



Equity Diversity and Inclusion

Three Year Strategic Plan

2022

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1. Introduction and Background

Key definitions

 Equity	 Diversity	 Inclusion
We treat all people fairly and respectfully	We value the similarities and differences of people in our workforce and marketplace	We make sure that all are heard, valued and have a sense of belonging

Other Definitions

	Equality	All employees at FSD Africa are equal, especially in status, rights, opportunities or outcomes
	Disability	Refers to a condition of the body or mind (impairment) that makes it more difficult for the employee/candidate with the condition to do certain activities (activity limitation) and interact with the world around them (participation restrictions).
	Micro-Aggression	A subtle behaviour – verbal or non-verbal, conscious or unconscious – directed at a member of staff that has a derogatory or harmful effect
	Discrimination	Unfair treatment of an employee because of who they are or because they possess certain characteristics
	Implicit Bias	An unconsciously held set of associations about a particular group that affects our decision making
	Explicit Bias	Consciously held prejudices and attitudes towards certain groups
	Prejudice	A like or dislike of a person due to conscious or unconscious bias
	Civilities	Exercise of formal politeness and courtesy in behaviour and speech
	Gender	Either the female, male or intersex division of a species, especially as differentiated by social and cultural roles and behaviour.

The Case for EDI



Internal Case

- ✓ FSD Africa seeks to build its credibility as a pan-African organisation reflected in its talent pool (that also brings in different perspectives and contributes to the solutions provided by FSD Africa across markets)
- ✓ Psychological safety for leaders and employees is critical to create an environment where open feedback can be shared with ease across employees
- ✓ Internal Assessment identified the presence of persistent outgroups especially for non-managerial staff



Benchmark Findings

- ✓ 44% of benchmark organisations have defined their EDI strategies
- ✓ Benchmark organisations consider EDI metrics as part of their ESG reporting thus providing a different perspective to assess the company's value and impact.
- ✓ As part of the ESG reporting, benchmark institutions that had made progress on EDI tracked and reported the following matrices: Gender, persons with disabilities/ability variations, nationality, type of employment, working styles, thinking styles, expats vs locals, social- economic status and values.



Global Case for EDI

- ✓ An inherently diverse workforce is a potent source of innovation, as diverse individuals are better attuned to the unmet needs of consumers or clients like themselves.
- ✓ Diversity, viewed as a strategic enabler represents a competitive advantage. Studies have shown that diverse organisations have better performance and retention.
- ✓ The replacement cost per person is \$15,000 for an employee earning a median salary of \$45,000 a year. Moreover, 75% of the causes of employee turnover are preventable-part of the prevention includes creating a sense of belonging for the employees.

