

GENDER AND DIVERSITY
ENRICHING FUTURE HARVESTS

*The CGIAR's greatest resource is its nearly 8000 male and female professionals,
working in 100 countries*

External Review of the CGIAR Gender & Diversity Program
1999 - 2003

Teresa Fogelberg
Gelia Castillo

March 15, 2004

TABLE OF CONTENTS

Table of contents.....	2
Executive Summary	4
1. INTRODUCTION.....	13
2. SET UP OF THE REVIEW	13
2.1 The questions of the review	13
2.2 The methodology used in the review	14
2.3 Definitions of gender and diversity.....	15
3. THE RAISON D'ETRE AND VISION OF THE G&D PROGRAM	17
3.1. Diversity at the core of the CGIAR	17
3.2. Forefathers and the Gender Staffing Program.....	17
3.3. From gender only to gender and diversity	19
3.4. Organizational effectiveness	19
4. THE OBJECTIVES OF THE GENDER AND DIVERSITY PROGRAM	20
5. THE STRATEGY	21
6. ACTIVITIES AND OUTPUTS OF THE PROGRAM	24
6.1. From gender only to diversity and gender: activities to address diversity	24
6.2. Research.....	25
6.2.1. The analytical research.....	25
6.2.2. The establishment of statistical baselines	26
6.3. Policy initiatives.....	27
6.3.1. System-wide versus center level policy initiatives.....	27
6.3.2. Spouse employment services.....	28
6.3.3. HIV/AIDS in the workplace	29
6.4. Recruitment guidance	31
6.4.1. The G&D global database of women scientists and professionals	31
6.4.2. Head hunting services	32
6.4.3. Analysis of executive selection	32
6.5. Capacity building and training.....	34
6.5.1. The annual Women Leadership and Management course.....	34
6.5.2. E-training and capacity building.....	35
6.5.3. The mentoring program for young scientists.....	39
6.5.4. Secondments.....	40
6.5.5. Other forms of capacity building	40
6.6. Publications	42
6.7. www.genderdiversity.cgiar.org	43
6.8. Utilization of the G&D services by the Future Harvest Centers.....	44
6.8.1. Use of the G&D activities and services	44
6.8.2. The G&D focal points.....	49
6.8.3. How is the balance between diversity versus gender-oriented activities?..	50
6.8.4. Center visits by Program Leader	52
7. THE RESULTS AND ACHIEVEMENTS IN THE FIELD OF DIVERSITY	52
7.1. Latest figures from the 2003 Staffing in the CGIAR report.....	52
7.2. The situation of minority representatives: Have they been empowered?.....	55
8. THE RESULTS AND ACHIEVEMENTS IN THE FIELD OF GENDER	57

8.1. Latest figures on staffing	57
8.2. Have women in the CGIAR been empowered	60
9. GOVERNANCE.....	64
9.1. Institutional set up of the G&D Program.....	64
9.2. G&D Advisory Board	66
10. FINANCES	67
10.1. The investors in the G&D program	67
10.2. Cost efficiency of the program.....	68
10.3. G&D Activities on grant basis or at cost?.....	70
11. RECOMMENDATIONS FOR THE G&D PROGRAM.....	71

ANNEX 1:	
Terms of reference	77
ANNEX 2:	
List of persons consulted	80
ANNEX 3:	
Documents and sources	81

Executive Summary: Conclusions and Recommendations

INTRODUCTION

International Agricultural Research Centers (IARCs) supported by the CGIAR created a Gender and Diversity (G&D) Program in 1998, to succeed and replace the CGIAR Gender Staffing Program. External reviewers, as part of the CGIAR System's effort to nurture relevance and effectiveness, periodically review all internal mechanisms of the CGIAR. The CGIAR Gender Staffing Program was never reviewed during its existence. The Center Directors Committee (CDC) and the Committee of Board Chairs (CBC) have, therefore, decided to launch an external review of the G&D program, as it approaches its fifth year run. The CGIAR Secretariat, as a component of the System Office, has been engaged in planning this exercise.

The task of the external review was to assess the outputs, outcomes, impact of the program, its strategy and priorities, and its program structure and governance. In addition, it had to determine any changes and new dimensions required by the Program to ensure its effectiveness in the future.

These suggestions and recommendations reflect the belief that the Gender and Diversity Program clearly merits continuation into a second phase. It is the hope of the Review Team that the following observations help strengthen the Program in its new phase. These recommendations for future action have been summarized in the third section of this report, on page 7.

The G&D Program has made rapid and excellent progress towards accomplishing its goals and purposes. In its report, the Review Panel identifies a number of areas and accomplishments of the program making it one of the most innovative system-wide activities within the CGIAR. When the Gender Staffing Program began in 1991, 11 percent of the CGIAR's internationally recruited staff (IRS) was female. In 2003, over 18 percent of IRS is female and representation of developing country nationals among IRS has increased from 47 percent in 1999 when the new Gender & Diversity Program began to 51 percent in 2003. This progress is especially noteworthy considering that the CGIAR downsized by nearly 25 percent during this same time period.

SUMMARY OF FINDINGS

G&D strategy and activities

1. The 1998 decision by the CGIAR that the Gender Staffing Program should not only consolidate and further develop the work on gender, but also broaden the scope to include other aspects of staff diversity, such as culture, race and ethnicity, has effectively secured the success of the G&D program. The rationale to strengthen both gender and diversity, is central to the business of the CGIAR, namely that it contributes to the excellence of its science and its organizational effectiveness (see conclusion 1).
2. The G&D strategy has been carefully selected to fit within the system and culture of the Future Harvest Centers and the CGIAR (autonomy of centers and large degree of informality of the system). It is based on the main objective of increasing organizational effectiveness by

expanding the global pool of talents. It therefore has a good chance to succeed. The strategy consists of (a) an active interaction between the program leader and centers, based on the autonomy of the centers; (b) a focus on motivational forces instead of targets and regulations; (c) the strengthening of the capacity of staff through networking, and (d) a science based approach (analysis, facts and figures) (see conclusion 2).

3. The voluntary center based approach implies that the main responsibility of achieving the objectives of the G&D program lies with the Center management and Boards and less so with the Program Leader. Her role is, however important, limited to one of the proactive advice, dialogue and technical assistance. A majority of Center leaders have embraced the G&D program as a means to increase their organizational effectiveness. The fact the G&D has been a regular agenda item at CDC and CBC meetings has had a stimulating peer pressure effect.
4. The G&D program has developed a toolkit of different kinds of services and projects. They are developed as standard projects, and are then adapted to fit the specific needs of the centers. The six kinds of activities that Centers choose to select (Research, Policy Initiatives, Global Database of Women Scientists, Capacity Building and Training, Publications and the Website), form the substance of the intense network of collaboration and communication between the focal points and management of the Centers and the Program Leader and her assistant. At present, the G&D Program maintains good communication and intense collaboration with the majority of centers. All centers participate in at least a few activities. That is no small feat for a system-wide program, consisting of one professional staff and an administrative assistant (conclusions 4,5,6,7A and 7B, 8,9,10, and 11A).
5. There have been more activities in the field of diversity (a larger number of activities, and more financial and human resources spent on it) than in the field of gender. While the G&D activities for women remain highly visible, approximately 80 percent of G&D's resources have been devoted to the new challenges of diversity work. The single activity from which the largest numbers of individual staff have profited is the Women Leadership Course (see conclusion 11 B).

Diversity

6. The CGIAR is much, much more of a global institution now than what it was more than 30 years go. The fact that developing-country nationals now constitute more than half of all principal staff positions as well as board membership of Future Harvest centers is a significant achievement. This is indeed good news, which must be actively disseminated by the G&D program and by CGIAR leadership (because it is not known). The strong investment by the G&D program in diversity tools and services contributed to this positive result, although it is beyond the scope of this review to ensure the exact impact of the G&D Program. The only category where Part 2 country representatives form a minority is the CGIAR leadership: i.e. the category of Directors General and Board Chairs. This number is far too low if one realizes that the leadership is the most visible segment of an organization. The panelists observe a sense of lack of emancipation and empowerment among developing country representatives in Centers and in the CGIAR system. Increasing the numbers is not

sufficient: more measures must be taken to empower representatives from diverse groups. The review team recommends that the G&D Program be invited to develop a high level leadership training, which does not focus on gender, but on leadership in a diverse international organization. This could be done in collaboration with the SAS/HR. (conclusion 12).

Female staffing

7. There is some good news and some bad news in the demographic trends in female staffing. The good news is, that although the overall staff size and the total number of women (and men) employed decreased over the last four years, the CGIAR managed to increase it the number of women staff from 24 percent to 27 percent. Second, the percentage of women IRS has increased significantly. Finally, there has been an increase in the proportion of women in the international staff from 14 percent in 1995 to 18 percent in 2003. These are important achievements, which the review team commends. There have not been any targets set in the past (some centers have set their own targets), and it is therefore not possible to measure against quantitative objectives. But compared to the spectacular increase of developing country nationals, the result in terms of increased numbers of women is not as impressive. The bad news lies within the higher levels of the organization. The fact that women fill only 9 percent of positions at Center management level is a matter of concern. Even a greater concern is the 50 percent decline of women amongst Center Management staff over the last three years. The survey does not explain why this reduction was so disproportionately high.

Governance and finance

8. G&D is hosted by the World Agroforestry Center (ICRAF) in Nairobi, Kenya. The choice of ICRAF has proved to be very strategic. There is an excellent, mutually beneficial relationship between the Program Leader and her administrative assistant on the one hand, and the ICRAF staff, on the other hand. The G&D program is de facto a one-person program. The panel expresses its admiration and appreciation for the high level of professionalism and enthusiasm that the program leader has demonstrated. The review panel commends the support and mentoring provided by the Director General of ICRAF and his team. The institutional set up of the G&D program, which functions as an autonomous unit within a cluster of units of the Systems Office, is crucial to its strong and healthy performance. The System's office can be – and has been so far- very instrumental in assisting and guiding the G&D Program in guarding its boundaries and sticking to its mandate.

Because of its limited size and overlap with several other functions (in particular human resources), being a proactive member of the System Office gives the G&D Program a multiplier effect.

By making G&D a member of the CGIAR's virtual 'Systems Office', this support is in fact guaranteed. The panel perceives this as a big step forwards for G&D in terms of governance. The G&D program has a lot to offer to the other elements of the Systems Office (e.g. SAS Human Resources, Information Office). And vice versa, the G&D program needs support from the other programs. Some of the activities, which the G&D program has undertaken because no other unit within the system did so, need to be handed over to the other units

(HIV/Aids, regular Human Resources surveys).

9. The G&D Advisory Board consists of a cross-section of CGIAR stakeholders, including the CDC, CDDC, CBC, Secretariat, Donors and both internationally- and nationally-recruited staff members. The current frequency and duration of meetings –once a year, in the busy margin of AGM, in addition to an audio (or e-) conference prior to AGM- are insufficient to engage in substantial debates about priority setting and other important matters.
10. The shared financing between CDC, secretariat and donors forms a healthy financial basis, because it has been provided by CDC, CGIAR secretariat and donors. G&D spends half a percent of the total available budget of 350 million USD of the CGIAR, which corresponds with the international management norm (1 to 2 percent on investment in human capital by training etc). The review team assesses that in general the G&D program has operated in a cost efficient manner. However, the financial resources would be more effectively used, if use could be made of local consultants and already G&D trained staff within the centers, and if a junior G&D professional could be hired (see conclusion 17).
11. In 2003, G&D shifted from providing its services on a small grant basis to selling them at cost. The panel perceives a risk in the abolishment of the G&D small grant program: those Centers that have used the fewest services of the G&D program may be those who are least inclined to buy the at- cost services. If the small grant system would continue, it might function as an incentive to these ‘reticent’ Centers (see conclusion 18).

THE WAY FORWARD: RECOMMENDATIONS FOR FUTURE ACTION

Having reviewed the past four year’s performance of the Gender and Diversity Program (and to a certain degree the centers participation in it), the review team has the following observations and recommendations to make about the way forward:

The Gender & Diversity Program, its scope and title

1. The G&D Program has made rapid and excellent progress towards accomplishing its goals and purposes. In its report, the Review Panel identifies a number of areas and accomplishments of the Program that make it one of the most innovative system-wide activities within the CGIAR. The G&D program has grown in four years into a program offering top quality products and services. Much has been achieved, but there still is a long way to go. The Panel recommends that **the program will be extended for a second period of four years, for the period 2004 – 2007.**
2. In the G&D program, **diversity and gender are treated –and should continue to be treated- as equally important fields** which deserve equitable but different services, resources and expertise. **It is imperative that the gender staffing component of the program keep its explicit identity.** Experience in other international organizations has proven that at this stage, with still so much to accomplish in terms of increasing the number of (senior) women, it is dangerous to water down gender staffing by making it an implicit element of diversity, assuming that it is a diversity issue, and therefore will be dealt with accordingly.

3. In order to communicate more clearly the mission and substance of the program (staffing and organizational effectiveness), and to better distinguish it from the system wide Participatory Research and Gender Analysis Program (dealing with gender roles in farming systems), **the title of the G&D program should be adapted.** The review panel has two suggestions:

1. *CGIAR Diversity and Gender Staffing Program; or*
2. *The CGIAR Staffing Program for Diversity and Gender.*

Location and staffing

4. The Program should **continue to be located in Nairobi.** The choice of ICRAF has proved to be very strategic. In Nairobi, all Future Harvest Centers are represented with local offices or through system wide programs, most of which are located at ICRAF. There is an excellent, mutually beneficial relationship between the Program staff and the host D.G. and center management.
5. Since the **staffing** of the G&D program is very limited – one Program Leader (internationally-recruited) and one Administrative Assistant (nationally-recruited), and for reasons of cost effectiveness, the panel recommends that for the next phase of the G & D Program **a junior G&D expert - preferably a woman or man from Sub Sahara Africa--be recruited, to reinforce the team.** This post could be financed through a reorientation of the budget (e.g. reducing the number of international consultants).
6. The newly initiated G&D secondment scheme can be intensified, in order to relieve the work burden of the G&D program (although it creates work as well. The panel recommends that a scheme be developed through which two Future Harvest centers per year each second one young promising NRS or RRS (one male and one female) staff member to work for G&D. The secondment could take place partly at the G&D in situ and partly at the home base, with the use of e-communication.

Governance

7. **The G & D Advisory Board**, which consists of a highly professional cross-section of CGIAR stakeholders, guards the overall quality, objectives and implementation of the G&D program. It could increase its effectiveness by
 - **Changing its title to Board instead of advisory board;**
 - **Including a host center representative well as senior agricultural researchers;**
 - **Developing mutually compatible Terms of Reference with the Board of the Systems Office;**
 - **Considering the possibility of establishing a light executive committee.**
8. The institutional set up of the G&D program, which functions as an autonomous unit within a cluster of units of the Systems Office, is crucial to its strong and healthy performance. Because of its limited size and overlap with several other functions (in

particular human resources), being a proactive member of the System Office gives it a multiplier effect.

Strategy

9. The G&D strategy remains valid. The core of that strategy is **the demand driven approach, based on the autonomy and ownership of the Centers**. The Centers determine their own specific needs, objectives and activities within the general CDC approved framework of the program. The program leader plays a proactive role in this interaction, by offering advice and technical assistance, inviting centers to dialogue, and by proposing to visit the centers. This approach enhances the sense of ownership by the centers, programs or individuals who are involved.

10. While safeguarding the autonomy of the centers, more commitment to the accomplishment of the G&D objectives could be demonstrated by **increasing the level of accountability** (by Center management and Boards) in the field of gender and diversity. There are several ways to do that. The Future Harvest Centers could adopt one or more:
 - Report on Gender and diversity in a special Human Resources chapter of the annual report.
 - Have Human Resources (and within that Gender and Diversity) as an agenda item of the Board (using the forthcoming G&D guidelines for Boards).
 - Develop competency lists (with the assistance of the new SAS HR program and the G&D program) in which “values” and competencies related to G&D are included. The competency lists can be used for recruitment and promotion of staff.
 - Invite Heads of (Human Resources and other) departments to include in their work plans actions in the field of G&D (which is done by all department heads at the IMF).
 - Develop their own realistic targets in their specific geopolitical context (for centers that have not done so).
 - Include reporting on G&D in annual reports.

11. The **SAS HR could be asked to develop Human Resources Guidelines** comparable to Financial Guidelines), which Centers use and in terms of which they report. In those HR Guidelines G&D elements should be included.

Mandate and relations with other organizations

12. The mandate of the G&D remains generally valid, but needs to be updated. Given the fact that resources are not too ample, choices have to be made. The panel recommends that the G&D program concentrates its efforts on those fields where it has comparative advantage:
 - Innovative, applied research (understanding the decline in rate of female management);
 - Developing of new methodologies and tools in the line of above-mentioned conclusions and recommendations (e.g. empowerment, secondment, mentoring, positive recruitment);
 - Further development of training (new diversity leadership course);
 - Set up of scholarships;

- Technical support to SAS/HR in developing G&D dimension of competency tables, appraisal tools etc;
 - Continuation of Women Leadership Course;
 - Development of network of alumni, thereby strengthening Center G&D capacity.
13. The panel recommends that the Program Leader of G&D, jointly with the different Heads of Unit of the Systems Office--particularly the CGIAR secretariat, the Strategic Advisory Service Human Resources (SAS HR), and the Chief Information Officer--develop a protocol of collaboration (operational and flexible), which includes a clear division of tasks, in those fields which touch upon Gender and Diversity, and which are dealt with by the different units from different angles.
14. It would save the G&D an enormous amount of work and time, and it would increase efficiency, if the Centers would have their own Human Resources data bases, which include a simple but **standardized format for the collection and reporting on staff statistics**. The Gender and Diversity Program and the SAS.HR could be invited to develop a format and methodology, which each center could adapt to its own situation. With this database the Centers should be able to monitor their HR data for their own purposes. These figures would then be made available on a regular basis, among others, to the G&D program, which would then use them for more in-depth analysis.
15. The G&D Program should not deviate from its mandate.
16. There are certain activities which the G&D program should refrain from. These are:
- Cases of individual persons,
 - Grievance or appeal cases, which are a CDC-CBC prerogative. It should be clear to all parties (including Center staff) where to apply in case of a need for appeal or grievance. The Strategic Advisory Service for human Resources could be invited (with advise from the G&D program) to identify possibilities to strengthen or institutionalize the grievance and /or appeal procedures and mechanisms within the Future Harvest centers.
 - Gender analysis and participatory research, which is the realm of PRGA
 - Follow-up work on HIV/AIDS
17. The relationship with the system-wide Program on Participatory Research and Gender Analysis should be clarified. Both programs have different work fields (agricultural research versus staffing and organizational effectiveness), but there are conceptual overlaps (e.g. G&D work with global research teams, which has both a G&D and a gender analysis component).
18. The program should continue its active collaboration with G&D and management experts of other international organizations, as for instance its active participation in the network Origin (network of G&D specialists of 37 international organizations and banks).

Capacity Building

19. The already excellent collaboration with the Centers could be further intensified. Apart from further strengthening of the focal point system (80 members by now), the panel recommends the establishment of a training program of G&D trainers/focal points, which will build in-house capacity within the centers. The modest launch in 2003 of the secondment program should be strengthened, in order to create more intense links with centers.
20. The program should “mine the gold mine” of in-house expertise of centers in the field of Gender and Diversity. This will mean the active entertaining and on the job training of the 200 alumni of the women leadership course. It also entails the set up of a training of trainers program. Another way of cherishing in-house knowledge, and of strengthening the institutional memory, is the development of CGIAR Working-with-Diversity case studies of real-life experiences of each Center. That way the richness, difficulties, and successes can be captured, systematized, exchanged, and improved upon
21. The G&D should aim for further expanding its network of (local) expertise, consultants and documentary sources towards all parts of the world, especially the region for which the research of the CGIAR is meant.

Diversity

22. The G&D program should continue to further develop and expand its pool of diversity activities and tools, which internationally are perceived as ground- breaking and innovative.
23. The G&D program must strive to raise awareness about the diversity activities, amongst the target staff inside the CGIAR (staff of part 2 country origin), as well as increase the number of its diversity clients amongst the Centers.
24. Given the expressed need for further empowerment of diverse staff, and given the success of the Women’s Leadership Course, a Diversity Leadership Course –based on the formula of the Women Leadership Course-- could be developed and offered for male and female staff of origin from part two countries.
25. The panel suggests the creation of a scholarship for promising young women and men scientists from developing countries. This would be a shorter (12 months) and less expensive fellowship, meant for young scientist staff of the Centers. It would liberate them from other routine tasks, and enable them to fully devote themselves to a specific assignment. The young scientists would not necessarily have to do any research in the field of G&D. The objective would be that they would have a chance to develop themselves, and have a chance to leapfrog to a senior position. This activity does not necessarily have to be managed from the G&D program. This activity could be paid jointly by the Centers as an investment in Human Resources. Another possibility would be to put this program for funding with donors that work with associate expert programs (Netherlands, Belgium, Denmark).

Gender

26. A major effort is needed from the CGIAR and its Centers to halt the decline in the numbers of women in senior positions and management, and to turn it into a substantial increase. In chapter 9 a series of measures have been mentioned –ranging from targets, through reporting, to competency lists and HR work plans. It is up to the individual Centers and their Boards to select those measures that fit their specific situation and available means.
27. In order to create a critical mass of senior women from part 2 countries, the panel recommends **The creation of a scholarship or professorial chair (suggested title: the CGIAR Excellence Scholarship for Women)**. This would entail an investment in the establishment of a critical mass of senior women researchers. This scholarship would enable five senior scientist women per year –of which at least three from developing countries- , to fully devote themselves to agricultural science, at the Center of their choice, for a period of two years. These women could be from within or outside the CGIAR. If they are from elsewhere, they might be, at the end of the period, incorporated into the CGIAR system. The scholarship would be funded by a private foundation.
28. Parallel to these new activities, the G&D would have to continue with those services that have proven successful, such as the Women Leadership course, (with more developing country expertise and source materials); and the “Cast the Web Widely” database of women scientists.

