

# AID-FOR-TRADE: CASE STORY

THE INTERNATIONAL TRADE CENTRE

**CGIAR Gender and Diversity Programme reaps benefits for CGIAR Globally**

# CASE STORY ON GENDER DIMENSION OF AID FOR TRADE

**CGIAR GENDER AND DIVERSITY PROGRAMME REAPS  
BENEFITS FOR CGIAR GLOBALLY**

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The Consultative Group on Agricultural Research (CGIAR) is a strategic alliance of countries, international and regional organizations, and private foundations supporting 15 international agricultural Centers, that work with national agricultural research systems and civil society organizations including the private sector. The alliance mobilizes agricultural science to reduce poverty and hunger, improve human health and nutrition, and enhance ecosystem resilience through high-quality international agricultural research, partnership and leadership. The CGIAR generates global public goods that are available to all. Its greatest resource is its nearly 8,000 scientists, technicians and managers, committed women and men offering a cornucopia of expertise and talents to 15 international agricultural research centers around the world.

**Issues Addressed:** In its flagship project, called **AWARD (African women in agricultural research and development)**, the Gender & Diversity Program plays an essential role of promoting more African women scientists addressing Africa's agricultural challenges

Nowhere in the world are the challenges to agriculture more complex than in sub-Saharan Africa, home to 16 of the 18 most undernourished countries in the world. Sub-Saharan Africa remains the only region where per capita food production continues to worsen year by year. Adding to the complexity of the region's many challenges is that agricultural production patterns in traditional African systems are strongly influenced by gender. While women produce 60 to 80 percent of crops in sub-Saharan Africa (FAO, 1997), less than one in four of its agricultural scientists is female while less than one in seven of the managers and leaders of the agricultural R&D institutions is female (ASTI/AWARD 2008). The lack of gender balance among the scientists and leadership of African agriculture research institutes puts them in danger of missing the range of diverse perspectives necessary to develop appropriate technologies, leading to less optimal research results and impacts.

Women farmers in this region have more difficulties than men in gaining access to land, water, credit, wages, markets and services, yet the burden of ensuring household food security and income usually falls heavily on the women. In many instances, agricultural development projects have not taken adequate account of women's responsibilities, participation and priorities in their specific local conditions and, thus, hindering the achievement of program objectives or leading to negative effects on women and families (Dutta Das, 1995; World Bank, 2008). However, studies have shown that if resources were more equally accessible to African women and men farmers, women could bring significant increases to their countries' overall agricultural production (World Bank, 2001; Quisumbing and Meinzen-Dick, 2001; World Bank, 2008).

#### **Problems Encountered:**

Factors affecting women's advancement in science can be grouped within four general categories.

- **Societal attitudes.** A society's attitude toward gender equality and the prevalence of gender stereotypes, especially regarding women's roles as wives, mothers, and primary caregivers affect whether girls and women are encouraged or discouraged when it comes to pursuing education and scientific careers. Women are often faced with the challenge of balancing work and family responsibilities, a challenge which affects men to a lesser extent.
- **Age differences.** In some societies, women often enter research careers at an older age than men, as they may be pressed by their families to postpone their careers until after their children are grown.
- **Lack of role models, mentors and networks.** Without a network of female peers and role models, many women find it hard to survive in a workplace characterized by discrimination and minority dynamics. The "old boys' network" hinders women's progress in male-dominated work areas.

• **Lack of leadership training and negotiations skills.** Academic prowess and scientific excellence are necessary but insufficient to advance women in their scientific careers. Even though men and women face many similar hurdles in science, women's lack of role models, support systems and professional networks, put them in a position that they need to concentrate on building strong leadership, carefully honed communications and people skills, plus savvy to handle difficult negotiations.

