

**DEPARTMENT FOR INTERNATIONAL DEVELOPMENT**

**RACE EQUALITY SCHEME 2006 - 2009**


## Foreword by the Permanent Secretary

DFID's mission is to eliminate poverty by achieving the Millennium Development Goals. As an employer DFID can only hope to achieve this mission if we ensure that our staff are all encouraged to realise their full potential. We must recruit, retain and develop a workforce comprised of the best and most talented people for the job. We believe that requires a workforce that is representative of the diverse nature of UK society today.

This mission and approach to our workforce is fully consistent with the obligations placed on DFID by Race Relations (Amendment) Act 2000 (RR(A)A). This Act obliges public bodies to maintain a framework of standards and principles to ensure that their policies and function - where appropriate - are relevant to the whole population of the United Kingdom, that they treat everyone fairly and that their workforce is representative. This Race Equality Scheme (RES) document sets out how DFID will meet its obligations under the Act. The Scheme was initially drawn up in 2002. It is formally reviewed every three years, but it is also a "living" document that is regularly revised and improved.

This updated RES now includes a review of our policies and functions that have an impact outside UK jurisdiction. The Race Relations (Amendment) Act does not and, of course, could not apply in jurisdictions beyond the UK. However, we believe we should work to apply the principles of the act to the work we do in partner countries and the employment of our Staff Appointed In-Country (SAIC), where it does not conflict with local law. We have included a new section in our RES that outlines our approach to race equality outside the UK's jurisdiction.

There is no place for any form of prejudice in DFID, especially given the nature of our core business. This scheme and its action plan will help us all to turn our race equality objectives into reality as employers, employees, managers, policy-makers and service providers.



SUMA CHAKRABARTI  
July 2006

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## Part 1: DFID and its business

- 1.1 DFID's main business of eliminating poverty is conducted overseas in developing countries where one in five of the world's people live in abject poverty. 1.2 billion people survive on less than \$1 a day. More than 100 million children around the world of primary school age are not in school, and one child in every four drops out before completing five years of basic education. This level of human suffering and wasted potential demands a response from those of us who enjoy almost incomparable material wealth and opportunities. Tackling poverty is a moral duty.
- 1.2 But eliminating poverty is also in our self-interest. We are becoming increasingly inter-dependent with people in far away countries. We trade more and more goods and services with people all round the world. This trade can be affected by currency crises or other shocks in other countries. Another issue for the Department for International Development (DFID) is that of refugees and those fleeing conflict who seek shelter in other countries, including the UK.
- 1.3 DFID is responsible for leading the UK Government's contribution to promoting development and the reduction of poverty. The overall objective of DFID is the elimination of world poverty. This objective was set out in the 1997 White Paper "Eliminating World Poverty: A Challenge for the 21<sup>ST</sup> century". The 1997 White Paper committed the Government to contributing to a set of poverty reduction targets. These targets included halving the proportion of people in developing countries living on less than \$1 a day, and substantial reductions in child and maternal mortality by 2015.
- 1.4 The 2000 White Paper "Eliminating World Poverty: Making Globalisation Work for the Poor" reaffirmed the Government's commitment to achieving the 2015 targets and set out proposals for managing the process of globalisation in a way that increases the opportunities for the world's poor.
- 1.5 The eight Millennium Development Goals (MDGs) were agreed at the United Nations Millennium Summit in September 2000 and nearly 190 countries have subsequently signed up to them.

The Goals range from halving global poverty and hunger, to protecting the environment, improving health and sanitation and tackling illiteracy and discrimination against women. They were introduced as part of a wider attempt to encourage the international community to stop talking about making a difference in the developing world and join forces to start doing something about it.

Alongside the Goals, a series of 18 targets were also drawn up to give the international community a number of tangible improvements to aim for within a fixed period of time, and also make it easier for them to

measure their progress to date. The intention is that almost all of these targets will be achieved by 2015. Unfortunately, while some significant progress is being made towards meeting some of the targets in some of the affected countries, in many cases progress is patchy, too slow or non-existent.

Although improvements have been made in many areas in Sub-Saharan Africa, for example, the number of people living in poverty there is still greater now than it was in 1990.

Where countries are committed to working together, making the necessary changes and providing adequate resources, a great deal can be achieved in a short space of time.

DFID recognises that the Millennium Development Goals have a crucial part to play in reducing poverty and encouraging progress in the developing world. As a result, DFID has made them the main focus of all of its work.

The Eight Millennium Development Goals are to:

- Eradicate extreme poverty and hunger
- Achieve universal primary education
- Promote gender equality and empower women
- Reduce child mortality
- Improve maternal health
- Combat HIV and AIDS, malaria and other diseases
- Ensure environmental sustainability
- Develop a global partnership for development

More information on the Millennium Development Goals can be found on the [UN Millennium Development Goals website](#)

- 1.6 The primacy of poverty reduction as an objective of UK development assistance is established in law under the International Development Act. We recognise that men, women and children who are discriminated against often end up excluded from society and the economy and are more likely to be poor. However, the groups affected and the degree of discrimination varies from one society to another. In one context, discrimination against women may pose the greatest development challenge; in another it might be racial discrimination – and people who suffer from discrimination on various points are often the poorest. Eliminating discrimination, promoting equality of opportunity and promoting good relations between different peoples are all, therefore, at the heart of our poverty reduction strategies and are reflected fully in our policy of reducing poverty by tackling social exclusion.

Additionally, as an employer of local staff in country we recognise our obligation to create a fair and equal working environment in which race

discrimination plays no part. Our aims with regard to how we will apply the principles of the Race Relations (Amendment) Act to our work outside the UK and covered in Section 8

1.7 DFID's values define the way in which we intend to live up to our strategic aim of halving world poverty by the year 2015. They also provide a framework for improved performance. Our values are:

- ambition and determination to eliminate poverty
- diversity and the need to balance work and private life
- ability to work effectively with others
- desire to listen, learn and be creative
- professionalism and knowledge

Our policies and processes support and underpin these values. This Scheme will be an important and integral part of DFID's wider diversity agenda.

### 1.8 **Accountability**

This Scheme has been approved by DFID's Management Board, which is accountable for ensuring the Scheme is adhered to, reviewed regularly and that the actions flowing from it are implemented. The Board will review on an annual basis the progress against the related actions and a full review of the Scheme will be undertaken and presented to the Board every three years.

Directors and Heads of Unit are responsible for ensuring that functions and policies for their respective business areas are reviewed for their relevance to race equality. The Director of Human resources is responsible for ensuring the Employment Duty is carried out.

Appendix C contains an Action Plan and a timetable for putting this Scheme into effect. The work described in the action plan will be built into directorate, unit, team and individual plans for 2006-2007 and beyond.

## Part 2: Race Relations Legislation and Its Implications

### Introduction

- 2.1 The Race Relations Act 1976 (“the 1976 Act”) provides the legislative base for race equality policies within Britain.

The 1976 Act was significantly strengthened as a result of recommendations that came out of the Report of the Stephen Lawrence Inquiry. The Race Relations (Amendment) Act 2000 (“the 2000 Act”) amended the 1976 Act so as to:

- (a) prohibit race discrimination in public functions not previously covered by the 1976 Act;
- (b) place a general duty on specified public authorities to have due regard to the need to eliminate racial discrimination and to promote equality of opportunity and good relations between people of different racial groups; and
- (c) give the Home Secretary powers to impose specific duties on public authorities subject to the general duty, and to add to the list of bodies to which the general duty applies.

