



# **Organizational Inclusion Assessment Tool**

## About NDI

The National Democratic Institute (NDI) is a nonprofit, nonpartisan, nongovernmental organization that responds to the aspirations of people around the world to live in democratic societies that recognize and promote basic human rights. Since its founding in 1983, NDI and its local partners have worked to support and strengthen democratic institutions and practices by strengthening political parties, civic organizations and parliaments, safeguarding elections, and promoting citizen participation, openness and accountability in government. With staff members and expert political practitioners from more than 100 nations, NDI's multinational approach reinforces the message that while there is no single democratic model, certain core principles are shared by all democracies.

The Institute's work upholds the principles enshrined in the Universal Declaration of Human Rights. It also promotes the development of institutionalized channels of communications among citizens, political institutions, and elected officials, and strengthens their ability to improve the quality of life for all citizens. For more information about NDI, please visit [www.NDI.org](http://www.NDI.org).

## The Assessment's Development

NDI developed this guide with financial support from the National Endowment for Democracy (NED). NDI conducted a review of existing guidance, tools and research as it relates to institutionalizing diversity and inclusion within civil society organizations. This included a broad review of organizational development tools to identify promising practices and ensure the assessment is complementary and responsive to the needs and interests of partner organizations. Likewise, NDI consulted with its staff, other development practitioners and local organizations across various geographic regions. Findings from the literature review and initial consultations informed the development of this assessment tool and accompanying facilitation guide.

NDI then partnered with two civil society organizations (CSOs) – Inclusive Friends Association (IFA) in Nigeria and IDEA SEE (Vidi Vaka) in North Macedonia – to pilot the assessment tool. IFA is a woman-led organization of persons with disabilities (DPO) based in Nigeria whose mission is to promote the inclusion and participation of all people with disabilities and to dismantle the social injustices that diminish their human rights. IDEA SEE originated from the International IDEA network and has over ten years of experience in teaching young people how to debate. In 2016, IDEA SEE established Vidi Vaka, a media initiative that seeks to give voice to the voiceless and visibility to the invisible.

In July - August 2024, IFA and IDEA SEE piloted the assessment methodology with on-the-ground support from NDI. IFA and IDEA SEE also provided NDI with feedback on the assessment at regular intervals throughout the pilot. Testing and validating the assessment also enabled these organizations to identify concrete actions to enhance their diversity and inclusion practices. After receiving the partner feedback from the piloting exercise, NDI finalized the assessment tool and facilitation guide. NDI is grateful for the IFA and IDEA SEE contributions which helped to strengthen the assessment tool and ensure that it is applicable for use with a diversity of organizations.

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## Overview

Diversity is about welcoming all of the dimensions that can be used to differentiate individuals and groups from one another.<sup>1</sup> This may include variations in age, socioeconomic status, gender, disability status, race, ethnicity, religion, sexual orientation, gender identity, and other factors. In organizations that reflect a commitment to diversity, these differences are celebrated as strengths and opportunities for innovation, acceptance, and collaboration. Inclusion refers to the proactive and mindful steps that organizations can take to create environments where people of diverse identities and backgrounds can participate on an equal basis. Inclusion is a continuous process that aims to leave no one behind.

The full and equitable participation of marginalized communities in public life is essential to building and sustaining strong, vibrant democracies. When communities experiencing marginalization participate, political parties are more responsive to citizens' needs, there is increased cooperation across diverse groups of citizens, and there is more sustainable peace. Diversity and inclusion are also inherent strengths for organizations. Research shows that organizations that embrace diversity and inclusion create environments where staff feel more valued and connected to the organization's mission and values. This leads to increased motivation among staff to support the organization in achieving its overall goals and contributing to overarching democratic standards.

## Assessment Goal

The assessment's goal is to help CSOs achieve performance improvements by making diversity and inclusion an integral part of their programs or initiatives,<sup>2</sup> policies and procedures, and partnerships and outcomes.

