

CGIAR's GDI Matrix: Promoting Transparency and Accountability for Gender, Diversity and Inclusion in CGIAR workplaces

Overview

The GDI Matrix is a key tool to monitor and evaluate Gender, Diversity and Inclusion (GDI) in CGIAR's Workplaces. This document describes and explains the GDI Matrix indicators. Further explanation of the GDI Matrix is provided in a separate PDF document, the GDI Matrix Factsheet.

The GDI Action Plan (2020-2021) calls for the development of a robust monitoring tool to set baselines and track the progress of Centers and Alliances against the GDI Action Plan, as well as to share and celebrate achievements.

We call this scorecard tool the GDI Matrix. Its origins are rooted in the recognition that CGIAR Centers and Alliances face different contextual realities. While they journey together towards achieving GDI best practice benchmarks, they may begin from different starting points and may face different challenges on their journey.

The transparency brought by such a tool will play a key role in recognizing these differences and providing targeted support, as well as driving accountability and sharing success. It will enable Centers and Alliances to clearly track and share their GDI progress.

CGIAR's GDI Matrix is guided by our GDI Framework and accompanying Action Plan to advance gender equity, diversity and inclusion in our global workplaces.

The Matrix has 15 performance indicators, against which Centers and Alliances self-assess, with evidence.

Each indicator includes specific requirements which are measured by four progressive ratings, which are: missing requirements, approaches requirements, meets requirements, exceeds requirements.

The ratings allow CGIAR entities to report on their current performance level for each indicator, and to move progressively towards higher performance.

The Matrix contains both activity-based and numerical results-based targets to ensure accountability for commitment to actions set out in the GDI Action Plan and to measure the impact of actions taken.

In line with the GDI action plan (under Objective 5.5 on measurement and accountability), progress on reaching GDI targets is reported publicly and annually.

Methodology

Timing and Frequency:

CGIAR Centers and Alliances report annually on a specified date to the CGIAR System GDI Function who lead the coordination and analysis of System-wide GDI reporting and provide advisory support, tools and guidance.

Mechanism:

Reporting is by evidence-based self-assessment against each performance indicator, using a purpose-built accompanying online Data Submission platform. Data is shared in a GDI Matrix Dashboard.

The first **GDI Matrix data gathering** process was launched on 8th June 2020.

For further information please contact:

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Accountability for GDI

Indicator	Rating				Means of verification
	Missing Requirements	Approaches Requirements	Meets Requirements	Exceeds Requirements	
1. GDI Strategy and Plan	<p>No plans are in place to develop an Entity GDI strategy/action plan</p>	<p>Plans are in place to develop an Entity GDI strategy/action plan</p>	<p>Entity has a GDI strategy/action plan in place with an implementation plan that includes:</p> <ul style="list-style-type: none"> • concrete actions and a time frame for implementation; • a responsibilities assignment matrix • an outline of the resources needed for implementation 	<p>Entity has a GDI strategy/action plan in place with an implementation plan for each activity that includes:</p> <ul style="list-style-type: none"> • concrete actions and a time frame for implementation; • a responsibilities assignment matrix • an outline of the resources needed for implementation <p>And</p> <p>Mechanisms are in place to ensure that accountability for delivery is in line with the approved GDI plans (ex. manager compacts as part of performance management)</p>	<ul style="list-style-type: none"> • Copy of entity GDI action plan/strategy • Copy of entity GDI action plan/strategy implementation plan • Examples of senior management accountability mechanisms (ex. performance management compacts, ToRs from a GDI steering committee chaired by senior management)
2. GDI-responsive Performance Management	<p>No action has been taken to update performance mechanisms to include GDI components</p>	<p>The Entity's core values and/or competencies are being revised to include references to GDI elements</p>	<p>Entity's core values and/or competencies include reference to GDI elements</p> <p>And</p> <p>Performance management processes for all staff, especially for individuals in decision making positions, include assessment of GDI elements</p> <p>And</p> <p>A gender difference no bigger than 5% is found for responses on mandatory performance management questions in the entity's staff engagement survey</p>	<p>Entity's core values and/or competencies include reference to GDI elements</p> <p>And</p> <p>Performance management processes for all staff, especially for individuals in decision making positions, include assessment of GDI elements</p> <p>And</p> <p>Attainment of diversity targets is linked to management performance expectations and compensation.</p> <p>And</p> <p>No gender differences are found for responses on mandatory performance management questions in the entity's staff engagement survey</p>	<ul style="list-style-type: none"> • Copy of entity's core values and competencies • Copy of entity's performance management template • Copy of responses to performance management questions in the entity's staff engagement survey

