



The Inaugural Justice, Equity, Diversity and Inclusion (JEDI) Review

Abridged version

Final Report

By Triple C Advisory
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LIST OF ACRONYMS

AA- Affirmative Action

BLM- Black Lives Matter

CEO- Chief Executive Officer

CLA- Collective Labour Agreement

DEI- Diversity Equity and Inclusion

EEO- Equal Employment Opportunity

FGD- Focus Group Discussion

HR- Human Resource

ILO- International Labour Organisation

JEDI- Justice, Equity, Diversity and Inclusion

LNOB- Leave No One Behind

NGO- Non-Governmental Organisation

SWOT- Strengths Weaknesses Opportunities Threats

UN- United Nations

USD- United States Dollars

WASH- Water Sanitation and Hygiene

WFP- Water for People

PREAMBLE

Following the Black Lives Matter (BLM) protests in the United States of America, a global BLM movement evolved in the summer of 2020. The aid sector was forced to confront the reality that its work is steeped in structural racism, something which has been barely discussed or acknowledged until very recently. The world had finally acknowledged how acting without listening or thinking cost George Floyd and many more people of colour their lives and dignity.

Decolonising development, humanitarian aid and peacebuilding – is a movement to address and dismantle racist and discriminatory structures and norms hidden in plain sight in the aid system. It is emerging as an urgent, vital and long overdue ongoing discussion and range of advocacy strategies that add greater weight to the existing calls to transform the aid system .

In June 2020, IRC put its stake in the ground on anti-racism in a **BLM statement** by its CEO, Patrick Moriarty.



LISTEN - THINK - ACT

He committed the organisation to the global struggle against racism, acknowledging that most of those served were people of colour, and anti-racism was an organisational value and development imperative.

IRC expressed its determination to listen, reflect and act towards anti-racism in that statement.

This inaugural organisational JEDI performance review was commissioned as a catalyst to the “listening to – think – and then act” intention. This abridged version of the report presents the review’s findings and recommendations.

[1] Direct, P., & Paige, S. (2021). *Time to Decolonise Aid: Insights and Lessons from a Global Consultation. Full Report.*

EXECUTIVE SUMMARY

This abridged version of the report presents the findings and recommendations of an inaugural Justice, Equity, Diversity, and Inclusion (JEDI) performance review of IRC. The review employed a triangulated mixed-methods approach to the collection, synthesis and analysis of data, which was used to compare IRC policy and practice to JEDI best practices gleaned from literature and comparative international NGOs (INGOs), including Water for People.

The key review finding was that IRC had an inclusive culture and diverse team as well as some good practices. The JEDI performance review concluded that the IRC staff had maintained an inclusive culture across the organisation despite the absence of systems and safeguards and fostered robust political will for JEDI to thrive. JEDI was, however, yet to be prioritised, and efforts to uphold JEDI principles in policy did not consistently translate into practice. The room for improvement was mainly linked to systemic issues like colour blindness. IRC was found to have a solid track record in policy formulation and a systems approach to strengthening national water systems. Both strengths bode well for the recommended JEDI improvements. JEDI emerged from this performance review as a key business opportunity for IRC's growth and leadership position ambitions.

The JEDI performance review offers these three main recommendations:

1. Establish a JEDI system: This refers to the organisational hardware and software improvements required to translate JEDI policy into practice.
2. Mainstream and safeguard JEDI across the organisation: This refers to the reinforcement and standardisation of policies to embed JEDI and the enactment of minimum operating procedures that ensure consistent implementation.
3. Establish JEDI governance and accountability: This refers to Board and leadership JEDI role modelling and the establishment of JEDI performance metrics, tracking and rewards.

THE SIX-PART ROADMAP

A six-part road map was developed to guide the implementation of the recommendations adopted. According to the Harvard Business Review, organisations concerned with achieving racial equity apply the 3Cs: Condition, Concern and Correction. Organisations move through these stages sequentially: first, establishing an understanding of the underlying condition, secondly, developing genuine concern, and finally, focusing on correcting the issues.

FIGURE 1: THE IRC JEDI ROADMAP



As outlined below and discussed in this report, the six-part roadmap is designed to guide IRC through the 3C process to facilitate the implementation of the three recommendations. The JEDI performance review assesses the condition and spotlights concerns. The road map then offers guidance for action planning related to course correction.

1. **Positioning**: JEDI has a priority and value, starting with a Board approved statement.
2. **Policies**: Mainstreaming and embedding JEDI across policies.
3. **Prevention**: Safeguarding JEDI-compliant practice.
4. **People**: Strengthening JEDI knowledge, skills, and attitudes.
5. **Performance**: Developing metrics and tracking performance.
6. **Practice**: Recognition, reward, and standardization of JEDI best practices.

METHODOLOGY

This section of the report explains the method by which the JEDI performance review was conducted over three months. Figure 2 outlines the timeline.

A five-dimension framework was developed from literature to benchmark IRC's JEDI performance against best practice globally. The data collection instruments for a survey, interviews and focus group discussions were designed in collaboration with the IRC project team, including one country director. Several sources of data and insights were collected, analysed, collated, and triangulated to arrive at the key findings.

Instrument design was informed by the most frequently used JEDI instruments available in the public domain, including: **Equileap Gender scorecard**, **DEI Meyer Spectrum 2018** and **Anti-Racism Rubric**. Instrument design ensured the coverage of this set of research questions derived from JEDI review best practice. The whole multi-method process used to arrive at findings is illustrated in **these slides**.

