

23673

**CGIAR GENDER PROGRAM**

**WORKING PAPER, 12**

---

**GENDER STAFFING IN THE CGIAR:  
ACHIEVEMENTS, CONSTRAINTS, AND  
A FRAMEWORK FOR FUTURE ACTION**

*CGIAR Gender Program*  
September 1995

**FILE COPY**

---

## LIST OF WORKING PAPERS

- Working Paper, No. 1     Status of Internationally-Recruited Women in the International Agricultural Research Centers of the CGIAR; Deborah Merrill-Sands and Pammi Sachdeva; October 1992.
- Working Paper, No. 2     Spouse Employment in Organizations Around the World: A Toolkit for Developing Policies and Practices; Madelyn Blair, December 1992.
- Working Paper, No. 3     Spouse Employment at IRRI: A Case Study; Deborah Merrill-Sands; March 1993.
- Working Paper, No. 4     Strengthening the Recruitment of Women Scientists and Professionals at the International Agricultural Research Centers: A Guidelines Paper; Sarah Ladbury; October 1993.
- Working Paper, No. 5     Recruitment Resources in Europe: A List of Professional Organizations; Stella Mascarenhas-Keys and Sarah Ladbury; October 1993.
- Working Paper, No. 6     Filipino Women Scientists: A Potential Recruitment Pool for International Agricultural Research Centers; ISNAR and PCARRD; October 1993.
- Working Paper, No. 7     Recruitment Resources in the United States: A List of Professional Organizations; Bonnie Folger McClafferty and Deborah Merrill-Sands, January 1994.
- Working Paper, No. 8     Inventory of Gender-Related Research and Training in the International Agricultural Research Centers, 1990-1995; Hilary Sims Feldstein with Alison Slack; October 1995.
- Working Paper, No. 9     CGIAR Human Resources Survey: 1991, 1994, Key Observations on International Staffing with a Focus on Gender; Deborah Merrill-Sands, October 1995.
- Working Paper, No 10     Women in Agriculture in West Asia and North Africa: A Review of the Literature, September 1995
- Working Paper, No 11     Gender Analysis in the CGIAR: Achievements, Constraints, and a Framework for Future Action, October 1995
- Working Paper, No. 12     Gender Staffing in the CGIAR: Achievements, Constraints, and a Framework for Future Action, October 1995
- Working Paper, No 13     Sexual Harassment in the Workplace: How to recognize it; How to deal with it. Joan Joshi and Jodie Nachison, October 1996
-

# **CGIAR GENDER PROGRAM**

**WORKING PAPER, 12**

---

## **GENDER STAFFING IN THE CGIAR: ACHIEVEMENTS, CONSTRAINTS, AND A FRAMEWORK FOR FUTURE ACTION**

ENDORSED BY THE MEMBERS OF THE CGIAR AT THE 1995 INTERNATIONAL  
CENTER'S WEEK

*CGIAR Gender Program*  
September 1995

---



## ACKNOWLEDGMENTS

The ideas and proposals put forth in this paper draw extensively on the accumulating experience of the centers in addressing gender staffing issues. It has been prepared with input from many people associated with the Gender Staffing Program as well as from center staff and managers. We would particularly like to acknowledge the contributions of Dr. Sarah Ladbury, consultant to the CGIAR Gender Program; Dr. Deborah Kolb, Professor of Management at Simmons College and advisor and consultant to the CGIAR Gender Program; Dr. Rhona Rapoport, Director, Institute of Family and Environmental Research and advisor to the CGIAR Gender Program; Dr. Michael Collinson, Science Advisor, CGIAR Secretariat; Dr. Pammi Sachdeva, Management Specialist, CGIAR Secretariat; Ms. Hilary Feldstein, Program Leader for Gender Analysis, CGIAR Gender Program; Dr. Meryl Williams, Director General of ICLARM; Ms. Nancy Andrews, Director of Finance and Administration at IIMI; and Dr. Sara Scherr, Research Fellow and Chair of the IFPRI Gender Committee. Feedback from women in the centers through consultations, surveys, and correspondence have also had an important influence on the ideas presented, as have discussions with senior managers and staff in many centers of the CG System. The proposals for addressing gender issues in the workplace draw heavily on the results of research supported by the Ford Foundation on Work-Family as a Catalyst for Change in The Xerox Corporation.<sup>1</sup>

A draft of this paper was reviewed by the donors to the CGIAR Gender Program and several of the Director Generals and senior managers from the centers in a consultation organized at MTM95. The draft was then circulated to all centers for their review. A consultation was held in August 1995 with representatives from all centers. The representatives reflected a good mix of senior managers, male and female senior research and program staff, and administrative and personnel officers. The objectives were two-fold: 1) to review and exchange information and experiences on achievements to date and on continuing constraints; and 2) to review critically the proposed Framework for Action and incorporate feedback from the centers. The final paper reflects the rich discussions that took place in the consultation and the conclusions reached.

Deborah Merrill-Sands  
Leader, Gender Staffing, CGIAR Gender Program



**TABLE OF CONTENTS**

**ACKNOWLEDGMENTS** ..... i

**TABLE OF CONTENTS** ..... ii

**EXECUTIVE SUMMARY** ..... v

**1. INTRODUCTION** ..... 1

1.1 Purpose of the Paper ..... 1

1.2 Why Focus on Gender Staffing? ..... 1

1.2.1 Increasing role of women in science ..... 1

1.2.2 Benefits of diversity ..... 3

1.2.3 New partners and the “opening up” of the CG System ..... 3

1.2.4 Equity ..... 4

1.3 The Change Process ..... 4

**2. WHERE ARE WE NOW?** ..... 7

2.1 Quantitative Perspective ..... 7

2.1.1 Gender Dimensions: Profile of internationally-recruited staff ..... 7

2.1.2 Gender Dimensions: Profile of trainees ..... 9

2.1.3 Gender Dimensions: Profile of local scientists and administrators ..... 10

2.1.4 Gender Dimensions: Profile of the Boards of Trustees ..... 10

2.2 Qualitative Perspective ..... 11

2.2.1 Recruitment ..... 11

2.2.2 Spouse employment ..... 16

2.2.3 Gender issues in the workplace ..... 19

2.3 Lessons Learned ..... 24

2.4 Conclusions ..... 27

**3. FRAMEWORK FOR FUTURE ACTION** ..... 29

3.1 Introduction ..... 29

3.2 Goal and Objectives ..... 29

3.3 Priorities for Action ..... 29

3.3.1 Overview ..... 29

3.3.2 Consolidate and extend good practice in recruitment and spouse employment ..... 31

3.3.3 Develop improved understanding of and responsiveness to gender dimensions of the workplace ..... 37

3.4 Mechanisms for Implementation ..... 41

3.4.1 Donor level ..... 41

3.4.2 System level ..... 42

3.4.3 Center level ..... 43

**ENDNOTES** 45

**CHARTS**

- Chart 1: Percent doctoral degrees awarded to women by disciplinary area in the USA, 1960-1993
- Chart 2: Change in number of internationally-recruited women in the CG System, 1988-1994
- Chart 3: Comparison of female staffing in the CG System by category, 1991-1994
- Chart 4: Females as percent of internationally-recruited staff in centers - 1991, 1994
- Chart 5: Comparison of percent of applications from women across internationally-recruited staff categories - 1991, 1994
- Chart 6: Women as percent of applications for internationally-recruited posts by center - 1991/2, 1994.

## EXECUTIVE SUMMARY

### Introduction

This paper aims to chart a course for the CG System for future action on gender staffing. It lays out the rationale for ongoing attention to gender staffing, reviews progress to date, highlights achievements and ongoing constraints, extracts lessons, and proposes a framework for future action at the donor, System, and center levels.

It argues that while solid progress has been made in recent years towards increasing the participation of women scientists and professionals in the CG System, the gains are fragile and the mechanisms and practices used to achieve these gains are far from institutionalized. Integrating women into an organization and creating a workplace that fosters the best performance from a diverse staff is a long-term and complex process of organizational change. In 1991, the CG System made a commitment to take up this challenge and to address gender staffing issues related to internationally-recruited staff in a systematic manner. These efforts have yielded positive results, but considerable work remains. The CG System needs to consolidate and build on its successes to date, institutionalize good practice, and take on the remaining challenges.

Gender staffing is tied to concerns about organizational effectiveness and efficiency. It relates to the dramatic increase in women in science and other professions and the need to tap into this new talent pool; the linkage between organizational performance and staff diversity; and the opening up of the CG System as it begins to work with a wider range of partners in new ways.

### Where are we now?

**Quantitative perspective.** The quantitative assessment is based on results from System-wide human resources surveys administered in 1991 and 1994. Currently 173 internationally-recruited women work in the centers, representing 14% of these staff. This reflects a modest increase from 12% in 1991. Between 1991 and 1994, the number of women increased by 19% when the cadre of international staff as a whole expanded by only 1%. The percentage of women among trainees and Ph.D. candidates has also increased markedly, averaging close to 25%. The proportion of women on the Boards increased from 10% to 17% and women now occupy more leadership positions. The percentage of women among nationally-recruited professional and scientific staff has also increased from 18% to 31%. Although there is wide variability among centers, these trends indicate that a solid foundation for change has been established. The challenge now is to sustain momentum.

**Qualitative perspective.** The qualitative perspective, which looks at institutional changes, also records considerable progress. Awareness has been raised on the importance of gender staffing issues and good progress has been made in testing and adopting improved practices in recruitment and spouse employment. The adoption of good practices across the centers is patchy, however, and efforts still need to be strengthened. Work with respect to the more complex area of gender issues in the workplace is still largely experimental.

Since 1991, the centers, and the CGIAR Gender Program, have given priority to recruitment. The aim has been to mobilize applications from the expanding pool female professionals and ensure fair selection procedures. More than half the centers now employ specific practices designed to “cast the net widely” and reach women. These include targeted use of professional society newsletters and mailing lists, electronic bulletin boards and networks, proactively contacting resource people, especially women, to identify

candidates; drawing on staff's professional networks; and seeking out and encouraging female candidates to apply. Results have been positive. Application rates from women System-wide have increased from 4% in 1991 to 11%. The appointment rate of women has been positive, equaling 25% of international hires in 1994.

A related priority has been to improve the opportunities for spouse employment. With the increase in dual career couples world-wide, this was seen as an increasingly significant barrier to recruitment and retention of both men and women. Policies and practices that increase the opportunities for spouse employment can benefit the centers in three ways: 1) they can increase centers' competitiveness in recruiting and retaining high quality staff; 2) they improve morale by signaling that the skills and experience of spouses are valued; and 3) they help to improve the diversity of staff by increasing the proportion of women scientists and professionals.

At the center level, almost all centers have now adopted policies that permit spouses to work for the center if they are appropriately qualified and are not in a direct reporting relationship to their spouse. About half of the centers are also working to support spouses to find professional opportunities outside of the centers. The more progressive spouse employment policies recognize that the center needs to: be proactive on spouse employment if it is to be competitive; adopt a service role to support spouses seeking professional opportunities; clarify the legal and tax position for working spouses; and indicate openness to possibilities for joint appointments or hiring spouses for consultancies or projects. Some centers have also commissioned consultancies to identify the employment and training needs of spouses and set up resource centers to assist them.

Work on gender issues in the workplace addresses staff productivity, advancement, and retention. The objective is to develop work environments that are hospitable and supportive to both men and women; stimulate their fullest productivity and job satisfaction; recognize and harness their diverse skills, experiences, and pools of knowledge; ensure equal opportunities for career development and advancement; and recognize the different constraints faced by men and women.

The work on this more complex and subtle area of gender staffing has been largely diagnostic and experimental. The CGIAR Gender Program has undertaken surveys and consultations with men and women in the centers to understand more clearly the nature of gender differences in the workplace. In two centers, IFPRI and IITA, where the percentage of women is higher, work has progressed beyond diagnosis to embark on a process of organizational change. Work to date has yielded a better understanding of the issues and the kinds of approaches needed to bring about desired changes in the workplace. It has also yielded a better appreciation for policies and practices appropriate for the centers regarding the more typical gender concerns of sexual harassment, work-family balance, and child care.

The challenge facing the centers is *how* to create work environments that are inclusive and supportive of both men and women and also maximize organizational performance and the attainment of strategic objectives. Accumulating experience indicates that these objectives cannot be reached solely by the more straightforward interventions of increasing the numbers of women, adjusting policies and procedures, and providing training for managing diverse staff. Gender issues go much deeper. They are linked directly to the core aspects of the organization: the way work is structured; the management systems; the channels of communications; the career development paths; the values and reward systems which shape behavior and motivate staff; and the accepted leadership and management styles. These aspects of an organization are often gendered in the sense that they privilege certain behaviors, skills, experiences, and types of people while minimizing or suppressing others.

Through experimental work at IITA and IFPRI, progress has been made in developing an approach for addressing gender in the workplace. The goal is to engage the organization in an analysis of its current situation and future aspirations, explore the gender dimensions of the work environment, and stimulate a process of organizational change and learning. The approach uses a collaborative action research model and looks specifically at four dimensions of the work place. It focuses on 1) whether the structure, the way work is organized, the management systems, and the policies and procedures have differential impacts on men and women; 2) whether men and women have different values, styles, or approaches to work and whether some of these are more highly valued or rewarded than others; 3) whether men and women at comparable levels have equal access to information and decision-making; and 4) whether men and women organize their time differently, particularly with respect to balancing work and family responsibilities. Time has a strong gender dimension since women still have primary responsibility for the private sphere of our lives.

## **Lessons learned**

Experience from the past three years has generated several lessons important for future work on gender staffing. We have learned that gender staffing concerns need to be linked to the strategic objectives and performance of the organization if they are to have impact. Moreover, work on gender is often a leverage point for improving the quality of work systems and management process in general as well as for addressing broader concerns of diversity. Regarding the change process, we have learned that donors are important in creating incentives for change. Internally, change depends on strong leadership from the top, the clear assignment of responsibility and accountability for implementation of change, and a core group of staff -- men and women -- committed to pushing change forward. Finally, external support services help maintain momentum and provide economies of scale in accessing information and providing technical support and guidance.

## **Framework for future action**

The Framework for Future Action is designed to provide guidance to donors, Boards, and centers on strategic directions, priorities, and mechanisms for future work on gender staffing in the CG System. Organizational change aimed at increasing the participation of women and creating workplaces that are supportive of both men and women is long term and complex. The CG System has made good progress in recent years, but the achievements remain fragile and uneven and considerable challenges remain.

Future efforts should aim to build on the lessons learned; consolidate achievements; extend knowledge of effective approaches more widely across the CG System; mainstream good practices within the centers; and take on new challenges. The locus of action will need to be in the centers, but continuing support from a Gender Staffing Program at the System level will also be required. To maintain momentum and reap the benefits of past investments, donors will need to continue to give attention to gender staffing issues, encourage and reward progress in the centers, and provide targeted resources for continuing work at both the center and System levels.

**Goal.** The goal proposed for future work on gender staffing is: *To further enhance centers' performance through improved understanding of and responsiveness to gender issues affecting the recruitment and retention of high quality staff and the work processes, management systems, and organizational culture of the centers.*

**Objectives.** More specifically, efforts will need to focus on six objectives that address the interrelated concerns of organizational efficiency, productivity, and equity. These include: 1) strengthening centers'

ability to recruit from the expanding pool of female scientists and professionals; 2) increasing centers' ability to retain high quality staff by addressing constraints that affect men and women in the workplace, including spouse employment; 3) encouraging work processes, management systems, and organizational values that are supportive to both men and women; 4) recognizing and mobilizing the range of skills and experiences contained within a diverse staff group; 5) ensuring equal opportunities for advancement and professional development for men and women; 6) recognizing the different constraints faced by men and women and working to change the distribution and impact of those constraints.

**Areas of emphasis.** To achieve these objectives, it is proposed that the CG System needs to target its efforts in two key areas: 1) consolidating and extending good practice in recruitment and spouse employment; 2) developing improved understanding of and responsiveness to gender dimensions of the workplace.

These reflect both continuities and change from previous work. In recruitment and spouse employment, the focus needs to shift towards consolidating current knowledge, assessing on-going experiments, and mainstreaming good practices across the centers. With respect to the gender issues in the workplace, this area will become more important as the centers hire more women and they assume positions at different levels of the hierarchy and across professional niches. It is a logical follow on to the efforts on recruitment and spouse employment and it should be given increased attention in the future.

Future work in recruitment and spouse employment should aim to: 1) mainstream good practices in the centers for strengthening the recruitment of women scientists and professionals and ensuring unbiased selection procedures; 2) expand the number of women post doctoral fellows, Ph.D. and Masters students, and short course trainees as a means to increase the number of women in the pipeline; 3) continue efforts to increase the number of women Board members; 4) mainstream good practices for spouse employment in the centers; and 5) increase the sharing of information on experiences, good practices, and organizational innovations across the centers.

Action recommended at the donor level include: requesting a periodic gender disaggregated Human Resources Survey of all centers in the CG System to monitor progress and supporting centers in policy efforts to encourage host countries to relax constraints on spouse employment. Some donors may also wish to consider a fellowship program for women at associate scientist or scientist level, where representation is low compared to supply.

Actions recommended for the CGIAR Gender Staffing Program at the System level include: continuing to raise awareness among Board members, senior managers and staff; providing financial and technical support for center initiatives; monitoring innovations and consolidating and extending information on good practice to centers; facilitating exchange of information and knowledge across centers; maintaining a database on potential female candidates and resource persons; and developing collaborative links with women's professional organizations and networks, particularly in the South.

Actions recommended for the center level include: experimenting with and adapting policies, practices, and mechanisms for strengthening recruitment of women and expanding spouse employment opportunities; assigning responsibility and accountability to a senior manager for mainstreaming good practice, monitoring and assessing outcomes; and sharing information and innovations with other centers.