Accountability for GDI

Indicator	Rating				Means of verification
3. GDI-responsive evaluations	Missing Requirements	Approaches Requirements	Meets Requirements	Exceeds Requirements	<ul style="list-style-type: none"> • Copy of entity evaluation templates and tools • Copy of GDI evaluation methodology and results
	Entity evaluations do not consider UN Guidance on Integrating Human Rights and Gender Equality into Evaluations	Entity evaluations partially consider UN Guidance on Integrating Human Rights and Gender Equality into Evaluations	Entity evaluations consider UN Guidance on Integrating Human Rights and Gender Equality into Evaluations	Entity evaluations consider UN Guidance on Integrating Human Rights and Gender Equality into Evaluations And GDI evaluation of entity takes place at least every five years	
4. GDI-responsive audits	Missing Requirements	Approaches Requirements	Meets Requirements	Exceeds Requirements	<ul style="list-style-type: none"> • Copy of internal audit tools and templates • Copy of annual audit plans • Copy of GDI audit methodology and results
	GDI-related elements are not considered in Entity Audit programmes	Audit programmes are being updated to include GDI-related elements	GDI-related elements are an integral part of internal audit programs of work And Entity-level workplace GDI audit takes place at least once every five years	GDI-related elements are an integral part of internal audit programs of work And Entity-level workplace GDI audit takes place at least once every three years	

Raising Awareness for GDI

Indicator	Rating				Means of verification
5. GDI Architecture	Missing Requirements	Approaches Requirements	Meets Requirements	Exceeds Requirements	<ul style="list-style-type: none"> • Copy of Focal Point ToRs • Copy of entity action plan/strategy implementation plan • Examples of senior management accountability mechanisms (ex. performance management compacts, ToRs from a GDI steering committee chaired by representatives from senior management)
	Entity does not have GDI Focal Points and does not participate in cross-System GDI community of practice	GDI focal points or equivalents are in place with written Terms of Reference, and GDI Champions are in regional Offices And Entity participates in an ad hoc fashion in cross-System GDI community of practice	GDI focal points or equivalents (with representation from senior levels) are in place with written Terms of Reference, and GDI Champions are in regional Offices And Entity is actively involved in cross-System GDI community of practice	GDI focal points or equivalents (with representation from senior levels) are in place with written Terms of Reference, with specific goals, and have specific funds for activities, and GDI Champions are in regional Offices And Entity is actively involved in cross-System GDI community of practice And Entity is actively involved in a CGIAR Employee Resource Group (ERG) focusing on GDI elements	
6. Leadership for GDI	Missing Requirements	Approaches Requirements	Meets Requirements	Exceeds Requirements	<ul style="list-style-type: none"> • Copy of speeches and statements • Copy of meeting minutes, minutes from townhall • Copy of responses to entity's staff engagement survey • Documentation from entity reward and recognition programme
	Senior managers have not taken action to promote GDI in the workplace	Senior managers internally champion GDI	Senior managers internally and publicly champion GDI, as demonstrated by the inclusion of GDI elements in a minimum of 3 public speeches and statements for the reporting period And An average of at least 80% of staff respond positively to staff survey questions regarding the entity's Leadership group demonstrating their commitment to Gender Diversity and Inclusion and managers actively supporting and taking responsibility for promoting gender equality, diversity and inclusion in the workplace	Senior managers internally and publicly champion GDI, as demonstrated by the inclusion of GDI elements in a minimum of 3 public speeches and statements for the reporting period And An average of at least 80% of staff respond positively to staff survey questions regarding the entity's Leadership group demonstrating their commitment to Gender Diversity and Inclusion and managers actively supporting and taking responsibility for promoting gender equality, diversity and inclusion in the workplace And Entity has a mechanism in place, developed based on system-wide standards, to recognize and reward workplace GDI action and advocacy	

