

CGIAR GENDER & DIVERSITY PROGRAM

PROGRESS REPORT

2010-2012

Submitted by: Vicki Wilde, Director, CGIAR Gender & Diversity Program

June 2012

CONTENTS

Message from Vicki Wilde, Director G&D Program (1999-2012)	3
About the G&D Program.....	4
G&D Implementation Teams 2012.....	5
G&D support to the CGIAR	6
1. Input to the Consortium.....	6
2. Dignity Advisory Training	7
3. Women’s Leadership Series	8
4. G&D Communications: the global clearinghouse	10
5. Institutional representation	14
6. Publications	15
7. Support to CGIAR Centers and NARS	16
8. Budget and expenditures 2010-2011-2012.....	17
Summary of transition.....	18
Annex 1: From Strength to Strength: Proposed services for the new CGIAR.....	19
Annex 2: Documents archived at the consortium office	25

MESSAGE FROM VICKI WILDE, DIRECTOR G&D PROGRAM (1999-2012)

27 June 2012

Dear friends,

Starting in August of this year, the CGIAR Gender & Diversity Program will no longer exist as we know it. As part of the CGIAR's reform, all previous system-wide programs, including G&D, will be folded into the new CGIAR Consortium Office in Montpellier, France. Importantly, the workplace issues of gender and diversity are included in the Consortium's new gender strategy. It is an opportunity for new leadership, energy, and approaches.

Since 1999, when the CGIAR created G&D, gender and diversity issues have become an integral part of the CGIAR's work. I sincerely believe that together we have made a difference to the culture, policies, and every day practices of our organizations. It is time now to welcome change.

The past two years have been years of transition as we have built up the capacity of AWARD, and prepared to phase out G&D, yet while still providing the essential services so many people rely on. At a strategic level, we have contributed to the development of the CGIAR's gender strategy. On an everyday level we have continued to deliver the Women's Leadership Series in locations around the world; the number of vacancies, funding opportunities and conference announcements we have shared have risen exponentially; and we have continued to provide you with our monthly overview of gender and diversity issues in G&D News.

On a personal note, it is not easy for me to let go of G&D, because I've found its work incredibly meaningful and it allowed me to work with smart, committed people from around the globe. I had the great benefit of strategic guidance and championship of the Directors General who served as G&D's Chair respectively, Meryl Williams, Frank Rijsberman, Dennis Garrity, and Tony Simons. Over the years, the G&D team also benefited from the tremendous talents of Nancy Allen, Fabiola Amariles, Arwen Bailey, Pauline Bomett, Sue Canney Davison, Pam Foster, Amelia Goh, Laura Guyer-Miller, Dee Hahn-Rollins, Nancy Hart, Gayathree Jayasinghe, Deborah Kolb, Philip and Normala Merry, Bob Moore, Joanne Morgante, Marco Noordeloos, Emily Nwankwo, Antonia Okono, Swanitha Osuru, Beatrice Ouma, Farrah Qureshi, Nancy White, and others. It's been an honor—and it's been fun.

I especially want to thank Norway and Switzerland for supporting G&D's work each and every year. They provided us with a steady backbone for the challenging work of organizational change.

Inclusively yours,

A handwritten signature in black ink that reads "V. Wilde".

Vicki Wilde

ABOUT THE G&D PROGRAM

In the Consultative Group on International Agricultural Research (CGIAR), diversity is not a buzzword. Our greatest resource is the nearly 8,000 scientists, technicians and managers, committed women and men offering their expertise and talents to the 15 CGIAR Centers. They work in over 100 countries to mobilize cutting-edge science to reduce hunger and poverty, improve nutrition and health, and protect the environment.

The mission of the CGIAR Gender & Diversity Program (G&D) was to help research organizations leverage their rich staff diversity to increase research and management excellence. Hosted by the World Agroforestry Centre in Nairobi, Kenya, since 1999, G&D delivered its services worldwide. We helped ensure that gender and diversity issues received more than lip service and were, indeed, fully integrated into activities, policies and programs, and produce tangible results. Examples included G&D's renowned diversity-positive recruitment services, women's leadership series, multicultural mentoring programs, and inclusive workplace policy models.

G&D's strategy was premised on three key objectives, reaffirming diversity as a critical performance factor:

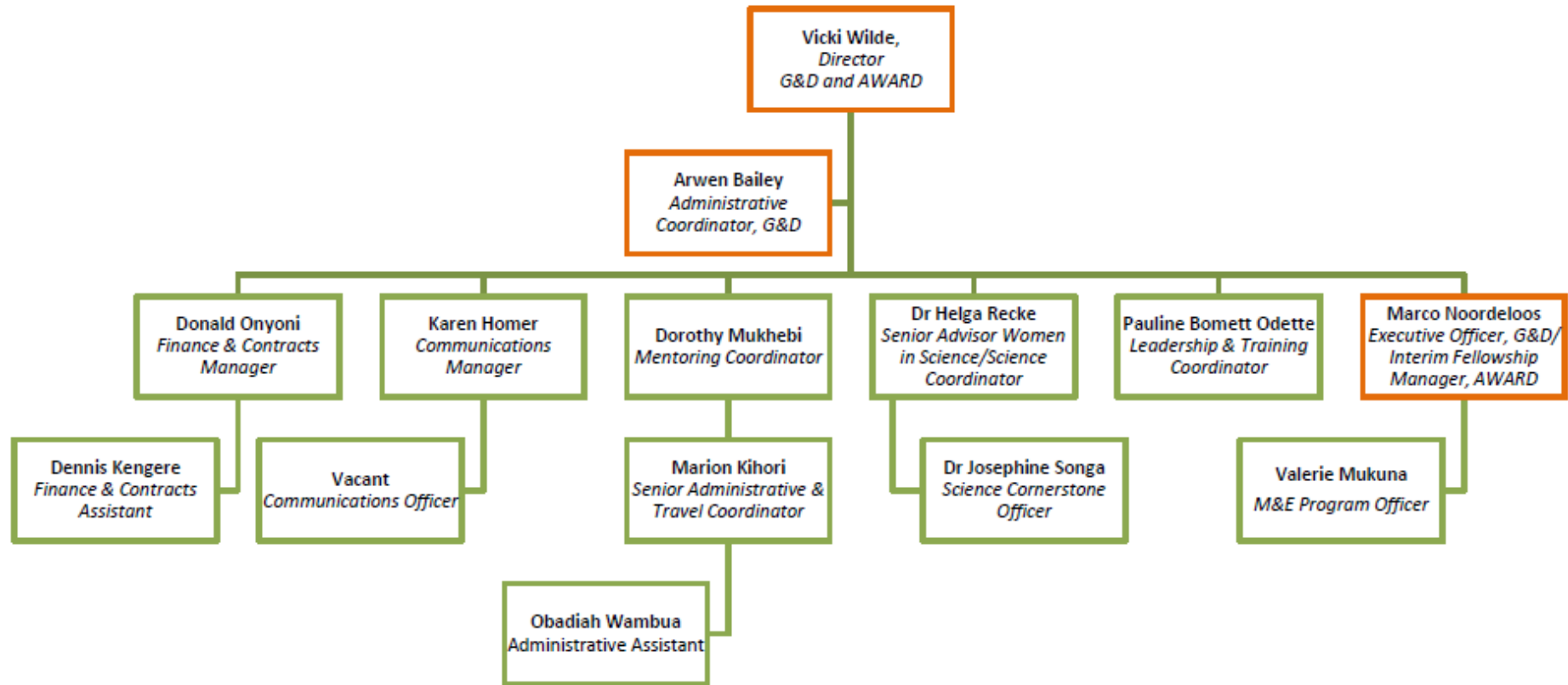
Diversity and Talent: A diverse staff is a strong staff because it emerges from the broadest possible pool of available talent that the CGIAR community must encourage and sustain on every rung of the career ladder. To support continuous improvement, G&D regularly surveys staffing trends, tracks progress and identifies gaps in recruitment and retention.