Regarding gender issues in the workplace, future efforts will inevitably will be more developmental. This is a nascent and evolving field of management where the centers have to opportunity to be on the cutting edge. Policies, practices, and mechanisms for addressing some gender dimensions of the work environment

can be borrowed and adapted from other organizations. These include methods of unbiased performance reviews, work-family and flextime policies, and sexual harassment policies and grievance procedures. However, gender dimensions of the more complex aspects of the work environment, such as values, norms, and privileged practices and behaviors, can only be addressed by engaging in a process of inquiry, feedback, and participatory problem-solving that engages both men and women. This line of work will be critical for centers' ability to retain high quality women staff, to ensure equal opportunities for advancement, to foster effective collaboration between men and women, and to create a work environment that mobilizes the talents and skills of a diverse staff group

It is proposed that future work in this area should aim to: 1) deepen understanding of the scope and complexity of the gender issues in the workplace and test and develop approaches for working in this area; 2) identify aspects of the work environment of the centers that have differential impacts on men and women in terms of productivity, job satisfaction, and retention; 3) identify good practice from other organizations; 4) institute organizational changes aimed at addressing constraints and creating work environments that are supportive to both men and women; 5) ensure the men and women have equal opportunities for professional development and advancement; 6) promote the exchange of knowledge and experience among centers working on gender dimensions of the workplace and synthesize learnings; and 7) foster communication among men and women in the CG System on gender issues in the workplace.

Actions recommended for the CGIAR Gender Staffing Program at the System level focus on four areas. It is recommended that the Program work with several pilot centers to carry out action research to identify gender dimensions of the work processes, management systems, and organizational values, and to developing appropriate approaches for addressing these issues. Second, the Program should take the lead in setting up electronic conferencing to promote communication about gender issues in the workplace among men and women in CG System. Third, it should facilitate centers' access to policies and practice from other organizations on workplace issues such as sexual harassment, work/family policies, or flex-time arrangements;. And, fourth, it should develop materials for management training, tailored to the needs of the centers, which elucidate gender issues in the workplace.

Actions recommended at the center level vary according to the relative percentage of women amongst the internationally-recruited staff. For centers with more than 10% women, it is suggested that they undertake a process to diagnose the gender dimensions of the workplace, develop a plan of action for implementing change, and establish mechanisms to carry out and monitor organizational change. For centers with less than 10% women, the limited returns would not warrant engaging in a process of organizational change. For all centers, it is recommended that they review policies for gender bias; monitor and ensure equal opportunities for advancement for men and women and salary parity; and establish policies regarding sexual harassment and appropriate grievance procedures.

**Mechanisms**. Mechanisms for sustaining change and implementing the proposed framework for action are needed at the level of the donors, the system, and the centers.

It is recommended that donors continue to allocate resources to support special efforts on gender staffing at both the System and center levels. It is further proposed that the donors request a regular reporting every three years at the Mid-Term Meeting on progress in gender staffing.

At the System level, it is recommended that the CGIAR Gender Staffing Program be continued. It should be anchored in the CG Secretariat and closely linked with the Secretariat's management team. To strengthen the centers ownership of the program, it is recommended that a sub-committee of the Committee of Deputy Director Generals be formed to serve as an Advisory Committee for the Program. The Advisory

Committee would meet annually to provide guidance to the Program and to review progress and proposed work plans. Ideally, this committee would become an internal force for change within the CG System. It is further recommended that the Gender Staffing Program give an annual briefing to the Committee of Deputy Director Generals and report periodically to Committees of Director Generals and Board Chairs

At the center level, three key mechanisms are proposed to diagnose center specific needs and priorities; to encourage mainstreaming of good practice in recruitment and spouse employment; and to undertake the more complex process of organizational change aimed at creating work environments which are supportive of both men and women. It is recommended that responsibility and accountability for implementing change with respect to gender staffing be assigned explicitly to a senior manager. It is proposed that all centers designate a senior staff member to serve as a Focal Point for Gender Staffing. This person would be responsible for interacting with the Gender Program, encouraging and monitoring actions within the centers, and maintaining contacts with Focal Points in other centers. The goal is to establish a loose network of staff and managers across the centers who are well-informed and committed to working on gender staffing issues. Finally, it is proposed that centers establish Gender or Diversity Committees. Such a committee would be responsible for raising awareness among staff about the importance of gender staffing issues, initiating proposals, monitoring change, and advising management. Experience has shown that successful change depends, in part, on the focused attention and action from an internal constituency of committed staff working in concert.

## 1. INTRODUCTION

### 1.1 Purpose of the Paper

This paper aims to chart a course for the CG System for future action on gender staffing. It lays out the rationale for ongoing attention to gender staffing concerns<sup>2</sup>, reviews progress to date, highlights achievements and on-going constraints, extracts lessons, and proposes a framework for future action.

The central argument is that while solid progress has been made in recent years towards increasing the participation of women scientists and professionals in the CG System, the gains are fragile and the mechanisms and practices used to achieve these gains are far from institutionalized. Integrating women, or other minorities, into an organization and creating a workplace which fosters the best performance from a diverse staff is a long-term and complex process of organizational change. In 1991, the CG System made a commitment to take up this challenge and to address gender staffing concerns in a focused and systematic manner. Emphasis has been placed on internationally-recruited staff since these staff are the key managers and scientific leaders and their profile and performance set the scene for the whole organization. Moreover, few women have filled these positions in the past. The recent efforts have yielded positive results, but considerable work remains. The CG System needs to consolidate and build on its successes to date, institutionalize good practice, and take on the remaining challenges. This paper proposes strategic directions and priorities for future action at the donor, System, and center levels. The actual change can only come, however, from the leadership and staff of the centers, supported by their donors and Boards.

### 1.2 Why Focus on Gender Staffing?

Attention to gender staffing is tied to concerns about organizational effectiveness and efficiency. It relates to the dramatic increase in women in science and other professions and the need to tap into this new talent pool; the linkage between organizational performance and staff diversity; and the opening up of the CG System as it begins to work with a wider range of partners in new ways. In addition to these concerns linked with organizational performance, the CG System, with its humanitarian mandate, should set an example and reflect its commitment to equity in its own staffing practices.

#### 1.2.1 Increasing role of women in science

The driving force behind the increasing attention to gender staffing concerns in the CG System is the dramatic increase over the past twenty years in the participation of women in science world wide. The complexion of the pool of professionals from which the centers recruit has changed markedly. In the USA<sup>3</sup> for example, women now earn approximately one quarter of the Ph.Ds. awarded in the agricultural and forestry sciences, 40% of the Ph.Ds. awarded in the biological and ecological sciences, one-third of the Ph.Ds. awarded in the social and economic sciences relevant to the work of the centers, and more than half of the Ph.Ds. awarded in disciplines relevant to the new field of biotechnology (Chart 1). Moreover, as centers strengthen their capacity in the areas

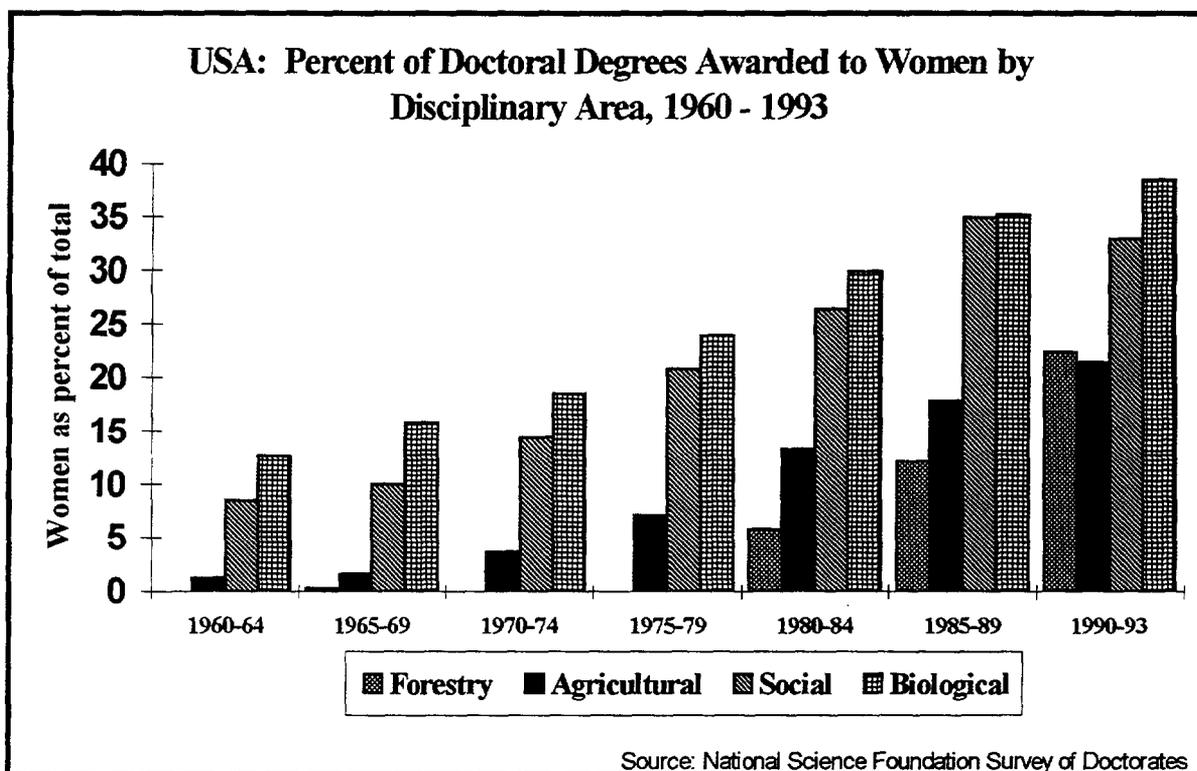


Chart 1: Percent doctoral degrees awarded to women by disciplinary area in the USA, 1960-1993.

of biotechnology and resource management, they will be tapping more into disciplines where women have historically had a stronger presence -- microbiology, biochemistry, ecology, geography, and the non-economic social sciences.

Similar trends have occurred in other industrialized countries as well as in many developing countries. In Western Europe, the percentage of graduate degrees awarded to women in agricultural sciences grew from 17% to 30% during the 1980s. In the countries of former Eastern Europe, an important new source of recruits for the centers, women have been awarded more than a third of the advanced degrees in agricultural sciences for more than two decades. UNESCO data from developing countries is more "spotty" but comparable. In some of the larger countries, women have an active role in agricultural research. In the national agricultural research systems of the Philippines and Thailand, for example, women currently comprise between 35-45% of the scientists with graduate degrees. In Egypt, one quarter of the graduate degrees in agricultural sciences were awarded to women in the 1980s; and in Brazil, Indonesia and Sudan more than 30% of the graduate degrees in agriculture were awarded to women in the early to mid 1980s.<sup>4</sup>

To ensure excellence in staffing and science, the CG System has been seeking to respond to these changes in the global pool of scientific and professional expertise from which they recruit. The centers cannot afford to bypass a major segment of the potential pool of candidates in their recruitment efforts. The need to identify and attract the highest quality professionals has become

even more acute in recent years as the research challenges facing the centers have heightened while, at the same time, the funding has declined. With centers having to do more with less, it has become even more important to ensure that each position is filled with the most productive and creative person available in the market. All sources of potential candidates must be tapped.

### **1.2.2 Benefits of diversity**

Many of the senior managers in the centers are also seeking to recruit more women because they believe that a diverse staff leads to improved organizational performance. Diversity can lead to increased creativity and innovation and provide a wider resource base of skills, talents, and ideas upon which the organization can draw to respond flexibly to a rapidly changing environment. Women, because they are socialized differently from men, often bring different skills, perspectives, experiences, and modes of collaboration and work styles to an organization. If recognized and managed well, these differences can enrich an organization and its ability to address problems and identify new opportunities.

“As soon as organizations recognize the relationship between diversity and excellence, they begin to turn the social revolution occurring around us to their advantage. Pressure for diversification [of staff] will come whatever you do because it is right. It is the path to greater excellence. You can either ignore it -- the changes in the work force, the changes in women’s role in societies -- and have it be a constant irritant in your midst; or you can use it to your advantage to reinvigorate your organization and improve your performance...Our experience has shown that gender diversification produces more benefits than problems. It brings intellectual vitality, new talent pools, excitement, and innovation.”<sup>5</sup> [Susan Berresford, Vice-President for Program, Ford Foundation]

Improving gender balance should be seen as an opportunity for strengthening the organization, not as an obstacle.

### **1.2.3 New partners and the “opening up” of the CG System**

The CG System is undergoing a major process of revitalization. The complex problems it is now addressing entail both a restructuring of collaborative relationships with research organizations in the South as well as the development of working relationships with a wider range of partners -- universities, NGOs, private sector companies, environmental organizations, and local organizations. Under the new vision, centers will be more than centers of excellence; they will become platforms for networks between scientists in the north and the south working on the same problems.

These new types of partnerships require greater sensitivity and skills to working with individuals and organizations that often have work cultures and values quite different from those of the CGIAR. Women have historically had a stronger presence in some of these types of organizations and increased gender diversity is likely to be an asset in forming these new partnerships. Moreover, progress in the incorporation of women is a useful marker for how effectively the CG System is “opening up” to new pools of talent and new partners. Women are highly visible and they are a traditional minority group in the CGIAR. The internal processes of change required to

integrate women effectively as full colleagues into the centers are likely to facilitate the integration of other new types of research collaborators as well.<sup>6</sup>

#### **1.2.4. Equity**

Many leaders in the CG System argue that, given its humanitarian mandate, its concern for equity, and its international character, the CG System should be providing leadership in creating work environments that are gender equitable and culturally pluralistic. The organizations will be richer as will the staff who work within them.<sup>7</sup>

### **1.3 The Change Process**

Addressing gender staffing concerns means embarking on a long-term and complex process of organizational change. It is not simply a matter of the numbers of men and women, although this is important. It is much deeper, affecting the values of the organization, the quality and quantity of output, the core management systems, the way work is organized, and the degree to which staff feel supported by and committed to their organization.

The process of organizational change can be viewed as involving three phases (see Box 1)<sup>8</sup>:

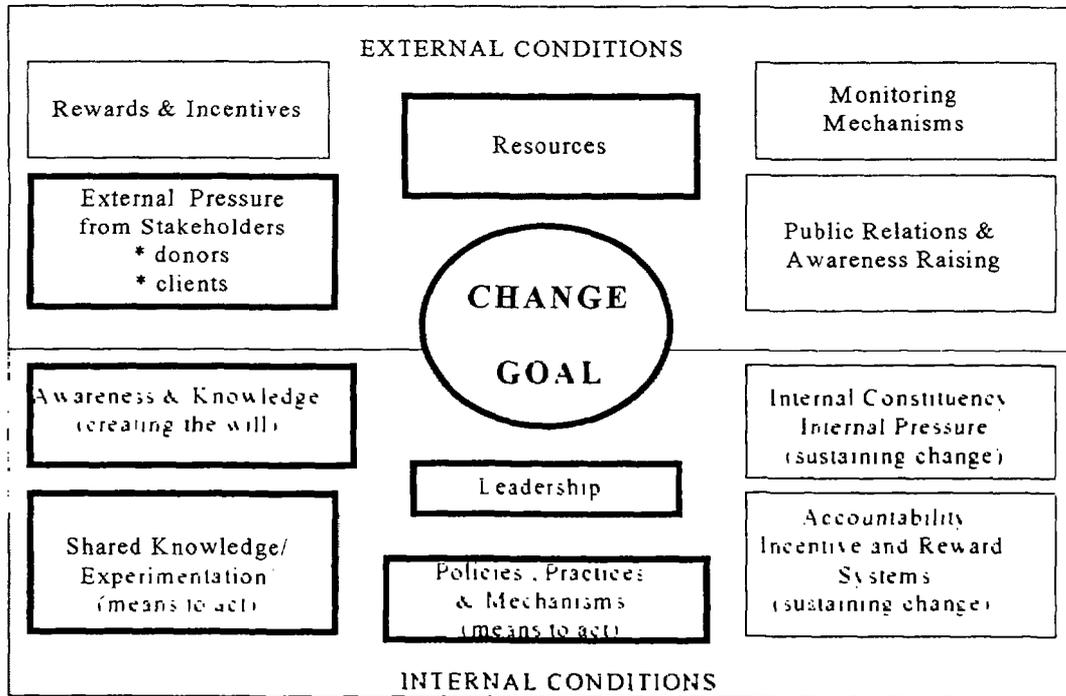
- ◆ creating the will for change
- ◆ establishing the means (mechanisms and systems) for implementing change
- ◆ mainstreaming and sustaining the change.

With respect to gender staffing issues, the CG System is in the early phases of the change process. It has made good progress in creating the will, modest progress in experimenting with means, and has not yet broached the phase of mainstreaming changes. The leverage points which have been used to date are highlighted in the diagram in Box 1. The framework for action proposed in Chapter 3 is aimed at making broader use of the leverage points, consolidating and disseminating good practice System-wide, and institutionalizing mechanisms for sustained change at both the System and center levels.

### Box 1: The Process of Organizational Change

The goal of the first phase of change of creating the will is to create a vision and sense of and to build commitment around that vision. Here the leadership has the primary role. The second phase, establishing the means, involves experimenting with approaches to implement the vision. This requires cultivating support among men and women across all levels of the organization; developing the knowledge and skills required to implement change; and experimenting with changes in policies and practices, work processes and management systems, and organizational values needed to realize the vision. The third phase, sustaining and mainstreaming change, involves institutionalizing the resulting learning and good practices by integrating these into work processes and management systems of the organization. Progress at each stage is influenced by factors both external and internal to the organization. The key leverage points for bringing about change are highlighted in the diagram below.