## Assessment Purpose

This assessment process allows leadership and staff to undertake a methodical, introspective diagnostic of their organization's investment in and management of diversity and inclusion. By taking a holistic look across seven different organizational domains, the assessment produces a set of results that spotlight strengths and potential areas where diversity and inclusion can be improved within the organization. This might include approaches that allow for more representation of diverse voices and more intentional interactions with a broader range of identity groups, such as: women in all their diversity, young people, persons with disabilities, ethnic and religious minorities, Indigenous Peoples, and lesbian, gay, bisexual, transgender, queer, and intersex (LGBTQI+) communities.

## Using this Assessment

The assessment is designed to be interactive and to generate actionable information through a facilitated dialogue with an organization's leadership and staff members. Ultimately, results from the assessment should allow an organization to make decisions about whether change is necessary and how this change can be achieved through priority setting and action planning. The assessment can be a one-time process or regularly repeated, as often as an organization might find it useful, to monitor progress against the action plan and identify new areas in need of strengthening.



<sup>1</sup> Adapted from CIVICUS' [D&I Diaries: Civil Society Organizations' Journeys Through Diversity and Inclusion](#).

<sup>2</sup> Throughout this tool and its accompanying guide we use "programs," and "initiatives" interchangeably. This tool was designed to be applicable to a wide range of organizations and partners who may deliver different types of programs, projects, or initiatives, or engage in activism to advance an issue or cause. Please use whichever term most suits the context of your organization.

## Seven organizational domains are assessed, including:

1. Governance and Leadership
2. Strategic Planning and Policymaking
3. Communications
4. Accessibility, Safety, and Security
5. People, Culture, and Learning
6. Design, Management, and Evaluation of Organizational Initiatives
7. External Partnerships and Collective Action

This assessment tool is designed with a diverse set of CSOs in mind. Depending on the size and structure of an organization, certain aspects of this tool may be more or less relevant. As a general guide, smaller or more informal organizations, such as those without an official board of directors or formal registration, may consider bypassing some aspects of the Governance and Leadership domain that may not apply to them, and these organizations may not require formalized policies in some domains. Similarly, for organizations that intentionally work with a particular group of stakeholders (e.g., an organization of people with visual disabilities) it may not be necessary or recommended for them to work with a greater diversity of stakeholders.<sup>3</sup> Implementing this assessment should be the start of a conversation with colleagues about how to make work more inclusive; the assessment tool is, as such, a guide that should always be viewed through this lens.

To conduct the assessment, the facilitator and participants meet and discuss statements under each domain. Some statements may provoke a straightforward response of yes or no, while other statements may prompt a robust conversation and exploration. The group will rate the organization on a spectrum from “expert” to “non-existent”. For each question, the facilitator and participants will work to determine where the organization sits along that spectrum. The purpose of the exercise is to establish a baseline measure of how the organization’s leadership and staff rate capacities related to diversity and inclusion.

This assessment tool is accompanied by a facilitation guide which provides tips on how to ensure an open, respectful, and participatory reflection and dialogue that purposefully examines the organization’s areas of strength and areas where improvement might be beneficial. The facilitation guide includes key terms and definitions, step-by-step instructions on administering the assessment, and sample questions to help facilitators probe deeper into the seven domains. It is recommended that participants in the process read the assessment and facilitation guide in their entirety before beginning.



<sup>3</sup> See footnote 5 for more information.



# Assessment Domains

## What is governance and leadership?

Governance and leadership refers to individuals in decision-making positions within the organization, such as executive directors and board members. These individuals decide the organization's direction, set policies, and provide oversight. In the "People, Culture, and Learning" domain, the discussion statements focus on the *other* staff in the organization. Organizations that do not have a board of directors or a senior leadership team may choose to skip this section, or focus solely on the existing decision-makers in the organization.

**Rationale:** Organizations that have leadership and board members<sup>4</sup> that reflect the diversity of the communities they serve<sup>5</sup> signals a commitment to inclusion and ensures programs, processes, and partnerships also reflect that diversity. Organizations will be perceived as motivated by inclusion and therefore more likely to attract support across sectors and communities. Diverse leaders bring relevant knowledge and experiences to better support the organization in achieving its mission, tackling complex problems with innovation and ingenuity and ensuring the organization remains relevant and responsive.

