# Gender, Diversity and Inclusion in CGIAR's Workplaces

**CGIAR**

**Virtual Workshop**

# "From Action Plan to Implementation"

**March 16-20, 2020.**

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# Introduction

Following many months of co-creation by members of the CGIAR HR Community of Practice (HR COP), and a robust cross-system consultation process, a Framework for Gender, Diversity and Inclusion (GDI) in CGIAR's Workplaces and its accompanying Action Plan (2020-2021) received the support of the System Council in November 2019 and the approval of the System Management Board in February 2020.

The GDI Framework and Action Plan were recognized as being ambitious and substantial, and there was a need to rapidly establish shared foundations on key deliverables and begin immediate implementation.

A kick-off workshop was planned for 16-19 March 2020, to be held in Cali, Colombia and hosted by the Bioversity-CIAT Alliance. This workshop aimed to establish a CGIAR GDI Network, as an efficient and effective coordination mechanism for the shared delivery of the GDI Action Plan. It sought to help participants familiarize themselves with the detailed GDI Action Plan and to initiate implementation. It also planned to facilitate focused, meaningful dialogue, support knowledge sharing and build shared capacity on key GDI topics[1].

Linked to the COVID-19 outbreak, however, the decision was taken on March 5, to modify the workshop delivery. The agenda and content were swiftly adapted for online delivery[2], with key topics being prioritized. The workshop sessions were compressed to four hours each day for five days. The innovative virtual delivery approach included pre-recorded, preparatory work for participants, online polling, virtual breakout rooms, and virtual chats, as well as briefing guides and support for individuals who were unfamiliar with the online technical platform. All techniques aimed to maximize participant engagement.

The duration, complexity, and virtual nature of this modified workshop made it the first of a kind for CGIAR, with a number of insights and valuable lessons learned for future events[3]. Participants connected from across CGIAR[4] in multiple countries and time zones.

Through feedback collected daily over the course of the workshop, participants either agreed or strongly agreed that the workshop met expectations, achieved the communicated objectives, and kept participants engaged (See the word cloud overleaf and participant feedback at Annex E).

As seen in the summary on the next page, despite the online nature of the workshop, all original goals were achieved or nearly achieved. Agreements have been reached on critical issues. Draft products have been created and others further refined. Follow up webinars are being scheduled and plans are in place to accommodate those Centers/Alliances who were unable to participate. It is anticipated that all follow-up actions will be completed by the end of April.

**"The technology was flawlessly coordinated."**

**"A complex subject, but very well introduced. I was persuaded that it is possible to have a shared index of job categories."**

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1    See Annex A for the original workshop Concept Note
2    See Annex B for the virtual workshop agenda
3    See Annex C for lessons learned from the GDI Workshop's Virtual Delivery
4    CGIAR-based participants included individuals from CIP, IWMI, IFPRI, Bioversity-CIAT Alliance, CIMMYT, ICRISAT, IITA, AfricaRice, ILRI, WorldFish, System Organization

# Summary of Workshop Goals and Outcomes

| Workshop Goals | Workshop Outcomes |
|---|---|
| **(i) To establish the CGIAR GDI Network** | |
| • Agree on the TOR and the operating architecture for the new CGIAR GDI Network through which the implementation of the GDI Action Plan will be supported | • A draft of the TOR and operating architecture for the new CGIAR GDI Network was discussed and updated during the workshop. Agreement was reached on key areas of the TOR and operating architecture, including membership, duties, and responsibilities, By the end of workshop, nearly all Centers/Alliances had signed off |
| • Identify anticipated Action Plan implementation challenges and address them adequately | • A risk register for the implementation of the GDI Action Plan (2020-2021) has been drafted and refined |
| • Ensure appropriate alignment with the Gender Research Platform | • Areas for collaboration and alignment with the CGIAR Gender Research Platform identified and included in the TOR and operating architecture |
| **(ii) To reach agreement on foundation key milestones that will enable the delivery of the Action Plan** | |
| • Develop a shared index of job categories for use in cross-system GDI data reporting. This index will ensure that GDI data is accurately reported | • A shared draft index of job categories has been created for use in cross-system GDI data reporting, and will be further refined using feedback gathered during the workshop |
| • Agree on diversity dimensions for 2020-2021 (beyond women and men) and identify an appropriate user-friendly data gathering mechanism | • Key diversity dimensions have been identified for 2020-2021 (beyond women and men) and feedback received on expected data gathering mechanism |
| • Design the GDI Scorecard which will enable baseline setting, progress tracking, and success sharing against the GDI Action Plan | • A draft GDI matrix[1] has been developed, which will enable baseline setting, progress tracking and success sharing against the GDI Action Plan |
| • Explore possible employee resource groups (ERGs) for launch in 2020-2021 | • Two employee resource groups (ERGs) identified for launch in 2020-2021 |
| **(iii) To initiate implementation of best practice approaches to supporting inclusive environments** | |
| • Agree on a common approach for GDI inclusion in staff engagement surveys | • Common approach agreed for GDI inclusion in CGIAR Center/Alliance staff engagement and GDI pulse surveys |
| • Agree on the format of best practice guidance and toolkits | • Agreement reached on preferred format of GDI best practice guidance, toolkits, and GDI knowledge hub |
| **(iv) To build technical capacity on key GDI topics** | |
| • Deliver technical training on "Building a Center/Alliance GDI Plan aligned with GDI Action Plan" | • All participating Centers/Alliances now have an early draft Center/Alliance GDI plan that is aligned with the system-wide GDI action plan |
| • Share lessons learned from comparator organizations on GDI topics that require contextual sensitivity | • Throughout the workshop, lessons learned from comparator organizations were incorporated into discussions |

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1    Formerly known as the GDI Scorecard. The name was changed based on participant's informal feedback.