Diversity and Organizational Life: To achieve a culture of inclusion, the bar must be raised on human resource policies and everyday practices. An organization's structure greatly affects staff performance and contribution. G&D conducts both internal and external benchmarking and produces model policies and practices to help ensure that management systems are aligned with the values of inclusion.

Diversity and Performance: In the CGIAR, working well in the multicultural environments of complex collaborations and partnerships is everyone's job. G&D delivers training in cross-cultural communications and team-building. G&D also works closely with global and national partners, especially where gender and diversity are key to positive impacts.

Since 2005 G&D has also delivered specialized fellowships to fast-track the careers of African Women in Agricultural Research and Development (AWARD).

G&D IMPLEMENTATION TEAMS 2012



1. INPUT TO THE CONSORTIUM

2010 STRATEGIC REVIEW AND DEVELOPMENT

Autumn 2010 saw the development of a broad-reaching strategy for gender and diversity issues across the CGIAR. Strategic Human Resources Expert, Robert Moore, joined the G&D team in Rome for a week-long assessment of the CGIAR's needs in its new consortium and the gender and diversity challenges inherent in the CGIAR Research Programs (CRPs).

To complement the gender scoping study from International Center for Research on Women (ICRW) commissioned by the Consortium, an external review was also commissioned from 'Gender at Work' to gather together evidence-based lessons, insights, and recommendations to feed into the development of a gender and diversity strategy tailored to the new CGIAR. Specifically, this consultation was tasked to deliver:

- a critical review of G&D's strategies and services between 1999-2010
- a comparative evaluation of G&D strategies and services compared to best practices in other organizations
- recommendations for G&D products and services relevant to the new CGIAR

The external review was used as input to a strategy fit for the new way of working in CRPs, together with potential scenarios for G&D's future developed during 2009, a review of good practices and theory elsewhere, and our internal consultations. The new G&D strategy aimed to work closely with other gender groups throughout the CGIAR to strengthen the diversity capacity of senior management through immersion experiences, add a new focus on men in world wise leadership for agricultural research for development ARD, in addition to continuing our tried and tested successful services. The full list of services developed is included in Annex 1.

One output from this exercise was a conceptual model to help decision makers to understand the different dimensions of gender and diversity and their interlinked nature in supporting the CGIAR's mission (Figure 1).

A short report outlining the background to the strategic assessment and recommendations, including an assessment of cost and 'readiness to go,' was shared with the Consortium Board and CEO.

Elements of the proposed G&D strategy for strengthening the CGIAR Research Programs

Enhancing the long term status of women and girls through agricultural R&D

Building vibrant partnerships for agricultural R&D

Building high performance global agricultural R&D teams

Strengthening world wise leadership for agricultural R&D

Nourishing new streams of talent for agricultural R&D

Figure 1. A conceptual model of potential gender activities in support of CGIAR



2. DIGNITY ADVISORY TRAINING

PREVENTION OF HARASSMENT, SEXUAL HARASSMENT, DISCRIMINATION AND ABUSE OF POWER

The overall goal of this workshop is to help ensure prevention of inappropriate behaviors in a multi-cultural workplace. The main focus is on general and sexual harassment, discrimination and abuse of power. Course participants are trained to recognize when dignity is being threatened and what this means in a center which strives for innovation and results. They learn how inappropriate behaviors impact on staff dynamics at all levels and how to recognize and prevent these dangerous behaviors. At the end of the three-day course, participants have developed the skills to serve as 'Dignity Advisors' in their workplace, a first port of call for advice and help.

From 28 to 30 September 2011, in Kathmandu, Nepal, G&D conducted a Dignity Advisory Training workshop with CIMMYT staff from Afghanistan, Bangladesh, China, Nepal, and India. The course has been developed by G&D over the years and was jointly facilitated by Marco Noordeloos (G&D) and Farrah Qureshi (Global Diversity Practice). Sixteen members of CIMMYT staff participated, from all staff grades, and including two members of the HR team from the headquarters in Mexico. Feedback was very positive and action plans were drafted for when staff returned to their work stations.



Figure 2. CIMMYT staff discuss the results of a Culture Assessment in the context of their workstations.

This workshop built on the commitment made by CIMMYT HR and management in November 2009 to

actively strive for a harassment-free workplace of dignity.

We thank CIMMYT and its staff for the support and hospitality that made this training course possible. We are grateful for the keen interest and engagement of all the participants that contributed to the success of the workshop.

Since the course’s inception in 2006 at the CGIAR Secretariat (Washington DC, USA), the Dignity Advisory Training has been held in seven Centers, reaching 184 women and men at all levels from management, to scientists, to administrative staff (Table 1).

Table 1. Numbers of staff trained in Dignity Advisory skills

	2006	2007	2008	2009	2010	2011
CGIAR Secretariat	28					
IWMI	16					
Bioversity		22				
ICRISAT		21				
IRRI		27				
CIMMYT				28		
CIMMYT						16
IRRI*						26
TOTAL						184

*IRRI successfully organized two Dignity Advisory Training courses, with Global Diversity Practice delivering the Dignity materials developed by G&D. A further course is planned by CIMMYT for July 2012 for its staff in Africa.

As of August 2012, the Dignity Advisory Training will no longer be delivered by G&D but interested Centers can contact Farrah Qureshi of Global Diversity Practice (f.qureshi@globaldiversitypractice.com).

3. WOMEN’S LEADERSHIP SERIES

Table 2. Numbers of women benefitting from the Women's Leadership Series

Course	CGIAR	UN agencies	AWARD	Other	Total
Advanced Women’s Leadership Course, hosted by G&D, Mombasa, Kenya, March 2010	6	6	8	0	20
Women’s Leadership and Management Course, hosted by CIAT, Cali, Colombia, June 2010	11	13	0	0	24
Women’s Leadership and Management Course, hosted by IWMI, Colombo, Sri Lanka, October 2010	11	12	1	2	26
Enhancing Negotiations Skills for Women Course, hosted by ICRAF, Nairobi, Kenya, March 2011	11	14	10	0	35
Women’s Leadership and Management Course, hosted by G&D*, Mombasa, Kenya, July 2011	15	8	2	4	29
Enhancing Negotiations Skills for Women Course, hosted by G&D, Nairobi, Kenya, March 2012	9	9	15	2	35
Women’s Leadership and Management Course, hosted by ICRISAT, Hyderabad, India, June 2012	15	9	1	5	30
	78	71	37	13	199

*ICARDA offered and planned to host this course in Aleppo, Syria, but civil disturbances around this time led to moving it to Kenya.

The Women’s Leadership Series is designed to reinforce the skills needed to build leadership and managerial effectiveness of women scientists and professionals who work in the CGIAR Centers and other development organizations. There are three courses: the Women’s Leadership and Management Course, the Advanced Women’s Leadership Course, and the Enhancing Negotiations Skills for Women Course. Gender and its implications are woven throughout the courses, but there is also focus on specific skills areas, including: sustaining team performance, managing conflict, and building alliances to achieve research and business results.

Between 2010 and 2012, 199 women benefited from the developmental training provided by G&D's Women's Leadership Series (Table 2).