A full version of the 2000 Act is at

<http://www.opsi.gov.uk/acts/acts2000/20000034.htm>

- 2.2 The new anti-discrimination provisions and the general duty for public authorities listed in the 2000 Act, came into effect on 2 April 2001. The order (SI 2001/3458) imposing the specific duties was laid before Parliament on 24 October 2001 and came into effect on 3 December 2001. DFID has been subject to the general duty since 2 April 2001, and has been obliged to have arrangements in place to comply with the specific duties since 31 May 2002. This Race Equality Scheme replaces that published in May 2002 and sets out how DFID plans to meet its statutory duties under Article 71(1) of the Act and, in particular, Articles 2(2) and (3) of the Race Relations Act (Statutory Duties) Order 2001.

### The General Duty

- 2.3 The general duty is set out in section 71(1) of the 1976 Act, as amended, which states that a body subject to the general duty:

*“shall, in carrying out its functions, have due regard to the need –*

- (a) to eliminate unlawful racial discrimination; and*
- (b) to promote equality of opportunity and good relations between persons of different racial groups.”*

- 2.4. Schedule 1A to the 1976 Act, as amended, lists the bodies and other persons subject to the general duty. As a Government Department, DFID is bound by the general duty.

## The Specific Duties

2.5 The Home Secretary's power to impose specific duties on those bodies subject to the general duty derives from section 71(2) of the 1976 Act, as amended, which states that:

*"the Secretary of State may by order impose, on such persons falling within Schedule 1A as he considers appropriate, such duties as he considers appropriate for the purpose of ensuring the better performance by those persons of their duties under subsection (1)"*(the general duty).

2.6 The specific requirements in relation to a race equality scheme in England and Wales are as follows:

- (a) the preparation and publication of such a Scheme which sets out how that public authority intends to meet its obligations under the general duty and other specific duties which have been set and are relevant to it;
- (b) an assessment of that public authority's functions and policies which it feels are relevant to the general duty (which must be reviewed at least every three years);
- (c) that public authority's arrangements for assessing and consulting on the impact that any policies it is proposing are likely to have on the promotion of race equality;
- (d) that public authority's arrangements for monitoring its policies for any adverse impact on the promotion of race equality;
- (e) that public authority's arrangements for publishing the results of its:
  - (i) assessment under (b);
  - (ii) consultations under (c);
  - (iii) monitoring under (d);
- (f) that public authority's arrangements for ensuring that those from minority ethnic communities have access to information and to services that it provides; and
- (g) that public authority's arrangements for the training of its staff on issues relevant to the general duty and the specific duties.

## The Employment Duties

2.7 There are also the following specific duties relating to employment issues. Articles 5(1), (2) and (3) of the Race Relations Act (Statutory Duties) Order require DFID to have in place arrangements monitoring the ethnicity of:

- (i) staff in post; and
- (ii) applicants for jobs; promotion and training.

- 2.8 As a body with more than 150 full-time employees, DFID is also required to have in place arrangements for monitoring the ethnicity of staff who:
- (i) receive training;
  - (ii) benefit or suffer detriment as a result of performance appraisal;
  - (iii) are involved in grievance procedures;
  - (iv) are the subject of disciplinary procedures; or
  - (v) are dismissed or leave for other reasons.

DFID must publish annually the results of the above ethnic monitoring.

- 2.9 Section 71C of the Race Relations Act 1976, as amended, confers on the Commission for Racial Equality (CRE) the power to issue Codes of Practice in relation to any aspect of the general duty, in terms of both the general and specific duties mentioned above. Such Codes can be admissible as evidence in proceedings brought under the Race Relations Act.

The CRE has issued a Code of Practice entitled “*A Statutory Code of Practice on the Duty to Promote Race Equality*”  
[http://www.cre.gov.uk/downloads/duty\\_code.pdf](http://www.cre.gov.uk/downloads/duty_code.pdf),  
together with non-statutory guidance and a Code of Practice on Employment entitled “*A Statutory Code of Practice on Racial Equality in Employment*”  
[http://www.cre.gov.uk/gdpract/employmentcode\\_downloadpage.html](http://www.cre.gov.uk/gdpract/employmentcode_downloadpage.html)

This Scheme looks to take account of the guidance set out in these Codes.

### **Part 3: The General Duty**

- 3.1 The general duty is set out in paragraph 2.3 above. DFID is committed to meeting its obligations under the general duty. To do this, DFID will use the specific duties, included within this Scheme, to make race equality a core issue in all its relevant policies and services.
- 3.2 Much of DFID's work takes place overseas, and does not have the same kind of impact on UK citizens as the work of other UK Government Departments do. On the whole DFID staff do not have direct contact with the UK public. This presents DFID with a number of challenges in how we might apply the principles of RR(A)A to our overseas development work outside the UK. The concept of race and the understanding of racial origin, racial groupings and ethnic minority can and do vary from country to country. It would be wholly inappropriate to apply, unilaterally, UK definitions and practices in all overseas settings. For example, collecting ethnic origin data which identified who was Tutsi and who was Hutu would act counter to the spirit of the reconciliation and restructuring process in Rwanda.

Many countries do not have systems to record data on ethnic origin, which makes the identification of poverty indicators by ethnic category particularly challenging. However, it is clear from much of the work that we do that inequality indicators are starker when broken down by gender and ethnic origin. As a result, DFID, wherever possible, seeks to identify the impact of race on poverty indicators, and promotes, where such information is not accessible, means by which such information can be obtained. Of course the MDGs themselves seek to promote gender equality.

- 3.3 Although UK Law, including the RR(A)A, is formally not applicable overseas, UK overseas development policy operates within UK Law. The main principles of the RR(A)A as set out in the general duty have only some relevance in practice to certain areas of DFID's work in the UK. However, DFID aims to apply the spirit if not the letter of the Law. Overseas offices will be expected to adhere to the principles of the Public Duty unless they can identify local circumstances that would prevent these principles from being reasonably applied. DFID's work, especially overseas, can have a positive impact on race relations. We aim to enhance that impact, and seek at all times to avoid any negative impact. The promotion of race relations both at home and overseas in its employment and aid policies will be a major plank in DFID's wider raft of diversity policy.

## Part 4: The Specific Duties

- 4.1 This part of the Scheme explains how DFID will meet each of the specific duties described in Part 2 above.

