



Report
on the
IFPRI 2001
Director General Search Process

Prepared by

IFPRI DG Search Committee

Geoff Miller (Chairperson)

Isher Judge Ahluwalia

Rebecca Grynsman

Ed Schuh

Frances Stewart

October 2003

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Report on the IFPRI 2001 Director General Search Process

VACANCY

The position of Director General is due to be vacated by the incumbent Dr. Per Pinstrup-Andersen on completion of his second five-year term on June 30, 2002. The IFPRI By-Laws limit the Director General to two such terms. Accordingly, the Board of Trustees decided in December 2000 to initiate a search for the replacement during 2001.

SEARCH COMMITTEE

The Board of Trustees appointed the following members to comprise the Search Committee under the Chairmanship of the Board's Chair:

Isher Judge Ahluwalia
Director and Chief Executive
Indian Council for Research on International Economic Relations
New Delhi, India

Sra. Rebeca Grynspan
Economic Commission for Latin America and the Caribbean
(ECLAC/CEPAL), United Nations, Mexico

Geoff Miller
Principal, GCM Strategic Services Pty Ltd, Australia

G. Edward Schuh
Orville & Jane Freeman Professor of International Economic Policy
Humphrey Center, University of Minnesota

Professor Frances Stewart
Director, Queen Elizabeth House
International Development Centre
University of Oxford, United Kingdom

SEARCH CONSULTANT

A decision was made to hire an outside Search Consultant to assist the Search Committee in conducting the search process. The firm of O'Hare Associates Inc. located in McLean, Virginia, was selected. The responsibilities of Donal O'Hare, the Search Consultant, included the following:

- 1) Preparing, coordinating, and monitoring the overall process;
- 2) Drafting the person specification;

The Consultant prepared a discussion draft of a Person Specification listing the qualifications and experience, other knowledge and skills, and personal attributes required. At the May 2001 CG Mid-Term Meeting in South Africa, the Chairman met with Vicki Wilde, Program Leader of the CGIAR Gender and Diversity Program, to discuss the IFPRI DG Search Process. As a result, the Chairman wrote to the Search Committee (**Appendix 3**) and requested the Consultant to conduct a special review of the total search process as planned to ensure that IFPRI's processes are in conformity with best gender and diversity practices; the Consultant undertook this task.

The draft Person Specification was discussed by the Search Committee at its first meeting in Bonn in September. Taking into account gender and diversity considerations and other factors, the Search Committee scrutinized the Person Specification (**Appendix 4**) carefully each requirement and incorporated some changes and additions. Examples of the additions include (i) An earned Ph.D. or equivalent research record, (ii) understanding of the rural development process including the important role of women; and (iii) capacity to empathize with people committed to and actively advancing the rural development agenda, especially including developing-country participants. A full list of the changes is shown on para 11 of *Confidential Attachment 3*.

SEEKING APPLICANTS

SOLICITING NOMINATIONS

We issued 825 letters of solicitation. In response 61 individuals submitted nominations. The breakdown of nominations by category was:

Center Board Chairs/Directors	05
Centers' Staff	02
IFPRI Board	02
IFPRI Staff	12
Friends of IFPRI	12
Collaborators	10
NGOs	09
Donors	06
World Bank	02
TAC	01
	61 nominators

We received 69 nominations. Their status was:

Accepted invitation to apply	17
Declined invitation to apply	40
No response	12

Sample letters requesting nomination sent to the staff (**Appendix 5**), the Board (**Appendix 6**), and other constituents (**Appendix 7**) are attached.

At the Bonn meetings, the Search Consultant also analyzed the revised Person Specification and provided a framework indicating the assessment modes, that could best be used for assessing each criterion during the remainder of the search process. The approach is outlined in the attached Assessment Strategy document (**Appendix 12**).

Summary notes of the Bonn Meetings of the Search Committee are attached [**Confidential Attachment 3**].

INTERVIEWING

The top 10 candidates were interviewed by the Consultant and subsequently by the Search Committee in the presence of the Consultant. One of these interviews was conducted via video conferencing as the candidate concerned was unable to travel to Dulles for the interviews.

Summary notes of the Dulles Meetings of the Search Committee are attached [**Confidential Attachment 4**].

SELECTION OF THE SEMI-FINALISTS

At the end of the interviews, the Search Committee selected a short-list of 6, one of whom, Dr. Camilla Toulmin, Director of the Drylands Program of the International Institute for Environment and Development (IIED) subsequently withdrew for personal reasons. The reasons why four of the ten candidates interviewed were not invited to make a presentation to IFPRI staff were explained in **Confidential Attachment 5**.

