

## DEI Impact Drivers Model for Municipalities

Impact Drivers	No.	Indicators	Additional instructions/clarifications for determining which score to assign
1 Access to DEI expertise, and knowledge integration	1.1	Availability and use of a <b>diverse set of knowledge sources</b> , including academic research, community insights and data on various aspects of Diversity, Equity and Inclusion (gender, ethnicity or origin, cultural and religious diversity, disabilities, socio-economic status, LGBTQ+)	
	1.2	Availability of an up-to-date, inclusive <b>resource directory</b> featuring experts and materials across a variety of diversity dimensions	
	1.3	Regular <b>publication of reports</b> that are either specific to or integrate multiple perspectives on Diversity, Equity and Inclusion (DEI), ensuring comprehensive analyses	Consider: 1) are there reports? 2) are they regularly published? 3) are they only internally or also externally available? 4) what is their depth and breadth in terms of coverage?
	1.4	Systematic integration of <b>DEI expertise</b> in all planning and evaluation processes, ensuring that various impact assessments and evaluations are informed by inclusive knowledge and know-how	
	1.5	Engagement with <b>external knowledge and know-how providers and experts</b> who specialise in a range of DEI issues <b>to complement internal expertise</b>	
	2.1	<b>Allocation of funds</b> dedicated for initiatives promoting DEI efforts (e.g. gender equality, accessibility, LGBTQ+ inclusion, acknowledgement of cultural diversity)	Think of dedicated personnel, campaigns, training, purchase of materials, fees for experts, launch of studies, organisation of events, ...
	2.2	Assignment of <b>clear and formal roles</b> within municipal structures dedicated to overseeing and implementing DEI mainstreaming - either as part of their mandate, or as their only responsibility	Consider: 1) the availability of dedicated functions (yes/no); 2) the number of FTE (full-time equivalent) concerned; 3) the number/breadth of diversity strands considered (single / several / all)
	2.3	Establishment of an internal Diversity, Equity and Inclusion unit or team that includes <b>experts from various fields</b> relevant to municipal inclusivity efforts	
	2.4	Staff allocated to Diversity, Equity and Inclusion unit or team have sufficient <b>time and resources</b> to effectively carry out their responsibilities	Consider the adequacy of the number of FTE in view of the breadth and depth of their mandate

2	DEI instruments and resources	2.5	<b>Training and capacity development</b> activities for the staff (established or newcomers) on the topics of Diversity, Equity and Inclusion	Consider: optional versus mandatory; frequency of training; adequacy of training offer in view of the tasks at hand
		2.6	Availability of adequate and up-to-date <b>support materials</b> that address a range of inclusion topics, tailored to various municipal departments or services	Support materials are resources such as training manuals, online modules, quick reference sheets, posters, and policy documents designed to educate and guide municipal employees on a range of diversity and inclusion topics.
		2.7	<b>Collection and availability of disaggregated data</b> for staff including on gender, ethnicity or origin, age, religion, disabilities and other relevant variables, in compliance with national and EU GDPR regulations	Consider: 1) on which variables is disaggregated data available (number of variables; their relevance for adequately capturing existing differences in needs; limited to or exceeding legal grounds of discrimination?); 2) how frequently is such data collected (is it up-to-date)
		2.8	Extensive and regular <b>awareness campaigns and educational efforts</b> promote understanding and engagement with DEI issues across all levels of staff	Consider: extensiveness of efforts; frequency of such efforts; scope in terms of DEI issues; clarity of messages; reach across the organisation
3	Stakeholder involvement and community participation	3.1	Participation of experts and/or delegates from diverse organisations representing various interests and backgrounds (e.g., LGBTQI+ rights, advocacy for people with disabilities, non-discrimination of racialised people or people with a migrant background, socio-economic development etc.) <b>in statutory advisory and/or consultative bodies</b> . Participation can be ad hoc (invited according to subject expertise for example) or systematic	Consider: 1) the number of committees/bodies in which stakeholder involvement takes place; 2) the breadth of interests/backgrounds reflected through stakeholder involvement; 3) whether the involvement is ad hoc (lower score) versus structurally foreseen / institutionalised (higher score) in the functioning of the respective organisational bodies
		3.2	Active and bottom-up involvement and engagement of diverse community members (staff and municipal inhabitants, as relevant), including marginalised and underrepresented groups, <b>in the implementation processes</b> of municipal initiatives	
		3.3	<b>Conferences and events</b> organised by the municipality include participants from different marginalised groups, address themes relevant to them and strive for reaching diverse audiences	
		4.1	Integration of inclusive needs assessments during the <b>planning</b> phases of municipal policies and initiatives (recruitment, work-life balance, anti-harassment, communication, etc.)	