### Publication of a Race Equality Scheme

- 4.2 DFID published its first Race Equality Scheme in May 2002 (available at <http://www.dfid.gov.uk/recruitment/recruitment-race-equality-scheme.asp>). The RR(A)A requires us to review, at least every three years, the part of our Scheme in which we have assessed our functions and policies for relevance to the general duty. During 2005, in our initial review of the RES, it became apparent that we needed to conduct a further full review of our functions and policies with a view to developing a new Race Equality Scheme, which would reflect our commitment to mainstreaming equality into the core functions of our work. This new Scheme, which covers the period July 2006 to June 2009, therefore replaces the first Scheme and we have taken the opportunity to review and expand it based on our experience of the first Scheme and other related diversity issues. In line with the obligation to review our functions at least every three years, we will again fully review this Scheme by June 2009 but in the interim it and any related action plan, will be kept under review and updated as and when necessary.
- 4.3 The publication of a Race Equality Scheme is a legal obligation under the RR(A)A. However, we recognise that the publication of this document is unlikely by itself to bring about significant change. The Scheme is a clear statement of DFID policy on race relations and provides a strategic framework for DFID's work in this area. It will be incumbent on DFID managers and staff at all levels, assisted and supported by HR and Learning and Development Services to ensure its proper implementation in practice. The Scheme, as part of DFID's wider agenda on diversity, will be critical to bringing about meaningful and positive change. More information, with links to other relevant equality and diversity legislation and information, is published in DFID's "Blue Book" – a guide to rules and tools – which was introduced in April 2005. This is available on DFID's website at <http://www.dfid.gov.uk/pubs/files/blue-book.pdf>. There is also a range of other relevant information, reports etc. available to DFID staff on the HR and TDU sections of Insight.
- 4.4 This Race Equality Scheme applies across DFID including the overseas offices. To assist overseas offices in being able to adopt the principles of the Public Duty in their local context, we have separately identified the policies and functions that have relevance to the General Duty only in Great Britain. We expand on this in section 4.6 below.

## Assessment of DFID's policies and functions

- 4.5 DFID is one of the public authorities that are required to publish a Race Equality Scheme that covers the Specific Duties of Policy and Service Delivery and Employment. The RR(A)A requires that the Race Equality Scheme lists those of DFID's functions and policies, or proposed policies, which it has identified as relevant to the general duty:
- (a) to eliminate unlawful racial discrimination and
  - (b) to promote equality of opportunity and good relations between persons of different racial groups.

## 4.6 Background

With regard to Policy and Service Delivery, the functions and policies of DFID are encompassed in the International Development Act which came into force on 17 June 2002. The Act provides a clear statement of DFID's principles, and makes the elimination of poverty the primary purpose of UK development assistance.

In this Act "development assistance" means assistance provided for the purpose of:

- furthering sustainable development in one or more countries outside the United Kingdom.
- or
- improving the welfare of the population of one or more such countries.

The Act also permits the UK government to give assistance to the UK's overseas territories, humanitarian assistance in any situation regardless of poverty reduction and contributions to international organisations.

An overview of the Act is at <http://www.dfid.gov.uk/aboutdfid/ida.asp>. It is underpinned by DFID's Mission Statement at [www.dfid.gov.uk/aboutdfid/missionstatement.asp](http://www.dfid.gov.uk/aboutdfid/missionstatement.asp), DFID's Public Service Agreement (PSA) 2005 – 2008 at <http://www.dfid.gov.uk/aboutdfid/psa-sda.asp>. The Millennium Development Goals also govern our work, policies and functions.

We report on progress and future plans every six months in our Autumn Performance Report and Annual Departmental Report. The latest DFID Annual Report for 2006 is at <http://www.dfid.gov.uk/pubs/files/departmental-report/2006/default.asp>, Annex 7 of which includes a useful DFID organisational chart.

We have conducted a further and more in-depth review of DFID functions and policies and have identified a number which we consider to be relevant to race equality in Great Britain. These are listed in Appendix A. We have sought to identify which of these policies and functions might have an impact on the promotion of race equality and

good race relations and which have the potential to affect racial groups differently. In doing this, we have to emphasise that, as explained in paragraph 3.2 and 4.6 above, much of our work involves the implementation of the UK's overseas development policy. However, we are aware that there is the potential to have both a positive and negative impact on the attitudes of all communities in Great Britain towards international development and that this in turn can impact on good race relations. We explore this further in 4.7 below.

We recognise also that much of our work in the overseas countries will have a very direct impact on excluded groups within which minority ethnic and racial groups are often over-represented. Tackling social exclusion forms a critical part of our poverty reduction strategies. Our approach is described in the DFID Policy Paper 'Reducing Poverty by Tackling Social Exclusion', which is downloadable from our web site on: <http://www.dfid.gov.uk/pubs/files/social-exclusion.pdf>. While the RR(A)A does not protect racial minority groups outside of Great Britain, we shall use its principles with regard to our work on policy and service delivery in the country strategies and programmes, adopted to take into account local needs, priorities, practices and legislation. We expand further on this in section 8.

With regard to the Employment Duty, which is covered in Part 5 for staff who are employed on UK contracts, we intend to put into practice the similar principles and practices of the Employment Duty for Staff Appointed in Country (SAIC), wherever we can within the constraints of local legislation, and subject to proportionality; here we must take into particular account the often small numbers of staff employed in our country offices and the potential risks of identifying specific individuals through ethnic monitoring. We expand further on this in section 5.

We identify in 4.7 below the business areas and related functions and policies that we have identified as being relevant to race equality in Great Britain. We concluded that all the other areas of DFID's work had no relevance to the General Duty.

This review was carried out by DFID's Diversity Team. The DFID Diversity Team covers a wide range of equality and diversity issues going well beyond the RR (A)A and the usual HR/employment agenda and is assisted by a professional Diversity Adviser. Race equality is part of this wider diversity agenda, which is championed at Director General level. Overall responsibility for this Scheme falls to the Board Diversity Champion, who is the Director General, Country Programmes and the Director of Human Resources, for the Employment Duty, and training related to the implementation of the Scheme's Action Plan. The review collected views from DFID's Directors, Heads of Departments, Heads of Overseas Offices and the DFID Race Equality Network. We were advised during the process by an external consultant with particular knowledge and expertise on Race Equality. The final draft of the Scheme will be subject to an external consultation exercise that will

include the Commission for Racial Equality, Connections for Development, Other Government Departments (OGDs), together with key Diaspora Community groups and a final internal consultation with staff using the DFID intranet. The outcome of this review and revised Scheme will be scrutinised and approved by the DFID Management Board.

#### **4.7 Relevant Functions and Policies**

Our observations on the implementation of the Public Duty would be that much of the focus has been on the requirement to ensure that policies are delivered and services provided by public authorities in a way that does not unfairly discriminate on racial grounds. Almost all of the work undertaken by DFID is overseas, and we have determined that, in Great Britain, unlawful discrimination in policy and service delivery would be an unlikely consequence of most of our work. However, the impact of DFID's work can play an important role in promoting good relations between people of different racial groups. We believe that this is an area that receives much less focus in the work of public authorities yet it can play a significant role in fostering understanding between different peoples and the different communities in Great Britain. We believe that enhancing this understanding will contribute to increased social cohesion and, ultimately, the elimination of race discrimination. It is our potential to impact on this aspect of the Public Duty that has been our primary focus in reviewing our functions and policies. We have not ignored the potential for differential treatment and unfair outcomes, and have identified also in the sections below where these might occur. However, we assess these as having a lower priority compared to our work that can have an impact on the promotion of good race relations.

We describe below the key functions/policies that we have assessed as relevant, together with our desired outcomes for these activities with regard to race equality. Appendix B lists all of the desired outcomes related to the functions and policies relevant to race equality. We have outlined in the attached action plan, Appendix C, the key work necessary to assess the impact of this work and achieve the desired outcomes.

##### **4.7.1 Knowledge and Communications Division**

This is the business area that has the greatest involvement with the public, and as such, will have the greatest potential to promote good race relations. Our overall goal in this area is to increase public awareness and understanding of the work of DFID. The division takes the lead on our work with civil society, including working with Diaspora groups and NGOs.

