

# CIFOR and ICRAF

## Gender Equality Plan (GEP)

Effective date 1 September 2022



## CIFOR and ICRAF HR Policy Guideline

### Document Control

Director, Corporate Services will be responsible for the periodic review of this document.

### Document Responsibility

|               |  |
|---------------|--|
| Title         | CIFOR and ICRAF Gender Equality Plan (GEP) |
| Directorate   | Director General                           |
| Unit          | Human Resources                            |
| Manager       | The Gender Equity Social Inclusion Lead    |
| Applicable to | All staff                                  |

### Document Revision History

| Version | Approved By                                       | Effective Date   | Sections Modified |
|---------|---|------------------|-------------------|
| 1.0     | Integrated Leaderships and Management Team (ILMG) | 1 September 2022 | New Guideline     |

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## Policy Overview

CIFOR and ICRAF recognise that a diverse workforce is key to the achievement of its strategic goals and objectives, believing in a rich diversity to increase research and management excellence. In all processes, CIFOR and ICRAF aim at preventing and eliminating discriminatory behaviours, policies or practices within CIFOR and ICRAF that may intentionally or unintentionally prevent, inhibit or undermine (on discriminatory grounds), the full and equal participation of all who wish to contribute to the mission of the organisation.

### **The purpose of this plan is to:**

- i. Facilitate an inclusive work environment that embraces all that makes CIFOR and ICRAF unique and recognizes the benefits borne of this differentiation.
- ii. Preserve the rich diversity within CIFOR and ICRAF that includes nationality, language, race, ethnicity, gender, age, location, sexual orientation, personality, disability, family status or responsibilities, religion or belief, social class or any other areas of potential difference.
- iii. Provide direction in favorably positioning CIFOR and ICRAF to attract, retain and motivate a diverse and well skilled pool of talent.
- iv. Foster a culture that reflects CIFOR and ICRAF's Core Values of Inclusiveness, Mutual Respect, Professionalism and Creativity.

### **Benefits:**

CIFOR and ICRAF recognizes the following as potential benefits of a highly diverse and inclusive workplace:

- i. Increased creativity, innovation and a consistently high level of productivity driven by the high quality and diverse workforce.
- ii. Improved morale and employee engagement.
- iii. Improved ability to recruit and retain high quality staff members from a wide variety of backgrounds, skills, outlooks on life and experiences.
- iv. Improved and supportive organisation culture as a result of reduced discriminatory behaviors and conduct in the workplace.
- v. Improved relationships and communication with stakeholders (local governments, donors, NGOs, partner organisations, etc.).

### **Expression of Commitment:**

**Equity** – CIFOR and ICRAF are committed to equity among its diverse workforce. Equity shall mean that all staff members, third parties, suppliers, contractors and other stakeholders receive fair treatment, that there is a transparency to cause and effect, and that consequences and rewards are clear. Equity will be expressed through unbiased access to opportunities.

**Gender Parity** – CIFOR and ICRAF shall take gender parity as the process of allocating resources, research programs, and decision making fairly to both males and females without any discrimination on the basis of gender and addressing any imbalances in the benefits.

**Diversity** – CIFOR and ICRAF shall take diversity as acknowledging the differences between staff members coming from a wide range of backgrounds, disciplines and experiences each bringing their own perspectives. This embodies the principle of fair treatment for all whilst understanding and respecting differences.

**Inclusion** – CIFOR and ICRAF shall take inclusion as a work environment where individuals are treated with dignity and respect, where the talents and skills of different groups are valued, enabling all individuals to contribute fully towards CIFOR and ICRAF’s success. No staff or partner may be barred from contributing to any piece of work undertaken by CIFOR and ICRAF due to their differences.

The above commitments will find their articulation in all relevant aspects of the organisation, structure, process, communication and delivery of CIFOR and ICRAF’s mission and mandate.

