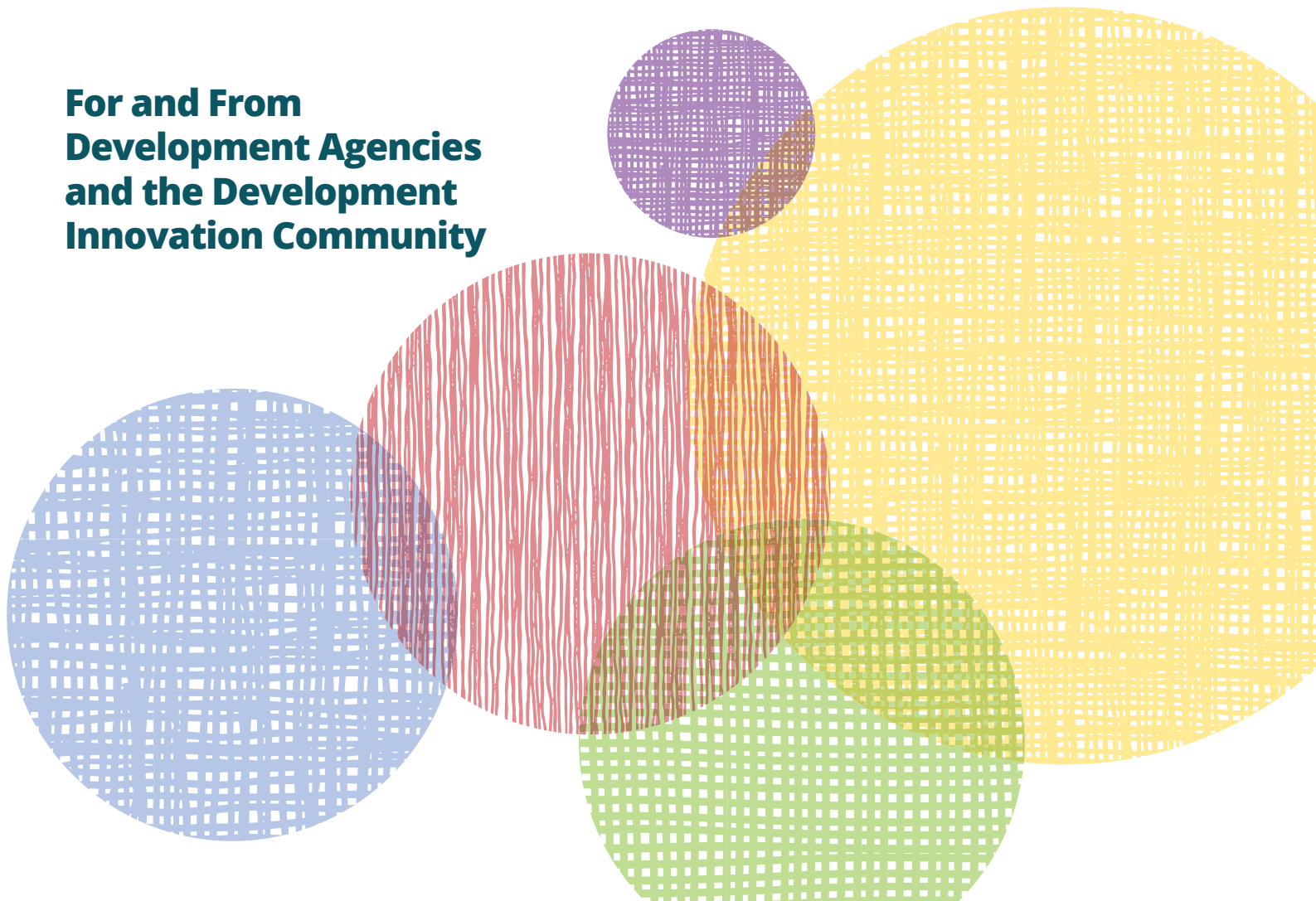


MARCH 2022

Insights and Reflective Practice: Exploring Five Equity and Inclusion Themes

**For and From
Development Agencies
and the Development
Innovation Community**



Prepared By IDIA and the Equity and Inclusion Taskforce

**The
International
Development
Innovation
Alliance (IDIA)**



About the International Development Innovation Alliance (IDIA)

IDIA is a unique collaboration platform that brings together the senior leadership from the innovation teams, labs and departments of some of the world's leading development agencies with the shared goal of "actively promoting and advancing innovation as a means to help achieve sustainable development". IDIA is committed to the development of new products, services and ways of working ensuring that the lessons arising from both success and failure can be disseminated to inform the adaptation and scaling of innovations within different countries, populations and contexts. In partnership with in-country actors, IDIA is dedicated to identifying and developing models and approaches for strengthening the efficiency and effectiveness of local ecosystems to enable innovation to flourish.

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In 2021, IDIA launched a five-session Taskforce with bilateral and multilateral agencies, innovation platforms and foundations under two of IDIA's 2020 – 2022 strategic goals: influencing more inclusive, equitable and sustainable post-COVID futures; and evolving the practice of development innovation. The Taskforce was determined as a prioritised Operational Innovation Taskforce by IDIA Principals who were interested in exploring how to apply an equity and inclusion lens introspectively, to their own strategies, funding initiatives and other operating processes. The Taskforce, collectively, considered what it means to decolonise development and gained a greater understanding of white supremacy culture, anti-racism, gender justice, anti-ableism and intersectional justice in support of their individual learning journeys, and to support concrete actions that can contribute to making the complex work of IDIA agencies more inclusive and equitable.

Acknowledgements

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This document presents approaches and insights that have been collected through a multi-disciplinary and collaborative process led by the IDIA Equity and Inclusion Taskforce. This document does not represent the official policies, approaches or opinions of any single contributing agency or IDIA member, nor reflect their institutional endorsement or implementation of the approaches contained herein.

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June of 2020 saw a global reckoning of structural racism across all industries, including global development, sparked in the United States by the murder of George Floyd and the Black Lives Matter protests with the COVID-19 pandemic as its backdrop. Although addressing racial inequity became a focal point for this moment in time, we were left to question what makes this moment different from other opportunities in history to address specific forms of inequity? How can we actively learn from our current call to action around racial inequity to address the broader intersection of inequities in a more systemic way? How are we creating equitable and inclusive institutional environments to allow equitable programmes and policies to be created?

The IDIA Equity and Inclusion Taskforce was designed to address the interrelationship between equity and inclusion, the individual, the institution/agency (inclusive of bilaterals, multilaterals, international NGOs, foundations, etc.) and the innovation development space. Each of the three levels of exploration resulted in an output designed to support the individual, the institution and the development innovation community to raise awareness, prioritise and promote greater equity and inclusion.

At the individual level Taskforce participants began to unpack concepts such as power dynamics, privilege, intersectional justice, equity consciousness and equity language which resulted in a [four-part reading list](#) curated specifically for Taskforce participants to continue their individual learning journey. The agency-level exploration took place by investigating the equity and inclusion strategies and where available, policies of the agencies represented in the Taskforce. This informed the impactful equity and inclusion practices included in this report and the correlating conducive institutional environment for these practices to take place.

We were challenged to find an alternative to the concept of 'good practice'; the normalised one size fits all solution that in reality may be inadequate for driving bold equity goals. Instead, we adopted the concept of reflective practice. Reflective practice is a process of continuous learning that involves awareness-raising and making meaning from experience and critical analysis. The aim is to transform the insights gained into practical strategies for everyday personal growth, decision-making and organisational impact.

The reflective practice and challenges that are included in this report are organised across five themes: motivation, ownership, environment, action and assessment. These insights are complimented by a **framework for agencies to self-evaluate their equity strategies**. The framework presents both objectives for each of the five themes and guiding questions for the user to take into consideration for

their agency-level equity responses. A summary of reflective practices and the self-evaluation framework can be found on the following page.

The third component of the Taskforce looked at equity and inclusion in the innovation space and specifically explored the relevance of the institutional-level insights. We found that the five themes could be adapted to explore how equity and inclusion is considered in the design and development of an innovation — discussed at the end of each themed section of this report. This process led to the formation of an [interactive tool](#) that proposes data and key performance indicators for innovation-specific guiding questions. Users complete a weighted checklist to assess equity and inclusion in their innovation design and development and the overall score across the five themes positions the innovation on an equity rubric that ranges from equity neutral/inequity perpetuating to equity conscious, equity responsive and equity transformative. We use a broad definition of innovation for this tool to include innovative policies, innovative processes, innovation programming and innovative partnerships.

This report is a marker of a moment in time in the long term commitment to our reflective equity practice. Our hope is that the framework and interactive tool will aid in our collective commitment to addressing the structural and systemic inequities in the development sector and within our development innovation community.

IDIA's Equity And Inclusion Taskforce: Tools, Resources And Insights

For the individual: explore the [curated reading list](#) on topics such as decolonising development and the power of equity language.

For the Institution: explore the framework below to evaluate an agency-wide strategy for equity and inclusion.

For the Innovation Community: explore the [interactive tool](#) to assess the equity and inclusion considerations in the design and development of an innovation.

FRAMEWORK	OBJECTIVE	MOTIVATION	OWNERSHIP	ENVIRONMENT	ACTION	ASSESSMENT
		<p>To interrogate/explore the motivation behind equity and inclusion (E&I) strategies (and/or provide a foundation for casemaking, where necessary).</p>	<p>To establish responsibility and accountability for E&I strategies at all levels of an agency: CEO, leadership, management, team members / staff.</p>	<p>To develop a conducive environment for E&I strategies to be realised.</p>	<p>To identify short-term activities that will contribute to the longer-term journey required for systemic or structural change.</p>	<p>To track progress of E&I strategies, capturing the experiences of the most marginalised groups in an agency.</p>
GUIDING QUESTIONS	<ul style="list-style-type: none"> What is the wider cultural and systemic context (at industry and country-level) as it relates to E&I? What motivated the need for the E&I strategy? What forms of inequity are addressed in the strategy? Does the strategy adopt/reflect an intersectional (justice) approach? 	<ul style="list-style-type: none"> Who was consulted in the formation of the strategy? Who was not consulted? What role / responsibility has the leadership of your agency assumed for the E&I strategy? Who is officially responsible for the implementation of the strategy in your agency? How are responsible parties given the power to adequately implement the strategy? How are all staff supported to engage with and take ownership of the strategy? 	<ul style="list-style-type: none"> Are there appropriate mechanisms in place to support both individual and agency-level action? What is the resource allocation for implementing your E&I strategy? What are the mechanisms for addressing resistance to the strategy and who is responsible for implementing them? 	<ul style="list-style-type: none"> Is the strategy supported by a workplan? What specific E&I activities/actions are taking place across your agency? Does the codified strategy include all of your E&I activities? Are there accountability mechanisms attached to your strategy? 	<ul style="list-style-type: none"> How did you assess the initial state of E&I before developing the strategy? Did this assessment specifically capture the experiences of the most marginalised groups? How do you define success? What are the markers that will push for iteration of the E&I strategy? How will you capture and mitigate unwanted negative effects of your strategy? Are you applying E&I to your agency's KPIs? (EG: capturing ethnic pay gap similar to gender pay gap) 	
REPORT INSIGHTS	REFLECTIVE PRACTICE	<ul style="list-style-type: none"> Explicitly acknowledge the triggers or events that motivated the uptake of a strategy while identifying the institutional, cultural and historical context. Identify a context-relevant motivation, and where necessary, use it as a case-making tool and a strategy to increase the visibility of the inequities being addressed. Use the varying responses to 'the motivation' (the trigger event) to inform an appropriate entry point for equity work in an agency and with staff. 	<ul style="list-style-type: none"> Establish ownership by developing explicit roles for a breadth of accountability across an agency. Identify a point person(s) equipped with the resources to assume the responsibility for driving and coordinating the accountability and data needed for the strategy while maintaining a consultative process with staff. In implementing micro and macro ownership, identify opportunities to link equity and inclusion to other well developed organisational values. 	<ul style="list-style-type: none"> Identify the appropriate mechanisms to adopt and support an equity and inclusion strategy. Take an intersectional approach where possible. Approach resistance towards equity strategies as a process of change and a sign of progress, rather than a static barrier. 	<ul style="list-style-type: none"> Integrate equity and inclusion into different trainings and activities (eg. training on safeguarding) rather than only having it as a separate forum. Consider developing standards for equity and inclusion as part of the investment process. Consider initiatives that expand access to innovation processes. Agencies are encouraged to replicate their policies that guide greater gender equity in their investments for other forms of equity. Consider a shift from the role of solution providers to solution enablers. Practice racial justice by expanding the diversity of partners and processes. 	<ul style="list-style-type: none"> Many agencies stressed the importance of gathering a range of data to assess progress. Agencies took varying approaches to surveys to capture the nuance of inequity beyond quantitative data. Agencies are encouraged to take the experiences of their most marginalised staff as their baseline.
	CHALLENGES	<ul style="list-style-type: none"> An agency's cultural, institutional and historical context became a clear indicator of the behavioural and structural barriers to overcome. Some representatives from participating agencies reported the cultural impropriety of acknowledging diversity or the lack thereof in their agencies let alone unpacking structural inequities. There can be difficulty centralising equity and inclusion strategy across country offices and in larger and more complex organisations. 	<ul style="list-style-type: none"> Maintaining accountability across leadership, management and all departments is especially challenging for agencies where all roles relating to equity and inclusion sit within one department. Despite the initial attention placed on addressing equity and inclusion, staff are not explicitly assigned time and resources to dedicate to this work. Some agencies struggle with a lack of continued urgency amongst staff with all responsibility falling to a select few. 	<ul style="list-style-type: none"> Numerous, context-specific forms of resistance to equity and inclusion strategies are revealed when addressing equity work. Strategies are presented and thought of as an add-on, tick box activities. Leaner policies or statements denouncing racism are codified, yet often, more intricate and responsive strategies that exist are not codified nor shared for cross-agency learning. High staff turnover makes it challenging to develop a focused learning journey. 	<ul style="list-style-type: none"> Agencies have a tendency to stall at the 'learning phase' and search for a 'perfect' understanding before committing to and launching into action. Partnerships are often inequitable — limiting strengthening of innovation ecosystems. 	<ul style="list-style-type: none"> Assessing the efficacy of intersectional approaches and the progress of equity and inclusion is hard to quantify. A lack of data on race and ethnicity makes designing and pitching for funding interventions difficult in some agencies. A lack of agreed upon definitions that are necessary to measure success.