2. EDI Strategic Imperatives

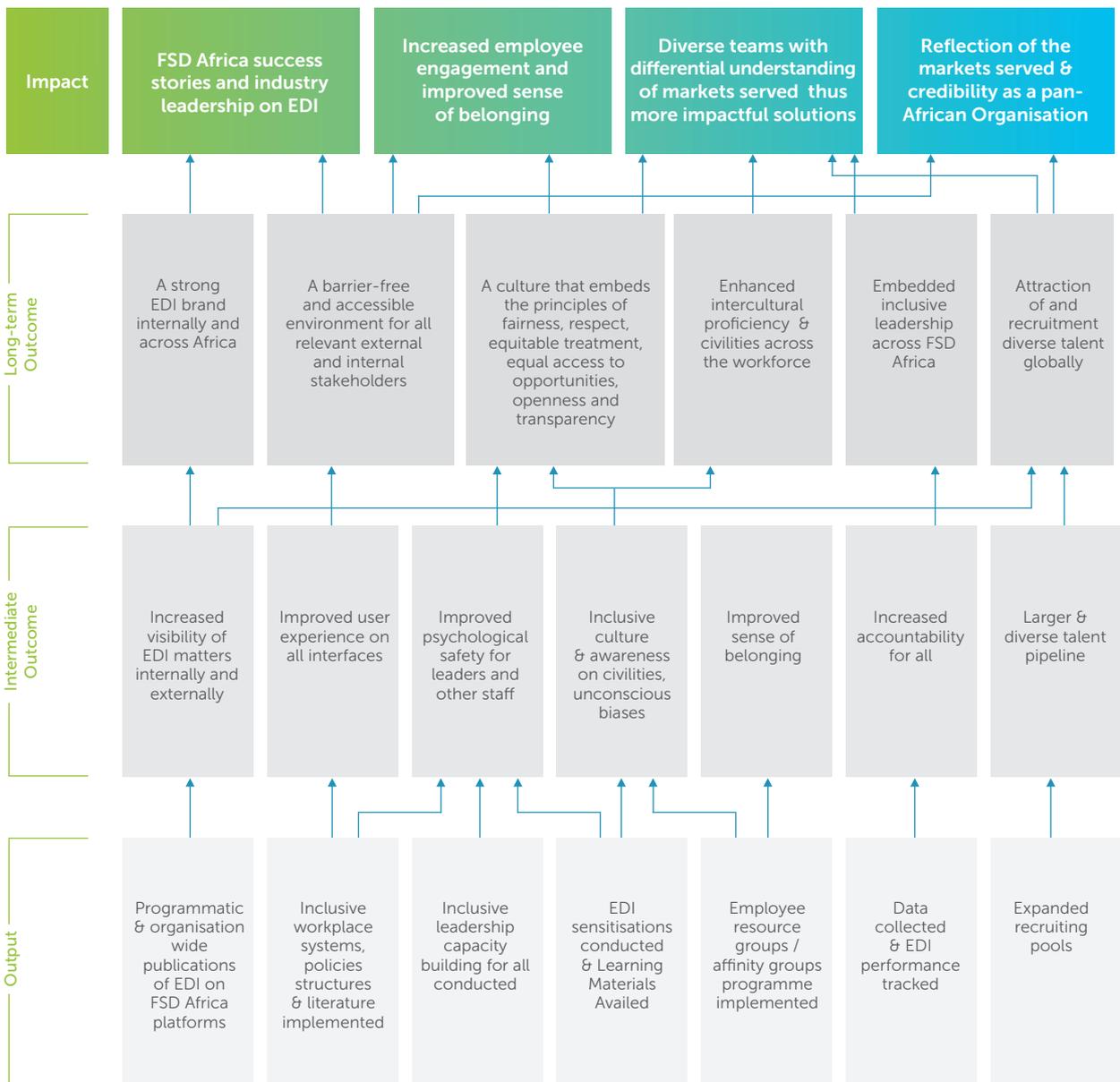
Our EDI Strategy Fundamentals



Our Purpose

Commit ourselves to a diverse workforce and talent to make finance work for Africa's future.

Our EDI Theory of Change



Our Diversity Dimensions



The diversity dimensions will inform the definition of the diversity matrices and organisation data points on EDI.

The sub components of the social dimensions e.g. age, religion, family status etc will be tracked by FSD Africa within the prevailing operational context.

During publications, select matrices will be identified and beefed up with the role of communication, monitoring & evaluation, development impact, IT and other relevant factors in achievement of the published achievements. Implementation challenges would also be cited.

The 3 year strategy will begin by focusing on Gender, Disability and Geographical Diversity Dimensions

Strategic Perspectives, Objectives, Measurement Plan & Critical Success Factors

Our EDI Strategic Perspectives

In the definition of our EDI strategic plan, two lenses were adopted to view our commitment to EDI journey. To convert our commitments to meaningful action, the strategy defines initiatives for every objective with the employee life cycle in mind.