FIGURE 2: METHODOLOGY

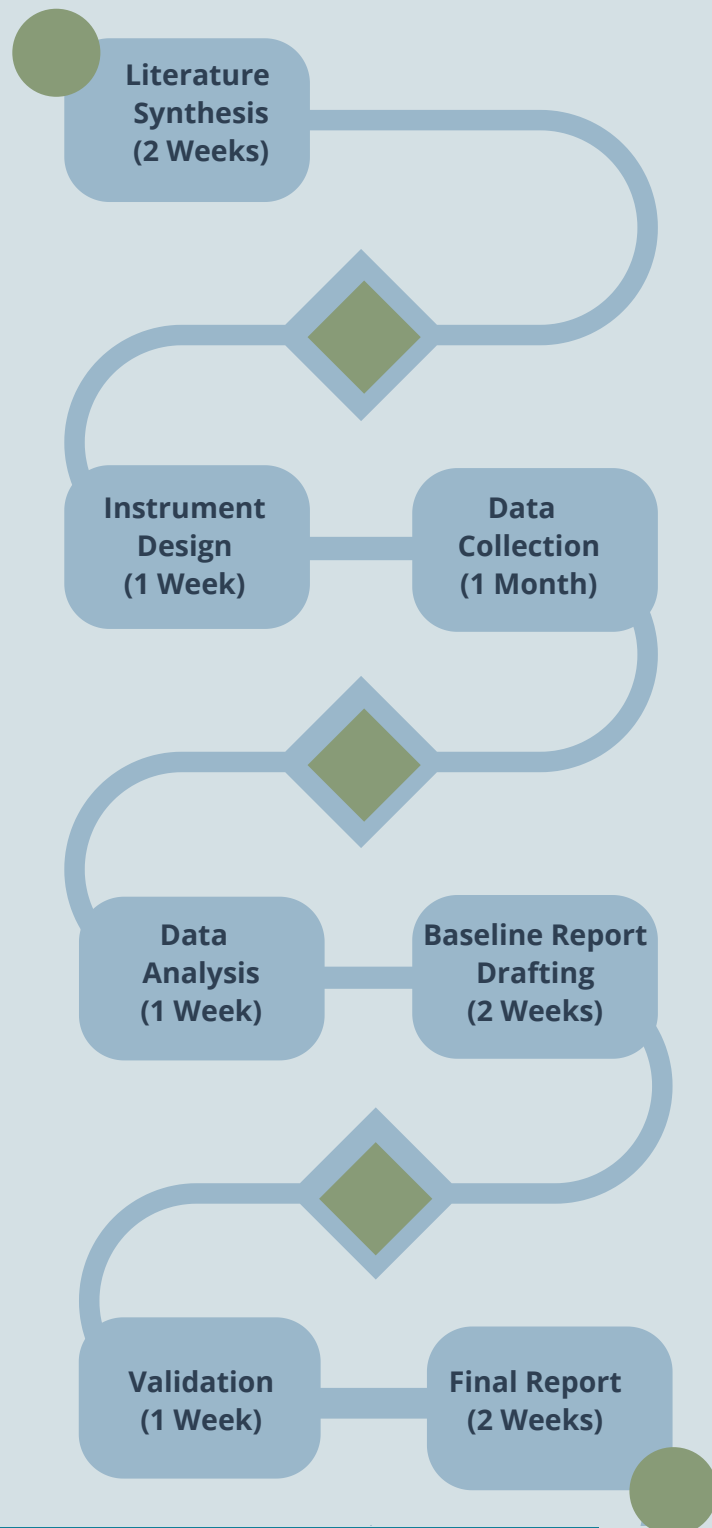


Figure 3 presents a matrix of the research questions used to formulate the combined quantitative and qualitative line of questioning.

FIGURE 3: THE DATA ANALYSIS MAP

Research Question	Opportunity	Diversity Management	Diversity Climate	Inclusion	Workplace Discrimination
1. What does JEDI, intercultural competence and other relevant terminologies mean?	✓	✓	✓	✓	✓
2. Does IRC organizational values and governance structure adequately reflect JEDI within IRC?			✓	✓	✓
3. Are the internal policies, practices and culture in relation to JEDI appropriate? What can be improved?	✓	✓			✓
4. What are the JEDI perceptions among IRC staff overall, and according to demographic characteristics?	✓	✓	✓	✓	✓
5. Which areas do managers (senior staff, the company in general) need to improve on to enhance JEDI within IRC?		✓	✓		
6. What are the JEDI growth areas for IRC?	✓	✓	✓		✓
7. What accountability measures do we recommend for IRC?			✓		

The five dimensions used for the JEDI review were: opportunity, diversity management, diversity climate, inclusion and workplace discrimination.

1. OPPORTUNITY is concerned with occupational opportunity for minority and/or marginalized groups and focused on achieving equal opportunity. A right to equal opportunities and equal treatment in employment and occupation provide all persons with a chance to work and care for their families, regardless of their race, skin colour, nationality, social or ethnic origin, language, religion or belief, sex, gender identity, sexual orientation, health, disability, age, material background, marital or family background, group affiliation or other personal characteristics.

5. WORKPLACE

DISCRIMINATION is to be eliminated in policy and in practice. Equality and non-discrimination are basic labour rights protected by law in all countries in which IRC operates.. According to best practice, furthering equality and reducing workplace discrimination in an organisation requires policies that address the following:

- Fair recruitment practices.
- Fair treatment during employment.

2. DIVERSITY MANAGEMENT

refers to organisational actions that aim to promote the greater inclusion of employees from different backgrounds into an organisation's structure through specific policies and programs.

3. DIVERSITY CLIMATE is characterized by openness towards and appreciation of individual differences.

4. INCLUSION is seen as a universal human right. Inclusion aims to embrace all people irrespective of race, gender, disability, medical or other need. It is about giving equal access and opportunities and abolishing discrimination and intolerance (removing barriers). Inclusion is not the same as belonging. It is a behaviour. Belonging is the positive emotional outcome of effective inclusion—feeling like one belongs.

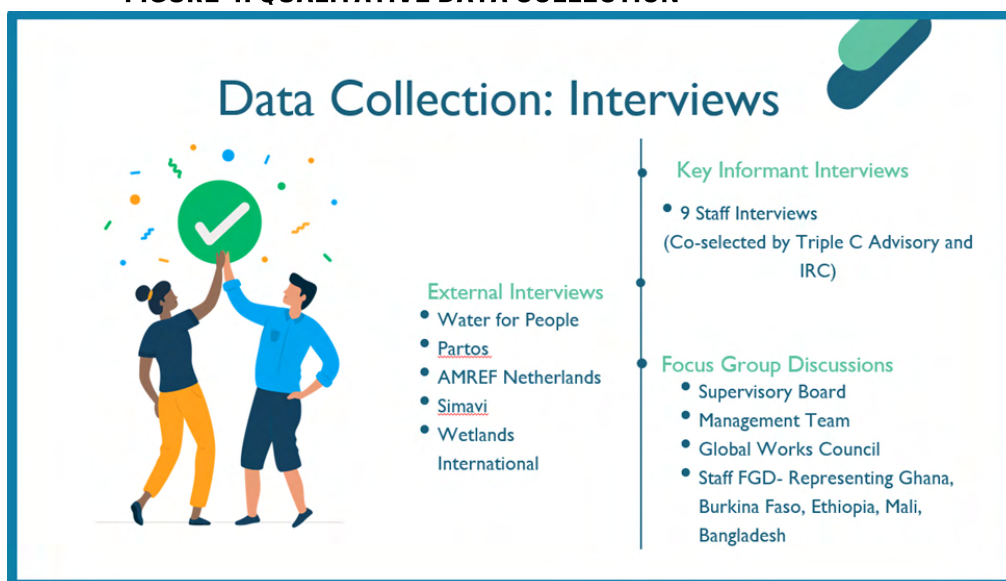
LIMITATIONS

There are limitations associated with the methodology used. The first is that no standard way of conducting JEDI reviews was found in literature, which limits the replicability of the method and generalisability of the review's findings. JEDI is an emerging body of knowledge and practice. The second was that the Netherlands-dominated project team that supervised the review limited the inclusion of regional perspectives, as was evidenced by some of the comments received during both the data collection and findings validation stages. A third limitation relates to the embedded and hidden nature of racism and race-based injustice in aid. In general, racism has become even more covert and sophisticated in the aid system due to the upsurge against it. This requires sophisticated detection and counteraction methods that this performance review did not always succeed in establishing or using, given the deficiency of JEDI review standards, limited time, and budget of the review.

