

# Guidelines to Organisation Inclusion Assessment Tool

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## Introduction

**This tool has been developed to help WASH Alliance and partner organisations move ahead in their work towards becoming more inclusive and leaving no one behind.**

The goal of this Tool is to give organisations a way to measure their current status in how inclusive they are from different angles. In addition to identifying the current state of the organisation, it helps to plan where you can go next, and give suggestions on how you might get there. It is also designed to help understanding the change process that organisation often go through to become more inclusive.

The tool is based on the concept of “bench marking”, which compare your organisation current state, with outstanding practices elsewhere in order to help your organisation improve. Benchmarking allows you to aim high from where you are at with an actual target in view, instead of squinting up at some vague notion of being “Inclusive”.

It is also good to emphasize that this tool is designed for organisations to improve their own organisation- and there is no requirement to report your scores, if you decide not to. We therefore, urge you to try to fill the assessment tool in the most honest way. WASH Alliance International would, however, like to be informed about the process and strategies you choose to improve the “Inclusion” in your organisation and to celebrate your success stories, when you share them.

The tool looks at eight different “Focus Areas” namely, Leadership and Accountability; Commitment of Resources; Planning, Implementation and Measurement; Services, Citizens and Community Engagement; Human Resource Policies and Practices; Employee Engagement and Education; and Response to Incidents. It also suggests strategies to improve inclusion level of your organisation for each of these Focus Areas.

## How to use this tool?

1. Set aside time (and if needed financial resources) to complete the assessment. Consider translating the tool to your local language, using an expert who is familiar with the concept of Inclusion. (You may want to discuss with other WASH Alliance partners in your country to share resources for this).
2. Appoint an Inclusion focal point(s) to facilitate the organisation inclusion assessment and planning within your organisation and make sure they understand the process and its value. They need to ensure that the following steps takes place within the organisation. Make sure that they are familiar with the tool’s Common Terms (Annex II) and Inclusion Levels (Annex I).
3. Select a team of staff from different levels and departments to fill in the Tool. Consider choosing those who might feel excluded. If the organisation resources allows, ask everyone to participate.
4. Organize a one or half day workshop with the selected staff to improve their understanding on Inclusion using WASH Alliance Inclusion Lens Tool or similar resources, if needed.
5. To use the tool, for each focus area, the respondent need to read all the indicators and choose all of them that apply to your organisation current situation by clicking on all of the boxes. The tool will

count the number of boxes selected and report them in the Assessment Summary Section of the tool.

6. Hold a meeting with the staff who have filled in the tool and members of management team to present the result and develop the action plan to improve the Inclusion status in your organisation . In this tool you can also find suggested Strategies which will give you a set of recommendation for typical actions that can be taken at particular stages in the change process, and can also help you generate your own ideas. You can also refer to WASH Alliance Inclusion Lens tools for further help in making Action Plan

7. Measure the progress by using the tool on regular bases and update your plan.

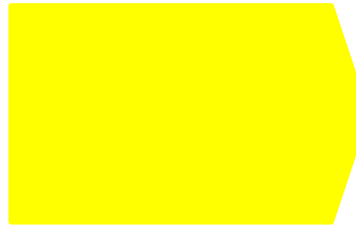
8. Celebrate your successes by sharing your success stories.

## Annex I- Levels of Inclusion



### **Invisible**

Diversity/inclusion and difference/exclusion are not even on the radar, or there is no recognition of the value that inclusion brings to an organisation, community or programme. Overt or subtle discrimination is present. When a discriminatory incident happens there is no attempt at redress. Individuals who face discrimination must deal with any of its negative impacts on them without any support. There is a very entrenched/simplistic sense of who is seen as 'normal' and who is seen as 'different'.



### **Awareness**

There is some effort being made to welcome marginalized or worst-off people into the mainstream of the community, based on a belief that all people are equal or an understanding of the harmful effects of exclusion. Discrimination is seen as somewhat important to address, but actions taken to address it lack adequate resources, do not happen consistently and are ad hoc. Interventions by organization focus on helping marginalized individuals meet their basic needs even if they are facing discrimination or exclusion elsewhere.



### **Intentional Inclusion**

The organisation has made an official statement about the importance of inclusion and diversity, and a structural understanding of inclusion and inequity is being advanced. Interventions are planned with the goal of incorporating more equitable practices and attitudes into the entire organization or community. Management and staffs of organisation make initial medium to long-term commitments to inclusion work. Ideas about who excluded from the services and resources in the community are starting to broaden.