The process is iterative and the phases often overlap. Efforts usually have to be maintained in all three areas. With each intervention, second and third generation issues inevitably arise. Leadership may change or falter. Successful experiments with good practices may be mainstreamed in some areas, but remain contentious and problematic in others. This can bring the effort full circle to raising awareness on new issues or constraints. It is an evolutionary process, often characterized by bursts of progress interspersed with resistance and setbacks. The change process is challenging and dynamic. It can surface new and unanticipated issues which affect organizational performance. Throughout the process, resistance must be anticipated and engaged. Resistance is inherent in any organizational change, but is more profound in changed related to gender. Working on gender touches emotional issues, fundamental values, and accepted norms of men and women in society. Often basic assumptions have to be questioned and this can be disturbing for those involved. Nevertheless, if the resistance is not addressed and worked through, the change process will stall.





## 2. WHERE ARE WE NOW?

### 2.1 Quantitative Perspective

In 1991, the CG System conducted a human resources survey of its internationally-recruited staff under the auspices of the CGIAR Gender Program<sup>9</sup>. The purpose was to provide a baseline from which progress in increasing gender diversity and equity could be assessed. The same survey was administered again in early 1995. The key observations emerging from the survey and the comparison with 1991 are presented below (ref., Annex I, Table 1). The quantitative analysis should be interpreted within the context that the period from 1991-1994 was a time of considerable change and financial instability within the CG System.

#### 2.1.1 Gender Dimensions: Profile of internationally-recruited staff

Currently 173 internationally-recruited women work in the centers, representing 14% of all internationally-recruited staff. This reflects a modest, but positive, increase in the proportion of women from 12% in 1991. Since 1988 there has been a significant increase of 45% in the number of female internationally-recruited staff, representing a 6% gain per year (see Chart 2). Between 1991 and 1994, the number of women increased by 19% even at a time when several of the centers undertook significant downsizing and the cadre of international staff in the CG System as a whole has expanded by only 1%. These figures indicate that the CG System has opened up to women. The centers are recruiting more effectively from the expanding international pool of women scientists and professionals and retaining the women they hire. A solid foundation for change has been established. The challenge now is to sustain the momentum.

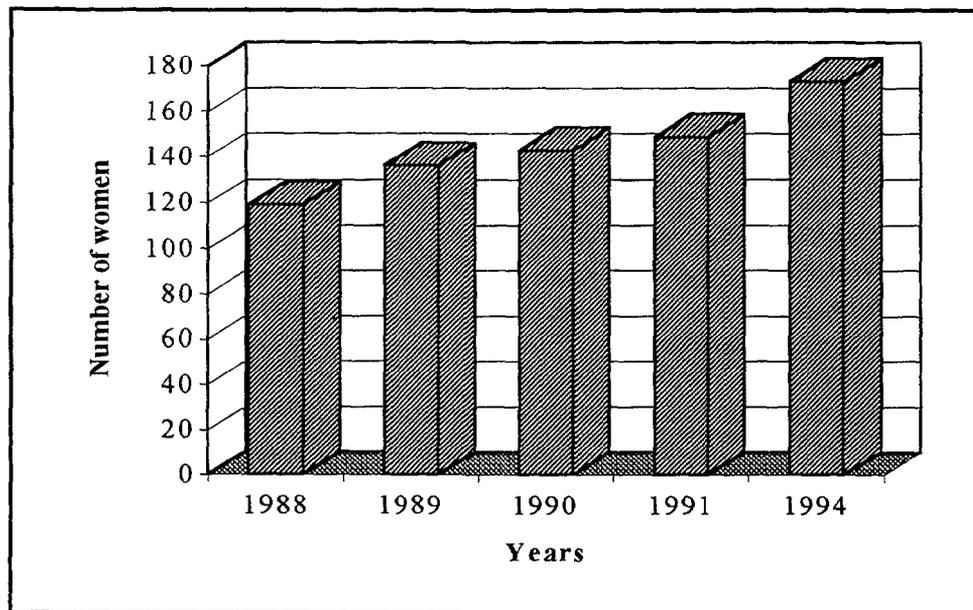


Chart 2: Change in number of internationally-recruited women in CG System, 1988-1994

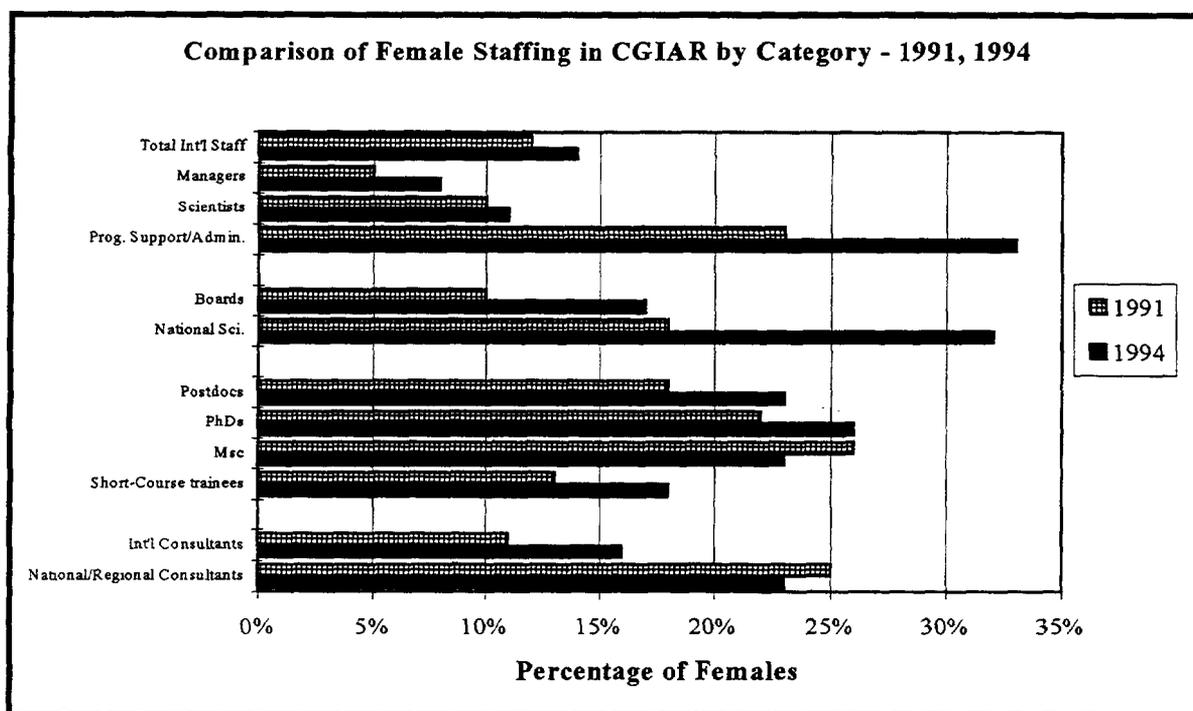


Chart 3: Comparison of female staffing in CG System by category, 1991-1994.

**Staff categories.** The percentage of women varies markedly by staff category (Chart 3.). There has been a notable increase of women in management positions in the centers. Whereas women only comprised 5% of middle and senior level managers in 1991, they now comprise 8% and for the first time a woman is a Director General of a center. The percentage of women scientists grew modestly from 10% to 12%, but varies by sub-category (ref. Annex I, Table 1). The percentage of senior scientists who are women has held constant at 9%. Surprisingly, the share of women in the associate (more junior) scientist category dropped markedly from 23% to 12%. The percentage of women in the associate expert category (Msc level) also dropped from 31% to 25%. This change is difficult to explain since the supply of women is greater at these levels of experience. In contrast, the percentage of postdoctoral fellows who are women increased from 18% to 23%, a level which is more in line with supply (ref. Annex I, Table 1).

Women are most strongly represented in administrative and program support positions, such as training, information and computer services. This would be expected from the greater availability of women in these occupations. The percentage of women has increased in these positions from 24% to 32%.

**Disciplines.** Compared to the profile of men, women are less well-represented in the crop sciences and engineering fields, but more strongly represented in social sciences and economics, cellular sciences (e.g. microbiology), and the management/administration fields. This pattern largely reflects supply. The only significant changes since 1991 are an increase in the proportion of women in crop sciences from 20% to 25% and in environmental sciences from 2% to 6%. In 1991, it had been expected that the centers would recruit more biological and cellular scientists.

This would have created more opportunities for women in the CG System since they comprise 30% to 40% of the scientists in these fields world wide. This has not occurred, however. The number of staff with this area of specialization has remained constant and only 20% of these staff are women.

**Region of origin.** The large majority of women (73%) come from North America and Europe whereas only 46% of the men are from these regions. This suggests that centers need to strengthen their ability to tap into the pool of women scientists and professionals from developing countries.

**Marital status.** The most striking difference between men and women in the CG System is their family situation. In 1994 only 44% of the women were married with their spouse residing with them, compared to 82% of the men. Similarly, only 42% of the women had children compared to 81% of the men. This undoubtedly reflects the differential impact of constraints to spouse employment on women as well as relative youth of women compared to men.

**Retention.** There does not appear to be a problem of retention of women in the centers. Two-thirds of the women, compared to about half of the men, have tenures of less than four years. This more likely reflects the recent entrance of women into the CG System, however, than higher turnover rates. Since 1991, there has been a marked increase from 10% to 21% in the percentage of women with 7 or more years employment in the centers. Moreover, the turnover rate of women in 1994 was only modestly higher than that of men -- 14% compared to 12.5%. This indicator is particularly important in a period of downsizing when women, who are generally among the more recent hires, are often more vulnerable to staff cuts than men.

**Variability across the centers.** The representation of women varies markedly across the Centers. At one extreme there are two Centers (INIBAP and WARDA) with no female internationally-recruited staff while in other centers women comprise 20% of these staff (IITA and ICRAF, see Chart 4). Twenty-five to thirty percent is a reasonable target given the pattern of supply of women in the pools from which the centers are recruiting. Ten of the 16 centers for which there is comparative data have increased the percentage of women among their internationally-recruited staff since 1991; four have experienced declines.

### **2.1.2 Gender Dimensions: Profile of trainees**

Centers have been making active efforts to expand the proportion of women among their trainees. Although the CG System has reduced the number of short-course trainees by almost one-third since 1991, the percentage of women participating in short courses has increased from 13% to 18%.<sup>10</sup> This reflects in part proactive efforts by the centers to increase participation by women. The percentage of Ph.D. trainees who are women has also increased and is now at a level reflective of the supply of agricultural scientists -- 26%. The percentage of women amongst Msc trainees, surprisingly, dropped from 26% to 23% since 1991.

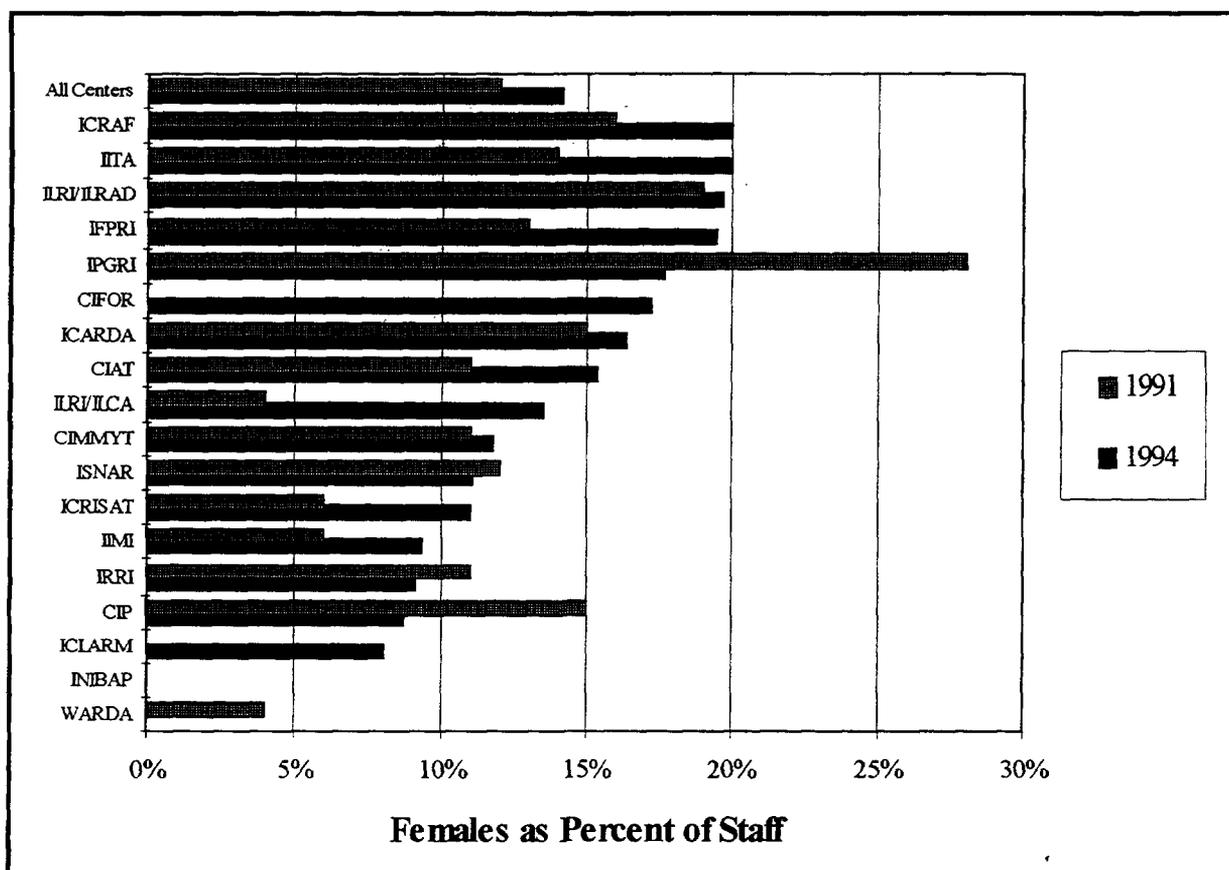


Chart 4: Females as percent of internationally-recruited staff in centers - 1991, 1994

### 2.1.3 Gender Dimensions: Profile of local scientists and administrators

Concomitant with the cutbacks in internationally-recruited senior scientists in the centers, there has been a marked increase in the hiring of nationally-recruited scientists from 184 in 1991 to 450 in 1994. The percentage of women amongst nationally-recruited staff has also increased dramatically from 18% to 31%, calling into question the conventional wisdom that the pool of women scientists in the developing countries is limited. Women also comprised about one-fifth of the nationally-recruited senior managers and administrators in 1994.

### 2.1.4 Gender Dimensions: Profile of the Boards of Trustees

Women comprise 17% of the members of the Boards of Trustees of the Centers, up markedly from 10% in 1991<sup>11</sup>. Women are also much more strongly represented in leadership positions on the Boards. Thirty-five percent of the female trustees serve as Board chairpersons, vice-chairpersons, or sub-committee chairpersons compared to 16% in 1991. Currently 4 of the 16 Board Chairs are women; no woman was a Board Chairperson in 1991. This is a positive development which should facilitate the recruitment of women into the CG System in the future.

## 2.2 Qualitative Perspective

Since 1991, many centers in the CG System have made significant efforts to mobilize more applications from women, improve the gender balance of their international staff, create work environments that are more supportive to women, and ensure that female staff have equal opportunities for professional development and advancement. The CGIAR Gender Program has worked directly with 10 of the centers, with varying degrees of intensity, to assist them to pursue these objectives. The CGIAR Gender Program has also, at the request of the Director Generals, worked to raise awareness of the benefits of greater gender balance and provided practical information designed to assist the centers to strengthen the recruitment of women and to reduce constraints to employment and retention of women (ref. Annex II).

The priority for action for both the centers and the CGIAR Gender Program since 1991 has been recruitment with the view to tapping more effectively into the expanding pool of potential female candidates, mobilizing more applications from women, and attracting qualified women into the CG System. A related priority has been to improve the opportunities for spouse employment since, with the increase in dual career couples world-wide, this was seen as an increasingly significant barrier to recruitment and retention of both men and women. In two centers (IFPRI and IITA), where the percentage of women is higher, work has also been undertaken to examine gender issues in the workplace. This work has focused on assessing whether the organizational culture and values and the way work is organized is as supportive for women as it is for men. This dimension of gender staffing also encompasses professional development and advancement concerns.

### 2.2.1 Recruitment

**Overview.** The approach of most centers to strengthening recruitment of women has been to proactively mobilize applications from qualified women and then to ensure an unbiased review and appointment process. Centers recognize that the international pool of female scientists and professionals has expanded considerably over the past 15 years (ref. Section 1.2.1). They also realize that in the current situation of scarce resources and constrained growth, it is essential that they tap the full pool of potential recruits and have selection procedures which consistently identify the best candidate. Centers' Boards have also sought to increase the representation of women on the grounds that 1) gender diversity will enhance Board performance; and 2) having women on the Boards sends a positive signal to staff and female applicants.

To support the centers in their efforts the CGIAR Gender Program has produced a guidelines paper suggesting best practices as well as several booklets listing networks, professional associations, and newsletters and journals which are targeted at female professionals (ref. Annex II). The Program has also provided consultancies on recruitment policies and practices to four centers and assistance with recruitment for specific positions to eight centers.

**Achievements.** The centers' efforts have yielded positive results. In 1990, the application rate from women for international posts was 4%. In 1991-1992, this had increased to 8% and by 1994, the application rate from women had reached 11%. While the percentage of female

applicants is still well below the share of the pool made up by women in many of the disciplines upon which the centers draw, the figures indicate solid progress.

As would be expected the rate of applications from women varies with the type of position (see Chart 5). It is heartening to see that the largest increase in application rates has been in management positions. The rate of application from women varies markedly across centers with six centers still experiencing application rates of below 10% (Chart 6). On the other hand, seven centers have increased the rate of applications from women by between 5-10 percentage points. Four centers have experienced declines in the rate of applications from women, but all of these are in countries where security problems have been widely reported in the press.