DATA COLLECTION & ANALYSIS

Quantitative data was collected through an organisation survey whereas qualitative primary data was solicited through interviews and focus group discussions. An effort was made to cover all IRC offices when targeting respondents. Additionally, five interviews with peer organisations were conducted for learning and comparison. Progressive efforts by Water for People stood out in terms of best practice (see Figure 4). Water for People had a JEDI policy and was taking visible measures to safeguard it and enable implementation.

FIGURE 4: QUALITATIVE DATA COLLECTION



QUANTITATIVE FINDINGS

An all-staff survey was conducted that secured a high response rate of 53%. Most respondents were based in the global north and female.

FIGURE 5: DUTY STATION

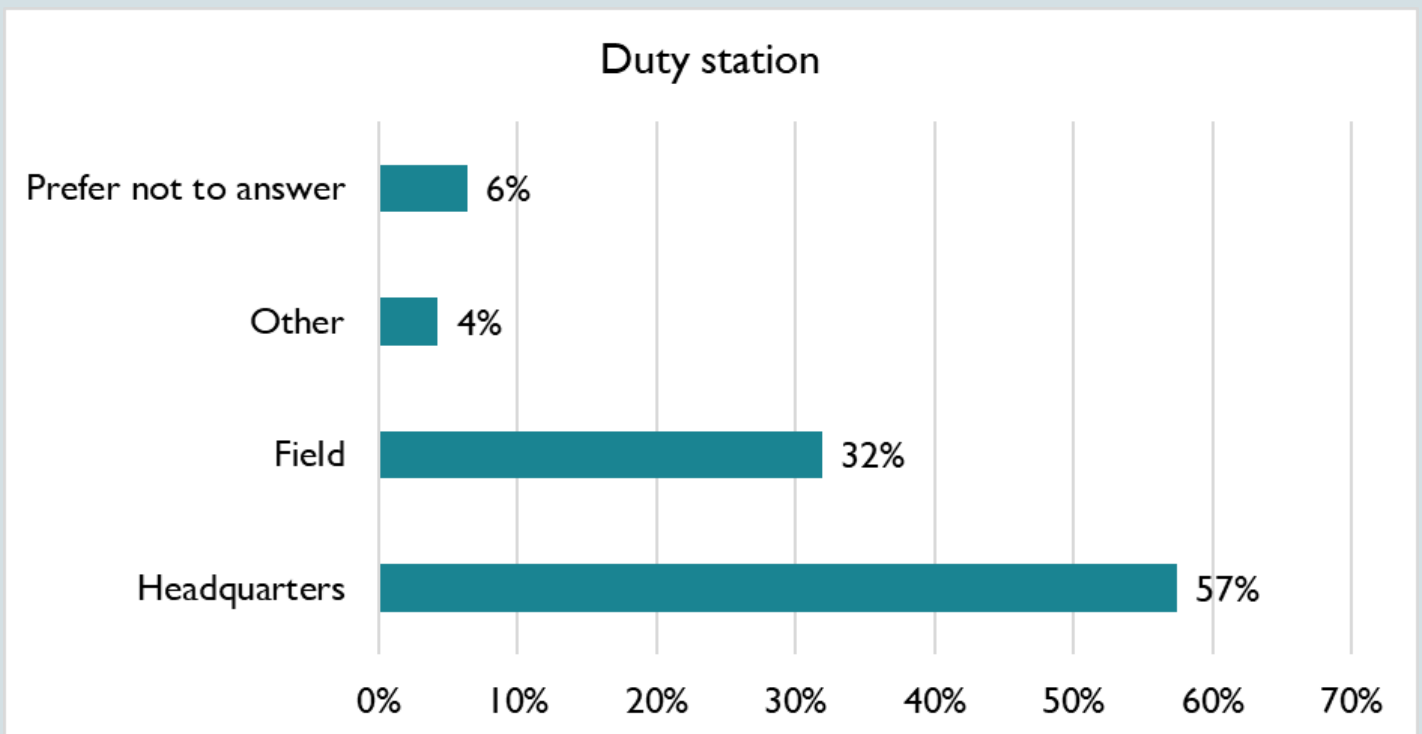
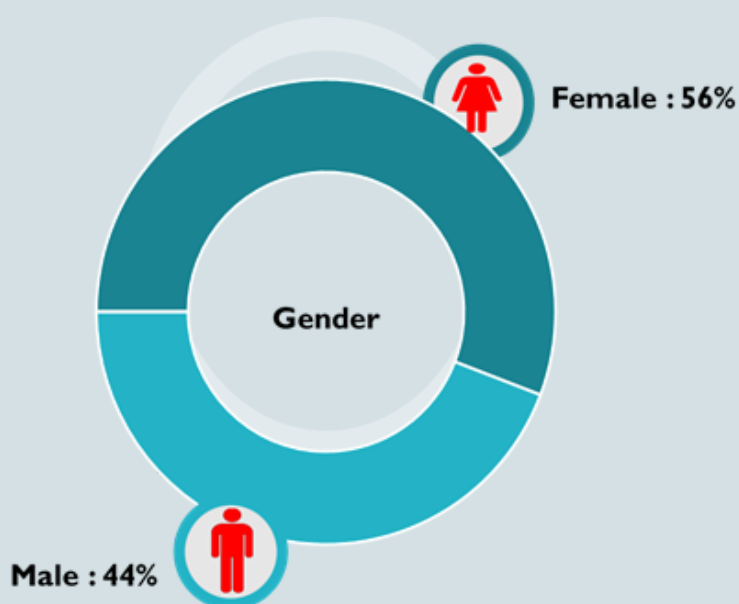
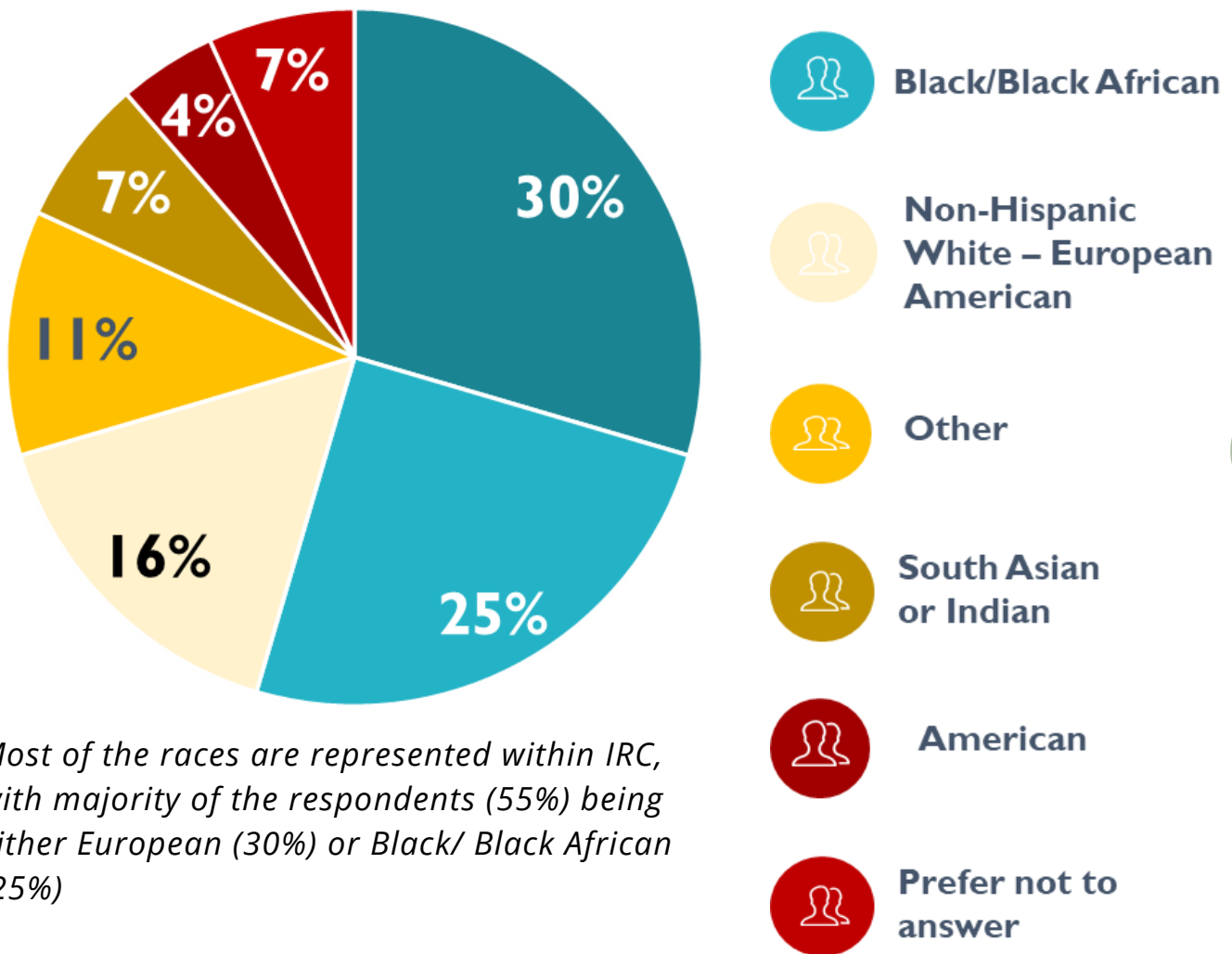