# Word cloud based on participant feedback on the workshop

everyone was great

full of learning and commitment

learned

motivating and reinvigorating

pioneering

stimulating

energizing

brilliant

wonderful

great

resilience

lot

enriching

a lot of learning

fiona begun

amazing

inspiring

awesome

everyone

motivating

reenergized

insightful

brilliant

knowledge

unique and fantastic team

great love it

professional organisation

impactful

journey

insightful and energizing

# Workshop Detailed Outcomes

## GOAL 1 – To establish the CGIAR GDI Network

The workshop achieved – or nearly achieved - all expected outcomes for Goal 1. Most importantly, the draft TOR incorporates feedback from workshop participants and is pending feedback from those few Centers/Alliances unable to attend the workshop.

**1.1** **GDI Network – A draft terms of reference and operating architecture for the new CGIAR GDI Network was created and refined.** This network of individuals across CGIAR will play a key role in implementing CGIAR's Action Plan for Gender, Diversity and Inclusion. It was agreed that the GDI Network will be an inclusive, cross-system body for the purposes of sharing good practice and lessons learned, as well as being a coordinating body for decision-making on shared GDI approaches, in consultation with Center/Alliance leadership, in order to advance the implementation of the approved CGIAR GDI Action Plan. The GDI Network will be co-chaired by the CGIAR Senior Advisor for Gender, Diversity and Inclusion, along with a Center/Alliance representative. The GDI Network membership will be comprised of CGIAR HR Practitioners and Gender Research Platform colleagues, as nominated by their Center/Alliance, as well as other relevant stakeholders to broaden participation and foster a system-wide Community of Practice around GDI. GDI Network meetings will be quarterly.

The next steps are for the final draft of the GDI Network terms of reference and operating architecture to be shared with Centers/Alliances not present at the workshop for their input, following which the GDI Network will be formally launched.

**1.2** **Identify GDI action plan implementation challenges - A draft risk register for the implementation of the GDI Action Plan (2020-2021) has been created and refined.** The next steps involve actions to finalize the draft GDI Action Plan risk register, mitigate the identified risks and cascade this overarching risk register into the Center/Alliance GDI Action Plans currently in development.

**1.3** **Align with the Gender Research Platform - Areas for alignment with the CGIAR Gender Research Platform were identified.** Participants agreed that both groups, the GDI Network and the Gender Research Platform, share the goal of advancing gender equality, diversity and inclusion at CGIAR, although their work focus may differ. Agreement was made to cooperate on topics of common interest, and wherever possible and practical, including on outreach and engagement with external partners and vendors where it is of clear mutual benefit for CGIAR. The opportunity to combine talents was identified, for example to generate the research needed to inform CGIAR policies.

## GOAL 2 – To reach agreement on foundation key milestones that will enable the delivery of the Action Plan

The workshop achieved – or nearly achieved – all expected outcomes for Goal 2.

**2.1** **Cross-system job categories for use in cross-system GDI data reporting - A draft shared index of job categories for use in cross-system GDI data reporting was created and valuable input received.** This draft index of job categories has been developed in recognition that CGIAR does not share a standard job evaluation approach and that this presents a challenge for system-wide workforce data comparison. The production of this draft index will enable the critical establishment of the production of accurate system-wide GDI workforce data, increasing accuracy, transparency and providing for the consistent cross-system categorization of job roles.

The next steps for the shared index of job categories are to incorporate all feedback received and conduct a final round of consultation for finalization before the end of March 2020. Agreement was reached to establish a small sub-working group to review the early draft guidance note, that will include high level profile descriptions for each category and consideration of occupational categories.

**2.2 Agree on diversity dimensions to be used in 2020-2021 - Participants agreed on the key diversity dimensions that will be used in workforce data for 2020-2021 (beyond women and men). In addition, valuable input was received on expectations for the proposed data gathering mechanism.** The agreed diversity dimensions for 2020-2021 will be non-binary gender, disability, and LGBTQIA+. Data gathering on these new diversity dimensions will be on a voluntary-basis and individuals will have the opt-out option "prefer not to say" in recognition of the sensitivity involved. The inclusion of data on ethnicity (not race) was agreed, but requires further discussion in a follow up webinar. It was agreed any gathering of data on ethnicity must be done in a way that furthers the goal of inclusivity, while avoiding the risk of perceived discrimination. It was agreed that religion will not be a diversity dimension in 2020-2021.

More systematically collected diversity dimensions on workforce data, such as nationality, education, dependents, etc. were raised at various points during the workshop. Guidance on these will be integrated with that on the above staff collection.

Participants recognized the shared need to create and sustain talent pipelines through scholarship programs that targeted underrepresented groups.

The next steps are for Centers/Alliances to incorporate these new diversity dimensions in demographic tracking, including in GDI pulse surveys, as part of their Center/Alliance GDI Action Plan. Centers/Alliances will also collaborate to establish in 2020 system-wide ERGs on "Women in Research & Science" and "Wellbeing" to complement these new diversity dimensions. (See 2.4 below). Some participants volunteered to work with the Senior Advisor, Gender, Diversity and Inclusion to develop a cross-system scholarship program.

**2.3 GDI Matrix - A draft GDI Matrix was developed, enabling baseline setting, progress tracking, and success sharing against the GDI Action Plan.** It was agreed that the GDI Matrix – formerly known as the GDI Scorecard – will show progress against 15 performance indicators, all measured on a four-point rating scale. These indicators are both activity-based and impact-based. The GDI matrix will focus on celebrating progress in all its forms. Many participants expressed a desire to find a balance between numerical targets and a qualitative shift in the CGIAR GDI mindset / culture. Positively, most participants believe their Center/ Alliance to be either "approaching requirements" or "meeting requirements" in many indicators. Some Centers/Alliances offered to pilot the GDI matrix.

