

# CGIAR GENDER AND DIVERSITY PROGRAM

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## **REPORT OF ACHIEVEMENTS JULY 1999 – OCTOBER 2001**

Document prepared for the Annual General Meeting of the  
CGIAR  
Washington, D.C. October 2001

*The resiliency of any complex adaptive system is embodied in its diversity and in the capacity for adaptive change among system components.*

*Simon A. Levin, Fragile Dominion: Complexity and the Commons*

## WHAT IS THE GENDER AND DIVERSITY PROGRAM?

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In 1998 the Future Harvest Centers chose to create the CGIAR Gender and Diversity Program (G&D) to help them use their rich diversity to increase research and management excellence. The Committee of Directors General provided seed money to launch the program.

G&D has built on the pathbreaking work of the CG's Gender Staffing Program, which from 1991 had assisted centers to recruit, advance, and retain internationally recruited (IRS) women scientists and professionals. In response to the centers' requests, G&D broadened the previous agenda to include diversity issues beyond gender and to more explicitly include the nationally recruited staff (NRS).

## WHAT DOES THE PROGRAM DO?

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The CGIAR Gender and Diversity Program aims to cultivate a workplace where diversity is celebrated and all staff empowered to give their best to enrich future harvests. Its overall goal is to assist the 16 Future Harvest Centers to seek out diversity and gain value from it. The program provides support to the centers through small grants, technical assistance, management consulting, training and key information.

## HOW DOES THE PROGRAM WORK?

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The Gender and Diversity Program is hosted by the International Centre for Research in Agroforestry (ICRAF) in Nairobi, its legal and administrative home. An Advisory Board governs the program; this board consists of representatives of the major stakeholder groups within the CGIAR System (see Box 1). Board members have overall responsibility for ensuring that the program is of high quality, responds to the needs and priorities of the centers, builds on cutting-edge knowledge and experience, and is run efficiently and responsibly with a view to delivering maximum impact. Day-to-day management is the responsibility of the Program Leader, Vicki Wilde.

### **Box 1. Advisory Board of the Gender and Diversity Program**

CDC Representative, and Board Chair	Meryl Williams (ICLARM)
CBC Representative	Lucie Edwards (ICRAF)
CDDC Representative	Claudio Cafati (CIMMYT)
CDDC Representative	Coen Kramer (ISNAR)
Donor Representative	Klaas Tamminga (Netherlands)
Secretariat Representative	Shirley Geer
IRS Focal Point Representative	tba
NRS Focal Point Representative	tba
NARS Representative	Joy Tukahirwa (Uganda)
External Advisor	Leena Lahti (IMF)
Program Leader	Vicki Wilde

## Objectives and corresponding achievements

In their collaboratively designed proposal for the Gender and Diversity Program, the centers set seven objectives. Important gains have been achieved in each area. Achievements for individual centers are summarized in Annex 1.

**Objective 1. To diagnose staff diversity issues in the centers and develop a conceptual framework for addressing those issues to enhance both equity and organizational effectiveness.**

### **“WORKING WITH DIVERSITY: A FRAMEWORK FOR ACTION” (OCTOBER 2000)**

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As a first-year priority, G&D produced a study of numerous organizations’ best practices for working with diversity. G&D designed this framework specifically to assist the Future Harvest Centers by providing conceptual and methodological backbone for their own diversity initiatives.

This comprehensive document is structured around three key questions:

- i. Strategic Analysis: Why should we work explicitly with diversity?
- ii. Analytic Approach: How do we define and understand diversity in a way that is meaningful for our organization?

- iii. Change Strategies: Which change strategies, methods, and tools will work best to achieve our objectives for working with diversity?

**“GENDER AND DIVERSITY IN THE CGIAR: A NEW BASELINE”  
(OCTOBER 2000)**

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In 1999 G&D conducted a survey of internationally recruited staff (IRS) to update three earlier surveys on gender and national origin diversity in the centers. The study offers an analysis of equity in both compensation and job classification, and provides a baseline for measuring future progress. The data shows, for example, that of the total 966 IRS, women represented 162, or 17 percent in 1999. In 1991, women represented only 12 percent of total staff. The diversity of the staff had also increased, from 43 percent from Part II countries in 1991, to 47 percent in 1999.