WOMEN'S LEADERSHIP AND MANAGEMENT COURSE

"a fantastic, life-long learning lesson" (Participant, July 2011)

G&D's foundation leadership course focuses on building skills for working in teams, managing conflict, creating alliances and leveraging diversity for good research and development results. It incorporates a 360-degree evaluation of each participant's current management and leadership skills, provides insight into broader gender issues she might encounter in the workplace and provides tools for dealing with them. It is conducted by world-class facilitators from Training Resources Group (TRG). Since 2009, TRG has been working in partnership with AWARD's African trainers to co-deliver the course, thus simultaneously boosting African capacity for leadership development.

ADVANCED WOMEN'S LEADERSHIP COURSE

The advanced course was first piloted in 2005 and focuses on higher-level leadership skills such as building trust, leading change, dealing with territorial games and handling difficult conversations. At the same time, it focuses on ways to be both powerful and healthy, offering new ideas about energy management and work-life balance. This course will be discontinued with the closure of G&D.

ENHANCING NEGOTIATIONS SKILLS FOR WOMEN COURSE

"This was one of the best courses I have attended. I will never be the same" (Participant, March 2011)

This course was established in 2001 at the request of CGIAR women who had completed the Women's Leadership and Management Course and wanted further training in negotiation. In 2012 it was revised and expanded, bringing together two world-class gender and negotiations experts in a four-day course. Participants learn the fundamentals of negotiation, look at the ways gender plays out in negotiations, assess their bargaining strengths and weaknesses, and learn how skills of advocacy and connection promote collaboration and problem solving. As of 2012, Professor Deborah Kolb PhD, Deloitte Ellen Gabriel Professor for Women and Leadership (Emerita) and Professor Kathleen McGinn PhD, Cahners-Rabb Professor of Business Administration, Harvard Business School have joined forces with AWARD's cadre of trainers to further co-develop and co-deliver this course, with a long term aim of achieving 100% delivery by world-class African trainers

THIRTEEN YEAR OVERVIEW

In the thirteen years that G&D has offered the Women's Leadership Series to women leading within agricultural and development systems worldwide, a total of 716 individual women have benefited (Table 3). We thank them all for their wisdom, humor and perspicacious self-reflection that have led them to develop as leaders and us to learn from them and strengthen our courses ever further. All of the Women's Leadership Series constantly over the years have received outstanding feedback.

Table 3. Total women benefiting from WLS 1999-2012 (2006 figures are estimates)

Organization	1999-200	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	ALL
AfricaRice	1	1	0	0	0	0	0	0	0	0	0	0	2
Bioversity	8	2	0	10	5	4	4	3	2	0	2	2	42
CIAT	3	5	1	4	2	2	0	2	1	6	0	1	27
CIFOR	8	0	4	8	3	3	4	5	0	0	3	2	40
CIMMYT	5	4	0	3	2	1	0	0	0	0	0	1	16
CIP	2	0	0	1	3	1	1	1	0	0	0	0	9
ICARDA	2	0	0	0	9	1	0	0	0	0	1	0	13
ICRISAT	6	3	0	1	1	2	3	5	0	1	1	3	26
IFPRI	3	1	1	3	0	2	1	4	6	2	2	0	25
IITA	3	0	0	0	1	0	2	0	0	0	0	1	7
ILRI	9	10	1	2	8	6	7	12	2	0	3	1	61
IRRI	3	0	1	4	3	2	1	0	7	2	1	2	26
IWMI	1	2	0	9	2	2	0	4	1	6	2	0	29
World Agroforestry	9	10	2	4	10	8	6	11	11	6	7	11	95
WorldFish	1	1	12	3	2	3	0	6	1	0	0	0	29
CGIAR other	0	0	0	0	0	0	0	0	0	0	4	0	4
AWARD	0	0	0	0	0	0	0	0	0	0	12	16	28
Total CGIAR:	64	39	22	52	51	39	29	53	31	23	38	40	479
Others (FAO, IFAD, NARS):			6	28	10		46	39	28	28	26	26	237
Total:	64	39	28	80	61	39	75	92	59	51	64	66	716

From August 2012, the Women's Leadership Series will continue to be developed by the current trainers in collaboration with AWARD's cadre of world class African trainers. For more details, contact Pauline Bomett, AWARD Leadership and Training Coordinator (p.bomett@cgiar.org).

4. G&D COMMUNICATIONS: THE GLOBAL CLEARINGHOUSE

A. DATABASE

G&D has run a global database of women scientists and professionals since 1999. It serves as an extensive network for the distribution of vacancy announcements, funding opportunities and conference information to women in agriculture worldwide. Its overall goal is to increase the pool of qualified women who apply for scientific and professional positions. As of 16 May 2012, there were 7,198 women registered in the database.

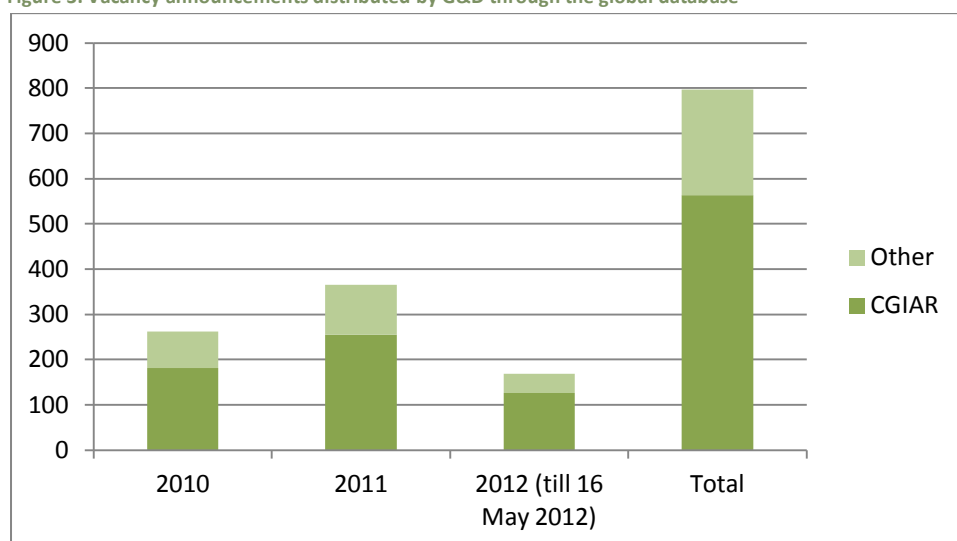
Table 4. Enrolments to the global clearinghouse of women professionals in agriculture (as of 16 May 2012)

Month	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	Total
January	0	7	28	10	52	85	37	65	60	103	47	494
February	0	18	14	12	82	108	62	122	175	82	69	744
March	0	90	10	8	55	77	71	147	151	59	46	714
April	0	79	7	9	93	36	104	108	57	34	34	561
May	0	26	13	65	28	36	134	77	69	81	23	552
June	0	22	15	32	60	92	177	87	45	48	0	578
July	0	12	11	49	64	93	144	106	51	39	0	569
August	0	6	14	37	80	46	59	68	78	49	0	437
September	0	11	17	56	213	77	117	60	59	59	0	669
October	0	18	6	52	459	94	58	84	58	46	0	875
November	12	26	8	30	194	47	64	71	75	50	0	577
December	17	4	10	13	90	104	50	75	27	38	0	428
Total	29	319	153	373	1470	895	1077	1070	905	688	219	7198

B. VACANCIES

Between 1 January 2010 and 16 May 2012, G&D distributed 797 vacancies, 564 (71%) of which from the CGIAR system (Figure 3).

Figure 3. Vacancy announcements distributed by G&D through the global database



From 1999 to 16 May 2012, G&D distributed on behalf of the CGIAR Centers a total of 1552 vacancies to women worldwide.