FIGURE 6: GENDER



[4] Non-Binary (NB or enby): Intersex, genderqueer, and bisexuality are all examples of non-binary identities. LGBTQIA (lesbian, gay, bisexual, transgender, queer/questioning, intersex, asexual/ally) acknowledges the non-binary nature of gender and in addition gender's fluidity.

FIGURE 7: RACE



Most of the races are represented within IRC, with majority of the respondents (55%) being either European (30%) or Black/ Black African (25%)

The all-staff survey had 33 statements across five JEDI review dimensions (opportunity, diversity management, diversity climate, inclusion, and workplace discrimination) in the proportions listed below for respondents to indicate levels of agreement against.

- Opportunity 8/33 (24%)
- Diversity Management 8/33 (24%)
- Diversity Climate 6/33 (18%)
- Inclusion 5/33 (15%)
- Workplace Discrimination 6/33 (18%)

A few statements were reversed, asking for levels of disagreement with worst practices to elicit a surprise factor to guard against autopilot-type responses.

JEDI SURVEY FINDINGS

The responses were analysed, and the results were clustered into three categories, summarised in this section.:

- Areas of strength (levels of agreement above 75%)
- Areas of potential (levels of agreement between 50-74%)
- Areas of relative weakness (levels below 50%).



The summary of survey results in Box 1 shows a diverse, inclusive, highly motivating workplace with weak JEDI infrastructure.

BOX 1: SUMMARY OF SURVEY RESPONSES

Top five responses

- At IRC, I do not experience feelings of social isolation because of my racial group – 94%
- JEDI is relevant to IRC work – 94%
- IRC inspires me to do my best work every day – 93%
- At IRC, people of different racial groups get along well with each other – 91%
- There is an understanding and acceptance of cultural differences among employees of different racial groups within my organization – 86%

Bottom Five Responses

- IRC has formal procedures for obtaining feedback on diversity management practices – 24%
- IRC employees are normally trained on issues relevant to JEDI – 17%
- IRC has an accountability mechanism that ensures that its projects, management, staff and board have JEDI metrics in its performance evaluations – 14%
- IRC regularly conducts staff evaluations with equity, diversity and inclusion (EDI) lens – 11%
- IRC normally evaluates the effectiveness of JEDI training provided to employees – 7%



TABLE 1 : SURVEY RESPONSE SUMMARY BY DIMENSION

Dimension	Statement	Agreement level
Opportunity	IRC inspires me to do my best work every day.	93%
Diversity Management	IRC managers give feedback and evaluate employees fairly, regardless of employees' race, gender, sexual orientation, religion, or age.	77%
Diversity Climate	At IRC, people of different racial groups get along well with each other.	91%
Inclusion	At IRC, I do not experience feelings of social isolation because of my racial group.	94%
	There is an understanding and acceptance of cultural differences among employees of different racial groups within my organisation.	86%
	I feel that I have not been treated less favorably here because of my race, gender, sexual orientation, religion, or age.	79%
	At IRC, I have never heard of the usage of a language that reinforces racism and discrimination.	78%
Workplace Discrimination	JEDI is relevant to IRC work.	94%
	At IRC, national and international staff are treated with the same level of respect.	77%

Strengths, potential areas of improvement and weaknesses are now discussed under three categories/areas; strengths, areas of potential and relative weaknesses in line with survey response ratings. Below is a description of the categories.

Category 1: Strengths (levels of agreement with statements on average above 75%) This category of statements indicated that IRC staff were highly motivated and appreciated IRC's cultural diversity and inclusive management style. Inclusion statements dominated (44%) this category and emerged as a key JEDI strength.