**Refer to:** Executive leadership job descriptions; board of directors terms of reference or descriptions; organizational charts or organogram; board of directors membership and tenure; board of directors meeting minutes; vision, mission, and values statements; human resources (HR) policies and practices and code of conduct.

## Discuss the following statements:

### Governance

- Inclusion is mainstreamed into the organization's articles of incorporation, vision, mission and/or values statements.
- Executive leaders and the board of directors care about inclusion and can articulate inclusion's contribution to organizational success.
- Executive leaders and the board of directors are open to and create space for conversations, learning, and feedback on advancing inclusion within the organization.
- Advancing inclusion is included in the duties of the executive leaders and board members. Executive leaders and board members see inclusion as an integral responsibility and serve as role models to staff and partners.
- To the degree possible based on resources, there are proper processes, departments and resources to invest in, promote and assess inclusion initiatives within the organization.

### Leadership

- Executive leaders and board members represent a diversity of constituents<sup>6</sup> and lived experiences. They are encouraged and actively integrate this diversity into their work and support to staff.
- Executive leaders and board members regularly reflect on the diversity of leadership to identify gaps in community representation and actively recruit from those communities.
- Board leadership regularly rotates to ensure diversity of perspectives and voices.
- There is gender balance among executive leaders and board members.
- Criteria for becoming a board member is realistic and achievable for diverse candidates.
- Efforts to advance inclusion is a factor during performance assessments of senior management.



<sup>4</sup> For more information on how to develop and manage a board of directors, refer to this chapter of the [Community Tool Box](#).

<sup>5</sup> For organizations that are composed of, and intentionally advocate on behalf of, a particular group of people (e.g. people with visual disabilities), it may not be necessarily needed or recommended to work with a larger diversity of people, however they should still consider intersectionality in their work (e.g. understanding the particular challenges faced by women or ethnic minorities with visual disabilities).

<sup>6</sup> For organizations that are not membership-based and do not have a formal constituency, consider the composition of the communities the organization serves and/or the organization's primary audience.

<sup>7</sup> For more information on defining terms of membership for board members, including term lengths and how to ensure a diverse membership, refer to this chapter of the [Community Tool Box](#).

## What is a strategic plan?

A strategic plan<sup>8</sup> is a comprehensive outline of an organization's goals, priorities, and initiatives used to guide future actions. It is usually composed every few years under the direction of the organization's leadership, with input from staff and key stakeholders, such as program participants, board members, and volunteers.

**Rationale:** Organizations that reflect inclusion commitments in their strategies will prioritize inclusion within their operations, initiatives, and partnerships. Organizations that reflect on how inclusion impacts organizational success create more meaningful, sustainable change. Inclusive policymaking ensures staff at all levels feel like they belong and have influence within the organization and ownership over its overall direction. The diversity of opinions and perspectives is also critical for effective problem solving and moving the organization forward or taking it to the next level.

**Refer to:** Strategic plan; policymaking procedures (if documented); employee handbook; annual operation work plan.

## Discuss the following statements:

### Strategic Planning

- Staff of all levels and with diverse identities, as well as a diversity of stakeholders,<sup>9</sup> proactively contribute to the development and review of the organization's strategic plan.
- To avoid tokenism, gender and inclusion are explicitly defined and mainstreamed into the strategic plan's objectives and indicators.
- The strategic plan indicates clear measures of success as it relates to inclusion. Efforts to advance inclusion within the organization's operations and initiatives is a key pillar during strategic plan reviews.
- The organization's current strategic plan is guided by its do no harm policy.
- The organization has an annual operational work plan that has clear goals and measurable objectives, clear timelines, and responsibilities as it relates to advancing and maintaining inclusion.

### Policymaking

- Inclusion is taken into consideration when decisions are made about the direction and work of the organization.
- Ideas and contributions of staff of diverse identities are proactively sought out and incorporated into policymaking processes.
- Staff members from all levels and departments are represented and involved in relevant policymaking processes and/or bodies.
- Staff of all levels and diverse backgrounds are comfortable and encouraged to raise challenging issues among organization leadership.
- Leadership is receptive to new ideas and challenges raised by staff and collaboratively works to address challenges and develop approaches for putting new ideas into action.
- Decisions that impact the entire organization are clearly communicated and the rationale behind the decision explained. There are dedicated forums and/or ways for staff to provide feedback on decisions being made.