Center	1999-2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012 (till 16 May)	ALL
AfricaRice	6	1	1	8	12	7.5	3	13	7	3	3	0	64.5
Bioversity	7	7	7	4	11	9	7	6	12	6	10	17	103
CIAT	8	4	5	5	2	3	4	16	11	5	10	13	86
CIFOR	2	6	1	2	19	12.5	6	4	3	2	6	1	64.5
CIMMYT	14	3	5	13	8	5.5	3	18	23	34	28	23	177.5
CIP	3	1	3	2	3	3	3	10	11	5	16	12	72
ICARDA	14	2	3	0	2	15	28	23	18	2	25	4	136
ICRISAT	3	0	0	2	6	4	2	11	5	11	7	5	56
IFPRI*	9	1	12	16	14	17.5	21	23	20	26	40	11	210.5
IITA	3	0	4	7	19	14.5	10	6	3	0	5	1	72.5
ILRI**	9	4	9	8	9	11	13	23	4	8	23	2	123
IRRI	7	3	2	6	9	6	3	4	21	4	11	6	82
IWMI	6	6	8	10	16	14.5	13	15	8	24	19	9	148.5
World Agroforestry Centre	15	2	5	1	6	4.5	3	18	21	19	27	8	129.5
WorldFish	5	1	1	0	7	5.5	4	7	3	25	18	14	90.5
Other CG	0	0	0	0	0	0	0	0	0	8	7	1	
Total:	105	40	65	76	131	126	120	184	163	182	255	127	1552

Note: no detailed records for 2006 available. Listed values for 2006 are averages from 2005 and 2007

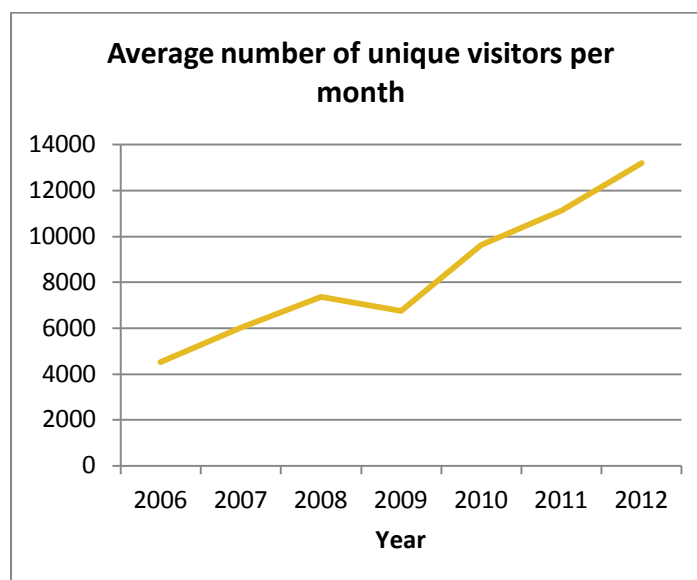
* including HarvestPlus

** including BecA

C. WEBSITE

The G&D Website provides free access to a rich library of resources to support an Inclusive Workplace, including model policies, best practices, information about upcoming training courses, and access to job vacancies, Funding News, and G&D News

In 2010, the G&D website received an average of 9,636 unique visitors a month, in 2011, this rose to 11,124 per month. The first three months of 2012, have seen an average of 13,206 per month. This continues an upward trend noted since our records began in April 2006



The Top Ten most visited pages on the G&D site visited between 2010 and 2012 are listed below:

URL	Average views per month
1 Home page	1,574
2 AWARD 2010 information (before the launch of AWARD's own web site)	1,271
3 Inclusive workplace – Harassment – the role of HR	1,181
4 Funding News	1,124
5 Inclusive workplace – Harassment – Line Managers' responsibilities	1,068
6 Inclusive workplace – Harassment – Victim's Guide	915
7 Tip a colleague	892
8 G&D News	832
9 Negotiations Course	654
10 Vacancy Announcements	598

The Top Ten most downloaded materials between 2010 and April 2012 are given below

	Name of publication	Average number of downloads per year
1	information about AWARD*	16,683
2	Funding News (various, quarterly)	10,068
3	Working Paper 21: Engendering Organizational Change: A Case Study of Strengthening Gender Equity and Organizational Effectiveness in an International Agricultural Research Institute	7,452
4	Working Paper 29: Centre Self-Assessment for a Woman-Friendly Workplace	3,744
5	Working Paper 24: Working with Diversity, A Framework for Action	2,736
6	Working Paper 36: Diversity-Positive Recruitment: Guidelines and Tools for the Future Harvest Centers	2,520
7	Tips for Writing Good Proposals	2,400
8	Working Paper 48: Successful Women, Successful Science	2,232
9	Working Paper 41: Monitoring and Evaluating Diversity Goals and Achievements: Guidelines and Tools for The CGIAR Boards of Trustees	2,160
10	Developing Trust Online	1,428

* Note that "information about AWARD" refers to information sheets and application forms in the three months from January to March 2010 only

D. G&D NEWS

G&D News has continued to offer a monthly selection of news on emerging issues and latest trends in gender and diversity within the CGIAR and around the globe. There was a technical problem until October 2011, which meant that the number of subscribers could not be counted so we cannot show trends. However, as of 18 May 2012, there were 10,072 sign-ups for the G&D Newsletter.

The following is a summary of the G&D News issues themes. Orange issues were focused on diversity, green issues were focused on gender.

2010		
90	January	Announcing Working Paper 50: Advancing Diversity in Times of Change
91	March (Special)	International Women's Day, Equal rights, equal opportunities: progress for all!
92	April (Special)	AWARD/GFAR film on African women agricultural scientists
93	May	Cultural Diversity
94	June	World Ocean's Day
95	July	Get the Balance Right: work-life balance
96	July (Special)	2010 AWARD Fellowship winners
97	August	Youth for the future
98	September	Men matter!
99	October	Women matter too!
100	November	Diversity for Innovation
101	December	International Day of People with Disability

2011		
102	January	Leading Women in 2011
103	January (Special)	Call for applications for 2011 AWARD Fellowships
104	February	Measuring for Diversity
105	March	Women in Agriculture
106	April	Mentoring
107	May	Change and Diversity
108	June	International LGBT
109	July	Women in Science
110	August	Making Diversity Work
111	August (Special)	2011 AWARD Fellowship winners
112	September	The Two Body Problem
113	October	Dignity in the Workplace
114	November	Enabling Career Development
115	December	Women's Leadership Series 2012
2012		
116	January	Work-Life Balance
117	February	Dually Successful: agricultural scientists and mothers
118	March	International Women's Day
119	April	Enhancing Leadership through Negotiations
120	April (Special)	Time for Change: an update on the closure of G&D
121	May	Benefits of Diversity
122	June	Essentials for navigating your career path

5. INSTITUTIONAL REPRESENTATION

GCARD, MONTPELLIER, MARCH 30, 2010, 14:00-18:00

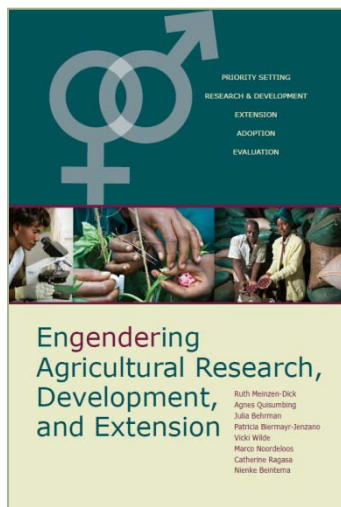
Vicki Wilde, Director of G&D and AWARD, co-organized and participated in the GCARD four-hour parallel session, Addressing Gender for Inclusive Development together with:

- Ruth Meinzen-Dick, International Food Policy Research Institute
- Mary Njenga, University of Nairobi and an AWARD Fellow
- Jules Pretty, University of Essex
- Jennie Dey de Pryck, external gender consultant
- Patricia Biermayr Jenzano, Participatory Research and Gender Analysis
- Lusike Wasilwa, Kenyan Agricultural Research Institute and an AWARD Fellow
- Estrella Penunia-Banzuela, Asian Farmers' Association for Sustainable Rural Development
- Pamela Anderson, International Potato Center
- Catherine Coleman, Canadian International Development Agency
- Hukmatullo Ahmadov, Central Asia & the Caucasus Association of Agricultural Research Institutions

One product from GCARD was the publication *Engendering Agricultural Research*. See below.