Outreach

29. The outreach of the G&D program is working well among the ‘insiders’. The persons who have not been involved with the G&D program need to be reached as well. Ways should be thought out how to get this category of people interested or informed (G&D website, publications, and lists of potential candidates for boards). There should be more information on the CGIAR website on G&D. And the (beautiful) logo of the G&D program should be linked to the CGIAR logo, to communicate the link between the two.

Finance

30. The G&D program and its board should actively monitor the new at-cost system of payment of the G&D program services (as compared to the small grant system, which was abolished in 2002), and have the board evaluate it after two years, end 2004.

1. INTRODUCTION

International Agricultural Research Centers (IARCs) supported by the CGIAR created a Gender and Diversity (G&D) Program in 1998, for a period of four years (1999 – 2002). This program was created to succeed and replace the former CGIAR Gender Staffing Program.

External reviewers, as part of the CGIAR System's effort to nurture relevance and effectiveness, periodically review all internal mechanisms of the CGIAR. The CGIAR Gender Staffing Program was never reviewed during its existence (there had been a stock-taking exercise in 1995). The Center Directors Committee (CDC) and the Committee of Board Chairs (CBC) have, therefore, decided to launch an external review of the G&D program, as it approaches its fifth year run. The CGIAR Secretariat, as a component of the System Office, has been engaged in planning this exercise.

The task of the external review was to assess the outputs, outcomes, impact of the program, its strategy and priorities, and its program structure and governance. In addition, it had to determine any changes and new dimensions required by the program to ensure its effectiveness in the future. The terms of reference of the external review are presented in Annex 1.

The review members received guidance from the Review Oversight Committee, consisting of the Board Chair of IRRI, the DG of CIMMYT as well as the Director of the CGIAR.

The two external review panel members want to express their appreciation and thanks to all persons that provided them with information and guidance. They would also like to extend a special word of thanks to Sylvia Arellano and Tatiana van Noordenne, who assisted in the editorial work, to Pauline Bomett of the G&D Program, who endlessly patiently provided the team with materials and documentation, and finally to Kerri Platais, executive secretary to the CDC/CBC, for coordinating the review process in such a professional and collegial manner.

2. SET UP OF THE REVIEW

2.1 The questions of the review

The two panel members studied the following issues and questions:

- A. What has the G&D program done to achieve its objectives? What has been its strategy and activities? (chapters 3 – 6)
- B. Have the objectives been achieved (chapters 6 – 10)? What have been the results and achievements in the field of Gender and Diversity in terms of:
 - ? Statistics: numbers of women and representatives of diverse groups
 - ? Empowerment of women and representatives of diverse groups
 - ? Balance between gender and diversity
 - ? Women from part 2 countries
 - ? Scope of the mandate

- ? Cost efficiency
- ? Quality of research, services and products
- ? Program structure and governance
- ? “Ownership” by leaders of the CGIAR, center staff and stakeholders
- ? Relationship to other system wide services and issues/priorities

C. The way forward for gender and diversity (chapter 11):

- ? Should the program continue?
- ? If to continue, in what form? Should there be change in objectives, strategy, form or governance?

2.2 *The methodology used in the review*

The panelists used a variety of methods in their review, the most important of which were:

The study of documents

The review team performed an in-depth study of the documents produced. The G&D program has produced large numbers of documents. These vary from official publications, guidelines and manuals to minutes of meetings, board meetings, as well as official and non-official correspondence (letters, e-mails). This last category of documents permitted the reviewers to have insight in the quantity and quality of the interaction between the G&D staff and the Centers.

Study of statistical baselines on G&D from 1999 until 2003

The G&D program has done significant work on Center staff and CGIAR system wide staff demographics (papers Nos. 25, 27, 32, 33, 35, 36 and the newest report on the 2003 staffing in the CGIAR). They give unique insight into changes over time.

Interviews

Interviews were held with the following categories of persons (a list of names in Annex 2):

- Leaders of the CGIAR and representatives of Center management. Three Directors General of Future Harvest Centers were interviewed by telephone, and one Director General (DG World Fish, former chair of the Advisory Board) was interviewed in a lengthy face to face meeting. Two current Board Chairs and one former Board Chair were interviewed by telephone as well as the Director of the CGIAR.
- The G&D program leader spent one day for interviews with one of the panelists.
- The chair and members of the G&D Advisory Board were interviewed by phone (one member could not be reached), on the basis of a short questionnaire, sent by the review panel.
- The former chairs and members of the G&D Advisory Board (some by phone and some by e-mail), on the basis of the same questionnaire, and representatives of other G&D programs and external experts.
- E-mail interviews with some 40 Gender & Diversity “focal points” from all Future Harvest Centers.

Study of the website

The website of the G&D was reviewed, and so was the CGIAR website.

As has been explained above, the review panel relied on information from (in-depth) interviews and from already existing documentation. The findings of this report are based on these sources. In some cases, it has been impossible to measure impact. It has also been impossible to prove direct causal relationship between certain staff demographics and the G&D program. It was beyond the mandate (and the available time and means) of the panel to perform its own research. The panel used a combination of study of demographic (and other data) and insights gained from the interviews, in order to establish conclusions about causal links and impacts. Interviews with focal points and other informants were held on the basis of anonymity.

2.3 *Definitions of gender and diversity*

Gender

Gender has been defined as “the social organization of the relation between the sexes: the meanings socially attributed to the differences between women and men.” (G&D working paper number 24, October 2000: p.93). The G&D program has used an operational definition, which relates to its mandate to deal with gender staffing: i.e. the effort to increase the number of female staff, and the objective of strengthening their position and career opportunities within the Centers and CGIAR system.

From the outset the program has had a human resources mandate: it has not been engaged in the scientific study of the role of women and gender in agriculture, so-called gender analysis. Gender analysis as an agricultural research tool, has, key as it is to addressing the poverty issue, been developed in conjunction with participatory research methods. These two elements (gender and participatory research) were jointly developed in the system-wide program PRGA (Participatory Research and Gender Analysis), based at CIAT. The PRGA program was reviewed in December 2000.

Diversity

There are many definitions of diversity. Among many others, the G&D program refers to the definition used by the IMF: “Diversity among people reflects the many characteristics that make us who we are, including nationality, race, culture, ethnicity, gender, age religion, native language, physical ability, sexual orientation, education and profession” (1999, quoted in G&D working paper number 24, October 2000: p. 22).

G&D’s own definition emphasizes “*working with* diversity,” rather than “*managing* diversity,” the term that is most common in the literature. “*Working with*” diversity reminds us that diversity is a dynamic, living force that relates directly to the work of the organization and the people within it. It suggests that diversity is an asset to be used and developed, rather than a problem to be managed. And it implies that diversity is the work and responsibility of everyone, not just of the managers and leaders.

In G&D’s definition, diversity issues are grouped into three inter-related categories (or “lenses”) which when applied to organizations, help us see how differences in group affiliations affect the organization's work culture, systems and work practices, and social relations, as well as individuals' behaviors and work and career outcomes:

1. Social differences definitions (group composition issues: referring to gender, age etc),
2. Cultural differences (differences based on cultural background and nationality), and

3. Cognitive functional definitions (organizational diversity based on education, management styles, etc.).

Gender, as a dimension of diversity, is often interpreted in a way which corresponds with the first lens of diversity. It is analytically correct to perceive gender as a dimension of diversity. However, in the day to day practice of gender and diversity policies and programs, experience has shown that it is necessary to address both gender and the nationality/ethnicity dimension explicitly.

The following two working definitions of diversity are the most frequently used by the CGIAR G&D program: (1) a minority position within the center or system based on ethnicity, nationality, gender or race,” and (2) people from part 2 countries. People may belong to several diversity categories simultaneously.

In this report the term ‘gender’ is used, for operational ends, to refer to ‘women’ and ‘female staff’, both in quantitative terms (numbers of) as in qualitative terms (empowerment). The term diversity is used when referring to persons (male and female) from part 2 countries (unless otherwise indicated).

The terminology of Part 1 and Part 2 countries are derived from the G&D Program, which has utilized it, on the basis of World Bank terminology. The Bank’s former definition classifies Part 1 countries as those countries (mostly OECD) that provide donor funding and Part 2 countries as (mostly non-OECD countries), the recipients of those loans. In the G&D reports and terminology, Part 1 refers to “developed countries” and Part 2 to “developing countries.” The terminology of part 1 and part 2 countries is confusing and appears outdated. It is confusing because it hides the fact that within both the part 1 and the part 2 categories there are huge differences, also in terms of representation of staff in the CGIAR (compare for instance Japan with US). It is outdated, because the model of the CGIAR illustrates that the distinction between donor and recipient countries has become blurred: i.e. many developing countries have become donors through their membership of the CGIAR (see also page 41 of this report). The review panel invites the G&D program to invent a new categorization of diversity by nationality, which deals with this new reality.

The term ‘gender and diversity’ can create confusion because it does not specify that it refers to the human resources and staffing field. As states earlier, it does not deal with the scientific analysis of the role of gender and diversity in agriculture. That is the main field of the above mentioned system-wide program PRGA. The predecessor of the G&D program was called the Gender Staffing program. That title created less confusion than the current one.

In order to communicate more clearly the mission and substance of the program (staffing and organizational effectiveness), and to better distinguish it from the system-wide Participatory Research and Gender Analysis Program, the title of the G&D program should be adapted. The review panel has two suggestions:

1. The CGIAR Diversity and Gender Staffing Program; or
2. *The CGIAR Staffing Program for Diversity and Gender.*

3. THE ‘RAISON D’ÊTRE’ AND VISION OF THE GENDER AND DIVERSITY PROGRAM

3.1 Diversity at the core of the CGIAR

The CGIAR’s Future Harvest Centers work in more than 100 countries to mobilize cutting-edge science to reduce hunger and poverty, improve nutrition and health, and protect the environment.

The institutional model of the CGIAR is a model, which is unique in the history of international development cooperation. At the 2002 World Summit on Sustainable Development in Johannesburg, the CGIAR was heralded as the model for future partnerships for development. Its diverse and global membership and staff composition is part of its very identity and legacy. The CGIAR has become renowned for its committed membership, made up of its diverse constituency of scientists, sponsors, and stakeholders (international organizations, governments from OECD countries and the Part 2 countries, NGO’s and private business). One of the CGIAR’s greatest resources is its human capital, nearly 8,000 scientists, technicians, and managers. They are committed men and women who offer a cornucopia of expertise and talents to 16 international agricultural research centers around the world.

The G&D program was set up to make the CGIAR centers’ human capital just as diverse as its model would prescribe it to be. This global and diverse identity is expressed through the following slogan:

“We are a global organization, born of a global community, diverse in professional discipline, nationality, gender, race, culture, ethnicity, language, age, and religion. We seek those differences and seize the opportunities our great diversity offers in the service of tropical agricultural research.”

3.2 Forefathers and the Gender Staffing Program

Diversity in terms of gender and nationality did not come automatically to the CGIAR and its centers. In the 1970s, the CGIAR was largely an American “enterprise” led by American male leaders and mostly American male scientists steeped in agricultural research credentials.¹

In the 1980s, the CGIAR increased its efforts to transform itself in a more diverse and truly global organization. One of the measures was to create the Gender Staffing Program, which ran from 1991 and 1998. This panel has not reviewed the gender-staffing program. The current G&D program has built on it. Its history is presented in Box 1.

¹ At the establishment of the CGIAR in 1971, there were 5 founding fathers. All were American males from the World Bank, Ford Foundation, Rockefeller Foundation, and USAID. There were no founding mothers. Until 1978, there were no female Board members in the entire CG system. There was only one female board member between 1978 and 1984. At some point, the record said “two” but it was the same woman in two different boards. Her appointment was not perceived as a gender staffing issue, but was considered a concession to social science in agricultural research, because at that time, this discipline was sorely lacking.

Box 1:

The History of the CGIAR Gender Staffing Program 1991-1998

When the Gender Staffing Program began in 1991, 11 percent of the CGIAR's internationally recruited staff (IRS) was female. From 1991 to 1998 the CGIAR Gender Staffing Program supported efforts of the Centers to strengthen the recruitment and retention of internationally recruited women scientists and professionals. The Gender Program was founded in 1991 with support from a special project developed by the CGIAR Secretariat to strengthen both gender analysis and gender staffing within the CG System. The project was originally designed for 3 years.

The Gender Staffing Program was funded by members of the CGIAR, coordinated by the CGIAR Secretariat, and implemented by the Simmons Institute for Leadership and Change, a center specializing in gender and organizational change based at Simmons College in Boston, Massachusetts, USA.. Annual funding averaged about US\$ 200,000 per year. The core staffing consisted of a 2/3 time Program Leader position and a 1/3 time Program Assistant position. A team of six to eight consultants worked with the Program to deliver services and outputs. It focused on five areas: recruitment, spouse employment, leadership and management development, gender issues in the workplace, and information dissemination.

Initial diagnostic work to define the key leverage points for work on gender staffing was done by conducting a quantitative survey of international staff of all centers and by qualitative analysis in three centers (CIAT, ICRISAT, and IITA). Program priorities were established in two workshops held with the Director Generals and other senior managers from the centers in 1992 and 1993. High priority was given initially to recruitment and spouse employment as a means to tap the expanding pool of female talent. In 1992, the Program provided a grant to ISNAR to help fund a research project on gender issues in selected agricultural research institutes in The Philippines -- the national agricultural research system with the highest percentage of female scientists. In 1993, the program undertook its first experiment, in IITA, with working on gender issues in the workplace. This center, which had been successful in attracting a relatively large number of women professionals, was concerned about retention and wanted to be sure that it was providing a hospitable working environment. A second collaborative project on gender issues in the workplace was initiated in 1994 with IFPRI.

In 1995, the Program undertook a major stocktaking exercise and sponsored an Inter-Center Consultation on Mainstreaming Gender Staffing. At that meeting, it was decided that the Program should: 1) consolidate the work in recruitment and spouse employment, focus on disseminating information, and help centers to mainstream best practices; and 2) give more emphasis to developing improved understanding of and responsiveness to gender issues in the workplace. The Consultation further recommended that the Program should become more driven by the centers, rather than by donors. The strategy that emerged from the Consultation was presented and endorsed by the CGIAR at the 1995 International Centers Week.

Under the second 3 year phase of the Gender Staffing Program, several mechanisms were instituted to strengthen the centers' role as stakeholders in the Program. An Advisory Panel for the program was established, made up of a three-person Executive Committee of the Committee of Deputy Directors General and three other senior managers with interest in gender staffing. A Focal Point network was set up so that each center would have a designated person responsible for interacting with the Program as well as stimulating gender-staffing initiatives in the center. The program also gave an annual briefing to the Committee of Deputy Directors General and periodic briefings to the Center Directors Committee and the Committee of Board Chairs.

Following the new strategy for recruitment and spouse employment, the program focused on building a database of women who could serve as contacts in key disciplines for disseminating position announcements. The Program changed its approach to management development training during the second phase. In collaboration with CIMMYT, the Program organized a Women's Leadership and Management course with women from four centers in 1996. The intention was to support women to strengthen their leadership and management skills, but also to develop stronger professional networks among women across the CG System and raise awareness and understanding about gender issues in the workplace. The course was successful and has been sponsored by other centers in subsequent years.

3.3 From gender only to gender and diversity

To review the system's experience and to make strategic decisions about future initiatives to address gender-staffing issues, the Gender Staffing Program organized an Inter-Center Consultation held at ISNAR in The Hague in April 1998. The unanimous decision of the Consultation was that the next phase of work should continue to consolidate and develop the work on gender, but in addition broaden the scope to include other aspects of staff diversity, such as culture, race and ethnicity, among both nationally and internationally recruited staff.

It was also recommended that a central program should be maintained to support center efforts, with the centers themselves taking a greater role in shaping and guiding the program. The centers argued that a system-level Gender and Diversity Program was needed to complement their own initiatives.

3.4 Organizational effectiveness

Members of the CGIAR have advocated greater attention to gender and diversity staffing for reasons of both organizational effectiveness and equity. To ensure high quality staff, it was recognized that the centers needed to tap effectively into the expanding global pool of talent. In addition, because the centers are increasingly engaged in partnerships with a wide range of organizations, including non-governmental organizations and local organizations, gender and cultural diversity was seen as a potential asset in fostering these partnerships. Furthermore, most CG members see diversity in staffing as an asset that can strengthen organizational performance by broadening the pool of skills, talents, perspectives, and ideas within the centers. And finally, given the humanitarian mandate of the CGIAR, its concern for equity, and its international character, it was thought that the centers should provide leadership in creating a work environment that is equitable and pluralistic.

The G&D program expresses the rationale for promoting gender and diversity as a business case in the following words:

“When staff diversity is sought, respected, and enhanced, organizations have a greater ability to:

- Attract and retain the world's best women and men;
- Respond to changing workforce dynamics including greater participation by women and members of other historically under-represented social groups;
- Strengthen collaborative modes of work by accentuating interdependence, partnerships and alliances;
- Build innovation, creativity and problem solving through supporting multi-cultural, multi-disciplinary teams;
- Empower and enthuse women and men in the system to maximize professional efficacy and collectively contribute their best;
- Reward leadership, creativity and innovation that employs and celebrates diversity in the Centers; and
- Improve retention of highly qualified staff by offering progressive and satisfying work experiences;

- Excel in performance and reputation by modeling the workplace of the future;
- Advance social justice and equality – a core value of Future Harvest Centers;
- Tap into new knowledge networks giving broader access to clients, beneficiaries, and investors”

Of all the international organizations which have Gender staffing programs, the great majority have programs that only focus on gender. The CGIAR is one of the first to have evolved from a gender staffing only program, into a Gender and Diversity program, dealing with combined gender and diversity issues. In the “Origin” network of 37 Gender Staffing specialists of international organizations and banks, the case of the CGIAR is followed with keen interest. Amongst these specialists, the CGIAR G&D program is known for its innovative approach.

There are different approaches and views amongst specialists on the question whether there should be separate programs or institutional windows for gender and for other diversity issues (culture, race, and ethnicity). It goes beyond the scope of this review to go into the different schools of thought in this field. Given the global mandate and model of the CGIAR, the panelists agree with the double mandate of gender and diversity of the program. Gender and Diversity have several elements in common. For instance, both strive for a quantitative increase, as well as a qualitative element, which is often referred to as empowerment.

Conclusion 1:

The 1998 decision by the CGIAR that the Gender Staffing Program should not only consolidate and further develop the work on gender, but also broaden its scope to include other aspects of staff diversity, such as culture, race and ethnicity, has effectively secured the success of the G&D program. The rationale to strengthen both gender and diversity, is central to the business of the CGIAR, namely that it contributes to the excellence of its science and its organizational effectiveness.

4. THE OBJECTIVES OF THE GENDER AND DIVERSITY PROGRAM

In 1988, the Inter-Center Consultation on Gender generated seven objectives for the new CGIAR Gender and Diversity Program:

1. Diagnose staff diversity in the Centers and develop a conceptual framework for employing diversity to enhance both equity and organizational effectiveness.
2. Provide encouragement and support to senior management for dealing with gender and diversity issues.
3. Strengthen knowledge and skills of Center staff to manage diversity effectively.
4. Enhance Centers' ability to attract high-quality staff from diverse identity groups.
5. Support women's career development and advancement.

6. Encourage changes in policies, formal systems and work norms and practices to ensure equal opportunities for leadership, career development and involvement in decision-making for women and men of diverse identity groups.
7. Support the Future Harvest Centers to institutionalize the policies, commitment, knowledge and skills for managing a diverse staff effectively.

The above-mentioned objectives can be narrowed down as follows:

1. To increase the number of women staff members in the Centers and in the governing structures,
2. To leverage staff diversity to increase research and management excellence, and
3. To empower women and representatives of diverse groups to contribute their best in the service of tropical agricultural research.

What has the G&D program done to achieve its objectives? What have been its strategy and its activities?

5. THE STRATEGY

“Changing from the inside out: In the long run we cannot achieve on the outside what we do not practice on the inside.”

The strategy of the program was developed in a way, which is symbolic of the way things are run at the CGIAR. It was identified by 25 center managers and scientists at the 1998 Inter-Center consultation, in the presence of donors and experts as resource persons. The group recommended unequivocally that a central program should be maintained to support center efforts, with the centers themselves taking a greater role in shaping and guiding the program. The centers argued that a system-level Gender and Diversity Program was needed to complement their own initiatives. The CDC endorsed the program at one of its meetings in 1998.

The Program was expected to provide economies of scale in knowledge development and information dissemination, foster the exchange of learning across the centers, build partnerships with external sources of expertise, and help to sustain momentum for organizational change. Creating a program that is demand-driven by the centers required a central unit that was not only capable of motivating and providing leadership, but also bring coherence to the system’s efforts (from the report of the 1998 consultation, G&D working paper no. 19).

The panelists observed the following elements of the strategy:

- An interactive demand-driven method based on the autonomy and ownership of centers. The Centers determine their own specific needs, objectives and activities within the general CDC approved framework of the program. The program leader plays a proactive role in this interaction, by offering advice and technical assistance, inviting centers to dialogue, and by proposing to visit the centers. This approach enhances the sense of

ownership by the centers, programs or individuals who are involved.

