, Poverty and Institutions (GPI) crosscutting theme of WLE will engage in the development of new projects and proposals; harvest

and generate sex-disaggregated data; identify and mitigate gender-related constraints to technology adoption; outline areas for potential intervention related to gender-discriminatory norms and practices, which limit women's participation in and benefits gained from technology development and adoption; mitigate gender biases in the research design, analysis and application; develop and apply gender-sensitive extension approaches; and monitor implementation to mitigate negative impacts and unintended consequences.

An important activity will be the process of targeting a small number of specific initiatives within each SRP, with opportunities of influencing gender-equity outcomes. This will be achieved through building on a sound **gender audit** of each SRP, and will enable past experiences, e.g., the work carried out by the CGIAR Challenge Program on Water and Food (CPWF), to be benchmarked and integrated into this work. However, it will also allow for the identification of specific initiatives.

### Illustrative research questions for the SRPs

Gender research can only be useful if it works within the structure and mandate of the SRPs. Therefore, the SRPs will also contribute to outlining the issues for the strategic gender research to be undertaken within WLE. Some of the initial and illustrative research questions to be linked with the SRPs are listed in Table 2.

**TABLE 2. INITIAL AND ILLUSTRATIVE RESEARCH QUESTIONS TO BE LINKED WITH THE SRPs.**

THEMATIC AREA	ILLUSTRATIVE RESEARCH QUESTIONS
<b>Irrigated systems</b>	<ul style="list-style-type: none"> <li>What are some of the gender and socially-differentiated irrigation impacts on food and livelihood security, and on ecosystem services?</li> <li>What local water management arrangements can contribute to gender equality and should be strengthened by public investments?</li> <li>Which local gender gaps should the public sector help to overcome, or not further widen, in any particular context?</li> <li>What are the ways to ensure the social, cultural and political contextualization of gender access and control of water within irrigated areas?</li> </ul>
<b>Rainfed systems</b>	<ul style="list-style-type: none"> <li>Given the interest in promoting sustainable fertilizer use and providing women and men with opportunities to obtain higher incomes from crop and livestock products, which investments and policy alternatives would be helpful in supporting widespread improvements in women and men farmers' access to input and output markets?</li> <li>As rainfed landscapes become degraded and agricultural production declines, male members of households often seek off-farm labor opportunities. How does this temporary or sometimes permanent migration affect land use at farm and landscape scale, when women remain behind to take ever-greater responsibilities in production?</li> <li>What kind of methods, approaches and tools can promote improved, equitable land management and decision making at the landscape scale?</li> </ul>

(Continued)