6. PUBLICATIONS

ENGENDERING AGRICULTURAL RESEARCH



This paper makes a case for gender equity in the agricultural R&D system. It reviews the evidence on exactly why it is important to pay attention to gender issues in agriculture and why it is necessary to recognize women’s distinct food-security roles throughout the entire value chain—for both food and nonfood crops, marketed and non-marketed commodities. The authors examine whether women are factored into the work of research institutions, and whether research institutions effectively focus on women’s needs. In short, are these institutions conducting research by and for women? The paper’s conceptual framework demonstrates the need to integrate gender into setting agricultural priorities; conducting the research itself; designing, implementing, and adopting extension services; and evaluating their impacts. It concludes with recommendations regarding how to make these suggested changes.

Citation: Meinzen-Dick, Ruth; Quisumbing, Agnes; Behrman, Julia; Biermayr-Jenzano, Patricia; Wilde, Vicki; Noordeloos, Marco; Ragasa, Catherine; Beintema, Nienke. 2010. Engendering Agricultural Research. IFPRI Research Monograph Washington, D.C. International Food Policy Research Institute (IFPRI)

Available from: <http://www.ifpri.org/sites/default/files/publications/rr176.pdf>
<http://dx.doi.org/10.2499/9780896291904>

7. SUPPORT TO CGIAR CENTERS AND NARS

The table below summarizes some of the key G&D interactions with CGIAR Centers and NARS between 2010 and 2012.

Partner	Support	Training		AWARD	
		Dignity Advisors (# of staff trained)	CGIAR Women's Leadership Series (# of women trained)	Hosting Research Attachment	AWARD Fellowship (Fellows, Mentors, and Junior Mentees) (round 3 and 4)
Africa Rice	6		1	0	1M
Bioversity	33	22	4	0	1F, 1M
CIAT	19		8	2	1F, 3M, 1FM
CIFOR	9		6	0	
CIMMYT (inc. GCP)	84	28+16	0	1	1F, 1FM
CIP	31		0	2	2M
ICARDA	31		1	1	1M
ICRISAT	23	21	5	0	1F, 2M
IFPRI (inc. Harvest Plus)	76		4	1	1F, 1M
IITA	6		1	1	2F, 3M
ILRI (inc. BecA)	34		4	6	3F, 8M
IRRI	21	27+26	3	1	0
IWMI	51	16	8	1	2M
World Agroforestry Centre	53		23	2	1F, 4M, 2FM
WorldFish	57		0	0	1F, 1M
CGIAR other	12		4	0	0
AWARD	-	-	28		
NARS/Partners	232		80		
Total:	778 jobs posted: 534 from 15 CGIAR Centers 12 from the CGIAR Consortium 232 from other orgs (e.g. UN, IFAD, ICRW)	in bold: this period (2010-12); <i>in grey italics: previous years</i>	total of 179 women trained, including 68 from 13 CGIAR Centers	17 AWARD Fellows engaged in advanced science placement with CGIAR centers	46 CGIAR Scientists engaged as AWARD Fellows (12), Mentors (29) or junior mentees (5)

7. BUDGET AND EXPENDITURES 2010-2011-2012

In 2010, G&D and AWARD had its first external audit. The overall rating, and ratings in each category, were the highest possible, 'Satisfactory'. The objectives of the audit were to assess the effectiveness and efficiency of the financial, administrative and program operations of the G&D and the reliability of the financial reports submitted to CGIAR Headquarters; and determine the G&D's compliance with ICRAF's personnel and other policies, the Memorandum of Understanding (MoA) with the host institute, and the MoUs with donors in relation to programs managed by the G&D. The audit included interviews of selected program staff, finance and administrative personnel; and limited testing of transactions, records and reports. Only one recommendation was made to improve G&D's and AWARD's working - to put a formal risk management strategy into place, and this was done in 2011.

Switzerland and Norway continued their generous support to G&D during the transition year of 2010 (though it was receipted and reported in 2011). Similarly the Alliance Executive and CG Secretariat continued full funding in 2010, while in 2011 the new CGIAR Fund Council contributed half this figure (US\$100,000) pending final decisions on G&D's transformation. Thanks to the at-cost Women's Leadership Series off-setting a large proportion of G&D programmatic costs, and the transfer of 50 percent of key staff costs to AWARD, G&D was kept financially sound until the closure 31 July 2012 and transition of vital key services to AWARD at this time.

The G&D Program wishes to thank the governments of Switzerland and Norway for their strong support for gender and diversity matters in the CGIAR system over the years. You have made a difference!

A final financial report will be submitted to G&D's donors once ICRAF's financial books are concluded for 2012.

SUMMARY OF TRANSITION

On 31 July 2012, the CGIAR Gender & Diversity Program closes. African Women in Agricultural Research and Development (AWARD) was a project of G&D. Based on a new MOU with the CGIAR Consortium, AWARD will continue to be based at the World Agroforestry Centre in Kenya, independent of G&D. AWARD was born of “the best of G&D” and is poised to continue its work with African women. AWARD’s Director, Vicki Wilde is moving back to Nairobi to concentrate on AWARD full-time. See:

<http://awardfellowships.org/>

A second MOU has been signed between the Consortium Office and G&D to ensure that G&D’s pivotal services are not lost during the transition:

1. The most popular intellectual assets developed by G&D will be publically available through the Consortium’s new website starting 2012, including the model policies for an inclusive workplace, G&D’s working paper series, and more.
2. AWARD will deliver the women’s leadership series previously delivered by G&D. Already these beloved courses have been mainstreamed into AWARD’s work. We’ll continue to welcome participants from around the globe, especially from the CGIAR, NARS, FAO, IFAD, ICIMOD, and others.
3. While G&D News will be discontinued, AWARD News will be launched, albeit with a narrower focus and will provide a link to job and funding opportunities.

A list of the materials consigned to the Consortium Office in June 2012 is given in Annex 2.