- Cultivation of motivational forces: investing in women and diversity pays off: it contributes to the organizational effectiveness and excellence of the centers. These arguments should convince decision-makers that it is worthwhile to invest in diverse human capital.
- The ownership and center based capacity in the field of the gender and diversity, through the network of G&D focal points, as well as through the involvement of center management in different ways (e-conferences for DG's, CDC-CBC discussions and presentations on G&D)
- The cultivation of a network of CGIAR women. This is done through G&D capacity building activities like the Women Leadership Course and the “cast the net widely” database of women professionals. And the latest activity is the mentoring program of young female and part 2 country scientists.
- The use of science (management science) and statistics. This is done for two reasons: (1) to diagnose staff diversity in the Centers and develop a conceptual framework for strengthening diversity (G&D objective 1), and (2) to obtain statistical baselines against which changes (or lack of it) can be measured and monitored. A pool of external experts, which are hired by the program, does much of the scientific work. Last year a statistician seconded from IWMI took part in the analysis. We will return to the issue of secondment in the next section.
- A holistic approach offers the centers a wide range of technical assistance, from general to very specific and concrete. It begins with the conceptual overall analytical framework on diversity (already present in the field of gender), through a center specific diagnostic and baseline study, to concrete services on the ground (setting up of committees, courses, assistance with recruitment etc.). According to one DG, it is the best-structured system wide program because of this approach.
- The G&D toolkit of different kinds of services and projects, which are developed as standard projects, but which are adapted to fit the specific needs of the centers. Until recently these services were provided on a small grant basis on a first come first serve basis. Since 2003 these activities are offered at cost to the centers.

The panelists have three observations to make. Firstly, the above-mentioned G&D strategy elements have been carefully and rightfully selected (by center staff representatives and CDC) to fit within the system and culture of the Future Harvest Centers and the CGIAR (autonomy of centers and large degree of informality of the system). Organizational psychology and diversity

experts confirm that a self-chosen approach has the biggest chance to succeed². It is up to the centers to use the program or not. Most of the centers do use the tools and services at their own initiative. There are few institutional or regulatory anchors, which might stimulate or remind the center management of their commitment to G&D objectives. The only form of pressure from outside the centers is the peer pressure of CDC and CBC meetings.

Secondly, this voluntary, inside-out center-based approach sets limits to the possibilities of the program leader to steer and direct the policies (and, therefore, the results of the G&D program) from the outside.

And thirdly, although the strategy of the program is based on center autonomy, there is a perception amongst several interviewees that there is a dependence within the G&D program on external service providers: consultants and experts who are hired from outside. Because the G&D program has only one IRS and one assistant, much of its work relies on external consultants. In using this mode of operation, there is a risk that the experience of doing G&D work is not retained within the system and therefore insufficient capacity building takes place. Under such arrangements, accountability usually ends at the end of the contract. Capability-building at the Center level by way of utilization of skills and knowledge derived by G & D trained participants has received little attention unless perhaps external consultants were again hired to perform that service. In other words: in concept and approach, the Gender and Diversity Program has most of the elements of a system-wide initiative from within, but in actual operation it relies to a large degree on external expertise. The panelists will indicate later in this report how they think the already existing G&D capacity and rich experience of working-with-diversity can be cherished and tapped.

Conclusion 2:

The G&D strategy has been carefully selected to fit within the system and culture of the Future Harvest Centers and the CGIAR (autonomy of centers and large degree of informality of the system). It therefore has a good chance to succeed. The strategy consists of (a) an active interaction between the program leader and centers, based on the autonomy of the centers; (b) a focus on motivational forces instead of targets and regulations; (c) the strengthening of the capacity of staff through networking, and (d) a science based approach (analysis, facts and figures).

Conclusion 3:

The voluntary center based approach implies that the main responsibility of achieving the objectives of the G&D program lies with the Center management and Boards and less so with the Program Leader. Her role is—however important—limited to one of proactive advice, dialogue and technical assistance. A majority of Center leaders have embraced the G&D program as a means to increase their organizational effectiveness. The fact that G&D has been a regular agenda item at CDC and CBC meetings has had a stimulating peer

² Other organizations adopt centrally imposed measures and mandatory rules to reach the same objectives. Examples are targets or recruitment quota (some Future Harvest Centers have their own G&D targets); system wide guidelines on reporting on gender and diversity data; or general G&D competency lists, to be used as recruitment or performance assessment indicators). For example, department directors at the IMF have to develop human resources action plans with diversity indicators in it, and are held accountable through their annual HR report

pressure effect.

6. ACTIVITIES AND OUTPUTS OF THE PROGRAM

The G&D program has 5 kinds of products. Its brochure lists the services and resources they provide to the centers as follows:

1. Research to document G&D trends in the CGIAR and to explore international best practices as basis for the design of G&D activities.
2. Policy initiatives to make human resource policy recommendations.
3. “Cast the net widely” Global Database of women scientists and professionals.
4. Capacity building and training, among other things, through conferences and workshops.
5. Publications of a practical series of working papers and reports based on results of its own research as well as commissioned papers on specific topics.

The review team examined each of these activities in this chapter. First, however, the panelists wish to outline what has been done by the G&D program to validate the new emphasis on diversity, from its inception in 1999.

6.1 From gender only to diversity and gender: activities to address diversity

Since G&D began with a blank slate for diversity work, it has conducted a careful process of consultation with the majority of centers and carried out its diversity work in a step-by-step fashion.

As a first year priority, G&D produced “Working with Diversity: A Framework for Action” (G&D working paper no. 24) based on its review of numerous organizations’ best practices for working with diversity. It was designed to assist the Centers by providing a conceptual and methodological backbone for their own diversity initiatives. The document is useful for conceptual purposes, i.e. getting acquainted with the complex field of diversity, adapted to the international research domain of the CGIAR. In its fourth chapter change strategies are provided, including a recommended sequence and indicators for measuring progress. Also in 1999, G&D participated in a system-wide survey to update earlier surveys on gender and national origin diversity in the centers, providing a baseline for measuring future progress.

In 2000, G&D hosted the CGIAR’s first operational workshop devoted to diversity issues, with the participation of G&D Focal Points from all 16 centers and a panel of diversity experts (“Working with Diversity for Excellence and Impact – Workshop for CG Centers” held in Nairobi, September 2000). This event focused on sharing practical tools and methods for implementing the diversity framework, including appreciative inquiry, cultural values checklists, multicultural organization assessments and other approaches. Using methods of strategic planning, participants drafted their own center-level diversity strategies.

To build support for implementation of those center-level diversity strategies in 2001, G&D held the “Diversity in Action E-Conference for Directors General and their Teams.” This two-week e-conference featured a series of innovative events for exploring the meaning and significance of diversity issues at the individual, team and organizational levels, and included an “Ask the Experts” session in which participants could pose tough diversity questions to an on-line panel of international diversity experts. It also featured a participatory event during which the e-conference participants co-produced a system-wide vision for diversity – more comprehensive and inclusive than previous efforts.

In addition, G&D provided a menu of 10 alternative diversity services from which the center teams could select their own priorities and apply for a G&D small grant. The G&D menu of services included, for example, in-depth diversity diagnosis, in-house cultural orientation, and the online course for working with diversity in global teams, and recruitment innovations. As a result of this process, 13 centers selected 28 activities and G&D provided 10 centers with US\$231,500 in small grants over 2001-2002 to support their implementation. For over two years therefore, the work plan of G&D has been driven in large part by the activities selected by the centers during this e-conference.

The above mentioned activities were focused almost exclusively on the issue of diversity. In the following paragraphs (6.2 – 6.8), an overview and assessment is given of the six main categories of activities, aimed at gender as well as diversity.

6.2 Research

Research plays an important part in the G&D programs. The research is meant to be original and benchmarking, resulting in practical guidelines and policy models of direct relevance. It is oriented towards two main fields of action: (1) diagnosis of staff diversity in the Centers and the development of a conceptual framework for strengthening diversity (G&D objective 1), and (2) the establishment of statistical baselines against which changes (or lack thereof) can be measured and monitored. A pool of external experts, which are hired by the program, does much of the scientific work. This year a statistician, seconded from IMWI, took part in the analysis.

6.2.1 The analytical research

The analytical research is, on the one hand, based on the insights of management science, and on the other hand, adapted to the specific situations of the centers. It is mostly not first hand research, but contains of the critical (re)assessment of already existing material, with some innovative thinking to adapt it to the reality of the CGIAR field. This work has for instance resulted in the above mentioned publication “Working with Diversity: A framework for Action” (publication 24, 2000). It is not known to the panel if and how much of the analytical work was published in international scientific journals.

There was, to the knowledge of the panel, no formal process of peer review. The different researchers involved, formed their own non-formal peer review system. The active membership by the Program Leader of the Origin Network (network of gender

specialists at international organizations) does have a function of peer review. The panel interviewed two members of the Origin Network, who called the research, publications and general approach of the G&D program, groundbreaking work. They stated that the G&D program's work in the relatively new field of diversity has been followed with keen interest by experts who work in similar fields.

The general analytical framework is further made operational in combination with tailor-made center-specific diagnoses, such as the diversity audit (ISNAR, 2001) or the diversity diagnosis (CIAT, 2003), in both cases performed by center-selected local experts. A pool of external experts, hired by the program, does much of the scientific work. The program leader is closely involved with the process of "translating" the general framework into center specific diagnoses and guidelines. For center-specific activities, centers choose whether to rely on internal capacities or to hire consultants. In nearly all cases centers elect the later option due to staff members' time and capacity constraints.

6.2.2 The establishment of statistical baselines

The establishment of statistical baselines where changes (or lack thereof) are then measured and monitored, is a key element of the G&D program. This work serves as a backbone to the G&D Program. Diversity and gender related issues are open to a wide range of opinions and emotions, and it is crucial to have facts and figures, with which hypotheses can be tested, and changes can be measured.

Since 1999 three major surveys were held, and five important publications were released. The three major surveys were held in 2000 (baseline report), in 2001 (First system wide HR survey including NRS) and in 2003. There had been comparable statistical surveys during the previous Gender Staffing program, but the three above mentioned were more ambitious in several ways: (a) they measured diversity trends, and (b) they included NRS as well as IRS. The latest report, released in September 2003, has been very timely for the external review. Much of the findings of the following chapters 8 and 9 are based on data of this report.

Generating the data for the three surveys has been excessively time consuming, especially for the G&D team, but also for the center staff (human resources departments), who had to spend long hours digging into staff records and collecting data on an ad hoc basis for each survey. The panelists consider regular HR data collection and analysis to be important. HR staff statistics collection by the G&D program became a major, time consuming activity, in the absence of a more regular (but simple) staff information system, based on demographic criteria like gender, nationality, ethnic group etc. The fact that this gap exists in the human resources system of the CGIAR centers, has made the task of data collection and demographic monitoring unduly difficult for the G&D program. In several part 1 countries it is mandatory for public organizations to set up simple information systems, with data on numbers of women, representatives of ethnic minorities and disabled within the organization.

The G&D program conducts two types of statistical studies: (1) the general HR survey, conducted every two years and (2) special research topic surveys (i.e. gender issues in science, center progress on HIV /Aids). The HR survey, because of weak record keeping by the centers' HR units, does not always supply fully reliable and accessible information, making the analysis tedious. The G&D program estimates that it takes approximately four months to produce the biannual HR survey and its results. The program has long advocated a web-based, centralized and standardized HR database to facilitate registration of new hires and departures. With regard to the special research topic surveys, the G&D program believes its role should continue as is. In contrast with the first type of analysis, approximately two months are required for conducting statistical research work. Not unlike the rest of the CGIAR, the G&D program conducts itself as a research program by basing new activities and programs on its findings. It is one of the tools for G&D to ensure that its work is based on center needs.

Conclusion 4:

The research activities consist of two categories: (1) mainly analytical and state of the art studies, frameworks and action-oriented studies, and (2) statistical surveys to monitor change in HR data.

Both research categories have been highly relevant. They have been used and appreciated by decision-makers inside the CGIAR as well as by outside experts. The statistical surveys have been crucial in measuring change in numbers of women and diversity trends.

The quality of the research has been good, and sometimes groundbreaking. The quality of the statistical work was dependent on the ad hoc collection of data, because of the absence of an institutionalized HR database at center level.

6.3 Policy initiatives

The policy initiatives undertaken are a whole range of activities, ranging from guidelines to concrete actions, which aim at making the work climate more proactive in promoting gender and diversity.

6.3.1 System-wide versus center level policy initiatives

There is a distinction between policy initiatives intended for the CGIAR system as a whole, and those created for the individual Future Harvest Centers. Policy initiatives intended for the CGIAR system focus (aside from research, which is mentioned above, under paragraph 6.2) on the production of practical guidelines, and on the development of innovative methods and tools.

At the Future Harvest center level, many of the policy initiatives are undertaken with the intention or hope that they will be institutionalized, i.e. become part and parcel of the Future Harvest Center's HR policy. The program leader expresses it in her Progress Report of 2002: "It is through activities at Center level that the G&D reaches individual staff members at all levels, providing opportunities for experimentation and learning. Though these activities may have low visibility within the system, it is at this level that

diversity is mainstreamed into each Center's competency and day-to-day operation." Examples of such center-based activities are support for diversity-positive recruitment, spousal employment, anti sexual harassment measures; and practices concerning HIV/AIDS in the workplace. Most of these activities have been selected by the centers themselves.

The selection of these activities has been done in several ways. The Directors General and their teams selected most of these activities during the G&D diversity e-conference held in 2001. In addition, the program leader has visited 13 out of the 16 centers, and has advised on the selection of G&D activities. The G&D small grant fund (some 130,000 \$ per year) was used to support the implementation of these activities. Until recently these services were provided on a small grant basis on a first come first serve basis. Since 2003 these activities are offered at cost to the centers (see also chapter 10 on financial arrangements). The panelists cannot go into all the policy initiatives in detail; that would go beyond the scope of the review. Several of the activities in this field deal with gender and diversity simultaneously. A few of them are mentioned here, because of their special importance.

6.3.2. Spouse employment services

As an element of this review the G&D focal points were asked to give their view on the G&D program. One of the two most frequently mentioned priorities was the importance of the spouse employment services. Lack of spouse employment is perceived as one of the most persistent barriers to career development and retention of (part 1 and part 2) women within the CGIAR; and vice versa. Spouse employment opportunities, when present; have been mentioned by several G&D focal points as the main reason for joining a Future Harvest Center.

Spouse employment was one of the spearheads of the previous gender staffing program. The panel observes that despite the efforts of the previous program, and in spite of the interest of individual female and male staff in this subject, the G&D model policy for spouse employment has not been adopted widely by centers. It is beyond the scope of this review to assess the reasons for this absence (some informants mention local legal constraints).

A 2001 proposal by the G&D program to conduct system wide research for the purpose of producing appropriate guidelines and service models designed to help centres with the challenges of spouse/partner employment was rejected by the CDC. At current, four centres have activities going in this field. G&D has provided CIMMYT with a small grant for the development of family services and spouse employment assistance. CIP provides small business training to spouses of staff (without help from the current G&D: it may be a result of advice from the previous Gender Staffing program). IWMI adopted G&D's policy model for spouse employment, and consequently has hired scientific couples. CIAT is currently investigating its options for spouse employment.

Conclusion 5:

Spouse employment opportunities—or lack of them—are perceived by women as key to career development and retention. With the assistance of the Strategic Advisory Service Human Resources Unit, the G&D program should assist centers in the operationalization of the spouse employment model policy, for the purpose of producing appropriate Center specific guidelines and service models designed to help centers with the challenges of spouse/partner employment.

6.3.3. HIV/AIDS in the CGIAR workplace

On the request of the Director General of WARDA, Kanayo Nwanze, the G&D program started addressing the issue of HIV/AIDS in the CGIAR workplace in 2000. All 16 centers have been engaged in these activities. The work started with an assessment of the HIV/AIDS situation at Future Harvest centers as well as benchmarking of policies and practice in other international organizations. Based on the results, Centers were provided with a practical model of policy for HIV/AIDS, guidelines for education and prevention, and recommendations for the policy development process. One year later, the G&D program conducted a formal survey to assess progress. Following a presentation of this material by the G&D Program Leader at the AGM in October 2002, all 16 Directors General in the CGIAR signed a commitment to having in place (1) an HIV/AIDS action plan and (2) access to HAART drugs and treatment for all staff in 2003 (see box 2 for an overview of the HIV case of the G&D program).

The decision to start the HIV/AIDS in the CGIAR workplace program was a right decision, for three reasons. First, and foremost, there was an urgent demand expressed by the DG of an African based Future Harvest Center, echoed by other centers. And the G&D program is set up to respond to demands from the Center management. The fact that the program is located in Eastern Africa, where the AIDS pandemic is acute, added to the sense of urgency. Second, the Program Leader, and the advisory Board argued that HIV/AIDS was having a disproportionate effect on the national staff of Future Harvest Centers, and therefore could be seen as an element of the complex set of issues related to diversity. And thirdly, there was no other service within the CGIAR that could take on this assignment at the time when it was needed. The G&D program acted promptly and effectively in response to an urgent request from Future Harvest Center leadership, to a request which could not have been dealt with by any other service at that time.

The work on HIV/AIDS has been a success for the G&D Program. One could say that it is an example of one of the approaches of the G&D program: bringing about organizational change through advocacy, backed by solid research and practical support to the Future Harvest Centers.

The HIV/AIDS activities were timely, and relatively low cost. In 2002, only \$8000 from the G&D program budget was spent on this activity. Meanwhile, the Strategic Advisory Services on Human Resources has been set up. The panelists recommend that

the task of monitoring of the implementation of the HIV/AIDS action plan should be handed over from the G&D program to the SAS on HR.

BOX 2:

HIV/AIDS in the CGIAR Workplace Caring for Diversity

In late 2000, the CGIAR established a “Systemwide Initiative on the Impact of HIV/AIDS on Agriculture and Agricultural Research and Development” (SWIHA). The Director General of WARDA, Kanayo Nwanze, requested that as part of that effort, the Gender & Diversity (G&D) Program address the issue of HIV/AIDS in the CGIAR workplace. The G&D Program accepted the challenge, acutely aware that HIV/AIDS was having a disproportionate effect on the national staff of Future Harvest Centers. Particularly aware that IRS receives insurance coverage for HIV/AIDS treatment while NRS does not, the G&D Program began its work.

The work started with an assessment of the HIV/AIDS situation at Future Harvest Centers. Most Centers did not have a formal HIV/AIDS policy and little, or no, consistent medical care was being provided to persons living with HIV/AIDS. Centers were searching for practical advice on dealing with HIV/AIDS and assistance in policy development. In 2001, G&D researched best policies and practice in other international organizations. The result of this international benchmarking effort was the publication of HIV/AIDS in the CGIAR Workplace: Model Policies and Programs, (Working Paper No. 28). It provided Centers with a practical model of policy for HIV/AIDS, guidelines for education and prevention, and recommendations for the policy development process. The style of presentation allows the work, as intended, to extend beyond the CGIAR workplace to NARS and other local partners.

One year later, the G&D program conducted a formal survey to assess progress. The results of the 2002 survey were both encouraging and disappointing. On the positive front, eight Centers had established or drafted HIV/AIDS policies that made fundamental commitments on job access and job security for persons living with HIV/AIDS. On the critical issue of medical care, however, few Centers in Africa and Asia were able to provide assistance to employees with HIV/AIDS. Centers were limited either by the restrictions of locally procured insurance or by concerns about the financial impact on Centers with self-insurance schemes. It was clear that Centers needed practical assistance in realizing the opportunity provided by the decreasing costs of HAART. G&D investigated external and self-insurance options. The results of this study appeared in HIV/AIDS Workplace Policy: The Challenge of Implementation in the Future Harvest Centers, (Working Paper No. 38). Along with a report on progress in the CGIAR, the paper laid out the business case for investing in HAART, a simple method for HIV/AIDS risk assessment at the Center level and it provided a review of insurance solutions with a rough estimate of costs.

Following a presentation of this material by the G&D Program Leader at the AGM in October 2002, all 16 Directors General in the CGIAR signed a commitment to having in place (1) an HIV/AIDS action plan by the end of January 2003 and (2) access to HAART drugs and treatment for all staff by the end of April 2003. The results of the work appeared in HIV/AIDS Workplace Policy: The Challenge of Implementation in the Future Harvest Centers, (Working Paper No. 38)

In the interim, the G&D program continued to provide support with additional information on the cost of HAART, strengthened the risk assessment formula, and most practically provided Centers with a model Action Plan that could be readily adapted for immediate use. As of this writing, 14 Centers have completed Action Plans and all have made a commitment to providing HAART. In Africa, CGIAR Centers and their hosted institutions are actively providing HAART to staff.

The G&D program does not have access to the exact numbers of CGIAR staff members receiving HAART, nor can the program assess if sexual behavior has changed in response to HIV/AIDS education and prevention efforts. However, HAART’s impact on the centers is obvious. Staff and their families in Africa now have access to HAART, and are able to continue to contribute to the vital work of the CGIAR.

Conclusion 6:

The decision to set up the HIV/AIDS in the CGIAR workplace program was the right decision, which fits within the objectives and the strategy of the G&D program. The G&D program acted promptly and effectively in response to an urgent request from Future Harvest Center leadership to deal with this diversity related issue, realizing that the issue could not have been dealt with by any other service at that time. The monitoring of the HIV/AIDS action plans of the Centers and the implementation of access to HAART drugs and treatment for all staff should be handed over from the G&D program as a task of the SAS on HR.

6.4 Recruitment guidance

Recruitment guidance is given at system level, as well as to the individual centers. In 2002, the Guideline for Diversity Positive recruitment saw the light.