## Enabling Effective Support (EES)

We believe that a greater understanding of the issues faced by the developing world, our role in helping to build a sustainable future for the developing world, and the interdependency of the countries and peoples of the world is essential to counteract the negative views often portrayed in some elements of the media about the developing world. It is important to influence attitudes at an early age, so we have developed a strategy for schools, together with the Department for Education and Skills. We seek to work with Education Authorities and schools to mainstream the concepts and philosophies that support international development into the school curriculum and across subject areas. We fund support coordinators to promote that agenda and supplement this with a Development Awareness Fund of £1m to £1.5m for schools to compete for to run projects on development. We also promote and support schools linking programmes between UK schools and those in developing countries. Our desired outcomes for this area of work are:

- An increase in the number of schools that build international development into the curriculum
- An increase in the number of schools with links to schools in the developing world
- Positive attitudes of students, teachers and parents to international development

To work towards these outcomes, in the monitoring of the EES strategy, we shall seek further analysis on ethnic origin from the 12 regional EES co-ordinators in their reporting. We shall also review the effectiveness of the MORI schoolchildren poll.

## Communications

In this business area, the work we are doing that relates to race equality includes building greater awareness of the work of DFID across all communities, building capacity to work with the Islamic media, building understanding and links with foreign news channels (with the increased use of multi-channel television and greater access to foreign news stations in the UK this has grown in importance) and seeking to influence the mainstream broadcast and print media.

Our desired outcomes for this area of work are:

- Positive coverage of the developing world by the mainstream media
- Positive coverage of DFID work in foreign news channels and the Islamic media
- Increased levels of support across all communities for international development

## Civil Society

In this business area the key activities that are relevant to race are our work with Diaspora community groups and our relationship with NGOs. Building relationships with Diaspora communities allows us to seek their views on priority areas of work, helps to build trust and confidence within these minority communities in the work of the Central Government, and provides channels of communication for two-way feedback.

We have long established working relationships with many NGOs involved with aid and development. We recognise that working in partnership with NGOs is an effective means of helping to achieve our overall goal of poverty reduction. However, we do need to recognise that, where NGOs are to all intents and purposes acting on our behalf through programme funding, then they should operate to our equality standards. This is a matter that we have not fully explored to date with NGOs and one that we see as a priority for action over the next 24 months.

We have also been conscious that historically we have built and sustained relationships with a number of well-established NGOs. We have been concerned that these historical relationships have not promoted the development of or capacity building for Black and Minority Ethnic (BME) NGOs. Consequently, we have provided initial funding for “Connections for Development”, which is a BME led membership based organisation, set up to help members become actively involved in delivering, funding and determining the work that will provide sustainable development.

Our desired outcomes for this area of work are:

- Increased confidence in the work of DFID within Diaspora communities
- Increase in the number of BME NGOs working with DFID
- That all civil society organisations that apply to the Civil Society Challenge Fund and the Development Awareness Fund can demonstrate their commitment to their equal opportunities policy

We recognise the difficulty of determining the characteristics of what constitutes a BME NGO. We shall, therefore, consult with relevant umbrella organisations on the most effective means of working towards this outcome. It will then be our intention to monitor how successful BME NGOs are in making grant applications.

We shall also consult with relevant umbrella organisations about how we can develop a process that is proportionate and not over-burdensome to NGOs for monitoring the effectiveness of their equal opportunity policies.

#### 4.7.2 Procurement Group (PrG)

DFID purchases goods and services, both from the UK and abroad, to support international development. Most of these contracts are for services directly to overseas governments, and provide significant opportunities for business, including suppliers based in the UK, to offer goods and consultancy services to a range of sectoral projects and programmes overseas. We have assessed this as low relevance.

The value of contracts varies from multi-functional work for large international companies to small discrete tasks undertaken by small businesses or individuals.

All UK development assistance was fully untied in 2001, opening DFID's business to suppliers irrespective of their base. This was a major step forward given that many large countries still practise tied aid. The majority of DFID's larger procurement activities are subject to the EU Public Procurement Directives. We advertise widely through websites and appropriate journals to potential worldwide suppliers, not simply those based within the EU. Contracts below the EU financial thresholds are also let without restrictions of nationality. Certain contracts may contain terms of reference including specific race equality or diversity issues.

Much of DFID's procurement is decentralised, and managed under local contract arrangements in our overseas offices. This increases opportunities for indigenous small to medium sized businesses in developing countries.

We recognise that there is emerging best practice in Procurement in which public authorities seek to influence their suppliers' practices in the implementation of equality and diversity. We would like to adopt this best practice in our Procurement policies. However, we understand that there is some debate about the extent to which public authorities can seek to do this in contracts where race has not been deemed to be material to the contract. We will seek advice from the Office of Government Commerce (OGC), which has lead responsibility for procurement in the public sector to determine what we are able to achieve through our Procurement policies. We plan to revise our Terms of Contract during 2006 to include a section requiring suppliers to produce evidence of their commitment to good equality and diversity practice wherever we are able to do so and without compromising the main objective to obtain value for money for the British taxpayer.

As noted above, much of our procurement is managed overseas, but there is still a sizeable spend in the UK. Although we have no evidence that our procurement in any way discriminates against BME suppliers, we recognise that BME suppliers, who tend to operate in the Small and Medium Enterprise (SME) sector can find the process of tendering for contracts intimidating, which may discourage them from

responding to Invitations to Tender (ITT). In addition, some low value contracts issues are managed by spending departments, rather than the central Procurement Group.

Currently, we have no process to identify whether or not BME suppliers are appropriately represented in either higher value or lower value contracts. We plan to work with Connections for Development, other BME employer organisations and the DTI Ethnic Minority Business Forum to identify how we can introduce best practice into procurement. We will look for ways of monitoring the ethnic origin of suppliers, developing a supplier diversity programme to increase opportunities for BME suppliers and build their capacity work with DFID.

Our desired outcomes for Procurement are:

- That suppliers produce evidence to demonstrate their commitment to good equality practices through monitoring the outcomes of their equality and diversity policies
- A process for identifying the number of BME suppliers
- A supply chain that is representative of the diversity of the UK

#### **4.7.3 Policy & Research**

Most of the work in Policy and Research Division impacts solely on our overseas activities, but some current specific areas of work do impact on communities in Great Britain. We also recognise that relevant Diaspora communities will have views and opinions about development policies that impact on their country of origin or heritage, and that their views on how the UK delivers its international development policies can influence the race relations' climate.

Our overall aim for this area of work in relation to race equality is to support the promotion of good race relations in Great Britain through ensuring that relevant Diaspora community groups are involved in the development and review of policies that impact on them or their country of origin or heritage. While our aim will be to be as open as possible and to seek the widest consultation proportionate to the aims of the policy, we must also recognise that, where we are working in areas of conflict where security considerations are paramount, we may need to restrict the nature of the consultation and at times curtail it completely.

Where we have identified that DFID policy is likely to have an impact on groups within Great Britain, our practice has been to consult with the relevant Diaspora community groups with regard to the purpose of the policy, the desired outcomes and the best means of achieving the outcomes. The two main areas of work in this area that have been identified as relevant are the Migration strategy and our work on establishing and facilitating remittances.