Participants agreed that a supportive **rewards and recognition** program will incentivize success and provided a range of suggestions that will form the basis for the work underway in this area.

The next steps will see a revised GDI Matrix being shared with the GDI Network for consultation and finalization before the end of March 2020. The GDI Matrix will be piloted in April 2020. The development of a user-friendly data collection mechanism is also underway and will benefit from the inputs of a small sub-working group.

**2.4 Employee Resource Groups (ERGs) - Participants agreed that two cross-system ERGs will be launched in 2020-2021.** Participants agreed that where ERGs currently exist, they are localized and tend to focus on gender issues, rather than the promotion of broader diversity and inclusion. Based on online polling, participants selected the areas of "Women in Research & Science" and "Wellbeing" to be the first two cross-system ERGs. The GDI Network will collaborate on establishing these two ERGs in 2020.

## GOAL 3 – To initiate implementation of best practice approaches to supporting inclusive environments

The workshop achieved – or nearly achieved - all expected outcomes for Goal 3.

**3.1 Staff engagement and GDI pulse surveys – Participants agreed on a common approach for GDI inclusion in Center/Alliance staff engagement and GDI pulse surveys.** Through an online poll, 100 percent of participants agreed that staff engagement surveys should be updated to include a shared set of updated GDI questions. It was agreed that the changes should involve keeping the number of mandatory questions stable, to avoid the risk of survey fatigue. Some 79 percent of participants supported the concept of a shorter, more regular GDI pulse survey, as part of wider GDI change strategies and action plans. There was support for a broadening of such surveys to take a workforce approach, rather than limiting to personnel on staff contracts. In a poll, 77 percent of participants preferred the delivery of a pulse survey in June over May, but some participants subsequently said they preferred a later date.

The next steps will see the refinement of GDI questions for staff engagement surveys and the development of the shorter GDI pulse survey. The shorter GDI pulse survey will be finalized with the assistance of a sub-working group and recirculated in early April for final GDI Network approval. The refinement of the GDI questions for the staff engagement survey will take place after the GDI pulse survey has been finalized.

**3.2 Best practice guidance and toolkits – Agreement was reached on the preferred format of GDI best practice guidance and toolkits.** The design principles established during the workshop will guide the forthcoming development of the 12 different guidance notes outlined in the GDI Action Plan. Toolkits and guidance will be guided by the following principles and be: easy, attractive, diverse, practical, evidence-based, social, timely. A strong interest in having GDI materials in a range of languages was expressed by participants during the workshop. While the group's indicated preferences was for English, Spanish, and French, each Center/Alliance will have to assess which are most relevant for their contexts, eg Hindi and Telugu for ICRISAT.

Based on participant feedback, the Knowledge Hub will be a one-stop shop to meet the Network's diverse GDI needs for information, communication and coordination. It will be available on a single IT platform that can interface with existing platforms.

It was agreed that the Knowledge Hub will include: GDI guidance documents, examples of what other Centers/Alliances are doing (policies, trainings, etc.), good practice (internal and external), case studies and testimonies, key messages for Gender, Diversity and Inclusion. The Knowledge Hub must also have the ability to exchange and access ideas, webinars, contact information, and details of consultants.

Participants agreed that there was a shared need for materials that would support them in gaining local buy-in for GDI. This included ways to encourage leadership visibility and active comment on the issue; simplicity of materials and messages; tested ways to encourage behavioral change and accountability; suggested GDI communications strategy and products; available and visible GDI champions; practical guidance for working groups, stakeholder consultations and engagement; and support to share information in staff / town hall meetings.

The next steps will see the development of the GDI Knowledge Hub and the piloting of select toolkits.

Participants discussed the linkages between the GDI Framework and the **Ethics Framework**, appreciating the work in this area to date and highlighting the need for further clarity on implementation mechanisms for Centers/Alliances.

The next steps will see members of the GDI Network support the current Ethics Working Group of the HR Community of Practice (HR COP) to further develop the terms of reference for the Ethics Function and to steward the process through to completion. This will include further consultation with a wide range of stakeholders beyond HR (eg those involved in ethics in research science, risk register, and governance) and the eventual recruitment of a CGIAR Ethics Officer.

## GOAL 4 – To build technical capacity on key GDI topics

The workshop achieved – or nearly achieved - all expected outcomes for Goal 4.

**4.1** **Building a Center/Alliance GDI Plan aligned with the GDI Action Plan – All participating Centers/ Alliances now have an early draft Center/Alliance GDI Plan that is aligned with the system-wide GDI Action Plan.** During the workshop, participants shared and worked on draft plans for their Centers/ Alliances. In developing their Center/Alliance GDI Plan, participants identified a number of key strengths that can be capitalized upon in support of Action Plan implementation. These included the support of senior management and leadership, current diversity levels within CGIAR, and the existence of GDI-sensitive benefits. Participants also noted a perceived lack of GDI awareness and highlighted the need for capacity building. Participants highlighted the number of competing priorities faced by Centers/Alliances, including most recently, the COVID-19 response.

The next steps will see participants continue the process of translating the CGIAR GDI Action Plan into a Center/Alliance GDI Action Plan. One-on-one support meetings will be held in the coming weeks between each HR Head/Director, the CGIAR Senior Advisor Gender, Diversity and Inclusion and expert consultants, to assist Centers/Alliances in GDI Action Plan finalization.

**4.2** **Share lessons learned from comparator organizations on GDI topics that require contextual sensitivity - Throughout the workshop, lessons learned from comparator organizations were incorporated into discussions.** A number of short capacity building webinars will also be scheduled for GDI Network members in the coming weeks to further build capacity in key areas.

"Day 4 made the workshop get better and better, bringing out the meaningfulness in what we are doing"

"Workforce data - we collect this every quarter already. Accuracy depends on us all having a shared understanding of workforce."

