Chapter 2 – Tool 1: The Leadership Gender Matrix

The *Leadership Gender Matrix* is one of the fundamental tools of diagnosis that attempts to go beyond mere statistics by categorising staff according to gender, as well as the extent to which they dominate the fundamental functions of the organisation.[1] According to Phpunsal, 'the matrix uses established gender frameworks alongside relevant topic domains that are chosen by the researcher or implementer. Gender analysis domains include: access to resources, roles and practices, norms and beliefs, decision-making power and autonomy, and laws, policies and institutions. Exploring the ways in which inequities manifest across all these domains ensures that a gender lens is being systematically applied and that one area is not privileged over another.'

Table 1: Leadership Mapping Checklist

Level of Influence	Men (Qty)	Women (Qty)	Non-Binary/Other	Key Decision Areas
Top Management (Board/Directors)				Budgeting, Strategy, Hiring
Middle Management (Heads of Dept)				Project Design, Team Lead
Operational Staff (Officers/Advisors)				Implementation, Fieldwork
Support Staff (Admin/Logistics)				Day-to-day operations

Instructions for use: Organisations should populate this table to visualise "horizontal segregation" (e.g., all IT staff being male) and "vertical segregation" (e.g., 80% of staff are female, but 100% of top management is male).

[1] See Phpunsal, & Phpunsal. (2022, January 14). *Want to systematically apply gender analysis? Use a gender analysis matrix*. Health Policy and Planning Debated. https://blogs.lshtm.ac.uk/hppdebated/2022/01/14/want-to-systematically-apply-gender-analysis-use-a-gender-analysis-matrix/

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The role of gender extends beyond the internal structure of the HR department into the programmes. The gender-neutral concept of programme design is a failing concept that does not take into account the ways that people of different genders perceive the digital and physical world. When it comes to the actual programme design, the organisation will have to consider whether the issue of OGBV was taken into consideration during the initial programme.

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