- **Antiracism:** The work of actively opposing racism by advocating for changes in political, economic and social life. Anti-racism tends to be an individualised approach and set up in opposition to individual racist behaviours and impacts. Anti-racism is a process of actively identifying and opposing racism. The goal of anti-racism is to challenge racism and actively change the policies, behaviours and beliefs that perpetuate racist ideas and actions. Anti-racism is rooted in action. It is about taking steps to eliminate racism at the individual, institutional and structural levels. It is not a new concept, but the Black Lives Matter movement has helped increase the focus on the importance of anti-racism.¹ (*Kendi*)
- **Belonging:** Belonging means that people can bring their full selves to work, and not feel like they're a different person there than at home. It is about how one feels--do they feel valued and that their perspectives and insights matter?² (*University of Pennsylvania*)
- **BIPOC:** BIPOC stands for Black, Indigenous and all People of Colour. It is a term to make visible the unique and specific experiences of racism and resilience that the Black/African Diaspora and Indigenous communities have faced in the structure of race within Western civilisations. the United States. BIPOC is a term that both honours all people of colour and creates opportunity to lift up the voices of those communities.³ (*National Council for Behavioural Health*)

Despite the intent to unify across communities everyone does not adhere to the approach of grouping together marginalised communities. Some believe grouping together such identities assumes a replicable experience. More information on this topic can be found in Daniel's (2020) opinion piece on 'Why BIPOC is an inadequate acronym'.⁴
- **Decolonisation:** Decolonisation may be defined as the active resistance against colonial powers, and a shifting of power towards political, economic, educational, cultural, psychic independence and power that originate from a colonised nation's own indigenous culture. This process occurs politically and also applies to personal and societal psychic, cultural, political, agricultural and educational deconstruction of colonial oppression. Decolonisation is not a substitute for 'human rights' or 'social justice', though undoubtedly, they are connected in various ways.

Decolonisation demands an Indigenous framework focused on de-centring European ways of knowing and dismantling power hierarchies.⁵ (*Ritskes*)
- **Equity:** Equity is the absence of unfair, avoidable or remediable differences among groups of people, whether those groups are defined socially, economically, demographically, or geographically or by other dimensions of inequality (e.g. sex, gender, ethnicity, disability or sexual orientation).⁶ (*WHO*)
- **Equity Lens:** A filter or process for analysing the impact of innovation approaches, policies and practices of organisations, initiatives or projects on under-represented and marginalised groups. When applying this lens, it is vitally important to ensure coherence between how an organisation conducts its work internally and the way in which it operates externally, for instance in the way it funds or otherwise supports innovation initiatives.⁷ (*Equity Index*)
- **Implicit Bias:** The attitudes or stereotypes that affect our understanding, actions and decisions in an unconscious manner. These biases, which encompass both favourable and unfavourable assessments, are activated involuntarily and without an individual's awareness or intentional control. Residing deep in the subconscious, these biases are different from known biases that individuals may choose to conceal for the purposes of social and/or political correctness. Rather, implicit biases are not accessible through introspection. The implicit associations we harbour in our subconscious cause us to have feelings and attitudes about other people based on characteristics such as race, ethnicity, age and appearance. These associations develop over the course of a lifetime beginning at a very early age through exposure to direct and indirect messages. In addition to early life experiences, the media and news programming are often-cited origins of implicit associations.⁸ (*Community Action Partnership*)
- **Inclusion:** From an organisational perspective, inclusion is an institutional effort and practice in which different groups or individuals having different backgrounds are culturally and socially accepted and welcomed, and equally treated. Inclusive cultures make people feel respected and valued for who they are as an individual or group. Evidence shows that when people feel valued, they

function at full capacity and feel part of the organisation's mission. This culture shift creates higher performing organisations where motivation and morale soar.⁹ (USAID)

Inclusive organisations must consider types of inclusion addressed. Global Affairs Canada (GAC) for example specifies their commitment to inclusive societies and approaches; social, economic, cultural and civic inclusion; and inclusion in their commitment to bilingualism and multiculturalism.¹⁰ (GAC)

- **Innovation:** IDIA defines innovation as a new solution with the transformative ability to accelerate impact. Innovation can be fueled by science and technology, can entail improved ways of working with new and diverse partners, or can involve new social and business models or policy, creative financing mechanisms or path-breaking improvements in delivering essential services and products.¹¹ (IDIA)
- **Intersectional Justice:** Intersectional justice is the fair and equal distribution of wealth, opportunities, rights and political power within society. It rests on the concepts of equality, and legal and social rights. Intersectional justice focuses on the mutual workings of structural privilege and disadvantage, i.e. that someone's disadvantage is someone else's privilege. For this reason, actions tend to be centred on people and groups of people who face the highest structural barriers in society — premised on the idea that if we reach the people at the greatest structural disadvantage, then we can reach everybody. Intersectional justice understands discrimination and inequality not as the outcome of individual intentions, but rather as systemic, institutional and structural. Therefore, intersectional justice can be achieved through the institutions that directly and indirectly allocate opportunities and resources, including the school system, the labour market, the health and social insurance system, taxation, the housing market, the media and the bank and loan system.¹² (Centre for Intersectional Justice)
- **Operational Innovation:** Operational innovation means coming up with entirely new ways of filling orders, developing products, providing customer service or doing any other activity that an enterprise performs. It can also involve the continuous development and testing of new business processes that provide greater flexibility and responsiveness to quickly shift program priorities, deliverables, and timetables.¹³ (Hammer)

IDIA's running definition of operational innovation is the process of creating an agile institutional environment that

will enable members to be effective and efficient partners to others within the institution. This includes, for example, reviewing and redesigning existing procurement criteria and processes that have been biased (unintentionally or not) towards favouring certain partners over others and undermining the ability of local actors to truly take the lead in framing problems and implementing solutions. It may also include bringing in new skills and capacities such as horizon scanning and foresighting to support anticipatory innovation (mitigating problems before they take hold); embedding more sophisticated tools and processes to analyse gender-related impact data across investments; or moving from project-based management to portfolio approaches more amenable to influencing systemic change.

- **Power:** The ability to name or define, decide, influence and change. Power can be seen as something that takes place on a personal or collective basis: power to, power over, power with and power within; Power can also be manifested at social, institutional or structural levels. All power is relational, and the different relationships either reinforce or disrupt one another. The importance of the concept of power to anti-racism is clear: racism cannot be understood without understanding that power is not only an individual relationship but a cultural one, and that power relationships are shifting constantly. Power can be used malignantly and intentionally, but need not be, and individuals within a culture may benefit from power of which they are unaware.¹⁴ (Intergroup Resources)
- **Systemic Equity:** Systemic equity is a complex combination of interrelated elements consciously designed to create, support and sustain social justice. It is a dynamic process that reinforces and replicates equitable ideas, power, resources, strategies, conditions, habits and outcomes.¹⁵ (The Annie E. Casey Foundation)
- **Systemic Racialisation:** Systemic racialisation describes a dynamic system that produces and replicates racial ideologies, identities and inequalities. Systemic racialisation is the well-institutionalised pattern of discrimination that cuts across major political, economic and social organisations in a society.¹⁶ (The Annie E. Casey Foundation)
- **Structural Racism:** A system in which public policies, institutional practices, cultural representations and other norms work in various, often reinforcing ways to perpetuate racial group inequity. It identifies dimensions of our history and culture that have allowed privileges associated with "whiteness" and disadvantages associated

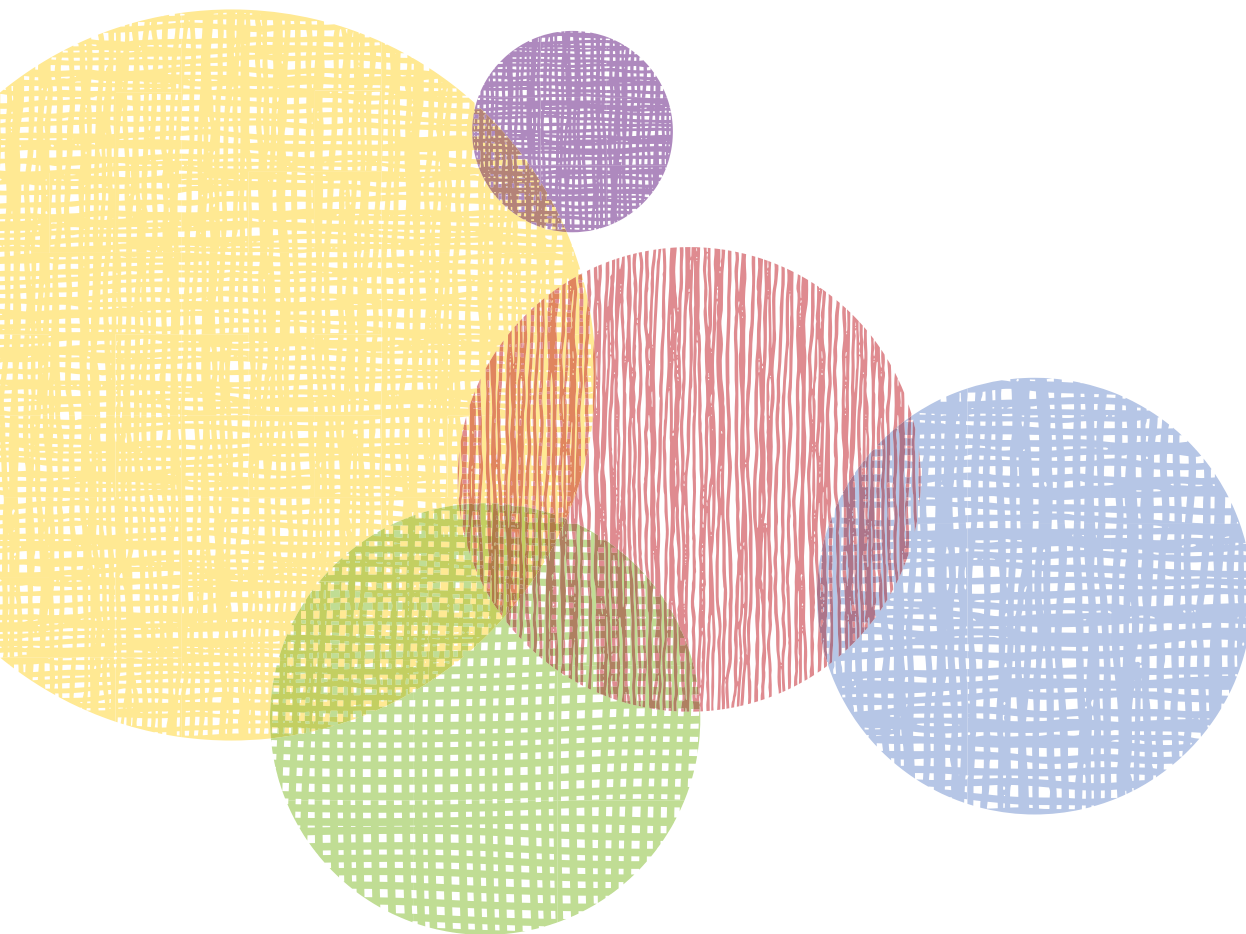
with “colour” to endure and adapt over time. Structural racism is not something that a few people or institutions choose to practice. Instead it has been a feature of the social, economic and political systems in which we all exist.¹⁷ (*The Aspen Institute*)

Structural racism should not be confused with colourism which speaks to the discrimination of those with darker skin than those with lighter skin. For example, colourism is the foundation of the Indian caste system and both structural racism and colourism upheld Apartheid in South Africa.¹⁸ (*Vedentam*)

- **White Supremacy:** The idea (ideology) that white people and the ideas, thoughts, beliefs and actions of white people are superior to People of Colour and their ideas,

thoughts, beliefs and actions. While most people associate white supremacy with extremist groups like the Ku Klux Klan and the neo-Nazis, white supremacy is ever present in our institutional and cultural assumptions that assign value, morality, goodness and humanity to the white group while casting people and communities of colour as worthless (worth less), immoral, bad and inhuman and “undeserving.” Drawing from critical race theory, the term “white supremacy” also refers to a political or socio-economic system where white people enjoy structural advantage and rights that other racial and ethnic groups do not, both at a collective and an individual level.¹⁹ (*Drworksbooks*)

The key terms in this glossary have been highlighted in its first mentions and where possible, throughout the report.



Dr. Althea-Maria Rivas

Consultant to the IDIA Taskforce on Equity & Inclusion

The Black Lives Matter movement began in the United States in 2013 and the protests that spread around the globe in 2020 reflected both anger and hope. They highlighted the persistence of racial injustice and structural violence in many countries and communities, and called for a direct engagement with these issues. Historically, the international development sector has largely remained resistant to engaging with issues of race and racism. These silences have obstructed our understanding of things, such as the multiple experiences of people who work within aid agencies, of communities and individuals who are the so-called beneficiaries or targets of aid, and the ways in which **power** moves and identity shifts within spaces where development interventions take place. In the aftermath of the events of 2020, however, there was disquiet within the sector which began to call for an acknowledgement of the entanglements of racialisation, colonialism and the international development sector, and a deeper conversation on how enduring and interconnected forms of racism embedded in global, national and local structures manifested in aid organisations and programming today. For many, these demands have led to difficult emotions, triggered unpleasant memories and forced uncomfortable discussions, aiming to unearth not only the racialised history of development practice but also the racialised spaces and everyday practices in which continue to be part of the development industry.

For different actors and agencies, the conversation and the pace of action has varied. The conversation about racism and development within the donor community has happened at a slower pace than other actors. Part of this hesitation is ironically due to the **power** that donors hold. They hold the purse strings, often set the frameworks and objectives for development projects and can shift the norms around accountability. INGOs, research organisations and local organisations trying to understand how to begin challenging the racist structures of their practice and implement change often feel hampered by donor requirements, frameworks and processes. Ultimately, the position of **power** that donors hold, however, make it imperative for them to address these

issues if any change is possible in the field. Therefore, donors committed to addressing racism and discrimination have the ability to influence and facilitate substantial change. For donors to start grappling with and addressing racism within the sector they must acknowledge the fundamental role that they have played historically and in the continued maintenance of unbalanced powers based on racial factors within development. Fundamental to this is an individual, organisational and cultural shift where a focus on learning and unlearning from spaces and people that have been marginalised is created and overtakes the imperative to advise, monitor and frame.

Almost 18 months after the death of George Floyd and the BLM protests there we find ourselves at a moment where the silence within the sector has been broken and the depth of the problem and complexity of the problem is beginning to be understood. However, the old discriminatory attitudes persist and new forms of denial have emerged. Both remind us that in many ways **white supremacy** and racialised hierarchies of power have been fundamental to the international development architecture, discourse and practices. Simultaneously, however, the hope for change is inspiring. Many within the sector are speaking out, naming behaviour and have committed to undertaking the self-reflective work and uncomfortable conversations necessary for change and the advancement of social justice. Therefore, alongside the anger of injustice, and the troubling desire to hold on to white privilege is a growing willingness to take up the challenge to dismantle racism within the sector and an acknowledgment of the urgency and difficulty of this work. The results of these efforts to create a different type of development project will take time to permeate but they have already disrupted the saviour narrative and the silences on race and racism in development that persisted for so long. As a final note, as you read this guide and the reflections of those who contribute to it, I encourage you to keep mindful that all of those on this journey and committed to creating a better world cannot shy away from discomfort, must focus on learning and remember the centrality of anti-racism to **intersectional justice**.