Having consulted widely on each of these areas, we plan to monitor the implementation of the policies, report on progress, and feedback to the relevant stakeholder groups the results of our monitoring.

In addition, we shall ensure that there is an initial assessment of each new policy to determine whether or not the policy is relevant to race, and if so, we shall conduct a full impact assessment on those relevant policies.

Our desired outcomes for this area of work are:

- Positive feedback on DFID consultation and communication from Diaspora communities
- Positive feedback from Diaspora groups on the quality of DFID policies
- Increased levels of confidence in the work of DFID within Diaspora communities

#### 4.7.4 **Regional Programmes**

This function has overall responsibility for the operational management of the work delivered overseas, so there is little impact within Great Britain. However, in the same way that DFID overseas policies might have an impact on Diaspora groups, we recognise that the development and delivery of country strategies and plans are probably going to be of interest to Diaspora groups and could have an impact on good race relations in Great Britain.

Our overall aim for this area of work in relation to race equality is to support the promotion of good race relations in Great Britain by ensuring that relevant Diaspora community groups are involved in the development and review of country strategies and plans that impact on them or their country of origin or heritage. As with Policy development, while our aim will be to be as open as possible and to seek the widest consultation proportionate to the aims of the strategies and plans, we must also recognise that, where we are working in areas of conflict where security considerations are paramount, we may need to restrict the nature of the consultation and at times curtail it completely.

It has been our practice to seek views from relevant Diaspora groups on the development of country strategies and plans. We will continue to do this in a planned and consistent manner and will seek to ensure that we have identified, in a proportionate manner, as wide a range as possible of relevant groups with whom to consult. We will also introduce planned and consistent means of feeding back the monitoring of the implementation of the country strategies and plans to Diaspora groups.

Our desired outcomes for this area of work are:

- Increase in the numbers of consultations with different Diaspora community groups
- Positive feedback on DFID communication and consultation from Diaspora communities
- Increased levels of confidence in the work of DFID within Diaspora communities

#### **4.7.5 Public Appointments**

The Secretary of State at DFID has responsibility for appointments to the Board of the Commonwealth Scholarships Commission. There are currently no vacancies on the Board. However, monitoring of the ethnic origin of the current Board indicates a low level of BME representation. In the recent recruitment round there were few suitably qualified BME applicants.

During the lifetime of the RES, and in preparation for the next recruitment round, we are proposing to review the overall appointment process including the criteria for selection and the process through which candidates apply and are put forward.

Our desired outcomes for this area of work are:

- An increase in the number of suitably qualified BME applicants for Board appointments
- An increase in the number of BME Board members after the next recruitment round

#### **4.7.6 Overseas Pensions Department (OPD)**

This function has limited impact on UK citizens and its relevance to the Act is relatively low.

OPD is responsible for the calculation and payment of a significant number of Colonial pensions. About two thirds of the pensioners, approximately 14,000, are based in the UK. The remaining 7,000 are scattered around the world. The pensioners are from a diverse ethnic “old Colonial” background. Many are widows or dependants of deceased Colonial employees.

We would also wish to ensure that those pensioners resident overseas, many from minority ethnic backgrounds, are treated within the spirit of the Act. There are of course wider diversity issues involved, given that OPD deals with an ageing and aged customer base and others with various disabilities.

Information about all OPD services is provided in different formats (e.g. audio and large print for the blind and visually impaired) and is available

in languages other than English on request. When pensioners do not have English as a first language, are too elderly, frail or with other disabilities we deal with family members or other agents under formal Power of Attorney or less formal Appointee arrangements.

Pensioners have regular communication with OPD via a newsletter. All new pensioners are issued with a customer satisfaction survey that routinely indicates a 98% plus satisfaction rate with OPD's services. There is no evidence that service delivery discriminates in any way on the grounds of race or ethnic origin. We plan to extend the customer satisfaction survey to existing pensioners shortly, and will consider how best to include monitoring on the grounds of race in this survey. Of course, many of those who live overseas may be regarded as an ethnic minority if they lived in the UK but be part of the ethnic majority in the country in which they live. We also have to bear in mind the different jurisdictions in which pensioners live and the legality or otherwise of requesting information on the grounds of ethnic origin. We shall consult with the Overseas Service Pensioners' Association on the most effective means of assessing the potential for differential impact in service.

OPD operates to high standards of customer care and service. It achieved Charter Mark status for its service both in 2001 and 2005. It was recommended to be certified as Charter Mark holders again for a further three years.

### **Assessing and consulting on the impact of policies**

- 4.8 During this review of the implementation of the Race Equality Scheme it became apparent that we needed to ensure a much greater consistency of approach across the Department to the whole process of assessing, consulting and monitoring of our functions and policies. We are encouraged by the information gathered that the policies that we have implemented have an impact in Great Britain have met with the spirit of the Duty to Promote, and, at times go beyond the legal requirements. However, we have identified the need to establish a consistent framework to help decision makers and policy makers take account of racial equality at the start of the process. Therefore, as a matter of priority, we shall introduce a simplified, and DFID specific, initial impact assessment screening tool together with guidance for use, to be communicated throughout the Department. Use of this tool will be a requirement in the Blue Book.

Currently, we publicise the CRE's Race Equality Impact Assessment toolkit for policy makers to use where the function or policy is relevant to race equality. However, the toolkit is generic and impact assessments may not be used consistently if the toolkit is perceived as less relevant to DFID. We will, by Spring 2007, investigate how we can either customise the CRE toolkit or introduce a DFID specific impact assessment tool. Following that, we shall introduce training on the new

process in mid 2007. The requirement to conduct a REIA where a function or policy has been identified as being relevant to race equality in Great Britain will be included in the Blue Book.

- 4.9 When developing policies, DFID recognises that consulting with a wide range of interested groups helps to ensure that the impact of its proposals on different sectors of society is taken into account. During the lifetime of the first RES, DFID consulted with many stakeholders, including, amongst others, Diaspora groups, Connections for Development, the DFID Race Equality Network and Embassies and High Commissions on functions and policies that were relevant to race equality. However, during the review of the RES, it became apparent that there was a need to ensure that there is a more planned and consistent approach to consultation as part of the REIA process.

By Spring 2007, we shall introduce a standardised consultation process for REIAs, to be included in the Blue Book. The process will follow the principles of the [Code of Practice on Consultations](#) published by the Cabinet Office in January 2004. In summary, though, we plan to build the following steps into the process:

- Setting clear objectives for the consultation
- Planning consultation activities, methods and timetable
- Identifying stakeholders
- Carrying out consultation
- Analysing responses to the consultation and incorporating any changes into the proposed policy or plan
- Giving feedback to stakeholders
- Publishing the results

As part of the standardised consultation process, we shall build up the database of groups with whom we should consult during a REIA. Currently, Knowledge and Communication Division has a range of contacts included in their consultation and communication database. In addition, Regional Programmes, through Regional and Country management have their own database for consultation and communication. Other departments likewise have a database of contacts for their communication purposes. Consolidating these databases will provide us with a central resource to facilitate future consultations. We shall also consult with OGDs and in particular the Department for Communities and Local Government to ensure we have a comprehensive database of relevant community groups.