Raising Awareness for GDI

Indicator	Rating				Means of verification
7. GDI Capacity development	Missing Requirements	Approaches Requirements	Meets Requirements	Exceeds Requirements	<ul style="list-style-type: none"> List of GDI-specific courses and trainings offered Copy or screen shot of participation rates of courses Copy of staff orientation programme
	Efforts to improve staff capacities in the area of GDI have not been made	GDI-specific course (s) are made available to all staff	80% of all staff have received GDI training And GDI is incorporated in orientation programming for all new staff	90% of staff have received GDI training And GDI is incorporated in orientation programming for all new staff And Senior managers receive tailored GDI training, for example unconscious bias training	
8. Communications	Missing Requirements	Approaches Requirements	Meets Requirements	Exceeds Requirements	<ul style="list-style-type: none"> Examples of internal and external communications Entity communication plans Templates and toolkits used to review communications to ensure GDI sensitivity
	No plans are in place to more systematically promote GDI through internal and external communications	Entity actively disseminates system-wide communications on GDI, including alerts of new GDI-related toolkits, trainings and knowledge products. And Entity regularly contributes to the CGIAR GDI Knowledge Platform	Entity regularly contributes to the CGIAR GDI Knowledge Platform And GDI-related issues are featured in entity's internal communications and external publications and public statements And All internal and external GDI communication is available in multiple formats and languages	GDI-related issues are featured in entity's internal communications and external publications and public statements And All internal and external GDI communication is available in multiple formats and languages And All official communications are reviewed for gender bias and other bias and to ensure diversity-inclusive is used	

Inclusive Workplaces

Indicator	Rating				Means of verification
9. Pay parity	Missing Requirements	Approaches Requirements	Meets Requirements	Exceeds Requirements	<ul style="list-style-type: none"> • Gender disaggregated wages data
	Pay parity in entity has not been reviewed	Pay parity has been analysed and a plan to achieve full parity has been publicly shared with staff	Pay parity has been analysed and is met in more than 80% of job categories And A plan to achieve full parity has been publicly shared with staff	Pay parity has been achieved in all job categories and is monitored annually	
10. Standards of conduct	Missing Requirements	Approaches Requirements	Meets Requirements	Exceeds Requirements	<ul style="list-style-type: none"> • Copy of speeches and statements • Copy of meeting minutes, minutes from townhall • Copy of responses to entity's staff engagement survey • Documentation from entity reward and recognition programme
	<p>Does not have all of the below policies in place:</p> <ul style="list-style-type: none"> • Code of Conduct which expects inclusive workplace behavior • Harassment, sexual harassment and sexual exploitation and abuse (SEA) • Safeguarding of children and vulnerable adults • Flexible working arrangements • Maternity, paternity, adoption, family and emergency leave, breast-feeding and childcare 	<p>Promotes policies on:</p> <ul style="list-style-type: none"> • Code of Conduct which expects inclusive workplace behavior • Harassment, sexual harassment and sexual exploitation and abuse (SEA) • Safeguarding of children and vulnerable adults • Flexible working arrangements • Maternity, paternity, adoption, family and emergency leave, breast-feeding and childcare 	<p>Promotes and monitors implementation and take-up of policies on:</p> <ul style="list-style-type: none"> • Code of Conduct which expects inclusive workplace behavior • Harassment, sexual harassment and sexual exploitation and abuse (SEA) • Safeguarding of children and vulnerable adults • Flexible working arrangements • Maternity, paternity, adoption, family and emergency leave, breast-feeding and childcare <p>And</p> <p>An average of at least 80% of staff respond positively to staff survey questions regarding the entity's commitment to addressing allegations of discrimination, bullying, harassment and assault seriously and questions regarding staff awareness on how to report on the above.</p> <p>At least 70% of staff indicate that they have a good work life balance through staff survey.</p>	<p>Promotes and monitors implementation and take-up of policies on:</p> <ul style="list-style-type: none"> • Code of Conduct which expects inclusive workplace behavior • Harassment, sexual harassment and sexual exploitation and abuse (SEA) • Safeguarding of children and vulnerable adults • Flexible working arrangements • Maternity, paternity, adoption, family and emergency leave, breast-feeding and childcare <p>And</p> <p>Mobility policy is updated with a GDI lens</p> <p>And</p> <p>An average of at least 90% of staff respond positively to staff survey questions regarding the entity's commitment to addressing allegations of discrimination, bullying, harassment and assault seriously and questions regarding staff awareness on how to report on the above.</p> <p>At least 80% of staff indicate that they have a good work life balance through staff survey</p>	

