

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

CGIAR's GDI Vision

Our Shared Vision for gender, diversity and inclusion in CGIAR's workplaces is as follows:

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 need for a world free of poverty, hunger and environmental degradation.

How Does The Matrix Work?

The GDI Matrix has 15 performance indicators, aligned with CGIAR's GDI Action Plan. Each indicator includes specific requirements which are measured by four progressive ratings. The four rating categories are: missing requirements, approaches requirements, meets requirements, exceeds requirements.

The ratings allow CGIAR Centers and Alliances to self-assess and report, in an evidence-based manner, 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 CGIAR GDI Action Plan and to measure the impact of actions taken.

Where Are We Now?

The first GDI Matrix data gathering process will conclude in July 2020 and will become an annual event.

The GDI Matrix is closely aligned with another important body of GDI work – the collection and analysis of GDI Workforce Data, which will provide a high-level overview of CGIAR's global workforce on a range of diversity dimensions.

Taken together, the GDI Matrix and the GDI Workforce Data will provide Centers and Alliances with a nuanced picture of GDI progress in online Dashboards, as we advance together.

GDI Matrix: Origins and Purpose

CGIAR's commitment to advancing Gender, Diversity and Inclusion (GDI) in our global workplaces is clearly laid out in the [GDI Framework](#) and [Action Plan](#).

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.

The GDI Matrix was collaboratively developed in a highly consultative four-month process involving CGIAR's Human Resource Community of Practice. The final product draws upon international best practice in the area of accountability for gender, diversity and inclusion, including the United Nation's accountability framework for gender equality, the UN System-wide Action Plan for Gender Equality (UN-SWAP).



Learn more overleaf

GDI Matrix Indicator Framework

When Centers and Alliances Meet Expectations on the GDI Framework, they will have achieved the following:

Accountability For GDI

1 GDI Strategy and Plan

Entity has a GDI strategy/action plan in place with an implementation plan

2 GDI-responsive Performance Management

Entity's core values and/or competencies include reference to GDI elements; Performance management processes for all staff, especially for individuals in decision making positions, include assessment of GDI elements; and a gender difference no larger than 5% is found for responses on mandatory performance management questions in the entity's staff engagement survey

3 GDI-responsive Evaluations

Entity evaluations consider UN Guidance on Integrating Human Rights and Gender Equality into Evaluations

4 GDI-responsive Audits

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

Raising Awareness For GDI

5 GDI Architecture

GDI focal points or equivalents (with representation from senior levels) are in place with written Terms of Reference; GDI Champions are in regional Offices; and Entity is actively involved in cross-System GDI community of practice

6 Leadership for 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 GDI

7 GDI Capacity Development

80% of all staff have received GDI training and GDI is incorporated in orientation programming for all new staff

8 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

Inclusive Workplaces

9 Pay Parity

Pay parity has been analyzed and is met in more than 80% of job categories and a plan to achieve full parity has been publicly shared with staff

10 Standards of Conduct

Promotes and monitors implementation and take-up of policies which support safe and inclusive workplaces; 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; and at least 70% of staff indicate that they have a good work life balance through staff survey

Fostering GDI

11 Equal Representation of Women

Entity's representation of women for each professional level is between 35% and 40%

12 Workforce Engagement Assessment

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

13 Recruitment

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 favor of candidates from underrepresented diversity dimensions, where more than one candidate is qualified for appointment; Demographic factors unrelated to job functions and salary history are removed from application forms; and Percentage of new hires from underrepresented groups at the entity is 30% or higher for the reporting periods

14 Retention, advancement and attrition

Gender gap no greater than 5% for retention rates and Gender gap no greater than 5% for advancement rates

Progressing In Partnership

15 GDI-responsive Procurement

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

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