**“GENDER AND DIVERSITY IN TIMES OF CHANGE: STAFFING  
TRENDS AND ORGANIZATIONAL CHANGE STRATEGIES” (OCTOBER  
2001)**

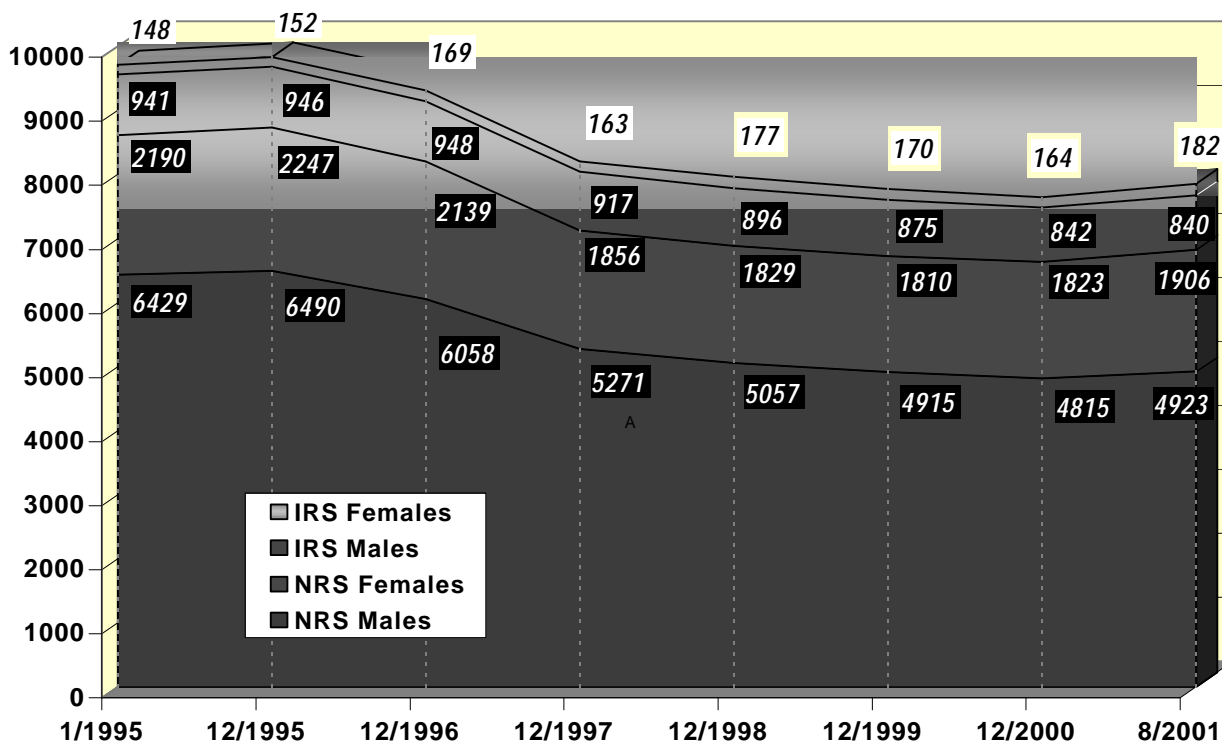
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This document summarizes the first ever comprehensive survey of Future Harvest Center staff demographics, covering trends for both internationally and nationally recruited staff between January 1995 and August 2001.

Providing a picture of the CGIAR as a whole, the study’s major findings include:

- a) Overall staffing levels have declined 19% over the seven years.
- b) The majority of staffing cuts occurred among NRS.
- c) The proportion of Part II staff among IRS, however, increased slightly over the seven-year period, from 47.4% to 48.6%.
- d) The proportion of women among both international and national staff is gradually increasing. As of August 2001, women represented 17.8% of total IRS and 27.9% of NRS.
- e) However, women currently hold only 7.5% of senior management positions. The proportion of women in the top four position levels actually declined over the study period. New female hires tend to be clustered at the lower rungs of the career ladder.