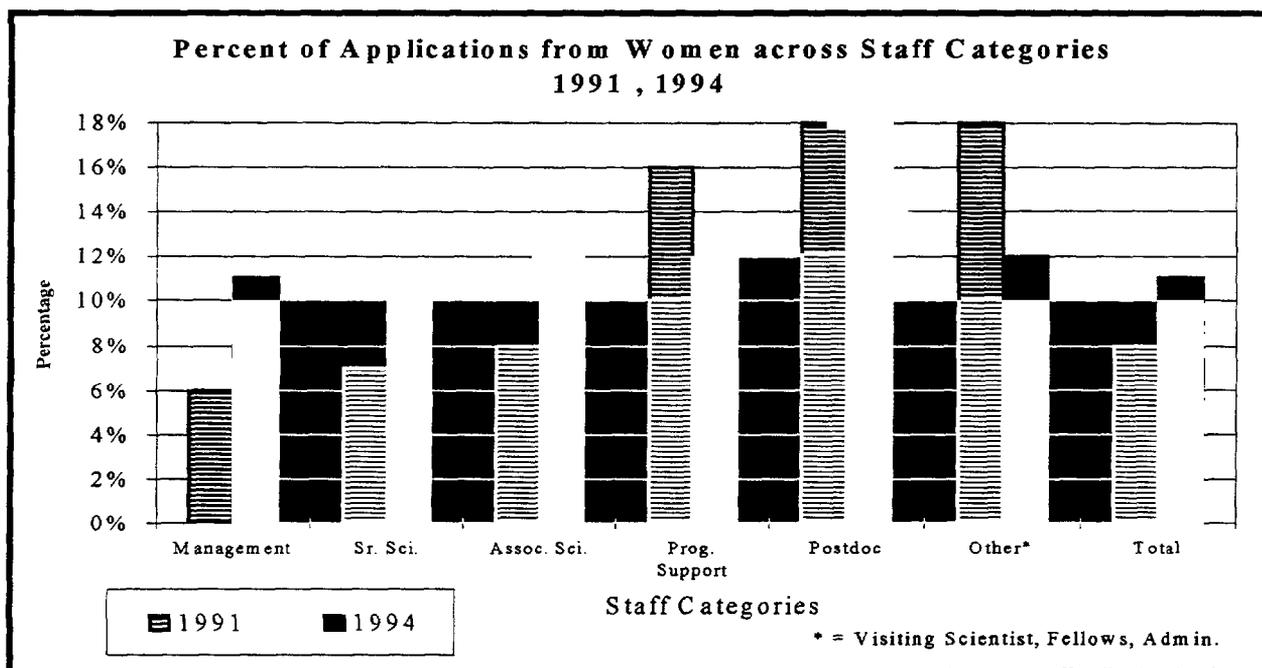


Chart 5: Comparison of percent of applications from women across internationally-recruited staff categories - 1991, 1994

The appointment rate of women remains positive. Women comprised 26% of the staff appointed to international posts in 1994, compared to 19% in 1991-92. The appointment rate of women to management positions has increased from 12% to 15%. Women have had very high rates of appointment of between 40% to 50% for postdoctoral, administrative, and program support positions. The appointment rate for women in senior scientist positions is also positive at 25%. It is surprising, however, given the supply and increased rate of application of women to the associate scientist category, that the appointment rate is low at 9%, compared to 31% in 1991. The appointment rate of women varied markedly across the centers, ranging from 0 to 63% of appointees. As noted above, the centers have also been successful in increasing participation of women on the Boards.

With respect to training of women scientists, good progress has been made, with the participation of women increasing markedly among short-course trainees and Ph.D. candidates (Chart 3).

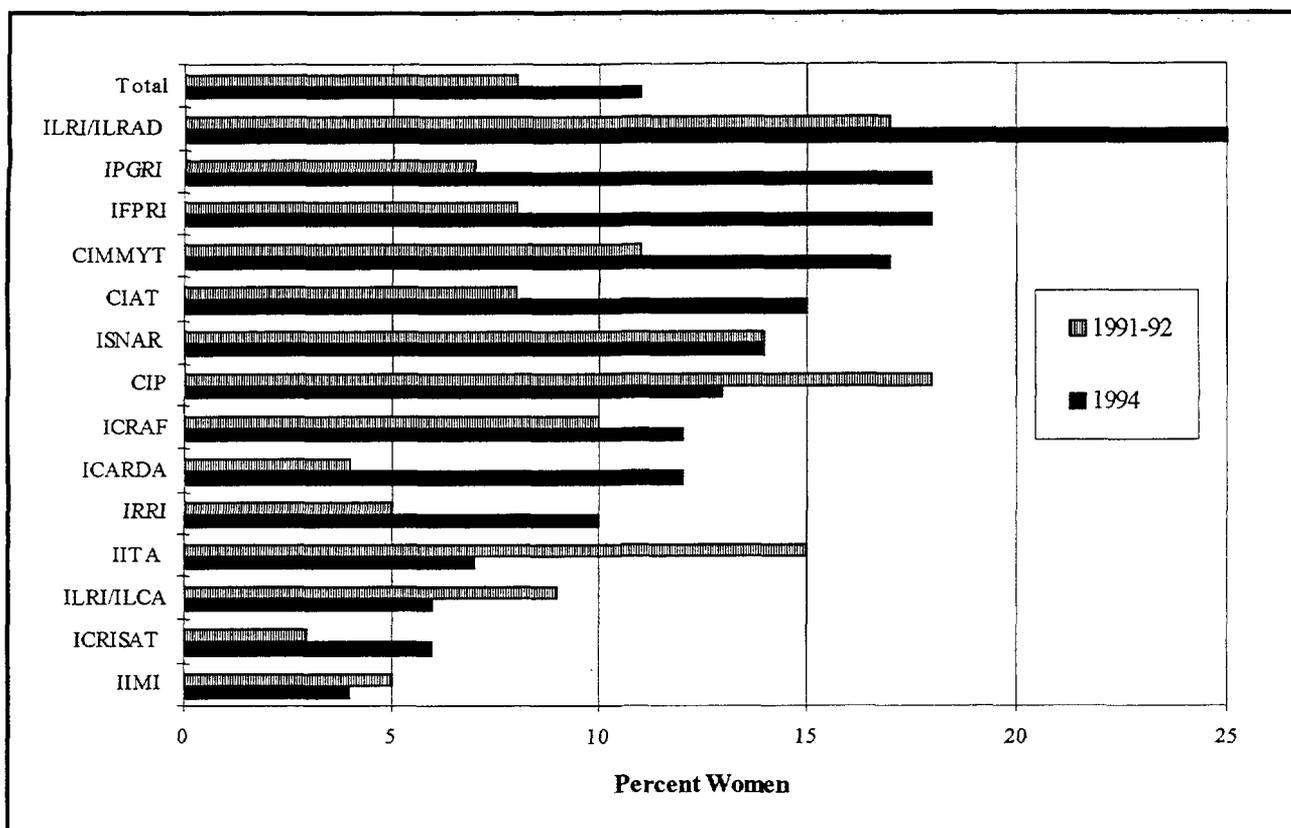


Chart 6: Women as percent of applications for internationally-recruited posts by center - 1991/2, 1994 (includes only those centers for which 1991/2 data is available)

***Good practice.*** Almost all centers now include explicit statements in job adverts encouraging women to apply. Some centers make special efforts to write job adverts and position announcements that will be attractive to women and dual career couples. This includes providing information on spouse employment opportunities, schools and child care facilities, and benefits. More than half of the centers have adopted new policies and practices aimed at tapping the pool more effectively and mobilizing applications from women. These include “casting the net widely” by more broadly disseminating position announcements through:

- ◆ using professional newsletters, magazines, and electronic services (bulletin boards, forums, list servers) with a high female readership;
- ◆ mailing position announcements directly to women identified through professional associations’ mailing lists;
- ◆ increasing the number of personal letters sent to resource people asking them to publicize the post and/or nominate female candidates;
- ◆ increasing the number of female resource people used to identify candidates;

- ◆ relying more on staff to seek out and identify potential female candidates within their professional networks;
- ◆ maintaining databases on female candidates for future positions within the center;
- ◆ seeking out potential female candidates proactively and encouraging them to apply;
- ◆ including female staff on search committees.

Emphasis has been given to broad dissemination of position announcements because research carried out in the CG System in 1992 showed that two-thirds of the women who were successful candidates had found out about the position through advertisements. This contrasts to only one half of the men<sup>12</sup>. Some centers have been monitoring responses to new advertising strategies. IRRI, for example, adopted a range of new practices and the rate of applications from women increased from 5% to 12%. IFPRI has also made concerted efforts to increase applications from women. The application rate has doubled from 8% to 16%. More generally, data collected for openly advertised posts in all centers in 1994 indicates that the average number of female applicants per post increased from 4.4 to 5.2 when special efforts are made to reach women in the search process. Efforts to cast the net widely have an additional benefit: they usually increase the total number of applicants, particularly those from developing countries.

Several centers have revised their policies to ensure fair selection procedures. Good practices used include:

- ◆ defining selection criteria rigorously to avoid bias in screening;
- ◆ reviewing appointment criteria (particularly years of experience) to ensure that candidates are selected against relevant standards for the position;
- ◆ ensuring that all selection committees include at least one woman;
- ◆ ensuring that female staff are involved in the interview process for both male and female candidates;
- ◆ making efforts to include suitably qualified women on the shortlist of interviewees;
- ◆ requesting the selection committee to provide an explanation to the Director General if they do not shortlist any women.

With respect to recruiting more women for training, some centers, such as ICRAF and IITA, have taken explicit steps to encourage the participation of women. These include stipulating that the second nominee from any country for a course has to be a woman, providing specific benefits to women to assist them to cope with child care, using informal networks of women to identify trainees; and indicating their interest in having women attend in their announcement campaigns. Following the adoption of such practices, the rate of applications from women for one of ICRAF's core training courses jumped from 6% to 20% and the percentage of female participants increased from 15% to 47%. ICRAF has also developed an innovative Postdoctoral Fellowship Program for Women in Eastern and Southern Africa funded by Ford Foundation. In addition to the normal terms and conditions of most fellowships in the CGIAR, it addresses child care constraints. It provides funds for

the fellow to bring a child 3 years or younger and an accommodation allowance which recognizes that the fellow will need live-in help to care for the child.

Most of the centers that have succeeded in improving their recruitment policies and practices and attracting more female candidates have had two key ingredients. First, the Director General has sent a clear message to the Search Committees that s/he expects them to make special efforts to mobilize applications from women and to follow selection procedures that minimize bias. Second, the heads of Search Committees or the Human Resource Officers have understood the benefits of casting the net widely have been committed to experimenting with new procedures. It has also proven beneficial to have a Human Resource Unit that can advise and backstop searches, compile databases, monitor the effectiveness of recruitment mechanisms, and ensure consistency in the use of good practices.

*Continuing constraints.* Constraints to recruiting women scientists remain. Some of these can continue to be addressed and reduced; others are more endemic.

The endemic constraints consist of the nature of the pool and the increase in dual career families. While the pool of female scientists and professionals continues to grow, supply of women at the senior levels is limited in many of the disciplines from which the centers recruit. Moreover, there is often considerable competition among organizations to recruit the most outstanding women in these fields. Centers will have to be proactive in identifying potential female candidates for the more senior scientific and management positions. The limited opportunities for spouse employment of dual career couples in many of the locations where the centers are based is also a significant constraint. Intensive travel demands of many of the research and training positions in the centers can also be a deterrent to men and women with young children. Finally, women professionals tend to be less mobile than men. Moreover, women cluster in universities. If they have tenure, they may be less likely to seek overseas assignments, except as visiting scientists.

At the center level, several constraints currently exist which can be addressed. The adoption of good practices for recruitment in general, and of women in particular, remains patchy and ad hoc across the centers and across search committees within individual centers. Similarly, information on mechanisms and contact organizations for casting the net widely has been unevenly disseminated throughout the CG System and within individual centers. Few centers have assigned responsibility for consolidating and updating information on mechanisms, contact organizations, and resource people.

Experience with casting the net widely suggests that while this is an important first step, it is not sufficient. Centers need to be more proactive in seeking out women candidates. Centers are not well-connected with networks of professional women, particularly in the South. It is important, therefore, that they be proactive in tapping into women's professional networks, contacting resource people and women scientists to identify potential candidates, and then encouraging the identified professionals to apply. Resources are also a constraint. Aggressive searches and systematic monitoring require staff time and resources. These are increasingly subject to competing demands as centers are asked to do more with less. Yet, its human resources are the most important asset the centers have.

Finally, the centers remain heavily male-dominated, at least among their internationally-recruited staff. For some women this can be a deterrent to apply for and accept positions. More efforts need to be made to publicize the CG System's efforts to improve the gender balance of staff and attract high quality female professionals.

### 2.2.2 Spouse employment

**Overview:** Constraints to spouse employment are a major obstacle to recruiting and retaining high quality international staff at the centers. With the rapid growth of dual career families around the world, the opportunity for spouse employment has become increasingly important as a factor affecting professionals' choice of career opportunities. Issues of spouse employment are of particular concern to women since a higher percentage of their spouses or partners are professionals. Constraints to spouse employment can have high costs to the centers. Centers may not be able to recruit their preferred candidates or they lose high quality staff prematurely. The cost of lost talent from those people who simply do not apply because they assume that their spouse will not be able to work cannot be measured, but is likely to be significant.

Experience has shown that policies and practices that increase the opportunities for spouse employment can benefit the centers in three ways:

- 1) they can increase centers' competitiveness in recruiting and retaining high quality international staff;
- 2) they signal that the skills and experience contained within the spouse community are recognized and valued. This can improve the morale and productivity of both staff and spouses; and
- 3) they help to improve the diversity of center staff by increasing the proportion of women scientists and professionals.

Recognizing these benefits, centers and their Boards have been working to expand the opportunities for spouses and partners of internationally-recruited staff to engage in employment or other professional activities both within and outside of the centers. To support their efforts, the CGIAR Gender Program commissioned a comparative study of best practices from a wide range of public and private sector scientific or development-oriented organizations with international mandates<sup>13</sup>. The Program also provided consultancies on spouse employment to two centers -- IRRI and ICRISAT. Recommended practices emerging from these activities have been circulated throughout the CG System.

**Achievements.** Awareness of the importance of addressing spouse employment concerns has increased markedly in the CG System in recent years. Most centers and their Boards now see constraints to spouse employment as having a direct impact on their ability to compete in the international market for top-ranked scientists and professionals. The issue is no longer seen as an immutable constraint, but as an important human resource policy issue demanding innovative approaches.

The majority of centers have been working actively to relax constraints to spouse employment. In contrast to several years ago, almost all the centers today have adopted policies which permit

spouses to work for the center if they are appropriately qualified and are not in a direct reporting relationship to their spouse. Several centers -- CIMMYT, CIP, ICRISAT, and IITA -- have adopted innovative practices, such as joint appointments or job sharing for professional couples, as a means to attract high quality scientists and professionals. Across seven centers there are seventeen couples where both spouses hold international posts. Some centers now also seek actively to draw as much as possible on the skills in the spouse community for consultancies and other shorter-term positions. In 1994, 17 spouses, mostly women, were hired for consultancies in six centers.

It is recognized, however, that opportunities for permanent or short-term employment of spouses within the centers are limited, especially in the current situation of funding constraints and downsizing. Consequently, many centers have begun to focus attention on assisting spouses and partners to find employment opportunities outside the centers. Three strategies have been developed:

- 1) working at the national policy level to encourage governments to relax restrictions on employment of spouses of internationally-recruited staff;
- 2) developing systems and resources within the centers to support spouses in their search for employment; and
- 3) mobilizing the spouse community to develop information on opportunities and support networks.

About a third of the centers have made significant progress in opening up opportunities for spouses using one or more of these strategies.

***Good practice.*** The centers have developed a wide range of innovative practices to improve opportunities for spouses. At the policy level, several centers, such as ILRI, have renegotiated the terms of their headquarters agreements to permit spouses of internationally recruited staff to work in the host countries. Others, such as ISNAR, have developed alliances with other international organizations in order to petition for exemptions or for changes in legislation.

At the center level, almost all centers have developed explicit policies on spouse employment. Some centers, such as ICRISAT and IRRI, have carried out assessments of spouses needs and priorities as an input into shaping their policies and procedures<sup>14</sup>. The more progressive policies:

- ◆ recognize that the center needs to be proactive on spouse employment if it is to be competitive in attracting top quality staff;
- ◆ adopt a service role to support spouses seeking employment or other professional opportunities;
- ◆ clarify the legal and tax position for spouses working in-country and provide consistent and accurate information on constraints and opportunities for employment;
- ◆ address the needs of both incoming and existing spouses;
- ◆ recognize the wealth of skills and experiences available within the spouse community;

- ◆ have a clear statement on the circumstances under which spouses will be considered for positions in the Center;
- ◆ indicate openness to exploring possibilities for joint appointments, job-sharing between two spouses, or hiring spouses for consultancies or project staff ;
- ◆ identify clearly the specific support and mechanisms the center has in place to help spouses identify work or training opportunities outside of the centers.

About half of the centers have developed stronger support and information systems for spouses seeking employment and professional opportunities. Good practices include

- ◆ commissioning consultancies to identify the employment and training needs of existing spouses in different center locations;
- ◆ developing a Facts Sheet on spouse employment opportunities and constraints;
- ◆ funding spouses of short-listed candidates to accompany them to the interview in order to explore employment opportunities.

Some centers also provide administrative and logistic support, such as office space, use of libraries, or access to computers and communications equipment, to spouses who are working as freelancers or pursuing career development opportunities.