The CG Secretariat was notified of the names of the short-listed candidates.

CANDIDATE SEMINARS FOR IFPRI STAFF; FEEDBACK

The 5 short-listed candidates were invited to present a seminar to IFPRI staff during the week of December 3 in which they are asked to address the following:

- Changes in the external environment and their implications for IFPRI
- Their vision for IFPRI and main strategies needed to achieve it
- What they would bring to IFPRI's challenges and how they would exercise their role as leader and manager

Resumes of the candidates were posted for staff access on IFPRI's intranet. All candidate presentations were video-taped as not all of the Search Committee members were able to attend.

IFPRI staff are invited to record their feedback via IFPRI's intranet; the feedback results were summarized by the Secretary to the Board of Trustees, Marc Cohen, and presented to the Search Committee on December 8. [**Confidential Attachment 6**]

ASSESSMENT OF THE SEMI-FINALISTS

The professional qualifications of the five finalists were assessed by a member at the request of the Committee. This member looked at research, teaching, and outreach activities. *[Confidential Attachment 9]*

The Committee also made comparative evaluation of the personal strengths and weaknesses for each candidate. *[Confidential Attachment 10]*

SENIOR MANAGEMENT TEAM CONSULTATION

The Chair and two other Committee members met with four members of the Senior Management Team on Friday, December 7. Each of the directors had expressed his preference amongst the candidates. *[Confidential Attachment 11]* This information was provided as an additional input into the Search Committee's deliberations.

SELECTION OF THE FINALISTS

The evidence available to the Committee related to the candidates' achievements and performance considered to be germane to the final selection. However, the Committee agreed that it was also important to review the prospective performance of the candidates through an interactive process in which candidates were supplied with some feedback and invited to specifically address the question of how they would perform in the job by the end of calendar year 2002, i.e. after 6 months of preparation time and 6 months as Director General.

The Consultant and the Chairman of the Search Committee met with each of the 4 continuing candidates and outlined to them a summary of the evidence that had been made available to the Committee in relation to their application, identifying specific evidence that might be interpreted as being of negative in nature. The candidates were invited to consider that information, to reflect on it overnight and to meet again with the Search Committee the following day for a closing session with the Search Committee. In this session, they were asked to address what activities they might undertake to prepare themselves during the first half of the calendar year for taking on the role of Director General; they were also asked to indicate that activities they would undertake during their first six months on the job to ensure that by the end of 2002 they were functioning effectively and efficiently in the DG's job.

The assessment of the four candidates' performance during this closing meeting with the Committee is provided as *Confidential Attachment 12*. In exercising its final judgment, the Search Committee considered evidence from all of the information during the search process including:

- Candidates' response to the Supplementary Questionnaire
- Interviews
- Reference Checking

CHAIR'S COMMUNICATION WITH THE CGIAR CHAIRMAN

On October 26, the Chair spoke with Ian Johnson, the Chairman of the CGIAR, who had contacted the Chair expressing concern about the predominance of North American males among the newly selected Director Generals of the CGIAR-supported centers. The Chair informed him that the Committee searched exhaustively for qualified female and developing country candidates, and that the steps taken were well documented. Unfortunately, our 10 semi-finalists included only one woman and three developing-country candidates, in spite of our best efforts. The Chair indicated to the Chairman of the CGIAR that the process had been exhaustive and well documented. In addition, the six short-listed candidates had been named publicly. If there was dissatisfaction with either process or outcomes, the integrity of the search was such that the Committee would listen to any advice offered prior to a final decision being made. It was important at the end that the CG strongly supported the outcome.