**TABLE 2. INITIAL AND ILLUSTRATIVE RESEARCH QUESTIONS TO BE LINKED WITH THE SRPs. (CONTINUED)**

THEMATIC AREA	ILLUSTRATIVE RESEARCH QUESTIONS
<b>Resource Recovery and Reuse (RRR)</b>	<ul style="list-style-type: none"> <li>What are the local institutions and social relations (e.g., social and cultural norms, attitudes and behaviors; gender discriminatory practices; and religious beliefs and doctrines) that pose barriers to mainstreaming safe resource recovery from waste streams in agriculture? How can social and cultural norms and perceptions be changed to remove these potentially stifling sources of risk and uncertainty?</li> <li>What could be the quantitative contribution of RRR to waste reduction, energy recovery, human health, gender roles, land and water productivity, ecosystem services, carbon sequestration and climate change adaptation? Which related indicators could help decision makers?</li> </ul>
<b>River basins</b>	<ul style="list-style-type: none"> <li>How can ecosystem services and benefits from land and water use be shared equitably across sectors to improve the livelihoods of the poor, foster gender equity and minimize detrimental environmental impacts?</li> <li>How do various external drivers affect the availability of land and water resources for the poor and for women? What is the magnitude, value and distribution of water- and land-related ecosystem services and benefits, and what are the potential gender equity issues related to the changes?</li> <li>What are the trade-offs between environmental water allocation and 'conventional' uses of water, particularly in relation to agriculture in the developing world, where food production is a first priority – especially for female-headed households dependent on agriculture?</li> </ul>
<b>Information systems</b>	<ul style="list-style-type: none"> <li>In what ways (methods, communication pathways) do women and men get information about agriculture, and water, land and ecosystem services? How do these differ for women and men, and what are the implications for agricultural/WLE research, extension and policy?</li> <li>Which development decisions related to WLE have the potential to impact women and men differently, particularly among poor populations?</li> <li>What are the major gender-related intervention alternatives that can lead to improved system-level outcomes?</li> <li>What variables have high information value for improving decisions on intervention alternatives related to gender?</li> </ul>
<b>Ecosystem Services and Resilience (ESS&amp;R) working group</b>	<ul style="list-style-type: none"> <li>What are the different ways in which women and men depend on ecosystem services for their livelihoods?</li> <li>How can ecosystem service trade-offs and synergies be managed, so that they are more equitable for poor women and men? What kind of policies, services and information can help women address the loss of ecosystem services?</li> <li>Are there ecosystem services particularly valued by women, and how do we ensure their conservation and/or restoration?</li> <li>What is the role of gender in improving environmental quality and ecosystem services, including the relationship between women's reproductive rights, population growth and conservation, and the types of institutions (markets, community organizations, cooperatives, networks) that women interact with?</li> <li>How do social/gender relations (e.g., norms, perceptions, attitudes and behaviors) and gender roles determine women's and men's participation in incentive systems for environmental services, such as the certification for social, environmental or nutritional benefits of commodity systems, payments for ecosystem services, and command and control?</li> </ul>

#### Engagement in the focal regions through gender profiles

A matrix of technological solutions and researchable issues will be mapped within the SRPs and geographic settings (these are the focal regions for WLE). This is one of the main entry points of the gender work, since WLE's modus operandi will be to work within six different basins across

the world, and develop specific and pertinent activities. It is envisioned that, in these basins, the interactions between water, land and ecosystems, and the solutions for developing vibrant communities, will be fostered. In the first phase, the focal regions will be Niger/Volta, Indus/Ganges, the Nile and the Mekong.



For the gender aspects, the rationale for concentrating work in the focal regions is fourfold:

- This is where the impact of WLE's research will be seen on the ground, through the efforts of the SRPs and innovative work.
- It is possible to engage with the appropriate partners working on gender aspects from the beginning.
- As gender is culturally and context bound, the focal regions provide WLE with a unique opportunity to solve problems through fieldwork in specific basins.
- Gender-responsive targeting has to be based on information about actual populations in actual places.

In 2014, gender profiles will be compiled in the four initial basins in the focal regions. An important principle for the WLE gender strategy is to move away from generic to specific issues and solutions, and to ensure coherent monitoring. Therefore, the main goal of these profiles will be to identify the most pressing issues facing women in the region, and will also be combined with the gender

audits being prepared through the SRPs to identify and co-develop, and possibly redesign, innovations within WLE.

As each of these issues is within a different sociocultural landscape, it will be important to conduct an appropriate gender analysis at the onset of the project to capture the main gender roles, responsibilities, opportunities and barriers within the basin. This information will be fed into the design phase. In close collaboration with the SRPs, gender-specific interventions will be identified as well as gender-responsive actions, such as differential social analysis, and monitoring possible negative impacts.

The first step has already been taken and the gender unit<sup>13</sup> has participated in the initial research design workshops for the basins. In these workshops, the unit made sure that gender was discussed, and some initial areas of work were presented and identified. In the Indus-Gangetic workshop, issues identified included the feminization of agriculture and its impact on farming and irrigation. During the Volta Basin scoping study, diverse formal and informal land tenure arrangements, and the implications for women reinvesting, have been identified in Ghana.