**Picture of Success on Implementation of Workplace Objectives:
Our Measurement Plan**

Ref No	Result (Objective)	#	Indicator	Units of Measure	Frequency of Assessment	Baseline	Targets		
							Year 1	Year 2	Year 3
1	A strong EDI Brand Internally and across Africa	1.1	Publications on EDI in programmatic reports	% Of total programme/ project reports with embedded reporting on relevant EDI elements	Annually	-	0	5%	10%
		1.2	Publications on EDI on FSD Africa's platforms	Count per calendar year	Annually	-	1	2	4
		1.3	Awareness of EDI and EDI Initiatives by FSD Africa	% Of total soft control respondents	Annually	-	95%	96%	99%
2	A barrier-free and accessible environment for all relevant external and internal stakeholders	2.1	Accessibility options covered by our websites, user interfaces, and publications (to cover for needs of PWDs)	Count of access options available for FSD Africa's publications	Annually	-	1	1	2
		2.2	Demonstrated annual improvement in meeting EDI goals	% Of completed initiatives within the period	Annually	-	60%	70%	80%
3	A culture that embeds the principles of fairness, respect, equitable treatment, equal access to opportunities, openness and transparency	3.1	Perceived feeling of FSD Africa being an environment that is fair, equitable, open and transparent	% Of total survey respondents (and analysed per pillar)	Annually	-	85%	90%	95%
		3.2	Perception on equal application of policies	% Of total survey respondents	Annually	-	85%	90%	95%



Picture of Success on Implementation of Workplace Objectives: Our Measurement Plan

Ref No	Result (Objective)	#	Indicator	Units of Measure	Frequency of Assessment	Baseline	Targets		
							Year 1	Year 2	Year 3
4	Enhanced intercultural proficiency & civilities across the workforce	4.1	Awareness levels on discrimination, intimidation and harassment	Average score from a five-point Likert scale in soft control Audit	Annually	-	4	4.3	4.5
		4.2	Average completion rate on EDI training modules by all employees (analysed per pillar, gender and minority groups)	% Of staff who have covered trainings on EDI	Annually	-	95%	96%	98%
5	Embedded Inclusive Leadership across FSD Africa	5.1	Feeling of being true and authentic self at the workplace	% Of respondents from survey	Annually	-	75%	80%	90%
		5.2	Perception of fairness and inclusion from leaders	% Of respondents from survey	Annually	-	75%	80%	90%
		5.3	Board Diversity along defined diversity dimensions	Gender ratios	Annually	80% Female	80% Female	80% Female	80% Female
				Nationality ratios	Annually	60% non-Kenyan	60% non-Kenyan	60% non-Kenyan	60% non-Kenyan
				% Of board members below 55 Years	Annually		20%	20%	20%
				Professional diversity ratio (% of non-finance for development practitioners/ non finance background)	Annually		20%	20%	20%
		5.4	Mid and Senior Level Diversity along defined diversity dimensions	Gender ratios	Annually	57% Female 43% Male	50 to 50	50 to 50	50 to 50
				% Of mid and senior managers below 35 Years	Annually	(5 of 36) 13%	17%	17%	19%
				Nationality ratios	Annually	Kenyans 82% Other Nationalities 18%	80%	78%	76%



**Picture of Success on Implementation of Workplace Objectives:
Our Measurement Plan**

Ref No	Result (Objective)	#	Indicator	Units of Measure	Frequency of Assessment	Baseline	Targets		
							Year 1	Year 2	Year 3
6	Attraction of and recruitment diverse talent globally	6.1	Diversity of new hires along defined diversity dimensions from Job Grade 4	Count of Non-Kenyans hired in Job Grade 4 & above	Semi-Annually		2	2	2
		6.2	Diversity of teams within Pillars along defined diversity dimensions	Gender ratios	Semi-Annually	55% (women)	55% (women)	55% (women)	50% (men)
				Nationality ratios	Semi-Annually	80% Kenyan	79% Kenyan	77% Kenyan	75% Kenyan
		6.3	Gender pay parity	% Difference between salaries of men and women doing the same job	Semi-Annually		0%	0%	0%
6.4	Gender pay gap	% Difference between men's and women's average earnings	Semi-Annually		TBC	TBC	TBC		

Please click the text box for a detailed excel version of the measurement plan that shall be used by the EDI Committee to track implementation progress