<sup>8</sup> For additional guidance on how to develop a strategic plan, refer to this chapter of the [Community Tool Box](#).

<sup>9</sup> See footnote 5 above.



## What types of communications are included under this domain?

While it is important to evaluate how an organization communicates internally, this domain focuses primarily on external communications. This may include, but is not limited to, an organization's website, social media pages, publications, and/or language guidelines. Meanwhile, discussion statements related to internal communication topics are covered in the "Strategic Planning and Policymaking" and the "People, Culture, and Learning" domains.

**Rationale:** Disseminating information and materials that are inclusive in their design and content, and also that promote positive and reaffirming messages about communities, contribute to building an organizational reputation that can attract donors and partners. It also demonstrates to the public a commitment to inclusion and can best tell the story of inclusion as it relates to overall organizational effectiveness and sustainability. The prioritization of accessible content ensures a broader reach of the organization's message, garnering broader support for campaigns, initiatives, and activities. Accessible and inclusive communication also builds trust and confidence among communities experiencing marginalization.

**Refer to:** Communications strategy; organization website; organization social media pages; organization written publications; style, language and/or branding guidelines.

## Discuss the following statements:

- The organization's current communications strategy or policies include dedicated objectives related to elevating diverse stories and perspectives.
- There is clear guidance or resources available on contextually relevant and appropriate language.
- Communications content is inclusive and promotes positive and reaffirming messages, particularly for groups experiencing marginalization.
- Images are positive and reaffirming and represent the diversity of stakeholders across age, sexual orientation and gender identity, disability, ethnicity, and race.
- The organization's website is accessible according to web content accessibility guidelines.
- Communications materials are accessible and made available in a variety of accessible formats (audio, video, plain language, Easy Read,<sup>11</sup> etc.).
- Content shared on social media platforms is positive and reaffirming and adheres to the accessibility features of each platform.
- Public and internal events, including speakers and content, reflect the organization's commitment to providing a platform for diverse stakeholders.
- Reasonable accommodations are provided to ensure the full participation of diverse communities in organization events.
- Materials and messages shared publicly are regularly pre-tested with relevant audiences and communities to ensure the content is pertinent, does not reinforce stigmas or stereotypes, and is accessible.
- Staff receive regular training on language, accessibility standards, and content development.
- There is a dedicated staff person who oversees communications and ensures adherence to accessibility, language, and content standards.
- Internal communications, meetings, and trainings are delivered in accessible formats and consider the needs and capacities of diverse audiences



<sup>10</sup> [Web Content Accessibility Guidelines \(WCAG\)](#)

<sup>11</sup> "Easy Read" is a method of producing and presenting written information that is easier to understand and accessible to persons with different types of disabilities, particularly those with intellectual disabilities. Easy Read also benefits people with low literacy levels, those who may not speak a majority language, and those experiencing memory problems.

# Accessibility, Safety, and Security

## What do we mean by accessibility, safety, and security?

Accessibility, safety, and security refer to the creation of an environment in which women and other marginalized groups are able to participate fully and safely in all aspects of an organization. This involves identifying and eliminating barriers in order to ensure the equitable participation and representation of marginalized communities within civil society organizations.

**Rationale:** In order for women and other marginalized groups to fully contribute their skills and insights to civil society organizations, they must have pathways to leadership and decision-making, be respected and treated equitably by leadership and colleagues, and have safe environments where they can thrive. When challenges and risks do arise – whether internally through workplace harassment and bullying, exclusionary practices and social norms, or through external attacks and targeting of the organization or individuals within it – all staff should be able to access resources and support to address these threats. Formal and informal policies and practices, including safety training, codes of conduct, do-no-harm policies, and safeguarding approaches can ensure staff feel supported and safe. Organizations that are able to create work environments where staff feel valued and safe leads to employees that are able to better support the organization in achieving its overall goals.