### **Process-related requirements:**

- i. **Public Document:** This document is a formal document available on the [CIFOR and ICRAF website](#). It was approved by Integrated Leadership and Management Group (ILMG) and actively communicated within the institution from **1 September 2022**. It sets forward clear goals and commitment to gender equality.
- ii. **Resources and Expertise:** Human Resources, the Gender Equity Social Inclusion Lead, and the Governance, Equity and Wellbeing Team lead, along with the Directors General (also representing the Integrated Leadership and Management Group (ILMG)), provide the topic and organizational leadership and expertise on the implementation of the plan. CIFOR and ICRAF shall appoint gender diversity and inclusion (GD&I) focal points in all locations where it operates
- iii. **Data collection and monitoring:** The GD&I focal points shall have the responsibility of monitoring and evaluating the implementation of this policy, disseminating knowledge on GD&I as well as monitoring the work environment in their areas to assess inclusiveness and to offer suggestions on any improvements required. Implementation of the policy shall be monitored continuously, and the policy shall be reviewed regularly to ensure relevance and applicability. Quarterly reporting of Gender, Diversity and Inclusion statistics by the Human Resource Unit (HRU) to ILMG and bi-annual reporting to the Board of Trustees shall be maintained.
- iv. **Training:** CIFOR and ICRAF shall provide, relevant sensitization and training opportunities on Gender, Diversity and Inclusion, to guard against assumptions, prejudices and stereotyping that may adversely affect inclusion.

# 1 Work-Life Balance and Organizational Culture

CIFOR and ICRAF are committed to providing equal opportunities to staff members in achieving a healthy work-life balance.

## 1.1 Parental Leave Policies

### Maternity Leave

Unless otherwise stipulated by local labour laws, a female staff member is entitled to maternity leave up to a maximum of three (3) months on full pay. The maternity leave may commence three weeks before expected date of delivery and end generally nine weeks after delivery.

Additional leave beyond three months to care for an infant child may be requested for as advance or unpaid leave after exhausting one's annual leave.

When applying for maternity leave the staff member must submit a medical certificate from a qualified medical practitioner stating the expected date of delivery.

### Paternity Leave

Unless otherwise stipulated by local labour laws, a male staff member is entitled to paternity leave with full pay immediately prior to or on the day of the birth of a child, for a maximum of ten (10) working days. This leave is not part of the annual leave.

Staff shall be required to provide a copy of the notification of birth upon return from their leave.

Paternity leave shall be taken within the first 6 months of the child being born.

### Adoption Leave

Unless otherwise stipulated by local labour laws, CIFOR and ICRAF's staff shall be allowed to take up to a maximum of ten (10) working days on full pay in year following adoption of a child. Adoption leave shall be taken within a period of 12 months following adoption of a child. Subject to the exigencies of service, staff members shall be entitled to adoption leave upon evidence of fully recognised adoption for children below 16 years of age.

In addition to the ten (10) working days, if the child is less than 2 years, the primary care giver may take up to fifteen (15) working days to care for and bond with their adopted child(ren) within twelve (12) months of the adoption. Staff shall be required to attach a copy of the adoption court order to their request for adoption leave.

If both spouses are staff members, each one is eligible for the adoption leave and the period of adoption leave not used by one spouse may be used by the other spouse.

### Mothers of Infants and Young Children

CIFOR and ICRAF are committed to supporting female staff to participate fully in their jobs and careers at all stages of their life. This policy is designed to address the unique needs of CIFOR and ICRAF's mothers with infants and young children. The initial months in an infant's life are critical for both bonding and infant nutrition and CIFOR and ICRAF's maternity leave policies apply in early months after delivery.

After maternity leave, when mothers return to work the following options are available:

- i. Flexible hours, working from home or part-time employment – Mothers should discuss these options with their supervisor and HR if they are of interest.
- ii. Virtual meeting options are encouraged to be explored to avoid unnecessary travel demands on mothers of infants and young children.

## **1.2 Flexible working time arrangements**

### **Flexible hours**

CIFOR and ICRAF recognize that for certain positions' continuous staff presence in the office is not always mandatory. In such cases and at CIFOR and ICRAF's discretion, such periods shall be determined in writing by CIFOR and ICRAF and staff may be allowed to work flexible hours. Staff members who may wish to exercise this option must submit a request in writing to their immediate supervisor. These requests should specify the reason for the request, the proposed new hours, the period, and how the duties shall be carried out without jeopardizing the staff member's professional output and their team's objectives. The supervisor must ensure that the stipulated working hours are adhered to, and performance is not jeopardized.