APPENDIX 1

IFPRI DG RECRUITMENT SCHEDULE
April through December 2001

- | | |
|---|-------------------|
| 1. Set up administrative arrangements including office space, communications, respective roles & procedures | 4/24 to 5/4 |
| 2. Revise materials as needed; prepare person specification and evaluation criteria | 4/24 to 5/3 |
| 3. Circulate draft materials to Search Committee, other members of the Board of Trustees, and members of the Senior Management Team for review and comment | 5/9 to 5/14 |
| 4. Select English, French and Spanish language publications and place advertisement to appear in print and on-line from the middle of May | 5/4 to 5/11 |
| 5. Update mailing list of those from whom nominations will be solicited, including a review by Board members and others | 5/4 to 5/14 |
| 6. Disseminate Nominee Solicitation Letter to those on the mailing list, preferably via email | 5/15 |
| 7. Screen applications as received | 5/18 to 7/31 |
| 8. Issue invitation to apply as nominations received | 5/18 to 6/30 |
| 9. Due date for receipt of nominations | June 30 |
| 10. Due date for of applications | July 31 |
| 11. Circulate applications to Search Committee members for review | 8/20 |
| 12. Search Committee and Consultant meet in Bonn to select 10 most highly rated candidates | 9/7 & 9/8 |
| 13. Search Committee and Consultant interview candidates in Washington, DC | 10/22
to 10/24 |
| 14. Search Committee and Consultant meet with the IFPRI Senior Management Team, in strict confidence, to discuss their views on candidates under consideration | 10/25 |
| 15. Search Committee and Consultant meet to select 3 to 6 semi-finalists | 10/25 |
| 16. Check references of the 3 to 6 semi-finalists and schedule seminars | 10/29 to
11/9 |
| 17. Candidate seminars presented at IFPRI with staff participation | 12/3 to 12/7 |
| 18. Following the seminars, IFPRI staff convey their views on candidates' suitability to the Secretary of the Board of Trustees via IFPRI's intranet | 12/3 to 12/7 |
| 19. Search Committee meet on December 7 for briefings from consultant on reference checking and briefing from Secretary to Board of Trustees on staff feedback on candidate seminars. Search Committee to meet on December 8 to select a final shortlist of 2-3 candidates. | 12/7 to 12/8 |
| 20. Chair and Consultant met each candidate to give them feedback received | 12/09 |
| 21. Search Committee and Consultant met each candidate to learn how they would prepare for the job during the first half of 2002, addressing their feedback, and how they would handle the first six months on the job. | 12/10 |
| 22. Board of Trustees interview short listed candidates | 12/10 |

C. Outreach and Communication

- Establishes and strengthens relationships with developing country policymakers and leaders.
- Develops and oversees outreach and communications programs to disseminate IFPRI's research findings, conclusions, and recommendations.
- Organizes conferences, workshops, and other meetings to promote awareness of IFPRI's research findings and capacity-building activities.
- Represents IFPRI internationally and conveys the results of research to policymakers through speeches, conferences, and publications.

D. Impact Assessment

- Directs efforts to assess the impact of IFPRI's work.

E. Management and Administration

- Establishes and maintains an intellectual climate that attracts to the Institute, from throughout the world, leading scholars concerned with policy-relevant research on rural development, sustainable management of natural resources, improved nutrition, poverty alleviation, and related topics.
- Actively recruits promising research staff members. Interviews and approves candidates for all senior research and management positions.
- Oversees research, outreach, and administrative programs and services. Manages Directors of Research and Outreach Divisions, Communications Division, Finance and Administration Division, and staff members of the Director General's office. Has overall responsibility for the satisfactory performance of all staff members of the Institute and for maintaining an atmosphere that encourages the personal fulfillment and professional growth of staff at all levels.
- Oversees the development of the annual operating budget and monitors its execution.
- Chairs, or is a member of, various staff committees, as appropriate.

I have today reviewed all our materials and proposed processes against these points (recognizing that not all of them may be incontestable). While we generally measure up well, there may be cases where our documentation could be enhanced at the margin and where some modification of proposed processes might be in order.

I would be grateful of views from Committee members on whether any such changes may be warranted. All materials and processes have been circulated to you in draft form.

Donal, I would be grateful if, with Marc and Bernadette, you could review our materials and processes and advise me if you think changes may be warranted, even in materials that are already in use. The gender and diversity requirements are well represented in my communications with SC and Board members, but perhaps less well in the advertisement (where they are included as a footnote) and in letters soliciting lists of candidates. Some slight amendment may also be advisable in your letter of contract. References to Per in the materials should be amended to include only the fact of his retirement.

If you think that there is a case for circulating an additional or supplementary note, to people to whom correspondence has already been sent, I would be grateful for your advice. Where the advertisement is still being circulated, it may be appropriate to include, in the covering note, some words along the lines of those used in my letter to Board members, allowing for the publication of the message with the advertisement. This is particularly the case where the advertisement may be yet to be used in electronic publication (see below).

Vicki has an extensive data base and has offered to circulate our material to potential institutions and individuals. Bernadette, in consultation with Donal, I would be grateful if you could consult directly with Vicki about the modalities of this. She should be provided with a copy of the ad in each language, with an appropriate covering statement, for publication, as suggested above, as soon as possible, given the tight timetable for the search. She may be contacted at <vwilde@cgiar.org> or in Nairobi on 254 2 524240.