**Figure 1. Total staff in the Future Harvest Centers, 1 Jan 1995 to 31 Aug 2001**



\* Note: numbers in italics are total staff numbers for that category.  
1995 total staff = 9708; 2001 total staff = 7851

**Objective 2. To encourage and support leadership on gender and diversity issues among senior leaders in the CGIAR system.**

“DIVERSITY IN ACTION E-CONFERENCE” FOR DIRECTORS GENERAL AND THEIR TEAMS (23 APRIL – 3 MAY 2001)

This e-conference pioneered an effective, efficient mode of working with directors general and their teams on issues of gender and diversity. Conducted 24 hours a day over a two-week period, the e-conference brought together 85 participants from all 16 centers into one virtual space.

Participants included the chair of the CGIAR, nine current and three incoming directors general, and twelve deputy directors general. Twenty-three percent of the participants were nationally recruited staff (NRS). The e-conference featured a series of innovative events for exploring the meaning and significance of diversity issues at the individual, team and organizational levels. The virtual event included an

“Ask the Experts” session in which participants could pose tough diversity questions to an on-line panel of international diversity experts. A “cybrary” of key materials added depth to the learnings.

In addition to increased understanding and commitment, the e-conference produced:

- A new, systemwide vision for gender and diversity—more comprehensive and inclusionary than previous efforts (see Box 2 below).
- A new G&D work plan for 2001-2002, based on the G&D activities that centers chose to implement over the next two years (see Box 3).

***Box 2. The Vision for Diversity in CGIAR—Created by CGIAR Directors General and their teams during the 2001 “Diversity in Action E-Conference”***

**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.

**Purpose**

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

**Core Values**

Our core focus is the practice of high quality science to reduce hunger and poverty, improve human nutrition and health, and protect the environment. To achieve our purpose we must continuously learn to best utilize and retain our diversity. By honoring and capitalizing on our differences, we strengthen internal and external partnerships, and enhance the relevance and impact of the Centers.

**We create and maintain an organizational culture that**

- Attracts and retains the world’s best women and men;
- Encourages the recruitment and promotion of under-represented groups;
- Establishes a workplace climate of genuine respect, equity and high morale;
- Promotes a healthy balance between professional and private lives;
- Inspires world-class competency in multi-cultural teamwork,
- Cross-cultural communication and international management;

**Box 3. Gender and Diversity “Options for Action” Selected by Future Harvest Centers during “Diversity in Action E-Conference”**

Center	G&D Diagnostics	Center Self-Assessment (Gender Audit)	Build Internal Capacity for Change	Strengthen Teams and Partnerships	In-House Cultural Orientation	Strengthen Recruitment	Promote Women's Leadership	Multi-Source Performance	Other	Applied for G&D Small Grant
CIAT	✓			✓	✓					✓
CIMMYT						✓	✓		✓	✓
ICRAF	✓	✓								✓
IFPRI						✓				✓
ILRI				✓						✓
IPGRI				✓		✓				✓
IRRI		✓				✓				
ISNAR		✓	✓							✓
IWMI				✓	✓		✓			✓
ICRISAT				✓						✓
CIFOR	✓		✓		✓			✓		
CIP			✓	✓			✓			✓
ICARDA	✓		✓	✓			✓			✓

**Objective 3. To strengthen knowledge and skills for center staff to manage diversity effectively.**

**“WORKING WITH DIVERSITY FOR EXCELLENCE AND IMPACT”  
WORKSHOP FOR CG CENTERS (NAIROBI, SEPTEMBER 2000)**

This workshop brought together gender and diversity focal points from all 16 centers with a world-class panel of diversity experts. It focused on sharing positive, practical tools and methods for diversity work: the workshop introduced appreciative inquiry; cultural values checklists, multicultural organization assessments, and other approaches. Using methods of strategic planning, participants identified their own gender and diversity priorities and drafted center-level diversity strategies.