"Thank you to Fiona, Farah and the consultants who pulled this off fantastically.
The consultants despite only coming on board mere weeks ago."

# Annex A – Original Workshop Concept Note

**"Initiating implementation of the GDI Action Plan (2020-2021)"**
16-19 March 2020, Cali, Colombia

## 1.   Background

Following many months of co-creation by members of the HR Community of Practice (HR COP), and a robust cross-system consultation process, a [Framework for Gender, Diversity and Inclusion (GDI) in CGIAR's Workplaces](#) and its accompanying [Action Plan (2020-2021)](#) have received the support of the System Council and the approval of the System Management Board. The GDI Framework and Action Plan are ambitious and substantial. There is a need to rapidly establish shared foundations on key deliverables and begin immediate implementation.

A kick-off workshop will be held in Cali, Colombia hosted by the Bioversity-CIAT Alliance, to establish a CGIAR GDI Network, as an efficient and effective coordination mechanism for the shared delivery of the GDI Action Plan. Through this workshop, participants will familiarize themselves with the detailed GDI Action Plan and initiate implementation. The workshop will enable focused, meaningful dialogue, support knowledge sharing and build shared capacity on key GDI topics.

## 2.   Workshop Objectives and Expected Outputs

The workshop objectives and expected outputs are as follows:

**(i)      To establish the CGIAR GDI Network**
- agree on the TOR* and the operating architecture* for the new CGIAR GDI Network through which the implementation of the GDI Action Plan will be supported;
- identify anticipated Action Plan implementation challenges and address them adequately; and
- ensure appropriate alignment with the Gender Research Platform

**(ii)     To reach agreement on foundation key milestones that will enable the delivery of the Action Plan**
- develop a shared index of job categories* for use in cross-system GDI data reporting. This index will ensure that GDI data is accurately reported^;
- agree on diversity dimensions* for 2020-2021 (beyond women and men) and identify an appropriate, user-friendly data gathering mechanism^;
- design the GDI Scorecard* which will enable baseline setting, progress tracking and success sharing against the GDI Action Plan^; and
- explore possible Employee Resource Groups[1] (ERGs)^ for launch in 2020-2021

**(iii)    To initiate implementation of best practice approaches to supporting inclusive environments**
- agree on a common approach for GDI Inclusion in staff engagement surveys^; and
- agree on the format of Best Practice Guidance and toolkits*

**(iv)    To build technical capacity on key GDI topics**
- deliver technical training on "Building a Center/Alliance GDI Plan aligned with GDI Action Plan";
- share lessons learned from comparator organizations on GDI topics that require contextual sensitivity

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1   ERGs are groups of individuals within workplaces who join together in a network, based on shared characteristics or life experiences. ERGs provide support and contribute to a sense of belonging and inclusive workplaces.

*   Early draft documents will be circulated in advance of the workshop as pre-reading. This will also enable workshop participants to discuss in advance with appropriate stakeholders in their Center/Alliance.

^   Participants will be asked to provide data on these topics in advance of the workshop to facilitate comparative analysis.

### 3. Note on Participants

The workshop target group is the HR COP and/or those individuals who will be the GDI focal points/implementing partners in Centers/Alliances and the System Organization. Additional technical experts from across CGIAR may also receive direct invitations through the CGIAR System Senior Advisor, Gender, Diversity and Inclusion.

Should HR COP members wish to bring an additional colleague from their Center/Alliance to the workshop (such as a Center/Alliance Gender expert or a team member who will be their Center/Alliance's focal point for the GDI work), this can be discussed in advance with the CGIAR System Senior Advisor, Gender, Diversity and Inclusion.

It is recommended that all HR COP members engage in the necessary dialogue within their Centers/Alliances before arrival, using the pre-reading materials that will be circulated in advance of the workshop. It is expected that all participants will be sufficiently empowered to confidently contribute to discussions and engage in decision-making during the workshop.

### 4. Methodology

The workshop will be co-facilitated by the CGIAR System Senior Advisor, Gender, Diversity and Inclusion, in partnership with external facilitators and subject matter experts. The workshop will be highly interactive, encouraging discussions and opportunities for meaningful dialogue between participants, to enable experience sharing and consensus building, as well as the co-creation of GDI framework products to support the implementation of the GDI Action Plan.

The four-day workshop will be broken down into 8 half-day segments. It is anticipated that there will be focused segments on Staffing Categories; diversity dimensions; ERGs; GDI Scorecard; Inclusive Environments, including Flexible Working Arrangements; and Supporting Diversity in Sensitive local Contexts. There will be an opening segment to establish the CGIAR GDI Network and a closing segment to consolidate agreements reached and chart the way forward.

Workshop participation will require pre-reading and the advance submission of a limited amount of workplace data to enable a situational analysis and maximize the use of participants time for output development.

### 5. Workshop Budget Sponsorship

The CGIAR System Organization will support the workshop and will sponsor the costs as follows for one participant per Center/Alliance:

**Air Travel** – reimburse the cost of flights (direct route, economy class) to a maximum of $1,500

**Accommodation and meals** – full costs covered, subject to agreed Daily Subsistence Rates (DSA) of the CGIAR System Organization

### 6. Logistics

A logistics note will follow to facilitate participant planning.

