



CARPO

Center for Applied Research
in Partnership with the Orient

CARPO Diversity, Equity and Inclusion Strategy

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Introduction

The CARPO team supports the equal integration of all parts of society into its projects and activities, and endorses the view that mirroring all parts of societies and working in diverse groups and settings offers value for our work. It acknowledges that such parity is not immanent and requires fostering in our daily work, as well as offering additional support to otherwise underrepresented groups.

The operative region of CARPO poses several specific issues concerning diversity-sensitive work, often featuring complex intersectional, social and political identifications. Recognizing that unequal power relations lead to the exclusion of voices relevant to building a sustainable peaceful future, we thus commit to ensuring that gender equity, diversity and inclusivity are mainstreamed into all our work. In order to achieve this objective, this *Diversity, Equity and Inclusion (DE&I) Strategy* is CARPO's toolkit to achieve greater inclusiveness. The document is considered an active document, open to constant revision.

The Diversity, Equity and Inclusion Strategy was initially developed in cooperation with Stimson Europe, to create a gender- and diversity-sensitive base for cooperative projects and activities.

CARPO DE&I Pledges

If the below stated pledges are not fulfilled, a written justification needs to be shared with the team, internally reflected on in the final reporting and, if suitable, shared with the donors. A template is attached in appendix 3. The document is revised by the team biannually.

- ❖ The team does **not endorse single gender panels (excluding the moderator)**. Hence, the team and its members will not appear on, host or organize such panels. CARPO-organized panels will aim for the following.
 - Panels will reflect a 50% gender balance.
 - Panels are to take into account other diversity criteria.
 - Each panelist is to receive the same amount of speaking time, regardless of their gender, seniority or background.
 - Panelists will be contacted at least three weeks in advance for online settings and six weeks in advance for offline settings.

Event	Time in advance
Online events	3-4 weeks
Events in Europe	6 weeks (in person)
Events in the region	6 weeks (in person)

- ❖ The team commits to **design gender and diversity-sensitive projects and activities.**
 - During the planning of events and projects, the topics of gender and diversity should serve as constant points of reference and are included throughout the planning discussions.
 - The team appoints one team member as the ‘awareness raising ombudsperson’ to ensure the application and implementation of the ‘Diversity, Equity and Inclusion (DE&I) Table’.
 - Project activities need to reflect a 50% gender balance and take other diversity criteria into account by consideration of the DE&I Table.
 - Project activities need to be planned in advance to enable a diverse body of participants. For this, specific timelines need to be developed and adhered to by the team.
 - The definition of a stakeholder is adapted to allow for more diversity in participation (by branching out from government organizations).

- ❖ The team commits to **support and increase the visibility of its female and other diversity participants.**
 - Ideas and inputs submitted by women, people of color, early career experts and non-English speaking participants need to be encouraged and intentionally referenced during meetings and at events in an appropriate manner.
 - In case participants representing specific diversity criteria could not participate, team leaders need to explain why not, both orally at the event and, if suitable, in the written project report.
 - Women, people of color, early career experts and people from the region are given first preference in Q&A at events.
 - Two activities per year focus on issues relating to the gender, ethnic, or cultural dimensions of our work.
 - Costs for translation and interpretation are included in project budgets.

- ❖ The team intends to continually **expand its existing network** to better reflect diversity criteria.
 - Inclusive outreach activities are conducted, specifically targeting women, people of color, early career experts and different socioeconomic backgrounds.

- Existing contacts should be mined for recommendations regarding other experts in their field, with a special focus on women.
 - In-depth research prior to each event will be conducted to build a database of MENA female experts, stakeholders, decision makers and civil society activists.
 - Social media is to be used as a medium to expand networks and include female experts and/or other diversity groups.
 - Public events and activities need to be announced through different online channels, including websites, Twitter channels, Facebook pages, newsletters, etc., at least two weeks in advance.
 - At least two outputs and/or events per year are generated in collaboration between team members and female and early career experts from the region.
- ❖ The team commits to **increasing the visibility of its female and early career staff members** and to **improve its own awareness** and education on gender and diversity issues.
- Team members need to participate annually in suitable trainings and educational events, either internally or externally. Funding for such trainings will be provided, dependent on donor policy.
 - Free DE&I resources can be used to conduct trainings, discussions and other awareness raising activities.
 - Female staff members and early career experts are encouraged to publish at least one single-author article and/or moderate one panel per year.
 - Outreach missions will be conducted with a gender-balanced team whenever possible.
 - Balance of teams is achieved in communication with donors/ stakeholders.

Checklists for DE&I-sensitive Event and Project Planning

Prior to an Event / Project

Use of language in conceptualizing event and project

- ❖ All staff should learn and understand how language can perpetuate bias and discrimination and hence, use language in a sensitive manner.
- ❖ Everyone should ensure language does not become 'othering' by taking care to reflect nuances among groups.

Early planning and good timelines

- ❖ In order to enable a diverse body of participants, the team needs to establish activity specific timelines and adhere to them. In general, activities need to be announced at least two weeks in advance. (This

takes findings into account that, generally speaking, women need more time to prepare for events and/ or participation in projects). It is therefore important to allow adequate time for the planning and outreach.