## IN-DEPTH GENDER AND DIVERSITY DIAGNOSTICS

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G&D has responded to center requests to perform in-depth analysis of their gender and diversity issues. For WARDA, in collaboration with the Organizational Change Program, the diagnosis spotlighted gender staffing issues; for ICRISAT, G&D conducted a needs assessment for cultural orientation activities. At CIFOR the diagnosis focused on diversity dynamics. The centers further requested G&D's policy and action advice based on the findings. Multi-source performance evaluations form an innovative way to measure staff performance. Research indicates that multi-source performance assessment is often more equitable than traditional, single-source systems. It also points up many of the services that women and nationals routinely provide, but that tend to be taken for granted. These skills include facilitation, problem prevention, support and coordination, and have far-reaching consequences for gender and diversity issues. So far, G&D has supported experiments with multi-source performance evaluation at CIMMYT (completed in 2000) and CIFOR (in progress).

### **Objective 4. To enhance centers' ability to attract high-quality staff from diverse identity groups.**

#### "CAST THE NET WIDELY DATABASE" OF WOMEN SCIENTISTS AND PROFESSIONALS

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The Gender and Diversity Program devotes time each day to the Cast the Net Widely Database. As the number of women scientists and professionals around the world continues to grow, this contact list will become ever more significant. Currently it includes some 2,500 highly skilled women, of whom 56 percent are from developing countries. Already the database has helped centers widen their search during 117 recruitments.

#### "EXECUTIVE SELECTION IN THE CGIAR: IMPLICATIONS FOR GENDER AND DIVERSITY" (OCTOBER 2001).

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In 2001 four centers—CIFOR, ICRAF, IITA and ILRI—appointed new directors general. Because of widespread concern about the level of diversity among members of CGIAR senior management, the CGIAR Gender and Diversity Program elected to do a comparative study of this critical search process. We analyzed the four cases thoroughly to identify common lessons for future executive searches in the CGIAR (see box 4). The findings highlight the role of board members in managing gender and diversity issues in executive recruitment. As a follow up, in 2002 G&D will design and pilot a short-course on "diversity issues in executive selections" specifically for board members, perhaps beginning

with the boards who will be responsible for the next round of director general recruitments.

#### **Box 4. Advice To Centers Undertaking An Executive Search**

**1) Clarify your strategy** to ensure that strategic definitions and visions are clearly articulated. Also consider whether strategic or discipline-based considerations might unnecessarily limit the pool of qualified candidates, along gender or ethnic lines.

**2) Consider leadership traits** without reducing them unwittingly to single qualities or cultural images. Management research shows that women generally excel over men in specific leadership skills, yet few people picture women as leaders. Enquire about candidates' records in developing new leaders as well as mentoring women and developing country nationals.

**3) Ensure diversity and quality of the Search Committee** and consider including a human resource professional highly trained on gender and diversity issues. Diversity among selection committee members really does make a difference. Most importantly, select search committee members who have a track record of promoting diversity in their own organizations.

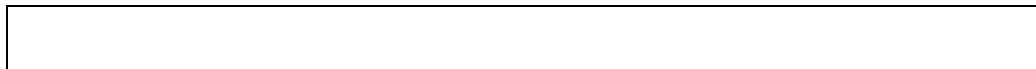
**4) Consider a brief diversity awareness workshop for board members**, including an introduction to competency-based interviewing skills, an introduction to gender and other common biases in leadership assessment, and discussion of the multi-cultural context for the selection.

**5) Expand the quality of the applicant pool through all means possible**, including broad-based advertising in all regions, internet listings, professional search consultants, and most importantly through active networking. Pay additional attention to the promotional quality of the announcements. Never put unqualified women or developing country nationals on the list for the sake of diversifying the list. That is tokenism, always to be avoided.

**6) Pursue nominations vigorously** and ask search committee members, staff members, and professional search consultants to personally contact nominees and encourage the candidate to consider, if appropriate, a formal application. Do not make assumptions about women candidates' family commitments and prior career decisions.

**7) Employ professional external search consultants** who can make vital contributions to the quality and integrity of the search effort. They should be particularly skilled at reference checks, helping avoid the complications of reference checking within a closed network of candidates, colleagues and search committee members. Include gender and diversity considerations in the consultants' contracts.

**8) Involve the staff at various points in the search and selection process**, ensuring that staff participation is widened and deepened beyond the senior management level in order to elicit a wide range of nominees and views. Caution must be exercised to avoid reinforcement of the status quo through "dominant coalition" dynamics.



