



Photo: Eric Bond/EGPAF, 2019



**Elizabeth Glaser  
Pediatric AIDS Foundation**  
Fighting for an AIDS-free generation

## EGPAF’s recent Diversity, Equity, Inclusion & Belonging Journey

Over the last eighteen months, EGPAF has taken steps to prioritize diversity, equity, inclusion and belonging (DEI&B) across the organization. This is an ongoing journey for EGPAF, with a steadfast commitment to infusing DEI&B priorities and values throughout our culture and operations. This document summarizes steps taken to date and areas of action that EGPAF will prioritize for the remainder of 2021 and in 2022 to implement our global DEI&B strategies.

### June 2020:

EGPAF creates **U.S. DEI&B committee** to serve as a resource to staff and to elevate the importance of DEI&B following the murder of George Floyd.

**U.S. Committee:** A U.S.-based DEI&B Committee was created in June 2020 to design and implement a suite of activities that reflect diverse communities across the U.S., to serve as a resource to staff and to help elevate the importance of DEI&B as part of EGPAF’s organizational culture. Chaired by Rahani Green (External Affairs), volunteer committee members are committed to DEI&B principles, represent the breadth of functional expertise at EGPAF and mirror the dimensions of diversity found in the EGPAF-U.S. community.

### October 2020:

EGPAF launches a **Global Staff Survey** to gain insight on the various dimension of DEI&B across our various country contexts.

**Global Staff Survey:** In October 2020 a team of staff from the U.S. Committee, the Executive Leadership Team (ELT), human resources, and colleagues based in Africa, worked with an external consultant to develop a baseline survey of global staff to gain insight on the various dimensions of DEI&B across our various country contexts. Country-specific reports were developed and shared with Country Directors and their respective senior management teams, revealing areas for further exploration and action across the organization. Given that this was our first staff survey focused exclusively on DEI&B, it helped us to identify gaps and gather key themes we need to address to drive better understanding. It also revealed that tailored country approaches are needed, and that dimensions of DEI&B are different in the countries where EGPAF works.

October 2020:

Refresh of Strategic Plan to include Core Value on Equity.

**Refresh of Strategic Plan:** Given the impact of COVID, as well as our journey on DEI&B, we updated the Core Values of our strategic plan in 2020 to include Equity. “We value diversity, equity, inclusion and belonging in all of our work, with a focus on health equity to address the systemic barriers that fuel pandemics like HIV in marginalized communities. As a global team, we commit to listening, learning and taking action to empower our staff and the communities we serve in all the places where we work. We will use our voice to uphold the values we embrace as a global community — equality, justice, and rights for all people regardless of color, creed, sexual orientation, gender, disability or national or ethnic origin.”

Jan-April 2021

Audit of EGPAF’s recruitment practices and processes by OutSolve with a DEI&B lens.

**Enhancements to EGPAF’s recruitment and hiring practices and processes:** EGPAF engaged OutSolve, the Foundation’s Affirmative Action and Equal Employment Opportunity vendor, to conduct an external compliance and diversity audit of EGPAF’s recruitment practices and processes. While the audit began with a focus on recruitment, it expanded into additional areas of onboarding, promotions, and policies. Based on audit recommendations, we have made specific enhancements to strengthen aspects of our overall outreach and general hiring process, and reduce opportunities for bias. These include updating our global job description templates with a strong focus on diversity and inclusion, and educating staff with global resources about What Not to Ask During Interviews and Bias in Hiring. U.S.-specific enhancements include strengthened processes to increase consistency in developing interview agendas and in collecting interview feedback. We are partnering with Circa to share our U.S.-based positions with diversity and community organizations, and now utilize additional diversity-focused job boards to expand our outreach. EGPAF is also proactively offering reasonable accommodations to applicants prior to the interview process.

February 2021

Launch of search for DEI&B consulting firm to develop dedicated DEI&B scope of work.