### **Objectives Pursued**

The Centers work in more than 100 countries to mobilize cutting-edge science to reduce hunger and poverty, improve nutrition and health, and protect the environment. The CGIAR Gender & Diversity Program provides services and resources to those Centers - focused on supporting an organizational culture of inclusion, dignity, well-being and opportunity, in both policy and practice. Together with the Centers, the gender and diversity programme aims to create work environments that allow all staff members to contribute their best and produce relevant results. The purpose of the Gender & Diversity Program is to help the CGIAR Centres leverage their rich staff diversity to increase research and management excellence. It promotes such activities as diversity-positive recruitment, international teamwork, cross-cultural communications and advancement for women.

### **FACTORS IN ACHIEVING SUCCESS**

The Consultative Group on International Agricultural Research (CGIAR) seeks to be a model of excellence in attracting and retaining diverse talent to implement its challenging mission, the most fundamental aspect of which is strengthening food security. Many measures were adopted to achieve results:

1. Diversity-positive recruitment – involving active measures to promote staff diversity – has been a key feature of the CGIAR Centers' organizational development since 2003.

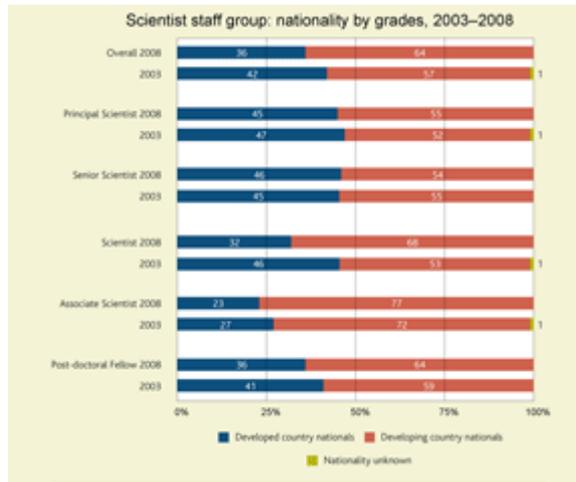
2. Between 2003 and 2008, the CGIAR Gender & Diversity Program provided tools, services and resources to support CGIAR Centers' development and nourishment of diverse talent pools. These include organizational diagnostic services; training in mentoring, women's leadership courses, and "dignity advisors"; and online resources such as model policies and best practices for an inclusive workplace.

3. One innovative tool was the Inclusive Workplace E-Resource Center Created by the Gender & Diversity Program in collaboration with the CGIAR Centers of the Consultative Group on International Agricultural Research the Workplace E Resource Centre is an online resource Center designed for sharing best recommendations for diversity policies and practices considered essential for good people management. With a special focus on the CGIAR, with some 8,000 staff members from 122 countries, it is designed to help CGIAR create the best possible workplaces –workplaces built on the core values of inclusion, dignity, and wellbeing or its male and female staff.

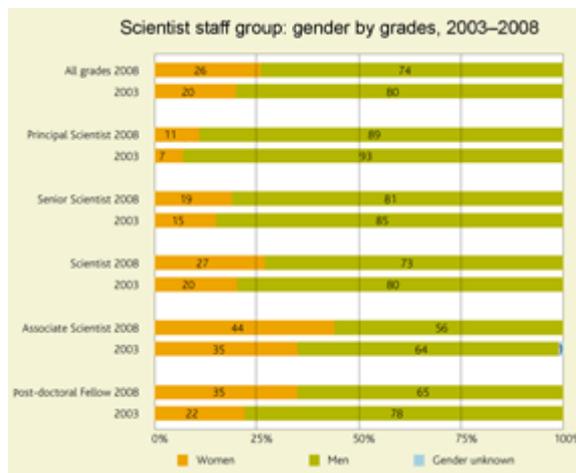
4. To monitor progress in Centers' achievements, the CGIAR Human Resources Survey 2008 meticulously documented each staff member in every location. The 2008 survey is the seventh in a series of staff population surveys conducted by the CGIAR Gender & Diversity Program since 1991 and provided a comprehensive comparison with a previous survey carried out in 2003.