Kedest Tesfagiorgis (The Bill and Melinda Gates Foundation)

Kippy Joseph (The Global Innovation Fund)

Co-Chairs of the IDIA Taskforce on Equity & Inclusion

Policies and programmes to increase **equity and inclusion** are nothing new in development. The very thing that drew many of us to this work in the first place was the opportunity to address **power** imbalances that fail the economically poor and socially marginalised. In our community, we talk in terms of social protection, redistribution, fair and universal public services, targeted action for disadvantaged groups, and so on.

In the innovation for development sub-community, our commitment to equity and inclusion is even more deep seated. We explicitly aim to disrupt, to break through, to transform, to see what others don't see. We know that sustainable innovations tend to start at the margins and move toward the mainstream, and many of us believe that straddling these two worlds is an important part of our work.

All this is true, and yet it is just as true that inequity and exclusion in many cases undermines our decision-making and the relationships we have with our partners around the world. The power dynamics we fight against in the broader world have festered within our sector and blocked our collective progress toward a more equitable and inclusive world.

So in this report, we ask, "How do we use our unique knowledge and turn our unique lens on ourselves?"

We are the IDIA Taskforce on Equity and Inclusion, made up of the innovation-focused teams at 15 bilateral, multilateral and philanthropic organisations and innovation platforms alongside our peers who are experts in diversity, equity and **belonging**. Our institutions are not homogenous in their values, perspectives and approaches, and we embrace that diversity. Therefore, the report is framed not as a single statement of best practice but rather as a journey. Our intention was to engage in reflective practices on two different levels:

- 1.** The level of the individuals who make up our teams and organisations, so we could examine our own biases and blind spots.
- 2.** The level of the teams and organisations themselves, so we could think systematically about changing the way we do business and make decisions, with equity and inclusion front and centre.

This Taskforce has provided members an opportunity to gain fluency in anti-racism, gender justice, anti-ableism and inclusion, and build skills that are crucial to our individual and combined effectiveness. We recognise that continuous learning and reflection are part and parcel of action, change and innovation. We are eager to keep working.

With thanks for the work of all Taskforce members and inclusion champions,

Kedest and Kippy

Introduction

While the global development sector increasingly acknowledges its colonial foundation, the present-day legacy of inequities and exclusion are deeply rooted in many development practices and strategies. The sector has made some progress to counter this reality through the promotion of social movements such as gender equality, disability rights, indigenous rights, the localisation movement, the decolonising development movement and #shiftthepower. Some efforts have also been made towards impacting development processes such as the use of human-centred design. Despite these efforts, the value recognised in development spaces still favoured the Global North expertise, the able-bodied, whiteness, heteronormativity, linear thinking, among other factors. Then came the global reckoning of **structural racism** across all industries including global development in June 2020. This call to action was sparked in the United States by the murder of George Floyd and the Black Lives Matter protests, with the COVID-19 pandemic as its backdrop, igniting a global conversation against racism and challenging the varying expressions of the system of white supremacy.

Although addressing racial inequity became a focal point for a moment in time, we were left to question what makes this moment different from other opportunities in history to address specific forms of inequity? How can we actively learn from our current call to action around racial inequity to address the broader intersection of inequities in a more systemic way? How are we creating equitable and inclusive cultures and environments in agencies to allow equitable programmes and policies to be created? Where are we allowing individuals to challenge their mindsets for greater equity to take place? With regard to innovation in particular, how can we think about the mainstreaming of equity in an agency as an innovative practice and conversely, how is innovation in development uniquely positioned to improve equitable outcomes?

The objective of this report is to capture impactful equity and inclusion practices and the correlating conducive institutional environment for these practices to take place, building from IDIA's Equity and Inclusion Taskforce. During our Taskforce journey, we were challenged to find an alternative to the concept of 'good practice,' the normalised one size fits all solution that in reality may be inadequate for driving bold equity goals. Instead, we adopted the concept of reflective

practice. **Reflective practice is a process of continuous learning that involves awareness-raising and making meaning from experience and critical analysis.**

The aim is to transform the insights gained into practical strategies for everyday personal growth, decision-making and organisational impact.

Reflective practice challenges the propensity for equity work to be a checkbox exercise. It is a commitment to action, assessment, transparency with mistakes or missteps, humility and introspection; or in innovation speak; agility, iteration, experimentation and building collective knowledge. Through the development of this report, stronger links were made between reflective practice and innovation principles. Adopting innovation principles in an agency, team and individual's equity work is to shift the focus from a singular, peripheral solution to a centralised reflective practice of equity and inclusion.

The Taskforce Journey

In 2021, IDIA launched a five-session Taskforce with representatives from bilateral agencies, innovation platforms and foundations under two of IDIA's 2020 – 2022 strategic goals: influencing more inclusive, equitable and sustainable post-COVID futures; and evolving the practice of development innovation. Please note that for the purposes of this report, we have used the term agency to refer to development agencies (the primary contributors to this guide) but also INGOs, foundations and other organisations working in the development space. Taskforce participants were initially presented with three theories to set the foundation for the Taskforce journey by Taskforce consultant, Dr. Althea-Maria Rivas; racial capitalism, **decolonisation**, and post and decolonial feminism. Participants were then invited to explore their individual relationship with inequity and exclusion and consider their individual starting point for these discussions while acknowledging that each individual's experience made for the group's collective learning. From the initial Taskforce survey we were able to identify the following characteristics of our Taskforce:

- Mixed emotions talking about racism: there is an openness to discuss racism despite the emotions it conjures from anger, vulnerability or fear (of being seen as racist, saying the wrong term and facing penalisation).
- 31.3% of participants do not consider race as an important aspect of how they view themselves and

their identity. All respondents who selected this option were white.

- Frameworks used in agencies:
 - ◆ Most commonly used: equity, diversity and inclusion, gender equality, unconscious bias;
 - ◆ Somewhat used: anti-discrimination, decolonising development, intersectionality;
 - ◆ Least commonly used: anti-racism, anti-oppression, better global partnerships.
- 87.3% of respondents have experienced or witnessed racism in day-to-day work once or twice, regularly or multiple times throughout their career.
 - ◆ 43% responded by speaking to colleagues privately about what happened to help mentally process the incident;

- ◆ 31.3% named the behaviour and addressed it immediately;
- ◆ 31.1% spoke to the perpetrator afterwards;
- ◆ 25% did nothing because they didn't know what to do.
- Organisational **power** hierarchies, white privilege and hiring processes and practices were reported as the biggest obstacles to addressing issues of racism and exclusion.

Through the survey, participants surfaced their own experiences, exposure to and awareness of inequity and exclusion in the sector and sub-sector of development innovation. These findings helped inform the selection of issues to prioritise within the Taskforce journey, as well as the curated reading and listening lists that participants worked through between sessions.²⁰

Reflections of Priorities and Challenges from Taskforce Participants

PRIORITIES

“An equity teacher in my life used the formula “a sense of urgency + a lack of skills = harm.” Really appreciate the potential for personal work and skills building in this group.”

“Knowing what works in other agencies will build steam to move action on our own.”

“Making sure that we centre the right people in equity discussions. There is a tendency to focus conversations on those who are most fragile or those that think they're being called out and that takes you away from talking about the actual issue at hand.”

“Accountability, everybody has a responsibility to drive this work forward.”

“There is a tendency to want to move to practical action but if people do not understand how white privilege exists in their lives, in their personal lives, in their everyday interactions, it will not be addressed at a structural level in the sector. It really begins at the individual level. Name your privilege and understand what it looks like and then understand that that privilege cannot exist without the suffering of other people. We always want to act but the foundation for action is self-reflection.”

CHALLENGES

“We have been raised in a system that holds white-prominent norms, how can we hold space for other norms around success, impact and showing up for others?”

*“There are a lot of frameworks around inclusion, cultural safety and even **power** but there's discomfort in talking about white privilege and white saviourism.”*

“We have so many examples now about young people speaking their truth because they do not have all of the biases piled on that we call life experience. We haven't involved the youth in this conversation enough. We assume expertise to sit in experience.”

“People might be afraid of giving up a piece of the pie”

“There is difficulty in dealing with the fear that different truths exist. That you might not have the truth or the solution. That's what makes the conversation so uncomfortable but that's what will start us on level ground.”

About this Report

This report presents the reflective practice and challenges that emerged from the convenings and consultations with agency representatives engaged in the IDIA Equity and Inclusion Taskforce. Eight organisations were interviewed for the consultation and relevant policy and strategy documents were shared with us for further reference. The majority of the documents that focused on racial and ethnic equity were developed as development agencies among other industries were called to examine and address the inequities and exclusion within organisational objectives and workplace policies. Prior to this, agencies addressed inequity in silos with little recognition of the intersectional nature of **structural racism** and inequality beyond its relevance to gender work. The interview questions and policy review guidelines, co-designed by Taskforce consultant Kathryn Nwajiaku-Dahou, investigated not only the policy and practice of equity and inclusion but the institutional environment that is conducive for these strategies to be successful. The findings were investigated further as it relates to equity and inclusion considerations in the problem identification, design and development of innovations.

The Taskforce and therefore the report has an emphasis on **antiracism** and intersectionality which is a reflection of our current global climate. The insights included in this report however are intended to be applicable to agencies addressing any form of inequity and therefore, emphasising the relevance of an intersectional approach and the centrality of race to any such analysis. That said, in developing this report a diverse or representative set of interviewees were not sought after. Rather, Taskforce participants were given the opportunity to select interviewees best positioned to

share their experiences with their agency's equity response. This has resulted in a potentially skewed insights report that does not intentionally incorporate the nuanced perspectives of staff from the Global South and BIPOC staff. With that, it must also be noted that although there is specific messaging and action required for those with privilege; be it white privilege, gender privilege, ability privilege; addressing inequity at a structural level is an invitation for all people to commit to.

The reflections in this report are organised across five themes: motivation, ownership, environment, action and assessment. Each theme will point to relevant case studies from the Taskforce participants to further illustrate the report insights. Language is critically important in the context of equity and inclusion, and for this reason we have tried to be transparent in what we mean by the different terminology we are using, all of which is compiled in the Taskforce Glossary at the beginning of the report.

Ultimately, the Taskforce journey over seven months led to the co-creation of a framework for agencies to evaluate their equity strategies accompanied by a tool to reflect on equity and inclusion in the development of an innovation. It must be noted that the insights of this report are captured in a moment of time and agencies are encouraged to continue their active learning and iteration to continue advancing equity in their organisations and interactions with innovation. Readers are encouraged to explore this report and consider what is relevant for their personal journey and where their **power** lies within their work and agencies to contribute to the equity movement.

Reflective Practice Themes

The five key themes described in this section of the report are designed to provide insights from Taskforce participants on equity strategies and the associated organisational environment that is conducive to continuous learning and action. As these insights were developed, the Taskforce became similarly curious about the relevance of the five identified themes specific to the innovation space. We questioned, beyond the institutional strategies and policies to forward the equity and inclusion agenda, how might innovators and innovation managers consider these insights for innovation development. Insights are therefore extracted from two levels of evaluation that were adopted for this report; equity and inclusion at an agency level which makes up the main insights section, and in the context of innovation which is summarised at the end of each themed discussion.²¹

The Five Themes:

- **Theme 1: Motivation** — The context, triggers or events that prompt awareness and activate the creation or uptake of an equity and inclusion policy or strategy.
- **Theme 2: Ownership** — The authority, roles and responsibilities assigned to move equity and inclusion work forward.
- **Theme 3: Environment** — The indicators of an ideal (or non-ideal) organisational culture primed to enact change.
- **Theme 4: Action** — The equity and inclusion tasks and activities as defined by agencies.
- **Theme 5: Assessment** — The measure of progress between an agency's starting point and its equity and inclusion goals.

It is important to note that none of the themes that emerged from the consultation exist in isolation. Some insights and case studies presented under one theme might be relevant to others.



THEME 1: MOTIVATION

The context, triggers or events that prompt awareness and activate the creation or uptake of an equity and inclusion policy or strategy.

*“It’s a bit tricky, because by nature, [our agency] is not allowed to be political and expected not to comment [on the BLM protests and the murder of George Floyd]. But, we will comment on any outbreak of a war or other political developments. That’s when people realised, why don’t we talk about inequity issues at all? That woke a lot of people up from their sleep. They became quite shocked and it pushed them to say this cannot be it, we need to talk about this more. **So this is a lucky moment in time.** It helped promote the issue of inequity overall even if some of us had been pushing for this work way earlier.”*

— TASKFORCE PARTICIPANT

The first theme, motivation, acknowledges the events or triggers that catalyse the creation or uptake of an equity strategy. It is an acknowledgement of the systemic, cultural and historical journey that generated an awareness of the need for change and inspires the long-term commitment to this provoking, complex work. Social change frameworks suggest that moving from an awareness of injustice to the motivation to collectively generate change is often sparked by trigger events. The theme of motivation reflects many of the first stages in social change frameworks. Forum for the Future, for example, provides six steps to significant change,²² where step one is experiencing the need for change and step two is the diagnosis of the system that upholds the inequities. To see change, development agencies have the tendency to rush into action which, without understanding the moment, the inequity and the power dynamics within the relevant context, any action might inevitably reproduce inequitable results.

Acknowledging the motivation for an equity strategy is a critical step to shift equity work from periphery initiatives to the mainstream of an agency. This reflects many of the processes identified in innovation work where an idea or solution is developed at the periphery of a system before gaining the necessary support and resources to evolve into a central, widely adopted innovation. The process of centralising equity work however is a long-term game and to maintain a protracted, active commitment, it is imperative to have a motivation to hold yourself accountable to.

Below are the reflective practice, challenges, descriptive quotes and case studies under the theme of motivation.

REFLECTIVE PRACTICES TO EXPLORE MOTIVATION

- **Explicitly acknowledge the triggers or events that motivated the uptake of a strategy while identifying the institutional, cultural and historical context.** Identify a context-relevant motivation, and where necessary, use it as a case-making tool and a strategy to increase the visibility of the inequities being addressed. This is where the use of an intersectional approach is critical. Dr Althea Maria-Rivas describes an intersectional approach as the “understanding [of] a cross-section of experiences and realities and their connection and how they are embedded in the larger structures within the environment.”²³ Although there is a similarity in the performance of inequities and **white supremacy** culture in the sector, the manifestation of its characteristics might differ from one context or one agency to the next.

“I think it also has to do with the fact that Germany is not an Anglophone country, and some of the [equity] discourses have been a bit more established already in England and in the United States.”

— TASKFORCE PARTICIPANT

A representative from Global Affairs Canada (GAC) found that unpacking the why of equity and inclusion is as important as the how.

GAC reflected on the lessons learned both from what was successful and unsuccessful during the first three years of implementing their [Feminist International Assistance Policy](#). “We needed to understand where staff were at and what was meant by gender equality from their perspective and context. This process was not easy.” From there, GAC was able to break away from checkbox actions such as including the word women at the end of every sentence. GAC was able to support staff to think beyond programming that only supported women but started to request, design and support gender equality programming that was actually meant to have an impact on the power relations between genders, with a heavier consideration of boys and men.