ANNEX 1: FROM STRENGTH TO STRENGTH: PROPOSED SERVICES FOR THE NEW CGIAR

Focus areas:

[Enhancing the long term status of women and girls through agricultural R&D](#) 19

[Building vibrant partnerships for agricultural R&D](#) 21

[Building high performance global agricultural R&D teams](#) 21



[Strengthening world wise leadership for agricultural R&D](#) 22

[Nourishing new streams of talent for agricultural R&D](#) 23



[Meeting the challenge of attracting and retaining women and diversity in the CGIAR](#)..... 23

Description of services:

Key:

<p>State of readiness: One dot= new idea, to be piloted Two dot= experience to build on Three dot=only tweaking required Four dots=ready to roll Five dots=in place and active now</p>		<p>Estimated budget: Each diamond = US\$ 25 K annually, excluding salaries, travel and overheads</p>	
--	---	---	---

Enhancing the long term status of women and girls through agricultural R&D

Client	CGIAR Consortium
Service	<p>Immersion and Dialogue Program This short but powerful program designed especially for executives and leaders, includes 5 days living and working with a rural woman (hosted by SEWA in India, with additional hosts to be identified in other regions)</p>
Context	<p>Gender issues in ARD often are regarded as a theoretical complexity. To open hearts and minds to the true potential of effective gender work, immersion programs are particularly powerful. Already piloted by the World Bank, FAO, IFAD and Cornell, immersion means senior leaders live with a rural woman and her family for a few days. They follow her daily routine at home and at work in order to understand poverty from her perspective. Participants then reflect on their experiences and enter a process of dialogue aimed at analyzing, understanding and even changing their work to focus more on rural women’s needs.</p>
Objectives	<ol style="list-style-type: none"> 1. To allow ARD leaders to directly reacquaint themselves with the poverty and labor-related issues faced by rural women. 2. To facilitate direct dialogue among ARD leaders and poor women about the realities of rural people and how ARD programs might affect them. 3. To provoke reflection among ARD leaders about priorities. 4. To deepen commitment among CGIAR leaders to ensure their programs enhance the long term status of women and girls.
Participants	ARD leaders and scientists from CGIAR Consortium, NARs and other partners.
State of readiness:	
Estimated budget:	

Enhancing the long term status of women and girls through agricultural R&D (cont.)

Client	CGIAR Consortium	
Service	Strengthening Capacities for Gender-Responsive Agricultural R&D	
	A tailored training-of-trainers and delivery series, complemented by biannual conferences for sharing successes and challenges, and a prize for the R&D team that develops the most innovative gender-responsive technology	
Context	There has never been a concerted CGIAR-wide plan to build internal capacities for addressing the gender issues in its R&D. Most CGIAR leaders and scientists are keen, but few have the experience or specific skills to do so effectively. One constraint has been the limited number of gender experts who are also knowledgeable about agricultural R&D; most are academics or development workers. Another has been the lack of recognition within the CGIAR for gender-responsive research.	
Objectives	<ol style="list-style-type: none"> 1. To develop, pilot and produce appropriate curriculum, building on expertise in Centers, AWARD and others. 2. To build up a world-class cadre of trainers knowledgeable about gender issues in ARD. 3. To deliver a training series that builds gender-responsive ARD skills among CRP researchers. 4. To embed standards for gender-disaggregated data across the CRPs. 5. To recognize and reward researchers who conduct gender-responsive work. 6. To provide a capacity strengthening arm to the CGIAR's 'gender platform', in partnership with Centers, NARs, AWARD, BMGF, ICRW and others. 	
Participants	ARD leaders and scientists, from Centers, NARs and other partners, directly involved with implementing CGIAR CRPs.	
State of readiness:	●●	Estimated budget: ◆◆◆◆◆
Client	CGIAR Consortium	
Service	African Women in Agricultural Research and Development (AWARD) fellowship series	
Context	While women produce, process and market most of Africa's food, less than one in four of its agricultural scientists is female while less than one in seven of its ARD leaders is female. The lack of gender balance in African ARD limits the development of appropriate technologies, leading to less than optimal impacts, especially for women and children. Since 2008, AWARD helps close the gap while nourishing the talent pipeline for African ARD.	
Objectives	<ol style="list-style-type: none"> 1. To deliver a professional development program that strengthens the research and leadership skills of African women in agricultural science, empowering them to contribute more effectively to poverty alleviation and food security in sub-Saharan Africa. 2. To equip African women to increase their contributions to ARD by making them technically stronger, better networked and more confident and visible. 3. To close the gaps in information and knowledge regarding African women in ARD, through research, vigorous monitoring, evaluation and impact assessment, as well as training. 4. To develop a replicable, transferable model of capacity building. 	
Participants	African women in ARD from qualified countries	
State of readiness:	●●●●●	Estimated budget: funded

Building vibrant partnerships for agricultural R&D

Client	CRPs
Service	The Collaborative Advantage: Working with Diversity in Collaborations and Partnerships training series
Context	CRP partnerships are complex, a mix of old and new relationships, differing also by type, size and location. Partners bring varying expectations, resources, levels of buy-in. Their representatives come with cultural, disciplinary and organizational differences. This rich diversity means the norms for information sharing, decision-making, and leadership cannot be assumed. For best results, the norms for collaboration need to be developed explicitly and jointly.
Objectives	<ol style="list-style-type: none"> 1. To build positive, purposeful partnerships for ARD results that no individual organization could bring about alone. 2. To increase clarity about the roles and responsibilities of each organization. 3. To increase the visibility and value of diverse contributions within partnerships. 4. To develop a shared set of 'working agreements' about data sharing, decision making, quality, IPR and deadlines. 5. To increase research excellence and impact due to greater ability of diverse organizations to leverage their creativity and problem solving capabilities, while minimizing miscommunications and conflict.
Participants	ARD leaders and scientists, from Centers, NARs and other partners, directly involved with implementing a specific CGIAR CRPs.
State of readiness:	●● Estimated budget: ◆◆◆

Building high performance global agricultural R&D teams

Client	CRP research teams
Service	Groundbreakers: Building High Performance Global ARD Teams An online training and coaching series
Context	Any one CRP research team is composed of members from around the globe, with differing cultural norms, disciplinary training, work styles, and gender. Insufficient management of this diversity may result in poor team dynamics, with low trust, weak communications and lost opportunities. On the other hand, surfacing and leveraging this diversity may unlock potential and increase innovation.
Objectives	<ol style="list-style-type: none"> 1. To conduct an analysis of team diversity dynamics for time management, communication, decision making, inclusion of women, conflict management, and leadership. 2. To provide practice with online technologies for co-production of scientific results when members are distributed around the globe, in collaboration with ICT/KM. 3. To increase clarity about the purpose and tasks of each team member. 4. To provide overall team building, with an emphasis on leveraging the advantages of diversity.
Participants	All staff members involved in a specific ARD team.
State of readiness:	●●● Estimated budget: ◆◆◆

Strengthening world wise leadership for agricultural R&D

Client	CGIAR Consortium		
Service	Excellence Without Borders: Strengthening World Wise ARD Leadership An executive training and coaching series		
Context	The new CGIAR, with its focus on positive impacts for the poor, requires leaders who are nimble, innovative and visionary. For more than a decade, G&D has delivered an acclaimed leadership series for women. In response to demand, G&D proposes to develop a new and carefully tailored leadership series open to men and women; also to include follow up coaching.		
Objectives	<ol style="list-style-type: none"> 1. To reinforce the competencies needed to be a world wise leader in ARD. 2. To increase self-awareness of leadership style and cultural preferences, and specific improvements needed. 3. To strengthen skills for sustaining executive performance, managing food politics, leading organizational change to address pressing ARD issues such as climate change, and building alliances to achieve results. 4. To raise awareness of gender, and its implications, in leadership practices. 5. To reinforce a culture of world wise excellence among ARD leaders. 		
Participants	Men and women from Centers, NARs and other partners, holding positions of global or regional leadership in ARD.		
State of readiness:	●●	Estimated budget:	◆◆◆◆
Client	CGIAR Consortium		
Service	CGIAR Women’s Leadership Series A three-course series including leadership and management skills, negotiations skills, and advanced leadership skills		
Context	At last count (2008), only 16% of Center management is female; along with two (out of 15) Directors General. As long as women are underrepresented among the CGIAR’s leadership, women-only courses are necessary. Women need to find role models and to build their own networks. Working on leadership and negotiation skills in a women-only environment provides these opportunities; especially important for women from developing countries.		
Objectives	<ol style="list-style-type: none"> 1. To use information gained from skills and style inventories to strengthen leadership and managerial effectiveness. 2. To practice essential communication skills i.e., feedback and facilitation. 3. To learn strategies to build and sustain team performance, constructively manage interpersonal conflict, and use influence to build alliances. 4. To use an increased awareness and understanding of gender implications in personal and professional development. 5. To build a trustworthy network of colleagues for support and guidance. 6. To apply course skills, knowledge and tools to real work challenges. 		
Participants	Women from Centers, NARs and other partners, holding positions of leadership or management in ARD.		
State of readiness:	●●●●●	Estimated budget:	Delivered at cost