**Refer to:** Employee handbook; HR policies; safeguarding policies; safety and security policies; codes of conduct; do no harm policies; digital technology and security policies; physical office space.

## Discuss the following statements:

### Accessibility

- All staff receive regular training on promoting and maintaining an inclusive, accessible, and safe work environment.
- The office space is accessible for persons with disabilities including barrier free entrances and exits, accessible work spaces, a lift/elevator if office space is not on the ground floor, and accessible toilets.
- There are dedicated quiet and private spaces for prayer, breastfeeding parents, and those with intellectual and psychosocial disabilities to take sensory breaks as needed. The office space and culture is welcoming and accessible for pregnant people and staff with parental responsibilities.
- The policy for requesting and securing reasonable accommodations for work is simple and easy to understand and execute. The policy specifies how requests for accommodations are to be kept confidential and outlines protocols for making accommodations outside of the office, including on work-related travel.
- The office is in an area that is safe and accessible for women and people with disabilities to travel to.

### Safety and Security

- The organization has a code of conduct that defines and denounces all forms of sexual harassment, discrimination, bullying, and violence in the workplace and has clear information on how to report incidents.
- Codes of conduct or HR policies specify how reports will be handled, with whom information about reporting will be shared (including confidentiality procedures), and include accountability mechanisms developed in conjunction with stakeholders.
- The organization has safeguarding and risk mitigation policies and procedures that center on a commitment to do no harm for all staff and program participants. Security training and risk mitigation processes are clearly communicated to all staff.
- The organization has clear policies and support to protect organizational data and technology. Staff receive regular training on these policies.
- The organization has policies and procedures in place to ensure safety and security for work done outside the office; including travel procedures with security briefings and check ins.

## What do we mean by people, culture, and learning?

“People and Culture” refers to the collective identity, values, behaviors, and relationships that characterize an organization. It goes beyond traditional Human Resource (HR) functions (such as recruitment and benefits administration) and includes other aspects of employee well-being such as efforts to support employee engagement, professional development, continuous learning, and diversity and inclusion. “Learning” refers to when an organization encourages its members to understand its values, practices, and beliefs. It also refers to taking moments to deliberately reflect on successes and failures, so that an organization can continually move forward. Fostering a culture of learning within an organization can yield many benefits, including improved productivity and retention among staff.

**Rationale:** Creating a culture and environment where women in all their diversity, people with disabilities, LGBTQI+ people, ethnic and religious minorities, and other marginalized groups are welcome will enhance organizational performance and sustainability. Research indicates that it is very important that organizations foster a sense of belonging and suggests that the healthiest organizational cultures are the ones where all staff and stakeholders can have open, brave, and honest conversations.<sup>12</sup>

**Refer to:** HR policies; employee handbook; standard job descriptions; recruitment and hiring guidelines; professional development policy; relevant performance assessment documents; organization budget.

## Discuss the following statements:

### People and Culture

- The organization has policies/practices that make it easy for women or other marginalized groups to access professional development, leadership opportunities, or otherwise contribute to the organization’s work and results.
- Hiring policies and practices are designed to ensure candidates from diverse backgrounds have the same chance of succeeding; wherever possible lived experience will be considered in lieu of formal education.
- Staff are afforded paid time off and are supported in utilizing it.<sup>13</sup>
- There is space to have constructive conversations on well-being, mental health, work/life balance, time and stress management as ways to mitigate burnout.
- The organization has policies/practices to support employee well-being, including initiatives to address and mitigate burnout among staff.
- All voices within the organization are valued and welcomed.
- There is an overall sense of collective responsibility or solidarity within the organization in which staff take care of each other and can express when they need additional support or need to revisit deadlines.
- There are dedicated staff who are experts on gender and inclusion.
- The organization conducts regular gender and inclusion audits or other assessments of policies, culture, practices, and staffing.
- Work is equitably distributed and there is sufficient staffing to cover all functions of the organization.
- Efforts to advance inclusion within the organization and in its partnership and programs are considered during performance assessments and advancement within the organization for all staff.