Similarly, the GAC representative suggests it is critical to focus on casemaking for other forms of equity work by unpacking the purpose of committing to equity and inclusion in the context of development innovation. Whether addressing equity in internal processes or external engagement, GAC found some insights in discussions on the issues caused by inequity on development efforts. ***“The impact of having an E&I strategy is to have a better impact on poverty. To be more confident that we reach the right people, to ensure we are aware and mitigate perverse or harmful impact as a result of our presence or from the innovation we are testing. This is why we focus on equity and inclusion and the additionality it brings. To make sure everyone is included as we think about the SDGs.”***

- **Use the varying responses to ‘the motivation’ (the trigger event) to inform an appropriate entry point for equity work in an agency and with staff.** One could consider the four levels of the Liberatory Consciousness framework²⁴ to explore possible entry points: awareness-raising, analysing the inequity, setting action steps and creating networks of accountability. This framework was initially developed for an individual to address inequity, however it can also be used by agencies to guide their response.

The description of the four levels of the Liberatory Consciousness Framework below has been adjusted for an intersectional justice approach:

- **Awareness, a focus on learning while challenging who is considered an expert.** This level of intervention is most beneficial if learning is an expectation for all staff. Interviewed agencies also challenged the idea of relying too heavily on external experts to implement a solution to an agency’s equity issues without simultaneously growing an agency’s equity knowledge internally. Agencies are invited to look internally and identify staff who have the knowledge and desire to address the inequity. This must be accomplished without unintentionally relying on underprivileged staff to teach privileged staff.
- **Analysis, a focus on capturing the current state of equity and inclusion at an agency.** Agencies are encouraged to use the experiences of their least privileged staff members as an agency’s equity baseline. This will take the experiences of underprivileged staff from the periphery to the focal point of an agency’s commitments.
- **Action, a focus on an intersectional justice approach to your identified action.** Agencies are encouraged to use new discourse, practices and set clear expected outcomes.²⁵
- **Accountability, a focus on collaboration.** Agencies are encouraged to learn out loud to improve the likelihood of influencing their counterparts and generating change at a sectoral level (such as IDIA’s Equity and Inclusion Taskforce).

CHALLENGES IN EXPLORING MOTIVATION

- **An agency's cultural, institutional and historical context became a clear indicator of the behavioural and structural barriers to overcome.**

That said, the willingness of an agency to acknowledge these barriers and then address them varied. This threatens to result in strategies that do not address the root causes of the inequities at play. Practically speaking, those in control of setting an agency's equity strategy determine the level of discomfort required of privileged staff who benefit from the inequities that exist. Some **BIPOC** (Black, Indigenous and all People of Colour) staff expressed that equity strategies and action plans prioritised the comfort of privileged staff. This was even seen in the language chosen to address inequities and the culture of **white supremacy**. From the Taskforce survey, for example, terms and frameworks most commonly used included equity, diversity and inclusion, gender equality, unconscious bias. Anti-discrimination,

A representative from one agency noted that they used 'feel good language' for quite some time and that had limited progress toward equity. Tension developed within the agency from using such language that did not call for change. *"The real work started in moving from feelings to commitment which was really important for us. It was laid out in the strategy."*

The agency accomplished this by first committing to greater representation within their governance, resulting in changes to their equity strategy; equity was then placed at the heart of their investment decisions.

As expected, many Taskforce agencies indicated the development of a representative staff, shifting procurement to more localised channels and identifying barriers to Global South innovators and partners in funding strategies were all significant to their equity strategies. The representative, however, emphasised that their commitment to equity surpassed lip service once their efforts to increase representation were met with the distribution of **power**. By addressing equitable representation within their governance structures, the enactment of equity mainstreaming gained greater momentum.

decolonising development and intersectionality were used to a lesser extent; and anti-racism and anti-oppression were rarely used.

- **Some representatives from participating agencies reported the cultural impropriety of acknowledging diversity or the lack thereof in their agencies let alone unpacking structural inequities.** Some agencies experienced limitations in naming a motivation due to the perception of identifying differences as inappropriate and potentially creating greater disparity. Such practices are reflective of norms associated with **white supremacy** culture within the agency and the broader society. This shows the need for a systemic response to counter the silencing effect of oppressive practices which are often invisibilised as organisational norms. Despite the cultural, institutional and historical context, agencies are encouraged to disrupt expressions of fear and fragility by naming harmful behaviour and norms and maintaining equity-focused terminology despite its potential unfamiliarity within the context.
- **There can be difficulty centralising equity and inclusion strategy across country offices and in larger and more complex organisations.** The motivation for a policy or strategy may differ from one country to the next, making the goal of centralising equity strategies within an agency challenging. To be discussed at greater length later in this report, this challenge illustrates the need to be exhaustive and representative in who contributes to identifying the motivation and all following equity activities. In an agency collecting the varying perspectives from country offices, it similarly becomes important to seek and indeed centre the perspectives of those that are marginalised or excluded in that particular context, again emphasising the relevance of an intersectional approach to an agency's strategy.

MOTIVATION IN THE CONTEXT OF INNOVATION

Motivation is the context, triggers or events that bring awareness and generate the creation and uptake of an equity and inclusion policy or strategy. As we think about the innovation context, this could translate to identifying the inequities or types of exclusion relevant to the innovation. It is not yet standard practice for equity and inclusion to be considered in the design process. However, we can borrow from and build on the progress made with gender consciousness and integration in the innovation space (e.g. [IDIA Insight Guide: Towards Bridging Gender Equality and Innovation](#)). In the early stages of developing an innovation — the ideation stage of design, within an agencies' innovation management processes, or when developing a new program - it is important to consider several questions to interrogate the intentional equity purpose of innovation.

- **Motivation Q1:** What are the wider systemic inequities of the context relevant to the innovation (eg: by sector, by actor, by country)?
- **Motivation Q2:** Which inequities were intentionally addressed during the design of the innovation? Which were not addressed?
- **Motivation Q3:** Which inequities will the outcomes of the innovation contribute to?

NB: The above questions alongside the innovation specific questions across the following four themes are incorporated into an innovation tool described at the end of this report.

There are a range of options to amend if equity and inclusion were not part of the design process of an innovation. In a case where equity and inclusion is only partially considered or not at all, social entrepreneurs or innovation development specialists have an opportunity to take an intersectional approach and explore a cross-section of experiences and realities to raise the consciousness of equity and undertake a more intentional or responsive approach. Conducting such an analysis of equity issues can serve as a way to innovate further as well.

Grand Challenges Canada (GCC) has incorporated a gender mainstreaming approach in its work to support innovators in health to boost their awareness of gender equity and integrate it in their work. A GCC grantee noted that **“through the process of conducting a gender analysis as encouraged by GCC, we uncovered limitations in our product reaching women.”** GCC has also made efforts to understand the causes for gender imbalance of its grantees and taken steps to adjust its investment processes to be more equitable. Building this type of awareness around gender inequality in the innovation space is similarly available for other forms of inequity, and how they intersect with one



THEME 2: OWNERSHIP

The authority, roles and responsibilities assigned to move equity and inclusion work forward.

Addressing inequity at the systemic level is only possible by simultaneously addressing **power**. In developing equity strategies, it becomes important to assess who has the power to address inequities, who with power should be leading equity efforts and/or who needs to be given the power or decision-making authority to adequately integrate equity strategies. This theme invites agencies to consider ownership at a macro- (agency) level and at a micro-level by developing opportunities for individuals to own their equity journey. Individuals are encouraged to assess where their power lies and to what extent they choose to challenge and interact with inequities.

Ownership at the micro-level also ensures that the responsibility of equity is not inadvertently assumed to belong to marginalised populations or those negatively impacted by the system of inequities. This burden of inequity is quietly reserved for marginalised populations. Without visibility and emphasis on marginalised experiences in an agency, in partnerships and in innovator-funder relationships, the burden of inequity can be missed altogether or masked by good intent. By mainstreaming equity strategies, this burden is now felt in the discomfort that those with **power**, both individuals and agencies, affect through policy and culture that either constrains or empowers staff.

The theme of ownership can be considered at two levels: 1) what are the roles that need to be identified, and 2) what resources are made available to empower those with assigned roles to successfully implement equity strategies. Possible roles to consider include the champions of equity work, the drivers of equity work, internal consultants and

those who uphold accountability measures, to name a few. Understanding individual and varied experiences of **BIPOC** and Global South staff will assist in identifying the multiple ways they can be involved in supporting and shaping the process of developing equity strategies and innovation programming. Any engagement, however, must be accompanied by not only resources but also authority to make decisions and feed into organisational strategies and concrete change. Developing a matrix of ownership across an agency with action items publicly communicates equity and inclusion as an organisational priority.

A staff member from one agency described the cultural and strategic shifts that occurred in response to focusing on equitable representation within their governance structures.

Expanding the representation of the organisation's board included grantee perspectives, people of colour, addressing the proportion of tenured women, as well as representation beyond North America.

By focusing on distributing power at the board level, the ownership of equity work developed alongside the agency's shifting culture. Where equity had seemed to previously be at odds with innovation excellence, these developments resulted in the agency **"putting equity at the heart and a part of every investment decision."**

REFLECTIVE PRACTICES IN EXPLORING OWNERSHIP

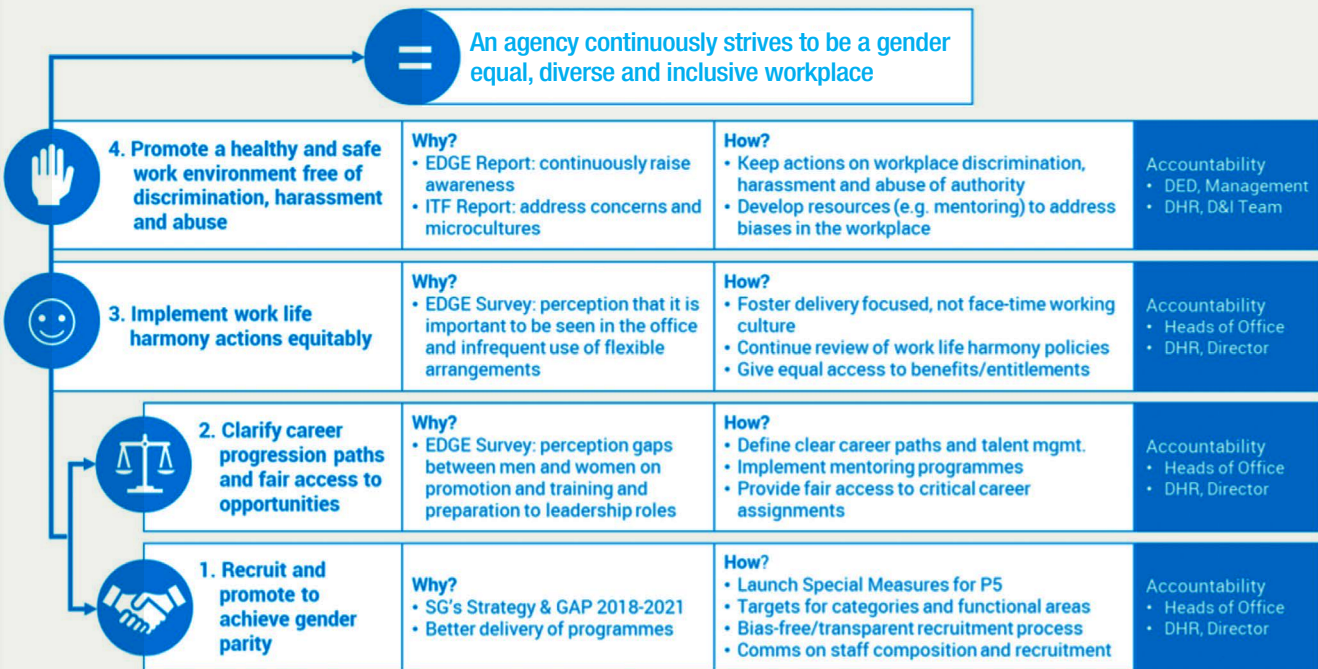
- **Establish ownership by developing explicit roles for a breadth of accountability across an agency.** An agency's leadership, management and staff should all have responsibilities that tie into the equity and inclusion strategy. The case studies below describe where some agencies have positioned their leadership to support their equity work, and where others focus on creating feedback mechanisms for all staff to serve as internal consultants to an agency's equity strategy. By identifying appropriate roles for all staff, agencies develop a strategy that belongs to all staff.

Gender and Disability Action Plans

For several years, a participating agency worked to develop gender (2018) and disability (2020) action plans and with recent events bringing racial and ethnic equity into question, prompted a heightened appetite within the agency to work on anti-racism. A taskforce was developed to create an action plan on anti-racism, using the gender and disability action plans as templates with the intent to eventually tie the action plans together with a more centralised intersectional approach.

The approach shows the **value of replicating strategies for other forms of inequity** rather than reinventing the wheel. It also signals the value of an intersectional approach in the development of an overall strategy and building on the progress made in addressing other forms of inequities to move the needle towards intersectional approaches.

We can also use this Gender Action plan to exemplify the development of an accountability matrix across an agency's equity commitments and actions, more below.



An agency's high-level gender action plan, with detailed sub-actions and accountability detailed below.

1. Recruit and promote to achieve gender parity

A gender equal workplace provides better outcome for children. This agency's system-wide Strategy on Gender Parity and the agency's Gender Action Plan 2018-2021 mandate to reach gender parity at all IP levels, especially in P5 positions.

Sub-actions	Accountability	Timeframe
1.1. Implement special measures for achieving P5 parity across the agency by 2021 in line with the Secretary-General's System-wide Strategy on Gender Parity and the Agency's Gender Action Plan 2018-2021.	<ul style="list-style-type: none"> Heads of office DHR, Director 	2021
1.2. Update gender parity targets for all employees and functional areas: existing commitments focus on IPs, but it is important to include NO, GS and other employees (consultants, UNVs, interns, etc.) so to recognize and actively manage the internal talent pipeline according to functional area.	<ul style="list-style-type: none"> DHR, Director DHR, D&I team 	2020
1.3. Bias-free and transparent recruitment process: review of staff selection procedure should design a process free of conscious and unconscious biases, additional training/resources to panel members.	<ul style="list-style-type: none"> DHR, Director DHR, D&I team 	2020
1.4. Strengthen internal communications on workforce composition and recruitment information to change perceptions around fairness of recruitment and promotion measured by EDGE Survey.	<ul style="list-style-type: none"> DHR, Director DHR, D&I team 	2020

2. Clarify career progression pathways and fair access to opportunities

Since promotion does not exist in the agency, career progression pathways may be unclear for employees. In addition to the existing career development guidance, workforce planning and skills mapping exercises will inform talent management and strategy. A global approach to mentoring programmes will be piloted. Fair access to critical career assignments will be monitored and corrective measures implemented as needed.