Fostering GDI

Indicator	Rating				Means of verification
	Missing Requirements	Approaches Requirements	Meets Requirements	Exceeds Requirements	
11. Equal representation of women	Entity's representation of women for each professional level is lower than 30%	Entity's representation of women for each professional level is at least between 30% and 35%	Entity's representation of women for each professional level is between 35% and 40%	Entity's representation of women for each professional level is 40% or higher	<ul style="list-style-type: none"> Workforce data is submitted disaggregated by sex, the agreed staffing groups and diversity dimensions. At a minimum this dataset will include all "professional" staff of Groups 2-7.
	Entity does not use CGIAR's mandatory survey questions	Entity's workforce engagement survey will be updated by the next round of reporting to include CGIAR's mandatory survey questions	Entity's workforce engagement survey includes CGIAR's mandatory survey questions OR a stand-alone CG-wide GDI survey is conducted for all staff And The average for positive response rates from staff is at least 80% for all GDI-related survey questions (ie. the median % of staff that answered strongly agree or agree for GDI-related questions is at least 80%).	Entity's workforce engagement survey includes CGIAR's mandatory survey questions OR a stand-alone CG-wide GDI survey is conducted for all staff And The average for positive response rates from staff is 90% or higher for all GDI-related survey questions (ie. the median % of staff that answered strongly agree or agree for GDI-related questions is 90% or higher). And Entity conducts annual GDI assessments, focus groups and cultural audits to inform GDI strategy and action planning	
12. Workforce engagement assessment	Entity does not use CGIAR's mandatory survey questions	Entity's workforce engagement survey will be updated by the next round of reporting to include CGIAR's mandatory survey questions	Entity's workforce engagement survey includes CGIAR's mandatory survey questions OR a stand-alone CG-wide GDI survey is conducted for all staff And The average for positive response rates from staff is at least 80% for all GDI-related survey questions (ie. the median % of staff that answered strongly agree or agree for GDI-related questions is at least 80%).	Entity's workforce engagement survey includes CGIAR's mandatory survey questions OR a stand-alone CG-wide GDI survey is conducted for all staff And The average for positive response rates from staff is 90% or higher for all GDI-related survey questions (ie. the median % of staff that answered strongly agree or agree for GDI-related questions is 90% or higher). And Entity conducts annual GDI assessments, focus groups and cultural audits to inform GDI strategy and action planning	<ul style="list-style-type: none"> Copy of staff engagement survey questions Copy of responses to entity's staff engagement survey