### Learning

- The organization takes deliberate actions to encourage its members to understand its values, practices, and beliefs.
- The importance of inclusion to the overall success and progress of the organization is understood by all staff.
- There is dedicated time and space for staff to regularly reflect on successes and failures so that the organization can continually move forward.



<sup>12</sup> For more information, refer to Civicus’ report on [Diversity and Inclusion Practices and Trends in Civil Society Organizations](#).

<sup>13</sup> Paid time off refers to any time, including vacation and sick leave, that employees are able to take that does not result in a deduction of that time from their paychecks.

# Design, Management, and Evaluation of Organizational Initiatives

## What do we mean by design, management, and evaluation?

Design, management, and evaluation refers to the steps organizations take to plan, deliver, and assess their programs and initiatives.

**Rationale:** Programs and initiatives that are designed to be inclusive of diverse communities can maximize impact and achieve more sustainable outcomes. For organizations to meet their goals and reach relevant stakeholders, inclusive design, regular monitoring, evaluation, and learning activities can be opportunities for reflection and revisiting successes, weaknesses, and necessary changes. From a do no harm perspective, it is important that the organization's stakeholders have opportunities not only to provide feedback, but to see and understand how that feedback is being used by the organization to ensure that feedback loops are mutual and not extractive.

**Refer to:** Program or initiative design guidance documents; budget worksheets; narrative reports; monitoring and evaluation plans.

## Discuss the following statements:

### Program / Initiative Design

- There is written guidance on designing and implementing programs or initiatives with an inclusion and gender lens and staff receive regular training and support on this guidance.
- Programs are designed in line with gender and inclusion requirements of donors, partners, and relevant local laws.
- Budgets include dedicated lines for reasonable accommodation and gender mainstreaming to ensure the equitable and safe participation of communities in program activities.
- When designing initiatives, the organization seeks to understand and account for histories of marginalization and oppression as well as societal norms such as gender norms.
- The organization adheres to the 'nothing without us' principle by proactively and meaningfully consulting diverse stakeholders in all stages of program design to ensure the proposed initiative is responsive to community needs and priorities.
- The organization adheres to do no harm by conducting a nuanced context analysis, gender and inclusion analysis, understanding risks, developing risk mitigation strategies, and budgeting for relevant safety and security measures.
- Indicators that accurately track advancements in gender equality and inclusion are developed during the program or initiative design process.

### Management and Evaluation of Organizational Initiatives

- Staff plan accordingly and collaborate with relevant communities to reduce barriers to participation including identifying accessible and safe venues, coordinating reasonable accommodations, providing digital or other support ahead of virtual events, etc.
- Approaches to do no harm, risk mitigation, and safety and security are regularly revisited throughout the program cycle and adapted to shifts in the context.
- The organization proactively solicits feedback from diverse stakeholders and participants before, during, and after activities. Initiatives include regular opportunities for participant feedback and intentionally seek perspectives and realities from diverse populations.
- There is space to explore lessons learned and best practices as well as to adapt implementation and partnerships accordingly.
- The organization seeks to mitigate any red tape or bureaucracy that would make funding inaccessible to diverse organizations, communities and individuals.
- For organizations that provide subgrants to other organizations, the criteria for selection of subgrant proposals includes points for groups who represent and/or are led by communities experiencing marginalization as well as partners who prioritize inclusion within their proposed activities.

### What do we mean by external partnerships and collective action?

Many of the challenges that CSOs work to address require collective action. This might take the form of coalitions, mutual-aid networks, or other associational groupings that increase collective power and influence. By developing external partnerships, organizations can enhance their ability to exercise the collective power necessary to affect sustained change.

**Rationale:** Outreach to like-minded organizations<sup>14</sup> and building strategic partnerships can be an essential component for CSOs to advance common agendas, operate more inclusively, and ensure their efforts have greater visibility and impact. Other organizations and activists can also be key partners in ensuring that organizations and their campaigns represent and reflect the needs of diverse groups of citizens in their communities.

**Refer to:** Membership in formal or informal associational groupings; partnership principles; board of directors terms of reference or descriptions, membership and tenure.