### 7. Further Information

For further information on this workshop, please contact Fiona Bourdin-Farrell, CGIAR System Senior Advisor, Gender, Diversity and Inclusion, on f.farrell@cgiar.org

# Annex B – Virtual workshop agenda

CGIAR WORKSHOP | "Initiating implementation of the GDI Action Plan (2020-2021)" | 16TH – 19TH March 2020

## Day 1 – Monday 16th March 2020 | 12 – 4pm GMT

| Timing From | Timing To | Activity | Objective/Purpose of Activity | Expected output | Link to Action Plan | Session Leader | Session Second |
|---|---|---|---|---|---|---|---|
| 12.00 | 12.25 | Welcome, Tech Brief, Agenda and Action Plan Overview | • Welcome &Introductions<br>• Tech Brief<br>• Ways of working<br>• Agenda Overview<br>• Action Plan evolution and overview | • Participants feel welcome and are aware of Agenda and ground rules<br>• Participants understand the Action Plan and the workshop's importance | 5.1: By mid-2020: A CGIAR GDI Community of Practice (CoP) is convened and housed under the HR Community of Practice to leverage cross-system expertise<br>And<br>1.4: By mid-2020: The economies of scale possible from system-wide negotiations with executive search firms | Farrah Qureshi & Fiona Bourdin-Farrell | Meera Shah |
| 12.25 | 12.55 | Session: "*Establishing the CGIAR GDI Network*" | **Workshop Objective 1**<br><br>A facilitator-led activity to reach agreement on the GDI Network TOR and the operating architecture. | Final draft GDI Network TOR and operating architecture, ready for post-workshop consultation with additional stakeholders as necessary. | 3.1 and 5.1: By mid-2020: As above | Laura Emerson | Farrah Qureshi & Fiona Bourdin-Farrell |
| | | | | **12.55 – 1.05 - 10-minute break** | | | |
| 1.05 | 1.25 | Session cont: "***Establishing the CGIAR GDI Network***" | **Workshop Objective 1**<br><br>An overview is provided of the Gender Research Platform, and how it relates to the GDI work – discussion | Participant awareness of the Gender Research Platform and the potential bridges. Agreement on way ahead. | 4.3: by mid-2020...in alignment with...a Gender Research Platform | Nicoline de Haan | Fiona Bourdin-Farrell |
| 1.25 | 2.15 | Session: "*Building a Center/Alliance GDI Plan aligned with GDI Action Plan*" | **Workshop Objective 4**<br><br>To support Centers/Alliances to begin planning for their implementation of the GDI Action Plan by giving "step by step" roadmap | Participants have a clear idea of how they will initiate work when they return to their Center/ Alliance | Throughout Action Plan | Helen Duce & Farrah Qureshi | Supported by GDI Consulting team |
| | | | | **2.15 - 2.20 – 5-minute break** | | | |
| 2.20 | 3.20 | Session: "*Diversity Dimensions: identifying our focus for 2020-2021*" | **Workshop Objective 2**<br><br>A series of facilitator-led activities to build awareness of diversity dimensions, share comparative lessons from other organizations and reach agreement on which dimensions to focus on in 2020-2021 | A list of cross-system diversity dimension to focus on in 2020-2021 | 1.2 by mid-2020...diversity dimensions for which cross-system data will be collected | Alan Richter | Laura Emerson<br><br>Supported by GDI Consulting team |
| 3.20 | 3.45 | Session: "*Employee Resource Groups: what are they and how they can help*" | **Workshop Objective 2**<br><br>A series of facilitator-led activities to build awareness of ERGs and agree on which ones to launch in 2020-2021 and how (link to *Diversity Dimensions above*) | A list of ERGs to focus on in 2020-2021 and an agreed pathway ahead, including consultation plan | 1.3 by mid-2020... consultation process completed which explores which ERGs to establish | Alan Richter | Farrah Qureshi<br><br>Supported by GDI Consulting team |
| 3.45 | 4.00 | **Session Wrap-up, Daily Summary and Close: Farrah Qureshi** | | | | | |

## Day 2 – Tuesday 17th March 2020

| Timing | | Activity | Objective/Purpose of Activity | Expected output | Link to Action Plan | Session Leader | Session Second |
|---|---|---|---|---|---|---|---|
| From | To | | | | | | |
| 12.00 | 12.30 | Welcome, Recap and Day 2 agenda | To set the scene for the session, address side bar/Q&A and report on progress from previous day | Participants aware of agenda | n/a | Farrah Qureshi | Fiona Bourdin-Farrell |
| 12.30 | 1.30 | Session: "*Format of Best practice Guidance and Toolkits and GDI Knowledge hub*" | **Workshop Objective 2** — To review samples of guidance and toolkits, identify lessons learned and agree on the format for CGIAR guidance notes and toolkits, as well as the GDI Knowledge Hub | Agreed format for CGIAR guidance notes and toolkits, as well as the GDI Knowledge Hub | 3.3 GDI are integrated into cross-system learning and advances the organizations strategy | Laura Emerson & Helen Ducey | Tiina Likki |
| | | | **1.30 – 1.40 - 10-minute break** | | | | |
| 1.40 | 2.40 | Session entitled "*CGIAR Ethics Framework: an update and how GDI and Ethics overlap*" | **Workshop Objective 4** — To share work currently underway by HR COP to develop the Ethics Framework and links to GDI Action Plan | Participants understand the progress on the new CGIAR Ethics Framework and linkages to GDI work | 2.1: Focus area: Fair, Safe and Inclusive workplaces | Alan Richter, Carla Lazarte & Sherian Abramaitys-Yi | Fiona Bourdin-Farrell |
| | | | **2.40 – 2.45 - 5-minute break** | | | | |
| 2.45 | 3.45 | Session "*A common approach for GDI Inclusion in Staff Engagement Surveys*" | **Workshop Objective 3** — To agree on (i) common GDI questions for Engagement Surveys, and (ii) common formats for GDI Surveys – how to link to baseline data | A list of common GDI questions which all Centers/Alliances will use in Engagement Surveys, and an agreement on the format for Center/Alliance GDI Surveys | 2.1 by mid-2020...common GDI questions for use in Engagement Surveys, common formats for GDI surveys... | Roger Parry, Monica Dyer, | Laura Emerson |
| 3.45 | 4.00 | **Session Wrap-up, Daily Summary and Close: Farrah Qureshi** | | | | | |