Sub-actions	Accountability	Timeframe
2.1. Clarify criteria to career progression through a talent management strategy: ongoing workforce planning and skills mapping exercise should inform the design of clear career paths and the expectations of current employees, building on the new Competency Framework, the mobility scheme and stronger data analytics. Create career options to become senior technical leads instead of people manager should be considered.	<ul style="list-style-type: none"> Heads of office DHR, Director/TA/PM CD 	2020

- **Identify a point person(s) equipped with the resources to assume the responsibility for driving and coordinating the accountability and data needed for the strategy while maintaining a consultative process with staff.** In developing ownership it becomes imperative to identify opportunities to consult with the diversity of your agency, across departments and intersectional identities, to ensure the sustainability of equity strategies (as seen with the GIZ case study where every department identifies an action plan that reflects their specific equity and inclusion challenges). Some agencies have chosen to form committees or working groups that are representative of different experiences including those who understand the **power** dynamics within the organisation. This allows for the engagement with staff to surpass mandatory forums. In these spaces, the staff are in the position of the learner. Some agencies have identified staff to serve the role of the teacher or expert which could take the form of creating new strategic leadership posts.

Grand Challenges Canada's (GCC) Internal Assessments & Decolonisation Working Group

Internal Assessments

Grand Challenges Canada (GCC) releases a staff engagement survey each year. In 2020, they made the decision to introduce diversity and inclusion related questions into the survey and carry out targeted demographic measurement of staff. The information gathered was used to form their Inclusion, Diversity, Equity and Accessibility (IDEA) Policy and the first iteration of their IDEA Action Plan, which is currently in revision for its second iteration.

The process of developing the IDEA Policy for GCC included gathering feedback from all staff through a multitude of methods such as surveys, focus groups and other anonymous feedback mechanisms. Looping in staff feedback became essential to not only understand how people see their workplace and therefore what they see as in need of change, but also in the cultivation of a more transparent and open environment that focuses on iteration and learning. This process positions GCC's IDEA Policy and Action Plan as **belonging** to all staff, rather than a top-down or bottom-up approach.

"Transparency is our biggest success [for our equity strategy] seen in the openness of our conversations. We have created a space where we're very open and people can express their views. It's really helpful to understand how people see their workplace because we can think we're doing something well and if people don't see it, or see it differently, we need to hear that from them. So feedback was not a specific strategy of our first action plan but this year, it's like oxygen, we're open to it. And it is constant."

Decolonisation Working Group

GCC's Decolonisation Working Group was developed as an action item to support and create accountability for their Inclusion, Diversity, Equity and Accessibility (IDEA) Policy. Membership of this group is by self-nomination with documented support from relevant supervisors, indicating that hours contributed to the working group are expected during normal working hours, not as an overtime activity. Acknowledgement of the time and commitment to this work indicates it is a priority for the organisation.

The Decolonisation Working Group is cross-cutting with representatives from all teams and departments within GCC. Members serve a 1-year term renewable up to two times. The functions of this Working Group also acknowledge their agency's commitment to and interaction with innovators as a vital component in decolonisation. **This is an opportunity for members of the Working Group to consider the relativity of their power at a micro-level, both within the Working Group as well as in their work — interacting with innovators around the world.**

Working Group members work alongside the agency's leadership who are responsible for the productivity of the group. The structure of the group itself breaks down the legacy of colonisation and GCC's commitment to denouncing hierarchy. This challenges the idea which exists to a great extent in the sector of who and what is classified as an expert. GCC has intentionally created opportunities for growth and ownership by relying on the ingenuity of their staff and determined in turn when an external equity consultant is required. Determining when to rely on staff vs. external consultants must be coupled with an assessment of an agency's demographics to ensure internal consultation is diverse and inclusive.

- **In implementing micro and macro ownership, identify opportunities to link equity and inclusion to other well developed organisational values.** Agencies reported embedding equity and inclusion in organisational values that actively form the core of the agency's culture while framing it as each staff's personal responsibility.

Sida's DEI Strategy and Game Plan

Sida takes a two-pronged approach to instilling a culture of equity and inclusion. **Firstly, they interlink equity and inclusion within each element of their overall organisational strategy.** This is showcased in the very first line of their policy document:

Internal and external diversity, along with gender equality and inclusion, are keys for Sida in the work of eradicating poverty and being successful in a complex and fast changing environment, as well as finding pathways to new partnerships and innovations that contribute to achieving the sustainable development goals of the 2030 Agenda for Sustainable Development.

Within this policy document, Sida describes a 'game plan' for addressing equity and inclusion, which starts with 'building the basics,' integrating equity and inclusion into all of Sida's operations. Some of the action items identified in this section include embedding equity and inclusion in Sida's governance structure, setting concrete equity and inclusion targets and developing a clear & transparent whistleblowing process that focuses on zero tolerance for discrimination.

Secondly, Sida frames working toward an equitable and inclusive workforce as both the responsibility of the organisation, i.e. the employer, and as personal responsibility for each staff member. This approach is reflected in step two of Sida's equity and inclusion 'game plan', the headline of which is 'Under the Skin: spot our

bias and foster inclusive behaviour.' Actions identified under this step include:

- Best practice sharing and engagement within the organisation
- Competence development: build the basics on all 7 grounds and onboarding
- New inclusive culture measure: understand connection, diversity, inclusion (D&I) and engagement
- Focus recruitment: start to mainstream D&I to talent management processes
- Advocate inclusive behaviour aligned & integrated with leadership, employeeship and team

Head of Learning & Organisational Development at Sida, Karolina Hulterström, indicates that Sida's equity strategy focuses on people and their impact on internal and external processes.

"I do truly believe that when it comes to diversity and inclusion, whether you talk about external or internal processes, we're dealing with individuals. How you think, how you act, how you don't think, what your values are; you will take that with you regardless of whether you're in an external or an internal context. For me, it's not about processes, we're working with the people, the individuals that make up Sida. That's the only way to change the way we work with one another, to create a sense of urgency and a greater understanding and awareness about myself, about my own drivers, incentives, values and how they play out in my behaviour."

CHALLENGES IN EXPLORING OWNERSHIP

- **Maintaining accountability across leadership, management and all departments is especially challenging for agencies where all roles relating to equity and inclusion sit within one department.** Spreading the ownership of this work across departments positions an agency to centralise equity and inclusion work. It therefore becomes important to establish equity and inclusion work as a personal practice rather than an add on activity, to garner a culture of associating an **intersectional justice** approach to one's everyday practice regardless of where they sit within an agency.
- **Despite the initial attention placed on addressing equity and inclusion, staff are not explicitly assigned time and resources to dedicate to this work.** By expecting staff to find the 'magic time' to enact equity and inclusion strategies, it can remain a peripheral tick box exercise and staff find it difficult to visualise equity and inclusion as part of their daily work. As such, it is common for a few staff members, often **BIPOC** and/or female staff, to take on the bulk of this work and the constant emotional labour that accompanies.
- **Some agencies struggle with a lack of continued urgency amongst staff with all responsibility falling to a select few.** Often these individuals are running on a personal passion for equity and inclusion. In other cases and as mentioned above, it was found that this work was reserved for a specific department such as Human Resources due to its relevant power and resources in an agency. That said, a representative from one agency noted that classifying equity and inclusion as an HR responsibility could be perceived as a lower organisation-wide priority.

OWNERSHIP IN THE CONTEXT OF INNOVATION

Ownership is the authority, roles and responsibilities to move equity and inclusion work forward. In the innovation context we can apply the insights found under this theme to assess whether the design process of an innovation privileges those who already hold power, contextually speaking. It offers the opportunity to redistribute decision-making roles and responsibilities to those impacted by the systemic inequities relevant to the innovation, accompanied by a valuing of their contextual and intersectional knowledge.

This involves understanding:

- **Ownership Q1:** Who was consulted and at what stages of identifying the problem and the process of developing the innovation? Who was not consulted? How do they relate to the context?
- **Ownership Q2:** Contextually, what forms of privilege or power do they hold?
- **Ownership Q3:** Who has decision-making power in the design, implementation and assessment of the innovation?

The experience of inequities and exclusion are often personal despite their systemic nature. The inclusion of nontraditional stakeholders in the design of an innovation opens up opportunities for inclusive decision-making and greater visibility of the potential unintended yet detrimental outcomes of an innovation on groups of people who experience an intersection of inequities. This can be considered an extension of the 'do no harm' principles of development.



THEME 3: ENVIRONMENT

The indicators of an ideal (or non-ideal) organisational culture primed to enact change.

Motivation and Ownership feed into the third theme which explores a conducive institutional environment that supports the positive uptake of equity strategies. This theme focuses on aligning **power** by challenging organisational norms that do not support an agency's equity goals. Taskforce agencies were asked to reflect on equity strategies that have worked particularly well and the challenges experienced in the implementation, upkeep or support of their equity strategies. Alongside an exploration of these characteristics, agencies were encouraged to characterise the performance of resistance to their equity strategies and describe their chosen responses to this expected component of change.

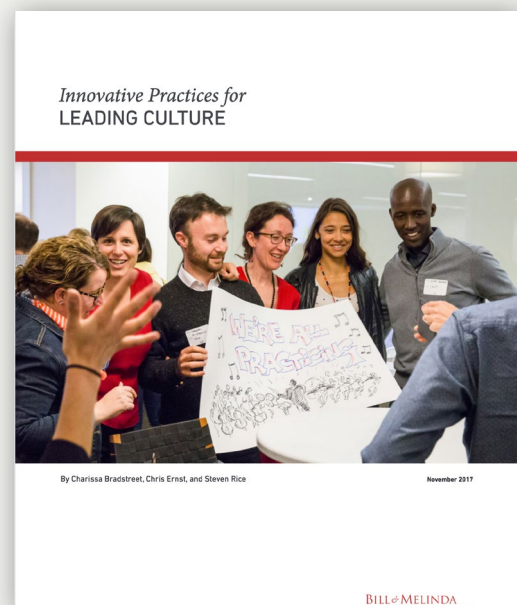
Analysing an agency's conducive environment for change favours an agency that intends on centralising its equity work. By identifying the appropriate norms to set and assessing where teams are primed to take on these norms, agencies challenge work cultures and processes that maintain inequity. The key here is to prioritise a narrative that focuses on institutional not individual or collective deficit.

REFLECTIVE PRACTICES IN EXPLORING ENVIRONMENT

- **Identify the appropriate mechanisms to adopt and support an equity and inclusion strategy.** Examine whether the spaces for conversation and action in an agency are amenable to the identified strategies. Some agencies, for example, adopt employee resource groups to provide the support to staff members who *experience* various forms of inequity, such as black women. In other cases, resource groups is a mechanism used to facilitate the discomfort of discussing issues of inequity and **structural racism**. It must be noted however that the discomfort of these two varying experiences are not the same and therefore resource groups should be facilitated in response to the varying needs or the types of discomfort that resource group members experience. Similarly, the triggers, the performances of fear and the required action of these varying types of resource groups will be different.

The Gates Foundation's 2017 report on *Innovative Practice for Leading Culture*²⁶ reiterates the significance of developing a conducive institutional environment; ***“high-performing organisational cultures do not happen by accident. They are chosen, created and shaped for a clear purpose. The essential question organisations should ask is: do we have the culture we need for the impact we want?”***

The report offers strategies to influence an organisational culture including the below theory of change for creating the institutional environment to match the desired impact as well as the roadmap to impact.



EVOLVING OUR CULTURE ROADMAP

	CULTURE & DIVERSITY, EQUITY, INCLUSION	MANAGER @ THE CENTER	ORGANIZATIONAL EFFECTIVENESS
5 Levers to Impact Culture ▼	Strengthen our culture, people practices and leadership behaviors	Empowering managers with the skills, and access to information to manage their teams	Streamline and standardize processes, policies, systems, and tools to perform better and integrate more fully
SELECT TO IT Attract, hire, onboard and promote to desired culture	<ul style="list-style-type: none"> • Diversity, Equity, Inclusion Through the Employee Lifecycle • Career Philosophy and Role Mapping 	<ul style="list-style-type: none"> • Global Title and Role Assessment 	<ul style="list-style-type: none"> • Culture Aligned Talent Strategy
DEVELOP TO IT Develop talent and leaders that strengthen culture	<ul style="list-style-type: none"> • Annual Employee Survey • Manager Effectiveness Survey • Team/Workgroup Engagement • Culturally Intelligent Workforce 	<ul style="list-style-type: none"> • Leadership Principles/ Management Expectations Awareness & Development • Launch Team Effectiveness Toolkit (Incl. Diversity, Equity, Inclusion training info) • Performance Partnership 	<ul style="list-style-type: none"> • Provide development plans at time of hire
INCENT TO IT Implement culture-based reward & recognition systems?	<ul style="list-style-type: none"> • Global Benefits and Wellbeing Refresh • Culture Aligned Global Rewards and Recognition Programs • Diversity, Equity, Inclusion Goal Setting 	<ul style="list-style-type: none"> • Global Compensation Philosophy • Increase Interdependence & Collaboration in SLT 	<ul style="list-style-type: none"> • Inclusive Mobility Practices (e.g., Secondments)
BUILD TO IT Implement new systems that align and support the evolving culture	<ul style="list-style-type: none"> • Diversity Reporting on applicant pool • Diversity, Equity, Inclusion Dashboard • Refresh HR Onboarding Programs • Employee Resource Group/ Diversity, Equity, Inclusion Operating Model • Diversity, Equity, Inclusion Data Transparency 	<ul style="list-style-type: none"> • Leadership Principles Assessment 	<ul style="list-style-type: none"> • Launch New Career Paths • Culture Roadmap Metrics • HR Optimization
COMMUNICATE TO IT Reinforce, celebrate and sustain culture	<ul style="list-style-type: none"> • New Brand Experience • Gender Listening Tour 	<ul style="list-style-type: none"> • Change Makers Communities of Practice 	<ul style="list-style-type: none"> • HR Portal Refresh

CREATING THE CULTURE WE NEED FOR THE IMPACT WE WANT

THEORY OF CHANGE



The report also touches on the Gates Foundation’s Employee Resource Groups (ERGs); active employee-led focus groups that drive a bottom up discussion including caucusing, engaging speakers and holding a number of all staff events to speak about a range of equity issues. The ERGs continue to influence the environment for employees to engage in equity learning and support the organisation in aligning their culture to their desired goals. The example below describes how the ERGs influence the institution’s environment by identifying areas for growth and evolution.

The Women Connect Employee Resource Group (ERG) started a Male Allies initiative in an effort to explore the role of men as supporters of women inside and outside the workplace. Supporters of the initiative held an event to co-create an ‘11 Ways To Be a Male Ally’ tip sheet, which contains simple, accessible ways for men to champion, empower and elevate female colleagues. The tip sheet has been well received and continues to create dialogue as it has been posted in copy rooms and cubicles, forwarded internally and externally, and was recently highlighted by Melinda. In a show of transparency and trust, two male directors sent it to their teams with a request to hold them accountable to the actions on the tip sheet.