Category 2: Potential (levels of agreement with statements, on average, ranged between 50-75%) Diversity management and inclusion featured amongst the statement level of agreements that represented potential. Diversity in recruitment, career development and management, and JEDI safeguards and proactive engagement emerged as some of the aspects that IRC could improve.

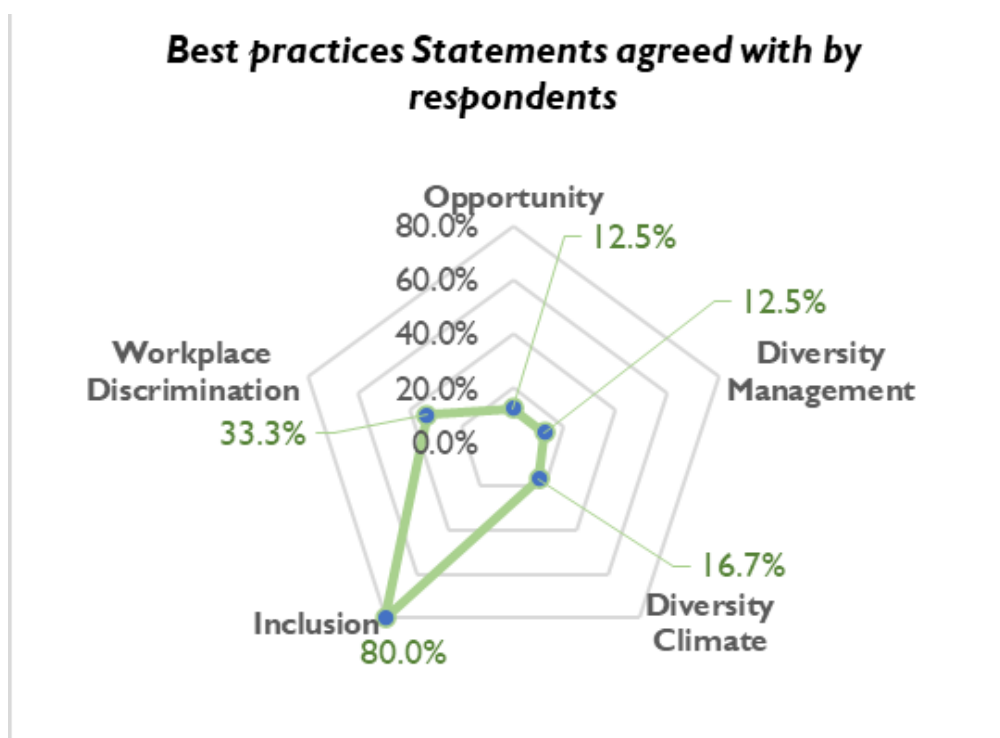
JEDI SURVEY RESULTS CONTIN...

Category 3: Weaknesses (levels of agreement with statements on average were below 50%). The statements in this category indicated that IRC was under-invested in JEDI with respect to capacity building, systems, accountability, and implementation mechanisms. Best practice JEDI statements from the opportunity dimension attracted a low level of agreement – 50% of statements in this category.

SUMMARY OF SURVEY RESULTS

Inclusion emerged as the key area of strength as it had the highest proportion of statements agreed with (80%). Eliminating workplace discrimination 33%; diversity climate (16.7%) and diversity management (12.5%) were categorised as areas of relative weakness by staff. This was somewhat in contrast with the policy review, which showed eliminating discrimination as an additional strength to inclusion, indicating a gap in the translation of policy into practice.

FIGURE 8: LEVELS OF AGREEMENT ON JEDI BEST PRACTICE



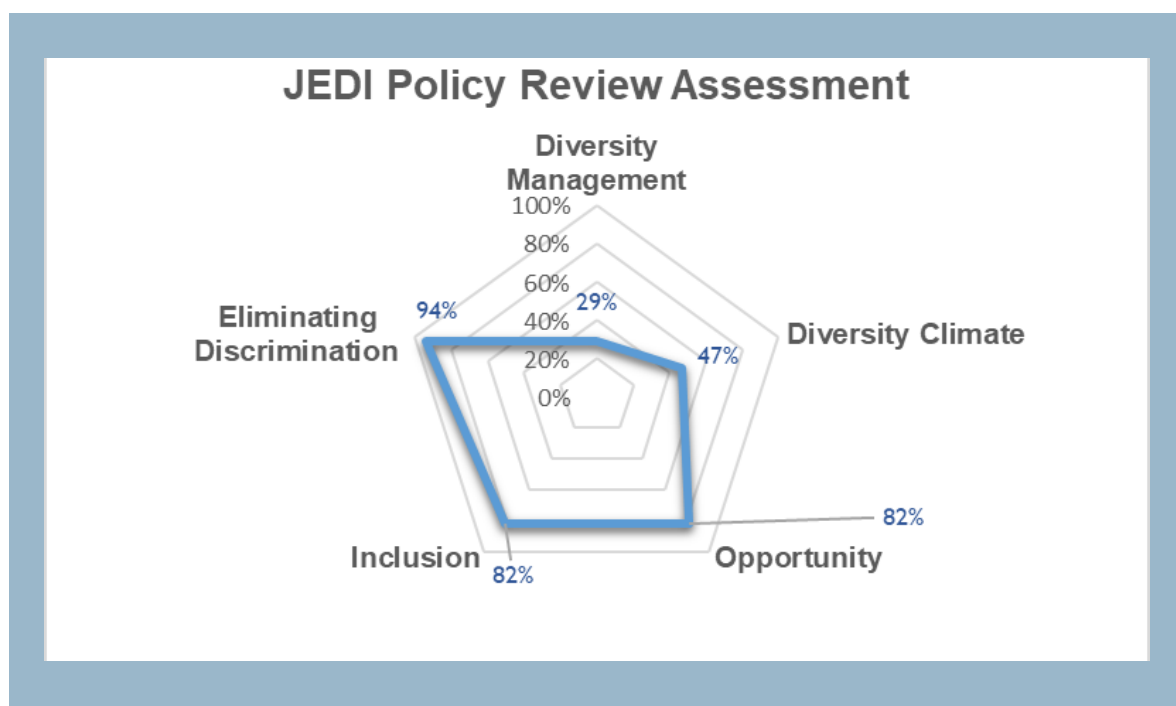
JEDI POLICY REVIEW ASSESSMENT

17 IRC policies were then reviewed against best JEDI practices which helped remove the white gaze that distracted from assessing racial impact. The policy review showed that IRC has invested effort in eliminating workplace discrimination from a policy but not as much has been done to assure implementation. Mechanisms for translating policy into practice are lacking, as evidenced by the 29% rating on diversity climate and management policy integration.

The policy review indicated that IRC JEDI infrastructure in the forms of systems, structures, processes, practices, training, and resources was found to be inadequate from a policy perspective. Whilst there was great effort to prevent workplace discrimination across all policies in ways that fostered inclusion and opportunity, the gaps in diversity management and climate could hold IRC back from attaining best practice in JEDI policy.