The approval in writing of individual arrangements rests with the relevant immediate supervisor and the supervisor's director, in consultation with the Director Corporate Services. A review is necessary every six (6) months to assess the staff member's output during the period the staff member is on flexible hours.

### **Working from home**

Working from home may be authorized on the basis of the same conditions specified for flexible hours. A review is necessary at the discretion of CIFOR and ICRAF and for such periods as may be determined by CIFOR and ICRAF to assess the staff member's output during the period the staff member is working from home.

### **Working from Home or Other CIFOR and ICRAF Location**

Staff may request to work from other CIFOR and ICRAF office locations for short term period. This may be granted at the discretion of the supervisor and/or line manager. For staff hosted by partner institutions, the period of working outside CIFOR and ICRAF locations shall be determined by their respective letters of appointment (LOAs).

### **Hybrid work Arrangements**

Hybrid Work (HW) supports a blend of in-office and remote working. This guideline is aimed at facilitating flexible, balanced and productive arrangements in terms of workplace(s), that are impactful to both CIFOR and ICRAF and its workforce. CIFOR and ICRAF values face-to-face interactions at its different workplaces, however, to remain competitive in the market, CIFOR and ICRAF seeks to enhance staff's recruitment and retention, and support the work-life balance, by offering flexibility for staff to work from home and office (hybrid) without compromising their work performance, productivity, or the collaborative nature of CIFOR and ICRAF vision and mission.

## **Part-time Employment**

Staff may request that their regular employment contracts be reduced to less than twelve (12) months in a year to enable them to pursue individual interests for personal growth during their tenure with CIFOR and ICRAF. These reductions shall not normally exceed 6 months of the normal twelve (12) working months in a year. Such arrangements may be authorized in writing on the basis of a request that clearly specifies that:

1. There is a valid reason for the request;
2. Part-time work shall not be an impediment to the normal functioning and delivery of the expected output;
3. Proper supervision and control of professional output against indicators shall be maintained;
4. The arrangement is limited in time;

The period of absence does not coincide with important institutional events being conducted virtually or face to face such as, but not limited to annual programme review and the Board of Trustees meetings.

During the period of part-time employment, payment of salary, allowances and benefits will be made on a prorated basis to reflect the staff time applicable with the exception of medical insurance, which remains intact but at the staff members' expense.

Based on organization needs and funding availability, CIFOR and ICRAF may request that a staff member's employment contract be reduced to a period not less than six months of the normal twelve (12) months in a year. The same conditions of service above shall apply.

## **2 Gender balance in leadership and decision-making**

CIFOR and ICRAF recognizes the need to achieve gender parity and women's inclusion in decision-making not only at the top of the organization, but across all decision-making spaces, including the different thematic teams, geographic areas, and job categories. Achieving gender balance in decision-making is more than just equal or increased representation, as diverse voices ensure that decisions consider issues, experiences and impacts from different perspectives. Currently, women in particular are absent or under-represented from these higher-level decision-making spaces (e.g., the Integrated Management and Leadership Group). Therefore, this policy sets forth an intention to increase women's full participation. CIFOR and ICRAF recognizes the organizational, structural, and cultural barriers that must change in order to support women's participation in leadership and decision-making. It is not solely an individual responsibility to become a leader, but an organizational effort to create supportive environments for women to rise to and stay in leadership positions effectively. The most critical decision-making body is the Integrated Leadership and Management Group (ILMG).

The ILMG currently consists of all 10 organizational Directors plus two HR representatives and one representative on gender. The pathways to this position thus consist of multiple specific pathways, primarily to director positions, each with its own terms of reference.



CIFOR and ICRAF has a competency framework as a tool for staff's career path – the Director and team leadership positions represent the highest levels with different priorities for research and non-research positions. Supervisors can identify potential leaders, mentor, and grow them to become future leaders.

Potential barriers for advancement to positions in ILMG include but are not limited to:

- family situation and societal pressures
- insufficient mentoring and/or an inadequately encouraging and supporting work culture
- personal choices

The specific barriers at CIFOR and ICRAF will be explored in the development of a Diversity, Equity and Inclusion policy in 2022-23.