In that same year, G&D assisted 14 Centers in distributing 43 vacancy announcements to women job candidates worldwide through the worldwide database of women scientists (see also paragraph 6.4 on the “cast the net widely” database).

*"I have found the guidelines for diversity-friendly hiring to be extremely useful, with specific suggestions as well as different ways of thinking about recruitment approaches to change mindsets. Interestingly, I found considerable parallels between the analysis of formal and informal screening criteria that keep women out of positions in the CGIAR and my own research on formal and informal rules that keep women from participating effectively in farmers' organizations, water user associations, and similar local organizations in developing countries."
(Email interview with CGIAR G&D focal point, September 2003).*

Recruitment guidance is a service to the Future Harvest Centers. It is not a job hunting service for individual job candidates. It also does not, and should not function as a grievance mechanism. It is, however, understandable that staff or candidates for jobs, contact the G&D program when they encounter obstacles or conflicts in their career. They may do so because there is no formal grievance procedure or mechanism within their own Center, or because they perceive themselves as members of a common-interest network of like-minded people. The G&D program is not mandated to deal with grievance cases of individual persons. Appeals and grievances mechanisms fall under the realm of the CBC's responsibility. The G&D program leader knows this. She also communicates this (and should continue to do so) to all interested parties (i.e. focal points, candidates for vacancies, etc.).

6.4.1. "Cast the net widely": the G&D Global Database of women scientists and professionals

Future Harvest centers still face significant challenges in recruiting and retaining men and women of diverse origins. The G&D Global Database of women scientists and professionals helps recruit the most qualified person for each available position. This also provides information to women worldwide about job opportunities, grants, and fellowships. The focal points indicate the database to be one of the most important

services of the G&D program for their own career advancement. So far, the global database consists of 3,280 women. G&D's database of women scientists and professionals also is a visible and much valued service in the CGIAR. Centre requests for distribution of their vacancy announcements to women worldwide through this database increased 59% between 1999 and 2003.

Although the G & D database has assisted in the recruitment for at least 175 vacancies between 1999 and 2003, there is no report as to how many of the final recruitments came from the database (by September, 68 CG vacancies have been processed in 2003). Centres rarely provide the G&D program with feedback on how many of their applicants or selected candidates came through the database. The program therefore relies on anecdotal data only, sometimes provided by the applicants themselves. The effectiveness of this service would be enhanced if Centre staff responsible for recruitment of staff would notify the G&D program the outcome of their use of the database.

There is also a database for potential Future Harvest Board members. At the request of the Committee of Board Chairs, his service has been installed recently. The service is provided by the CGIAR secretariat (and not the G&D program). It is only accessible for Board Chairs. This service is not well known (yet) among Future Harvest board members. The guidelines on G&D for BOT's of the Future Harvest centres may give future guidance on this issue.

6.4.2. Head hunting services

The G&D program also offers a headhunting service, in collaboration with an international head hunting company, committed to diversity issues. The Future Harvest centers can hire this service from the G&D program. So far, three centers have used this service for several senior positions: CIFOR, ICRAF, IWMI.

6.4.3. Analysis of Executive selection

In May 2001, the G&D program was commissioned by the Chair and Vice Chair of the Gender Advisory Board (in consultation with CDC and CBC, who formally requested that G&D conduct this study of executive recruitments. The Advisory Board subsequently approved the request) to review the recruitment process of the Directors General Positions of four Future Harvest Centers, which had resulted in the appointment of four male DG's, three of whom were from the US. The assessment was intended to understand among other things, why only two women had appeared on the shortlist, with none of them appointed, and to give guidance for future executive election processes. As a result, the publication: "*The G&D program. Executive Selection in the CGIAR: Implications for Gender and Diversity*" (working paper No. 30) saw the light in October, 2001. It is a document that clarifies the process, and makes specific certain processes and presumptions (about culture and gender) which are often implicit in such selection processes. It also gives practical tips for future executive recruitment:

The panelists commend the CGIAR leadership as well as the G&D program leader for this activity. In spite of the fact that this assessment deals with the delicate matter of selection of the highest leadership of autonomous centers, it has succeeded in using an objective, analytical and forward looking lens, focusing on future, objective guidance for executive selection. This exercise has contributed to a climate of transparency in CGIAR governance. The program leader and others concerned have handled this delicate assignment with professionalism and care. The report has served as a valuable input for the establishment of G&D guidelines for Boards of the CGIAR Centers.

(“Monitoring and Evaluating Diversity Goals and Achievement. Guidelines and Tools for the CGIAR Boards of Trustees”, working paper no. 41. Released in October 2003).

There is a fine line between an analytical, objective assessment on disappointing recruitment or promotion tracks (in terms of gender and diversity), on the one hand, and being drawn into situations involving individual cases of CGIAR staff or nominees for positions, on the other hand. There may sometimes exist some degree of tension between two elements of the mandate of the G&D program. It has a double mandate: (1) assisting the CGIAR leadership to recruit more women and diverse groups, and (2) empowering women and diverse groups within the Future Harvest centers. The panellists acknowledge that it may be difficult for the program leader to be potentially confronted with a paradox of loyalties: working for the top management, on the one hand; and being committed to empower women and diverse groups within the organisations, on the other. Sometimes the Program Leader may be confronted with the dilemma of “on whose side is she”. This problem becomes more real because of the fact that the G&D is de facto a one person program. This means that the same person has to divide her advice and loyalty between interests which potentially are not always similar. In order to avoid this kind of dilemma, it should be reiterated that the program should not have the mandate to deal with cases of individual persons, nor with grievance cases. This fact is clearly understood and acted upon by the current program leader.

Conclusion 7A:

The G&D Global Database of women scientists and professionals to help recruit the most qualified person for each available position is used on average for 80 vacancies a year by Future Harvest centers. The net has been cast more widely indeed. The effectiveness of this service would be enhanced if Centre staff responsible for recruitment of staff would notify the G&D program the outcome of their use of the database.

Conclusion 7B:

The G&D program is not mandated to play (nor has it played) a grievance or “watchdog” role in cases of individual persons. This should be communicated clearly to all interested parties (Center Management, focal points, etc).

6.5 Capacity building and training

Training, conferences and workshops on G&D topics form an important element of the G&D program.

6.5.1. *The annual Women's Leadership and Management Course*

This course is considered a highly valued legacy of the Gender staffing program. The survey amongst focal points indicate that it is extremely highly valued by the alumni (see box below for quote from one respondent of email survey), and demand for the course continues.

"I participated in the gender leadership course in Cali, Colombia in 2002. The training was instructive and very confirming, and it was an amazing networking opportunity as well that has benefited me and all the CG centers. In fact, in 2001 my supervisor wrote it into my workplan that I should attend the course in 2002. Both my supervisor and I campaigned to help ensure my nomination--just getting the nomination is of itself a lesson on leadership. Because this course is perceived by CGIAR upper-level management as effective training, it is considered an honor to be nominated and an even greater honor to be selected to attend. The competition to be selected in 2003 within our institute was fierce - at least one woman is extremely unhappy about not being selected. I have encouraged her to seek another nomination for next year, as I think she would benefit immensely, as I have, and I have offered to mentor her to help ensure her selection."

(Email interview with CGIAR G&D focal points, September 2003).

When the G&D program was launched, and diversity was becoming its focus, the curricula of the ongoing CGIAR Women's Leadership Course was changed to incorporate 'managing diversity' as a key leadership skill. The invitation to participate was expanded to include both nationally-recruited women as well as female members of NARS, in addition to the internationally-recruited women invited previously. A follow up short course was subsequently designed to train women in negotiation skills, and is now offered every 2-3 years.

The course is organized by the G&D program and its attendance is paid by the Future Harvest centers. An estimated 200 women from all Centres have participated in this highly valuable training program. For the period 1999-2003, there were 105 participants from the Centers: World Agroforestry Center (19); World Fish Center (2); CIFOR (8); CIAT (8); CIMMYT (9); ISNAR (6); ICRISAT (9); IFPRI (4); IRRI (3); IITA (3); WARDA (2); IWMI (3); IPGRI (6); CIP (2); ICARDA (2), ILRI (19). The 2003 Course had 29 participants.

The panelists commend the success of the Women's Leadership and Management Course. It is undoubtedly an important tool to strengthen the position of women in

(potentially) senior positions within the CGIAR. At the same time, they make the following observations.

- Despite the very laudatory assessment of the Women's Leadership Course by the participants, there are requests for more diversity in case materials (e.g. more Asian and less North American materials) and in nationality and background of trainers.
- How have the Centers benefited from the training of the 200 women? Where are they now and how are they contributing to the Centers' capacity to fulfill their missions? Has any follow-up been done to determine how their newly-acquired skills have helped not only themselves but others and their Centers? At the end of the course the participants are encouraged to share their experiences with others within their workplace. Often, it is the G&D focal points who participate in the courses, and in that capacity they participate actively in G&D activities. There is, however, no explicit format for utilizing the network capacities of the alumni of this important course.
- Participation in this course is restricted to women of the centers and their most important partners (including NAR representatives). This restriction is an essential element of the course, creating a safe setting for training and empowerment of persons who otherwise always find themselves in a minority setting. To open up the course for men in general or for men of diverse background would dilute the impact on the women for whom the course is intended.

6.5.2. *E-training and capacity building.*

The G&D program also focuses on cost- and time-efficient ways to bring people together. Virtual communication and training activities play an increasingly important role in the program. Examples are the "Diversity in Action E-Conference for Directors General and Their Teams" in which diagnostic and priority setting sessions were held through virtual means. Aside from being an important diversity event, the E-conference was also an experiment in virtual communication. The process was thoroughly evaluated, the result of which was published as a G&D publication: *Connection Online: Behind the scenes at the diversity in Action E-conference. Working Paper No.34*. From that paper one can derive that the learning process was rather tedious, demanding efforts in terms of the accessibility of the site (too complex), and in terms of time management. On the other hand, this report also shows that all participants who had participated in other e-cons were unanimous in rating this one as either better or much better than previous experiences. 90 percent of participants recommended the e-con as a way to work in the future for time and geographic flexibility and as a way to save travel costs. The quality of information was given good-to-excellent ratings by 90 percent while the facilitation was given good-to-excellent ratings by 83 percent.

Transaction costs were relatively high, but they could be seen as an investment, saving future transaction costs: i.e. later e-conferences could be built upon this one, for relatively lower costs. Also, compared to a face to face meeting, this e-conference cost about 40% (no travel, no hotels).

BOX 3:

Diversity in Cyber-Space: G&D's Work with Global Research Teams

In a fast changing global environment, the CGIAR collaborates with a diversity of organizations, disciplines, cultures and time zones. In an effort to continue this collaboration, the Gender and Diversity Program (G&D) has adopted the use of interactive Web technology to train the CGIAR's global research teams to work with their diversity effectively.

This effort was launched with the 'Diversity in Action' E-Conference for Directors General and their teams in 2001. Nearly 100 participants from across the CGIAR system took part, logging on from as many as 20 countries. G&D's e-conference featured a series of innovative events for exploring the meaning and significance of diversity issues at the individual, team and organizational levels, and included an "Ask the Experts" session in which participants could pose tough diversity questions to an on-line panel of international diversity experts. It also included an event during which the participants co-produced a new inclusive vision for diversity in the CGIAR. Communication was nearly status-free. Director generals, national and international staff, scientists and administrators, all were in a position to share their ideas freely.

"Congratulations...for making this important move toward 'virtual meetings' that cut down transaction costs and increase efficiencies throughout the System...few better topics than looking anew at the critical issue of gender and diversity as an essential, overarching element of the new CGIAR."

-- Ian Johnson, Chair CGIAR

Another new virtual training tool is the G&D's Online Course for High Performance Scientific Teams. This web-based course is designed especially for diversity-rich CGIAR research teams whose members are distributed around the globe. Its purpose is to build virtual teaming skills for scientific and development tasks, including practice with online technologies and analysis of each team's diversity dynamics. Course development, team selection and detailed needs assessments have been completed. The pilot course was run at the end of November/December with the participation of two global teams: Alternatives to Slash and Burn (ICRAF) and the Steering Committee for the Comprehensive Water Assessment (IWMI). Now that the pilot face is terminated, centers have been invited to use the online course for high performance scientific teams, paid for by the Centers of research programs.

"ASB was selected as one of two teams for the pilot training course for on-line communication sponsored by G&D. At the outset, I viewed that as a great opportunity for our distributed team (worldwide involving 12 leading institutions plus 30 others and hundreds of scientists) to develop new ICT skills and also to explore the creative value of the cultural diversity of our team. Those expectations were confirmed. An unexpected benefit of that training opportunity, however, came regarding the participation of some of the women scientists in our partnership. In two cases in particular, women colleagues seemed to find the 'on line' environment much more conducive to active participation. I've also noted in subsequent meetings that the same individuals have become more active in voicing their views. So in addition to some tangible new skills, I believe this training course also contributed to stronger participation within the steering group by women (who also happen to be from developing countries). Again, it's a bit tricky to infer the degree of direct causality here, but I understand that this is not an unusual result from this form of training. I would also note that, thanks to our experience through the G&D course, we now are involved in an experiment to use the on-line methods we learned to document some of the processes we have developed for collaborative science in the ASB consortium."

(Email interview with CGIAR G&D focal points, September 2003)

One DG expressed concern about the relatively large amount of time and resources that have been spent on the development of these virtual team-building exercises. Most researchers have to invest learning time, not only in the substance of the activity, but in the medium of the IT and e-communication as well. The panelists think that it is a good investment in a promising service, because they directly address a core function of the Centers, namely strengthening of Teams and Partnerships. As one external consultant said: "The Centers are already characterized by great diversity, no matter which of the three lenses we use". One implication is that the CGIAR could look within itself for the experience in working with diversity; courses like this one will develop and strengthen the potential excellence already existing.

Team Building program sponsored by the G&D program for ICRISAT staff at the Bulawayo, Zimbabwe location.

"This program has been implemented over a full year, starting in early 2003, and a final session is planned for late November. The work has been facilitated by a consultant from Nairobi. At this location we have a diverse group of 8 International scientists (2 female, 6 male, from a total of 6 different countries - USA (2), UK, Australia, Kenya, Tanzania (2) and Zimbabwe). Our Administrator is a male from Kenya. Support staff are all Zimbabweans, but very heterogeneous for gender. The purpose of the exercise was to reduce differences related to culture and gender, and to help us to understand each other better and to work more closely and effectively together. The work was to be undertaken in 2002, but was postponed until 2003 due to lack of available staff in the G&D program to facilitate the process. The consultant came down to the location for 2 days in early Feb, 2003 to assess our team work situation, and plan a program to address the important issues. She then came back in late February for a 3-day workshop with the International staff. This was followed by a second 3-day workshop in early July, but this time many of the support staff also participated

All of the above succeeded in bringing out important issues and concerns that were to a greater or lesser extent creating bottlenecks to smooth communication and interaction. It also resulted in a Code of Conduct for both national and international staff that all agreed to follow. Several actions were also agreed to encourage greater integration of activities and broader understanding of the diverse research programs being implemented at the location among all staff at the location. Individuals were appointed as "keeper of the agreements" and to implement agreed actions. There are reports of the two workshops and the code of conduct. To date the exercise has contributed to more direct and open communications, and less friction - from implementation of the Code of Conduct. Most of the agreed activities have been, or will be implemented.

On the down-side, despite some noticeable progress, there has also been some considerable back-sliding among certain individuals in regards to the Code of Conduct. This clearly indicates the need for training to take place over time. One cannot change an individuals' or institutional culture, or build a strong team, with a one-off session.

Irregardless of the problems and constraints, I believe we might have had much more difficulty without this program. It has certainly helped me very directly. And for those who remain at the location after all of the (current) changes are complete (the majority, we expect), they should continue to benefit from the Code of Conduct, and the systems for generating greater sharing of information that have been put in place.

In sum, though the timing might have been better, I believe the type of program at this location is very important and useful. These types of programs need to be implemented over time (12-18 months at least). We need to draw numerous lessons from this experiment, but the need for this type of program within the CG is very clear, and the input of the G&D - if expanded further - could be extremely beneficial. ICRISAT representative Africa.

6.5.3. *The mentoring program for young scientists*

This program is another relatively new tool developed within the G&D program. Although mentoring is a time honored practice among scientists for linking the wisdom of the more experienced to those with new ideas, this program is specifically aimed at the diversity dimension of mentoring. G&D provides benchmarking of good practice (dos and don'ts), orientation materials for mentors and mentees, assistance with scoping each centers mentoring needs and resources, and mentoring for the mentoring program coordinators. Four Centers are participating in the pilot face of the mentoring program (CIFOR, IWMI, CIAT and ICRAF).

BOX 4:

An Inclusion Breakthrough: G&D's New Mentoring Program

It is the first time that the CGIAR has a program focused on the development of the system's more junior staff. It is among the junior positions that we find the greatest number of developing country nationals and women; groups that may face special challenges.

G&D's Pilot Mentoring Program for Young Scientists was launched in 2003, with the participation of ICRAF, CIAT, IWMI and CIFOR. Given the diversity between the mentors and mentees, the training and materials produced by the G&D program emphasize cross-culture-personality-gender-race-communications. The new mentoring program is diversity in action. At present, over 100 CG staff members participate in the new mentoring program.

The program's goals are to help centers establish an organizational culture that explicitly values diversity, to ensure that every young scientist has a career development plan, and to increase communication and learning across the lines of status, culture and gender. Participants are both male and female, Part 2 and Part 1, junior and senior.

With each of the participating centers, G&D has:

- (a) identified a pair of staff members to serve as mentoring program co-coordinators;*
- (b) helped the coordinators identify both mentees and mentors, and make appropriate matches;*
- (c) produced a series of specially designed guidelines for the coordinators, mentors and mentees, respectively, and*
- (d) conducted a two-day launch workshop designed to prepare mentors and mentees for their special work, and incorporating a number of relevant diversity tools.*

Participants have commented that they felt revitalized, inspired and heartened by the program – some even saying that it is a new highpoint in their professional life. At ICRAF, for example, participants said that “the issues raised and discussed were not just pertinent to the mentoring program, but to the organization as a whole”. For some mentors and mentees it is the first time they have understood clearly what “diversity is all about and that differences can be complimentary”. At CIAT, participants commented that the training had “broadened their knowledge with information that will help them in their careers”.

The Director Generals of the four centers have been especially supportive – participating in the launch workshops and/or setting an excellent example to all senior staff by agreeing to serve as mentors themselves. During one workshop, the DG announced, “The reason I pushed for this program was because we had staff falling between the cracks of informal mentoring and local staff have said they needed a formal program to ensure they are included.” Another DG said, “This is important to us and will support the development of a learning and self leadership culture in our organization”.

"I have been involved in informal mentoring for some time, but now am participating in the pilot mentoring program organized by G&D for the CGIAR. This was useful to me and I also know from feedback from my staffs that are mentored by others) that this is a valued initiative. While it obviously will take some time for this initiative to demonstrate impact in terms of the makeup of senior CGIAR ranks, I do think that the diagnosis of the problem and the approach are appropriate - in an area where there don't seem to be shortcuts to progress." (Email interview with CGIAR staff member, September 2003)

6.5.4. *Secondments*

An IWMI statistician was seconded to G&D to work with the G&D program for one year. The secondment was born out of the urgent need for statistical support in the 2003 staff survey. At the same time, it proved to be a useful learning experience for a national expert. This experience has been so successful that the G&D advisory board discussed the idea of having such an arrangement continued and institutionalised.

There would be potential benefits for both the seconded staff member (increased understanding and skill, increased international experience; access to mentoring and training), as well as for the Centers: (skill of staff for in-depth G&D work; increased work experience, training and cross-cultural awareness). The G&D program staff will have to invest time in training and mentoring, but will get Center based knowledge and experience in return. There could be an arrangement for cost sharing (e.g. travel, and local expenses paid for by G&D).

6.5.5. *Other forms of capacity building*

Another way of building capacity and using the wealth of diversity and experience available among staff is the organization of priority setting meetings, workshops or conferences. Numerous ones have been held, and in many of these the program Leader participated in person. These meetings could lead to the establishment of G&D committees. The G&D committee of CIAT is an example of a more permanent platform of capacity building and dialogue, which had its origin in a priority setting workshop.

BOX 5:

From a meeting of CIAT's diversity committee (19 September 2003)

CIAT is successful with G&D issues because it has:

- (a) genuine support and commitment of the Director General, and*
- (b) Excellent Focal Points who actively participate and contribute to the activities of G&D.*

The main points that we highlighted as contributions from the G&D Program to CIAT during recent years were:

? Models for policies and good practices suggested by the G&D Program and implemented at CIAT. Examples:

- 1) Creation of the policy for Harassment and Discrimination and the corresponding committee to deal with these matters.*
- 2) Policy on diversity staff*
- 3) Policy on HIV/AIDS*
- 4) Annual Gender and Diversity Report to the Board of Trustees established*

? Informal practices for diversity-balanced recruitment processes established. Examples:

- 1) Using more women professional data bases as well as regional professional networks in Latin America and Africa to disseminate vacancy announcements;*
- 2) Ensuring better gender & diversity balance in the selection committees;*
- 3) Reporting recruitment information in relation to diversity to the Board of Trustees*

Some rules for recruitment processes have been established as a result of these reports, such as the requirement from the Board that project managers should routinely give an explanation when a given recruitment process did not have women on the short list, etc.

? Creation of an active network of diversity focal points which in the case of CIAT have been very active in G&D initiatives, together with the Diversity Committee.