## 5. MONITORING AND EVALUATION

### Gender in the WLE M&E system

WLE has its own monitoring and evaluation strategy. A key principle of the WLE Monitoring, Evaluation, and Learning Strategy and Results Framework is that:

"The WLE M&E system will monitor the empowerment of women in the research design and use as well as potentially differential impacts of WLE research. Adjustments will be made, as women can be affected differently than men and are less likely to be able to influence or redirect implementation." (p. 4)

All WLE research and policy work will aim to promote and unleash the potential of women, and the degree to which this happens will be monitored in each step along the research cycle.

In terms of implementation monitoring, as mentioned above, mechanisms have been put in place along the research cycle to ensure mainstreaming. The WLE gender advisor will review and assess the degree to which gender was mainstreamed into the research process and product. When training is undertaken, especially when support

is provided to attain advanced degrees, the extent to which women have been supported will be monitored. The gender profiles of the focal regions (to understand the main issues on gender in the focal regions) will be used as a baseline for monitoring the implementation of the activities.

Specifically, for the Plan of Work and Budget for 2014, the following criteria have been identified to determine activities for implementation:

- Extent to which the activity contains gender-disaggregated data, and analysis of gender differences in the activity planned.
- Extent to which the activity explains how actions will result in women's empowerment, strengthening their access to decision making, and improving their access to water, land and ecosystems.
- Extent to which the activity identifies at least one gender-specific objective to be undertaken for mainstreaming or gender-specific research.

<sup>13</sup> The gender unit within WLE includes a Coordinator - Gender, Poverty and Institutions (GPI), GPI research scientist, GPI postdoctoral fellow and regional GPI researcher in each of the four priority focal regions. The unit has seven full-time equivalents (FTEs).



Photo: David Brazier/IWMI.

The following process indicators have also been developed to monitor gender integration into the stages of the research cycle, which will be tracked:

- Percentage of targeting and baseline studies that address gender-differentiation at appropriate scales.
- Percentage of priority setting, work planning exercises or proposals that include gender-related criteria.
- Percentage of focal regions that have *ex-ante* analysis (qualitative or quantitative) to assess their gender-differentiated outcomes.
- Percentage of interventions being tested to improve land and water management technologies, institutions and policies that target women specifically as well as men.
- Percentage that target different innovations for women than those for men.
- Percentage of testing being carried out with partners that includes participatory evaluations, with relevant

gender-differentiated criteria and the inclusion of proportional female representation.

In terms of outcome monitoring, most development outcome indicators have a gender component, e.g., indicators of productivity and livelihood. Where institutions are monitored, women's participation in the planning and governance process (e.g., on boards, and in decision-making posts) will be tracked.

Finally, the strategy outlines the need to undertake both in-house and externally-commissioned evaluations. These will be thematic; terms of reference (ToR) will always will include a gender component and some evaluations may look at gender as a key crosscutting theme (i.e., as a subject of evaluation, though the general strategy is to mainstream gender into all work rather than 'separate' it). Wherever impact evaluations are undertaken (using control and treatment groups in a difference-in-differences approach), the differential impact of an intervention on women and men (or female-headed households) will be investigated.

## 6. BUDGET

Gender is an integral part of WLE research with specific financial resources being allocated to gender activities. At least 10% of the annual budget of WLE will be dedicated to gender, across the entire portfolio. Initially, this 10% will be delivered by SRPs through contributions from WLE partner

centers. In 2013 and 2014, this will mainly be for staff and operational costs associated with gender mainstreaming activities and gender components of existing research. As WLE evolves, the proportion of gender-specific work will grow, particularly through the program's focal regions and

innovation funds, into which gender work will be integrated at a minimum budget level of 10% from their launch in 2014. The development of clear gender budgeting guidelines will form part of the work of 2014 to ensure future investments in gender.

In addition to the 10% allocation from the research portfolio themselves, gender under WLE will also benefit from a specific allocation under 'Essential Program Activities' (EPA) funding. This budget will cover a Gender, Poverty and Institutions Coordinator, a postdoctoral fellow and a researcher, as well as a dedicated national researcher in each of the focal regions (Niger/Volta, Indus/Ganges, Nile and Mekong). Operational funding will be used for gender audits and baselines, gender-specific research, and for working and leveraging work with partners. Capacity building will be an important aspect within this budget, and it will support interns and target training as needed.