- 4.10 DFID will remove barriers to effective consultation by ensuring accessibility of language and appropriate format. We must recognise that the extent of any consultations on functions and policies could be constrained in certain cases, either because some policies have to be developed very quickly as a reaction to fast moving international

developments, international relations, disasters or other urgent humanitarian crisis or because of security considerations. However, these cases are likely to be the exception, and wherever possible, we shall seek to include a post-programme evaluation to identify if equality considerations were relevant.

## **Monitoring of policies and services**

- 4.11 DFID monitors the impact of its functions and policies in Great Britain in a number of ways. Monitoring with regard to the Employment Duty is covered separately in section 5.

The principal source of information regarding the impact of the work DFID is through public polling.

In addition feedback is obtained through the Public Enquiry Point (PEP) which deals initially with many telephone, written and e-mailed enquiries from all around the world. Some of these will be passed on to the relevant DFID Department, including DFID overseas offices, or another Government Department (e.g. FCO or MoD) if it was not strictly a DFID matter. The volume and source of some enquiries are influenced by current events, such as the 2004 tsunami disaster and the Pakistani earthquake. Although there is currently no formal monitoring of the ethnic origin of those who make inquiries or complaints, patterns do emerge such as the concerns of the Pakistani community to the apparent response to the earthquake. Where these patterns of complaint or concern emerge, these are addressed by the responsible business area, which can include setting up meetings with the relevant community groups.

The PEP presently has a complaints procedure detailed on DFID's web site. However, as a result of the 2005 review of this Scheme, Knowledge and Communications Division is considering setting up a revised customer satisfaction survey on the website. This would invite anyone who uses DFID's website or makes an e-mail enquiry through it, to express their views about its usefulness, level of service etc. and would ask for details of the enquirer's ethnic origin.

- 4.12 Other main areas of monitoring that are planned for introduction during the life of this RES are:

- Number of schools involved in international development
- Attitudes of students, teachers and parents
- Nature of coverage of international development by media
- Attitudes of Diaspora communities to the work of DFID
- Number of BME NGOs working with DFID
- Monitoring of NGOs' Equal Opportunities policies
- Monitoring of implementation of equalities policies by suppliers
- Number of BME suppliers

- Feedback from Diaspora communities to consultation
- 4.13 The introduction of monitoring processes that are specific to our race equality goals together with the planned revisions to the REIA process will provide the individual directorates and business areas with the necessary information to allow them to review relevant policies and processes. Business managers are responsible for ensuring that relevant policies in their areas are reviewed regularly for adverse impact. This will be included as a requirement in the Blue Book and from 2007/8 onwards, these reviews will be expected to be included in business and individual performance plans.
- 4.14 We shall introduce from 2007/8 a monitoring process and internal quality control process for REIAs. The Diversity Adviser will on a six monthly basis collect information from each business area on the numbers of initial screenings and impact assessments undertaken. Where functions and policies have been assessed as not being relevant, the Diversity Adviser will review these to ascertain the rationale and confirm the decision. The Diversity Adviser will also review REIAs undertaken against the agreed process. This will ensure a consistency across the Department in the initial assessment and the full REIA, and the chance to transfer learning across the business areas.
- 4.15 By Spring 2007, we shall develop a reporting format for the Board to review progress, at least twice a year on the implementation of this RES and Action Plan and on the numbers and quality of Race Impact Assessments undertaken.

### **Publication of assessment, consultation and monitoring reports**

- 4.16 We have identified during this review that, although we have conducted many consultations over the past four years and published much information about the impact of the work we do, we need to adopt a more planned and consistent means of collecting and updating data to assess our work on race equality.

Responsibility for ensuring we publish the results of assessments, consultation and monitoring lies with the relevant business areas, assisted by the Knowledge and Communications Division, which has responsibility for corporate communications and civil society relationships. Individual business areas will be required through the Blue Book to advise the Knowledge and Communications Division of REIA consultation processes.

DFID will publish, as required, the results of any assessments, consultations and monitoring it undertakes to identify any impact on race equality. This information will be available via DFID's intranet (Insight) for DFID staff on its website, <http://www.dfid.gov.uk/> for the public. We will include REIAs in our FOI publication scheme.

We will also inform any organisations or individuals who are involved in the assessments, consultation and monitoring about any such reports. Information about much of DFID's work is already published routinely via, for example, our intranet and website, and in the Annual Departmental Report.

- 4.17 We recognise that DFID's Race Equality Scheme and any relevant reports published under it must be transparent and accessible to its staff and members of the public and external organisations. This will help to increase public confidence in DFID's aim to promote race equality at home and abroad.

### **Public Access to DFID Information and Services**

- 4.18 DFID is committed to providing information about its policies and services through effective communication with the public, including minority ethnic communities. We provide information in several ways: centrally, through, for example, the website; from individual Directorates about any relevant policies and services for which they are responsible; through Knowledge and Communications Division and the Public Enquiry Point and from our overseas offices and some FCO posts. In providing information, we will seek to ensure that it is:

- clear, comprehensive, accurate and relevant;
- appropriate to the reader or user of the information;
- proportionate to the subject matter;
- targeted and timely.

As noted above in section 4.11 DFID has a facility for complaints to be registered through the PEP. Public attitudes to the work of DFID are also monitored through public polling.

DFID joined the Plain English Campaign (PEC) so we can make official information clear and simple to understand. Documents that reach PEC's high standards of clarity and design can qualify for the Crystal Mark. 'A Quick Guide to DFID', published in 2003, was the first DFID publication to do so. We also have a range of publications in languages other than English. We will provide other translations and correspond with enquirers etc in their own language wherever possible and at proportionate cost.

### **Training of DFID staff**

- 4.19 This review of the RES has identified significant changes that we must put into place to ensure a consistency of approach and understanding of our requirements under the General and Specific Duties. We will develop a communication programme on our responsibilities based on this revised RES which will be available on-line to all staff.

- 4.20 When we have developed the DFID initial impact assessment screening tool, we will develop a user guide for relevant staff. In addition, following the introduction of the revised REIA tool, we shall develop and deliver REIA training for staff with responsibility for policy development
- 4.21 During 2004-5 DFID undertook to provide all staff with Diversity training, which included Race Equality. This was delivered through a one day module aligned to our Management Training Programme. 85% of our staff were trained on diversity during this time. Currently we are developing a mainstreaming approach to all our training programmes. We have developed a set of key equalities principles which must be considered when developing any of our training. This for example involves all our training for managers and the training organised by our offices overseas. This innovative piece of work is currently being rolled out, and we will monitor its effectiveness. Further to this we are establishing an e-learning site on diversity which will be accessible to all our staff and will cover all our legal obligations in relation to Race as well as other diversity areas.

## **Part 5: The Employment Duties**

- 5.1 DFID employs approximately 1,800 UK based staff, so is subject to the full range of employment duties set out in Articles 5 (1), (2) and (3) of the Race Relations (Statutory Duties) Order 2001.

### **Equal Opportunity Policy**

- 5.2 DFID is committed to a policy of equality of opportunity for all staff. It is available at <http://www.dfid.gov.uk/recruitment/equalopportunities.asp>

DFID does not discriminate on grounds of gender, ethnic origin, disability, sexual orientation, faith or any other factor irrelevant to an individual's work. Assessment for recruitment, selection, appraisal, training and career progression purposes is based entirely on ability and suitability for the work. DFID is committed to providing staff of all ages and backgrounds with opportunities to maximise their skills and achieve their potential, offering flexible working arrangements wherever possible. We believe that diversity promotes fairness within our society, projects a more accurate image of Britain and, crucially, improves our capacity to deliver on our objectives in an international context.