RC staff who responded to the survey seemed to indicate that the organisation had a diverse and inclusive culture but an inadequate system to harness, grow, safeguard and sustain it. The quantitative primary data findings reinforced the systemic normalized nature of racism. Racial discrimination was attributed to aspects outside organisational control.

FIGURE 9: JEDI POLICY REVIEW ASSESSMENT



QUALITATIVE FINDINGS

Analysis of the key informant interviews was conducted using the Grounded Theory Method. The coding process showed up several JEDI issues cut across different aspects of the organisation, including:

- Limited representation of non-white people in leadership and decision-making.
- A shortfall in policies, particularly recruitment policies, in ways that inadvertently introduce bias in compensation and recruitment practices.
- JEDI knowledge gaps among the staff.
- The existence of loopholes in information-sharing across the organisation that had JEDI impact.

OVERALL FINDINGS

Figure 10 highlights the overall findings from both the quantitative analysis, qualitative analysis, policy review and best practice assessment. The key overall finding was that even though IRC has an inclusive culture and diverse team, JEDI has not been prioritised, and equity is not given attention. The findings reinforced the systemic normalised nature of racism. Racial discrimination was attributed to aspects outside organisational control.

FIGURE 10: OVERALL FINDINGS

Overall Findings (Initial)

1. Opportunity

Staff feel inspired, supported by career dev. policy but JEDI overlooked & unequal pay + workload

2. Diversity Management

Low. Non-standard recruitment process & no JEDI accountability

3. Diversity Climate

Strong. Driven by decentralization. Constrained by lack of accountability. Low field awareness



4. Inclusion

Mgmt. fairly representative of diversity. Exclusion not about race as much as privilege. Africa & Asia excluded from policy making

5. Workplace Discrimination

No visible discrimination. Code of conduct fosters respect. Silenced on hidden discrimination

6. Other

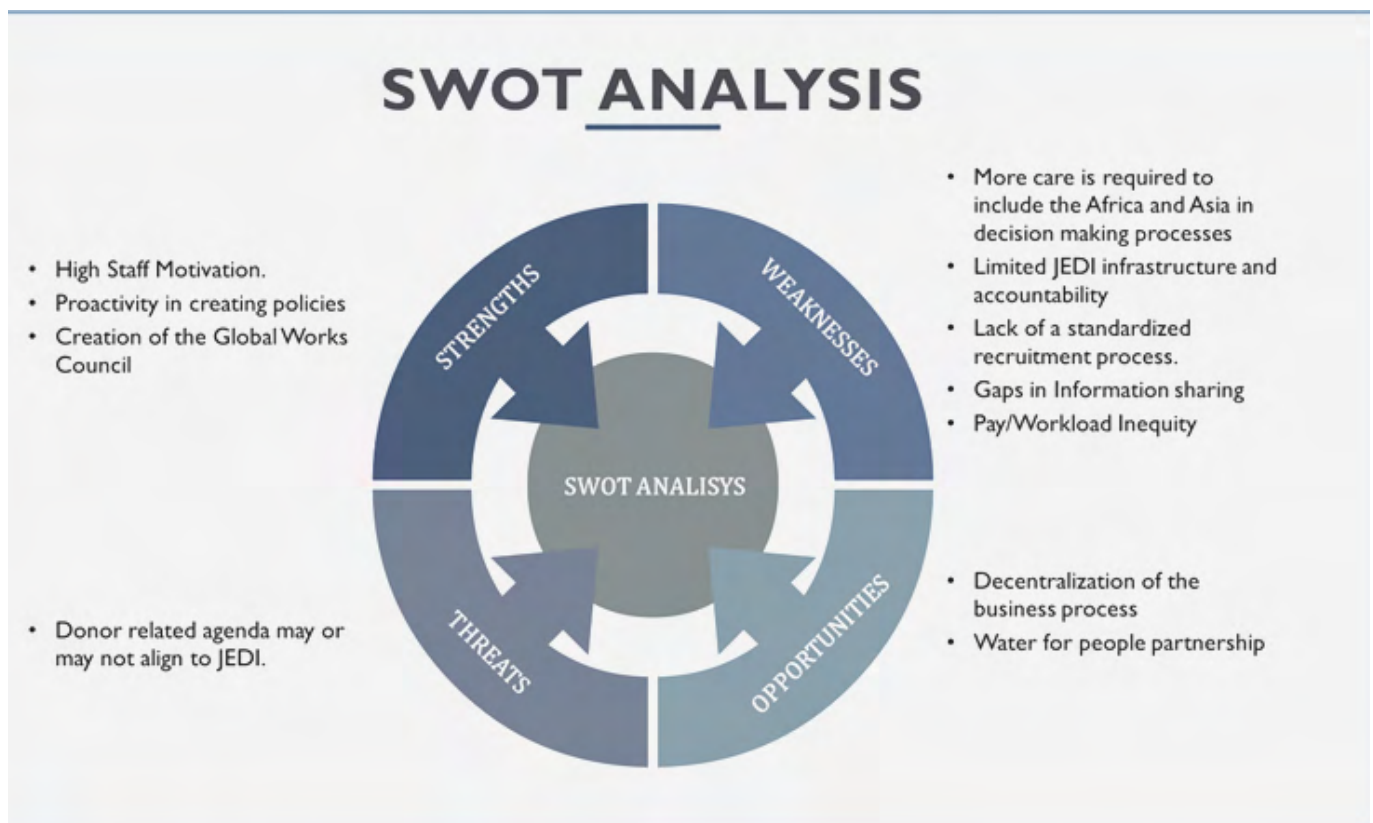
Use of English as an official language leaves behind Native Dutch, French and Spanish speakers

SWOT ANALYSIS

A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis was also done that pulled together the findings from all the analyses. See Figure 11.

The SWOT analysis reinforced the key finding that IRC has enormous potential to strengthen JEDI if colour blinders are removed and racism is acknowledged.

FIGURE 11: SWOT ANALYSIS



SWOT ANALYSIS

Strengths

IRC's key strengths lie in systems approaches, the value of people, and the ability to develop policies. In addition to creating a culture of inclusivity, the organisation has succeeded in increasing the representation of diversity in decision-making. The organisation's senior leadership is quite diverse, both at Supervisory Board level and Management team level, bearing a representation of both males and females; as well as whites and people of colour. Further diversity has been introduced through the Global Works Council, which has very recently come to force

Opportunities

Decentralization is seen as having been the key JEDI driver so far; it can also serve as the biggest threat if the JEDI blind approach continues. IRC attained greater racial and gender diversity within the senior leadership with the introduction of IRC offices and a decision to include all Country Management in the Management Team (MT). IRC is pursuing a global network of independent country and regional entities under a single brand and customised governance structure supported by effective and efficient support functions under its **Destination 2030**, offering more JEDI implementation opportunities.