To illustrate the distribution of funding for gender activities, we take the year 2014 as an example. Projections

of total funding for WLE is currently USD 57 million, which includes W1, W2, W3 and bilateral funding categories of the CGIAR Consortium. Gender funding is projected to be USD 6.3 million (approximately 11% of total WLE funding), consisting of USD 3.5 million in the five SRPs, USD 1 million within EPA and USD 1.8 million in the new focal region and innovation research initiatives.

As this is an evolving area, the gender unit will work actively in consultation with the senior gender advisor of CGIAR, the WLE program director and leaders of the SRPs on developing guidelines for identifying and reviewing gender inputs for budget consideration, and to ensure that the 10% of funds allocated will lead to gender-responsive and gender-transformative outputs and impact. At the same time, the gender unit will obtain additional bilateral funds for strategic research as a means of moving the science of gender research forward, and ensuring that it is integrated as a research unit in its own right.

## 7. INTEGRATING GENDER INTO WLE MANAGEMENT: ACCOUNTABILITY, RESPONSIBILITY AND STAFFING

Gender is a transversal theme in WLE. It is housed within the SRP, Gender, Poverty and Institutions (GPI), of WLE, which is under the supervision of the program director of WLE. While accountability for gender work within WLE is woven throughout the program, the SRP benefits from a coordinator and, in the future, dedicated researchers to implement and execute the work.

The various levels start with the coordinator of the SRP, GPI, who is a full member of the management committee and plays a key role in devising strategic gender entry points and integrating gender into the overall program. The coordinator is also a member of the operations team, providing gender inputs as part of the day-to-day running and implementation of WLE. Apart from the GPI coordinator, it is anticipated that the unit will grow to include a researcher and a postdoctoral fellow in 2014, and will have enough flexibility to expand in the coming years. Since the impact of WLE will be played out in the focal regions, gender experts will be hired and placed in at least four of the highest priority focal regions in 2014-2015, to implement work at a regional level and to work closely with partners.

Gender is taken into account by all governance and management structures of WLE, and the individuals belonging to these. Specifically, WLE has the following agreements (outline in Figure 3):

- **WLE's steering committee** has appointed a liaison person to work closely with the gender unit, and will review and approve the strategy, provide support for its implementation and monitor its progress.
- **Lead center Director General (DG) and Board of Governors** are required, as per their terms of reference, to ensure that all policies are implemented, of which WLE's gender strategy is one.
- The **program director of WLE** has, within their terms of reference, to "ensure that the WLE program has a well-designed and implemented gender strategy."
- **SRP leaders**, or any research leader, are responsible for ensuring that provisions in the gender strategy are integrated into their research.
- The **WLE Management Committee** is required to "support partners to mainstream gender issues into WLE research." Those partners will each be asked to highlight gender-related activities, and projected outputs and outcomes, as well as dedicated financial resources in their annual activity plans and reports.
- Members of the WLE **operations team** are also responsible, through their terms of reference, to work "closely with the SRP, GPI, to develop and

FIGURE 3. RESPONSIBILITIES FOR GENDER WORK WITHIN WLE.



implement a strategy for the integration of gender and poverty issues into WLE research.”

- WLE will also ensure that any **future staff members** within the program will have in their terms of reference to work with the SRP, GPI, to ensure that gender is adequately addressed.
- WLE will also review the feasibility and options for integrating gender within staff **work plans**, or for developing possible incentive structures to ensure the delivery of the engendered outcomes, and engage with centers where necessary, with the support of the program director, in case of perceived inadequacies in addressing gender.
- A guiding principle for accountability that WLE will work toward is to ensure adequate recognition of the

work done on gender, because it was often done more out of interest and belief in the past, and often not covered as staff time or even recognized within the reporting structures.