**Engaging with Organization at Its Best (OAIB):** In early 2021 EGPAF launched a search for a consulting firm with significant experience in DEI&B to work directly with the Co-Leads of the DEI&B Strategic Initiative and the U.S. DEI&B Committee, to help advance DEI&B at the institutional level – both within our U.S. office, and across our country offices. After an open RFP process, EGPAF was pleased to hire [Organization at Its Best \(OAIB\)](#), a full-service Human Resource and Executive Consulting firm with deep experience working with complex, global organizations, creating strong methodologies and tools, and employing an HR lens to transform organizational culture. Since April 2021, OAIB has been working closely with EGPAF to develop a comprehensive DEI&B strategy, with associated metrics to monitor and measure the progress and effectiveness of our activities.

April 2021

EGPAF hires [Organization at Its Best \(OAIB\)](#) to develop a comprehensive DEI&B strategy.

May 2021

Diversity & Inclusion Assessment deployed by OAIB to leadership group to provide a full picture of EGPAF’s management, culture, policies, practices and procedures.

**OAIB Leadership Survey:** Building from the October DEI&B Survey, our first phase of work with OAIB focused on a group of global leaders that include the Senior Leadership Team, Country Directors, Country Focal Points/Committee Chairs, and members of the U.S. DEI&B Committee. OAIB deployed their Diversity & Inclusion Assessment in May to this leadership group to provide a full picture of EGPAF’s management, culture, policies, practices and procedures.

May 2021

DEI&B Pilot Countries selected Lesotho, Mozambique, U.S.

**DEI&B Pilot Countries – Lesotho, Mozambique, U.S.** In parallel with our broader efforts to develop a global DEI&B strategy, the pilot countries of Lesotho, Mozambique and the U.S. planned and organized country-specific DEI&B activities. For example, the Lesotho team has incorporated DEI&B into the management’s leadership action plans, that are being addressed by individual committees. The committees are comprised of staff from a range of levels to be inclusive, and the team plans to review committee representation through a DEI&B lens to address disparities in gender, location (mountains vs. lowland areas), and roles. The DEI&B dialogue underway in Mozambique exposed regional issues among staff, which the team is addressing through a country-specific DEI&B strategy focused on capacity building and in developing a common vision for the team. The U.S. DEI&B Committee has focused on offering programming to provide learning and education opportunities, including hosting facilitated dialogues around Black History Month, Women’s History Month and Native American History month, and a lunch and learn event on disability inclusion. Other U.S.-based department activities have included a 21-day anti-racism challenge organized by PICM and MSA-led discussions through learning circles, models and approaches.

June 2021

Country DEI&B Focal Points are appointed for each country to focus on country specific plans, approaches and committees to advance our DEI&B work.

○ **Country-led DEI&B plans:** As the Global Staff Survey informed us of the needs for country-specific approaches, each Country Director and their senior management team determined the focus of country specific plans, to advance our DEI&B work. Country plans and approaches are evolving in alignment with our DEI&B road map, and are in different phases of development. Examples of activities underway by country teams to foster a greater sense of belonging include the introduction of “cultural Fridays” in Cameroon, the addition of Swahili language translations for staff in Tanzania, a review of recruitment practices to encourage more gender diversity in Malawi, and an assessment of staff understanding about the ethics hotline in Zimbabwe. Each country team also determined how they wanted to engage with EGPAF’s global efforts on DEI&B issues, choosing either to nominate a Focal Point or establish an in-country DEI&B Committee with a Chair.

July 2021

Global DEI&B Advisory Group (GDAG) is formed to guide our global DEI&B work and coordinate approaches across countries.

○ **Global DEI&B Advisory Group (GDAG):** Chaired by Natasha Sakolsky (PICM) and Josh Mbitu (Regional Director of Operations), the GDAG is made up of each country program’s DEI&B focal point or committee chair. The GDAG works with colleagues (including Country Directors and SMT colleagues) to design and implement DEI&B strategies and activities at the country level, aligned with our global strategy. Members of the GDAG serve as ambassadors for the initiative, communicating formally and informally about its purpose and work at the country and global levels and sharing and learning from one another.

July 2021

Virtual Management Development Program piloted.