Fostering GDI

Indicator	Rating				Means of verification
13. Recruitment	<p>Missing Requirements</p> <p>Two or fewer of the below requirements have been met:</p> <ul style="list-style-type: none"> • Shortlists for candidates include individuals from underrepresented populations or a written explanation of why this was not possible should be provided • All interview panelists have received training on conducting structured interviews • Preferential selection is made in favour of candidates from underrepresented diversity dimensions, where more than one candidate is qualified for appointment • Demographic factors unrelated to job functions (ex. age, gender, marital status) and salary history are removed from application forms 	<p>Approaches Requirements</p> <p>Three of the below requirements have been met:</p> <ul style="list-style-type: none"> • Shortlists for candidates include individuals from underrepresented populations or a written explanation of why this was not possible should be provided • All interview panelists have received training on conducting structured interviews • Preferential selection is made in favour of candidates from underrepresented diversity dimensions, where more than one candidate is qualified for appointment • Demographic factors unrelated to job functions (ex. age, gender, marital status) and salary history are removed from application forms 	<p>Meets Requirements</p> <p>All of the below requirements have been met:</p> <ul style="list-style-type: none"> • 50% of candidates on shortlists are individuals from underrepresented populations or a written explanation of why this was not possible should be provided • All interview panelists have received training on conducting structured interviews • Preferential selection is made in favour of candidates from underrepresented diversity dimensions, where more than one candidate is qualified for appointment • Demographic factors unrelated to job functions (ex. age, gender, marital status) and salary history are removed from application forms <p>And</p> <ul style="list-style-type: none"> • Percentage of new hires from underrepresented groups at the entity is 30% or higher for the reporting period 	<p>Exceeds Requirements</p> <p>All requirements necessary for the lower ratings have been met</p> <p>And</p> <p>Percentage of new hires from underrepresented groups at the entity is 40% or higher for the reporting period</p> <p>And</p> <p>Entity supports scholarship and/or internship programs for underrepresented populations</p> <p>And</p> <p>Attainment of diversity targets in hiring is linked to management performance expectations and compensation</p>	<ul style="list-style-type: none"> • Documentation of GDI training for interview panelists • Instructions for GDI-sensitive shortlists • Shortlist data disaggregated by sex and nationality • Documentation of scholarship and internship programmes • Performance management documents

Fostering GDI

Indicator	Rating				Means of verification
14. Retention, advancement and attrition	Missing Requirements	Approaches Requirements	Meets Requirements	Exceeds Requirements	<ul style="list-style-type: none"> • Average tenure, retention, advancement and attrition numbers disaggregated by diversity dimensions • Copy of exit interview template and number of interviews conducted vs. separation data • Copy of membership of underrepresented groups in high potential talent program
	Entity does not track the average tenure, retention, advancement and attrition numbers by diversity dimensions (ex. by gender, nationality, age)	Entity tracks the average tenure, retention, advancement and attrition numbers by diversity dimensions (ex. by gender, nationality, age)	Gender gap no greater than 5% for retention rates And Gender gap no greater than 5% for advancement rates Entity tracks the average tenure, retention, advancement and attrition numbers by diversity dimensions (ex. by gender, nationality, age), and uses findings to inform efforts to improve attraction and retention of underrepresented groups And Entity conducts mandatory exit interviews adhering to good practice GDI guidelines, while providing separating personnel an opportunity to provide feedback anonymously, and uses findings to inform efforts to improve retention of underrepresented groups	Gender gap no greater than 5% for retention rates And Gender gap no greater than 5% for advancement rates Entity tracks the average tenure, retention, advancement and attrition numbers by diversity dimensions (ex. by gender, nationality, age), and uses findings to inform efforts to improve attraction and retention of underrepresented groups And Entity conducts mandatory exit interviews while providing separating personnel an opportunity to provide feedback anonymously, and uses findings to inform efforts to improve retention of underrepresented groups And Membership of underrepresented groups in high potential talent programs is 30% or higher	

Progressing in Partnership

Indicator	Rating				Means of verification
15. Procurement	Missing Requirements	Approaches Requirements	Meets Requirements	Exceeds Requirements	
	No effort has been made to mainstream GDI in Entity procurement processes	Reviews of procurement policy and procedures to mainstream GDI are undertaken, and base line has been established	Procurement policy and procedures have been updated to align with the broad goals of GDI for the CGIAR Entity And Entity collaborates with underrepresented suppliers to improve all aspects of supply management	Procurement policy and procedures have been updated to align with the broad goals of GDI for the CGIAR Entity And Entity collaborates with underrepresented suppliers to improve all aspects of supply management And Entity suppliers reflect the community's composition across key diversity dimensions	<ul style="list-style-type: none"> • Copies of procurement policies and procedures • List of entity's suppliers



For further information please contact:

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