An initial step in ensuring that there are resources will be the development of a Community of Practice (CoP), which has started as a coalition of willing participants with the main aim of supporting the delivery of the outputs of WLE on gender work. The coalition will work on formalizing the relationship, as the gender unit understands and wants to ensure that others understand that working on gender, whether in a responsive or gender-specific manner, requires specific working days and human resources support. The coalition will also work with the



management to ensure that this commitment is reflected in the work plans of individual scientists and, if necessary, in terms of reference and performance reviews.

As a means of support, the structure of WLE also provides for a gender, poverty and institutions advisory group to be chaired by the GPI coordinator. The advisory group will work with all WLE partners, whereby all

partners will be asked to participate. More importantly, the advisory group will invite experts and partners to support the scientific thinking within this group; participants will be from outside CGIAR, who have an interest and reputation within this field of work. Both the CoP and the advisory group will form the gender, poverty and institutions **working group**.

## 8. CAPACITY FOR GENDER ANALYSIS AND RESEARCH

Capacity for gender analysis and research within WLE is varied and will be built over time. Similarly, gender-capacity requirements for WLE are diverse and multi-faceted, as it cuts across the different areas of water, land and ecosystems, SRPs and focal regions. Though much work has been done in several of the areas, such as water and gender, and land and gender, bringing it together under WLE is challenging. A quick initial survey of those working within the CoP is shown below in Table 3 as of November, 2013.

The **gender audit** being undertaken under the SRPs at the beginning will inform the capacity needed to move towards a full and realistic coverage of the gender expertise required. This information will be used to develop a more comprehensive strategy for capacity sourcing and building. In 2014, the capacity for gender work will be increased with, besides the GPI coordinator, the recruitment of a gender researcher, a gender postdoctoral fellow (focusing on gender inequalities) and four regional gender researchers. This will increase the capacity of those working full-time

**TABLE 3: STAFFING AVAILABLE TO WORK ON WLE.**

POSITION TYPE	NO.	QUALIFICATION LEVEL	DISCIPLINE OR FIELD	AVAILABLE IN 2014	SPECIFICS
Senior researcher – gender coordinator	1	PhD	Rural sociologist	Yes	Full- time
Researcher	1	PhD	Development studies	Yes	
Researcher	1	PhD	Geographer/political scientist	Yes	
Researcher	1	PhD	Political economist with gender analysis experience	Yes	
Senior social scientist	1	PhD	Anthropology	Yes	
Researcher	1	PhD	Anthropology	Yes	
Research scientist	1	PhD	Policy and institutional analyst	Yes	
Livelihood and M&E specialist	1	MSc	International development	Yes	
Researcher	1	PhD	Anthropologist	Yes	
Research scientist	1	PhD	Soil science	Yes	
<b>NEW RECRUITS</b>					
Researcher	1	PhD	Gender/social scientist	Yes	Full-time
Postdoctoral fellow	1	PhD	Gender/social scientist	Yes	Full-time
Regional researchers	4	Masters/PhD	Social science, gender	Yes	Full-time



on gender work to 7 FTE. Simultaneously, a fellowship/ internship program will be created to support SRPs on gender issues.

Capacity building and support will be the two cornerstones of the gender capacity section. A principle will be to target the gender training to make it specific and

useful to the scientists and the partners. The support will mainly be through direct interactions between the CoP and GPI unit, and the scientists and implementers. It is, however, hoped that through leadership and good science, gender integration will be seen as conducting good science and ensuring positive outcomes to building vibrant communities.



Photo: IPFRI.







Photo: CIAT

## CGIAR Research Program on Water, Land and Ecosystems

The **CGIAR Research Program on Water, Land and Ecosystems (WLE)** combines the resources of 11 CGIAR centers, the Food and Agriculture Organization of the United Nations (FAO) and numerous national, regional and international partners to provide an integrated approach to natural resource management research. WLE promotes a new approach to sustainable intensification in which a healthy functioning ecosystem is seen as a prerequisite to agricultural development, resilience of food systems and human well-being. This program is led by the International Water Management Institute (IWMI) and is supported by CGIAR, a global research partnership for a food secure future.

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