? Continuous motivation from the program leader to start new activities on gender & diversity at CIAT. An example of this is the Action Plan for 2003 which includes the following activities:

- a) Study on Organizational Culture/Diversity*
- b) Pilot mentoring program for young scientists*
- c) Marketing CIAT for women*
- d) Cultural orientation / staff induction*
- e) Online course for high performing scientific teams*
- f) Spouse/partner employment*

Conclusion 8 :

Capacity building in the field of G&D remains a key element of the G&D program. Although the Women Leadership Course has become a classic training tool, whose star still shines brightly, there has been, parallel to the more classic training, a shift toward diversity training in innovative, often virtual modes. At the same time, models are being developed to invest in the young, often diverse staff and scientists and teams of scientists, through mentoring and, increasingly through secondment. The review team welcomes this dynamic and innovative approach of capacity building (see also conclusion 12 B).

6.6. Publications

As has been stated earlier, the G&D program does its own research. The results of this work is a series of working papers and reports based on first hand research as well as commissioned papers on specific topics. Eighteen working papers have been released since the start of the G&D program, which include numbers 24 through 41 (the numbering was started at the beginning of the Gender Staffing program) The complete list is displayed in Annex 1.

The papers are based on the program's own research, as well as, on commissioned international expertise adapted to the CGIAR. A most recent addition to this list is *The CGIAR's 2003 HR Survey* (Sept. 2003). The most significant of these papers are those which report on the Center staff demographics (Nos. 25, 27, 32, 33, 35, 36 and the newest report on the 2003 HR survey). The remaining papers concern analytical frameworks, Guidelines and How To's. For instance, the publication Working with Diversity: A Framework for Action (No. 24, Oct. 2000), is extensive, but also a thorough resource book on diversity. It contains summaries of all the recent findings on diversity, adapted to the CGIAR situation.

BOX 6:

Examples of Gender and Diversity Publications

Gender and Diversity in Times of Change. Staffing Trends and Organizational Change Strategies in the CGIAR. G&D working paper no. 35. This document draws upon global good practice for responding to organizational upheaval, including downsizing, retooling, reengineering and 'rethinking', with an emphasis on the role of strategic human resource planning with full attention to gender and diversity issues. Based also on the downsizing practices of 10 Future Harvest Centers, the paper presents a practical set of 'do's and don'ts'. The impact of organizational changes in the CGIAR on gender and diversity trends is provided through a statistical analysis of the impact of downsizing on staff demographics in the Future Harvest Centers for the period 1995-2001.

Diversity-Positive Recruitment: Guidelines and Tools for the Future Harvest Centers. G&D working paper no. 36. This document has been written especially for human resource managers and others responsible for new hires. It focuses on resources and tools for recruitment strategies that are truly global and woman-friendly, and features diversity-positive guidelines for each stage of the recruitment process, from drafting vacancy announcements to making selection decisions. It also discusses the expanding impact of the Internet and includes URLs for more than 100 recommended job and recruitment sites.

Female and Male CGIAR Scientists in Comparative Perspective. G&D working paper no. 37. Based on a 2002 survey of Future Harvest scientists, 12 hypotheses on gender issues in scientific organizations are tested and discussed. With responses from 382 scientists (50 percent female/male) from all 16 Centers, CGIAR findings include: women spend more time engaged in scientific research while men spend more time fundraising, networking and conferencing; male scientists are likely to be promoted more rapidly and more often, and to have greater job security; women are less likely to think that their Center has a strong commitment to gender equity; and both men and women report enormous stress related to work/life balance.

HIV/Aids Workplace Policy: The Challenge of Implementation in the Future Harvest Centers. G&D working paper no. 38. This study rests on three foundations: (1) a survey of HIV/Aids policy implementation at all 16 Future Harvest Centers; (2) a case study of HIV/Aids policy implementation in Kenya, including the practical issues of obtaining and paying for antiretroviral drugs (ARVs); and (3) an exploration of insurance options for HIV/Aids coverage. The study shows only modest progress in the Centers and finds that medical insurance coverage continues to be the single greatest implementation challenge. Three scenarios for moving forward are offered.

The publication on, for instance, the demographic profile of the CGIAR and the individual Centers should be of interest to everyone. To what extent has such information been shared with everyone in a form and style that would encourage relevant audiences to read? This seems to be a basic step in the development of a constituency for G&D in the CGIAR beyond Focal Points and Women's Leadership Course alumni. With the overload of information to which staff and leaders of the CGIAR are subjected to, the G&D publications have to compete for attention with many other publications. The publications look excellent: they are easy to read and well edited. The review team could not count the number of users of the publications: about half of the interviewed focal points have consulted the G&D working papers, as well as external experts who visit the G&D Website. The G&D Program Leader has used several working papers as the basis for presentations (for instance, CBC-CDC meetings). The panelists are convinced, however, that more could be done to promote the distribution and use of the documents. For instance, the CGIAR website only mentions the older publications (until 2001), on the webpage of the CGIAR secretariat.

Conclusion 9:

The 18 publications of the G&D program, called Working Papers, are of good quality, based on solid research. They are useful to the CGIAR, containing the CGIAR staff demographics as well as practically applicable framework and guidelines on diversity related issues. At the same time, an enlarged effort is needed to promote the utilization of the publications by CGIAR staff and leaders. In collaboration with the CGIAR Chief Information Officer, a plan could be developed to enlarge the audience of the G&D working papers and other publications.

6.7. www.genderdiversity.cgiar.org

In November 2001, which was relatively late, the Gender and Diversity program opened its website, called www.genderdiversity.cgiar.org. The site includes a resource Center, featuring G&D's working paper series as well as a 'cybrary' of related links, and a page where women worldwide can join G&D's database of scientists and professionals. The site also includes a special 'interaction Center' where e-conferences will be hosted and where G&D's advisory board members and focal points have their own discussion areas. A companion brochure has been produced to announce the site and to provide a general introduction to the G&D program, especially for new staff members.

The website looks very professional, attractive and user-friendly. So far, the website attracts an average of some 2000 hits per month (66 per day) from over 90 countries. One can expect this number to increase, since the website is relatively new. Some of the G&D focal points indicated that they have not used it so far. The panelists had the website screened by an external expert on international and intercultural management (unfamiliar with the CGIAR). He indicated that he has become a regular user of the sources of literature and other information of this website, due to its attractiveness and professional up-to-date information.

The link between the G&D website and the general CGIAR website www.cgiar.org could be more visible, in two ways. Firstly, the CGIAR website needs a more visible link to the G&D program. When visiting the general CGIAR website, one has to search to the bottom corner of the entry “linkages”. Only those visitors who are really keen to find it, will find it. In addition, references to Gender and Diversity are lacking where they could and should have been made. An example is the entry “vacancies” where no mention is made of the “casting the net widely” database of women scientists. The same applies to the entry of “Board of Trustees” (CGIAR secretariat responsibility). It was already mentioned earlier that the list of publications on G&D under the entry of CGIAR secretariat is incomplete and outdated. The brochure of the G&D website has a list of the 16 Future Harvest centers, but does not mention the CGIAR website.

Conclusion 10:

The website of the G&D program, www.genderdiversity.cgiar.org, is professional, attractive and user-friendly. Since its inception in 2002, the website receives an average of 66 hits per day from over 90 countries. The links between the G&D website and the www.cgiar.org website are not optimally streamlined and up-to-date. If the general CGIAR website would make more structural and visible references to G&D at those entries which are relevant to G&D (recruitment, vacancies, boards, publications) this would have a potential impact on those website visitors who would not easily visit the G&D website. The CGIAR secretariat and the G&D program leader should increase the mutual references of the two websites www.genderdiversity.cgiar.org and www.cgiar.org.

6.8. The utilization of the G&D services by the Future Harvest Centers.

6.8.1 Use of the G&D activities and services.

In this paragraph an overview is given of the G&D services made available to the Centers. The review panel determined which Centers used which services in order to assess the level of their participation in the G&D program. The two tables 1999-2001 and 2002 provide us with this information.

. Table 1. Selected Future Harvest Center G & D Activities and Services 1999-2001

Future Harvest Centers	Selected Gender and Diversity Activities and Services 1999-2001												
	No. Vacancies put through G&D database	No. Women trained in leadership, mgmt and negotiations	Model workplace HIV/Aids policies provided	No. Staff trained in diversity issues and methods (Nairobi 2000)	No. Staff participated in Diversity E-Con	No. Focal Points	Small Grants for Piloting of Multi-Source Performance Evaluation	Small grants provided for new G&D activities	F2F orientation/ training to G&D Committees, focal points and others	Cost-share CGO Course for HR Manager	In-depth diagnosis Center's key gender and diversity issues	Strengthening G&D in Teams and Partnerships	Centers provided add'l assistance, as requested
CIAT	8	3	✓	2	6	2		✓	1999	1	(2002)	(2002)	✓
CIFOR	2	8	✓	2	3	4	✓		2001		✓		✓
CIMMYT	14	5	✓	1	4	2	✓		1999				✓
CIP	3	2	✓	2	1	2		✓	1999			(2002)	✓
ICARDA	14	2	✓	1	3	3						(2002)	
WorldFish	5	1	✓	1	5	2			1999	1			✓
ICRAF	15	9	✓	3	8	6		✓	2000		(2002)		✓
ICRISAT	3	6	✓	1	4	4		✓	2001		✓	(2002)	
IFPRI	9	3	✓	1	4	2			1999	1			✓
IITA	3	3	✓	1	2	3				2			
ILRI	9	9	✓	1	8	7		✓	2000	1		In Process	✓
IPGRI	7	4	✓	2	5	4		✓	2000, 2001	1		In Process	
IRRI	7	3	✓	1	5	2			1999	1	✓		✓
ISNAR	6	4	✓	1	3	3		✓	2001		In Process		
IWMI	6	1	✓	1	6	3		✓	2001			In Process	✓
WARDA	6	1	✓	1	1	2					✓		✓
Totals	117 Recruitments assisted	64 Women trained	16 Centers provided with policy models	22 Focal Points trained in diversity methods	68 CG staff consulted and introduced to diversity methods	51 Focal Points provided info, materials and virtual support	2 Pilot 360 projects supported totaling US\$13,000	8 Centers provided US\$100,500 in small grants	13 Centers visited by Program Leader	6 HR managers training cost-shared for US\$25,000	5 Centers diagnosed for key G&D issues	3 Research teams in process of G&D assessment	11 Centers provided policy advice, special info, etc

Table 2. Future Harvest Center Participation in G & D Activities and Services 2002

Future Harvest Centers															
	No. Vacancies Put Through G&D Database	No. Of Focal Points Receiving G&D Updates	Self -Assessment Indicators For Equity In Recruitment, Career Development And	In-House Cultural Orientation	Strengthen G& D In Teams And Partnerships	G&D Headhunting Service	Marketing To Women Communications Support	Spouse/Partner Services	G&D Virtual Teams Workshop	No. Women Trained In Leadership, Mgmt And Negotiations	CGO Course For HR Managers (Cost Shared)	On Line Course For High Performance Research Teams	G&D Survey Of FH Scientists	G&D Survey On Hiv /Aids Policy and Implementation	Centers Provided Add'l Assistance, As Requested
CIAT	4	2			Scheduled for Jan 2003					5			v	v	
CIFOR	6	4				Done							v	v	
CIMMYT	3	6		In Process			In Process	In Process		4			v	v	v
CIP	1	2		No Info	No Info								v	v	
ICARDA	2	3											v	v	
WorldFish	1	2								1			v	v	√
ICRAF	2	6	In Process						Done	10		Scheduled for Nov 2002	v	v	v
ICRISAT		4		Scheduled for Feb 2003	Scheduled for Jan 2003					3			v	v	√
IFPRI	1	2					In Process			1			v	v	√
IITA		3											v	v	
ILRI	4	7			Done				Done	10		Scheduled for Nov 2002	v	v	v
IPGRI	7	4			Scheduled for Oct 2003					2	1		v	v	
IRRI	3	3									1		v	v	
ISNAR	2	3	Done							2			v	v	
IWMI	6	4			Done					2		Scheduled for Nov 2002	v	v	v
WARDA	1	2								1			v	v	
Totals	43 Vacancies from 14 Centers	57 Focal Points Received 7 G&D Updates	2 Centers	3 Centers	6 Centers	1 Center Assisted With 5 Senior Positions	2 Centers	1 Center	2 Centers	41 Women	2 HR Managers	3 Research Teams	382 Scientists From 16 Centers Respond	16 Centers Respond	7 Centers

Table 3: Future Harvest Center Participation in Gender and Diversity Activities and Services 2003

Future Harvest Centers	Future Harvest Center Participation in Gender and Diversity Activities and Services 2003														
	No. of Vacancies Put Through G&D Database	No. of Focal Points Receiving G&D Updates	G&D Pilot Mentoring Program for Young Scientists	In-house Cultural Orientation	Strengthen G&D in Teams and Partnerships	G&D Headhunting Service	Marketing to Women Communications Support	Spouse/Partner Services	In-depth Diversity Diagnosis or HR Review	No. of Women Trained in Leadership	CGO Course for HR Managers (cost shared)	Online Course for High Performance Research Teams	G&D 2003 HR Survey	HIV/AIDS Policy Action Plan	Centers Visited by G&D Provided Additional Assistance (as requested)
CIAT	5	12	In Process	In Process			In Process	In Process	In Process	1	1		v	v	v
CIFOR	1	6	In Process							4			v	v	v
CIMMYT	5	7		In Process			Done	In Process					v	v	
CIP	3	2											v	v	
ICARDA	3	3											v	In Process	
ICLARM	1	2								12	1		v	In Process	v
ICRAF	5	6	In Process			Done			In Process	2		Done	v	v	v
ICRISAT	0	3		Done	In Process								v	v	
IFPRI	12	4							Done	1			v		v
IITA	4	2											v		
ILRI	9	7			Done					1		Done	v	v	v
IPGRI	7	4			In Process		In Process						v	v	
IRRI	2	11								1	1		v		
ISNAR	2	3								1			v	v	
IWMI	8	10	In Process			Done						Done	v	v	
WARDA	1	2											v	v	
Totals	68 Vacancies from 15 Centers	84 Focal Points 16 G&D Updates	100 Scientists 4 Centers	3 Centers	3 Centers	2 Centers	3 Centers	2 Centers	3 Centers	23 CG Women	3 HR Managers	3 Teams	16 Centers	12 Centers	7 Centers

The cumulative number of activities for each center for 1999-2003 are as follows:

Table 3. Cumulative number of activities per Future Harvest Center 1999-2003

(1) CIAT – 15	(9) ISNAR – 6
(2) ICRAF – 13	(10) ICRISAT – 6
(3) IWMI – 11	(11) ILRI – 5
(4) CIMMYT – 9	(12) IFPRI – 4
(5) ICLARM – 8	(13) CIP – 3
(6) CIFOR – 7	(14) ICARDA – 2
(7) IPGRI – 7	(15) WARDA – 2
(8) IRRI – 6	(16) IITA – 2

(Numbers provided by the G&D Program Leader from notebooks documenting G&D activities within each center)

An examination of Tables 1 and 2 suggests that all 16 Centers:

- have designated focal points;
- were assisted with recruitment for vacant positions through the G&D database;
- participated in the G & D survey of scientists and the HR surveys;
- have female staff members trained in leadership management and negotiations;
- participated in the Diversity E-Conference, and
- were provided with HIV/AIDS policy models;

The service, which benefited the most number of individuals who personally attended the course, is the Women’s Leadership, Management and Negotiations Course. The largest numbers of activities (including a higher amount of human and financial resources spent) have been in the field of diversity. While its activities for CG women remain highly visible, approximately 80 percent of G&D’s resources have been devoted to the new challenges of diversity work. We will come back to this in paragraph 6.8.3.: on the balance between gender and diversity within the G&D program. There is no Future Harvest Center that has not participated in any service of the G&D program. Low participation centers, in fact, participated selectively in several activities.

It is interesting to speculate on reasons for the top five centers with respect to G&D activities. The panellists conclude that the number one reason is sincere commitment to G&D issues from senior management of those centers. ICRAF is the host institution for the program and therefore has benefited from its presence (see paragraph 9.1.).

The less intense participation of four centers, IITA, ICARDA, and, to a lesser degree, CIP and WARDA, represents a challenge to the program. Although each of these centers has focal points, and has participated in G&D activities in some way or another (G&D reaches all 16 centers with its focal points, models, training and events), their involvement is clearly less intense than at other Centers.

ICARDA has a very high performance on diversity. It has among the highest developing country nationals representation in its management, staff and Board of Trustees), and works closely and intensively with the NAR's. ICARDA also has a solid number of women amongst its staff as well as several highly professional women scientists. But recruitment of more professional women remains a major challenge for this Center. In the CWANA region there is a new generation of highly trained and professional young female researchers and managers.

WARDA has gone through a period of enormous stress due to political circumstances. The G&D program conducted a 'gender audit' for WARDA and G&D is now cost-sharing work on HIV/Aids with WARDA. It was the Director General who approached the G&D program with the request to engage in HIV/Aids work.

CIP has been visited by the Program Leader. The centre has been provided with US\$ 22,000 in small grants from G&D for certain activities, but there has not been a systematic follow up.

The program leader can only work with centres when she is invited to do so. Some centers go through or have gone through periods with major external or internal problems (funding and staff scarcity, geopolitical problems). In some exceptional cases, center management may have failed to see how the program will benefit their centres at a time of other priorities and very scarce resources. The panellists are convinced of the importance of a continuous dialogue amongst centre leaders –Directors General and Board Chairs--about the issue of center involvement or lack of it in the G&D program.

The small grants have offered centers a chance to choose what they want to do. The data on Small Grants Distribution for G&D activities 2001-2002 for ten participating centers showed that the highest amount requested was for Strengthening Teams and Partnerships (\$125,000). The other funding requests were for: Strengthening Recruitment Practices (\$38,000); G&D Diagnostics (\$20,000); Women's Leadership (\$15,000); Building Internal Capacity for Change (\$10,000); In-House Cultural Orientation (\$8,000); Spouse Employment (\$8,000); and Center Self-Assessment Gender Audit (\$5,500). These small grant requests amounted to \$231,500, more than half of which was released in 2001 and the remainder in 2002.

6.8.2 The G&D focal points

Under the second phase of the Gender Staffing Program, several mechanisms were instituted to strengthen the centers' role as stakeholders in the Program. One of them was the Focal Point network, which was set up so that each center would have a designated person responsible for interacting with the Program as well as stimulating gender-staffing initiatives in the center. Since the start of the G&D program, the Focal Point system was diversified and expanded to include a true cross-section of CG staff, both internationally- and nationally-recruited, male and female. The number of G&D Focal Points increased from 21 in 1999 to 80 in 2003, thus greatly improving communications among centers and between G&D and staff members of all levels.

Today, a majority of the G&D Focal Points are Part country 2 nationals. All focal points receive a monthly G&D news brief and report, in which information is shared. The last item before this report was written, contained summaries of recent literature on race and ethnicity, and its impact in the workplace.

6.8.3 How is the balance between diversity versus gender-oriented activities?

(See also paragraph 6.1.: activities to address diversity)

Because the diversity component of the program has relatively been newly introduced, the majority of human and financial resources have been spent on diversity. The gender dimension of the G&D program has to a large degree “stood on the shoulders of its predecessor,” the Gender Staffing Program. It profited from previous modeling and research investments. Table 4 indicates the main activities in the field of diversity.