○ **Virtual Management Development Program:** Our international HR team piloted this program with 34 managers from the Lesotho team and have since led two additional sessions with a cross section of our country colleagues. The program, delivered in 6 sessions over a 3-week period, includes an introductory session on DEI&B, covering key principles, terminology, and expectations for managers around promoting a diverse environment. Diversity is a theme throughout the training, and is also specifically addressed in the modules on hiring and respect. Other topics covered include respect in the workplace, performance management, and conflict resolution. Participants are given an opportunity to interact with colleagues from a range of diverse cultures and backgrounds. There is one more virtual program planned for 2021.

July – September 2021

OAIB also held a series of learning and design sessions for in-scope staff to better shape our goals with DEI&B and to identify priority action for our DEI&B Road Map.

○ **OAIB Design Sessions:** In addition to the Leadership Survey, OAIB conducted several listening sessions and individual interviews with our global leaders. The major themes and areas of focus that emerged from these activities, informed a series of design sessions that OAIB held for in-scope staff to shape our organizational DEI&B goals and to identify priority actions that serve as our DEI&B Road Map. A larger number of staff also engaged in the “DEI&B at EGPAF” session during the June Global Program Review meeting, to begin to discuss and understand the terms and definitions often used on this topic.

October 2021

Decolonization Reflection Group formed.

○ **Decolonization Reflection Group:** With the increasing awareness of interpretations of history, dialogue and change around equity and diversity within the global health sector as well as strong staff interest, EGPAF created an internal Decolonization Reflection Group. Co-chaired by Veena Sampathkumar (Country Director, Malawi) and Rhoda Igweta (Public Policy and Advocacy), the Decolonization Reflection group will engage in ongoing discussions and work through concepts to meaningfully assess what decolonization means to EGPAF collectively and how the institution can acknowledge, adapt and evolve. The group recently convened to begin reviewing and debating key concepts on decolonizing aid within the global health and international development sector. Participants are committed to reading several written pieces prior to each discussion, to deepen their understanding and contribute ideas about how the concepts may be applied to EGPAF’s work. Links to the reading materials are available for staff [here](#) on EGPAFConnect.

November 2021

DEI&B Road Map launched.

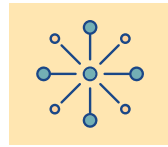
○ **Design and Launch of DEI&B Road Map:** Months of work by the Global DEI&B Advisory Group, the U.S. Committee, and the ELT in collaboration with OAIB culminated in the creation of 6 DEI&B strategies to help us build on EGPAF’s organizational strengths and opportunities, address our weaknesses and mitigate potential threats to build a strong DEI&B culture. This work is reflected in the separate document, “Road Map of EGPAF’s Diversity, Equity, Inclusion & Belonging Strategies.”



**EGPAF's Global DEI&B Strategies include:**



Talent Management



Decentralize Decision Making



DEI&B Communications



DEI&B Training Plan



Recruitment and Hiring Plan



DEI&B Resourcing Plan

**November 2021**

**DEI&B Director recruitment** begins.

○ **Recruitment of DEI&B Leader:** A key priority within our DEI&B Road Map is the recruitment of a DEI&B leader for the organization, who will be part of the human resources team reporting to Tami Ward-Dahl (HR) with a dual reporting line to the CEO, Chip Lyons. We are recruiting globally for the position, and will consider candidates who are authorized to work in any one of our countries of operation. Immediate priorities for the DEI&B Director will be to develop training and to support EGPAF to implement the DEI&B Road Map.

**2022 and onward:**

**Implementation of road map:** Director hired, talent management, ongoing learning sessions, decentralized decision making, communications plan, DEI&B training, recruitment and retention strategies, resourcing.

○ **Implementation of the Road Map and Ways to Engage:** Each activity summarized above has contributed to and forms a piece of the larger DEI&B picture that is taking shape at EGPAF. Viewed together, they demonstrate the importance of DEI&B and our commitment to making it a core part of how EGPAF operates. Now that EGPAF's global DEI&B strategies are defined, each country will develop a strategy tailored to their country context, creating additional opportunities for EGPAF staff to engage in this important work. We will keep staff informed and engaged as we accelerate our efforts on DEI&B. EGPAF staff can also engage and participate in the following ways now:



Photo: Eric Bond/EGPAF, 2020