Additionally, IRC is implementing a strategic partnership with Water for People (WFP) to expand the geographic scope of impact to reach an even more significant scale. Based on IRC's track record of inclusion of diverse voices at management level in the past, it is expected that this would be a welcome move. Both of these are exciting prospects for IRC's JEDI journey. IRC staff who responded to the survey seemed to indicate that the organisation had a diverse and inclusive culture but an inadequate system to harness, grow, safeguard and sustain it.

SWOT ANALYSIS

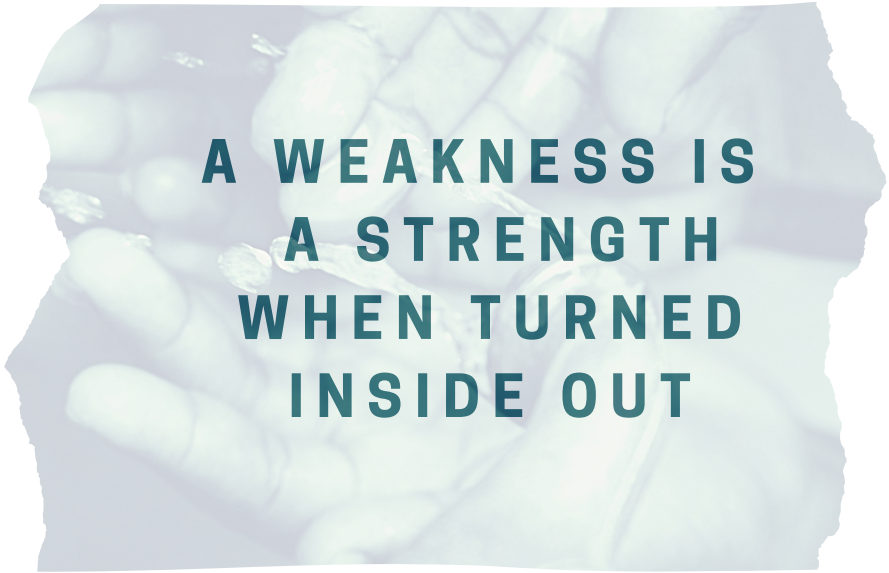
Weaknesses

Whereas the organisation has a fair representation of diversity, a section of the population self-identified as marginalized, highlighting a need for focus on inclusion. Staff from Africa and Asia also need to be more engaged in key decision-making processes. Other critical areas of improvement across the five dimensions presented already include the need for staff training on JEDI and the enforcement of a JEDI accountability mechanism.

Threats

Fundraising has been identified as a threat for two reasons. Firstly, some of the recommendations for JEDI have costs attached to them directly tying their implementation to the availability of resources.

Secondly, many non-profits receive funding from well-resourced foundations based in the Global North. At IRC, this factor has determined the main language of use. It follows then that the sustainability of JEDI at the organisation has to be very intricately linked to the corporate missions.



**A WEAKNESS IS
A STRENGTH
WHEN TURNED
INSIDE OUT**

IRC JEDI RECOMMENDATIONS

This review report recommends three key organisational actions based on the IRC JEDI performance review towards an anti-racist organisation : See figures below.

Recommendations

01

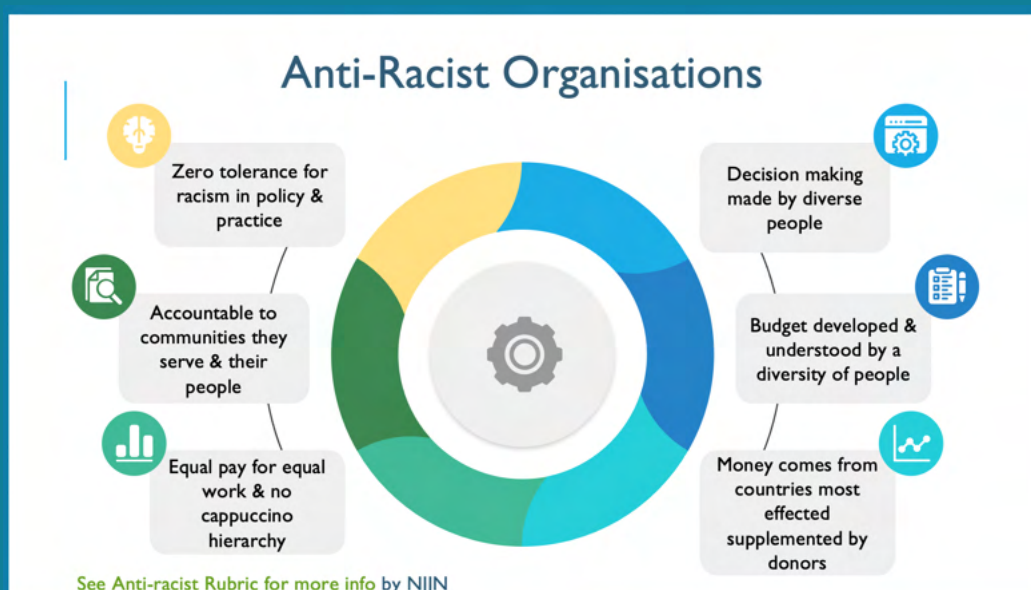
Establish a JEDI System: This refers to the hardware and software working together as parts of an interconnecting network including a JEDI policy statement, creation of JEDI policies, implementation mechanisms, capacity building, appointing JEDI focal points.

02

Safeguard JEDI across the organisation: This includes the reinforcement and standardization of policies and enactment of minimum operating procedures for JEDI across the organisation to remove unconscious bias.