## NOVEL WAYS TO INCREASE THE APPLICANT POOL OF QUALIFIED WOMEN AND DEVELOPING-COUNTRY NATIONALS (IN PROCESS)

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G&D has been exploring current center policies and practices for recruitment, as well as new approaches that could be uniquely successful for the CGIAR. Emerging recommendations for attracting outstanding, under-represented candidates include experimenting with the use of headhunters and creative marketing strategies. These suggestions will be tried out in a pilot effort at IFPRI, CIMMYT and IPGRI in 2002. Funds permitting, more centers may experiment with the recommendations as well. The results of the pilots will be measured against the baselines established at the centers in 2001.

## DOCUMENTING THE POOL OF WOMEN SCIENTISTS (IN PROCESS)

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This effort is designed to achieve three major goals:

- a) Identify and describe the global pool of women scientists, by region and discipline
- b) Explore organizational dynamics that support or hinder women's scientific careers, and
- c) Determine the implications of both of the above for the CGIAR.

The quantitative analysis is due in early 2002, and the qualitative study by the end of that year.

### **Objective 5. To support women's career development and advancement**

## ANNUAL CGIAR "WOMEN'S LEADERSHIP AND MANAGEMENT COURSE"

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The CGIAR Women's Leadership and Management Course is a highly valued legacy of the Gender Staffing Program. This course continues to be in considerable demand among CG women because of high staff turnover as well as the seminar's excellent reputation for practical skills-building. The Gender and Diversity Program continues to subsidize and help develop the course curriculum and training materials, especially those covering diversity management. The course has been offered six times since 1996, hosted in 2000 at IRRI and 2001 by ICRISAT. CIAT and ICLARM have volunteered to host the 2002 and 2003 courses respectively.



## WOMEN LEADING THROUGH NEGOTIATION PILOT COURSE (DECEMBER 2001)

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In response to requests from CG women to provide follow-up training for those who have attended the leadership and management course, G&D is introducing a training opportunity for women staff and managers to hone their negotiation skills.

Participants will learn how to:

- a) Better negotiate with prospective donors and granting agencies
- b) Recognize the gender component in a negotiation, and understand "shadow negotiation"
- c) Position themselves more effectively as leaders
- d) Appreciate the impact of the organizational structure (e.g. out postings, regional offices) on the negotiation process, and
- e) Negotiate their salary and work/life benefits.

This state-of-the-art course will be led by Dr. Deborah Kolb, Professor of Management at the Simmons Graduate School of Management and former Executive Director of the Program on Negotiation at Harvard Law School. It will be hosted at ICRAF, Nairobi in December 2001. Women from nine Future Harvest Centers have already registered.

## "CENTER SELF-ASSESSMENT FOR A WOMAN-FRIENDLY WORKPLACE" (MAY 2001)

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G&D working paper no. 29 guides centers through how to benchmark and monitor their own progress toward creating a more equitable work environment. This practical document includes tools for reviewing recruitment, parity and retention issues, and reviews the role of formal policies, informal practices, leadership, knowledge and skills in creating gender equity. IRRRI completed its own assessment in 2001, while ISNAR and ICRAF are in the process of so doing.

**Objective 6. To support changes in policies, formal systems and work norms and practices to ensure equal opportunities for leadership, career development and involvement in decision-making for men and women of diverse identity groups.**

**“MODEL POLICIES ON HIV/AIDS AND THE CG WORKPLACE” (MAY 2001)**

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The CDC Sub-Committee on Sub-Saharan Africa asked G&D to help draft the “CGIAR System-wide Initiative on Impact of HIV/Aids on Agriculture, Agricultural Research and Development.” G&D took the lead on issues of HIV/AIDS in the CGIAR workplace, serving as a resource on the best HIV/AIDS workplace practices. Having surveyed Future Harvest Centers and several other international organizations, G&D produced model workplace policies and practices.