Several centers have appointed a spouse, a staff member, or a committee to identify employment and training opportunities for incoming and existing spouses, maintain databases, and liaise with potential employers. ICRISAT is in the process of developing resource centers to provide information on employment opportunities for spouses and to try to match spouses with potential job opportunities both within and outside the center. Other centers have developed joint task forces of managers, staff, and spouses to discuss spouse employment concerns and develop action plans for the spouse community and the center.

Some centers have focused more on supporting the spouse community to develop information, contacts, and opportunities for spouses. IRRI spouses have developed a Spouse Resource Development Network and this has assisted more spouses to engage in professional activities. At IIMI, center staff and spouses have teamed up with women's organizations in the country to develop a handbook with information on employment and professional opportunities. Experience has shown that partnerships between the spouse community, staff, and center management are the most effective in improving opportunities for spouses.

***Continuing constraints.*** For some centers, their room to maneuver is limited. They face formidable constraints due to legal restrictions against employment of spouses in the host countries in which they operate. It is likely that such constraints will not be relieved without efforts at CGIAR or the broader international level. Other centers have staff based in locations where opportunities for remunerative employment outside the Center are severely circumscribed. Furthermore, with the recent downturn in funding for many centers, opportunities within the centers for dual appointments, or even consultancies, have become more limited.

Resource constraints inhibit the use of proactive policies and practices to address spouse employment concerns in some centers. Often considerable time is needed by center staff to set up, operate, and review spouse employment policies and operational guidelines. Further resources are needed to develop support and information systems. For those centers that see spouse employment as directly linked to their ability to recruit high quality staff, these resource demands are less problematic. For those that do not make this equation, the resource commitment becomes a major obstacle given competing demands for funds and staff time.

Although, numerous innovative practices and policies have been developed in individual centers, adoption of good practices remains patchy across the centers. The challenge now is to evaluate on-going experiments and to disseminate information on good practice more widely across the CG System. The issue of spouse employment will only become more acute in the future with the growth in dual career families. Centers need to learn from one another, consolidate best practices to address constraints, and continue to develop new strategies and approaches.

### **2.2.3 Gender issues in the workplace**

Overview. Work on gender issues in the workplace is in a much more developmental phase than that on recruitment and spouse employment. This reflects the relatively low percentage of women in most centers; the Director Generals' priority to tackle first the more straightforward issues of recruitment and spouse employment; and the nascent stage of development of this management field. Moreover, unlike recruitment and spouse employment, there are few proven approaches or practices that can be borrowed from other organizations and adapted to the conditions of the centers.

This line of work addresses issues of staff productivity, advancement, and retention. The objective is to develop a work environment which

- ◆ is hospitable and supportive to both men and women;
- ◆ stimulates their fullest productivity and job satisfaction;
- ◆ recognizes and harnesses their diverse skills, perspectives, and pools of knowledge and experience;
- ◆ ensures that men and women have equal opportunities for career development and advancement; and
- ◆ recognizes the different constraints faced by men and women and seeks to change the distribution of those constraints. (For example, an organization institutes a family leave policy, which tends to benefit women who have more responsibility for child and elder care, but also encourages men to avail of this policy.)

Accumulating experience indicates that these objectives cannot be reached solely by the more straightforward interventions of increasing the numbers of women, adjusting policies and procedures, providing training for managing diverse staff, or changing hiring practices. These are necessary actions, but they are not sufficient. Gender issues go much deeper and they are more complex and subtle.

Men and women, across all cultures, are socialized differently and have different roles in the private sphere of our lives. As a result, they often come to the workplace with different values, aspirations, experiences, skills, and ways of working and interacting with colleagues and clients. As more women (or other groups with traditionally low representation) enter the workplace at different levels and occupational niches, organizations can no longer expect them to simply assimilate to the dominant culture and ways of doing work. In organizations like the centers, these have been shaped largely by men for men.<sup>15</sup> Changes need to be made in the organization to accommodate a broader range of styles, values, and modes of working.

To have lasting impact, work on gender issues has to be tied directly to the core aspects of the organization: the way work is structured; the organizations' core management systems; the formal and informal channels of communications; the career development paths; the values and reward systems which shape behavior and motivate staff; and the accepted leadership and management styles. These aspects of an organization are often gendered in the sense that they privilege certain behaviors, skills, experiences, and types of people while minimizing or suppressing others.<sup>16</sup>

For example, organizations that rely on competition as a means to increase the quality and quantity of output tend to undercut incentives for collaboration and team work. Men are often more comfortable with the former style of work and women with the latter. Organizations that rely heavily on informal consultations in decision-making tend to marginalize those groups (such as women or other minorities) who are disadvantaged in cultivating personal networks in the organization. Organizations that assume that their staff time is infinitely expandable to address crises or take on new demands as they arise, disadvantage men and women with responsibilities in their personal lives that limit the time they can devote to work. These kinds of issues are systemic, not individual, and they have to be addressed at the level of the organization. If the gender dimensions of these aspects of the organization are not addressed, the best designed policies and procedures will not yield their intended impact

In the CG System, the work in this area to date has been diagnostic and experimental. The CGIAR Gender Program has sought to raise awareness of the issues and has undertaken surveys and consultations with women in the System, as well as interviews and focus groups with both men and women in several centers. These were designed to compare men's and women's perceptions of the workplace and to understand more clearly the nature and extent of gender differences. In two centers -- IFPRI and IITA -- where there are larger percentages of women, work has progressed beyond diagnosis to embark on a process of organizational change.

With respect to advancement and career development, attention has been limited due to the small number of women in management positions. This area will need to receive more attention in the future as more women move into senior program and management positions. To support the career development of women, the CGIAR Gender Program has sponsored ten women to attend the CGIAR management course. This has increased the gender diversity of the course and helped recently appointed middle managers to hone their management skills more quickly.

**Achievements.** Work on gender issues in the workplace in recent years has yielded a better understanding of the problem and the kinds of approaches needed to bring about the desired changes in the workplace. It has also yielded a better appreciation for policies and practices

appropriate for the centers regarding the more typical gender concerns of sexual harassment, work-family balance, and child care.

The diagnostic work has provided a deeper understanding of elements of the workplace which are difficult for women and can undermine productivity. A 1993 survey of internationally-recruited women revealed that nearly two-thirds found specific dimensions of organizational culture and working relationships in the centers difficult to handle. These included: 1) feeling isolated and excluded from communication networks within the center, 2) having little influence on decision-making; 3) higher visibility and performance pressure compared to men; 4) sexist behavior and remarks; 5) limited opportunities for mentoring; and 6) perceptions that men were uncomfortable working with women as equal colleagues or as supervisors. A disturbing finding was that 13% of the women reported having experienced sexual harassment from men in more senior positions. With respect to professional development, approximately half of the women perceived that they had experienced discrimination in terms of pay and benefits, access to resources, or opportunities for career development. Such discomforts within organizations are not uncommon when women are a distinct minority, but they can have high costs in terms of premature attrition, reduced productivity, poor staff morale, and inefficient use of human resources.

These observations indicate that the centers need to examine their organizational environment and take steps to make it hospitable and supportive for women as well as men. The diagnostic work at the System and center levels also revealed a strong convergence of views among women about the characteristics of a desirable working environment. These include:

- ◆ leadership is strong and has a clear vision for the center;
- ◆ values of openness, transparency, and mutual respect are promoted and rewarded;
- ◆ working relationships are collegial, rather than competitive; team work is promoted and rewarded; and criticism is constructive, rather than destructive;
- ◆ responsibility and accountability are delegated, assignments are challenging; and staff are given opportunities to grow professionally;
- ◆ staff assessment and reward systems are fair and transparent;
- ◆ staff are valued, loyalty and commitment to the organization is widespread, and the changing external demands of staff throughout their life cycle are appreciated;
- ◆ women are integrated throughout the organization, across hierarchical levels and job categories.

While many men also appreciate these values, diagnostic work in several centers indicates that they tend to be more accepting of competition, hierarchy, and individualized work; and less concerned with the quality of leadership and the transparency and “fairness” in reward and assessment systems. Men, as a group, also tend to be less concerned with balancing work and family, although this is becoming more of an issue for men with professional spouses and/or with young children. More systematic comparisons of men’s and women’s views of the workplace should be carried out in the future.

The challenge facing the centers is *how* to create work environments that are inclusive and supportive of both men and women and also maximize organizational performance and the attainment of strategic objectives. Through experimental work carried out at IITA and IFPRI, progress has been made in developing an approach for addressing gender in the workplace and providing a foundation for change. The approach examines gender dimensions of the work environment by applying a “gender lens”. Specifically, the gender lens focuses attention on four key areas that experience has shown to affect gender equity:

- ◆ ***differential impacts***, do the structure of the organization, the way work is organized, the management systems, and the policies, procedures, practices have different impacts (positive or negative) on men and women?
- ◆ ***different values and approaches***, do men and women have different values, styles, or approaches to work and are some approaches or types of work more highly valued or rewarded by the organization than others?
- ◆ ***differential access to information and decision-making***, do men and women at comparable levels in the organization have equal access to information relevant to their work and do they have similar means of accessing such information? Do women and men have similar roles, influence, and levels of participation in decision-making?
- ◆ ***time***, how do people spend and organize their time; how do they balance work and family responsibilities? Time has a strong gender dimension since women, in general, still have primary responsibility for the care of families and managing the private sphere of our lives.

The goal in using the gender lens is to engage the organization in an analysis of its current situation and future aspirations, explore the gender dimensions of the work environment, and stimulate an on-going process of organizational learning and change. To accomplish this, a *collaborative action research model* is used so that consultants, managers, and staff work closely together throughout all phases of the process.

Data collected in interviews around these themes is used to produce a “mirror” which is then held up to the organization. Management and staff are engaged in a discussion of its meaning and implications and in the generation of ideas for next steps, e.g. organizational experiments, changes in policies or practices, or use of new behaviors.

The “mirror” at IFPRI highlighted issues central to organizational performance and the attainment of its strategic objectives. It surfaced, for example, the need to 1) develop a more collaborative work culture and stronger team work; 2) reward a wider range of outputs and activities, and 3) find ways to reduce the acute time pressures faced by staff.<sup>17</sup> The time pressures were particularly onerous for men and women with children for whom time was not infinitely expandable. One solution developed was “quiet time”: specific periods during the week when staff can work without interruption. A second outcome is a commitment to review the reward system to ensure that activities which are important for the mission of IFPRI, such as outreach and translating research results into a form that can be used by policy makers in developing countries, receive equal recognition as the more tangible outputs of publishing in prestigious journals. Interestingly, women and researchers from developing countries tended to be strongly committed to the more “invisible” activities. A third outcome has been to engage in a process aimed at strengthening the

senior management team and developing a shared vision and common values. These changes should strengthen IFPRI's ability to pursue its strategic mission at the same time that they address many of the elements of the workplace that were uncomfortable for women. Applying the gender lens at IITA also surfaced core organizational issues such as the need for a developing shared vision, strengthening collaboration across divisions, building on the benefits of a diverse staff, and strengthening processes for staff development and recognition.<sup>18</sup>

***Good practice:*** Work in this area is not sufficiently developed to extract good practices. The learning to date, however, suggests that three elements are critical to an effective approach to gender issues in the workplace. First, it is more effective to look at work processes, organizational values and management systems, than to tackle workplace issues through policies and procedures alone. Second, work on gender has to be linked to the performance and strategic objectives of the organization if it is to engage management and staff. And third, the work entails complex organizational change. Experience suggests that essential elements for advancing in this change process are:

- ◆ leadership and commitment from the Director General;
- ◆ ownership of the process by a staff group or committee, comprised of men and women from diverse parts of the organization, who are committed to strengthening the organization;
- ◆ timely collaboration with outside facilitators;
- ◆ engagement of a wide range of staff in diagnosis and in generating ideas for experiments and actions;
- ◆ appreciation that change is gradual, leads in unexpected directions, and surfaces new issues.

With respect to policies affecting the gender dimensions of the work environment, only about a third of the centers have developed policies regarding sexual harassment and fewer still have complemented policies with well defined grievance procedures. This is an area that will become more important as more women enter the centers and should be a priority for future action. Similarly, few centers have developed clear policies designed to help men and women balance work-family responsibilities or cope with child care obligations. These are areas where centers can act proactively in order to increase their competitive edge in recruitment and retention. They will need fuller attention in the future.

***Continuing constraints.*** There is no "quick fix" or package of solutions. Addressing gender issues in the workplace is a complex and challenging process which touches core elements of the organization. It can surface discomforts and resistance and raise unexpected issues. Some centers, especially those with few women, may not find sufficient motivation to embark on this process.

A second constraint is the limited knowledge and experience in this area from which the centers can draw. This has two implications. The work has, of necessity, to be experimental and is, therefore, risky. And, high quality consultants with expertise in this area are hard to find.

A third constraint is that some women, as well as men, resist work in this area, making it difficult to cultivate an internal constituency. They are uncomfortable with attention being focused on

gender differences and issues in the workplace. They are concerned about the added visibility and the danger of stereotyping. And they are concerned about receiving “backlash” from men. At the same time, men may resist because they may perceive that women are being privileged or they become uncomfortable as previously accepted styles of behavior are questioned or new strategies are needed to succeed in the organization. These concerns are important and any process of change must be careful to surface the concerns of both men and women and seek to address them.

Finally, few women hold management positions in the CG System (ref. Section 2.1.1). Without women in leadership positions, it is often difficult to initiate and sustain the changes that are required to create work environments that are supportive for both men and women. Centers that are serious about increasing the participation of women need to give priority to hiring women into senior management positions.

### 2.3 Lessons Learned

Experience from the past three years of focused work on gender staffing issues within the CG System, as well as that from other organizations committed to increasing gender diversity, has generated several lessons important for future work in this area.

- ◆ ***Gender staffing concerns need to be linked to the strategic objectives and performance of the organization.*** Building long-term commitment to address gender staffing issues will only occur when an organization can link these to improved organizational performance. In the CG System, for example, the attention to improving recruitment of women flowed from the realization that women are making up a larger share of the pool of talent from which the centers recruit and that the centers cannot afford to bypass a significant share of the pool. When these linkages to performance are made, it is easier to build widespread support among men and women, and leaders and staff, for addressing gender staffing concerns. If the pursuit for equality, rather than effectiveness, is the driving force for change, experience has shown that, despite its importance, commitment will waver, words will exceed practice, and accomplishments will be modest.
- ◆ ***Addressing gender staffing issues in organizations is a long term and complex process of organizational change.*** Experience from other organizations has shown that achieving sustainable improvements in increasing gender diversity and creating work environments that are supportive to both men and women is a long-term process of change requiring seven years or more.<sup>19</sup> Sustaining the change process requires steadfast commitment, creativity, the agility to respond to new issues that arise, and constant vigilance against complacency. The process is much more complex than simply increasing the number of women (or other minorities). That is the easy part. Increased participation of women at diverse levels of the hierarchy and occupational niches within the organization catalyzes changes that have implications for men as well. New and more subtle second generation issues surface around gender relations in the workplace, values and rewards, communications, productivity, organization of work, and opportunities for career development and advancement. These require different strategies, practices, and skills to address. Yet they are essential to ensuring the job satisfaction of both men and women and their fullest productivity and contribution to the organization.

- ◆ ***The change process is iterative, not linear.*** The change process does not follow a neat progression from awareness-raising, to experimentation, to institutionalization (ref. Section 1.3). Efforts have to be maintained simultaneously in all three areas. New leaders and staff come into an organization and often their awareness of the benefits of diversity needs to be raised. Successful experiments in some areas, such as recruitment, may be institutionalized, while policies and practices around reward systems or work/family issues may surface more tension and require more discussion, experimentation and fine-tuning. Mainstreaming of good practices may occur and then lose momentum due to complacency, staff changes, or lack of follow up. This implies a need for on-going attention, review, reassessment, and revitalization.
- ◆ ***Resistors need to be engaged.*** Increasing the participation of women and advancing gender equity in the workplace inevitably causes resistance among some staff. Sometimes, because of the gender dimension, this can become highly charged and emotional. This resistance can cause leaders to retreat, women to balk, and change to stall. The tendency is to eschew conflict, but experience has shown that it is more effective to engage the resistors actively. It is important to recognize tensions, air differences, legitimate them, and seek common ground. Resistance may come from passionate beliefs. It usually comes, however, from fear, concerns about loss of control, resources, worries about extra work or pressures, discomfort with new behaviors and norms, or simple indifference. Many of these concerns can be addressed and often common interests can be identified. Resistors, when engaged, can become important allies.<sup>20</sup>
- ◆ ***Work on gender is often a leverage point for improving the quality of work systems and management process in general.*** Attention to gender often catalyzes new questions or new ways of looking at established processes. The attention to recruitment in some centers, for example, has had a much broader impact than simply increasing applications from women. It has led to more systematic and targeted approaches to advertising which have yielded better quality applicants at a reduced costs; development of more consistent and equitable policies and practices for search and selection of candidates; and improved skills in interviewing and evaluating candidates. Similarly, work at IFPRI has shown that examining the work place through a “gender lens” can raise issues which have an important bearing on productivity and innovation in an organization. Gender concerns are addressed more effectively when they are treated as a facet of these core management systems and work processes.
- ◆ ***Addressing gender is an entry point for addressing broader concerns of diversity.*** Work on gender often surfaces issues of concern for other minority groups in an organization. Many of the issues and concerns raised by women in the centers were also expressed by men from developing countries. Focusing on gender can become a catalyst for change aimed at creating work environments where differences are respected and the skills and experiences of a diverse staff group are fully utilized.
- ◆ ***Improved policies and procedures are not enough.*** Policies and procedures provide a framework for action, but rarely the commitment and motivation. Changes in practices, behaviors, perceptions, or values go deeper. Such changes require consistent leadership from the top, modeling of positive behaviors, incentives, and rewards. Staff need to see clearly the benefits both to the organization and to themselves if they are to support changes introduced

to improve gender equity. If gender issues are only addressed through policies and procedures, change will only be achieved through management by compliance and impact will be limited

- ◆ ***Target opportunities*** When the change process is young and resources are limited, it is more effective to focus efforts on sites where senior managers are committed and there is potential for success. Once successes have been achieved at these sites, these can be communicated widely and used to kindle interest among other managers.
- ◆ ***Donors need to create an external environment which promotes and supports change.*** Significant and sustained organizational change generally requires external pressure throughout the process (see Box 1). This promotes the incentives, drive, and commitment to see the change process through. For the CG System, donors are the critical source for external pressure for advancing gender staffing issues; partners and clients are less likely to exert pressure in this area. Donor commitment and support is needed to keep the issue as a priority among competing demands within the policy environment of the centers, to recognize and reward positive changes, to support knowledge development and experimentation, and to monitor progress.
- ◆ ***Sustained change requires strong leadership from the top.*** Experience has shown clearly that leadership from the Director General and his or her senior management team is critical for positive and lasting change (see Box 1). Commitment at the top is required to signal the priority of the issue and to link it to the strategic interests of the organization. It is needed to motivate staff to allocate time and resources to developing new mechanisms and systems within the organization and to take on new challenges and make extra efforts. It is needed to bring about the changes in behaviors and values that are often required to create a “gender friendly” workplace. And, it is needed to sustain interest and commitment and to recognize and address new issues as they arise.
- ◆ ***Sustained change requires pressure from within.*** Leadership from the top needs to be complemented by leadership at lower levels (see Box 1). While senior managers set the policy and direction for change, commitment from a core group of staff is needed to create and experiment with new mechanisms and practices, monitor progress and explore new issues, and push for continual change even in the face of tension and discomfort. Alliances need to be forged between men and women with the view to creating a supportive and productive workplace for both. Most organizations that have navigated the change process successfully have put in place formal groupings (e.g. committees, task forces, or forums) of staff of diverse levels, backgrounds, and gender to serve as this internal force for change. Several centers have established such groups. To be effective, the group needs to have the resources required to develop knowledge and understanding of the issue, cultivate awareness and commitment amongst staff, build coalitions, advance new initiatives, and interact with resource people outside the organization.