Critical success factors to help us activate the EDI Strategy

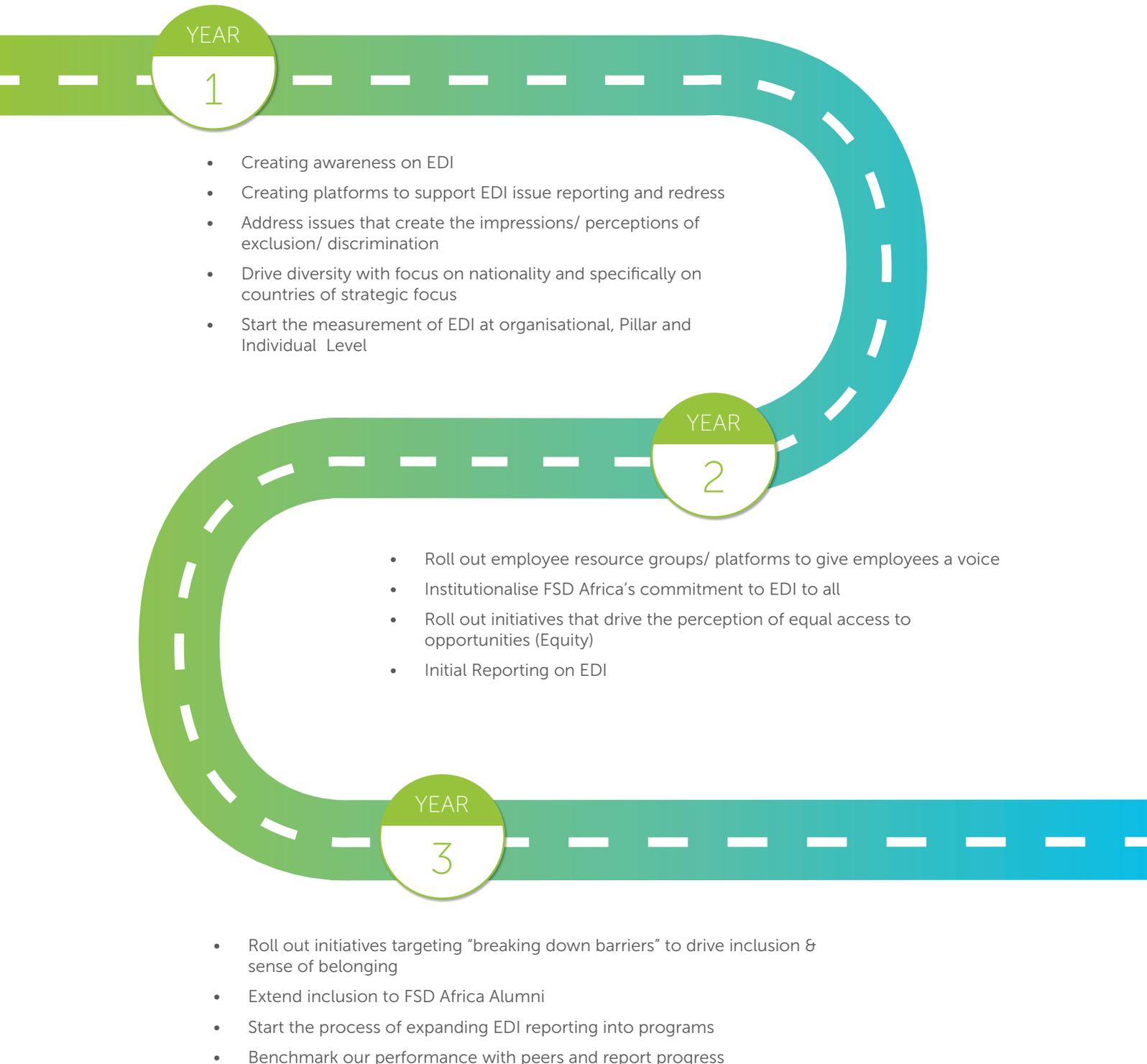
In the definition of our EDI strategic plan, two lenses were adopted to view our commitment to EDI journey. To convert our commitments to meaningful action, the strategy defines initiatives for every objective with the employee life cycle in mind.