It is the aim of G&D to encourage the adoption of HIV/AIDS policies and programs throughout the system, in order to:

- Prevent further HIV infection among all CGIAR employees and their family members
- Preserve the lives of those employees and their family members currently infected with HIV/AIDS
- Provide compassionate care for those employees and their family members suffering and dying from AIDS
- Encourage a commitment to provide HIV/AIDS insurance coverage to all CGIAR staff members, both international and local
- Foster a workplace that does not discriminate on the basis of disease
- Set an example for the compassionate management of HIV/AIDS, for our communities and partners.

**Box 5. Model Policies for HIV/AIDS in the Workplace**

G&D working paper no. 28, “**HIV/AIDS in the CGIAR Workplace**” provides examples of sound policy and guidelines in the following areas:

- Model Code of Conduct and Policy for HIV/AIDS
- Model Guidelines for Education and Prevention of HIV/AIDS
- Model Guidelines for Voluntary Testing and Counseling
- Model Guidelines for Post Exposure Prevention, Travel Kits, and Workplace Infection Control.

## MODEL HUMAN RESOURCES POLICIES FOR GENDER AND DIVERSITY (ONGOING)

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Good diversity management requires good human resources (HR) management. The full benefits of diversity can only be realized when the centers have a well-honed human resource management system in which issues of equity, inclusion, dignity, well-being and opportunity are central.

In 2001 we reviewed current policies, consulted with several CG HR managers, and analyzed what other international organizations are doing to take advantage of diversity.

G&D will now be developing policy models that truly bring to life CG's vision for gender and diversity issues. Policy models for an "inclusive workplace" will include the most strategic HR issue facing the CGIAR today: the one-staff concept. Policy models for a "workplace culture of dignity" will focus on anti-harassment and anti-discrimination issues. Those on "well-being" will focus on HIV/AIDS, work/life balance strategies and spousal employment. Finally, policy models for "opportunity" will be designed to foster strategic career development, especially for young women and Part II nationals.

## TUNING IN - MODEL METHODS FOR CULTURAL ORIENTATION PROGRAMS (OCTOBER 2000)

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Every center and regional office is set in a national culture represented mainly by support and administrative staff.

Few organizations consciously facilitate an environment of mutual respect, "cultural intelligence," and ground rules for people of varying backgrounds to work together harmoniously. Yet explicit attention to cultural diversity and sensitive behavior is proven to enhance team spirit, efficiency, and the quality of outputs.

Using exercises and guidelines provided by the Gender and Diversity Program, local staff can develop a tailor-made, in-house orientation for international staff and managers. The means could be brochures, video, theater or other channels that can communicate local cultural norms and uses of language. This activity can also create a dialogue to produce the most effective norms for working in a multicultural environment. With small G&D grants, ICRISAT, CIAT and CIP are in the process of developing their own cultural orientation programs.

## STRENGTHENING TEAMS AND PARTNERSHIPS (ONGOING)

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It is not easy to build successful international teams that cross boundaries of culture, nationality, and rank. Seven Future Harvest Centers have chosen to work with G&D to foster high-performance research teams through explicit diversity work. The centers involved are ILRI (animal health), IWMI (SWIM-2), IPGRI (In Situ Plant Genetics), ICRISAT, CIAT, CIP and ICARDA.

CG teams are typically rich in diversity, being simultaneously multidisciplinary, multicultural, multi-institutional and multi-location as well as gendered. They usually operate face-to-face as well as in virtual reality. In such teams diversity dynamics play out in their best and worst ways, leading either to greater innovation and problem-solving, or to conflict, impasses and inefficiencies due to weak communication and lack of mutual understanding.

Each team will work with a world-class gender and diversity facilitator for in-depth training and practice. In addition, team members will have access to a web site featuring on-going documentation of each team's progress, plus on-line, virtual team facilitation.

**Objective 7. To support the CGIAR and the Future Harvest Centers to institutionalize the policies, commitment, knowledge and skills for managing a diverse staff effectively.**

A fundamental goal of G&D is to institutionalize gender and diversity issues within the daily work of every Future Harvest Center. Most gender and diversity issues are everyone's responsibility, every day, so G&D works with scientists and HR personnel in addition to senior management.