It should also be recognized that belonging to such a change agent group can carry risks and costs for the staff who participate. Both men and women can find the change process uncomfortable. Women may dislike the visibility or worry that it will undermine their credibility in the organization. Men may feel that they will lose more in the process than they will gain. To counter this, management support must be visible and on-going and the group

needs to be recognized and rewarded for its efforts. Boards can be important in giving credence to the work of these groups.

- ◆ ***Responsibility and accountability for new initiatives needs to be clearly assigned.*** Many of the experiments with good practices in the centers have been ad hoc, undertaken by interested staff. In many centers, for example, there is no individual responsible for overseeing recruitment. As a result, searches vary significantly in scale, reach, and in the quality of the outcome. Initiating systematic change in recruitment procedures, spouse employment practices, or management systems and work processes requires that an individual or group of staff be assigned responsibility and be held accountable for designing and seeing the process through, monitoring its outcome, making adjustments as needed, and developing new opportunities. Without this, progress will be erratic, short-lived, and the impact limited.
- ◆ ***External support services help maintain momentum and provide economies of scale.*** In the early stages of awareness-raising and experimentation, it has proven useful to have external support for information, technical advice, funds, and exchange of information on good practices. In the CG System, external support, such as the CGIAR Gender Program, provides benefits of economy of scale and reduced transaction costs. Rather than each center having to seek information on trends and good practice, keep abreast of developments in a rapidly evolving field of management, and secure technical advice and consultants, the Program has been able to consolidate these efforts and provide support as needed to interested centers. This has reduced the costs to the centers for taking on the issue and experimenting with new policies and practices. It has also facilitated learning across the centers. External funds have also encouraged experimentation as well as access to consultants. The CGIAR Gender Program has also provided an important monitoring function at the System level as well as for the centers.
- ◆ ***Change needs to be monitored.*** Since the process is long-term and complex, it is important to set milestones and measure progress against these. Monitoring is also an important mechanism for ensuring accountability. Without transparent processes to assess progress and keep the issue visible, the change process can easily stall from lack of attention due to competing demands. Monitoring at the System level gives donors the means to periodically review progress and it gives centers a standard of comparison for assessing their own progress. Monitoring at the center level helps sustain momentum, assess progress, and identify effective practices. It also provides a basis for rewarding managers and staff for innovations and achievements in attracting women scientists and professionals and creating a work environment that is supportive for diverse staff.

## 2.4 Conclusions

There has been solid progress in the CG System in recent years; the gender complexion of the System has clearly changed. This is a considerable achievement given the stresses and changes the CG System has undergone in recent years. But these accomplishments are fragile. Awareness has been raised, new approaches and mechanisms have been tried, and modest changes have taken hold in some centers. But resistance and/or indifference remain strong in some quarters.

Commitment by leadership and staff, both male and female, is variable across the centers. And, the adoption of good practice is patchy and considerable learning remains.

Good progress has been made in the more tangible areas of recruitment and spouse employment; these efforts need to be consolidated and more widely disseminated. The accomplishments also need to be more widely communicated to donors and partners so that men and women outside the CG System understand the extent of the reform that is underway. Work on the more subtle and challenging area of gender relations in the work place is nascent and experimental. This is not a topic which can be addressed through guideline papers and single consultancies. It requires in-depth and longer-term work within individual centers and it often opens up broader processes of organizational change. Yet, this work is essential if the centers are to successfully build on their current accomplishments and create workplaces which are conducive to the fullest productivity of all staff -- men and women as well as people of diverse cultures and backgrounds. Quality of science and performance are the bottom line. To maintain standards of excellence the centers need to be confident that they have created workplaces that encourage the best from all of their staff.

The challenge for the CG System now is to capitalize on the investment and changes made to date. The full benefits of recent efforts have yet to be reaped and considerably more work remains to be done. A foundation has been established, but the change process has only begun.

### 3. FRAMEWORK FOR FUTURE ACTION

#### 3.1 Introduction

The Framework for Future Action is designed to provide guidance to donors, Boards, and centers on strategic directions, priorities, and mechanisms for future work on gender staffing in the CG System. It aims to chart a course for future efforts; not to prescribe. Organizational change aimed at increasing the participation of women and creating workplaces that are supportive of both men and women is long term and complex. The CG System has made good progress in recent years, but the achievements remain fragile and uneven and considerable challenges remain.

An ambitious agenda lies ahead. Future efforts should aim to build on the lessons learned; consolidate achievements; extend knowledge of effective approaches more widely across the CG System; mainstream good practices within the centers; and take on new challenges (ref. Chapter 2). The locus of action will need to be in the centers, but continuing support from a Gender Staffing Program at the System level will also be required. To maintain momentum and reap the benefits of past investments, donors will need to continue to give attention to gender staffing issues, encourage and reward progress in the centers, and provide targeted resources for continuing work at both the center and System levels.

#### 3.2 Goal and Objectives

The goal for future work on gender staffing is: *To further enhance centers' performance through improved understanding of and responsiveness to gender issues affecting the recruitment and retention of high quality staff and the work processes, management systems, and organizational culture of the centers.*

More specifically, future efforts need to focus on six objectives that address the interrelated concerns of organizational efficiency, productivity, and equity (Box 2).

#### 3.3 Priorities for Action

##### 3.3.1 Overview

**Areas of emphasis:** To achieve these objectives, it is proposed that the CG System needs to target its efforts in two areas:

- 1) Consolidate and extend good practice in recruitment and spouse employment;
- 2) Develop improved understanding of and responsiveness to gender dimensions of the workplace.

## **Box 2: Objectives**

**Future efforts should aim to further:**

⇒ Increase efficiency through:

- ◆ strengthening centers' ability to recruit from the expanding pool of female scientists and professionals;
- ◆ increasing centers' ability to retain high quality staff by addressing constraints that affect men and women in the workplace.

⇒ Improve productivity through:

- ◆ encouraging work processes, management systems, and organizational values that are supportive to both men and women;
- ◆ recognizing and mobilizing the range of skills and experiences contained within a diverse staff group.

⇒ Foster equity through:

- ◆ ensuring equal opportunities for advancement and professional development for men and women
- ◆ recognizing the different constraints faced by men and women and working to change the distribution and impact of those constraints.

These areas of emphasis reflect both continuities and change from the priorities of the past four years. The centers have focused their attention on developing improved policies, practices, and mechanisms for recruitment and spouse employment. These were viewed as critical leverage points for addressing the low participation of women in the CG System.

In the next stage of work on recruitment and spouse employment, the focus needs to shift towards consolidating current knowledge, assessing on-going experiments, and mainstreaming good practices across the centers. Such practices are outlined in Chapter 2.

Attention to the gender dimensions of the workplace will become more important as the centers hire more women and they assume positions at different levels of the hierarchy and across professional niches. Whereas recruitment and spouse employment are linked to the centers' ability to attract high quality professionals, the workplace issues affect retention and productivity of men and women. This area of work is the logical follow on to the current emphasis on recruitment and spouse employment and should be given increased attention over the next five years. Addressing the gender dimensions of the work processes, management systems, and organizational culture is a new and rapidly evolving field of management. Consequently, this line of work inevitably will be much more developmental and experimental. It offers an opportunity for those centers with larger percentages of women to be innovators in developing approaches and good practice aimed at creating workplaces that are supportive of the productivity and job satisfaction of both men and women.

***Means.*** Whereas donors originally provided the stimulus for addressing gender staffing, the centers have now assumed the leadership role. If progress is to be maintained, however, donors will need to continue to provide external funds to catalyze and support both center-led initiatives and System-level actions and services. To achieve economies of scale and maintain momentum, it will continue to be important to have a specially-funded Gender Staffing Program at the System level. The program will provide information, technical support, services, and small grants to support the centers in their efforts to bring about change. The program should be closely linked with the management advisors in the CG Secretariat as well as with the management teams of the centers. Centers' "ownership" of the program should be strengthened through regular reporting to a Sub-Committee of Deputy Director Generals and by having a senior staff member at each center who would serve as a gender focal point. The focal points would be responsible for interacting with the program and networking with the other centers (ref. Section 3.4).

The following sections outline the objectives for work in each area of emphasis and recommend actions at the donor, system, and center levels. Mechanisms proposed for carrying out the proposed agenda for action are described in Section 3.4.

### **3.3.2 Consolidate and extend good practice in recruitment and spouse employment**

Considerable progress has been made in developing knowledge and new approaches and practices for recruitment and spouse employment (ref. Chapter 2). The adoption of good practice, however, remains uneven across the centers and new avenues of work need development. The emphasis in the future should be on building on the lessons learned, assessing on-going experiments, extending good practice, and adapting policies, practices and mechanisms for recruitment and spouse employment to the specific needs and conditions of individual centers. Box 3 provides a summary of recommended actions within this area of emphasis.

Future work in this area of emphasis should aim to:

- ◆ Mainstream good practices in the centers for strengthening the recruitment of women scientists and professionals and ensuring unbiased selection procedures;
- ◆ Expand the number of women post doctoral fellows, Ph.D. and Masters students, and short course trainees as a means to increase the number of women in the pipeline;
- ◆ Continue efforts to increase the number of women Board members;
- ◆ Mainstream good practices for spouse employment in the centers;
- ◆ Strengthen monitoring mechanisms for identifying good practice in recruitment and spouse employment;
- ◆ Increase the sharing of information on experiences, good practices. and organizational innovations in recruitment and spouse employment across the centers.

***Donor actions:*** Donors can play an important role in sustaining attention to gender staffing issues at the policy level, in monitoring progress, and in providing targeted funding to accelerate efforts in this area. In addition to monitoring the status of gender staffing at individual centers through the External Management Reviews, it is recommended that donors request the CG Secretariat to

### **Box 3: Proposed Actions for Consolidating and Extending Good Practice in Recruitment and Spouse Employment**

#### *Donor actions*

- Request periodic gender disaggregated Human Resources Survey
- Funnel names of high quality female candidates for Boards and staff positions to centers and Gender Staffing Program
- Fund a fellowship program for women at associate scientist or scientist level.
- Support centers in discussions with host countries to relax constraints on spouse employment

#### *System-Level action (Gender Staffing Program)*

- Continue to raise awareness
- Provide financial and technical support for center initiatives
- Monitor innovations in centers
- Consolidate and extend information on good practice to centers
- Facilitate exchange of information and knowledge across centers
- Maintain database on potential female candidates and resource persons
- Develop alliances with women's professional organizations & networks
- 

#### *Center-Level Actions*

- Experiment with and adapt policies, practices, and mechanisms;
- Provide leadership and incentives for mainstreaming good practice;
- Assign responsibility and accountability,
- Monitor and assess outcomes
- Share information and innovations with other centers

continue to organize, in conjunction with the centers, a gender disaggregated Human Resources Survey every three years. This permits monitoring of the gender composition of professional and scientific staff in the CG System and the hiring of men and women to internationally-recruited positions (ref. Table, Annex I). At the operational level, donors can also play a more active role in funneling information on potential women candidates for Boards and staff positions to centers and to a central database managed by the gender staffing program and the CG Secretariat.

Donors could accelerate the increased participation of women in the CG System by funding a fellowship program for women at the associate scientist or scientist level where representation is low (ref. Section 2.1.1). Such a program would bring high quality women into career path positions within the centers and increase the future supply of women for senior scientist and management positions. Similar programs aimed at increasing the representation of specific groups, such as the Rockefeller Social Scientist Postdoctoral Fellowship Program, have been very successful in bringing new skills and perspectives into the CG System. Such a program could be organized at the System level as a highly competitive, prestigious, fellowship program. Alternatively, donors could fund fellowships for women associate scientists at specific centers, perhaps in fields of priority interest.

With respect to spouse employment, donors can support centers at the policy level and operational levels. Donors and centers can work as allies in encouraging governments of host countries to relax legal restrictions on the employment of spouses of internationally-recruited staff of both the centers and donor agencies. When feasible, donor agencies could also give special consideration to hiring of spouses of center staff when they have offices or projects in the locations where center staff are based. Some donors may also consider providing funds for employment of qualified spouses in the special projects they fund with the centers.

***System-level actions.*** It is recommended that the Gender Staffing Program continue to serve as the principal mechanism for action at the System level (ref. Section 3.4). The Program should aim to assist the centers to mainstream good practices in recruitment and spouse employment. System-level actions should focus on those areas where economies of scale can be achieved. The Program should 1) continue to raise awareness about the importance of strengthening recruitment processes and addressing spouse employment constraints; 2) provide technical and financial support to assist centers to diagnose their situations and experiment with new approaches and mechanisms; 3) monitor and consolidate information on innovations in the centers and other organizations; and 4) intensify efforts to exchange and disseminate knowledge on new approaches and good practices across the centers.

Priority should be given to information dissemination through an electronic newsletter reporting on innovations and good practice in recruitment and spouse employment, organizing System-wide workshops, and sponsoring exchange visits among the centers. The newsletter would provide up-to-date information on recruitment pools and highlight experiments and good practice emerging from the centers and other organizations. Periodic system-wide workshops on specific management themes could be used to raise awareness and develop skills among staff of the centers for implementing change. Workshops are important to developing both the commitment and capacity to institute change in the centers and for forging informal networks of staff working on gender staffing issues across the System.

In providing technical and financial support, priority should be given to those centers in early stages of addressing recruitment and spouse employment concerns. The Program can provide consultants to work collaboratively with managers and staff in the centers to assess the strengths and weaknesses of their recruitment and spouse employment policies and practices with respect to gender and develop recommendations which are appropriate for their specific conditions and needs. Consultants fielded by the Gender Program have the advantage of accumulated experience from having worked across a variety of centers.

With respect to recruitment, the comparative advantage of work at the System level is with international staff. Considerable efficiencies can be gained through System-level services for consolidating information on mechanisms for “casting the net widely” and mobilizing applications from women. Continuing work is needed to update as well as develop new information on tapping into professional networks and organizations with active participation of women, particularly in the South and in the countries of former Eastern Europe. Alliances need to be developed with organizations, such as the Third World Organization of Women in Science (TWOWS) and Winrock’s African Women Leaders in Agriculture and Environment Program, to establish mechanisms for the broad dissemination of centers’ position announcements to women in

developing countries and to improve women's knowledge of professional opportunities at the centers. Information also needs to be developed for tapping into the explosive growth of e-mail and electronic bulletin boards as a means to reach scientists and other professionals more quickly and economically.

The Program should also maintain a central database, for use by the centers, of resource people and women interested in working within the CG System. To be successful, the centers and donors will have to feed in information, but organizing such a database at the System level provides useful economies of scale. This would complement and feed into the Candidate Information System housed in the CG Secretariat. The Gender Staffing Program should also take a lead role in publicizing to women's professional organizations and networks career opportunities within the CG System and the progress it is making in gender staffing.

The Gender Staffing Program should also give priority to assisting centers to identify female candidates for senior management and scientific positions. These searches require more "head hunting", use of personal contacts, and follow-up with potential candidates. The work is time and resource intensive, but benefits from accumulated experience. This area of recruitment support should be given priority as it is an important leverage point in the change process. Experience has shown that increasing women at senior levels often results in greater participation of women at lower levels and in creating a workplace that is more hospitable to women.

With respect to spouse employment, considerable information has already been disseminated in the CG System and some promising experiments are underway in the centers (ref. Chapter 2). Yet, adoption of proactive approaches and practices for addressing spouse employment have not yet been broadly adopted across the centers. The Gender Staffing Program should concentrate on extending information on good practice and stimulating learning across the centers. In addition, the Gender Program can provide technical support to those centers that have not yet addressed spouse employment constraints. The Gender Program could also help to broaden the employment opportunities of spouses by 1) maintaining a database of spouses with skills relevant to the centers and circulating CVs among centers; and 2) identifying consultants who could work with spouses at the centers to develop the skills and tools required to work through electronic networks.