- **Take an intersectional approach where possible.** Collaborate with other interest groups and pool resources and opportunities for greater impact. Collaboration among and across groups may also strengthen the collective voice and produce creative strategies moving agencies beyond a deficit model. However, the need to prioritise those most at risk within the process is essential.

GIZ's DEI Working Group Approach & Collaboration, an Intersectional Approach

GIZ integrates two approaches that impact a conducive environment for equity and inclusion: 1) Working Group Approach and 2) Collaboration, an Intersectional Approach.

Working Group Approach

In 2018, GIZ employees created the Cultural Diversity Initiative (CDI), a working group of **BIPOC** who are impacted by racism and want to promote ethnic-cultural diversity and equal and fair opportunities for BIPOC in GIZ. The group actively engages in many different activities ranging from awareness-raising through events to advising projects and departments on training focused on promoting diversity and inclusion. For example, they lobbied for the inclusion of diversity aspects during the onboarding process and also sensitised the HR department on aspects such as hiring bias. A tactic this group undertook is referred to as 'dialogue and pressure'. They approach those in management positions of each department, introduce themselves, their group and outline their goals using a presentation and fact sheet which is also made easily accessible on the company intranet site with a particular focus on sensitive language, a gap identified in the agency.

After these initial dialogues, they maintain the 'pressure' at every level of the organisation by keeping an eye on opportunities to invite colleagues, particularly those who were engaged in dialogue, to put their E&I learning into practice.

They then discuss how best to promote DEI in a specific department, showing an awareness that the context of E&I can vary greatly between different departments. Following these meetings, the group then tried to find 'DEI champions' in each department who could monitor progress and alert the group to opportunities for action.

"We offered to maintain the dialogue and keep them in the back of our minds. So whenever something happens in their department, we write to them and say, remember, we spoke half a year ago, can we maybe have another conversation or also actively ask for participation in some of the processes that are ongoing. What we realised in the very beginning is some of our champions even within management are allies that are not affected by the inequity. We learned that we may need to speak openly and find opportunities to ask for their support."

This approach not only helped the working group cultivate a strong presence and visibility within the organisation, it also led quickly to tangible action points within different areas of the organisation.

Collaboration, an Intersectional Approach

Another successful tactic employed by CDI is **early engagement with other employee groups committed to dismantling forms of oppression** such as the Rainbow Network focused on LGBTQIA+ as well as gender and disability staff groups to build allegiance and think through ways to complement the work of one another.

"I think that's another strategy that we use that was very helpful to us. In order to not compete with other groups that might see us as competition, especially when there are never enough resources. So we try to always involve representatives of the other networks and I think that also worked quite well."

This example highlights the importance of dismantling silos from an early stage, putting an **intersectional justice** approach front and centre. Competition for limited resources and attention will only bring harm to the causes of all groups therefore a combined approach which emphasises collective action and visibility between staff associations will bring benefits across the board.

- **Approach resistance towards equity strategies as a process of change and a sign of progress, rather than a static barrier.** A representative from one agency presented a strategy of exploring resistance as a performance of loss; loss of **power** and comfort. The expression of resistance does not oppose the potential for norms to shift and can be informative as to the specific interventions needed to create a conducive institutional environment. ERGs, for example, could be a space for the experience of loss to be addressed. Resistance can also take the form of **BIPOC** staff disengaging from the equity activities to set-up informal groups, not out of resistance to addressing the issues but due to institutional environments continuing to reinforce privilege despite the use of new language and new action plans.

“Often there is more learning in what is not working, yet most agencies describe what works well and what they have done more of. They do not want to say, ‘we did thing X and thing X failed,’ but this is often where there is great learning.”

A staff member from one agency noted that there is a ‘lot of white fragility’ in shifting the norms in an institution. Although one needs to be humble and reflective in their equity journey, these are not norms that agencies choose to communicate externally.

CHALLENGES IN EXPLORING ENVIRONMENT

- **Numerous, context-specific forms of resistance to equity and inclusion strategies are revealed when addressing equity work.** In some cases, agencies reported the resistance to their equity efforts as active whereas others described a general disinterest which can be just as damaging in maintaining norms that silence and maintain inequity. Below, a Taskforce participant describes how **structural racism** in the form of **implicit bias** was performed as a type of resistance.

It takes time to realise and change institutional practices and norms: In terms of changing the environment, a staff member from one agency noted that even with a movement towards equity they were still learning.

“In reviewing one of our health innovations, we realised numerous RCTs had been conducted. Later we ascertained that these RCTs had not been because the organisation lacked confidence in their results. Our agency had asked this health organisation—with a black founder and all black senior leadership—to conduct RCTs because a racist approach or perspective had been employed – and equity was not yet part of our culture yet.”

The work was underway to challenge norms that were part of the agency’s institutional environment.

- **Strategies are presented and thought of as an add-on, tick box activities.** The delivery of a strategy and how leadership and management relate to it signifies an agency’s prioritisation of equity. This can become a significant barrier to shifting mindsets to influence norms.
- **Leaner policies or statements denouncing racism are codified, yet often, more intricate and responsive strategies that exist are not codified nor shared for cross-agency learning.** Throughout the consultation process, it was revealed that many of the strategies that an agency adopts are not codified leading to a lack of visibility, in turn reducing accountability.
- **High staff turnover makes it challenging to develop a focused learning journey.** This highlights the need for the duality of individual work and agency-level work to ensure that norms shift at an agency level and progress is not limited to a small group of individuals. Some agencies also indicate the challenge of equity trainings becoming monotonous and impacting the sense of urgency to prioritise this work.

ENVIRONMENT IN THE CONTEXT OF INNOVATION

The themes motivation and ownership are essential components to the third theme of environment which explores whether a conducive institutional environment exists to support the uptake of equity strategies. Development agencies typically consider the context where an innovation or programme may be implemented, however, it is equally critical to understand the power and inequalities within a development agency or international non-governmental institution. Internal and organisational reflection and self-assessment are needed to ensure intersectional and equitable approaches are practiced within an institution.

In short, the theme focuses on aligning power to challenge norms that do not support an equity strategy, remembering that resistance to change may be a sign of progress rather than a barrier.

Additionally, we would be remiss not to look beyond the institutional structure of an agency or organisation to apply the insights under the theme to physical or virtual places or structures. Innovation often takes place in nontraditional spaces and one needs to examine whether the space that the innovation takes place is amenable to the commitment to equity and inclusion.

To do so, consider these questions:

- **Environment Q1:** Is the innovation space equitably accessible? Who has defined the innovation space and for whose benefit?
- **Environment Q2:** Are there appropriate mechanisms in place to solicit input about the innovation space from groups traditionally excluded?
- **Environment Q3:** How has accountability for designing an inclusive and equitable innovation space been established?
- **Environment Q4:** How have expectations been established with all stakeholders to intentionally address equity – in terms of resource distribution and timeline considerations?

These guiding questions raise similar points to the [Whistler Principles](#) that were adopted by the G7 Development Ministers in 2018. Three of the principles address inclusive

innovation, localisation and co-creative processes all of which demonstrate the importance of intentionally defining the innovation space and identifying who will benefit most from it.

A challenge to this theme is that assessment of the safety and accessibility of the innovation space requires constant feedback and iteration which further illustrates the need for reflective practice across the five themes. This theme also positions the use of resources and work plans to indicate equity and inclusion as a priority in the given innovation space. Resistance could result from this and could present itself in various forms from opposition to disinterest, a reminder that a safe and inclusive environment might require initial discomfort to groups of privilege. This discomfort should not be confused with a lack of safety.

A Kenyan-based organisation [eKitabu](#) considers how to ensure equity in the EdTech space. eKitabu provides accessible digital content for inclusive and quality education. Its objective is to make EdTech and digital content, including low-cost assistive tech, available to improve learning outcomes for all children. For example, in response to COVID-19 school closures, eKitabu remotely trained teachers of blind and low-vision learners in Western Kenya, and is exploring how learning outcomes may differ when using assistive technology in the home versus school.



THEME 4: ACTION

The equity and inclusion tasks and activities as defined by agencies.

An emphasis on being action-oriented is to encourage the prioritisation of thoughtful, norm-shifting opportunities that bring together the reflective practice of previous themes and a dedication to building an agency's knowledge bank. Action plans should be met with planned moments of reflection and iteration in order to avoid moving too quickly and unintentionally causing harm.

In reflection of the structural inequities addressed in Peace Direct's [Time to Decolonise Aid](#), the below reflective practices present specific action items across themes such as staffing, recruitment and promotion, staff induction and development, investment decision-making processes, relationships and partnerships with country actors.

REFLECTIVE PRACTICES IN EXPLORING ACTION

Staffing, recruitment & promotion

Global Innovation Fund's (GIF) Anti-bias Recruitment Service

In order to effectively reduce the role of **implicit bias** in hiring processes, GIF employed the use of a service called [beapplied](#), an advanced recruitment software tool that; crafts neutral inclusive job adverts (monitoring and changing language); asks candidates relevant, skills-based questions and anonymises results rather than rely on CVs; and structures interviews to most effectively reduce biased interactions with candidates. This is coupled with a set of mandatory anti-bias trainings that all new staff are required to complete.

- **Pay attention to policy, strategy, research and development teams where under representation is particularly acute.** Ensure co-creation processes with a diverse range of partners in research and design of programmes and projects. Consider developing mentorship programmes to support diverse early career practitioners entering the sector.

Staff induction and development

Tailored Anti-racism Training

Following the Black Lives Matter protests in 2020, staff at one agency wanted to take action and decided to begin by addressing what they saw as a key learning gap within the organisation around race and the structures that perpetuate racist behaviour. However, as a global organisation they recognised that a one size fits all approach to staff learning would be inadequate. Instead, they brought in external speakers focused on tailoring learning opportunities to each country office — highlighting the experience of racism and historically marginalised communities in each context.

"The first thing that clearly needed to be done was educational learning for staff, especially those people who come from countries who are very homogeneous, that don't have high rates of immigration, that are not used to these terms of race, racism, etc. And there was a lot of education to better understand the different experiences based on the colour of your skin or your nationality or your accent, etc. There was a budget allocated to host events, both at the global and regional levels. So we brought external speakers to talk about African American history in the United States, or for example, the Roma communities history in Central Europe. Depending on where you were you would hear different things about racism and historically marginalised communities. But again, my point is that now we have talked about it for a year. Now it's time for action."

- **Integrate equity and inclusion into different trainings and activities (eg. training on safeguarding) rather than only having it as a separate forum.** This can help staff interact with equity and inclusion as an integrated process and encourages the application of an **equity lens**, rather than tick-box activities that are disconnected from their work.

Investment decision-making processes

A representative from one agency describes that it was in investments where the 'how' of equity and inclusion was explored. The agency was able to identify what was truly important to them. "Equity was in every investment that we were making. By agreeing that equity was at the centre, it made equity an everyday discussion versus a training session once a year."

"Governance changes have been game-changing. We now value local voices much more. It changes investment decisions - and those questions we can ask of leaders, about their staff, their results."

- **Consider developing standards for equity and inclusion as part of the investment process** to measure how deeply equity is embedded in an innovation or an organisation. Using an **equity lens** helps to reveal underlying structural inequities. Agencies using

an equity lens in their work, and requiring, incentivising and encouraging innovators to do the same can result in shifts towards greater equity. That said, audits of policies and practices to identify if these might unintentionally exclude some populations. In response, target campaigns to encourage under-represented innovators or partners to apply for contracts or opportunities and provide the support to secure them.

- **Consider initiatives that expand access to innovation processes.** To ensure participation in identifying problems and sourcing solutions that consider the intersections of a range of actors. Assess how the consulted actors are connected and what relative **power** they hold to challenge any context-specific discrimination. Explore GCC's Indigenous Innovation Initiative as an example of '[turning collective grief into action](#)'.
- **Agencies are encouraged to replicate their policies that guide greater gender equity in their investments for other forms of equity.**

Global Innovation Fund's Gender Toolkit

The Global Innovation Fund (GIF) is a leader in centralising gender equity in innovation programming. To successfully integrate a gender lens into all aspects of GIF's work, it became imperative to impact the culture of the agency internally. In making the case for gender equity, GIF learned to generate the space for a diversity of opinion and transparent discussion.

Their focus on gender equity in their investments is two fold. First, the policies that examine how their agency is best positioned to facilitate greater gender equity through their investments. Secondly, GIF developed guidelines to engage with their end-users. From a compliance perspective, GIF prioritises working with and investing in partners who have anti-discriminatory policies and provide guidance to partners who are in need of developing one.

GIF's gender equity tools²⁷ can be used as a reference for agencies to explore the development of equity policies to guide their innovation programming for other forms of inequity.

GIF utilises gender analysis tools to support diligence on all deals and help us think about gender across for-profit and not-for-profit models and against core investment criteria of innovation, scale, evidence and cost-effectiveness. The toolkit GIF developed allows for a deep dive into gender issues for gender impact-focused innovations and right-sizing of related diligence for innovations primarily seeking other impact outcomes. This toolkit is comprised of:

- **The Gender Equality Framework**, illustrating how GIF looks at innovations that promote gender equality by increasing the agency of women and girls.
- **The Gender Marker**, which enables a rapid assessment of the gender dimensions of an innovation
- **GIF's Gender Questions**, an analysis-to-action tool to help start conversations with innovators to identify specific actions to strengthen strategy and build capacity of innovators to understand and address gender equality in all facets of their innovations.
- **Practical Impact Gender Outcomes Summary**, a summary paper on how GIF ensures gender equality outcomes are captured in its impact framework.

Other gender equity tools can be found in Sida's [Gender Toolbox](#).

Relationships

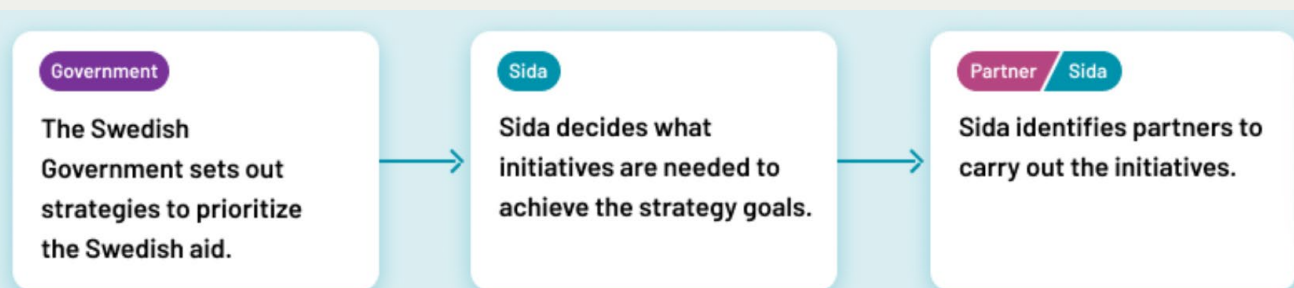
Shell : Reverse Mentoring Scheme

In an effort to enhance two way feedback and ensure that those in leadership positions stay engaged with the concerns of their staff, particularly members of staff from a diverse or underrepresented background, Shell launched a reverse mentoring scheme. Through the scheme, senior leaders are matched with chosen members of staff for several 45 min sessions where both are encouraged to speak candidly about “hard hitting topics” that affect their work. The Shell Foundation continued this work by conducting a Race and Privilege session with all staff staff including those from the Shell Foundation who were paired up with partners from opposite ends of the spectrum in terms of age, race, ethnicity, seniority, geographical location and gender. Staff that were previously resistant to the process reported being surprised by how open the discussion was and the overall learning experience of the curated engagement.