The program seeks to create a broad sense of ownership and encourage an open climate for experimentation and change. We support institutionalization through frequent interaction with the centers as well as facilitating center-to-center sharing of policies, challenges and successes. G&D has pioneered a participatory approach to e-conferencing and virtual support, in addition to offering on-site orientation and training during center visits<sup>1</sup>. Finally, G&D helps fund CG staff to attend relevant training opportunities offered by G&D as well as others.

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<sup>1</sup> Most recently, during the Program Leader's visits to CIFOR, IWMI, ICRISAT, ISNAR and IPGRI in June-July 2001.

## G&D FOCAL POINT SYSTEM

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The number of gender and diversity focal points nearly doubled in 2001—from 26 to 51 throughout the system. In addition, they expanded to include representatives of NRS and regional sub-offices, diversifying the range of voices contributing to the program. G&D facilitated ongoing dialogue with the focal points through virtual “G&D Updates” that include program progress reports, consultations, and valuable links to relevant articles and web sites.

## SIX NEW G&D STAFF COMMITTEES

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As a result of the Nairobi 2000 diversity workshop, six new G&D Staff Committees were formed (at CIAT, ICARDA, ICRAF, ILRI, IRRI and ICRISAT). These committees help implement their centers’ new diversity strategies. They receive ongoing support from G&D.

## FUNDING OF PARTICIPANTS AT CGO COURSE ON STRATEGIC LEADERSHIP FOR HR MANAGERS (APRIL AND NOVEMBER 2001)

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Human resource personnel are key change agents for gender and diversity issues. G&D funded six women HR managers (from CIAT, IITA, ILRI, IPGRI, ICLARM and IRRI) to attend a world-class course on HR issues facing global organizations today.

## G&D PARTICIPATES IN THE CG-HUMAN RESOURCES E-GROUP

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G&D is an active participant in this E-Group set up to facilitate better center-to-center learning and sharing of HR policies and challenges. Through this group, G&D contributes policy advice and models and gains regular input from human resources personnel throughout the system.

## G&D SERIES (ON-GOING)

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The Gender and Diversity Program conducts in-depth research, reviews and analyses in order to provide the Future Harvest Centers with relevant and cutting edge information, policy models, diversity methods and more. All G&D products are distributed free of charge to G&D focal points and to leaders throughout the system.

### **Box 6. Gender and Diversity Program Products (2000 – 2001)**

<b>Working Paper No.</b>	<b>Title</b>
24	<b>Working with Diversity, A Framework for Action</b> (October 2000)
25	<i>Gender and Diversity in the CGIAR: A New Baseline</i> (October 2000)
26	<b>Tuning In: Guidelines for Creating In-House Cultural Orientation and Awareness</b> (October 2000)
27	Workshop Summary for <b>CG Centers Working with Diversity for Excellence and Impact</b> , ICRAF, Nairobi, Kenya, 18-22 September 2000 (October 2000)
28	<b>HIV/AIDS in the CGIAR Workplace: Model Policies and Practices</b> (May 2001)
29	<b>Center Self-Assessment for a Woman-Friendly Workplace</b> (May 2001)
30	<b>Executive Selection in the CGIAR: Implications for Gender and Diversity</b> (October 2001)
31	<b>Gender and Diversity in Times of Change: Staffing Trends and Organizational Change Strategies</b> (in process)
32	<b>Model Human Resources Policies for Gender and Diversity in the Future Harvest Centers</b> (in process)
	CD and User's Guide: <b>Diversity in Action E-conference for Directors General and Their Teams</b> (October 2001)

### **Box 7. Investors in the CGIAR Gender and Diversity Program**

<b>Year</b>	<b>1999*</b>	<b>2000</b>	<b>2001</b>
Annual G&D Budget	US\$379,492	US\$478,849	US\$568,008
Investors	CDC	Denmark	CDC
	Denmark	Germany	CGIAR Secretariat
	Ford Foundation	IDRC	Netherlands
	IDRC	Netherlands	Norway
	Netherlands	Norway	Switzerland
	Norway		

\* The program began 1 July 1999.

*In the long run, we cannot implement on the outside what we do not practice on the inside.*

# Annex 1

Future Harvest Centers	Selected Gender and Diversity Activities and Services												
	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)	
ICLARM	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