Nourishing new streams of talent for agricultural R&D

Client	CGIAR Consortium
Service	Mentoring Program for Young Scientists and other activities designed to nourish the ARD talent pool
Context	Agriculture is often viewed by youth as an unpromising career choice, especially in developing countries. Enrollments in the agricultural sciences have declined. World-wide the Centers hosted only 121 post-docs in 2008, up from only 92 in 2003, with some Centers hosting none. If the deep challenges of pro-poor agricultural development are to be addressed, the talent pool must be nourished, especially among the youth of developing countries where the most pressing issues must be tackled.
Objectives	<ol style="list-style-type: none"> 1. To embed the importance of nourishing young ARD talent, and mentoring, in the CGIAR's organizational culture. 2. To support the career development of young men and women in ARD, especially those from developing countries, by linking them with CGIAR scientists as mentors. 3. To strengthen the links between CGIAR and other initiatives supporting young scientists in ARD, including AWARD (see above), Norman E. Borlaug International Agricultural Science and Technology Fellowship Program (USAID), the Young Professionals' Platform for Agricultural Research for Development (YPARD), and the ICT/KM blog on Young Talents: Growing People in Agriculture. 4. To expand G&D's quarterly <i>Funding News</i> (currently with over 9,000 readers) to include young ARD scientists worldwide, providing timely information about fellowships, grants and postdoctoral opportunities.
Participants	Young scientists, male and female, hosted by the Centers and other CRP partners
State of readiness:	●●●●●
Estimated budget:	◆◆◆

Meeting the challenge of attracting and retaining women and diversity in the CGIAR

Client	CGIAR Centers
Service	Good for People, Good for the Centers: Diversity-friendly workplace services in collaboration with the new Strategic HR Consortium Office
Context	The CGIAR's reputation as 'pale, male and stale' is not wholly conquered. At last count (2008), only 16% of CGIAR directors were female. Women's low representation is salient in Centers and ARD conferences, meetings and field visits. The rarity of developing country women amongst CGIAR leaders is particularly remarkable in light of the CGIAR's mission. The challenge is not because qualified women are not available; but because the CGIAR has difficulty attracting and retaining them.
Objectives	<ol style="list-style-type: none"> 1. To position the CGIAR as organization of first choice among the world's most talented ARD scientists, male and female, in all regions. 2. To support the new Strategic HR Consortium Office in establishing a framework of policies, standards and metrics for inclusion, drawing on G&D's inclusive workplace model policies and practices. 3. To support the new Strategic HR Consortium Office in monitoring Centers' gender and diversity-disaggregated HR profiles and progress. 4. To strengthen and expand G&D's services for linking women in ARD to CGIAR job vacancies, Boards, science panels, review committees and more.

- Participants
5. To continuously encourage a level playing field in CGIAR recruitments via [G&D's diversity positive recruitment guidelines and services](#).
 6. To help prevent discrimination, sexual harassment and abuse of power through delivery of [G&D's dignity advisors training](#).
- CGIAR Centers and Consortium HR Office

State of readiness: ●●●●●

Estimated budget: ◆◆◆

ANNEX 2: DOCUMENTS ARCHIVED AT THE CONSORTIUM OFFICE

WORKING PAPERS

These will still be available online through the CGIAR document repository.

CGIAR GENDER & DIVERSITY PROGRAM

- 50 Advancing Gender and Diversity in Times of Change: Talent in the CGIAR, 2008
- 49 Comparative Evaluation of the G&D-Rockefeller and Borlaug Women in Science Fellowship Programs
- 48 Successful Women, Successful Science
- 47 Inspiring Transformation... Lessons from the CGIAR Women's Leadership Series
- 45 and 46 Guidelines and Workbook for Mentors English version
- 44 Guidelines and Workbook for Mentees English version
- 42 Mentoring Program Coordinator Guidelines English version
- 41 Monitoring and Evaluating Diversity Goals and Achievements: Guidelines and Tools for The CGIAR Boards of Trustees
- 40 First the Good News... Staffing in the CGIAR, 2003
- 39 Working with Diversity in Collaborations: Tips and Tools (April 2003): English Version
- 38 HIV/AIDS Policy in the CGIAR Workplace: The Challenge of Implementation
- 37 Female and Male CGIAR Scientists in Comparative Perspective
- 36 Diversity-Positive Recruitment: Guidelines and Tools for the Future Harvest Centers
- 35 Gender and Diversity in Times of Change: Staffing Trends and Organizational Change Strategies in the CGIAR
- 34 Creating Connection Online (May 2002) Behind the Scenes at the Diversity in Action E-conference. Also available: CD and User's Guide " Diversity in Action E-conference for Directors General and Their Teams"
- 33 Updated Analysis of Future Harvest Centre Demographics
- 32 Selected Trend Data on Gender and Diversity in the Future Harvest Centres 1995-2001
- 31 Report of Achievements: July 1999-October 2001
- 30 Executive Selection in the CGIAR: Implications for Gender and Diversity
- 29 Centre Self-Assessment for a Woman-Friendly Workplace
- 28 HIV/AIDS in the CGIAR Workplace: Model Policies and Practices
- 27 Workshop Summary " CG Centres Working with Diversity for Excellence and Impact", ICRAF, Nairobi, Kenya, 18-22 September 2000
- 26 Tuning In: Guidelines for Creating In-House Cultural Orientation and Awareness
- 25 Gender and Diversity in the CGIAR: A New Baseline
- 24 Working with Diversity, A Framework for Action

CGIAR GENDER PROGRAM

- 23B Phase II: CIMMYT Pilot on Multi-Source Performance Assessment
- 23A Phase I: CIMMYT Pilot on Multi-Source Performance Assessment

- 21 Engendering Organizational Change: A Case Study of Strengthening Gender Equity and Organizational Effectiveness in an International Agricultural Research Institute
- 20 Taking Stock of Gender Staffing in the CGIAR, 1998
- 19 Gender Staffing in the CGIAR: Lessons Learned and Future Direction. Report of an Inter-Center Consultation
- 18 Toward Gender Equity: Model Policies
- 17 Strangers in a Strange Land: A Literature Review of Women in Science
- 16 The Role of Boards in Addressing Gender Staffing Issues
- 15 1997 CGIAR Human Resources Survey: International Staffing at the CGIAR Centers with a Focus on Gender
- 14 Maximizing Recruitment Resources: Using the World Wide Web
- 13 Sexual Harassment in the Workplace: How to Recognize It; How to Deal With It
- 12 Gender Staffing in the CGIAR: Achievements, Constraints and a Framework for Future Action
- 10 Women in Agriculture in West Asia and North Africa: a Review of Literature
- 9 CGIAR Human Resources Survey: 1991, 1994 Key Observations on International Staffing with a Focus on Gender
- 8 Inventory of Gender-related Research and Training in the International Agricultural Research Centers 1990-1995
- 7 Recruitment Resources in the United States: a List of Professional Organizations
- 6 Filipino Women Scientists: a Potential Recruitment Pool for the International Agricultural Research Centers
- 5 Recruitment Resources in Europe: a List of Professional Organizations
- 4 Strengthening the Recruitment of Women Scientists and Professionals at the International Agricultural Research Centers : a Guidelines Paper
- 3 Spouse Employment at IRRI: a Case Study
- 2 Spouse Employment in Organizations Around the World: A Toolkit for Developing Policies and Practices
- 1 Status of Internationally-recruited Women in the International Agricultural Research Centers of the CGIAR: a Quantitative Perspective

TRAINING COURSES

One example participant folder is included for the Women's Leadership Series Courses:

- Women's Leadership and Management Folder
- Leading through Negotiations for Women

One example trainer folder is included for

- Dignity Advisory Training

The Women's Leadership Series will continue to be offered through AWARD (<http://awardfellowships.org>).