Partnerships with Country Actors

Sida's Implementation Ethos

Sida is not an implementing agency. Sida supports implementing partners at the national, regional and global level. Learn more about Sida's partnerships [here](#).



- **Consider a shift from the role of solution providers to solution enablers.** Agencies are encouraged to work with in-country partners to strengthen systems-based or country-led needs and priorities. Principles to guide equitable partnerships extracted from IDIA agencies include:
 - ◆ In-country led, not imposed;
 - ◆ Crafted with at minimum equal representation from in-country partners;
 - ◆ Not based on assumptions of what a partner needs;
 - ◆ Aware of historical power imbalances and colonial histories;
 - ◆ Respectful of the right to say no;
 - ◆ Explicitly monitor how equitable partnerships are over time.
- **Practice racial justice by expanding the diversity of partners and processes.** Promote racial justice internally by seeking nontraditional partners and seeking new measures to continue to adapt sourcing processes.

One IDIA agency identifies deterrents to innovation within other departments in their organisation — within contracts or finance for example. They target these departments to explore new equitable mechanisms.

“We are pushing for more innovative processes that are more flexible, for instance in terms of how one measures results or to encourage new partnerships. This work has included discussions about equity and inclusion and requires looking internally to understand what the biggest deterrents to innovation are.”

CHALLENGES IN EXPLORING ACTION

- **Agencies have a tendency to stall at the 'learning phase' and search for a 'perfect' understanding before committing to and launching into action.**

The Liberatory Consciousness framework presented in theme 1 defines four levels to engage in equity work which should be interacted with in response to the specific equity needs in an agency. The complexity of equity work suggests that agencies should move between the four levels as needed; one might need to return to the awareness or analysis stage at various points in the action or accountability stages. This work is nonlinear, re-emphasising its relationship to innovation principles.

- **Partnerships are often inequitable - limiting strengthening of innovation ecosystems.** Many South-North partnerships across the development sector are highly inequitable, given the power imbalances resulting from a highly unequal distribution of resources and an unfair division of decision-making power. Are delivery partners in the Global South benefitting at minimum equally from a given partnership or funding relationship (beyond including a local voice)?

ACTION IN THE CONTEXT OF INNOVATION

In the innovation context, the theme of being action-oriented is to encourage the prioritisation of thoughtful, norm-shifting opportunities that bring together the reflective practices of previous themes and direct them toward action in the delivery of a specific type of innovation. The previous themes are especially important in considering how the internal equity and inclusion policies, practices and knowledge play out — as they will significantly influence how the agency conducts its innovation work. These reflective practices may also be considered in an agency's externally-facing work and for innovation in its various forms (policy, program, process or partnership). For example, external factors may limit the supply and scaling of innovations or limit opportunities to participate in innovation processes or programming. There are a range of barriers that limit equal opportunity, access to

resources or agency to participate in innovation processes — from those who identify problems and develop solutions, to those who have access to funding and the partnerships required to scale innovations.

This theme could be used to interrogate the equity and inclusion considerations in the intended delivery of an innovation by exploring:

- **Action Q1:** Have all those involved in the implementation of the innovation integrated E&I principles into their delivery approach?
- **Action Q2:** Is the innovation planned to be delivered in an equitable and inclusive manner with an awareness of power imbalances, diversity and varying of priorities?
- **Action Q3:** Have the implications and effects of the innovation in the current system been considered?

Pay attention to the power dynamics across staff, teams or innovators where under-representation is particularly acute, and make efforts to incentivise or co-create processes with a diverse range of partners to shift the design of innovation toward greater equity. In addition, consider integrating equity and inclusion into delivery activities associated with the innovation rather than only having it as a separate equity and inclusion forum. Lastly, consider replicating delivery processes that prioritise gender equity to address other forms of inequity.

An example of this theme in practice in the innovation space includes the organisations [SASA!](#) and [Stepping Stones](#), which involved innovative approaches to prevent violence against women and girls. Their approaches involved [norms change in the larger system and engaged a critical mass in the community](#) and thus saw greater success.

Overall, action plans should be met with planned moments of reflection and iteration in order to avoid moving too quickly and unintentionally causing harm, further explored in the innovation section of the next theme, assessment.



THEME 5: ASSESSMENT

The measure of progress between an agency's starting point and its equity and inclusion goals.

The assessment of an agency's equity standing should be considered with both quantitative measures which assess in part inclusion, and qualitative measures which assess **belonging**, or one's experience of equity. Both types of data and data collection are significant. Despite quantitative data being useful to gather, many components of equity work cannot be quantified. Microaggressions, for example, are often hard to explain or even be certain about. Structural and institutional barriers to addressing racism and exclusion are often internalised making the experience of discrimination apparent in qualitative data in ways that numbers at times cannot reveal.

Agencies are encouraged to identify indicators and benchmark equity at the beginning of their strategy development to determine which areas of an agency are in need of greatest change and at what level change should be prioritised. The frequency of the assessment should also be determined as a part of an agency's equity strategy. In a commitment to learning, this theme becomes important in ensuring the active reflection and iteration of an agency's equity strategies.

REFLECTIVE PRACTICES IN EXPLORING ASSESSMENT

- **Many agencies stressed the importance of gathering a range of data to assess progress.**

Quantitative data can be gathered via annual surveys, dashboards tracking goals, targets of staff and more anecdotal evidence from informal conversations or consultations. Measuring equity quantitatively can encompass tracking gender and racial pay equity to evaluating the diversity of partnerships.

Sida's Norm Corridor Assessment

Following the logic of 'knowing where you're coming from before deciding where you're going', an external agency was commissioned to map Sida's norm corridor. This involved exploring themes such as status, dominant logic and organisational culture. Based on the results of this mapping, the team in charge of implementing the equity and inclusion strategy will hold a series of webinars for managers on how Sida can broaden its norm corridor to cultivate a more inclusive working environment. This tactic relates to Sida's emphasis on the leadership of managers as a significant component of the agency's culture and therefore a conducive pillar to facilitate the responsibility and accountability for equity work.

"We're carrying out a certain analysis which will be followed by more of an awareness-raising competence initiatives during the short term onboarding norms. We've asked some external partners to map out the norm corridor at Sida. Questions will relate to how one perceives what is okay. What does one think and say? What gives a person status, and so on. Based on that, we're going to work with all our managers in a series of seminars on how we can broaden our norm corridor."

● **Agencies took varying approaches to surveys to capture the nuance of inequity beyond quantitative data.**

Some of these practices included 1) the inclusion of open ended questions which give staff the space to express their thoughts in a non-restrictive way, 2) surveys which encourage self reflection, allowing staff to consider how equity and inclusion work has changed their own ways of thinking and working.

The Equity Index

The Equity Index is a UK social enterprise advocating for greater equity across the international development sector. It measures and tracks the multiple dimensions of equity in the internal and external workings of UK development organisations to influence meaningful change in their policies, practices and partnerships.

The indicators against which The Equity Index measures organisational policies, practices and partnerships are guided by six general principles:

1. Intersectionality
2. Capturing a combination of policy and practice
3. More qualitative than the quantitative in nature
4. Realistic but also ambitious
5. Present a reasonable reporting burden for organisations
6. Avoiding a tick box approach to equity and identifying entry points that can lead to meaningful change by kick-starting a process

The Equity Index collects answers and evidence from organisations and scores them against its core indicators. The framework can also be used by any organisation as a self-assessment tool.

The Assessment is divided into four main parts:

1. Essential and contextual information
2. Internal indicators
3. External indicators
4. Other relevant information

Indicator ratings are assigned according to the Equity Index Rating Scale. Each component from the Assessment Framework receives a percentage score based on the total number of points that they have accumulated against each of the indicators within the component. Each indicator is scored between 1-4. These scores are notional and are not statistical measurements, but rather an assessment of the extent to which assessed organisations reflect equitable practices internally and externally.

Rating	Score	Explanation
<i>Fully met</i>	4/4	Organisation has strong and consistent equitable practices in all areas. Full documentary evidence is available.
<i>Partially met with moderate improvements needed</i>	3/4	Organisation has made strong commitments towards equitable practices. However, these are not practiced consistently.
<i>Partially met with substantial improvements needed</i>	2/4	Organisation has made some commitments towards equitable practices. However, these are not practiced.
<i>Unmet</i>	1/4	Organisation has made no commitments towards equity nor do its practices reflect a path toward equity.

The scores are based on The Equity Index's review of documentation, verification of existing practices and information provided by the organisation. In making assessments, The Equity Index will factor in the structure, size and trajectory of each organisation.

Indicator Rating System	4 = Fully Met	3 = Met, but with some improvements needed	2 = Partially met with substantial improvements needed	1 = Unmet
Component Rating System	The average score across indicators is above 3.2.	The average score across indicators is between 2.6-3.2.	The average score across indicators is between 1.5-2.5.	The average total score for indicators is below 1.5.

- **Agencies are encouraged to take the experiences of their most marginalised staff as their baseline.**

It would be misleading to take an average of staff's experiences in a predominantly homogenous agency as the equity baseline. Analysing an agency's equity data with an intersectional justice approach will reveal the silenced experiences that are often hidden within a dominant culture. This means any monitoring and assessment tools should use criteria that directly reflect the experiences of BIPOC and Global South staff and the specific structural dynamics and historical context in which the agency is operating.

CHALLENGES IN EXPLORING ASSESSMENT

- **Assessing the efficacy of intersectional approaches and the progress of equity and inclusion is difficult to quantify.** An intersectional approach invites agencies to interact with the varied experiences of their staff and partners as unique and complex, however measuring progress within this complexity is harder to quantify and therefore to address. This challenge is exacerbated in an agency that values success indicators, making it difficult to translate an equity lens into dominant workplace structures.
- **A lack of data on race and ethnicity makes designing and pitching for funding interventions difficult in some agencies.** In some instances, agencies chose not to collect race and ethnicity data due to possible biases in the recruitment process. We learned that collecting race or ethnicity data is contradictory to cultural norms where naming one's differences is perceived to create greater disparities between people. The lack of this data however makes it difficult for an agency to assess the quantitative state of equity.
- **A lack of agreed upon definitions that are necessary to measure success.** Through one of [the themed reading lists](#) and throughout the Taskforce journey we learned about the power of language as an opportunity to challenge and unify an agency. This speaks to the significance of using equitable language to supplement an agency's vision for their equity work. When an agency is misaligned in language, it reflects an inability to collect data against associated language. As mentioned above, some agencies have specific policies that discourage the collection of race and ethnicity data making it difficult, for example, to set a vision for creating more diverse teams.

Shell Foundation and Sida's Data Dashboard

Strengthening ownership among business leaders was another crucial element in Sida's work with equity and inclusion. Dashboards were created using Sida's inhouse reporting allowing leadership teams to have full transparency of their own diversity representation among staff, the perceived level of inclusivity in their work environment and the extent to which diversity is represented in a number of HR processes; such as recruitment, training, parental leave). Each department sets and tracks their own ambitions on the dashboard guided by the ambitions developed by Sida's leadership team for the entire organisation and as part of the organisation's normal governance structure.

"We work with dashboards, where heads of departments can more easily follow how they've been using recruitment, if they do value surveys, how they value work, if they're developing ways of working such as prioritising reflection and learning as one of their team's competence aspects. They can look at how they can broaden their competence base and so on. That's all put together in a dashboard for each department, which makes it easily available, and also much more explicit. We can track where we're moving along well and where we're not moving at all."

— SIDA

At the Shell Foundation, equity goals listed on their data dashboard feed into their organisational strategy. Shell developed these equity targets after in-depth research and broad consultation across the agency with the support of their Working Group.

"The dashboard [assesses] across all different areas including recruitment, culture, operations, portfolio procurement. So some very clear goals were set out in the working group to develop them. I consulted with people who I know I was connected to on LinkedIn and did some research around what reality looks like for them as well as considering my own experience. I imagine the people in the working group also went out and spoke to the key person who deals with our procurement process, or the kind of partner where we can have the biggest impact. So a dashboard was set up that linked to some actions."

— SHELL FOUNDATION

ASSESSMENT IN THE CONTEXT OF INNOVATION

The final theme of assessment is the measurement of progress against equity and inclusion goals. Specific to the design of an innovation this addresses whether the methods and approaches to assess the equity outcomes of an innovation have been established. Once the quantitative and qualitative tools to be used are decided upon, one needs to consider who will take part in the assessment process, considering such aspects as the diversity of evaluators, awareness of cultural differences, assumptions and biases, and shared background and life experiences with priority populations involved. This brings into question how often equity assessments are planned. Embracing a reflective practice means establishing a constant feedback loop to inform future iterations.

Questions to assess the equity and inclusion outcomes of an innovation include:

- **Assessment Q1:** Does your innovation have the tools and processes needed to measure the impact of the innovation on the inequities defined in your theory of change (TOC)? *Revisit the motivation theme to explore developing a TOC.*
- **Assessment Q2:** Are there processes and tools in place for stakeholders traditionally excluded to share their assessment of how the innovation performs from an equity and inclusion perspective?
- **Assessment Q3:** Is there a commitment to a reflective equity and inclusion practice?

The assessment of equity and inclusion will reveal the structural inequities of the relevant systems. Overall, a commitment to learning is necessary to ensure the active reflection and iteration to make progress towards identified equity goals.

One can draw from and build upon the work of gender specialists to analyse gender differences, as well as other intersectional factors or characteristics. Global Affairs Canada uses their [Gender-based Analysis Plus tool](#) (GBA+). Global Affairs Canada explains, **“GBA+ is an analytical process that provides a rigorous method for the assessment of systemic inequalities, as well as a means to assess how diverse groups of women, men, and gender diverse people may experience policies, programs and initiatives.** The ‘plus’ in GBA+ acknowledges that GBA+ is not just about differences between biological (sexes) and socio-cultural (genders). We all have multiple characteristics that intersect and contribute to who we are. GBA+ considers many other identity factors such as race, ethnicity, religion, age, and mental or physical disability, and how the interaction between these factors influences the way we might experience government policies and initiatives.”

A Framework for Evaluating Agency Equity & Inclusion

Following the consultation process which led to the insights in this report, the below framework was developed in partnership with Taskforce Consultant, Kathryn Nwajiaku-Dahou. The framework can be used by agencies to evaluate their own equity and inclusion strategies. The guiding questions under each of the five themes are designed to support progress towards mainstreaming equity by improving institutional environments and agency practices. This framework can be used by those in an agency responsible for norm setting, organisational culture and developing accountability measures for an organisation.