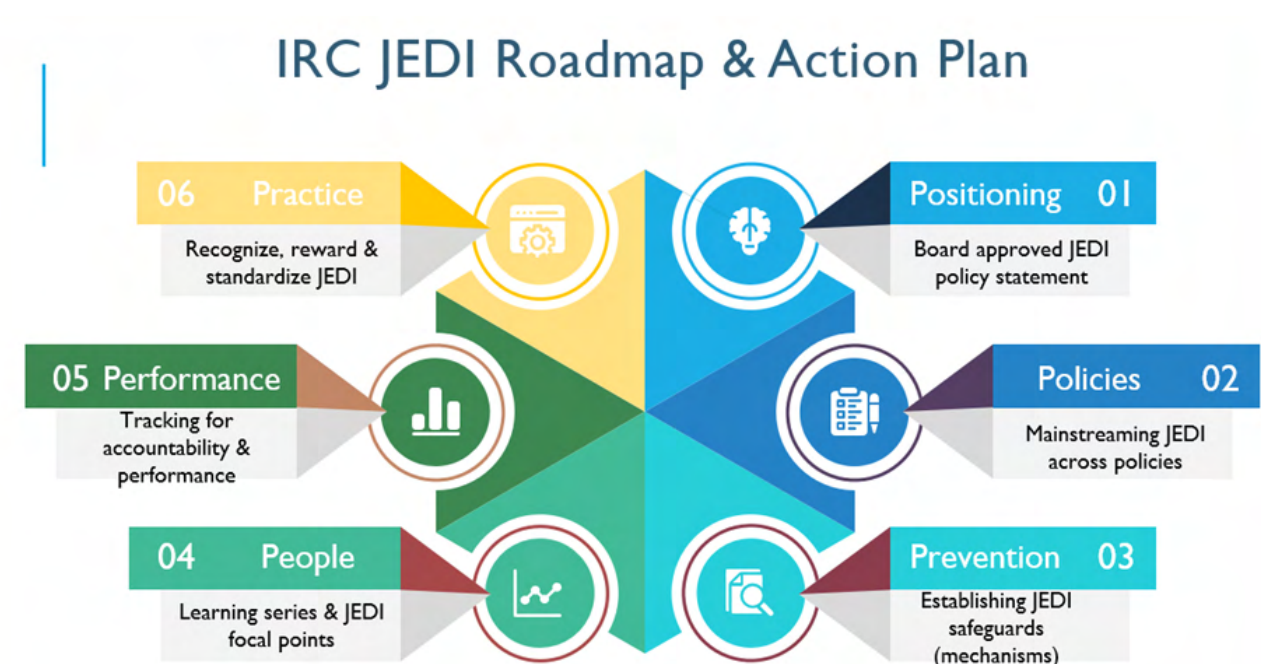
03

Establish JEDI Governance & Accountability: This could incorporate measures to enable the organization collect data, sanctions targeting JEDI compliance, regular JEDI reviews, JEDI metrics etc.

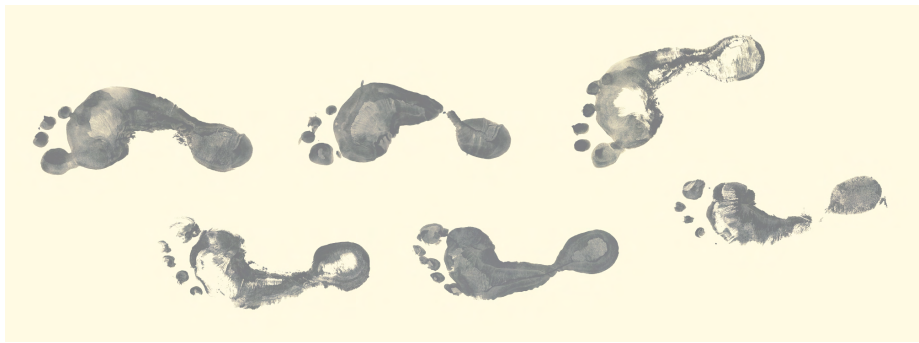


A six-point road map (see Figure 12) is offered in this section to guide the implementation of any of the recommendations that get adopted. The six-point road map covers all functions of the organisation – from purpose to people to practice – and considers IRC’s strategic priorities and resource constraints. It is expected that IRC will use the six points to develop annual JEDI action plans.

FIGURE 12: THE JEDI ROADMAP



The six-point road map may be implemented sequentially or pursued in parallel depending on resourcing and readiness. Implementing each of the six is discussed in turn.



THE 6 Ps in Action

These are examples of JEDI actions that could be pursued

1. Positioning

The board could establish a JEDI positioning statement to set a JEDI-focused policy climate. The JEDI policy statement can be used to reference policy formulation and review. It can become the JEDI north star of an organisation with regard to policy, practice, and accountability.

JEDI positioning statement should, at a minimum, include:

- The company's mission.
- A commitment to diversity.
- Mention of specific underrepresented groups.
- Positive and inclusive language.
- Unique information or benefits for diverse groups.



2. Policies

Well-formulated policies can serve as both a launchpad and risk management tool that mitigates or even prevents the future occurrence of racism or other forms of discrimination.

Several opportunities were identified during the IRC JEDI performance review for IRC to strengthen its policies in recruitment, talent management, and organisational culture. They include:

- **Recruitment Policies:** IRC can implement measures to ensure there is diversity in the pool of candidates and preferential hiring for groups that are under-represented by building a clear recruitment framework that factors in JEDI best practices. To address gaps in the recruitment process regarding JEDI, the organisation can adopt targeted recruitment practices where the Human Resource department can ensure representation of all races, gender, sexual orientation, and abilities.
- **Make seeking justice safe.** The process of whistleblowing and reporting grievances should guard against reinforcing power in ways that subvert voice and rights. For example, the requirement that reporting be exclusively channeled through line management could be intimidating.

3. Prevention

Prevention or safeguarding is important to prevent organisational cultures, values and behaviours that allow perpetrators to hide undetected or get away with racism. Some considerations in this regard include:

- The Prevention of Tokenism and Assimilation since they can get in the way of practicing JEDI-focused recruitment.
- Managing the Risk of Racism through conducting job analyses to determine the knowledge, skills, and abilities (KSAs) required for effective performance in a role. Additionally, line manager performance needs to be reviewed through a JEDI lens.
- Fair Remuneration and Performance Review Policy- The application of a JEDI lens to remuneration and performance-related pay increases helps surface disturbing race-based patterns. Additionally, fair treatment of employees during employment should be reflected in practice. Employees' career development in terms of promotions or salary increases should be solely based on their merits or personal abilities rather than colour, caste or creed.

4. People

The JEDI review found low JEDI awareness, knowledge and skills despite high interest amongst staff and management. Several actions were recommended including; an organisation-wide JEDI training that builds awareness and supports the adoption of JEDI enhancing behaviours, and a Senior Management workshop that defines JEDI in partnership with people of colour in the organisation.

5. Performance

A sound accountability system establishes policies and practices that the organisation is measured against and role models from the top (Supervisory Board and Senior Management). A JEDI accountability system linked to organisational performance, with targets and indicators tracked as part of performance reviews and staff surveys, is highly recommended. The accountability system for JEDI at IRC could incorporate measures to enable the organisation to collect diversity data and JEDI metrics.

6. Practice

Some of the practical implementation mechanisms that would support JEDI uptake and practice could include:

- Guidelines, tool kits, or infographics that guide employee engagement, supplier diversity, etc.
- Regular JEDI reviews to promote evidence-based action as part of staff surveys.
- Expanding the systems-based approach used on programming to JEDI-related organisational change.
- Appointing JEDI focal points across IRC offices to advise managers and support and train colleagues.
- Pursue peer-to-peer learning on JEDI across WASH organisations, perhaps through umbrella organisations like Partos.





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