Critical Success Factors

	<p>Vision Alignment and Integration</p>	<ul style="list-style-type: none"> ✓ A strong rationale for EDI vision and strategy and alignment with overall purpose, values and strategy that is well understood by the leaders and employees at FSD Africa ✓ Integrated view of EDI in talent acquisition, strategic talent planning, competency framework, employer branding and communications
	<p>Leadership Accountability and Sponsorship</p>	<ul style="list-style-type: none"> ✓ Consistently holding leaders accountable for implementing FSD Africa's EDI vision, setting goals, achieving result and being role models ✓ Active sponsorship of EDI by the Board, the CEO and Pillar Heads
	<p>Resources</p>	<ul style="list-style-type: none"> ✓ Adequate financial and human resources to support the strategy ✓ Adequate resources for managers to understand how to implement the strategy and enable teams of all abilities to be successful ✓ Awareness of who to contact for supporting teams and colleagues with unique abilities where appropriate ✓ Dedicated support and structure, budget and authority all the way to the Board level to effectively implement EDI
	<p>Managing Change Saturation</p>	<ul style="list-style-type: none"> ✓ Awareness of optimal levels of change capacity organisations and individuals can take
	<p>Communications and Awareness</p>	<ul style="list-style-type: none"> ✓ Common understanding of the equity, diversity and inclusion and civilities around areas like disabilities ✓ Awareness of FSD Africa's commitment to equity diversity and inclusion to all internal and external stakeholders
	<p>Cultural Change</p>	<ul style="list-style-type: none"> ✓ Organizational-wide understanding that culture and behavior change takes time ✓ Colleagues across the organization need to implement the strategy and be agents of cultural change required

4. Our Action Plan, Strategic Risks, and Mitigating Actions

High Level Implementation Roadmap



Key Initiatives and Activities Across the Implementation Period



Year 1

Initiatives & Activities (Q3 2022 to Q2 2023)	Responsibility
1.1 Maintain the ongoing voluntary internal survey (soft control audit) for select diversity dimensions, and other identifiers called out in the measurement plan to provide a full picture of equity, diversity and inclusion in our workforce	Director, HR and Talent
1.2 Update the TORs of the EDI Committee to create clarity on the composition, mandate and decision-making authority of the committee- if any- after the revision of the EDI Strategy	Director, HR and Talent
1.3 Incorporate, as part of standard policy review procedures, a window of employee participation, through the staff consultative committee, to create a sense of ownership and buy-in into the policies.	Policy Owners (Directors)
1.4 Identify policies that are prone to misinterpretation and roll out creative communication/ sensitisation campaigns to demystify associated misperceptions or perceived discriminative application e.g., the policy governing sick offs	Director, HR and Talent, Manager Contents and Communications
1.5 Update the existing HR policies to include the definition of key terms including but not limited to discrimination, intimidation, microaggression and harassment as contained in this strategy	Director, HR and Talent
1.6 Update the Code of Conduct to reflect the revamped FSD-Africa values and the EDI commitment	Director, HR and Talent
1.7 Update the employee handbook to include FSD Africa’s commitment to EDI, the definition of terms and redress mechanisms.	
1.8 Review FSD Africa’s Core competency framework to include the desired demonstrable behaviours on EDI.	Head of Learning & Development
1.9 Evaluate and track the extent to which employees demonstrate the defined competencies	
1.10 Disaggregate the results above and from the measurement plan to Pillars for accountability	CEO/ Director, HR and Talent
1.11 Hold discussions of the results of the soft control audit disaggregated at pillar levels at least annually and commit to sets of action to be taken by respective pillars	All Pillar heads
1.12 Hold sessions to sensitise employees on competency-based career progression upheld by FSD Africa and how this is embedded into the performance appraisal sessions with line managers	Head of Learning & Development
1.13 Structure the candidate selection process in a way that mitigates unconscious –unintentional biases when hiring new staff. E.g., Ensuring that all interview panels have diverse gender representation and automation of the longlisting processes	Senior Manager, Talent
1.14 Develop guides (including SOPs) on FSD Africa’s way of recruitment to ensure consistency in the hiring process and elimination of biases	Senior Manager, Talent