Table 4. G&D Timeline and Milestones 1999-2003

Milestones	July 1999-2000	2001	2002	2003
G&D Center visits to consult on priorities and support activities	ICLARM, IRRI, CIP, CIMMYT, CIAT, IFPRI, IPGRI, ILRI, (ICRAF)	CIFOR, IWMI, ICRISAT, ISNAR, (ICRAF)	IPGRI, ISNAR, CIMMYT, IRRI, IWMI, (ICRAF)	CIAT, WorldFish, CIFOR, IFPRI, ILRI, (ICRAF)
Specific center activities, upon request (gender and diversity)	<ul style="list-style-type: none"> WARDA: gender diagnosis CIMMYT: phase II pilot for 360 evaluation 	<ul style="list-style-type: none"> IRRI: gender audit ISNAR: diversity audit ICRISAT: cultural orientation ILRI: diversity work with Animal Health team CIP: cultural orientation, build internal capacity for G&D IWMI: build internal capacity for G&D CIFOR: diversity diagnosis 	<ul style="list-style-type: none"> ICRAF: gender audit CIMMYT: marketing, spouse services, cultural orientation ICRISAT: cultural orientation follow-up ILRI: Animal Health team follow up IWMI: diversity work with Steering Committee for Water Assessment, gender and diversity sessions in 'Water Week' IFPRI: HR diagnosis CIFOR: pilot of G&D headhunting service 	<ul style="list-style-type: none"> CIAT: diversity diagnosis, marketing, cultural orientation/staff induction, online facilitation, spouse employment ICRISAT: diversity work with Zimbabwe team IPGRI: diversity work with In-Situ team, marketing WorldFish: cultural orientation/staff induction, HIV/Aids WARDA: HIV/Aids
Diversity Milestones	<ul style="list-style-type: none"> "Working with Diversity Framework" produced based on international benchmarking and internal consultation. Provides conceptual and methodological backbone for centers' own diversity work CGIAR's first diversity workshop held with participation of Focal Points from all 16 centers. "Working with Diversity of Excellence and Impact" designed to introduce practical methods for diversity work in centers. 	<ul style="list-style-type: none"> Diversity in Action E-conference held for Directors General and their Teams New inclusive systemwide vision for diversity co-produced by e-con participants 13 centers select 28 G&D activities for implementation, with small grant support from G&D Based on benchmarking of centers as well as other organizations, model workplace policies on HIV/Aids produced Guidelines for in-house cultural orientation produced 	<ul style="list-style-type: none"> Online Diversity Course for High Performing Research Teams piloted with two global teams (ICRAF, IWMI) 'Diversity-positive Recruitment Guidelines' produced, focusing on resources and tools for recruitment strategies that are truly global Centers surveyed on progress in policy and implementation on HIV/Aids in the workplace, resulting in new working paper 	<ul style="list-style-type: none"> G&D pilots new mentoring program with ICRAF, CIAT, CIFOR, IWMI with strong emphasis on cross-cultural communications G&D co-produces "Working with Diversity in Collaborations: Tips and Tools" designed to support diversity work in CG partnerships and challenge programs. Available also in Spanish and forthcoming in Arabic. G&D provides centers with "Model HIV/Aids Action Plan" and an "Interim Advisory on HIV/Aids" to help them implement their new policies. G&D Online Diversity Course conducted for Mgmt Team of Food and Water Challenge Program
Gender Milestones	<ul style="list-style-type: none"> 5th Women's Leadership Course, hosted by IRRI. Curricula changed to include 'managing diversity' as key leadership skill. NRS and NARs women added to invitees 	<ul style="list-style-type: none"> 6th Women's Leadership Course hosted by ICRISAT Women's Negotiation Course piloted at ICRAF Indicators for a 'woman-friendly workplace' produced 	<ul style="list-style-type: none"> 7th Women's Leadership Course hosted by CIAT Comparative study of female and male CGIAR scientists conducted 	<ul style="list-style-type: none"> 8th Women's Leadership Course hosted by WorldFish Study to document the global pool of women scientists, by region and discipline
Special Collaborations	<ul style="list-style-type: none"> "Baseline Report" produced based on variables added to systemwide compensation survey to establish baseline on gender and national diversity 	<ul style="list-style-type: none"> Study conducted of executive selections, in collaboration with ICRAF, IITA, CIFOR, ILRI First systemwide HR survey including NRS as well as IRS, covering 5 year period. Special reports to ExCo. G&D Website opens in November 2001 	<ul style="list-style-type: none"> Based on practices in 10 centers, and other organizations, guidelines on G&D issues in times of downsizing produced G&D becomes member of the CGIAR's virtual 'Systems Office' G&D collaborates with CIMMYT, CIAT, IWMI, WorldFish, IPGRI and Secretariat to establish Strategic HR Advisory Service 	<ul style="list-style-type: none"> IWMI seconds statistician to work with G&D 2003 HR Survey of centers and reported in 'First the Good News...' Upon request of CBC, Web-based database of potential board candidates designed Upon request of CBC, G&D guidelines for BOTs produced G&D serves on Advisory Group for new ICT/KM program G&D collaborates with Secretariat to design new leadership development program
Timeline	July 1999-2000	2001	2002	2003

6.8.4 Center visits by Program Leader

The Program Leader visits a Future Harvest Center on invitation from its management. The visits of the program Leader are used for the delivery of special seminars (usually open to all staff), training sessions for the focal points, meeting with senior management and other staff, and usually to provide some guidance and backstopping for specific G&D activities (help them plan, select methods, select consultants, etc). She usually concludes the visits with a report of recommendations. Thirteen centers have been visited by the Program Leader, ten of which were visited more than once. Three Centers, WARDA, ICARDA, and IITA, have not been visited.

Conclusion 11A:

The G&D toolkit of services (research, policy initiatives, recruitment services, training, publications and the website), which have been adapted on demand to the needs of the centers, is used by all 16 CGIAR Centers, and actively used by some 12 Centers. The toolkit forms the basis of the intense communication and collaboration with the majority of centers. That is no small feat for a system-wide program, consisting of one professional staff and an administrative assistant.

Conclusion 11B:

There have been more activities in the field of diversity (a larger number of activities, and more financial and human resources spent on it) than in the field of gender. While the G&D activities for women remain highly visible, approximately 80 percent of G&D's resources have been devoted to the new challenges of diversity work. The single activity from which the largest numbers of individual staff have profited is the Women leadership Course.

Because of the demand driven approach of the program, and because of the large numbers of requests from centers and their staff, the Program (and its Board) continuously find themselves testing requests against the mandate of the program. Some requested activities have been undertaken because of a vacuum elsewhere in the system, and because the G&D Program had the capacity or means to do it. The G&D program has much to offer to the other elements of the Systems Office. And vice versa, the G&D program needs support from the other programs. Some of the activities, which the G&D program has undertaken because no other unit within the system did so, need to be handed over to the other units (e.g. HIV/Aids). The panelists will address this issue under chapter 9 on governance.

Conclusion 11C:

Because of reasons explained above, it was a major challenge for the G&D program to stick to its original mandate.

7. THE RESULTS AND ACHIEVEMENTS IN THE FIELD OF DIVERSITY

7.1 Latest figures from the 2003 Staffing in the CGIAR report

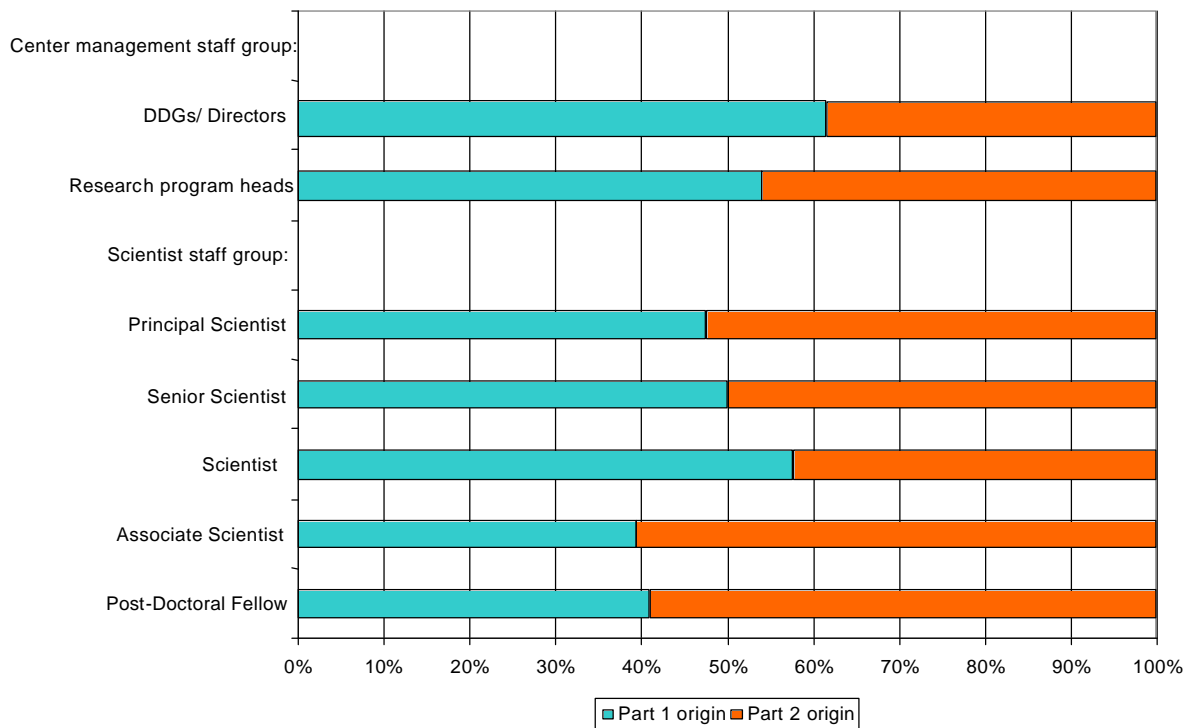
The data in this and the following chapter have been derived from the most recent staffing

survey, Working paper 40, called “First, the good news: Staffing in the CGIAR, 2003 (Jayasinghe and Moore, 2003). It gives a very recent summary of system-wide trend data. In this study, the principal indicator of diversity has been staff region of origin. Comparisons have been drawn between the proportions of staff originating in Part 1 countries versus part 2 countries.

The G&D program report states that “by most criteria relating to diversity of origin, the CGIAR appears to be in a healthy state” (p.4). This conclusion is based on the following figures and data:

- For internationally recruited positions, the proportion of staff from World Bank Part 2 countries increased from 47 percent in 1995 to 51 percent in 2003. Looking at the entire population of IRS staff, the balance slightly favored staff of part 2 origin (50,6%) This is an improvement over the 48.6 percent recorded in 2001. This improvement was achieved in spite of a 2.5 percent reduction in staff system-wide between 2001 and 2003.
- 91% of all 7,651 CGIAR staff is from part 2 countries.
- The best indicators of the CGIAR’s success in achieving a diverse workforce among its international recruits lies in the two staff groups of Center Management Staff (DDG’s, Directors and Research Program Heads) and Scientist Staff (principal scientists, senior scientists, scientist, etc). The overall situation of these two groups (which together comprise 87 percent of IRS) can be seen in the table.

Figure 4B: Diversity of national origin across main IRS staff groups/grades



As can be seen in the table, distribution between Part 1 and Part 2 countries of origin is close to even:

- Within the category of Scientist Staff (principal scientists, senior scientists, scientist, etc) representatives of Part 2 countries are in a small majority.
- The exception is the categories of Associate scientists and Post Doctoral Fellows, where staff originating from Part 2 countries fill about 20 percent more positions than their counterparts.
- Center management is contained of a small majority of Part 1; 10 percent more Center Management positions are held by Part 1 countries.
- Of the 188 Board members of the 16 FUTURE HARVEST Centers 59 percent is of Part 2 origin. That is an important increase compared to 2000, when 47 percent was from part 2 countries.

Since there are no similarly specific data of the year 1999, it is difficult to compare these figures to earlier data. But the review panel concurs with the conclusion of the report that the fact that developing country nationals now constitute more than half of all principal staff positions as well as board membership should be considered a significant achievement.

When one looks at the top level of the CGIAR, the profile is less convincingly encouraging: Four Directors General, i.e. 25 percent of all Directors General, are of Part 2 origin. And in 2000, two of the Board Chairs, i.e. 13 percent are of Part 2 origin. This number is far too low if one realizes that the leadership is the most visible segment of an organization.

In addition to the major shift, which has taken place from staffing from part 1 countries to part 2, there has also been a shift within the part 1 countries' involvement in the CGIAR. Before 1971 and several years after, the CGIAR was largely an American "enterprise" led by American male leaders and mostly American male scientists. By 2001, Europe has become the biggest donor group (\$131 million); with North America coming in second, at \$57 million (with the US contributing \$45.4 million of that); and Japan, third at \$29.2 million. The Ford and Rockefeller Foundations, who were the founding donors, contributed \$2.7 and \$6.3 million, respectively, in 2001. A parallel, and welcome change, is that there is now more European international staff than there are Americans. The size of the European contribution seems to have occurred simultaneously with the increase in the number of international staff coming from Europe. And it should be noted that for the first time in the history of the CGIAR, a Japanese DG has been selected. There are only 20 Japanese scientists in the system although Japan has been a major contributor to the system for a long time. Why are there not more Japanese scientists in the system despite their highly sophisticated science?

That 22 developing and transition economies have become "co-owners" of the system is equally remarkable. Now, they are members of the CGIAR, not just recipient beneficiaries. Although it is too simple, or even incorrect, to state that there is a direct correlation between the size of a member's contribution to the CGIAR, and the number of staff from that country, we would like to think that the annual contribution of \$13.6 million would "buy" the developing countries more influence in the system than their dollar value.

7.2 *The situation of minority representatives: Have they been empowered?*

The G&D brochure uses as vision “to cultivate standards of excellence for diversity in the workplace, equal to our standards for science, which empowers all staff to contribute their best to enrich future harvests”. Now that the encouraging trend of the previous paragraphs has been described, the following questions arise:

1. Have these demographic changes been accompanied with a general sense, particularly among the developing country nationals, of empowerment and equal opportunities?
2. What has been the perceived contribution of the G&D program to their empowerment?

Both questions are difficult to answer. The review did not perform a survey among a representative group of persons from diverse groups. But from the interviews, the following observations emerged, which need to be addressed here.

- Amongst the developing country interviewees, the majority stated that diversity is still a major, if not the major, challenge for the CGIAR system.
- The majority of interviewees (with the exception of G&D “insiders” such as the chair of the G&D advisory board) were not informed about the positive trend of the increase of developing country nationals. In their estimation, the percentage of part 2 country staff, was lower than it in fact is. In other words, their perception of the situation did not correspond with the most recent facts.
- Only the persons who have been directly involved with diversity tools and services of the G&D program (focal points), know these services, and relate them to the increase in numbers of part 2 country nationals, as well as to an increased culture of diversity in the organization. (See, for instance, the quotes from users of services like the diversity recruitment guidelines or the High Performance Scientific Teams course participants).
- Several informants stated that even though the number of part 2 country staff has increased substantially, there still is no (or not enough) sense of ownership and empowerment among many of them.
- Certain built-in “discriminatory” regulations are perceived to work against empowerment of diversity: the staff classification (national-international) and the dual system of remuneration (salaries and privileges of national versus international staff) are seen as major stones of contention, and are perceived as diversity issues.
- The review team has determined a full system-wide commitment to the position that an organization like the CGIAR, which is dedicated to poverty reduction should be staffed and headed by nationals from developing countries.
- Although 80 percent of G&D resources have been spent on diversity, this is little known. There is a perception amongst some interviewees that relatively too many resources have been spent on gender related activities.

On the basis of the above findings from the interviews, the review panel observes the following four points:

1. There is insufficient knowledge within the CGIAR about the diversity tools and services of the G&D program. Nor is there a sufficient level of acknowledgment of the positive trend in diverse Future Harvest staff demographics. The G&D program has a task there

in spreading the good news (the title of the latest staff survey report is indeed “First the good news!”).

2. In spite of the positive trend described above, there is a sense of lack of emancipation and empowerment among developing country representatives in Centers and in the CGIAR system. It goes beyond the scope of this review to fully assess the underlying causes.
3. It is clearly and undisputedly beyond the mandate of the G&D program to address or change staff regulations of autonomous Centers. But it may be possible that the business case arguments and core values of the G&D program (greater participation of underrepresented groups, interdependence, partnerships, creativity, problem solving, transparency, modeling the workplace, etc) have contributed to increasing the level of emancipation of certain staff members.
4. The fact that a few Centers are moving toward a one-staff concept, will definitely contribute to a, in terms of diversity, healthy organizational climate, where persons are classified and remunerated on the basis of professional criteria and competencies, instead of on the basis of ethnicity or nationality.
5. Given the need for support to ‘empower’ developing country nationals within their work position and career path, and given the success of the Women Leadership course, it might be useful to consider inviting the G&D Program to develop a high level leadership training, which does not focus on gender, but on leadership in a diverse international organization. This could be done in collaboration with the SAS/HR.

Conclusion 12A:

The CGIAR is much, much more of a global institution now than what it was more than 30 years ago. The fact that developing-country nationals now constitute more than half of all principal staff positions as well as board membership of Future Harvest centers is a significant achievement. This is indeed good news, which must be actively disseminated by the G&D program and by CGIAR leadership (because it is not known). The strong investment by the G&D program in diversity tools and services contributed to this positive result, although it is beyond the scope of this review to ensure the exact impact of the G&D Program. The only category where Part 2 country representatives form a minority is the CGIAR leadership: i.e. the category of Directors General and Board Chairs. This number is far too low if one realizes that the leadership is the most visible segment of an organization.

Conclusion 12 B:

The panelists observe a sense of lack of emancipation and empowerment among developing country representatives in Centers and in the CGIAR system. Increasing the numbers is not sufficient: more measures must be taken to empower representatives from diverse groups. The review team recommends that the G&D Program be invited to develop a high level leadership training, which does not focus on gender, but on leadership in a diverse international organization. This could be done in collaboration with the SAS/HR.

8. THE RESULTS AND ACHIEVEMENTS IN THE FIELD OF GENDER

8.1 Latest figures on staffing

The data in this chapter have been derived from the most recent staffing survey, Working paper 40, called “*First, the good news: Staffing in the CGIAR*”, 2003.

Concerning the demographic results in terms of numbers of women within the CGIAR, the picture is more mixed than it was in the previous chapter on diversity. By April 2003, 27% of overall staff was women. This is an increase compared to 24 percent in 1995.

- Women are well represented in administrative positions (50%), and, not surprisingly, secretarial positions (82%). They also fill a reasonable proportion of positions as information specialists (40%), corporate service managers (35%), and science support professionals (33%).
- The proportion of women in international and national staff is increasing very slowly: as of April 2003, women represented just 18 percent of total IRS and 28 percent of NRS (up from 14% and 25%, respectively at the beginning of 1995).
- Between 1995 and April 2003, the CGIAR shrank by 20 percent, but succeeded in raising the proportion of internationally recruited women by 26 percent. In addition, although the overall staff size and the total number of women (and men) employed decreased, the CGIAR managed not only to preserve the proportion of women staff, but to improve it (from 24 percent to 27 percent). This is an achievement, which the review team commends. That means that there is also good news about an increased proportion of female staff, both in the overall staff composition, as well as in the international staff category.
- These data vary widely among the 16 centers, especially with regard to the recruitment and retention of women. Women represent 50 percent or higher of the workforce in three Centers (IFPRI, IPGRI, and ISNAR). In two Centers (IITA and WARDA) women represent fewer than 20 percent of the workforce).
- Female IRS continues to be clustered in the lower rungs of the Center career ladder:
 - 20% of scientist positions are women
 - 7% of principal scientist are women
 - 10% of scientists are part 2 country women
- In the field of biotechnology (which plays an important role in the CGIAR’s R & D agenda), the participation of women is worth monitoring. Data show 24 women or 35 percent in 1991; 21 women or 22 percent in 1994, and 17 women or 27 percent in 1997, who were actively engaged in biotechnology research in the centers. The only other field that tops this for women is crop sciences (about 35 percent).
- The number of part 2 women is increasing. Including all categories of CG staff, 1,812 or 24% are currently Part 2 women.

- In 1999, of a total of 162 IRS women, 53 (33%) were from Part 2 countries. By 2003, of the 187 IRS women, 75 (40%) were Part 2.
- Women are poorly represented in the principal staff groups. Only 20 percent of scientist positions and are filled by women. A mere 7% of principal scientists are women.
- Of all Center management positions, only 9% of management positions are filled by women.
- The number of women among management went down 50% in the period 2001-2003. This 50 percent drop of women amongst Center Management Staff (compared to general reduction of 30%) is an alarming fact.
- Of the Director Generals, one (6 percent) is a woman (who will be leaving her position in 2004)
- From 1971 to 2001, all the CGIAR Chairs; Executive Secretaries (including CGIAR Director); all TAC Chairs and TAC Executive Secretaries were male: 25 of them over a 30-year period. About seven came from Part II countries. The Executive Council as of October 2001 has 22 members including the Executive Secretary; sixteen of them (78 percent are Part I); four are females (one of whom is Part II) 18 percent.
- Of the 188 board members, 28 percent are women, and 16 percent are of part 2 origin.

The 2003 staff survey report calls the results disappointing. It states that “The situation relating to gender balance is, in contrast to diversity, disappointing” (p. 4 of report). The panelists have come to the following conclusion:

There is some good news and some bad news in the latest demographic trends in female staffing. The good news is, that although the overall staff size and the total number of women (and men) employed decreased over the last four years, the CGIAR managed not only to preserve the proportion of women staff, but to increase it (from 24 percent to 27 percent). Second, the percentage of women IRS has increased significantly (now 40percent of female IRS are from part 2 countries, compared to 30% four years ago). These are important achievements, which the review team commends. Finally, there has been an increase in the proportion of women in the international staff from 14 percent in 1995 to 18 percent in 2003. There have not been any targets set in the past (some centers have set their own targets), and it is therefore not possible to measure against quantitative objectives. But compared to the spectacular increase of developing country nationals, the result in terms of increased numbers of women is not as impressive.

The bad news lies within the higher levels of the organization. The fact that women fill only 9 percent of positions at Center management level is a matter of concern. This figure is significantly lower than that of other international organizations. Of the 37 organizations belonging to Origins, including the UN, World Bank, Asian Development Bank, African Development Bank, etc. the CGIAR has the lowest percentage of women in management. One

would expect this number to be higher, given the proactive attitude of the CGIAR leadership and the efforts of the G&D Program. And even a greater concern is the 50 percent decline of women amongst Center Management staff over the last three years. The survey does not –and may not have been in a position to do so--explain why the reduction of women in the Center Management staff group was so disproportionately high. The G&D survey included several questions in its HR survey about reasons for departure but the centers reported ‘do not know’ in the majority of cases. Most centers do not conduct exit interviews.

Box: 7

Bringing the CGIAR Closer to Developing Country Women

Part 2 women represent the nexus of gender and diversity work. Whereas the CGIAR’s earlier Gender Staffing Program (1991-1998) concentrated on internationally-recruited women, the majority of whom were from Part 1 countries, the Gender and Diversity (G&D) Program (1999-present) has re-orientated all of its ‘gender activities’ to ensure that Part 2 women are priority clients. It is starting to work.

In 1999, 33% of the Women Leadership Course participants were Part 2 nationals. By 2000, with the changes initiated by G&D, that percentage had risen to 80 percent. In 2003, 86 percent of the women participants were Part 2 nationals. By 2000 G&D had revised the curricula of this course to include ‘managing diversity’ as a key leadership skill and to put a strong emphasis on cross-cultural team issues, and those changes have been maintained since.