## Day 3 – Wednesday 18th March 2020 | 12 – 4pm GMT

| Timing | | Activity | Objective/Purpose of Activity | Expected output | Link to Action Plan | Session Leader | Session Second |
|--------|--------|----------|------------------------------|-----------------|---------------------|----------------|----------------|
| **From** | **To** | | | | | | |
| 12.00 | 12.15 | Welcome, recap and Day 3 agenda review | To set the scene for the session, address side bar/Q&A and report on progress from previous day | Participants aware of agenda | n/a | Farrah Qureshi | Fiona Bourdin-Farrell |
| 12.15 | 12.55 | Session: "*Using data to drive change and measure impact*" | **Workshop Objective 2**<br><br>Session on how to use data to target GDI Action Plans and the importance of measuring for impact | Participant understanding of the role of measuring impact, ahead of sessions on the GDI Matrix | All Action Plan | Tiina Likki | Farrah Qureshi |
| | | | **12.55 – 1.00 – 5 -minute break** | | | | |
| 1.00 | 1.45 | Session: "*Designing a GDI Matrix: baselines, progress tracking and success sharing*" | **Workshop Objective 2**<br><br>To agree on the <u>baselines</u> (workforce and current status against best practice benchmarks) that need to be set and how we go about setting them | Agreement reached on the baseline data to be gathered | 1.1 by mid-2020...the format of an engagement component of an online CGIAR GDI Matrix, where CGIAR can share progress for transparency | Roger Parry, Monica Dyer | Tiina Likki |
| 1.45 | 2.30 | Session cont: "*Designing a GDI Matrix: baselines, progress tracking and success sharing*" | **Workshop Objective 2**<br><br>To review best practice approaches and agree on the shared <u>mechanism for tracking progress</u> from baseline to target | Agreement reached on the mechanism for tracking progress | 1.1 as above and 5.5...by mid-2020 GDI measurement included as part of CGIAR Entities overall performance and publicly shared... | Roger Parry, Monica Dyer | Tiina Likki |
| | | | **2.30 – 2.35 – 5 minute break** | | | | |
| 2.35 | 3.15 | Session "*Developing a shared index of job categories for use in cross-System GDI data reporting*" | **Workshop Objective 2**<br><br>To address the challenge of accurate cross-System workforce GDI data collection by developing a shared index against which Entities can match their workforce data | Agreement on a shared index of job categories for use in cross-System GDI data reporting | 1.1 by mid-2020...standard descriptions of staffing categories (e.g., professional staff) against which CGIAR Entities can map gender representation to ensure accurate cross-System reporting | Fiona Bourdin-Farrell, Roger Parry, Monica Dyer | Laura Emerson |
| 3.15 | 4.00 | Session cont. "*Developing a shared index of job categories for use in cross-System GDI data reporting*" | **Workshop Objective 2**<br><br>To identify an appropriate, user-friendly data gathering mechanism for cross-System workforce GDI data collection | Agreement on a cross-System GDI workforce data gathering mechanism | 1.2 by mid-2020...the mechanism to enable efficient data collection from CGIAR Entities on diversity demographics, recognizing the non-binary nature of gender | Roger Parry, Monica Dyer | Laura Emerson |
| | | | **Session Wrap-up, Daily Summary and Close: to be completed offline/circulated digitally** | | | | |

## Day 4 – Thursday 19th March 2020 | 12 – 4pm GMT

| Timing | | Activity | Objective/Purpose of Activity | Expected output | Link to Action Plan | Session Leader | Session Second |
|---|---|---|---|---|---|---|---|
| **From** | **To** | | | | | | |
| 12.00 | 12.15 | **Welcome, recap and Day 4 agenda review** | To set the scene for the session, address side bar/Q&A and report on progress from previous day | Participants aware of agenda | n/a | Farrah Qureshi | Fiona Bourdin-Farrell |
| 12.15 | 1.15 | **Session cont:** *"Designing a GDI Matrix: baselines, progress tracking and success sharing"* | **Workshop Objective 2** <br><br> To agree on the mechanism for success sharing | Agreement reached on the mechanism for success sharing | 1.1 as above and 3.2...by mid-2020... appropriate mechanisms to recognize and reward workplace GDI action and advocacy are established | Helen Duce | Tiina Likki |
| | | | **1.15 – 1.20 – 5 - minute break** | | | | |
| 1.20 | 3.20 | **Session cont:** *"Building a Center/Alliance GDI Plan aligned with GDI Action Plan"* | **Workshop Objective 4** <br><br> To continue the work started on Day 1: to support Centers/Alliances to begin planning for their implementation of the GDI Action Plan by giving "step by step" roadmap | Participants have a clear idea of how they will initiate work when they return to their Center/Alliance | Throughout Action Plan | Helen Duce & Farrah Qureshi | Supported by GDI Consulting team |
| 3.20 | 4.00 | | **Evaluation, Action Plan progress, Recap of key agreements/decisions made, Q&A, next steps, Summary & Close** | | | | |