### Discuss the following statements:

- Before starting new initiatives, the organization consults members of the communities they serve formally or informally to groundtruth the problem statement, goals, and interventions.
- The organization considers collaboration and partnerships with a diversity of like-minded organizations, rather than restricting communication and collaboration to organizations with similar competencies and constituencies.
- The organization's external networks and partnerships reflect the diversity of the communities they serve.
- Do no harm is considered when identifying external partnerships. This means ensuring that initiatives led by partner organizations do not unintentionally reinforce existing barriers to inclusion, exacerbate underlying social or identity-based tensions, or endanger participants in any way.
- The organization communicates inclusively to external partners and networks, including making sure that information is accessible across language and other divides.
- Where possible, the organization looks for opportunities to conduct advocacy or awareness raising around issues of inclusion, especially as they intersect with existing initiatives.
- When selecting partners for programs, the organization considers smaller, more informal organizations as well as organizations and networks that represent and/or are led-by specific communities such as women, young people, persons with disabilities, LGBTQI+ communities, Indigenous Peoples, and ethnic and religious minorities.



<sup>14</sup> Like-minded organizations refer to those which share similar opinions, ideas, attitudes, or interests to the organization.

## Assessment Grid for Action Planning

### Rate the Organization on Diversity and Inclusion in Governance

0 - Nonexistent	1 - Basic	2 - In Progress	3 - Proficient	4 - Expert
No presence of diversity and inclusion in governance structures, conversations, and processes.	Minimal presence of diversity and inclusion within governance structures, conversations, and processes.	Moderate presence of diversity and inclusion within governance structures, conversations, and processes	Strong presence of diversity and inclusion within governance structures, conversations, and processes.	Organization is a leader in the space.
Rating Justification				
Short-Term / Priorities for Improvement				
Long-Term Actions				

### Rate the Organization on Diversity and Inclusion in Leadership

0 - Nonexistent	1 - Basic	2 - In Progress	3 - Proficient	4 - Expert
No presence of diversity and inclusion in leadership structures, conversations, and processes.	Minimal presence of diversity and inclusion within leadership structures, conversations, and processes.	Moderate presence of diversity and inclusion within leadership structures, conversations, and processes.	Strong presence of diversity and inclusion within leadership structures, conversations, and processes.	Organization is a leader in the space.
Rating Justification				
Short-Term / Priorities for Improvement				
Long-Term Actions				

## Rate the Organization on Diversity and Inclusion in Strategic Planning

0 - Nonexistent	1 - Basic	2 - In Progress	3 - Proficient	4 - Expert
No presence of diversity and inclusion in strategic planning structures, conversations, and processes.	Minimal presence of diversity and inclusion within strategic planning structures, conversations, and processes.	Moderate presence of diversity and inclusion within strategic planning structures, conversations, and processes.	Strong presence of diversity and inclusion within strategic planning structures, conversations, and processes.	Organization is a leader in the space.
Rating Justification				
Short-Term / Priorities for Improvement				
Long-Term Actions				

## Rate the Organization on Diversity and Inclusion in Policymaking

0 - Nonexistent	1 - Basic	2 - In Progress	3 - Proficient	4 - Expert
No presence of diversity and inclusion in decision-making structures, conversations, and processes.	Minimal presence of diversity and inclusion within decision-making structures, conversations, and processes.	Moderate presence of diversity and inclusion within decision-making structures, conversations, and processes.	Strong presence of diversity and inclusion within decision-making structures, conversations, and processes.	Organization is a leader in the space.
Rating Justification				
Short-Term / Priorities for Improvement				
Long-Term Actions				

## Rate the Organization on Diversity and Inclusion in Communications

0 - Nonexistent	1 - Basic	2 - In Progress	3 - Proficient	4 - Expert
No presence of diversity and inclusion in communications structures, conversations, and processes.	Minimal presence of diversity and inclusion within communications structures, conversations, and processes.	Moderate presence of diversity and inclusion within communications structures, conversations, and processes.	Strong presence of diversity and inclusion within communications structures, conversations, and processes.	Organization is a leader in the space.
Rating Justification				
Short-Term / Priorities for Improvement				
Long-Term Actions				