G&D has made concerted efforts to diversify and strengthen the quality of the membership of the G&D database of women scientists and professionals, increasing the number by 72% between 1999 and 2003 (now totalling 3160), 69% of whom are Part 2 women. As a strategy for attracting yet more highly qualified women scientists worldwide, and with a view toward increasing the pipeline over the long term, in 2002 G&D began sending out quarterly announcements to all database members about funding, scholarships and post-doc opportunities, especially those targeting women from developing countries. The response has been very positive.

G&D also has formed a close alliance with one group of Part 2 women in particular – the Association of African Women in Science and Engineering (AWSE), representing hundreds of women scientists from throughout the African continent. Through a series of small grants and direct assistance and participation in meetings and conferences, G&D has helped this fledgling association to hold conferences, tap necessary resources (including an office at ICRAF next to G&D) and implement groundbreaking work on the integration of HIV/Aids issues into the science curricula of African universities and schools.

The best indicator of G&D’s work to bring the CGIAR and Part 2 women closer together is the number of Part 2 women who have joined the internationally-recruited (IRS) staff of the Future Harvest Centers. In 1999, of a total of 162 IRS women, 53 (33%) were from Part 2 countries. By 2003, of the 187 IRS women, 75 (40%) were Part 2.

Including all categories of CG staff, 1,812 or 24% are Part 2 women. But much remains to be done.

Conclusion 13:

There is some good news and some bad news in the demographic trends in female staffing. The good news is, that although the overall staff size and the total number of women (and men) employed decreased over the last four years, the CGIAR managed to increase it the number of women staff from 24 percent to 27 percent. Second, the percentage of women IRS has increased significantly. Finally, there has been an increase in the proportion of women in the international staff from 14 percent in 1995 to 18 percent in 2003. These are important achievements, which the review team commends. There have not been any targets set in the past (some centers have set their own targets), and it is therefore not possible to measure against quantitative objectives. But compared to the spectacular increase of developing country nationals, the result in terms of increased numbers of women is not as impressive.

The bad news lies within the higher levels of the organization. The fact that women fill only 9 percent of positions at Center management level is a matter of concern. Even a greater concern is the 50 percent decline of women amongst Center Management staff over the last three years. The survey did not get sufficient information from the centers, to be able to explain why this reduction was so disproportionately high.

8.2 Have women in the CGIAR been empowered?

What difference has G&D made to you?

"This is a purely personal perspective which is what I see the question asking of me. G&D has given me a legitimate platform to articulate and do things I felt very strongly about but would have shied away from raising or doing at the workplace. Briefly that I could have the courage to question existing structures and policy and rely on literature, studies and back-up from the G&D program. And, quite simply, to think outside the box, to be myself, and to be my people's person, i.e. acknowledge and reaffirm my ethnicity, nationality or 'Southern-ness', without making apologies, BUT with due sensitivity to others."

Email interview, September 2003

What have these mixed results – a modest increase in percentage of women and women researchers, but a 50 percent decrease in female Center management – meant for the position of women in the Centers? And what has been the role of the G&D program?

The panelists have not interviewed a random sample of female Center staff. Their following observations are based on the interviews, reactions from focal points, as well as study of relevant documentation:

- The women who are involved with activities of the G&D program – e.g. training, focal point, G&D committee – feel strengthened in their position.
- In the interviews with focal points, reference is often made to the G&D program as providing access to knowledge and a network (e.g. database), and to its functioning as a frame of reference and sounding board. I quote: "I work for the CGIAR, and if the G&D program did not exist and offer hope for improvements, I would be moving on."
- Less often, references are made to practical results of the G&D program (e.g. daycare services).

"I am personally a woman in a man's job (although this is not the first time I find myself in this situation) and I would like to know that I can have a forum where any issues I could face can be addressed. And I am sure that like me many other women find themselves in this situation. But the question remains: Are we addressing all the right issues? Why did we lose 50% of our female staff in management last year? Why is it becoming harder for those of us who stick with it? I surely do not have the answers, but I know that if we did not have a G&D program working with us, the answers will not even be asked."

Email interview, September 2003

- Many refer to the Women Leadership course as a turning point in their career; it gave them a sense of direction and much-needed level of assertiveness. But there is no formal network of alumni of the course. What does happen, is that at every AGM, G&D organizes a women's networking event to which all alumni present, are invited. G&D also maintains a mailing list of alumni to which it sends special women's leadership articles and resources.
- Given the need for networking with like-minded women outside their own direct workplace, such a network of (by now 200) alumni, would respond to a need.
- Lack of or difficulties with spouse employment remain a major obstacle for women to remain on or even apply for a job. If the partner or husband could find a position, the persons would not have to leave their CGIAR positions.
- The panelists have not encountered any annual report, either of any of the 16 Centers, nor of the CGIAR in general, in which an account given of the progress (or lack of it) in the field of gender and diversity. Three centers, however, provide such information in reports to their BOT's (CIFOR, CIAT and IWMI).
- The fact that the results in terms of women at management level have been disappointing does not mean that there have been no efforts taken by CGIAR leadership. Several DG's expressed their concern on the matter.
- Some centers have set their own targets and encounter difficulties in reaching them. IWMI has found it very hard to work toward reaching the target of raising the percentage of its female IRS staff from 22 percent in 2002 to 33 percent in five years time.
- During the recruitment process for four new Directors General 2001, there were very few women applicants.
- Fear of tokenism was one of the reasons mentioned for the low number of female applicants for the DG positions in 2001 (Executive Selection in the CGIAR: implications for G&D; 2001: 29). Fear of tokenism is grounded. All searches must guard against it – any suggestion of tokenism hurts the individuals concerned, as well as the Center and system.

- Management research proves that women are strong leaders, and gender research suggests that some people still do not believe it. As Meyerson and Fletcher express it in the Harvard Business Review: “Most of the barriers that persist today are insidious – a revolution could not find them to blast away. Rather, gender discrimination now is deeply embedded in organizational life as to be virtually indiscernible.” (1999: P. 127) ³
- Using the “casting the net widely” database may not be sufficient when intending to stimulate women to apply for senior positions. Active head hunting or scouting may be necessary. So far, the G&D program has only been used for this service by three Centers.
- The review team has observed a full system wide commitment to the position that an organization like the CGIAR, dedicated to poverty reduction, should be staffed and headed by nationals from developing countries. In general, within the CGIAR, the concern for diversity is more unanimously pronounced in regard to national origin than to gender.
- Some people express a concern about a possible competition for posts between female and male developing country nationals. The perception, in a few cases expressed, that women are given preferential treatment in the filling of senior vacancies, is not based on actual facts.

On the basis of the above findings, the review panel concludes and suggests the following:

1. The objective of increasing and retaining the number of senior women in CGIAR is hard to achieve, for a complex of reasons mentioned above. This lack of progress, even stalling of the process, needs to be recognized by the CGIAR.
2. In order to achieve better results, more time is needed. Processes that deal with such complex factors (including changing the culture of organizations) take time.
3. A minimum of “critical mass” of women and diverse staff is important. Once the threshold level is reached, it becomes easier to further reinforce the process.

Conclusion 14A:

The G&D program can continue, increase or intensify its scope and number of services. In

³ Schwartz uses the metaphor of a cross sectional diagram used in geology. The barriers to women’s leadership occur when potentially counterproductive layers of influence on women –tradition, socialisation, - meet management strata. The November 2003 issue of the Egyptian Journal Business Today had several articles on successful young female business leaders in Egypt, but also included an article by Dahlia Zayed, called: “A look at how gender still affects who lands the top jobs”. The article mentions reasons, based on research, why women are underrepresented in top executive positions. It mentions the fact that (...)” positions of prestige and power are created by culture rather than formal visible workplace culture”. And: “Discrimination against women in the running for top promotions does exist. Top male executives have a tendency to support and promote people who resemble themselves. To make matters worse, it is estimated that more than 50% of top posts are selected by personal referrals originally made through informal networking” (dahlia.zayed@businesstodayegypt.com; page 92, November issue 2003)

this report, the panelists give recommendations to that end. However, the possibility of the G&D program to transform Future Harvest Centers is limited, since it had no authority to impose or enforce measures. Future Harvest Centers can themselves decide to take additional measures to reinforce previous attempts to increase the number of senior women.

Conclusion 14B:

It could be decided to increase the level of accountability (by Center management and Boards) in the field of gender and diversity. There are several ways to do that, and the future harvest Centers could adopt one or more:

- Reporting on Gender and diversity in a special Human Resources chapter of the annual report.
- Have Human Resources (and within that Gender and Diversity) as an agenda item of the Board.⁴
- Develop competency lists (with the assistance of the new SAS HR program and the G&D program) in which “values” and competencies related to G&D are included. The competency lists can be used for recruitment and promotion of staff.
- Invite Heads of (Human Resources and other) departments to include in their work plans actions in the field of G&D (which is done by all department heads at the IMF).
- Centers (those that have not done so) may develop their own targets, which fit in with their own specific situation.

On accountability:

"While the current focal points approach works well enough insofar as inclusiveness goes, it lacks any delivery mechanism. I feel it leaves a vacuum in that no one at the center is responsible for G&D as their 'bread and butter' (must do) issue on which they MUST deliver and are held accountable. G&D at center level is something that FPs do (or fail to do) as volunteers with snatches of time, as and when they can. Perhaps I am wrong, but I feel no one really has corporate responsibility for G&D at center level, right from the BoTs, MCs, HR, management and staff. So no matter how great the initiatives at supra-centre level may be, is there really a mechanism in place to ensure that these filter down and have impact? Even where it does happen, who assesses this impact?"

Email interview, September 2003

Conclusion 14C:

Incentives could be installed, to make it attractive for Centers or individuals to invest in gender and diversity. Examples of such incentives are:

- The creation of a scholarship or professorial chair (suggested title: the CGIAR Excellence Scholarship for Women). This would entail an investment in the establishment of a critical mass of senior women researchers. This scholarship would enable five senior scientist women per year –of which at least three from developing countries- , to fully devote

⁴ Guidelines on G&D for Boards of Trustees were released in October 2003.

themselves to agricultural science, at the Center of their choice, for a period of two years. These women could be from within or outside the CGIAR. If they are from elsewhere, they might be, at the end of the period, incorporated into the CGIAR system. The scholarship would be funded by a private foundation.

- **The creation of a scholarship for promising young women and men from developing countries.** This would be a shorter and less expensive fellowship, meant for young scientist staff of the Centers. It would liberate them from other routine tasks, and enable them to fully devote themselves to a specific assignment. It could be combined with two of the newly installed G&D services: (1) the mentoring of young scientists, and (2) the secondment to G&D. This activity could be paid jointly by the Centers as an investment in Human Resources.
- Another incentive has been the recently ceased **small grant fund**, through which Centers can obtain G&D services free of charge.
- **The creation of a biannual prize for women leadership within the CGIAR.** This prize could be given to a female staff or board member of the CGIAR, or to a female representative of one of the stakeholders or donors.

9. GOVERNANCE

9.1 Institutional set up of the G & D Program

Creating a program that is demand-driven by the centers required a central unit that was not only capable of motivating and providing leadership, but also capable to bring coherence to the system's efforts.

The G&D program is staffed by one Program Leader (internationally-recruited) and one Administrative Assistant (nationally-recruited), both fulltime. A team of 8 to 12 consultants helps G&D to deliver services and outputs on demand.

G&D is hosted by the World Agroforestry Center (ICRAF) in Nairobi, Kenya. The choice of ICRAF has proved to be very strategic. In Nairobi, all Future Harvest centers are represented with local offices or through system wide programs, most of which are located at ICRAF. There is an excellent, mutually beneficial relationship between the Program Leader and her Administrative assistant on the one hand, and the ICRAF staff, on the other hand. The Director General of ICRAF has taken upon himself the role of mentor of the Program Leader. In return, she provides strategic advice on G&D to ICRAF. The existence of the G&D program at ICRAF has been a great source of inspiration to this Center, and the Program Leader has provided highly appreciated practical help with issues of gender, diversity and cultural change in the organization.

The staffing of the G&D program is quite limited – one Program Leader (internationally-recruited) and one Administrative Assistant (nationally-recruited) The fact that this demanding

program is de facto a one-person program is potentially risky and almost inhuman (travel schedule, email network with 100's of persons, walking a diplomatic tightrope). The panel (and several interviewees) expresses its admiration for and appreciation of the high level of professionalism and enthusiasm which the program leader has demonstrated. The review panel also commends the support and mentoring provided by the Director General of ICRAF and his team. At the same time, the informal support structure of the Program Leader could be strengthened, by her participation on a regular base in management meetings at the host center, in order to have a sounding board for day-to-day managerial questions.

The G&D Program is governed by an Advisory Board (see paragraph 9.2.). The Chair of the Advisory Board is the person that she reports to. He (in the past she) holds a yearly performance evaluation. The G&D program leader reports to the CDC through the Chair of the G&D Advisory Board and CDDC. Occasionally she reports directly, through presentations, to the CBC and CGIAR Executive Council. The annual report of the G&D Program uses performance indicators, which are largely quantitative (number of centers having implemented G&D activities, etc). In addition, the Program Leader sends regular G&D updates to board members (to which she sometimes receives feedback) and to focal points.

The panelists admire the fact that the Program Leader is able to function so well, and in such an enthusiastic way, given the fact that she is –at the professional level- 'on her own'. Although she has a very capable assistant, she basically has to run the program on her own. There is no team of experts or management team that she can build upon on a day to day basis. And that is a hardship element in itself. If one adds to that the logistical problems which the city of Nairobi (regular communication and network problems), the technical and professional advice and support by the host center D.G. and other staff members of ICRAF is much appreciated.

In this regard, the panelists observe that the membership by the G&D program of the CGIAR's virtual 'Systems Office' is crucial. The panel perceives the development of the System's office as a big step forwards in terms of governance. The G&D program has a lot to offer to the other elements of the Systems Office (e.g. SAS Human Resources, Information Office). And vice versa, the G&D program needs support from the other programs. As stated earlier, some of the activities, which the G&D program has undertaken because no other unit within the system did so, need to be handed over to the other units, which have been created since then (HIV/Aids, regular Human Resources surveys).

Because of the demand driven approach of the program, and because of the large numbers of requests from centers and their staff, the Program (and its Board) continuously finds itself testing requests against the mandate of the program. Some requested activities have been undertaken because of a vacuum elsewhere in the system, and because the G&D Program had the capacity or means to do it. Some of the activities, which the G&D program has undertaken because no other unit within the system did so, need to be handed over to the other units (e.g. HIV/Aids). The System's office can be – and has been so far- very instrumental in assisting and guiding the G&D Program in guarding its boundaries and sticking to its mandate.

Conclusion 15:

The institutional set up of the G&D program, which functions as an autonomous unit within a cluster of units of the Systems Office, is crucial to its strong and healthy performance. The System's office can be – and has been so far- very instrumental in assisting and guiding the G&D Program in guarding its boundaries and sticking to its mandate.

Because of its limited size and overlap with several other functions (in particular human resources), being a proactive member of the System Office gives the G&D Program a multiplier effect. The Program Leaders of the G&D program and the SAS HR⁵ should be invited to jointly develop a division of tasks and a protocol of collaboration.

9.2 G&D Advisory Board

According to the Board Terms of Reference, the G&D Advisory Board consists of a cross-section of CGIAR stakeholders, including the CDC, CDDC, CBC, secretariat, donors and both internationally- and nationally-recruited staff members. The 2003 G&D Advisory Board has one donor and one Director General (the chair); one Secretariat representative (World Bank); one External Advisor (IMF); one NRS representative; and the Program Leader.

In actual operations, the 1999-2001 Board had 11 members; 2002 had 10; 2003 had 6 members. Only the 1999 Board had a NARS representative. NRS became represented in 2002 and 2003. Donor representation in the advisory board has been good, which is key to the success of the program. In addition, it could add considerably to its potential for institutionalization into the heart of the Centers' goals if senior scientists who lead in the R&D agenda were to be represented. Such scientists live with diversity issues on a day-to-day basis and can articulate what their real-life work problems and priorities are with respect to diversity. In addition, it seems advisable to have a host Center representative on the board, which is currently not the case.

Board members have overall responsibility for ensuring that the program is of high quality. They approve the annual program and budget. In fact, the title "advisory" is not correct. The board does not advise, but approves or rejects objectives and activities of the program. It is therefore commended to adapt the title of the G&D advisory board, to indicate that the board has decision-making authority. In addition to approving the program and budget, they give policy guidance and steering. They also set priorities when requests for G&D services are too abundant. And last but not least, they test plans and requests from Centers against the mandate of the Program. The minutes of the meetings (which are well recorded and clearly described) demonstrate that all these functions of the advisory board are fulfilled. For instance, there were detailed discussions if it would be within the mandate or not of the G&D Program to start the HIV/AIDS activities. The same applies to delicate issues like the assessment of the recruitment process of the four DG's. In addition, the program leader asks and gets guidance from the Chair of the Advisory Board on

⁵ The SAS will assist in developing and implementing sound people strategies and approaches. Such approach should lead towards the creation of system wide models of good practice and adaptable tools for key HR functions, e.g. classification, recruitment, performance assessment and rewards, staff development, downsizing etc.

a one on one basis. There are severe time constraints, however. The current frequency and duration of meetings—once a year, in the busy margin of AGM, in addition to an audio (or e-) conference prior to AGM—are completely insufficient to engage in substantial debates about priority setting and other important matters, however high the professionalism and commitment of the board members.

The current members of the board are very committed to the G&D Program, but they are not satisfied with the board meetings. They consider the frequency and duration of meetings—once a year, in the busy margin of AGM, in addition to an audio (or e-) conference prior to AGM- to be insufficient to engage in substantial debates about priority setting and other important matters. It is maybe not realistic to ask from the board members to meet more frequently, but the meetings are important enough to take substantial time for them (at least 2 to 2, 5 hours).

Given the fact that the program is de facto a one-person program, and there therefore are very few opportunities for the Program Leader to have a professional sounding board (apart from highly appreciated advice and support from the DG of the host center, as well as long-distance support from the Systems Office), the Board might consider establishing a two or three person executive committee from amongst its member, which could meet one extra time per year (for instance at the margin of Executive Council meetings).

Conclusion 16:

The G & D Advisory Board, which consists of a highly professional cross-section of CGIAR stakeholders, guards the overall quality, objectives and implementation of the G&D program. It could increase its effectiveness by

- **Changing its title to Board instead of advisory board;**
- **including a host center representative well as senior agricultural researchers;**
- **elaborate mutually compatible Terms of Reference with the Board of the Systems Office;**
- **and consider the possibility of establishing a light executive committee.**

10. FINANCES

10.1 The investors in the G&D program

When the CGIAR's senior leadership and the G&D Donor Support Group at the 1998 Mid-Term Meeting subsequently officially endorsed the Consultation's recommendations, the Center Directors Committee (CDC) committed US\$200,000 to help fund the transition period and first year, thereby offering a tangible expression of their support for the new Program. Annual support from the CDC has continued since, in the amount of US\$100,000 per annum, an amount matched by the CGIAR Secretariat. Member donors provide the remaining funding, especially the Netherlands, Norway and Switzerland. The Gender and Diversity Program annual budget has grown from US\$379,000 in 1999 to US\$ 675,000 in 2003.

Table 5. Sources of G&D Funding (1999-2003)

Source	1999*	2000	2001	2002	2003
CDC	200,000		100,000	100,000	100,000
CGIAR Secretariat			100,000	100,000	100,000
Denmark	24,706	37,801			
Ford Foundation	75,000				
IDRC	16,233	5,241			
Germany		19,266			
Netherlands		112,538	103,207	106,473	132,722
Norway	63,553	58,138	54,871	173,000	207,937
Switzerland			90,542	57,937	76,970
IWMI					25,000
G&D balance carried forward		245,865	132,151	81,543	32,256
Annual Program Total	379,492	478,849	580,771	618,954	674,886

* Program started in July 1999

Some donors such as Ford Foundation and Norway have insisted on cost-sharing from Centers and secretariat. And in September 2000, the CGIAR Chair stated: “Real change will come about when the leaders of the CG Centers embrace diversity and demonstrate their commitment to gender equity. These efforts must be part of our core business. They affect our effectiveness and efficiency and should be funded from core resources”. The shared financing between CDC, secretariat and donors forms a healthy financial basis.

(Indications of future financing: still check with Norway, NL and CH and program leader)

Estimated G&D Funding 2004

Source	
CDC	100,000
CGIAR Secretariat	100,000
Netherlands	133,923
Norway	200,000
Switzerland	75,757
G&D balance carried forward ¹	164,273
Total	773,953

¹G&D underspent in 2003 due to workload for External Review. Several planned activities were necessarily postponed.

10.2 Cost efficiency of the program.

One way of determining the cost effectiveness of the G&D program is assessing its budget in relation to overall CGIAR expenditures.

Management literature states that the norm for professional organizations is to spend per annum a minimum of 1 to 2 percent, and preferably 5 percent, on investment in human capital and human resources (training, capacity building etc). With its yearly budget of roughly half a million US\$, G&D spends some half percent of the total available budget of 350 million USD of the CGIAR. To this figure the G&D expenses by individual Centers and the G&D activities of other units of the Systems Office should be added. Without having been able to track these exact figures, the panelists estimate that the total G&D expenditures within the CGIAR are more or less in line with the internationally recommended abovementioned norm. In the year 2003, the G&D program spent in total 7 percent out of the overall budget spent by all units of the Systems Office (CGIAR Systems Office Work plan 2003, P.22).

The panelists commend the CGIAR system for enabling the G&D program to function with such substantial financial means. Other G&D programs, for instance in international organizations (e.g. IMF, UNESCO) have far less resources with which they have to accomplish quite ambitious goals. However, the budgets for G&D units of most other international organizations do not have to cover personnel, equipment, overhead, etc. Furthermore, most of those units do not work with 16 independent organizations worldwide.