Initiatives & Activities (Q3 2022 to Q2 2023)		Responsibility
1.15	Assess all candidates for managerial positions on their ability to foster EDI, as part of the competency assessment.	Hiring Managers/ Senior Manager, Talent
1.16	Roll out training for new joiners on inclusive leadership, unconscious bias, our code of ethics and for executive and non-executive directors, the EDI measurement plan	Head of Learning & Development
1.17	Sensitise employees on the reporting mechanism on cases of micro-aggression, discrimination and violations of the code of conduct	CEO/ Director, HR and Talent
1.18	Develop a criterion to identify, recognise and reward those who have gone out of their way to demonstrate inclusive behaviour on a regular basis and/or across pillars	Senior Manager, Talent
1.19	Create or purchase and upload EDI sensitisation materials onto the FSD Academy. This shall also include the code of conduct and literature and relevant materials The consultant shall provide training materials on EDI Fundamentals that will be used in orientation of all new joiners	Director, HR and Talent
1.20	Train managers on creation of safe spaces for their employees to hold candid and open discussions, share genuine feedback (positive or negative), idea generation and criticism without fear of retribution or other unwarranted consequences	Head of Learning and Development
1.21	Educate managers on managing biases during the recruitment process and in managing performance of their teams	Head of Learning and Development
1.22	Revise the standard literature for external communication such as careers page, JDs, emails to candidates to reflect FSD Africa's EDI commitment	Manager, Content and Communication
1.23	Utilise professional and social media platforms to communicate importance of EDI and practices at FSD Africa	Manager, Content and Communication

Key Initiatives and Activities Across the Implementation Period



Year 2

Initiatives and Activities (Q3 2023 to Q2 2024)	Responsibility
2.1 Actively voice our position on EDI on relevant platforms after achievement of certain milestones e.g., successful year 1 of the EDI Strategy implementation or in the wave of certain social issues/ unrest	Strategic Communications
2.2 Improve our existing interfaces, technology, literature and work-arrangements to meet to the defined standards of language and reasonable accommodation	Director, Corporate Services
2.3 Implement automated assessments to mitigate the risk of discrimination or bias in the long-listing processes were deemed fit	Director, HR and Talent
2.4 Invest in infrastructure (in office or remote working/hybrid) that will make FSD-Africa accessible for differently abled personnel and make them feel included. This is a preparedness measure in case a potential employee is a person with disability or an existing employee is disabled	Director, Corporate Services
2.5 Conduct empathy-based leadership training for all managers	Head of Learning & Development
2.6 Institute refresher trainings on EDI subject matter(s) relevant to the organisation’s needs on EDI	Head of Learning & Development
2.7 Create engagement and employees’ voice platforms in the form of Employee Resource Groups to drive inclusion	Director, Corporate Services
2.8 Institute a programme for women returning from a career break giving them the platform to transition back to mainstream work	Director, HR and Talent, HR Officers
2.9 Clearly define the Terms of Reference and composition of all committees and make these accessible to employees to demonstrate transparency and inclusion.	Exco
2.10 Plan and roll out an annual in-house career sessions for employees to explore and understand the skill sets needed to make cross-functional movements	Senior Manager, Talent
2.11 Roll out inclusive leadership training programme for all employees at FSD Africa and new joiners	Head of Learning and Development
2.12 Use employees and EDI Champions as ambassadors for EDI during recruitment drives backed by appropriate recognition/ reward mechanisms	Senior manager, Talent
2.13 Publish EDI annual report on website containing goals and tracking of metrics for FSD Africa	Director, HR and Talent