The Dignity Advisory Training will be available directly from the trainer, Farrah Qureshi (f.qureshi@globaldiversitypractice.com)

GENDER AND DIVERSITY STAFFING

- Gender Staffing 1998 folder
- 2003 HR Survey:
 - CD of 2003 HR Survey data
 - Gender of post-doctorates from Developing Countries leaflet
 - Women Scientists from Developing Countries leaflet

- Diversity of CGIAR Scientists leaflet
- Gender of CGIAR Scientists leaflet
- Working Paper 40 First the Good News... Staffing in the CGIAR, 2003
- 2008 HR Survey
 - Working Paper 50 Advancing Gender and Diversity in Times of Change: Talent in the CGIAR, 2008
 - Individual Center HR Survey reports folder

INCLUSIVE WORKPLACE

- Prevention of Harassment and Discrimination materials from the Inclusive Workplace online tool

All the Inclusive Workplace materials will be available online through the CGIAR document repository.

HISTORY: STRATEGIES, PLANNING WORKSHOPS, REVIEWS

ON CD

- Four e-conferences:
 - Diversity in Action (2001)
 - High Performance Scientific Teams (2003)
 - Looking Forward (2004)
 - Changing from the Inside Out (2006)
- G&D Logos
- Voices for Change (2009)
- GDA planning workshop, CIFOR, Bogor, Indonesia (2005)
- G&D Strategic planning workshop, Colombo, Sri Lanka (2004)
- G&D Media files (2004)
- 2003 HR Survey data
- Diversity in Action e-conference (2001)

DOCUMENTS IN HISTORY FOLDER

- MOU between ICRAF on behalf of G&D and AWARD and Bioversity on behalf of the CGIAR Consortium
- Minutes Consortium Board Meeting September 2011, Cali, Colombia
- What Next for G&D? Questions and answers about the future role of G&D, together with From Strength to Strength: Proposed services for the new CGIAR, a menu of suggested services, November 2010
- Evaluation of the Gender & Diversity Program of the CGIAR, Gender at Work, November 2010
- IRRI's comments on the Gender Platform March 2010
- Five scenarios for G&D's future, September 2009
- Suggested model for an integrated gender platform for the CGIAR
- Outline of a Global Platform for Gender in Agriculture, 2009
- Recommendations for Gender Integration in the CGIAR Strategy and Results Framework, report of an electronic consultation March – May 2009, submitted to the CGIAR Executive Committee, June 2009
- Multi stakeholder feedback on system office units, including G&D, as part of CGIAR External review
- CGIAR Gender & Diversity report to the Alliance Executive as one of the system office units, 2008
- Introduction to G&D Associates, part of the 2005-2008 strategy
- CGIAR Gender & Diversity Program Communication Strategy, 2007

- Changing from the Inside Out, brochure as part of the 2005-2008 strategy
- Monitoring Framework, G&D Strategy
- Leveraging Global Diversity for Global Impact: Gender & Diversity Program Strategy 2005-2008
- Report of the 2nd CGIAR Gender & Diversity Program Annual Workshop, hosted at CIFOR, Bogor, Indonesia, June 2005
- Report of the CGIAR Gender & Diversity Program Strategic Planning workshop, hosted at IWMI, Colombia, Sri Lanka, June 2004
- Guidelines for intra-center consultation, May 2004
- Gender & Diversity: Enriching Future Harvests. External Review of the CGIAR Gender & Diversity Program 1999-2003, March 2004
- Response to Report of the First External Review of the CGIAR Systemwide Program on Gender & Diversity
- Alternative scenarios for the future of the CGIAR Gender & Diversity Program September 2003
- History of the CGIAR Gender Staffing Program 1991-1998 and the CGIAR Gender & Diversity Program 1999-2003
- The Business Case for Gender Diversity
- Workshop summary report: CG Centers working with diversity for excellence and impact, hosted by ICRAF, Nairobi, Kenya, September 2000
- A proposal for CGIAR Gender & Diversity Program 1999-2001
- Comments on G&D program proposal 1999-2001
- Overview of the CGIAR Gender Staffing program 1991-1998

PLANNING, BUDGETS AND REPORTS

- Year 1 Interim progress report: July 1999 – June 2000
- Note to CDC: Status and prospects: July 2000
- Final Account of Budget and Expenses: July 1999 – December 2000
- Expenditure report: January – December 2000
- Proposed Program of Work and Budget: 2001
- A Spousal Study of Family and Employment Issues in the CGIAR – Funding proposal for 2001
- Working with Diversity: Strategic Interventions – Funding proposal for 2001-2002
- Year 2 Progress Report: October 2000 - April 2001
- Report of Achievements: July 1999 – October 2001
- Note to CDC: Selected Outputs and Impacts: AGM 2001
- Budget and expenditure: 2001
- Program of Work and Budget: 2002
- Progress Report 2002 and Business Plan 2003
- Program and expenditure: 2002
- Progress Report 2003 and Business Plan 2004
- Gender & Diversity Program Comparative Expenditures: 2000 – 2003
- History of the CGIAR Gender Staffing Program 1991-1998 and CGIAR Gender & Diversity Program 1999-2003
- Condensed Progress Report 2004 and Work Plan 2005 Highlights
- Financial Report to CDC and System Office Annual Report: 2004
- Progress Report 2005 and Work Plan 2006
- Audited Financial Statements: 2005
- Audited Financial Statements: 2006
- System Office Annual Report: 2006

- Financial Report to Alliance and/or System Office Annual Report: 2006
- Summary Version Progress Report 2006 and Work Plan 2007
- Progress Report 2007 and Work Plan 2008
- Progress Report 2008
- Progress Report 2009 and Work Plan 2010
- Report on an Audit of the Gender & Diversity Program
- Final Report 2010 – 2012

MATERIALS AND SERVICES

The following are examples of the types of materials and services that G&D produced over the years

MATERIALS

- Folder of G&D News, G&D's monthly publication
- Folder of CG Gender Lens, CGIAR Gender Staffing Program Newsletter 1996-1999
- G&D tote bag
- G&D hat Changing from the inside out
- Sample folder with typical materials shared
- Year Planner 2007 with
- Calendar of Events 2007

SERVICES

- CGIAR Mentoring Program for young scientists (ICRAF, CIFOR, IWMI, CIAT)
- Mentoring Program: Guidelines for Coordinators
- Mentoring Program: Guidelines and workbook for mentees
- Mentoring Program: Guidelines and workbook for mentors
- GDA Jamboree 2007 – ICRISAT, India

BROCHURES

- Introducing the Gender & Diversity Program
- Changing from the inside out
- Dignity Advisors Training
- World-class training courses
- Join our Global Database of Women Scientists and Professionals
- G&D's Global Database of Women Scientists and Professionals Registration Form
- Supporting the women who support Africa
- The CGIAR Mentoring Program for young scientists
- Online Course for High Performing Scientific Teams
- Terms of Reference for Future Harvest Center Gender and Diversity Associates
- At-Cost G&D Services for the Future Harvest Centers 2003