It must be acknowledged that while the objective(s) of this framework might be limited by other competing institutional policies, the framework should serve as a 'North Star' for equity strategies. In addition, while there is a current and expected leaning of strategies to racial and gendered inequities, the framework is intended to evaluate other forms of inequity too (eg. disability, indigenous discrimination, etc.).

	OBJECTIVE	GUIDING QUESTIONS
1: MOTIVATION	To interrogate/explore the motivation behind E&I strategies (and/or provide a foundation for casemaking, where necessary).	<ul style="list-style-type: none"> What is the wider cultural and systemic context (at industry and country-level) as it relates to E&I? What motivated the need for the E&I strategy? What forms of inequity are addressed in the strategy? Does the strategy adopt/reflect an intersectional (justice) approach?
2: OWNERSHIP	To establish responsibility and accountability for E&I strategies at all levels of an agency: CEO, leadership, management, team members / staff.	<ul style="list-style-type: none"> Who was consulted in the formation of the strategy? Who was not consulted? What role / responsibility has the leadership of your agency assumed for the E&I strategy? Who is officially responsible for the implementation of the strategy in your agency? How are responsible parties given the power to adequately implement the strategy? How are all staff supported to engage with and take ownership of the strategy?
3: ENVIRONMENT	To develop a conducive environment for E&I strategies to be realised.	<ul style="list-style-type: none"> Are there appropriate mechanisms in place to support both individual and agency-level action? What is the resource allocation for implementing your E&I strategy? What are the mechanisms for addressing resistance to the strategy and
4: ACTION	To identify short-term activities that will contribute to the longer-term journey required for systemic or structural change.	<ul style="list-style-type: none"> Is the strategy supported by a workplan? What specific E&I activities/actions are taking place across your agency? Does the codified strategy include all of your E&I activities? Are there accountability mechanisms attached to your strategy?
5: ASSESSMENT	To track progress of E&I strategies, capturing the experiences of the most marginalised groups in an agency.	<ul style="list-style-type: none"> How did you assess the initial state of E&I before developing the strategy? Did this assessment specifically capture the experiences of the most marginalised groups? How do you define success? What are the markers that will push for iteration of the E&I strategy? How will you capture and mitigate unwanted negative effects of your strategy? Are you applying E&I to your agency's KPIs? (EG: capturing ethnic pay gap similar to gender pay gap)

Designing Innovation for Equity and Inclusion: An Analysis Tool

We were curious to take the insights included in this report and the framework presented in the above section to explore how innovations, specifically, might be designed for and contribute to greater equity and inclusion. We developed an analysis tool to assess the extent to which innovations reflect the equity and inclusion insights and reflective practice across the five themes.

The tool does not assess the equitable and inclusive outcomes of the innovation but rather provokes an assessment of the process and design of the innovation. The assumption is that by establishing a more inclusive and equitable design process more equitable outcomes will also result.

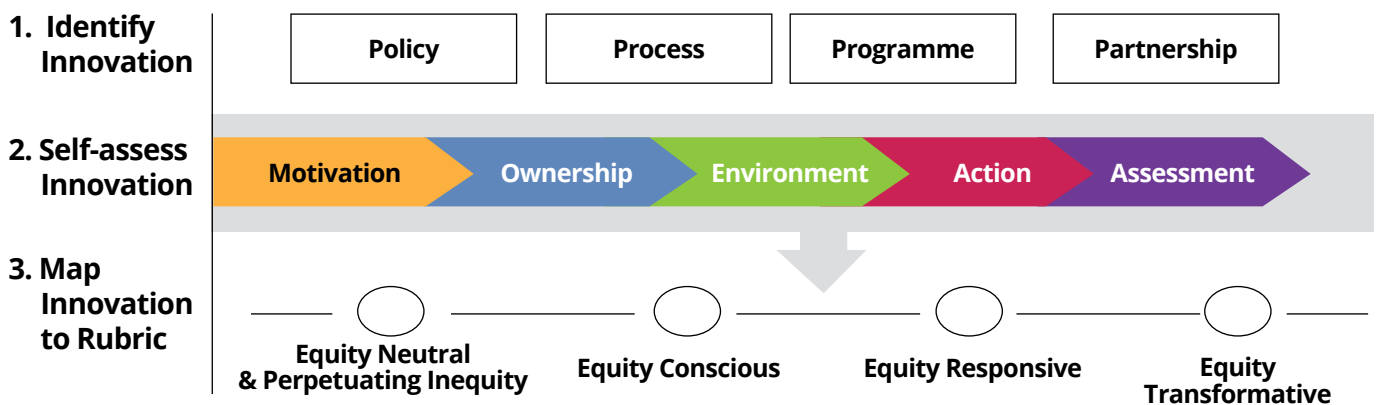
The tool takes users through three stages:

Stage 1: Identify the Innovation to be assessed, taking a broad definition of innovation be it a policy innovation, a process innovation, an innovation programme or an innovative partnership.

- **Policy:** A policy innovation identifies new ways to design, implement and evaluate policies, or that confront problematic institutional norms and legal gaps.
- **Process:** A process innovation is the implementation of a new or significantly improved production or delivery method. This includes significant changes in techniques, equipment, software and/or social service delivery.
- **Programming:** An innovation programme could relate to an initiative that is innovative (e.g. with behavioural change approaches) or interacts with innovations. This can take the form of an innovation challenge, scaling innovation initiatives, innovation management, ecosystem strengthening initiatives, etc.
- **Partnerships:** Innovative partnerships are collaborations that bring together new or unlikely partners (eg: academic institution working with a homeless CSO) or a collaboration that is novel in its design (eg: new forms of funding or working together).

Stage 2: Self-assess the innovation which occurs first by exploring a set of objectives and guiding questions across the five themes. This should give the user an idea of the equity and inclusion standards of the innovation in question. Users are encouraged to adopt an intersectional justice approach by exploring the interconnected forms of inequities that relate to the innovation. The second level of assessment invites users to identify the types of data and evidence which explicitly indicate how and how well an innovation reflects equity and inclusion practices in its design and development. A rating is then applied to the innovation once the range of equity and inclusion data and evidence has been identified.

Stage 3: Map the innovation on the equity continuum: Users take their total rating from the self-assessment and map the innovation, in terms of its design and development, across the equity rubric which ranges from 1) Equity Neutral and Perpetuating Inequity, 2) Equity Conscious, 3) Equity Responsive, 4) Equity Transformative. Users are able to translate their results into action items to improve the reflective practice of equity and inclusion in the design and development of the innovation. With constant assessment of the innovation over time, users can track their progress.²⁸



RECOMMENDATIONS: BEFORE USING THE TOOL

- Despite the tool's focus on design, innovations can be assessed at any stage of development and users are encouraged to commit to assessing the tool at regular intervals to continue a reflective practice of improving the innovation's consciousness and commitment to equity and inclusion.
- The entity that houses the innovation is recommended to create or evaluate their equity and inclusion strategy and action plan (using the strategy framework on page 39) before engaging with the tool to assess a specific innovation. Whether the entity is a large organisation, a small team, a university, a social entrepreneur or a corporation, a specific strategy will set the wider equity context that the innovation will be impacted by. As detailed previously in this report an equity strategy can be developed using the four entry points of the Liberatory Consciousness Framework:
 - 1. Awareness:** a focus on learning while challenging who is considered an expert.
 - 2. Analysis:** a focus on capturing the current state of equity and inclusion at an agency.
 - 3. Action:** a focus on an intersectional justice approach to your identified action.
 - 4. Accountability:** a focus on collaboration.
- The goal should not be to get the highest score but rather users are encouraged to take their reflections from the tool to inform ways to develop a more equitable innovation.

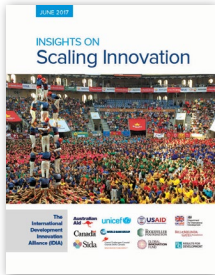
Access the full, interactive tool [here](#).

As a whole, the development community is at the tip of the iceberg in addressing inequities including at a structural level. It must be reiterated that this report presents current insights from participants involved in IDIA's Equity and Inclusion Taskforce to explore agency strategies and conducive institutional environments and then, the extent to which the design and development of innovations reflect equity and inclusion reflective practice. IDIA commits to further its equity and inclusion work by continuing their reflective practice and by exploring systemic equity and inclusion within other IDIA activities such as the [Systems Innovation](#) Working Groups or through [Ecosystem Strengthening](#) approaches.

Until then, we will continue to identify immediate action, assess our institutional environments, recommit to our motivation, interrogate our innovation design and reveal blind spots of where our systems, practices and strategies continue to perpetuate inequities. As a development community, we will continue to return to our reflective practice to shift mindsets for greater equity to be realised and in exploring where power redistribution is possible within agencies, partnerships and programmes alike. We will work to associate the purpose of equity work with our collective mandate to make progress on the SDGs, otherwise, the potential tension between balancing the two will continue to grow. We must maintain our shared purpose in addressing equity by acknowledging our shared humanity and leaving no one behind.

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The International Development Innovation Alliance has collectively created a number of resources tackling different aspects of development innovation. Download these reports, and access other useful resources and insights at idiainnovation.org.



Insights on Scaling Innovation

This paper presents a high-level architecture comprising six scaling stages, eight good practices, and a matrix of influencing factors to help guide funders through the long and complex process of scaling innovation.



Toward Bridging Gender Equality and Innovation

This paper provides a roadmap for practitioners, donors, innovators and others interested in sustainable development to begin to address gender equality and innovation in a more holistic manner — whether or not they are specialists in gender or innovation.



Scaling Innovation: Good Practice Guides for Funders

This document explores the eight Good Practices identified in Insights on Scaling Innovation in more detail, and provides funders with further guidance on tools and knowledge products that can help them start to operationalize these good practices within the context of their own agencies.



Development Innovation Principles in Practice

This resource looks at how the eight Whistler principles adopted by the G7 Development Ministers are brought to life across a range of sectors and geographies, drawing from a shared repository of over 60 innovation stories contributed



Insights on Measuring the Impact of Innovation

The companion to Insights on Scaling Innovation looks at challenges around measuring the impact of innovation, and presents an approach highlighting key impact domains and indicators. It also includes a case study on

projecting the future impact of innovation created by Grand Challenges Canada and Results for Development.



Artificial Intelligence in International Development

This paper provides an accessible entry point for actors working in international development who are interested in how Artificial Intelligence (AI) can or will impact their work. Part One explores the history of AI, its complexity

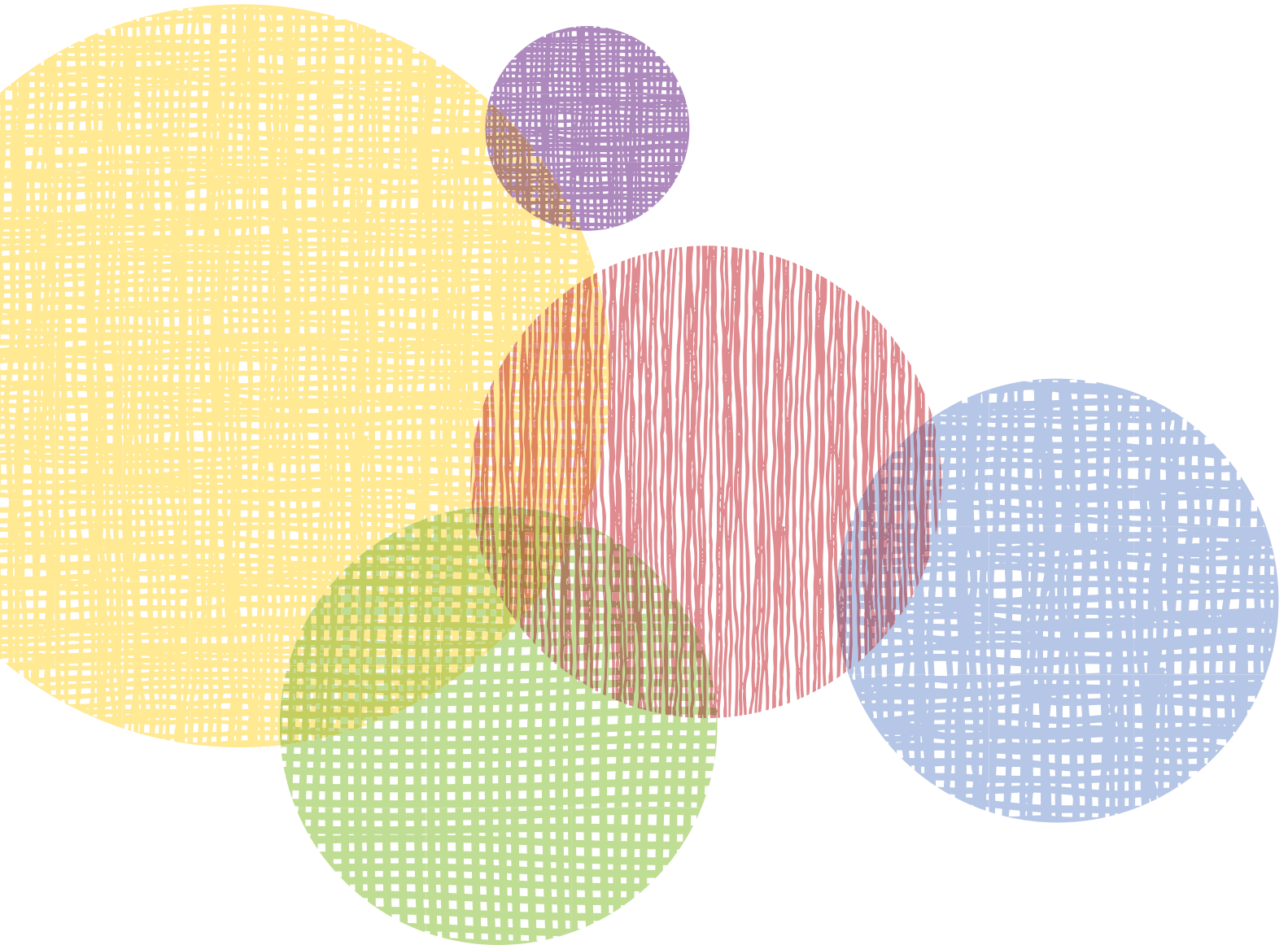
and capabilities, and examples of how it is being used within development to support the SDGs. Part Two synthesizes challenges and some of the key debates to the deployment of AI in Development, alongside tools and initiatives that are advancing practice in this space.



Strengthening Innovation Ecosystems

This report includes an analysis of current definitions of ecosystem strengthening approaches as well as insights and learning from consultations with IDIA agencies and innovation ecosystem actors in Asia, Africa and Latin America.

It is an essential tool for anyone looking to understand innovation ecosystems and also introduces a simple framework to help organize ecosystem strengthening interventions based on 9 goals.



Prepared By IDIA and the Equity and Inclusion Taskforce

**The
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