## Day 5 – Friday 20th March 2020 | 12 – 4pm (GMT)

| Timing | | Activity | Objective/Purpose of Activity | Expected output | Link to Action Plan | Session Leader | Session Second |
|---|---|---|---|---|---|---|---|
| From | To | | | | | | |
| 12.00 | 12.30 | **Welcome, recap and Day 5 agenda review** | To set the scene for the session, address side bar/Q&A and report on progress from previous day | Participants aware of agenda | n/a | Farrah Qureshi | Fiona Bourdin-Farrell |
| 12.40 | 1.40 | **"Developing a Risk Register for GDI in the workplace"** | **Workshop Objective 1** <br><br> Facilitator-led activity to identify anticipated Action Plan implementation challenges and address them adequately | A GDI Action Plan Risk Register and a list of actions to be implemented to mitigate identified risk | All Action Plan | Yorgos Solomos & Farrah Qureshi | Fiona Bourdin-Farrell |
| | | | **1.40 – 1.50 – 10 - minute break** | | | | |
| 1.50 | 2.50 | **AOB** | An opportunity for participants and colleagues to discuss and address any challenges or concerns, Q&A and clarify next steps | Participants and GDI colleagues are aligned, and participants feel supported on next steps of the journey | n/a | Farrah Qureshi <br><br> Fiona Bourdin-Farrell | |
| 2.50 | 3.00 | | **Session Wrap-up, Daily Summary and Close: Farrah Qureshi** | | | | |

# Annex C – Lessons learned from the Workshop's Virtual Delivery

As far as we are aware, the GDI Workshop held from 16-20 March 2020 was the first of its kind for CGIAR in terms of its week-long duration, complexity and virtual nature, with participants connected from across CGIAR in multiple countries and time zones. A number of insights and valuable lessons were learned in its delivery.

1.  **When required, and content is carefully adjusted, online platforms are a strong substitute for face-to-face meetings.** When conditions require it, online platforms offer a credible alternative for globally dispersed professionals to achieve workshop goals. Zoom, the online platform used, was carefully chosen for functionality that enabled interactive and engaging participation, group chat, breakout rooms, and instant polling. Participants overwhelmingly agreed that the GDI workshop had met their expectations, achieved the communicated objectives, and kept participants engaged.

2.  **Consider daily structure carefully.** The original in-person workshop content was refined and condensed to five daily sessions of four hours each. These daily sessions were further broken down into modules that were interspersed with short breaks. Recap sessions at the start and end of each day focused participants on the workshop goals and achievements. In addition, daily sessions were recorded and made available on a shared site to ensure that participants who missed one day could catch up before the second.

3.  **Preparation, including pre-work and assessment, has impact.** A range of Workshop Pre-work, available in advance on a shared site, helped participants to prepare for, and engage with, each individual session at a time that was convenient for them. In addition to pre-conference online assessments, pre-work included readings, PowerPoints, videos and proposed draft GDI products. As a result, participants joined the virtual sessions already informed on key issues, able to contribute to meaningful dialogue and make swift group decisions. Other useful preparations included the development of participant workshop briefs, a guide on the use of the online platform and testing the technology with users ahead of time.

4.  **Plan to maximize participant engagement and interaction.** Interaction must be planned for and strategically built in. The GDI workshop used polls, structured online chats, moderated breakout sessions, on-screen slides, and the involvement of participants in co-presenting and providing feedback. Participants were strongly encouraged to maintain video usage where connections permitted. Private chats with facilitators ensured awareness of who needed to step out of sessions for short periods, and meant that they could be supported in quick, private catchup sessions when they returned.

5.  **Discipline on timings helps to build trust and engagement.** The GDI Workshop saw individuals connect for five days across multiple time zones. It became clear that when participants knew that sessions would start and finish on time, this would allow them to plan their daily tasks around the workshop sessions and helped to build engagement.

6.  **Facilitator pre-briefs and debriefs are essential to run virtual conference smoothly**. The Senior Advisor, Gender, Diversity and Inclusion held daily meetings with presenters to brief and debrief, which enabled quick adjustments as necessary and contributed to smooth delivery. Last minute session changes were more easily managed and lessons learned from each day were incorporated. This was reinforced by using a WhatsApp presenter group as a back channel to communicate with consultants.

7.  **Manage documents**. All workshop files were maintained in the same online location, with individual channels for facilitators and participants, keeping them easy to access and use.

8.  **Invest in facilitation**. The deliberate design of the GDI workshop was one where participants engaged with multiple people on a daily basis, filling several invaluable functions. In a typical session, one individual was presenting, others were supporting as breakout room moderators, one was monitoring the chatbox for key questions and comments and lining up the next session, and one was managing technology. This contributed to a dynamic delivery.