This plan establishes a target of 50/50 gender representation in the ILMG by 2030.

### **Monitoring and evaluating women's participation in leadership**

This GEP will be the starting point for developing a policy on Diversity, Equity and Inclusion in 2022-23. This policy will further consider other decision-making spaces such as team leadership; include nationality/ ethnicity/ country of origin analysis and targets; and be based on the further study of barriers to advancement.

### **Increase transparency**

To increase transparency, the processes and procedures of each group are available to staff in the organizational intranet. This includes the selection and/or nomination process and criteria for being in the role as decision-maker, as well as the areas of responsibility and authority of that decision-making role. In addition, minutes of meetings, including key points of the decision and the final decision, will be available within one week of each meeting.

The processes and procedures for selection and appointments for these decision-making and leadership roles will be evaluated every two years or with significant turn over. Evaluation will identify opportunities for a more inclusive recruitment, diversity and inclusion in the decision-making process, and increased transparency.

### **Support for women and under-represented groups to participate in leadership and mentorship**

CIFOR and ICRAF recognizes that under-represented groups are often asked to disproportionately participate in service that is in addition to their expected job duties. This includes not only serving on committees, but also mentoring and being mentored. In response, all staff who are participating in leadership, mentorship, and decision-making roles can count this service towards their salaried time. Managers will provide clear communication on how participation in these activities will be recognized as part of staff evaluations and supportive of their career advancement.

### **Training**

All decision-makers and leaders will receive gender equality training, to mitigate unconscious biases that impacts selection of leaders as well as those that can influence interactions during meetings and the decision-making process. The need for trainings and external facilitators will be assessed every two years, or when significant turnover occurs.

Leadership training, mentoring, and gender-balanced development programs will be offered and targeted to women and other under-represented groups to enhance leadership competencies, explore individual leadership styles, and support peer networking.

### **3 Gender equality in recruitment and career progressions**

CIFOR and ICRAF are equal-opportunity employers and therefore recruitment shall be based on transparent processes, subject to open competition without distinction to gender, race, nationality religion, age or persons with special needs. The paramount consideration in employment at CIFOR and ICRAF and in the determination of the conditions of service shall be the necessity of securing the highest standards of quality, efficiency, competence, and integrity, taking full account of CIFOR and ICRAF's commitment to diversity and inclusion within the organisation. CIFOR and ICRAF believe that diversity and inclusion contribute to their collective competitiveness and effectiveness as international research institutions.

Without prejudice to the recruitment of fresh talent at all levels, regard shall be given in filling vacancies to the requisite qualifications and experience of staff already in the service of CIFOR and ICRAF. Where it is deemed fit, internal competitive sourcing shall be given the first opportunity to fill the vacancies at CIFOR and ICRAF.

Requests for recruitment action for all established positions shall be sent through Director Corporate Services to the HR office. The requests must be accompanied by a job description (with proposed job title and a grade), a Vacancy Authorisation Form (VAF), cost estimate and budgetary code.

CIFOR and ICRAF recognizes that there are groups that historically have been disadvantaged in the workplace and that this is not conducive to its commitment to equity or to the delivery of its mission and mandate. In order to address this, CIFOR and ICRAF is committed to the concept of affirmative action to establish a better balance among genders, race, tribe, place of origin, residence or other local connection, political opinion, colour, creed, marital status, pregnancy, parental status, family responsibilities, sexuality, ethnicity, age or disability especially among senior researchers and managers. The nature of and time period for affirmative action will be determined by management in consultation with the HRU. Management may determine affirmative action is needed to address imbalances if other disadvantaged groups are at any point identified.

### **4 Integration of the gender dimension into research and teaching content**

Through an iterative process of co-learning, we focus on building resilience to climate change, addressing gaps that constrain the widescale adoption of agroecological approaches to transforming food systems, promoting farmer-led approaches to increasing tree cover and diversity across agricultural landscapes, and increasing the efficacy of gender-transformative actions in realizing agency of women and better livelihood and environmental outcomes from development interventions.