- ❖ The team will internally share contacts and responsibilities in order to enable smooth and timely organization and coordination.
- ❖ Briefing notes will be provided well in advance of the event, with background information on the event and participants, an event schedule, notes on expectations, ground rules (e.g. the maximum time allowed for each speaker).
- ❖ Mechanisms should be in place to report incidents before, during or after an event; as well as protocols for how to follow up in a meaningful way, focusing on supporting the person who has reported the incident.

Find the right contacts and enable a more diverse and balanced participation

- ❖ The team will work to expand networks in the region by investing funds to travel in gender-balanced teams to the region and building further relations with universities, think tanks and other relevant organizations.
- ❖ The team will use crowdsourcing to ask existing contacts and networks to identify as yet unknown female and early career experts.
- ❖ The definition of a stakeholder is adapted to allow for more diversity in participation (by branching out from government organizations).
- ❖ The team will invest time in doing research, such as via social media to broaden our network, and keep an updated database of female and early career experts.

During the Event / Project

- ❖ When it comes to balancing diversity input during events and conferences (senior-junior, male-female, etc.), the moderator is to make sure to call upon all participants and ensure equal space for contributions in the discussion (appropriate speaking time, balance of speakers, balance of views).
- ❖ The event team will ensure that the set-up constitutes a comfortable and enabling environment for all participants (including sufficient interpretation) throughout the entire event, including the side events.
- ❖ All participants and staff members will be equally and appropriately introduced (name, affiliation, background and expertise).

- ❖ At the start of the Q&A, as often as possible, the moderator should call on a woman to ask the first question. ([Studies](#) show that when a woman is the first person called on during a Q&A, more women are likely to then join the discussion than if a man is first to speak.)
- ❖ Guidance will be provided to the moderator on how to handle unwanted situations, e.g. an audience member asks an inappropriate question, takes up too much time, and other red flags.
- ❖ As part of a general communication strategy towards participants that welcomes constructive feedback, a special contact person will be designated and introduced as the liaison for participants to report any inappropriate behavior. The reporting participant and incident is also to be mentioned in the logistics sheet.

After the Event / Project

Debrief

- ❖ After workshops and at the end of projects, the team will conduct proper debrief meetings following the debrief guidelines, discussing organizational aspects, content related aspects and DE&I related aspects according to the respective event and emphasis of the meeting.
- ❖ These debrief meetings will occur within a month post-event or end of project, to reflect on best practices and the diversity of attending participants.

Use of language in reporting

- ❖ If quotations are used throughout a publication, a balance of quotes from all represented backgrounds is to be ensured, to the greatest practical extent.
- ❖ Publications will be made available in the languages of the countries/ regions they concern.

Appendix 1: DE&I Table

	Age	Family Situation	Gender	Disability	Socioeconomic position	Int. History / Discrimination	Sexual Orientation	Religion	Experience (of Discrimination)	Organizational Specific Criteria	Nationality	Practical Measures
Topic												
Diverse Staff												
Venue												
Time, Schedule												
Announcement												
Catering												
Budget, Price Range												
Implementation												

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Appendix 2: Debrief Guidelines

Content-related Aspects

- ❖ Content structure
 - Were guiding questions looked at?
 - What are new/future topics and questions?
 - Was the time setting appropriate?
- ❖ Participants
 - Did the participants correspond with the topic?
 - Were the DE&I criteria met?
 - Red flags: type and resolution
 - Justification if diversity criteria could not be met
- ❖ Reflections on positive and negative aspects, as well as possible best practices

Organizational Aspects

- ❖ Planning
 - What was the planning process? (Division of tasks, communication, timeline, etc.)
 - Did the timeline enable everyone to participate?
- ❖ Execution
 - How was the organizational execution? (Venue, catering, team size and composition, division of tasks, etc.)
- ❖ Make sure to inform communication teams of any publications, etc.
- ❖ Reflections on positive and negative aspects, as well as possible best practices

Financial Aspects

- ❖ Finances during event
 - Submit bills (hotel, restaurants, transfer costs, copy costs, per diems, etc.)
 - Hand in travel reimbursement forms
 - Hard cash (tips, etc.)
 - Participant number during dinners, calculate team costs
 - Hotel costs, calculate team costs
 - Budget variance analysis

- ❖ Travel costs finances
 - Table of all travel costs
 - Submit all relevant travel bookings
 - Justify booking changes
- ❖ Reflections on positive and negative aspects, as well as possible best practices

Appendix 3: Diversity, Equity and Inclusion Explanation Form



DIVERSITY, EQUITY AND INCLUSION EXPLANATION FORM

Activity: *Example: IAN workshop on economic relations with participants from Iraq, Jordan and Turkey. Amman, 13.09.2022.*

DE&I Goal: *Example: 50% female participation, approx. 20 participants in total*

Deviation from DE&I Goal: *Example: Only 30% female participation: Only six of the 20 participants were female experts*

Explanation: *Example: Although intensive research was undertaken, it was difficult to identify female experts willing and able to participate in the workshop. In addition, two female speakers cancelled on short notice.*

Date

Signature