# Annex D – Participants

## CGIAR Participants:

**Ana Marquez**, Senior HR Business Partner, CIP

**Carla Lazarte**, Director of People and Organizational Development, CIP

**Chanika Gunawardena**, Senior Officer Human Resources and Capacity Development, IWMI

**Francesco Tresca**, Senior Manager Human Resources, System Organization (Day1)

**Gabriela Paez**, Organizational Learning Development Services Manager, IFPRI

**Ingrid Lambert**, Director, Human Resources, Bioversity-CIAT Alliance

**Isobel Sinosi**, Human Resources Officer, System Organization

**Jacqueline Carruitero**, People and Organizational Development Business Partner, CIP

**Jean-Flavien Le Besque**, Global Human Resources Development Manager, CIMMYT

**Kunal Sarkar**, Senior Manager and Acting Director Human Resources, ICRISAT

**Lade Oke**, Human Resources Manager, IITA

**Lilian Mendoza**, Head, Human Resources, IITA

**Monica Dourado**, Talent and HR Field Operations, IFPRI

**Monika Altmaier**, Director Human Resources, CIMMYT

**Nafissatou Ndiour-Bella**, Director Strategic Business Initiatives, AfricaRice

**Nicoline de Haan**, Senior Scientist Gender, ILRI

**Sherian Abramaitys-Yi**, Director Human Resources, IFPRI

**Sophia Huyer**, Gender and Social Inclusion Leader (CCAFS), ILRI

**Sushma Vaddagiri**, Executive Assistant Human Resources, ICRISAT

**Tania Jordan**, Business Analysis Officer, System Organization

**Vanya Slavchevska**, PDF Gender and Social Inclusion, Bioversity-CIAT Alliance

**Yorgos Solomos**, Senior Advisor Risk Management, System Organization

**Zarinah Davies**, Director Human Resources and Administration, WorldFish

## Facilitation and Support Team

**Farrah Qureshi**, Global Diversity Practice,

**Fiona Bourdin-Farrell**, CGIAR System Senior Advisor, Gender, Diversity and Inclusion

**Meera Shah**, Global Diversity Practice,

**Raluca Ciuperca**, Global Diversity Practice,

**Edward Harris**, Eyetalk Communications

## Consultants:

**Alan Richter**, QED Consulting

**Emily Rann**, Agenda Consulting

**Helen Duce**, Include Consulting

**Laura Emerson**, Gender and Diversity Consultant

**Monica Dyer,** Gender and Diversity Consultant
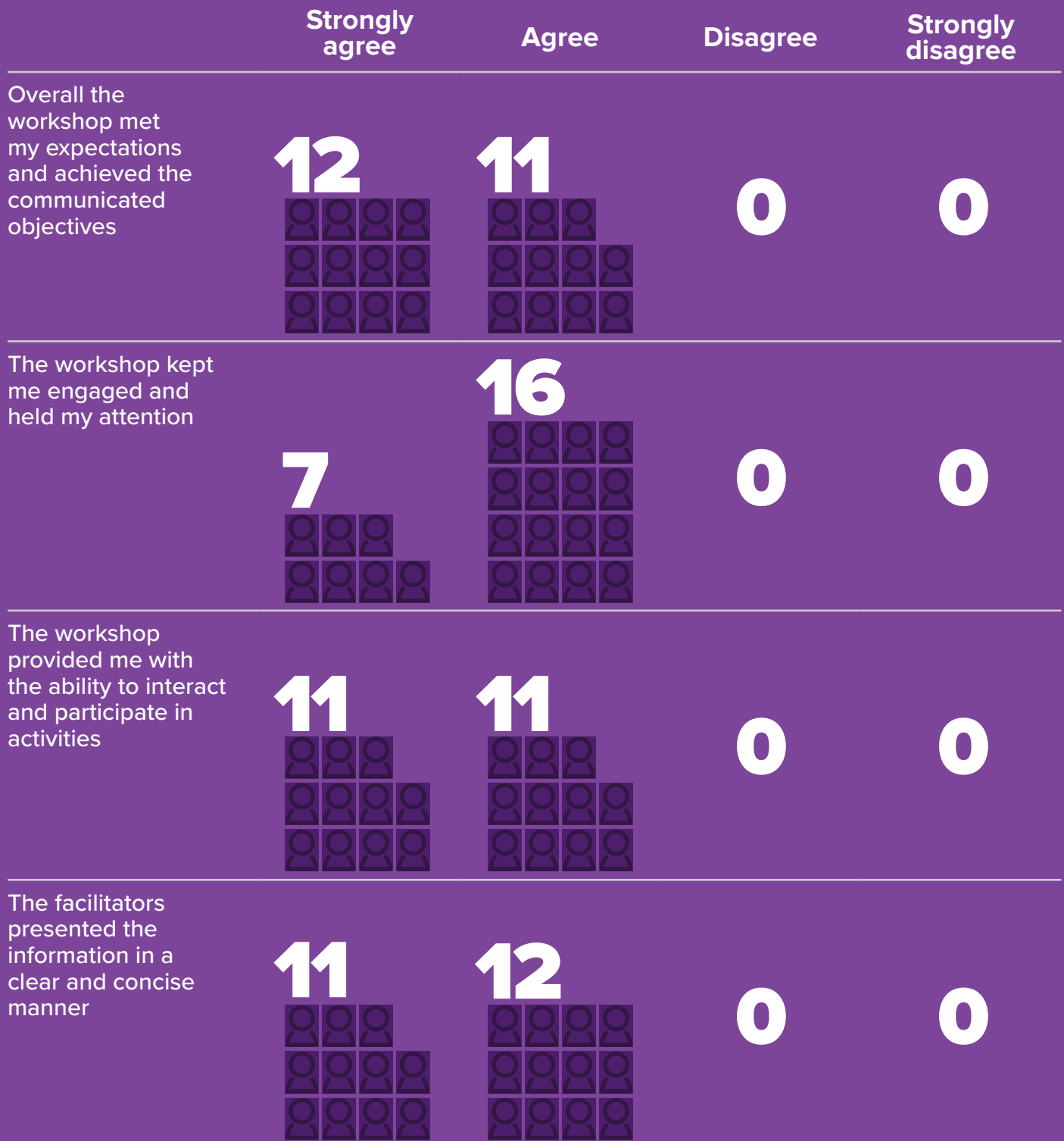
**Roger Parry**, Agenda Consulting

**Tiina Likki**, The Behavioural Insights Team

"This was a great session and I appreciate the unfolding of the overlap of GDI and Ethics. The presentation style is commendable."

# Annex E – Participant feedback

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Participants provided feedback on the Workshop, answering four questions and giving further comment in a text box. Over five days, participants gave 23 responses as follows:

| | Strongly agree | Agree | Disagree | Strongly disagree |
|---|---|---|---|---|
| Overall the workshop met my expectations and achieved the communicated objectives | 12 | 11 | 0 | 0 |
| The workshop kept me engaged and held my attention | 7 | 16 | 0 | 0 |
| The workshop provided me with the ability to interact and participate in activities | 11 | 11 | 0 | 0 |
| The facilitators presented the information in a clear and concise manner | 11 | 12 | 0 | 0 |

## Our Shared Vision is that:

"CGIAR's workplaces are enabling and inclusive. Diversity in all its dimensions is embraced and every person is supported to reach their full potential, so as to drive the engagement and innovation needed for a world free of poverty, hunger and environmental degradation."