### **Results achieved**

The results showed both remarkable progress and areas for continued focus. As of 30 April 2008, CGIAR Centers employed 7,909 staff representing 122 nationalities and based in 73 countries. Rich staff diversity is one of the CGIAR's best assets toward meeting the rapidly changing challenges of international agricultural research.



**About 64% of CGIAR scientists in 2008 were from developing countries, up from 57% in 2003. This increase occurred at nearly all levels and at 12 of the 15 Centers.**



**The number of women scientists in the CGIAR increased by an impressive 49% between 2003 and 2008. Today, 26% of the 1,026 CGIAR scientists are women, compared with 20% in 2003. Even more encouraging, this progress was achieved at all levels and at 14 of the 15 CGIAR Centers.**

Of particular relevance has been the representation of women and the nationals of developing countries in the two staff groups most directly involved in research innovation and strategic decision making: scientists and Center management.

On the one hand, CGIAR Centers made excellent progress in scientist gender and diversity. The number of women scientists increased from 182 to 271, an impressive 49% increase, compared with 2% for men. As a result, women held 26% of the 1,026 CGIAR scientist positions, up from 20% in 2003.

Even more encouraging, this progress was achieved at all levels, from post-doctoral fellow to principal scientist, and at 14 of the 15 CGIAR Centers. Some 64% of CGIAR scientists in 2008 were nationals of developing countries, up from 57% in 2003. This increase occurred at nearly all levels and at 12 of the 15 Centers.

**Problems Encountered:**

*Women and the nationals of developing countries increasingly diversify the ranks of international agricultural researchers, but diversity in senior management lags.*

Progress in gender and diversity in Center management was modest and mixed. Although the number of women increased significantly by 69%, from 13 to 22 positions, women still held only 16% of Center management positions. At nearly half of the CGIAR Centers, women filled fewer than 10% of management positions, and four Centers had no women in management at all. Further, the representation of developing country nationals in Center management dropped from 46% in 2003 to 35% in 2008. Developing country nationals were a minority in Center management at 9 of the 15 CGIAR Centers.

Women from developing countries hold particular relevance to the CGIAR mission, as women play a central role in agriculture in many developing countries. It is therefore of concern that women from developing countries held only 6% of Center management positions and had no representation at all in the leadership of 9 Centers. The proportion of developing country women among Center scientists was only slightly higher, at 16%. A particularly encouraging development was a 28% increase in post-doctoral fellow positions at CGIAR Centers, from 93 in 2003 to 121 in 2008. These entry-level but career-critical science positions were filled almost exclusively by nationals of developing countries. In addition, CGIAR Centers doubled the number of female post-doctorate positions.

### **Factors for Replicability**

Taking stock of the talent profile is especially relevant as the CGIAR transitions into a new organizational structure to better adapt to and anticipate global changes and more effectively fulfill its mandate to fight poverty and hunger. Rural communities across the developing world are challenged today as never before. They need a CGIAR that delivers relevant innovations and solutions and whose internal diversity is well suited for its challenging mission. The model that CGIAR developed through its Gender & Diversity Program, particularly in its electronic resources, can act as a model for others

The Inclusive Workplace E-Resource Center is available at: <http://www.genderdiversity.cgiar.org/inclusiveworkplace/index.htm>

The Gender & Diversity Program's menu of at-cost services made available to the CGIAR Centers is available at: [http://www.genderdiversity.cgiar.org/resource/at\\_cost\\_service.asp](http://www.genderdiversity.cgiar.org/resource/at_cost_service.asp)

The Gender and Diversity working paper number 50, *Advancing Gender and Diversity in Times of Change: Talent in the CGIAR, 2008*, is available at [www.genderdiversity.cgiar.org/publications/WP50-HRSURVEY2008.pdf](http://www.genderdiversity.cgiar.org/publications/WP50-HRSURVEY2008.pdf).

The Gender & Diversity Program's fellowship project for African women in agricultural research and development is available here: <http://awardfellowships.org/>