We should perhaps follow-up on the special roles we had allocated to Benno (E and Southern Africa) Baba (West and Central Africa and french-speaking countries) and Wen (Asia) to intensify the search in those areas. I reminded the latter two in my letter to Board members, but don't know if you have had any response. I wrote to Benno, who replied that he would take on the task, but I don't know what follow-up has occurred.

I know that everyone in the team is committed to doing this important assignment exceptionally well and hope that you will find this input helpful. I look forward to receiving your views on all this and to your active participation in bringing forward a strong list of quality candidates.

Cheers, Geoff

Geoff & Cynthia Miller
GCM Strategic Services Pty Ltd
PO Box 5105
GREENWICH NSW 2065
Ph 02 9405 2390
Mobile 0411 222 366
Fax 02 9405 2380
Email geoff@gcmss.com

- Capacity to develop strong loyalty to IFPRI
- Used to working long hours efficiently and traveling regularly; physical and mental stamina.
- Maintains a healthy balance between promoting the institution's interests and one's role as its leader.
- International experience and perspective or mindset
- Entrepreneurial leadership capacity of a not-for-profit international institution
- Comfortable in fund raising with people at different levels in other institutions
- Positive attitude towards hiring most qualified candidates, including achieving gender and cultural diversity.
- Understanding of the rural development process including the important role of women.
- Capacity to empathize with people committed to and actively advancing the rural development agenda, especially including developing country participants.
- Passion for IFPRI's mission and IFPRI as an institution.

APPENDIX 6

-----Original Message-----

From: IFPRI DG SEARCH
Sent: Wednesday, May 16, 2001 6:22 PM
To: Ahluwalia, Isher Judge; Dioum, Baba; Eide, Wenche Barth; Grynspan-Mayufis, Rebeca; Kuyvenhoven, Arie; Matsuoka, Susumu; Miller, Geoff; Monsod, Solita Collas; Ostry, Sylvia; Pinstrup-Andersen, Per; Schuh, G. Edward; Stewart, Frances; Vazquez Platero, Roberto E; Wen, Simei
Cc: COHEN, MARC
Subject: Nominations for IFPRI Director General

To: IFPRI Board of Trustees
From: Geoff Miller

You will recall that at the March 2001 Board meeting, we appointed a Director General Search Committee that was charged with "casting a wide net," in order to assure that we are able to hire the best candidate in the world to be IFPRI's next Director General. It is essential that we successfully achieve this goal, so that IFPRI continues to effectively fulfill its mandate to carry out policy research that supports efforts to achieve universal food security.

You will also recall that I said that the entire Board needs to be actively engaged in this process. Your help is, in fact, urgently needed. We need you to help the Committee identify the institutions to approach for nominations, as well as your suggestions for people whom we should approach to apply for the position.

As I said at the Board meeting, we especially need assistance from the Board in identifying well-qualified candidates from the developing world. Although I will strive to make sure that whomever we do hire is the best candidate to take on this important leadership post, it is also critically important that we have a pool of applicants that is diverse as to gender and national origin. This will help to make sure that we do indeed pick the best person for the job.

At the meeting, I called upon Dr. Baba Dioum and Professor Simei Wen to play an especially active role in this regard, so that we get a good pool of candidates from Asia and Africa, including West Africa, and most particularly, the Francophone portions of West Africa.

Please consider this memorandum a plea to provide the Search Committee with your suggestions. Please send your nominations and suggestions to Donal O'Hare, the consultant to the IFPRI DG Search Committee, at <ifpri-dgsearch@cgiar.org>.

As I have said, this is the most important task that the IFPRI Board of Trustees will take on. Thank you so much for your assistance.



01 0509 Recruitment
Schedule.d...



Position
Description.doc



Advertisement-2.doc

With kind personal regards, Geoff



DIRECTOR GENERAL
International Food Policy Research Institute
Washington, D.C.

APPENDIX 8

Nominations and applications are invited for the position of the Director General of the International Food Policy Research Institute (IFPRI). IFPRI is one of 16 Future Harvest Centers and receives its principal funding from the governments, private foundations, and international and regional organizations known as the Consultative Group on International Agricultural Research. Its mission is to identify and analyze alternative national and international strategies and policies for meeting food needs of the developing world on a sustainable basis.

Requirements for the position include an earned Ph.D. preferably in economics, agricultural economics, or other social sciences; substantial professional achievement in economic development; research and program experience with food, agricultural, and/or environmental policy issues in developing countries; track record in successfully managing research activities; demonstrated managerial competence in broader institutional areas; capacity for intellectual leadership; fundraising capabilities; and skill in working with colleagues, collaborators, and donors.