Key Initiatives and Activities Across the Implementation Period



Year 3

Initiatives and Activities (Q3 2024 to Q2 2025)		Responsibility
3.1	Co-opt elements of Equity, Diversity and Inclusion reporting as part of other programmatic reports done by FSD Africa e.g., impact reports disaggregated by different social dimensions	Director, Development Impact
3.2	Define the TORs for the creation of an FSD Africa Alumni Network to create a lasting sense of belonging post FSD Africa as well as part of building the EDI Employer brand. The mobilisation would start post the current strategic period	Senior Manager, Talent
3.3	Adopt a full remote working model for employees outside Kenya with provisions of yearly ticket to meet the team as part of team building, funding options to set up home office and for internet connectivity.	CEO
3.4	Provide the option of provision of accessible versions of EDI reports on request and engage partnerships to provide such	Strategic Communications
3.5	As the workforce grows into francophone countries, acquire translation software or translators to support multilingual meetings	Director, Corporate Services
3.6	Develop a programme which targets women at leadership levels. The sponsorship programme could be designed to foster the advancement of the organization's highest performing women	Head of Learning and Development, Senior Manager Talent
3.7	Plan and roll out targeted coaching for success, mentoring programme, leadership training for emerging female and/or underrepresented talent. This could be delivered through workshops, mentors and assigned coaches	Head of Learning and Development
3.8	Plan and roll out quarterly career sharing sessions e.g., tea talk for groups to ask questions on career and uniqueness of different roles at FSD Africa	Senior Manager, Talent
3.9	Review the EDI strategy commitments in light with new developments	Director, HR and Talent
3.10	Partner with local and international institutions of higher learning or their equivalent with minority groups e.g., PWDs for job shadowing or related programs for their graduates	CEO
3.11	Benchmark our performance through external accreditation programmes and assess how we are perceived as an inclusive employer through reputational surveys.	Director, HR and Talent

Our EDI Communication and Sensitisation Approach

A comprehensive communications and engagement plan, in parallel with the proposed strategic efforts, can address current needs, build momentum for future needs, and reinforce FSD Africa values

Communications Purpose	Why it Matters
<p>The Communications and Engagement Plan provides a clear framework to guide all activities, products and materials produced to promote and raise awareness of the EDI strategy</p>	<ul style="list-style-type: none"> ✓ Enables leadership to prepare people for new ways of working and helps demonstrate visible commitment to change ✓ Helps to align and support stakeholders through bold and transformational change ✓ Equips teams with the right mechanisms to implement new processes and ways of working ✓ Ensures that value is maximized by increasing buy-in and adoption through ongoing support



As part of the communications and engagement approach, FSD Africa will leverage various channels, and determine additional mechanisms to creatively engage its employees.

Our Sensitisation Approach: EDI fundamental trainings

A continuous learning and sensitisation approach will be adopted by FSD Africa to sustain its progress in the EDI journey. From the situational assessment that informed the development of this strategic plan, the following training areas will be covered for current and new joiners. A comprehensive training calendar will be shared.

Module / Training Area	Training Frequency		Training Mode/ Platform
	Existing Staff	New joiners	
1. The EDI Strategy Awareness	Upon Strategy approval		TOT training for Champions and subsequent virtual sessions
2. The revised EDI Policy	Upon Review	Within the first 3 months	LMS
3. The revised code of ethics	Upon Review	Within the first 2 months	LMS
4. Revised Values &/or Culture Emersion Trainings	Upon conclusion	Within the 1 st month	In person/ virtual trainings for existing employees subsequent trainings on the LMS
5. Inclusive leadership Training	Initial all leaders training for all and after promotions	Within the first 3 months	LMS
6. Microaggressions, Sensitivities and civilities	Annually	Within the first 3 months	Virtual Sessions and LMS
7. Unconscious Bias	Annually	Within the first 3 months	Virtual Sessions and LMS

The Strategic Risks Facing EDI Implementation at FSD Africa and Mitigating Actions

EDI Strategic Risk	Likelihood of Occurrence	Impact on Occurrence	Mitigating Action	Risk owner
1. Lack of buy-in into the EDI Strategy by all	Low High	Low High	Involvement of all staff in EDI strategy development Assigning targets to pillar heads	HR Director
2. Lack of adequate budget to finance EDI initiatives	Low High	Low High	Prioritisation and provision of adequate budget to deliver high impact initiatives	Board and CEO
3. Perception of EDI initiatives as a PR/HR initiative	Low High	Low High	Consistent and regular update on the progress on the EDI journey	CEO and EXCO
4. Lack of capacity by leaders to drive inclusion	Low High	Low High	Prioritised capacity building for leaders to sponsor, lead and support implementation	HR Director
5. Failure to align the EDI aspiration to the culture	Low High	Low High	Embed EDI into the culture narrative and training	HR Director



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