At the policy level, representatives of the co-sponsors of the CGIAR can support center initiatives by raising the visibility of the issue and seeking to raise awareness among representatives of host country governments about the implications for the centers of spouse employment constraints.

***Center-level actions.*** For the centers, the key elements for further progress in both recruitment and spouse employment will be: 1) continuing to experiment with and adapt policies, practices, and mechanisms; 2) providing leadership and incentives for mainstreaming good practice; 3) assigning responsibility and accountability for implementing change, 4) monitoring outcome; 5) sharing information with other centers

For centers in the early stages of addressing recruitment and spouse employment issues, diagnosis will be the critical first step. Just as with technology, good practice cannot be simply transferred across organizations, it has to be tailored to the specific conditions, resource base, and needs of each organization.

With respect to recruitment, Director Generals and their senior managers will have to play a central role in encouraging efforts to mobilize applications from women and ensuring a fair review during the selection process. This will require not only promoting experimentation with new techniques and setting policies and guidelines, but also monitoring performance and demanding accountability. For good practice to be mainstreamed, experience has shown that responsibility and accountability for results have to be clearly assigned. Directors of Research or senior managers on the program side should be responsible for ensuring that searches seek to attract women candidates, and provide a fair review of candidates. Directors of Administration or Human Resource Officers need to be responsible and accountable for ensuring that search committees have the information they need to mobilize applications from women effectively. They should also be responsible for back-stopping searches to ensure consistency in quality and use of good practices as well as monitoring and assessing the effectiveness of diverse mechanisms. This will lead to greater cost efficiencies from more targeted advertising and dissemination of position announcements. Centers should also use their staff more systematically for identifying potential candidates. Staff and managers need to be encouraged to identify women who could be strong candidates for future openings and to consistently channel this information to a designated administrative officer for future use.

Experience from other organizations indicates that while casting the net widely is a key step in mobilizing applications from women, it is not always sufficient. Centers need to give more attention to processes for actively seeking out strong male and female candidates -- by tapping into professional networks, calling resource people, and mobilizing staff contacts -- and encouraging them to apply. This approach of active "headhunting" is more time consuming and centers will need to experiment with incentive systems to encourage search committees and staff to engage in these more proactive search methods. More generally, experience has shown that for good practice to take hold, centers should incorporate the gender dimension into broader efforts at strengthening recruitment policies, practices, and mechanisms, rather than treating these efforts as separate, ad hoc, activities.

Boards can play an important monitoring role on recruitment by requesting on an annual basis gender-disaggregated data on applicants, shortlisted candidates and appointments. Boards also need to set an example by actively seeking women members and ensuring that women are well-represented and have leadership positions.

Given the growth in the number of locally-recruited scientists and professionals working at the centers, it will be important for the centers to adapt lessons learned from the recruitment of internationally-recruited staff and use these to strengthen the recruitment of women scientists and professionals into national positions as well.

With respect to recruitment of candidates for training, the centers need to be proactive in requesting countries to nominate women scientists and in identifying strong women candidates for Msc and Ph.D. training. This is important for the feeding the pipeline of women scientists and it also helps the centers to link up with professional networks of women. Several centers have done this very well with dramatic increases in female participation (ref. Section 2.2.1) These practices need to be more widely encouraged and adopted.

Similarly, the centers need to pay closer attention to ensuring representation of women at the conferences they convene or sponsor. These conferences are the “face” of the CG System to the outside world. Lack of female participants communicates lack of involvement of women in the CG System. Once again, this often requires more effort and monitoring, since women are still not well-integrated into the centers’ professional networks. But it can have a high payoff. It can help centers to tap new talent, identify women who are promising candidates for future positions, and in conveying a positive image of the centers as equitable and progressive organizations.

The importance of addressing spouse employment will only grow as the centers increasingly recruit from generations of scientists and professionals where dual career families are more the norm than the exception. Future efforts in the centers need to move beyond liberalized policies to instituting systems and practices designed to open up professional opportunities for spouses. To accomplish this, leadership from senior management is required to reorient the values within the centers from viewing assistance with spouse employment as a favor to seeing it a service that will improve the centers’ competitiveness in hiring excellent staff. Senior managers also need to take the lead in visibly recognizing and acknowledging the wealth of skills and experience available within the spouse community. Once this shift in orientation is accomplished, the centers can build on and adapt good practice developed within the CG System and in other organizations (ref. Chapter 2). Given the downsizing occurring in many centers, emphasis will have to be placed on assisting spouses to find professional opportunities outside the centers.

To make significant progress in this area, it is important for the management, staff, and spouses to join forces and share responsibilities. Centers need to form spouse employment committees or task forces that define the policies and operational guidelines and then clearly divide responsibilities among the various groups. Spouses need to organize to develop their own resource networks, provide support, and also push for responsiveness in the centers. Centers have to be active in providing accurate information on opportunities and legal implications of employment; in helping to develop contacts with other organizations and professional networks; in exploring opportunities for joint or shared appointments, and in looking for opportunities within the centers where spouses can be hired on a temporary or permanent basis. Centers may wish to explore possibilities of giving spouses with relevant professional experience seed money and support to develop project proposals for work which fits within the centers’ Medium-Term Plan. Centers should also seek to provide professional spouses with infrastructure support such as access to office space, libraries, communications facilities, or office equipment. Alternatively, they could provide small grants to assist spouses to become established as freelancers. As with recruitment, if best practice is to become institutionalized, it is important that the centers assign responsibility for such initiatives to a senior administrative staff member.

For centers that face severe legal restrictions, the priority should be given to developing alliances with other international organizations in order to lobby host governments for exemptions or changes in legislation. High priority should be given to negotiating favorable terms for spouse employment in new Headquarters agreements or for renewals of such agreements.

### **3.3.3 Develop improved understanding of and responsiveness to gender dimensions of the workplace.**

As more women enter the centers as scientists and professionals, increasing attention will have to be paid to ensuring that the workplace supports the productivity and job satisfaction of both men and women. This entails examining the gender dimensions of the structure, the organization of work, the management and decision-making systems, career paths, communications networks, and the organizational culture (norms, values, and accepted behaviors), and making adjustments to ensure that men and women have equal opportunities to succeed, to be fully integrated into the organization, and to balance work and personal lives. This line of work will be critical for centers' ability to retain high quality women staff, to ensure equal opportunities for advancement, to foster effective collaboration between men and women, and to create a work environment that mobilizes the talents and skills of a diverse staff group.

As noted in Chapter 2, this line of work will be more developmental and experimental than that recommended for recruitment and spouse employment. It is a nascent and evolving field of management where the centers have to opportunity to be on the cutting edge. Policies, practices, and mechanisms for addressing some gender dimensions of the work environment can be borrowed and adapted from other organizations. These include methods of unbiased performance reviews, work-family and flextime policies, and sexual harassment policies and grievance procedures. However, gender dimensions of the more subtle and complex aspects of the work environment, such as values, norms, and privileged practices and behaviors, can not be mandated by policies. These only be addressed by engaging the organization in a process of inquiry, feedback, and participatory problem-solving that engages both men and women (ref. Section 2.2.3). Recommended actions at the donor, System, and center levels are summarized in Box 4.

Future work in this area of emphasis should aim to:

- ◆ Deepen understanding of the scope and complexity of the gender issues in the workplace and test and develop approaches for working in this area;
- ◆ Identify aspects of the work environment of the centers that have differential impacts on men and women in terms of productivity, job satisfaction, and retention;
- ◆ Identify good practice from other organizations;
- ◆ Institute organizational changes aimed at addressing constraints and creating work environments that are supportive to both men and women;
- ◆ Ensure the men and women have equal opportunities for professional development and advancement;
- ◆ Promote the exchange of knowledge and experience among centers working on gender dimensions of the workplace and synthesize learnings;
- ◆ Foster communication among men and women in the CG System on gender issues in the workplace.

**Donor actions.** Donors need to encourage and support the centers to engage in the organizational change required to create work environments that are supportive to both men and women. Donors should encourage the External Management Reviews to focus more on human resource management issues in the centers, particularly with respect to the management of a diverse staff and the development of policies which foster gender equity.

**System-level actions.** Efforts at the System level should encourage and support centers' experiments in organizational change aimed at addressing gender issues in the workplace. In contrast to activities proposed for recruitment and spouse employment, the Gender Staffing Program should emphasize depth rather than breadth in this sphere of work. It is recommended that the Program seek to work in a collaborative action research mode with a few pilot centers interested in addressing workplace issues. The work would aim to develop and adapt effective approaches and methods for this work, monitor the process of organizational change, provide technical and financial support as required, and facilitate cross learning among the centers as well as with other organizations engaged in similar experiments.

It is proposed that the Gender Program should have four key functions:

- ◆ *provide technical support to the centers.* The Program should develop a resource group of consultants who can provide on-going, intermittent, support to the pilot centers throughout the change process. They would assist the centers in carrying out the diagnosis and in generating ideas for interventions; monitor the change process and provide advice as needed; assist management to assess the outcome of experiments undertaken and make adaptations as required; and provide technical consulting support to handle new issues that arise. The resource people should be formed into a loose team in order to facilitate learning from the diverse experiments and move towards developing a common approach appropriate for the CG System.
- ◆ *organize forums for periodic review of experiences in pilot centers.* Recognizing that this is a complex change process, it will be important for the centers to share experiences and learn from one another. Small workshops should be organized on an annual basis to bring people in the pilot centers responsible for overseeing the change process together with the resource group and a small number of practitioners from other organizations. The CGIAR Gender Program could also support visits of staff across sites to encourage cross-learning amongst the centers.
- ◆ *channel information to centers on cutting-edge work in this area.* The field is evolving rapidly. The Gender Program can track these developments, consolidate information, and provide the centers with relevant literature and briefing notes on a periodic basis.
- ◆ *communicate innovations, lessons, and outcomes both within the CG System and outside.* The centers working on this theme will be at the forefront of work in this area. It would be advantageous for them and the CG System as a whole to communicate these experiences to others working in the field.

A second line of work at the System level should be to foster greater communication among women and men in the CG System on gender issues in the workplace. By focusing on individuals and their perceptions and feelings, this would complement work at the organizational level. In

numerous consultations, women, in particular, have recommended establishing an electronic conferencing system on gender staffing issues through which they can communicate with other women in the System. In many centers, the number of internationally-recruited women is small and, because of the locations, they are isolated from networks of female colleagues. An electronic conferencing system, moderated by the Gender Staffing program, could facilitate broad communication; raise awareness; and assist women and men to share concerns and experiences. The electronic conferencing could have the additional benefit of building a constituency of women and men in the CG System who can help to sustain change (ref.Box 1).

**Box 4: Proposed Actions for Developing Improved Understanding of and Responsiveness to Gender Dimensions of the Workplace**

***Donor action***

- Encourage and support center efforts to engage in organizational change aimed at fostering gender equity in the workplace.
- Give higher visibility to the importance of sound human resource management, particularly with respect to a diverse staff group.

***System-Level actions (Gender Staffing Program)***

- Carry out action research with pilot centers to identifying gender dimensions of the work processes, management systems, and organizational values and develop appropriate approaches to address them.
- Monitor process of organizational change and synthesize lessons.
- Facilitate exchange of experiences across centers and with other organizations focusing on workplace issues.
- Foster communication about gender issues in the workplace among men and women in CG System through electronic conferencing.
- Facilitate centers access to sound policies and practice from other organizations on workplace issues such as sexual harassment, work/family policies, or flex-time arrangements.
- Develop materials for management training, tailored to the needs of the centers, which elucidate gender issues in the workplace.

***Center-level actions***

- Undertake a diagnosis of gender dimensions of the workplace, develop a plan of action, and establish mechanisms to carry out and monitor organizational change (appropriate for centers with >10% women on their professional staff).
- Review policies for gender bias.
- Monitor and ensure equal opportunities for advancement for men and women and salary parity.
- Establish policies regarding sexual harassment and appropriate grievance procedures.

A third line of work should be a service role to facilitate centers to access good practice and policies and procedures for dealing with workplace issues such as sexual harassment, work/family policies, or flex-time arrangements.

Finally, the CGIAR Gender Program should be responsible for developing training materials tailored to the centers, that elucidate gender issues in the work place. These could be used at the System level in the CG Management Training Course and for management training at the center level.

***Center-level actions.*** The recommendations for actions at the center level differ according to the relative percentage of women in the professional cadre of the center. For those centers with small numbers of women representing less than 10% of their professional staff, the limited returns would not warrant engaging in a process of significant organizational change. Such an approach would only generate too much visibility and pressure for the few professional women on staff and generate resistance amongst both men and women. For these centers, the priority for action should be to aggressively seek high quality women candidates for position openings; review formal policies and procedures to ensure that they are “gender friendly”; monitor behaviors in the workplace and encourage sensitivity to gender differences; and provide support to the few women on staff, ensuring that they are integrated into the organization and have opportunities for career development.

For those centers with larger numbers of women representing more than 10% of their professional staff, it will be important to undertake the more complex work on the gender dimensions of their work processes, management systems, and organizational values. In this context, the gender dimensions can have an important bearing on organizational performance, productivity and job satisfaction of men and women, and retention of high quality staff. Approaches to doing this kind of work will be experimental, but centers can build on the experiences of IITA and IFPRI (ref. Section 2.2.3).

Such efforts are only likely to be possible, however, if 1) the Director General is strongly committed to improving organizational performance and creating a work environment which is supportive to men and women; 2) there is an internal core group of staff who are committed to working with the organization to bring about change; and 3) there is a line manager willing to take the change process on as a key element of his or her portfolio of responsibilities. Boards can play a crucial role in this process by lending legitimacy to the change process and by providing support to the managers and staff who are actively engaged. Again, it must be emphasized that work in this area entails much more than formulating new policies and establishing mechanisms. It involves embarking on a complex process of organizational change aimed at strengthening organizational performance.

All centers should monitor and institute mechanisms to ensure that men and women have equal opportunities for advancement and professional development and parity in salary. Given the lack of attention to sexual harassment concerns in the past, it is recommended that all centers develop policies regarding sexual harassment and set up appropriate grievance procedures. Work-family policies will also become increasingly important for the centers as more of their staff come from dual career families. Men and women will both be under more pressure to balance responsibilities in the professional and private spheres of their lives. Centers will need to identify these pressure points and constraints and be responsive to the changing roles within families.

### 3.4 Mechanisms for Implementation

Mechanisms for sustaining change, mainstreaming good practice, and implementing the proposed framework for action are needed at the level of the donors, the system, and the centers. The mechanisms proposed below draw on the past three years of experience and target key leverage points for change (ref. Box 1). The proposed mechanisms are summarized in Box 5.

#### **Box 5: Proposed Mechanisms for Implementing Framework for Action**

##### ***Donor level***

- Targeted funding
- Periodic monitoring through External Management Reviews
- Tri-annual reporting on status of gender staffing in the CG System at Mid-Term Meeting

##### ***System-level***

- CGIAR Gender Staffing Program anchored in CG Secretariat
- Sub-Committee of Deputy Director Generals to serve as an Advisory Committee
- Annual briefing to Deputy Director Generals
- Periodic reporting to Committee of Director Generals and Committee of Board Chairs

##### ***Center-level***

- Leadership from senior management
- Assignment of responsibility to senior manager
- Focal point for Gender Staffing Program
- Gender/Diversity Committee

#### **3.4.1 Donor level**

Donors have a critical role to play in stimulating and supporting the process of change within the centers and the mainstreaming of good practice in gender staffing. Donor efforts are needed to keep attention focused on gender staffing issues, provide incentives and rewards for advancements and innovation, monitor progress, and to target resources for continuing work in this area. Periodic monitoring can be carried out through the External Management Reviews and a reporting every three years on the gender disaggregated Human Resources Survey as well as the general status of gender staffing in the centers.

***Targeted resources.*** Given that progress in the CG System has been positive, but modest, and that many innovations have yet to take hold, external donor support is still required to keep the process moving forward and to capitalize on the previous investment. The centers have recently weathered a period of significant stress and financial instability. Some have undergone significant downsizing, mergers, and major management changes. Many are still under pressure. Under these conditions, it is difficult to sustain attention on emergent issues and the development of new management practices which, while they promise to strengthen the organization, are not essential

to short-term survival. Moreover, knowledge and understanding of gender issues in the workplace is rapidly evolving and expertise is limited. It is difficult to access the information, experience, and technical expertise required to move forward on this issue. Targeted donor support and resources helps to keep the gender staffing issue center stage amidst many competing demands and provides the means for centers to tap into new knowledge, experiment with new approaches and practices, learn, and consolidate and share experiences. It is recommended, therefore, that the current model of a group of committed donors pooling resources to fund a System-level program on gender staffing be continued. The need for this special program should be reassessed after three years.

### 3.4.2 System level

**Gender Staffing Program.** To facilitate the implementation of the proposed Framework for Action, it is recommended that a Gender Staffing Program be continued at the System level. Such a program provides a unified and focused change effort, offers significant economies of scale, facilitates cross-learning amongst the centers, and reduces transaction costs. It is an efficient and effective mechanism for fostering change.

For the next phase of work, however, it will be important to make adjustments in the “ownership” of the Program. The program needs to be transformed from an effort that has responded primarily to donor initiatives and priorities to *stimulate* change to one that responds to centers’ interests and priorities to *implement* change.

The System-wide program would continue to be aimed at aggregating and disseminating up-to-date information, providing technical and consulting services to the centers, catalyzing innovations, monitoring experiments, and synthesizing and extending best practice. In the future, however, less attention should be placed on advocacy and awareness raising as this has already had significant impact within the CG System. In turn, more emphasis should be placed on 1) providing small grants to fund centers to undertake experiments or new initiatives, particularly in the area of gender issues in the workplace; and 2) developing mechanisms for extension of information on good practice across the System.