4	Coverage of the policy cycle	4.2	Monitoring of <b>on-going</b> (internal) municipal policies and initiatives to assess their inclusiveness and impact on diverse employee groups during implementation	
		4.3	Evaluation of (internal) municipal policies and initiatives upon <b>completion</b> , assessing outcomes for different employee segments	
5	Structured understanding of systemic inequalities	5.1	<b>Recognition of diverse inequalities and systemic issues affecting various groups differently</b> , acknowledging how these intersect with each other (intersectionality) and impact workplace dynamics and resource distribution	
		5.2	<b>Analysis and use of disaggregated data</b> for staff including on gender, ethnicity or origin, age, religion, disabilities and other relevant DEI variables, in compliance with national and EU GDPR regulations	To what extent is available data (indicator 2.7) actually analysed and used for decision-making and management purposes?
		5.3	<b>Identification and analysis of organisational structures and systems</b> that perpetuate inequalities, impacting multiple aspects of employees' professional and personal lives	
		5.4	<b>Development of specific, actionable goals for addressing systemic inequalities</b> , tailored to local contexts and recognising the varied needs of all community segments	
		5.5	<b>Adoption of an intersectional approach in the management of the municipal workforce and functioning of internal bodies/structures</b> , recognising the compounded nature of disparities faced by individuals	
6	Leadership actively committed to Diversity, Equity and Inclusion	6.1	Leadership consistently <b>communicates internally</b> that DEI across all dimensions are organisational priorities and essential for the Municipality's performance, in all its bodies and structures	"Across all dimensions" refers to the various inequality grounds, both legal and otherwise relevant for the organisation (e.g. based on contractual status, care duties, ...).
		6.2	<b>Externally</b> , leaders engage in public discourse that is inclusive and communicates the values of Diversity, Equity and Inclusion, showcasing commitment across various platforms and forums	
		6.3	Leaders' internal and external commitment to Diversity, Equity and Inclusion is <b>backed up by measurable actions and policy implementation</b>	
		7.1	<b>Performance assessments, promotion and evaluation criteria</b> for staff include consideration of DEI-practice fulfilment	

7	Transparency and accountability	7.2	The <b>effectiveness</b> of municipal DEI policies and initiatives is <b>assessed</b> and assessment/evaluation <b>reports are publicly available</b>	Consider: 1) Are there such assessments done or not; 2) How broad are they (assessments can be of the municipality as a whole, of departments or services or of individual initiatives); 3) Are the reports publicly available or not. Note that such assessments can be done by internal or external evaluators or by other qualified third parties
		7.3	The municipality has <b>self-imposed commitments in terms of DEI that translate into 'DEI duties'</b> for units/departments/staff, of which the non-implementation in principle cannot go unsanctioned	"Self-imposed commitments", for example in terms of collection of sex-disaggregation of statistics; applying gender quota, where these exist.
		7.4	There are <b>systematic reporting protocols</b> in place (or other instances of accountability) for all diversity and inclusion activities <b>to ensure oversight</b> by responsible bodies or public forums	"Systematic reporting protocols", for example to enable yearly public reporting on DEI efforts. Consider: 1) Is there systematic reporting; 2) Is there any form of oversight?
8	Inclusive daily practices (routines, meeting habits, roles, etc.)	8.1	<b>Existing operational routines</b> (e.g., meetings, document preparation) consider diverse perspectives and needs (such as: accessibility of both physical and digital work spaces and other DEI considerations)	
		8.2	Official <b>internal and external communication</b> of the municipality in all its aspects (language, images, role models...) is inclusive, and fully consistent with stated DEI principles and values	Inclusive communication refers to inclusive language and visual materials, as well as ensuring accessibility of communication (e.g. for individuals with visual or auditory impairments).
		8.3	Inclusive <b>scheduling and flexibility practices</b> are in place, aiming to accommodate different (cultural, religious, personal, ...) needs	
		8.4	Verifiable commitments are in place towards ensuring DEI principles in and through the Municipality's <b>work with service providers or operators</b> , notably through clauses in public procurement procedures	
9	Inclusive organisational culture	9.1	Diversity, Equity and Inclusion are <b>explicitly stated and promoted as core values</b> of the municipality, encompassing all aspects of diversity	
		9.2	The municipality is <b>committed to continuous learning about DEI</b> , adapting practices based on new insights and feedback to foster a more inclusive culture	
		9.3	<b>Self-reflection and allyship are actively promoted</b> as values both for individuals and for the organisation itself, as means to support an inclusive and collegial culture	

	9.4	<b>Institutional memory</b> on what works and what does not work to promote DEI is fostered and includes a record of diversity and inclusion efforts and outcomes, used as a learning tool to enhance organisational culture	
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