## Rate the Organization on Accessibility

0 - Nonexistent	1 - Basic	2 - In Progress	3 - Proficient	4 - Expert
The organizational environment, operations, and processes, are inaccessible.	Minimal accessibility within the organizational environment, operations, and processes.	Moderate accessibility within the organizational environment, operations, and processes.	Strong accessibility within the organizational environment, operations, and processes.	Organization is a leader in the space.
Rating Justification				
Short-Term / Priorities for Improvement				
Long-Term Actions				



## Rate the Organization on Diversity and Inclusion in Safety and Security Practices

0 - Nonexistent	1 - Basic	2 - In Progress	3 - Proficient	4 - Expert
No presence of diversity and inclusion in safety and security structures, conversations, and processes.	Minimal presence of diversity and inclusion within safety and security structures, conversations, and processes.	Moderate presence of diversity and inclusion within safety and security structures, conversations, and processes.	Strong presence of diversity and inclusion within safety and security structures, conversations, and processes.	Organization is a leader in the space.
Rating Justification				
Short-Term / Priorities for Improvement				
Long-Term Actions				

## Rate the Organization on Diversity and Inclusion in People and Culture Processes

0 - Nonexistent	1 - Basic	2 - In Progress	3 - Proficient	4 - Expert
No presence of diversity and inclusion within the organizational culture.	Minimal presence of diversity and inclusion within the organizational culture.	Moderate presence of diversity and inclusion within the organizational culture.	Strong presence of diversity and inclusion within the organizational culture.	Organization is a leader in the space.
Rating Justification				
Short-Term / Priorities for Improvement				
Long-Term Actions				

## Rate the Organization on Diversity and Inclusion in Learning Practices

0 - Nonexistent	1 - Basic	2 - In Progress	3 - Proficient	4 - Expert
No presence of diversity and inclusion in organizational learning.	Minimal presence of diversity and inclusion within organizational learning.	Moderate presence of diversity and inclusion within organizational learning.	Strong presence of diversity and inclusion within organizational learning.	Organization is a leader in the space.
Rating Justification				
Short-Term / Priorities for Improvement				
Long-Term Actions				

## Rate the Organization on Diversity and Inclusion in Initiative Design

0 - Nonexistent	1 - Basic	2 - In Progress	3 - Proficient	4 - Expert
No presence of diversity and inclusion in program / initiative design structures, conversations, and processes.	Minimal presence of diversity and inclusion within program / initiative design structures, conversations, and processes.	Moderate presence of diversity and inclusion within program / initiative design structures, conversations, and processes.	Strong presence of diversity and inclusion within program / initiative design structures, conversations, and processes.	Organization is a leader in the space.
Rating Justification				
Short-Term / Priorities for Improvement				
Long-Term Actions				

## Rate the Organization on Diversity and Inclusion in Management and Evaluation of Initiatives

0 - Nonexistent	1 - Basic	2 - In Progress	3 - Proficient	4 - Expert
No presence of diversity and inclusion in management and evaluation of organizational initiatives.	Minimal presence of diversity and inclusion within management and evaluation of organizational initiatives.	Moderate presence of diversity and inclusion within management and evaluation of organizational initiatives.	Strong presence of diversity and inclusion within management and evaluation of organizational initiatives.	Organization is a leader in the space.
Rating Justification				
Short-Term / Priorities for Improvement				
Long-Term Actions				

## Rate the Organization on Diversity and Inclusion in External Partnerships and Collective Action Initiatives

0 - Nonexistent	1 - Basic	2 - In Progress	3 - Proficient	4 - Expert
No presence of diversity and inclusion in external partnerships and collective action initiatives.	Minimal presence of diversity and inclusion within external partnerships and collective action initiatives.	Moderate presence of diversity and inclusion within external partnerships and collective action initiatives.	Strong presence of diversity and inclusion within external partnerships and collective action initiatives.	Organization is a leader in the space.
Rating Justification				
Short-Term / Priorities for Improvement				
Long-Term Actions				