**Role of the CG Secretariat.** It is recommended that the Gender Staffing Program remain anchored in the CG Secretariat, the management hub of the System, but be more directly linked to the work of the Secretariat’s management team. This will give the program a stronger institutional base within the CG System. Responsibilities for advancing work on gender staffing need to be included explicitly in the portfolio of responsibilities of one of the management advisors. This person would work closely with the Program in the development of strategies, work plans, and budgets. The person would also represent the Gender Staffing Program at the System level and to other stakeholders and partners; integrate its work with relevant activities in the Secretariat, such as the External Management Reviews and support to the Oversight Committee; and assist in promoting and disseminating good practice throughout the System.

Given the staffing constraints and priorities of the Secretariat, a consultant will need to be hired to serve as Program Leader and be responsible for the management and implementation of the Gender Staffing Program. The consultant would handle the ongoing work on recruitment and

spouse employment and would be responsible for putting together a group of resource people to provide technical assistance to the centers in their efforts in the more challenging area of gender issues in the workplace. The Program should develop links with university-based management researchers/consultants who are researching and developing new approaches in this evolving field.

**Advisory Committee.** To strengthen centers' ownership of the Program, it is recommended that a sub-committee of the Committee of Deputy Director Generals be formed as an Advisory Committee for the Program. The Advisory Committee, composed of 6-8 Deputies or Directors, would provide guidance to the program, help set priorities, catalyze new initiatives, promote the importance of attention to gender staffing, and assist in the dissemination of good practices. The Advisory Committee would meet annually with representatives of the Gender Staffing Program to review progress and work plans for the next year. Ideally, this committee would evolve into an institutional base for on-going work on gender staffing within the CG System.

**Annual Briefing to Committee of Deputy Director Generals.** A complementary mechanism to strengthen responsiveness and ownership of the Program is to institute an annual briefing by the Gender Staffing Program to the Committee of Deputy Director Generals.

**Periodic Reporting to Committee of Director Generals and Committee of Board Chairs.** It is recommended that the Gender Staffing program report periodically to these committees in order to sustain attention to gender staffing issues, identify emerging concerns or interests, promote the mainstreaming of good practice, and disseminate knowledge gained through the developmental work on gender issues in the workplace.

### **3.4.3 Center level**

At the center level, lessons learned from the past three years indicate that leadership by the Director General needs to be supplemented and reinforced by specific mechanisms for implementation. Three basic mechanisms are proposed to promote and support the change process and the mainstreaming of good practice in the centers.

**Assignment of responsibility to senior manager.** While the Director Generals need to set the direction for change, a senior manager needs to be responsible for implementing the change. Responsibility for promoting change in gender staffing, integrating gender dimensions into the core management systems and work processes, and overseeing progress needs to be explicitly included in the portfolio of a senior manager. The manager should be held accountable and should be rewarded for achievements. They should define the priorities for change, provide operational guidelines for good practice, establish policies and mechanisms, manage the change process, and monitor the outcome to ensure that the guidelines are implemented.

**Focal point.** It is recommended that a Focal Point for Gender Staffing be appointed in each center. This will permit more effective dissemination of information and good practice, stronger integration of System-level efforts with those of the centers, and better communication across centers. This person would be responsible for linking with the Gender Staffing Program and would also be part of a loose network of focal points across the centers. The Focal Point person would be responsible for accessing the services of the System-wide program, drawing on

and disseminating information provided, and feeding back information on good practices for broader use in the System. Without such a focal person, much of the information disseminated by the program can be buried on shelves or lost between the institutional cracks. The Focal Points would also be important for bringing new concerns or issues to the attention of the Gender Staffing Program. The Focal Point could either be the senior manager assigned responsibility for overseeing gender staffing issues or it could be a staff member, such as the human resources officer or a program manager who is interested in gender staffing issues.

***Gender Committee.*** Experience has shown that it is difficult for one person to initiate and sustain change from the top. Interest and commitment have to be built up among staff at all levels of the organization. Moreover, it is important to build up an internal constituency for change that will continue to keep pressure on senior management to move forward and respond to new issues as they arise. To this end, it is recommended that centers establish a gender committee composed of male and female staff from different levels of the organization. Such a committee would be particularly important for those centers embarking on efforts to address gender issues in the workplace.

The purpose of the committee is to identify key gender-related issues that affect the institutional effectiveness and productivity of the organization. The committee would work closely with the senior manager assigned responsibility for gender staffing and the focal point person for the System-wide program. The Committee should raise awareness and cultivate interest among staff as well as advise management on policies and practices for creating a workplace and institutional culture that is supportive of both men and women and free of discrimination on the basis of gender<sup>21</sup>. An alternative is a Diversity Committee that broadens the scope incorporate cultural diversity, but still focuses on the central issue of maximizing the contribution and satisfaction of a diverse staff.

## ENDNOTES

- 1 Baily, L., D. Kolb, S. Eaton, J. Fletcher, M. Harvey, R. Johnson, L. Perlow, R. Rapoport. *Executive Summary of Work-Family as a Catalyst for Change*. Unpublished paper, MIT, 1994.
- 2 The term *gender staffing* refers to issues affecting men and women in the workplace. It relates to the organizational changes that need to occur to attract women and create work places which are equally supportive to the productivity and job satisfaction of both men and women. In the case of the CG System, the focus has been on increasing the participation of women in scientific and professional roles since this is where they traditionally have been poorly represented.
- 3 Drawn from data provided by the National Science Foundation.
- 4 For a fuller presentation of data from European and developing countries, refer to D. Merrill-Sands and Pammi Sachdeva (1992), *Status of Internationally-Recruited Women in the International Agricultural Research Centers of the CGIAR: A Quantitative Perspective*. CGIAR Secretariat: CGIAR Gender Program Working Paper, No 1.
- 5 Berresford, Susan (1991). "Key Note Address to the First Senior Managers Workshop on Gender Issues in the CG System." CG Secretariat: CGIAR Gender Program, mimeo.
- 6 Drawn from presentation by Dr. Sara Scherr on "Progress of the Gender Committee, IFPRI", to the IFPRI Board of Directors, December 1994.
- 7 Serageldin, Ismail (1995). Introductory Remarks. CGIAR Inter-Center Consultation on Mainstreaming Best Practice in Gender Staffing, IFPRI, Washington, D.C., August 2-4, 1995.
- 8 Drawn from presentation to Ford Foundation Women's Program Forum on *Women in Agriculture in Africa: Making Agricultural and Resource Management Institutions More Responsive to Rural African Women*, November 30, 1993.
- 9 In 1991, the Director Generals requested that the Gender Program focus on internationally-recruited staff. It was argued that the issues across centers were more common with this staff group and that economies of scale could be achieved. Issues for locally-recruited staff were more location-specific and could not be appropriately addressed by a System-level program. The 1991 does not include ICLARM and CIFOR.
- 10 Data from ISNAR not available.
- 11 CGIAR (1994), *The Boards of Trustees of the International Agricultural Research Centers: Trustee Directory*. CGIAR Secretariat, October 1994.
- 12 Ladbury, Sarah (1993). *Strengthening the Recruitment of Women Scientists and Professionals at the International Agricultural Research Centers: A Guidelines Paper*. CGIAR Secretariat: CGIAR Gender Program Working Paper, No. 4.
- 13 Blair, Madelyn (1992). *Spouse Employment in Organizations Around the World: A Toolkit for Developing Policies and Practices*; CGIAR Secretariat: CGIAR Gender Program Working Paper No. 2, Dec. 1992.
- 14 Wightman, W. (1995). *Married to the Job: an Exploration of International Spouse Employment at ICRISAT*. ICRISAT: Corporate Office, April 1995.
- 15 Kanter, Rosebeth Moss. 1977. *Men and Women of the Corporation*. New York: Basic Books.
- 16 From Deborah Kolb and Deborah Merrill-Sands (1995). "A Marriage of Convenience: Gender and Change in the Workplace." Paper presented at the Academy of Management Annual Meetings, Vancouver, Canada, August 1995.

- 
- 17 Kolb, Deborah and Deborah Merrill-Sands (1994). *IFPRI: Gender Issues in the Workplace*. CGIAR Secretariat: CGIAR Gender Program, manuscript.
- 18 Hahn-Rollins, Dee and Deborah Merrill-Sands (1993). *Gender Staffing and Managing Organizational Diversity at IITA*. CGIAR Secretariat: CGIAR Gender Program, report.
- 19 Beresford, Susan (1991). "Key Note Address to the First Senior Managers Workshop on Gender Issues in the CG System." CG Secretariat: CGIAR Gender Program, mimeo.
- 20 Perlow, L., R. Rapoport, D. Kolb, & L. Bailyn, *Working with Resistance: Notes on changing organizations to enhance gender equity*. Paper presented at the Academy of Management, 1994.
- 21 Draws on the Terms of Reference for IFPRI's Gender Committee.

## **ANNEXES**

**I. Table 1 - 1994 Human Resource Survey**

**II. List of CGIAR Gender Staffing Program Working Papers**



Annex I, Table 1 - 1994 Human Resources Survey

CGIAR GENDER PROGRAM HUMAN RESOURCES SURVEY (1994): ANALYSIS								
QUESTION #	MALE	FEMALE	TOTAL	% of TOTAL	M as % M TOTAL	F as % F TOTAL	M % row TOTAL	F % row TOTAL
Question 1. Total number of international staff	1051	173	1224	100%	100%	100%	86%	14%
Question 2. Staffing by level - by recruited								
senior management/administration	84	5	89	7%	8%	3%	94%	6%
department heads/research thrust leaders	148	15	163	13%	14%	9%	91%	9%
senior and/or principal scientists	393	39	432	35%	37%	23%	91%	9%
junior or associate scientists	134	19	153	13%	13%	11%	88%	12%
visiting scientists/research fellows	71	17	88	7%	7%	10%	81%	19%
postdoctoral scientists/fellows	103	30	133	11%	10%	17%	77%	23%
associate experts	49	16	65	5%	5%	9%	75%	25%
other internationally recruited	69	32	101	8%	7%	18%	68%	32%
administrative staff/or professional support staff								
TOTAL	1051	173	1224	100%	100%	100%	86%	14%
Question 3. Age (years)								
20-30	40	26	66	5%	4%	15%	61%	39%
31-40	325	82	407	33%	31%	47%	80%	20%
41-50	431	55	486	40%	41%	32%	89%	11%
51-60	231	9	240	20%	22%	5%	96%	4%
61 and above	24	1	25	2%	2%	1%	96%	4%
TOTAL	1051	173	1224	100%	100%	100%	86%	14%
Question 4. Nationality								
Asia/Oceania	190	17	207	17%	18%	10%	92%	8%
Latin America/Caribbean	98	4	102	8%	9%	2%	96%	4%
Sub-Saharan Africa	168	15	183	15%	16%	9%	92%	8%
West Asia/North Africa	54	7	61	5%	5%	4%	89%	11%
North America	178	55	233	19%	17%	32%	76%	24%
Europe	309	71	380	31%	29%	41%	81%	19%
Australia/New Zealand	34	3	37	3%	3%	2%	92%	8%
Japan	21	1	22	2%	2%	1%	95%	5%
TOTAL	1052	173	1225	100%	100%	100%	86%	14%

Annex I, Table 1 - 1994 Human Resources Survey

QUESTION #	MALE	FEMALE	TOTAL	% of TOTAL	M as % M TOTAL	F as % F TOTAL	M % row TOTAL	F % row TOTAL
Question 5. Tenure at Center (number of years employed at Center)								
Less than 1	142	39	181	15%	14%	23%	78%	22%
1-3	336	70	406	33%	32%	40%	83%	17%
4-6	202	27	229	19%	19%	16%	88%	12%
7-9	134	23	157	13%	13%	13%	85%	15%
More than 10	237	14	251	21%	23%	8%	94%	6%
TOTAL	1051	173	1224	100%	100%	100%	86%	14%
Question 6. Location/ Posting								
Headquarters	734	142	876	72%	70%	82%	84%	16%
Outposted (regional or field position)	317	31	348	28%	30%	18%	91%	9%
TOTAL	1051	173	1224	100%	100%	100%	86%	14%
Question 7. Funding source								
In TAC approved core staff positions	667	92	759	64%	65%	55%	88%	12%
Other staff positions	355	74	429	36%	35%	45%	83%	17%
TOTAL	1022	166	1188	100%	100%	100%	86%	14%
Question 8. Staff on part-time contracts (<75%)	12	5	17	0%	0%	0%	0%	0%
Question 9. Degree levels (highest degree received)								
Ph.D. or equivalent	792	95	887	72%	75%	55%	89%	11%
Msc/MA/ or equivalent	161	52	213	17%	15%	30%	76%	24%
Other	98	26	124	10%	9%	15%	79%	21%
TOTAL	1051	173	1224	100%	100%	100%	86%	14%
Question 10. Discipline (in which highest degree received)								
Crop sciences	388	43	431	35%	37%	25%	90%	10%
Animal sciences	60	9	69	6%	6%	5%	87%	13%
Cellular sciences (microbiology)	75	19	94	8%	7%	11%	80%	20%
Forestry/agroforestry	37	3	40	3%	4%	2%	93%	8%

Annex I, Table 1 - 1994 Human Resources Survey

QUESTION #	MALE	FEMALE	TOTAL	% of TOTAL	M as % M TOTAL	F as % F TOTAL	M % row TOTAL	F % row TOTAL
Other biological sciences	94	12	106	9%	9%	7%	89%	11%
Chemistry	6	1	7	1%	1%	1%	86%	14%
Physical sciences	7	0	7	1%	1%	0%	100%	0%
Environmental/soil and resource mngt. sciences	83	10	93	8%	8%	6%	89%	11%
Engineering	46	2	48	4%	4%	1%	96%	4%
Social/economic sciences	145	43	188	15%	14%	25%	77%	23%
Computer/information sciences	29	7	36	3%	3%	4%	81%	19%
Mathematics/statistics	12	1	13	1%	1%	1%	92%	8%
Management/administration	45	16	61	5%	4%	9%	74%	26%
Other (specify)	24	7	31	3%	2%	4%	77%	23%
TOTAL	1051	173	1224	100%	100%	100%	86%	14%
Question 11. Staff actively engaged in biotechnology research	73	21	94	0%	0%	0%	78%	22%
Question 12. Years of relevant professional experience (post Msc or equiv.)								
< 5 years	166	50	216	18%	16%	29%	77%	23%
5 - 9 years	185	36	221	18%	18%	21%	84%	16%
10-19 years	362	58	420	34%	34%	34%	86%	14%
20-30 years	284	27	311	25%	27%	16%	91%	9%
> 30 years	54	1	55	4%	5%	1%	98%	2%
TOTAL	1051	172	1223	100%	100%	100%	86%	14%
Question 13. Marital status (number of staff)								
married w/spouse in residence	857	76	933	77%	82%	44%	92%	8%
married w/out spouse in residence	67	9	76	6%	6%	5%	88%	12%
single/divorced/widowed	121	87	208	17%	12%	51%	58%	42%
TOTAL	1045	172	1217	100%	100%	100%	86%	14%
Question 14. Children (number of staff)								
With children	851	73	924	76%	81%	42%	92%	8%
No children	194	99	293	24%	19%	58%	66%	34%
TOTAL	1045	172	1217	100%	100%	100%	86%	14%

Annex I, Table 1 - 1994 Human Resources Survey

QUESTION #	MALE	FEMALE	TOTAL	% of TOTAL	M as % M TOTAL	F as % F TOTAL	M % row TOTAL	F % row TOTAL
Part III. Additional Information for Analysis of Gender Staffing								
18. Number of locally-recruited scientists (1994)	311	139	450	n/a	n/a	n/a	69%	31%
19. Number of locally-recruited senior managers/admin. (1994)	119	28	147	n/a	n/a	n/a	81%	19%
20. International consultants hired in 1994	199	38	237	n/a	n/a	n/a	84%	16%
21. Regional and/or national consultants hired in 1994	105	32	137	n/a	n/a	n/a	77%	23%
22. Spouses of internationally-recruited staff hired as consultants	2	15	17	n/a	n/a	n/a	12%	88%
23. Short-course group trainees (in headquarters and regions) in 1994	1894	417	2311	n/a	n/a	n/a	82%	18%
24. Ph.D. trainees in 1994	212	75	287	n/a	n/a	n/a	74%	26%
25. Msc trainees in 1994	158	47	205	n/a	n/a	n/a	77%	23%

## Annex II

### LIST OF WORKING PAPERS

- Working Paper, No. 1      *Status of Internationally-Recruited Women in the International Agricultural Research Centers of the CGIAR*; Deborah Merrill-Sands and Pammi Sachdeva; October 1992.
- Working Paper, No. 2      *Spouse Employment in Organizations Around the World: A Toolkit for Developing Policies and Practices*; Madelyn Blair, December 1992.
- Working Paper, No. 3      *Spouse Employment at IRRI: A Case Study*; Deborah Merrill-Sands; March 1993.
- Working Paper, No. 4      *Strengthening the Recruitment of Women Scientists and Professionals at the International Agricultural Research Centers: A Guidelines Paper*; Sarah Ladbury; October 1993.
- Working Paper, No. 5      *Recruitment Resources in Europe: A List of Professional Organizations*; Stella Mascarenhas-Keys and Sarah Ladbury; October 1993.
- Working Paper, No. 6      *Filipino Women Scientists: A Potential Recruitment Pool for International Agricultural Research Centers*; ISNAR and PCARRD; October 1993.
- Working Paper, No. 7      *Recruitment Resources in the United States: A List of Professional Organizations*; Bonnie Folger McClafferty and Deborah Merrill-Sands, January 1994.