- 5.3 We aim to provide a working environment where all staff at all levels are valued and respected, and where discrimination, bullying and harassment are not tolerated. Everyone in DFID shares this responsibility.
- 5.4 As one of the Government Departments representing the UK overseas, we recognise how important it is that the composition of DFID reflects the whole of the UK population. We are working in a number of ways to achieve this goal. These include the use of diversity targets that we have agreed with the Cabinet Office, based on Government-wide diversity targets. We have made progress in recent years towards improving the representation of under-represented groups (women, disabled staff and minority ethnic staff), but recognise that we need to do more.

### **Monitoring staff matters by ethnicity**

- 5.5 In order to meet its employment duties under the RR(A)A, DFID will monitor the following by ethnicity, using the categories defined in the 2001 census:
- (a) the numbers and grades of staff in post and grades;
  - (b) applicants for jobs, and the outcome of recruitment exercises;
  - (c) applicants for promotion;
  - (d) the numbers using grievance procedures and the outcome of those procedures;
  - (e) the numbers facing disciplinary action and the outcomes of such action;

- (f) the results of performance appraisal procedures and their effective quality proofing;
- (g) applicants for, and take up of, training courses;
- (h) dismissals and other reasons for leaving.

5.6 When publishing data as required by the Act, we will need to take account of the confidentiality of data about our staff. We are bound by the Cabinet Office Code of Practice on ethnicity information and will not publish information in a form that might identify an individual.

### **Consulting with staff**

5.7 As well as the monitoring in 5.5 above, we will consult on race and equality issues with staff through, for example, surveys, minority ethnic staff advisory groups, Whitley Council and Trade Unions. We will continue to carry out regular audits of employment policies against the CRE standard for race equality for employers. We are committed to taking action to address any areas of weakness or causes of concern in our employment practices that any of these monitoring, consultations etc. bring to light.

### **Race Equality Employment Outcomes**

5.8 With regard specifically to race equality we have identified the following desired outcomes:

- A staff profile that reflects at all levels in the organisation the community from which we are able to recruit
- No significant variation in:
  - Employee satisfaction levels between staff of different racial backgrounds
  - Staff turnover between staff of different racial backgrounds
  - Box markings between staff of different racial backgrounds
  - Outcomes from the implementation of other HR policies e.g.
    - Pay & benefits
    - Promotion including temporary promotion
    - Access to training & development opportunities
    - Grievance & disciplinary procedures
    - Redundancy and re-deployment programmes
    - Working patterns such as flexible and part-time working

We have comprehensive tracking measures to monitor our progress towards these desired outcomes, with quarterly reporting to the Board of some measures i.e. workforce targets and annual reporting on others. DFID produces an annual diversity report that includes comprehensive data on ethnic monitoring, and is available on the web site at: <http://www.dfid.gov.uk/pubs/files/annual-diversity-report06.pdf>

A summary of our progress towards these desired outcomes is shown below and the planned actions are identified in Appendix C.

## 5.9 Staff Profile

Just over 11% of staff report they are from a minority ethnic background. At the Senior Civil Service (SCS) level, the figure is 12.3%. The major variations are that, at the lowest grade level, 18.4% of staff are from a BME background, and at the Bands that feed into the SCS, Bands A1 and A2, the figures are 8.2% and 9.1% respectively. 13% of our staff who are on overseas contracts are from a BME background. (Note these are UK staff on assignment overseas and not locally engaged staff)

We know that representation of BME staff across all levels of the Department is significantly better than other Government Departments and, we believe, most other organisations. However, there is no room for complacency, and we recognise that there is still work to be done to increase overall representation, and to ensure the retention and development of BME staff over time. Towards that end, we commissioned a study on diversity barriers to career progression, which was published in January 2005. One of the outcomes from that research has been the establishment of a Department supported ethnic minority network group, the Ethnic Minority Network (EMN), which was launched in June 2005 and now has 54 members. The network aims to:

- Develop regular and effective communication with senior management on issues relevant to members
- Provide practical support to each other
- Share experiences and learn from each other
- Hold events and seminars to raise awareness

The establishment of the EMN has also provided DFID with a valuable means of consulting BME staff on matters of interest including the development of this RES, and new or changes to DFID policies.

We plan to run three career development workshops for black and minority ethnic staff in September 2006.

## 5.10 Employee Satisfaction Levels

DFID runs an annual employee survey that looks at the views and attitudes of staff about the organisation. Responses are analysed by a number of dimensions, including ethnic origin. The 2005 survey found no significant variations in responses by ethnic origin. We have included in the 2006 survey a number of additional diversity related questions.

The results of the staff survey, together with any recommended actions resulting from the survey are reported to the Board.

### 5.11 **Staff Turnover**

Staff turnover and reasons for leaving are monitored by a number of dimensions, including ethnic origin. No significant differences on the grounds of race have been identified. However, we have identified that a significant number of leavers do not identify their ethnic origin. During 2007, therefore, we will improve our system for collecting data on ethnic origin of leavers.

### 5.12 **Box Markings**

Historically, we have analysed box markings by ethnic origin and found no significant variation by ethnic origin. During this year, we introduced a new performance management system, on which we consulted. One of the results of the consultation was that we agreed with the Trades Unions that monitoring of box markings would be re-introduced from 2007/8, to allow the staff and managers to become familiar with the new system. We will carry out a qualitative review of the narrative in reports for a sample of staff, to ensure consistency in reporting this year. There will be a more detailed analysis of box markings next year.

### 5.13 **Pay and Benefits**

We conducted a gender equal pay audit in 2003 but we currently do not collect and analyse pay data by ethnic origin. This will be included in the next pay audit, which is planned for July 2007.

### 5.14 **Promotion**

Our most recent analysis has shown that, overall, BME candidates do slightly better than white candidates at promotion boards. However, there are some disparities between minority ethnic groups that we need to understand more. We are proposing that by the end of 2006/7, we shall have further analysed promotions by ethnic group, reasons where promotions have not been achieved, and sought to analyse the differences between minority ethnic groups.

### 5.15 **Access to Learning & Development**

This is an area that requires more attention. The means by which staff access learning opportunities have expanded greatly over the past few years well beyond the attendance of formal training programmes, and now includes distance and e-learning and other self-managed programmes where participation is much harder to monitor. We do currently monitor staff who attended centrally managed learning and development courses by ethnic origin. In addition, we have included in the new staff survey specific questions about learning and development including access to and support from managers for learning and development.

We are planning to design and implement a new learning management system, on which we shall undertake a full REIS and which will include means by which we can track all learners by ethnic origin.

#### **5.16 Grievance and Disciplinary Procedures**

We currently monitor staff involved in grievance and disciplinary procedures by ethnic origin. No significant differences have been identified.

#### **5.17 Redundancy and Re-deployment Programmes**

During 2005/6, we had a voluntary redundancy programme, the results of which are now being analysed to identify if there are any differences on the grounds of ethnic origin.

#### **5.18 Working Patterns**

We monitor on the grounds of ethnic origin the take up of working patterns annually. No significant variations on the grounds of ethnic origin have been identified.