### **Strategic Inclusion**

Long-term, broad-reaching strategic measures are taken within organisation and its intervention to decrease barriers to participation for people who have long been marginalized, with the understanding that focusing energy on those with the most barriers improves services for all and would leave no one behind. Strategies to transform processes that maintain systemic discrimination and or exclusion, as well as provisions for measurement and accountability, are in operation. When discrimination/exclusion happens there is a process in place to address it that involves organisation and community support. The organisation is addressing one or a few layers of identity very effectively. The idea of who is 'normal' has shifted to be more reflective of a variety of human difference.



### **Culture of Inclusion**

All elements and dimensions of inclusion and exclusion are identified, analyzed, considered and supported. Systemic processes for maintaining inclusion are fully woven into the organization and its interventions. The good of all people and leaving no one behind is a widely held value, and everyone is comfortable with and sees the importance of diversity/inclusion, so discriminatory incidents/exclusion rarely happen. Continuous improvement around inclusion is embedded within the organization. Inclusion is a way of life and all the staffs of organisation and community members are supported to reach their full potential.

## Annex II- Common Terms

Language is important in equity and inclusion. While terms are often changing and open to debate, common language is needed to make change. Here are some of the definitions of common terms used in this guidelines.

**Assumptions:** Something we presuppose or take for granted without questioning. We accept these beliefs to be true and use them to interpret the world around us.

**Accessibility:** Accessibility involves removing the barriers faced by individuals with a variety of disabilities (which can include, but is not limited to: physical, sensory, cognitive, learning, mental health) and the various barriers (including attitudinal and systemic) that impede an individual's ability to participate in social, cultural, political, and economic life. Disabilities can be temporary or permanent. As we age our abilities change and therefore an accessible society is one designed to include everybody; both people with disabilities and people who self-identify as non-disabled.

**Inclusion:** Acknowledging and valuing people's differences so as to enrich social planning, decision-making, and quality of life for everyone. In an inclusive municipality, we each have a sense of belonging, acceptance, and are recognized as valued and contributing members of society. Real inclusion takes place when those already included in the "mainstream" learn from those who are excluded and initiate change.

**Privilege:** The experience of freedoms, rights, benefits, advantages, access and/or opportunities afforded to members of a dominant group in a society or in a given context.

**Stereotypes:** Assumptions that generalize how all people in a particular group are the same, without considering individual differences. Stereotypes are often based on misconceptions or incomplete information.

**Systemic barriers:** Obstacles that exclude groups or communities of people from full participation in, and the benefits of, social, economic, and political life. They may be hidden or unintentional, but are built into the way society works. Existing policies, practices and procedures, as well as assumptions and stereotypes, reinforce them.

## Annex III – Organisation Inclusion Assessment Tool

See the attached excel sheet for this tool.

## Annex IV: Suggested Strategies to Improve Organisation Inclusion

For each of the Focus Areas, there are some suggested strategies which can help you improved Inclusion status of your organization [\[link to the file on the website Sample Strategies to improve Organisation Inclusion for different Focus Areas.docx\]](#). For each of these Focus Area, take a look at the list of strategies that correspond to the level you are at. Identify a few key areas you want to concentrate on, given the resources, expertise and support currently available to you. Pull out some of the strategies suggested here and add some of your owns. You can also use some of the indicators in the assessment tool as outcome targets and build them into your organisation's development plan.

## Annex V: Sample Action Plan to Improve Organisation Inclusion

You can find [here \[link to the file on the website\]](#) a sample file to prepare your action plan for each of the Focus Areas. Identify a few key areas you want to concentrate on, given the resources, expertise and support currently available to you and define the desired level of inclusion for each of the indicators. Add your own indicators to make the plan complete.

## Acknowledgement

This tool has been inspired by and uses the definitions of “Welcoming & Inclusive, Communities Toolkit, Templates and tools for Alberta’s municipalities [https://www.auma.ca/sites/default/files/Advocacy/Programs\\_Initiatives/WIC/wic\\_toolkit - march 2 2015 2.pdf](https://www.auma.ca/sites/default/files/Advocacy/Programs_Initiatives/WIC/wic_toolkit_-_march_2_2015_2.pdf)”