The achievement of social, economic and environmental outcomes often rests critically on the support and engaged participation of a wide range of stakeholders, including Indigenous Peoples and local communities who depend on forest and tree landscapes for their livelihoods but lack legal rights to

the majority of the lands they occupy. We study how decision making from global to national and subnational (including landscape and community) levels can support or undermine multiple objectives of sustainability and justice, as well as governance principles of transparency, participation and accountability, household livelihood strategies and well-being.

With a focus on the kind of transformational changes needed to rebuild from COVID-19 and the related economic crisis, our work addresses growing inequality, the climate emergency and persistent ecosystem degradation. We take an intersectional, rights-based approach to gender equality, recognizing that the full development of production and livelihood options must consider the different roles of women and men. Our work aims to inform more inclusive and equitable policy and practice on the topics of governance principles and practice, rights and justice, gender and social inclusion, integrated approaches to multi-functional landscapes, and policy development and implementation.

Our research on gender and social equity under climate change addresses environmental and social trade-offs and synergies in climate policies and programmes, with the aim of discovering and scaling out rights-based solutions.

## **5 Measures against violence**

### **Policy on Anti-Slavery and Human Trafficking**

Modern slavery is a fundamental violation of basic human rights and a crime. It takes various forms including slavery, servitude, forced or compulsory labour and human trafficking.

CIFOR and ICRAF are committed to taking steps to ensure that the modern slavery is not taking place within their work environment.

### **Policy on Child Labour**

CIFOR and ICRAF have zero tolerance to exploitative child and forced labour and does not employ any person below the age of eighteen years at the workplace and prohibits the use of child labour and forced or compulsory labour at all its locations.

The implementation of this policy is the responsibility of CIFOR and ICRAF's HR office which will ensure that staff recruited per location are aged 18 years and above. This policy shall be clearly communicated to all CIFOR and ICRAF staff and suppliers through induction programmes and the HR policy. All employment contracts and other staff records, documenting relevant details of staff, including age shall be maintained at the HQs and all regional offices shall be open to verification by any authorised personnel or relevant statutory bodies.

During recruitment or prequalification of CIFOR and ICRAF's vendors, the HR and the Operations offices shall ensure that no minors are engaged by checking all relevant records and undertaking due diligence so that the required minimum age in CIFOR and ICRAF's hubs, regions or locations is adhered to.

### **Staff Welfare**

The welfare of CIFOR and ICRAF staff members is very important to the realization of CIFOR and ICRAF's strategic goals. With this in mind, CIFOR and ICRAF have adopted policies, which ensure conducive working conditions, fair remuneration, standard hours of work and staff engagement. This

policy's aim is to address the staff welfare needs for harmonious co-existence of all CIFOR and ICRAF staff and ensure engagement and retention.

### **Health and Safety**

CIFOR and ICRAF acknowledge the importance of providing a safe and healthy workplace to all its staff and will work to ensure the security and safety of staff and CIFOR and ICRAF's property including information. It is also the responsibility of the staff to take all necessary and reasonable precautions to ensure that they and their colleagues work in a safe environment. Reasonable precautions may include responsible raising of an alarm and use of protection devices (such as fire extinguishers) in the event of fire.

### **Policy on Safeguarding**

Safeguarding means promoting and protecting minors under 18 years of age and adults at risk from staff, board members, interns, students, consultants and other stakeholders (visitors, vendors, donors, partners and other persons with various interactions with CIFOR and ICRAF working at CIFOR and ICRAF operations and programme activities. Safeguarding the health, well-being and human rights of minors under 18 years of age and adults at risk also means identifying and minimising the risk of harm to this vulnerable populous.

Safeguarding includes reporting any safeguarding concerns about a child or adult at risk to the appropriate authorities (police, DCI, local law enforcement). CIFOR and ICRAF staff members should go through this policy available on the CIFOR and ICRAF websites and refer any questions or concerns regarding safeguarding

## **CIFOR-ICRAF**

The Center for International Forestry Research (CIFOR) and World Agroforestry (ICRAF) envision a more equitable world where trees in all landscapes, from drylands to the humid tropics, enhance the environment and well-being for all. CIFOR-ICRAF are CGIAR Research Centers.

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