Another way to assess cost effectiveness is to look at the package of services and activities of the G&D program. Have they been implemented in the most cost effective way? The more innovative research and policy activities demand the use of expensive professional consultants. For the more routine-like activities (training, follow up of earlier activities), the program might avoid some costs if it would use more locally based consultants (which it already does to a certain extent), as well as the alumni of the Women Leadership course. As said earlier, capability-building at the Center level by way of utilization of skills and knowledge derived by G & D trained participants has received little attention unless perhaps external consultants were again hired to perform that service.

It has not been cost effective for the G&D program to have to do ad-hoc statistical HR data gathering each time a HR survey was performed (see earlier conclusion in Chapter 6 on this issue). The initial high costs of establishing the website and e-learning models will pay off when fully operational. The Program Leader has to travel extensively, in order to entertain her intense collaboration with the Centers. She does that in such way that she combines several missions at the time. At the same time, she makes intensive use of electronic means in her communication. The fact that the G&D program is run –at the P level- by one senior (and therefore expensive) professional person, means that all expert activities have to be done by this senior person, even if they are of a professionally less demanding nature. If she would have one junior professional on her side, she could use her time more cost effectively, thereby possibly saving time which otherwise would be spent on outside consultancy.

Conclusion 17:

The shared financing between CDC, secretariat and donors forms a healthy financial basis, because it has been provided by CDC, CGIAR secretariat and donors. G&D spends half a percent of the total available budget of 350 million USD of the CGIAR, which corresponds with the international management norm (1 to 2 percent on investment in human capital by training etc). The review team assesses that in general the G&D program has operated in a

cost efficient manner. However, the financial resources would be more effectively used, if use could be made of local consultants and already G&D trained staff within the centers, and if a junior G&D professional could be hired.

10.3 G&D Activities on grant basis or at cost?

The G&D small grant fund (some 130.000 \$ per year) was used to support the center level implementation of all kinds of G&D activities. Until recently these services were provided to the Centers on a small grant basis on a first come first serve basis. Since 2003 these activities are offered at cost to the centers. In 2002 the advisory board decided that instead of the small grants, G&D would propose a menu of at-cost services for Centers to select from and invest in. The majority of these services builds upon G&D's development work of the past two to three years and can now be delivered at relatively low cost. These services would be 'marketed' to Centers, with G&D responding on a first come first served basis. However, to keep its leverage with centers, especially for facilitating new initiatives, the core budget includes US\$ 65,000 to cost share relevant training opportunities. In the estimation of the Program Leader and the Chair of the board, the great majority of Centers will want to pay for these at cost services, even if – at these times of extremely tight budgets and downsizing- their resources are very limited, and they have to make hard priority choices.⁶ The panel perceives a risk in the abolishment of the G&D small grant program: those Centers that have used the fewest services of the G&D program, may be those who are least inclined to buy the at- cost services, for reasons of financial constraints or because of G&D being perceived as a relatively low priority. If the small grant system would continue, it might function as an incentive to these Centers. The panel therefore recommends that, at the end of 2004, the Advisory Board evaluates the two systems of at-cost financing and the small grant system.

Conclusion 18:

The panel perceives a risk in the abolishment of the G&D small grant program: those Centers that have used the fewest services of the G&D program may be those who are least inclined to buy the at- cost services. If the small grant system would continue, it might function as an incentive to these low-using Centers. The panel therefore recommends that at the end of 2004 the Advisory Board evaluates the two systems of at cost financing and the small grant system.

⁶ For examples IWMI has budgeted US\$ 300,000 for capacity building and US\$ 150,000 for training of its staff.

11. RECOMMENDATIONS FOR THE G&D PROGRAM

"Thank goodness the CGIAR does have a G&D program. At a recent presentation, the Program Leader addressed some important issues and it was eye-opening for some researchers as well as administrative staff. It helped dispel several misconceptions about diversity issues, and was very thought provoking. The good thing about researchers is that many are willing to be re-educated when given good information. As the voice for those who cannot speak for themselves, and for those who do but are not listened to, we need the G&D program to continue to provide their input, support and resources. And we need G&D to survive so it can grow, become strong and healthy, and become a wide road for all of us to proudly walk down! With the current G&D leadership, accomplishments are mounting, and more successes will surely follow."
(Email interview: board member of IITA)

Having reviewed the past four year's performance of the Gender and Diversity Program (and to a certain degree the centers participation in it), the review team has the following observations and recommendations to make about the way forward:

The Gender & Diversity Program, its scope and title

1. The G&D Program has made rapid and excellent progress towards accomplishing its goals and purposes. In its report, the Review Panel identifies a number of areas and accomplishments of the Program that make it one of the most innovative system-wide activities within the CGIAR. The G&D program has grown in four years into a program offering top quality products and services. Much has been achieved, but there still is a long way to go. The Panel recommends that **the program will be extended for a second period of four years, for the period 2004 – 2007.**
2. In the G&D program, **diversity and gender are treated –and should continue to be treated- as equally important fields** which deserve equitable but different services, resources and expertise. **It is imperative that the gender staffing component of the program keep its explicit identity.** Experience in other international organizations has proven that at this stage, with still so much to accomplish in terms of increasing the number of (senior) women, it is dangerous to water down gender staffing by making it an implicit element of diversity, assuming that it is a diversity issue, and therefore will be dealt with accordingly.
3. In order to communicate more clearly the mission and substance of the program (staffing and organizational effectiveness), and to better distinguish it from the system wide Participatory Research and Gender Analysis Program (dealing with gender roles in farming systems), **the title of the G&D program should be adapted.** The review panel has two suggestions:
 - A. *CGIAR Diversity and Gender Staffing Program; or*
 - B. *The CGIAR Staffing Program for Diversity and Gender.*

Location and staffing

4. The Program should **continue to be located in Nairobi**. The choice of ICRAF has proved to be very strategic. In Nairobi, all Future Harvest Centers are represented with local offices or through system wide programs, most of which are located at ICRAF. There is an excellent, mutually beneficial relationship between the Program staff and the host D.G. and center management.
5. Since the **staffing** of the G&D program is very limited – one Program Leader (internationally-recruited) and one Administrative Assistant (nationally-recruited), and for reasons of cost effectiveness, the panel recommends that for the next phase of the G & D Program **a junior G&D expert - preferably a woman or man from Sub Sahara Africa, - be recruited, to reinforce the team**. This post could be financed through a reorientation of the budget (e.g. reducing the number of international consultants)
6. The newly initiated G&D secondment scheme can be intensified, in order to relieve the work burden of the G&D program (although it creates work as well. The panel recommends that a scheme be developed through which two Future Harvest centers per year each second one young promising NRS or RRS (one male and one female) staff member to work for G&D. The secondment could take place partly at the G&D in situ and partly at the home base, with the use of e-communication.

Governance

7. **The G & D Advisory Board**, which consists of a highly professional cross-section of CGIAR stakeholders, guards the overall quality, objectives and implementation of the G&D program. It could increase its effectiveness by
 - A. **Changing its title to Board instead of advisory board;**
 - B. **Including a host center representative well as senior agricultural researchers;**
 - C. **Developing mutually compatible Terms of Reference with the Board of the Systems Office;**
 - D. **and consider the possibility of establishing a light executive committee.**
8. The institutional set up of the G&D program, which functions as an autonomous unit within a cluster of units of the Systems Office, is crucial to its strong and healthy performance. Because of its limited size and overlap with several other functions (in particular human resources), being a proactive member of the System Office gives it a multiplier effect.

Strategy

9. The G&D strategy remains valid. The core of that strategy is **the demand driven approach, based on the autonomy and ownership of the Centers**. The Centers determine their own specific needs, objectives and activities within the general CDC approved framework of the program. The program leader plays a proactive role in this interaction, by offering advice and technical assistance, inviting centers to dialogue, and by proposing to visit the centers. This approach enhances the sense of ownership by the centers, programs or individuals who are involved.
10. While safeguarding the autonomy of the centers, more commitment to the accomplishment of the G&D objectives could be demonstrated by **increasing the level of accountability** (by Center management and Boards) in the field of gender and diversity. There are several ways to do that. The Future Harvest Centers could adopt one or more:
 - a. Report on Gender and diversity in a special Human Resources chapter of the annual report.
 - b. Have Human Resources (and within that Gender and Diversity) as an agenda item of the Board (using the forthcoming G&D guidelines for Boards).
 - c. Develop competency lists (with the assistance of the new SAS HR program and the G&D program) in which “values” and competencies related to G&D are included. The competency lists can be used for recruitment and promotion of staff.
 - d. Invite Heads of (Human Resources and other) departments to include in their work plans actions in the field of G&D (which is done by all department heads at the IMF).
 - e. Develop their own realistic targets in their specific geopolitical context (for centers that have not done so).
 - f. Include reporting on G&D in annual reports.
11. The **SAS HR could be asked to develop Human Resources Guidelines** comparable to Financial Guidelines), which Centers use and in terms of which they report. In those HR Guidelines G&D elements should be included.

Mandate and relations with other organizations

12. The mandate of the G&D remains generally valid, but needs to be updated. Given the fact that resources are not too ample, choices have to be made. The panel recommends that the G&D program concentrates its efforts on those fields where it has comparative advantage:
 - a. Innovative, applied research (understanding the decline in rate of female management);
 - b. Developing of new methodologies and tools in the line of above-mentioned conclusions and recommendations (e.g. empowerment, secondment, mentoring, positive recruitment);

- c. Further development of training (new diversity leadership course);
 - d. Set up of scholarships
 - e. Technical support to SAS/HR in developing G&D dimension of competency tables, appraisal tools etc.
 - f. Continuation of Women Leadership Course;
 - g. Development of network of alumni, thereby strengthening Center G&D capacity
13. The panel recommends that the Program Leader of G&D, jointly with the different Heads of Unit of the Systems Office--particularly the CGIAR secretariat, the Strategic Advisory Service Human Resources (SAS HR), and the Chief Information Officer--develop a protocol of collaboration (operational and flexible), which includes a clear division of tasks, in those fields which touch upon Gender and Diversity, and which are dealt with by the different units from different angles.
 14. It would save the G&D an enormous amount of work and time, and it would increase efficiency, if the Centers would have their own Human Resources data bases, which include a simple but **standardized format for the collection and reporting on staff statistics**. The Gender and Diversity Program and the SAS.HR could be invited to develop a format and methodology, which each center could adapt to its own situation. With this database the Centers should be able to monitor their HR data for their own purposes. These figures would then be made available on a regular basis, among others, to the G&D program, which would then use them for more in-depth analysis.
 15. The G&D Programme should not deviate from its mandate.
 16. There are certain activities which the G&D program should refrain from. These are:
 - Cases of individual persons
 - Grievance or appeal cases, which are a CDC-CBC prerogative. It should be clear to all parties (including Center staff) where to apply in case of a need for appeal or grievance. The Strategic Advisory Service for human Resources could be invited (with advise from the G&D program) to identify possibilities to strengthen or institutionalize the grievance and /or appeal procedures and mechanisms within the Future Harvest centers
 - Gender analysis and participatory research, which is the realm of PRGA
 - Follow-up work on HIV/AIDS
 17. The relationship with the system-wide Program on Participatory Research and Gender Analysis should be clarified. Both programs have different work fields (agricultural research versus staffing and organizational effectiveness), but there are conceptual overlaps (e.g. G&D work with global research teams, which has both a G&D and a gender analysis component).
 18. The program should continue its active collaboration with G&D and management experts of other international organizations, as for instance its active participation in the network Origin (network of G&D specialists of 37 international organizations and banks).

Capacity Building

19. The already excellent collaboration with the Centers could be further intensified. Apart from further strengthening of the focal point system (80 members by now), the panel recommends the establishment of a training program of G&D trainers/focal points, which will build in-house capacity within the centers. The modest launch in 2003 of the secondment program should be strengthened, in order to create more intense links with centers.
20. The program should “mine the gold mine” of in-house expertise of centers in the field of Gender and Diversity. This will mean the active entertaining and on the job training of the 200 alumni of the women leadership course. It also entails the set up of a training of trainers program. Another way of cherishing in-house knowledge, and of strengthening the institutional memory, is the development of CGIAR Working-with-Diversity case studies of real-life experiences of each Center. That way the richness, difficulties, and successes can be captured, systematized, exchanged, and improved upon
21. The G&D should aim for further expanding its network of (local) expertise, consultants and documentary sources towards all parts of the world, especially the region for which the research of the CGIAR is meant.

Diversity

22. The G&D program should continue to further develop and expand its pool of diversity activities and tools, which internationally are perceived as ground- breaking and innovative.
23. The G&D program must strive to raise awareness about the diversity activities, amongst the target staff inside the CGIAR (staff of part 2 country origin), as well as increase the number of its diversity clients amongst the Centers.
24. Given the expressed need for further empowerment of diverse staff, and given the success of the Women’s Leadership Course, a Diversity Leadership Course –based on the formula of the Women Leadership Course-- could be developed and offered for male and female staff of origin from part two countries.
25. The panel suggests the creation of a scholarship for promising young women and men scientists from developing countries. This would be a shorter (12 months) and less expensive fellowship, meant for young scientist staff of the Centers. It would liberate them from other routine tasks, and enable them to fully devote themselves to a specific assignment. The young scientists would not necessarily have to do any research in the field of G&D. The objective would be that they would have a chance to develop themselves, and have a chance to leapfrog to a senior position. This activity does not necessarily have to be managed from the G&D program. This activity could be paid jointly by the Centers as an investment in Human Resources. Another possibility would be to put this program for funding with donors that work with associate expert programs (Netherlands, Belgium, Denmark).

Gender

26. A major effort is needed from the CGIAR and its Centers to halt the decline in the numbers of women in senior positions and management, and to turn it into a substantial increase. In chapter 9 a series of measures have been mentioned –ranging from targets, through reporting, to competency lists and HR work plans. It is up to the individual Centers and their Boards to select those measures that fit their specific situation and available means.
27. In order to create a critical mass of senior women from part 2 countries, the panel recommends **The creation of a scholarship or professorial chair (suggested title: the CGIAR Excellence Scholarship for Women)**. This would entail an investment in the establishment of a critical mass of senior women researchers. This scholarship would enable five senior scientist women per year –of which at least three from developing countries- , to fully devote themselves to agricultural science, at the Center of their choice, for a period of two years. These women could be from within or outside the CGIAR. If they are from elsewhere, they might be, at the end of the period, incorporated into the CGIAR system. The scholarship would be funded by a private foundation.
28. Parallel to these new activities, the G&D would have to continue with those services that have proven successful, such as the Women Leadership course, (with more developing country expertise and source materials); and the “Cast the Web Widely” database of women scientists.

Outreach

29. The outreach of the G&D program is working well among the ‘insiders’. The persons who have not been involved with the G&D program need to be reached as well. Ways should be thought out how to get this category of people interested or informed (G&D website, publications, and lists of potential candidates for boards). There should be more information on the CGIAR website on G&D. And the (beautiful) logo of the G&D program should be linked to the CGIAR logo, to communicate the link between the two.

Finance

30. The G&D program and its board should actively monitor the new at-cost system of payment of the G&D program services (as compared to the small grant system, which was abolished in 2002), and have the board evaluate it after two years, end 2004.

Annex 1
Review of CGIAR Gender and Diversity Program

Background

International agricultural research centers supported by the CGIAR created a Gender and Diversity (G&D) Program in 1998, to succeed and replace the CGIAR Gender Staffing Program. An Advisory Board governs the Program, which is hosted by ICRAF. The Program's goal is to help the centers leverage staff diversity to increase research and management excellence. The Program supports the centers through knowledge and information sharing, training, skills development, management consulting, and technical assistance.

Review

All internal mechanisms of the CGIAR are periodically reviewed by external reviewers, as part of the CGIAR System's effort to nurture relevance and effectiveness. The G&D Program has not so far been externally reviewed. In response to a suggestion from the Program's Advisory Board, the Center Directors Committee (CDC) and the Committee of Board Chairs (CBC), decided to launch an external review of the Program. The CGIAR Secretariat, as a component of the System Office, has been engaged in planning this exercise. The external review will assess the impact of the Program, and determine what changes and new dimensions, if any, the Program requires to ensure its effectiveness in the future.

Terms of Reference

The external review panel's Terms-of-Reference are as follows:

1. Examine the mission for which *G&D*⁷ was created and review the performance of the *G&D* in achieving this mission. This examination will include an analysis of:

- 1.a Outputs, outcomes and impact

- record of achievement in meeting mandated goals and objectives;
 - services provided (direct and indirect) to the centers, and short term benefits gained and long term impacts made in the centers;
 - recognition of *G&D*'s contributions among other gender and diversity experts and Programs (assessment by peers);

- 1.b Strategy and priorities

- appropriateness of *G&D*'s strategy, priorities, long term goals, and short term objectives for achievement of its mission;

⁷ an Inter-Center Consultation in 1998 produced the following objectives to guide the G&D Program:

- (1) Diagnose staff diversity in the centers and develop a conceptual framework for employing diversity to enhance both equity and organizational effectiveness.
- (2) Provide encouragement and support to senior management for dealing with gender and diversity issues.
- (3) Strengthen knowledge and skills of center staff to manage diversity effectively.
- (4) Enhance centers' ability to attract high-quality staff from diverse identity groups.
- (5) Support women's career development and advancement.
- (6) Encourage changes in policies, formal systems and work norms and practices to ensure equal opportunities for leadership, career development and involvement in decision-making for women and men of diverse identity groups.
- (7) Support the Centers to institutionalize the policies, commitment, knowledge and skills for managing a diverse staff effectively.

- appropriateness of the scope of activities undertaken;
- evidence on the continuing need for a focused G&D Program in the CGIAR;

1.c Quality of research and services

- utilization of most current global research and experience in the diversity field;
- extent and quality of interaction and communications between *G&D* and center management, HR managers, scientific teams and G&D focal points;

1.d Program structure, governance and management

- suitability of the institutional arrangement for G&D vis-à-vis centers and the CGIAR as whole, including its location, resource-base, and governance and management structure;
- performance of the G&D Board in providing oversight and guidance;
- extent and quality of partnerships between *G&D* and other components of the CGIAR system;

1.e Cost effectiveness

- Cost-effectiveness of services delivered.

2. Based on this analysis, make recommendations on:

2.a The continuation of the G&D Program (if it is not to be continued, what would replace it to meet the expected needs?)

2.b Strategic direction, goals, objectives, and priorities for 2004-2006;

2.c Linkages with SAS-HR (Strategic Advisory Service-Human Resources) being established, as part of the System Office, and likely joint evolution of G&D Program and SAS-HR

2.d Level of resources and skill mix required for meeting those objectives effectively; and,

2.e Institutional arrangements to maximize effective delivery of G&D services to the CGIAR.

The Panel

(a) Composition: The panel will consist of a chair and one member. They will be: Teresa Fogelberg (Netherlands) and Gelia Castillo (Philippines).

(b) Backstopping (tbc): The panel will be supported by Kerri Platais, Executive Secretary, CDC who will:

- Ensure that all the panel's needs are met,
- Liaise with the G&D Program to obtain all necessary information;
- Ensure that the review timetable will be followed; and
- Undertake any other tasks required to enable the panel to fulfill its responsibilities.

Timetable

The review would be conducted over approximately a three-month period (after approval of ToR and appointment of the review panel) beginning in July 2003. Below is a tentative schedule:

Panel appointed	June 2003
Review conducted	July-Sept. 2003
Report to Oversight Committee (Angeline Kamba, Masaru Iwanaga, Francisco Reifschneider)	Sept. 2003
Review discussed by CBC/CDC	late Sept. 2003
CBC/CDC recommendations submitted to ExCo for information	October 2003
Implementation	November 2003

Meeting Arrangements

The panelists will interact using virtual means to the fullest extent possible, and will meet as a group at the beginning and towards the end of the process to finalize the report.

Cost

CBC/CDC will bear the cost of conducting the review. The CGIAR Secretariat, as part of the System Office, is prepared to discuss financial support.

Annex 2
List of persons consulted

Dr. Margaret Catley-Carson, Board Chair ICARDA
Dr. Lucie Edwards, High Commissioner Canada in South Africa, former vice-chair G&D advisory board
Drs. Fredrik Fogelberg, expert on diversity issues, Director of Nomadic Life
Dr. Dennis Philip Garrity, Director General ICRAF, host centre of G&D programme
Dr. Masaru Iwanaga, Director General CIMMYT, chair review steering committee
Angeline S. Kamba, Chair IRRI, member review steering committee
Coen Kramer, former member G&D advisory board
Dr. Leena Lahti, IMF, G&D advisory board
Dr. Francisco Reifschneider, Director CGIAR, member review steering committee
Dr. Niels Roling, former board member ISNAR
Dr. Frank Rijsberman, Director General IWMI, chair G&D advisory board
Dr. Ragnhild Sohlberg; former Board Chair ICRISAT
Dr. Sara Scherr, G&D advisory board
Dr. Ravi Tadvalkar, CGIAR secretariat, former member G&D advisory board
Klaas Tamminga, G&D advisory board
Dr. Joachim Voss, Director General CIAT
Vicki Wilde, G&D Program Leader
Dr. Meryl Williams, Director General World Fish, former Chair G&D advisory board

40 persons serving as focal G&D

Annex 3:
Documents and Sources

- All G&D publications (see para 6.6 on page 33)
- Establishment of the CGIAR systems office: Integrated Business plan, March 2003
- Essed, P. Diversity, Gender, Color and Culture, Amherst, 1996
- Harvard Business Review: Required reading for White Executives