Recruitment is international. The Director General will be appointed for an initial five-year term. Extension for an additional five-year term is possible depending upon a successful review of program accomplishments and management by the IFPRI Board. Salary is open and commensurate with experience. It is anticipated that the successful candidate will assume the position of IFPRI Director General in mid-2002.

Send nominations and applications to:

Donal O'Hare
Consultant to the IFPRI DG Search Committee
P. O. Box # 65778, Washington, D.C. 20035-5778, USA
Fax: (202) 862-6488
Email: ifpri-dgsearch@cgiar.org

Applications are due by July 31, 2001
Nominations are due by June 30, 2001

IFPRI is an international and equal opportunity organization and believes that diversity of its staff contributes to excellence. IFPRI therefore encourages female and developing-country professionals to apply.

EOE

APPENDIX 10

BLANK SAMPLE REPORT FORM

#4 Questionnaire to Applicants
#5 Acknowledge Incomplete
#6 Acknowledge Complete
#8 Rejection Letter

NOTE: Highlighting used to show changes since last report.

IFPRI DG Search
APPLICATIONS RECEIVED
As of August 23, 2001

No.	Applicant (Last, First)	DOH	Gender Men Women	Organization & Country	Discipline	Nationality	Letter #4 Sent	Letter #5 Sent	Applicn Compl	Letter #6 Sent	Letter #8 Sent
1		<input checked="" type="checkbox"/>									
2		<input checked="" type="checkbox"/>									
3											
4											
5		<input checked="" type="checkbox"/>									
6		<input checked="" type="checkbox"/>									
7		<input checked="" type="checkbox"/>									
8		<input checked="" type="checkbox"/>									
9		<input checked="" type="checkbox"/>									
10		<input checked="" type="checkbox"/>									
11		<input checked="" type="checkbox"/>									
12		<input checked="" type="checkbox"/>									
13		<input checked="" type="checkbox"/>									
14		<input checked="" type="checkbox"/>									
15		<input checked="" type="checkbox"/>									
16		<input checked="" type="checkbox"/>									
17		<input checked="" type="checkbox"/>									
18		<input checked="" type="checkbox"/>									
19		<input checked="" type="checkbox"/>									
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21		<input checked="" type="checkbox"/>									
22		<input checked="" type="checkbox"/>									
23		<input checked="" type="checkbox"/>									
24		<input checked="" type="checkbox"/>									

12/7/2001 9:56 AM

APPENDIX 12a

IFPRI Director General Search ASSESSMENT STRATEGY		DOH Interview	SC Interview	IFPRI Seminar	Reference Checking ¹	Board Interview ¹	Others ¹
1	Professional Experience & Achievement	1) Research and program experience with food, agricultural and/or environmental policy issues in developing countries					
		2) Substantial professional achievement in economic development					
		3) Policy environment experience including exposure to real life choices, interaction with policymakers, and communication of research results.					
		4) Broad knowledge of analytical skills and other methodological developments					
		5) Highly regarded substantial contribution to policy research		✓			
		6) Track record in successfully managing research activities					
		7) Enjoyment of high standing in profession from which he/she comes			✓		

APPENDIX 12c

IFPRI Director General Search ASSESSMENT STRATEGY									
		DOH Interview	SC Interview	IFPRI Seminar	Reference Checking ¹	Board Interview ¹	Others ¹		
III Chief Executive Capacity	1) Substantial managerial experience	✓	✓						
	2) Intelligence (intellectual & emotional)								
	3) Demonstrated managerial competence in broader institutional areas, incl. change -- incl. eliciting commitment through involving others in decision-making.	✓	✓						
	4) Demonstrated record of building alliances with other institutions; capacity to work well with people from multiple disciplines, backgrounds, and walks of life in pursuing IFPRI's agenda	✓							
	5) Skill in working with & motivating colleagues, collaborators, & donors	✓							
	6) Sensitivity to relationships in a multi-cultural & multi-disciplinary environment								
	7) Positive attitude towards hiring most qualified candidates, incl. achieving gender & cultural diversity.					✓			
	8) Skilled communicator, including public speaking to large & small groups		✓	✓					
	9) Demonstrated record of innovation as a leader and manager; entrepreneurial leadership capacity of a not-for-profit intl institution								
	10) Fund raising capabilities including comfort in fund raising with people at different levels in other institutions	✓	✓						

