

DIVERSITY AND INCLUSION POLICY

MSINGI

DECEMBER 2016

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This document has been reviewed by

	Reviewer	Date reviewed
1	Raymond Muthama	16 December 2016
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I BACKGROUND AND CONTEXT

This document sets out the Diversity and Inclusion (D&I) policy for Msingi. The policy reflects Msingi's objective of being an East African-led industry development organisation which will build skills and firm-level capabilities in the region to contribute to the structural transformation of East African economies.

The policy promotes diversity and inclusion across Msingi's programmes and operations and encompass the following areas:

1. Management and staff
2. Industry programmes
3. Procurement
4. Funders and members

It is understood that the objective of being an East African organisation will take time to achieve and that in the first few years, it will be important to balance the need for world-class standards with the objective of being an East-African organisation. [It is also understood that even as Msingi moves towards its goal of being an East African organisation, its staff complement, even in the later years, could include international staff where it is felt that such staff could bring value to the organisation.](#)

2 DIVERSITY AND INCLUSION PRINCIPLES

The principles listed in this section will support Msingi's commitment to recruiting high calibre staff, adopting a market-led approach to industry programmes and supporting dynamic local firms.

2.1 Management and staff

- Subject to its objectives to be an East African organisation, Msingi will be an equal-opportunity employer and will not discriminate on any basis including race, creed, religion, gender, age or nationality.
 - It is also understood that while Msingi will not compromise on the quality of staff recruited and programme delivery, it will make a commitment to meeting diversity goals through measures such as allocating funds for training costs to bridge competency gaps.
 - Diversity considerations will complement - not replace - experience, aptitude and ability as the primary recruitment criteria. In the initial years, a direct consequence of this may be a need for an international complement but only where there is a demonstrably higher effectiveness and value for money than is available locally. Where an international staff member has been recruited in the absence of existing local capacity, Msingi will take proactive steps to invest in the development of local staff capacity to bridge the gap.
 - Proactive recruitment of a diverse management and staff will be supported by a commitment to a competitive and open recruitment process and selection of recruitment partners with demonstrated local, regional and international recruitment capabilities.
 - Selection for promotion, increased compensation or other benefit will be accessible to all staff on an equal basis and will be determined by strong performance and demonstrated ability.
 - All staff will have equal access to training and professional development opportunities.
- These principles will be reflected in Msingi's HR policies.

2.2 Industry programmes

- Selection of Msingi's industry programmes will be through a transparent selection process and reflect diversity across East African countries as well as in-country diversity. When selecting an industry, consideration will be given to regional scope and the potential of that industry to thrive in more than one country.

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- This principle will not, however, negate the requirement that selection of industries be market-led. Where established selection criteria reveal the lack of a market opportunity and that analysis is supported by management and the Board, engagement in that country or region will not be pursued.
- Firm-level support will reflect diversity in ownership, ensuring that both local and foreign owned firms who meet the selection criteria are provided with support without bias.
- Firm-level support will be driven by industry strategies and Msingi's selection criteria and will reflect diversity across Small and Medium Enterprises (SMEs) and large enterprises based on their ability to be transformative. **Ultimately, firm level support will be driven by a consideration of what will be of most benefit to the local population.**
- Industry programmes that are recipients of Msingi grants and investments will be expected to adhere to Msingi's diversity and inclusion principles and, in due course, this will be reflected in Msingi's standard grant/TA/investment documentation. Msingi's Monitoring Evaluation and Learning (MEL) function will monitor diversity in terms of the ultimate impact of Msingi's work in East Africa's economic transformation.

These principles will be reflected in Msingi's Industry Prioritisation Team's Standard Operating Processes.

2.3 Procurement

- Diversity considerations will complement - not replace – expertise, competence and reliability as the primary selection criteria for suppliers and contractors. In the initial years, a direct consequence of this may be a need for an international component but only where there is a demonstrably higher effectiveness and value for money than is available locally. However, Msingi will transition to regional suppliers and contractors to help achieve the diversity objective.
- Selection of suppliers and contractors will reflect regional diversity across East Africa. Local (in-country) suppliers and contractors will be regarded as preferable except in instances where there is a demonstrable lack of capacity on their part.

2.4 Funders and Members

- When considering new funders, a principle of seeking funder diversity will be applied.
- Initially Msingi will aim to have no more than 50% of its funding provided by any one funder.
- Over time, this target will be reviewed and adjusted downwards and Msingi will seek to expand its funder base beyond traditional western donors to include new and emerging sources of funding to eventually reflect a majority East African funding.

3 IMPLEMENTATION

The following steps will be taken to ensure implementation of the principles:

- A baseline survey will be taken to establish current levels of diversity across management and staff, industry programmes and procurement.
- All management and staff will undergo diversity training to raise awareness about **the business benefits** of diversity including managing diverse workplaces, recruiting and retaining a diverse staff, communication and developing cross-cultural competencies.
- Management will be invited to develop diversity goals that they will work towards. Setting of goals is not intended to fetter the discretion of management in the execution of their work but rather to set diversity goals appropriate to the context and which management can report against.
- The Senior Management Team will report to the CEO every six months on the extent to which they are implementing these principles in the execution of their work.
- The Senior MEL Manager will be responsible for monitoring implementation of these principles.

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- The CEO will be responsible for ensuring that these diversity principles are articulated in the day to day running and the strategic direction of Msingi.

4 MONITORING AND REPORTING

- The CEO will report to the Board annually regarding compliance with these principles.
- A diversity and inclusion report will be included as a standing Board agenda item on an annual basis.
- The report will include:
 - A headcount table, broken down by Board, Senior Management Team (SMT), management and staff disaggregated by gender and nationality; and
 - Planned actions to improve Msingi's diversity going forward.