#### **5.19 Staff Appointed in Country (SAIC)**

In addition to our staff recruited in the UK for service at home or overseas, our offices abroad employ approximately 900 locally-engaged staff or staff appointed in country (SAIC). They are subject to the employment laws of the country in which they are employed. At present we do not centrally monitor the diversity of our SAIC. During 2006/7 we will assess the feasibility and benefits of such an approach to allow us to monitor recruitment, promotion and training outcomes in local offices overseas.

However, in the meantime we will ensure that all Heads of DFID's overseas offices follow a code of best practice, which, among other things, reflects the objectives of the RR(A)A in the recruitment and management of SAIC staff. We shall during 2006/7, provide the Heads of the overseas offices with the key principles of the Employment Duty to aid them in this. We must emphasise though that the implementation of this code will need to take into account local circumstances, sensitivities and, of course, legislation. For example, the ethnic monitoring categories used in the UK will not be appropriate. That does not mean that monitoring on the grounds of race cannot be undertaken, but it does mean that local management must ensure that they use relevant categories that encompass the excluded, under-represented and minority groups that are identified in their country. In addition, where ethnic monitoring is not legal, or where it might be counterproductive, then local management will be asked to identify suitable means of ensuring that there are fair and equitable outcomes in employment of SAIC.

## **Part 6: Other Issues**

### **Other equality issues**

6.1 Current legislation only requires public bodies to draw up equality schemes on the basis of race. However DFID is conscious that race equality issues often overlap with wider diversity and equality issues. Recent legislation has introduced a general duty to promote equality on for example gender and disability and will soon cover age. DFID will continue to consider equality issues in their widest sense and how a crosscutting approach can enhance our efforts to promote equality. This is in view of the proposed introduction of a new Commission for Equality and Human Rights that will deal with all forms of discrimination.

### **Positive action**

6.2 The Race Relations Act 1976 permits certain forms of positive action by employers. This applies where it can be demonstrated that, at any time within the previous 12 months, there were no persons of a particular racial group doing particular work at a particular establishment, or that the proportion of persons of that racial group among those doing that work at that establishment was small in comparison with the proportion of that group among either:

- a) all those employed at the establishment; or
- b) the population of the area from which the employer normally recruits for work at the establishment.

6.3 In such circumstances it is lawful for an employer to provide access to facilities for training for that work to employees of the racial group in question, and the employer may also lawfully take steps to encourage members of that racial group to take advantage of opportunities for doing that work. It is for employers to show that initiatives of this type are justified. The 1976 Act does not allow for positive discrimination.

6.4 In line with this legislation DFID has taken some positive action activities targeting minority ethnic staff, who are under-represented at most grades. Any such activities will be carried out in accordance with the Law. DFID does not practice positive discrimination. Examples of positive action are:

- our involvement as a sponsor with the Windsor Fellowship Scheme, a charity that identifies high flying young Black and Asian people at “A” level and undergraduate level and helps develop their work based and other skills
- targeted advertising, to raise awareness of DFID among ethnic minority communities as a career choice
- participation in schemes external to DFID such as the National Mentoring Consortium

- the provision of an Ethnic Minority Bursary Scheme to subsidise any costs associated with the learning and personal development of ethnic minority staff in DFID, where it cannot be met by individual departments

### **Partnerships with external organisations**

- 6.5 DFID conducts much of its work in partnership with external organisations, for example the Foreign Ministries of other countries, NGOs, private sector and international organisations. While those organisations may not themselves be subject to the general duty, DFID is conscious of its RR(A)A obligations when working with or through other organisations. In creating partnerships with other organisations we will ensure that it gives due consideration to the approach of those organisations to race equality.

### **Publication of the Race Equality Scheme**

- 6.6 DFID wishes to ensure that this Scheme is widely available and accessible to all. In addition to staff access via DFID's intranet, we will make it available to the general public and external organisations via DFID's website, [www.dfid.gov.uk](http://www.dfid.gov.uk) and in hard copy on request from:

Diversity Officer (RES)  
Corporate Human Resources  
DFID  
Abercrombie House  
East Kilbride  
G75 8EA

- 6.7 Any requests for copies of this Scheme to be made available in different formats (e.g. Braille, large print) should also be addressed to the Diversity Officer as above.

### **Complaints**

- 6.8 Any individual who believes that they have been directly affected by a failure by DFID to comply with this Scheme is entitled to complain and should do so in writing. Complaints will be handled as follows:-
- The Director, Human Resources (HR), will initially deal with complaints from members of the public about selection and recruitment. The public do have recourse to the Civil Service Commissioners should the matter not be dealt with satisfactorily.
  - Individuals or any other organisation or body, for example businesses from whom DFID buys goods or services, should contact the relevant DFID department with whom they usually deal. The main DFID service departments have nominated Complaint Officers who will undertake the initial investigation.

- 6.9 All cases will be investigated as speedily as possible and normally within three months of receipt of the complaint. The Diversity Officer will assist the investigation as necessary. In responding to the complainant DFID will explain the procedure for pursuing the complaint further with the Commission for Racial Equality. DFID will cooperate fully in any subsequent investigation by the CRE and provide access to any relevant documentation that the CRE may require. DFID undertakes to review its complaints procedure in the light of our experiences in the implementation of the Scheme.
- 6.10 The CRE has the power to enforce the specific duties imposed on listed public authorities. If it is satisfied that a public authority has failed to comply with any of its specific duties, the CRE may serve a compliance notice. This will require the authority to comply with its specific duties and to inform the CRE, within 28 days, of the measures it has taken. If after three months the authority has not complied with the CRE's notice, then the CRE can ask the courts to order the authority to comply.
- 6.11 Individuals do not have the right to take legal action against a public authority that has not fulfilled its specific duties. It is open to individuals, organisations and others to notify the CRE if they are concerned that a public authority has failed to comply with its specific duties. However, DFID hope that in the first instance, any complaints about its compliance will be raised with us directly.
- 6.12 Details of contacts and procedures for all complaints from the public are on DFID's website at <http://www.dfid.gov.uk/aboutdfid/complaints.asp>

## **Part 7: DFID Action Plan, Progress and Reports**

- 7.1 The RES is only one part of the wide range of diversity and equality issues being actively addressed by DFID. Race equality issues are therefore included in DFID's comprehensive Diversity Action Plan. The latest Plan is contained in DFID's Annual Diversity Report, February 2005, at <http://www.dfid.gov.uk/pubs/files/annual-diversity-report06.pdf>

Progress on improvements and new initiatives on race equality (including monitoring of DFID staff diversity / ethnic background) and diversity generally is also incorporated in these periodic Diversity Reports.

- 7.2.1 DFID has now published its People Strategy which can be found at <http://www.dfid.gov.uk/pubs/files/people-strategy-05-08.pdf> This outlines DFID's vision and commitment in terms of how we lead, manage, develop and support our people. Our diversity commitments and good diversity practice will be integral to this strategy.

## **Part 8: DFID's Overseas Operations: Policy and Service Delivery**

8.1 In reviewing the RES, we have also looked at DFID's functions and policies overseas. Our work overseas forms the largest part of what we do and, although our work overseas is not covered by the Duty to Promote, many of the principles of the Public Duty are principles that have been at the core of our work for many years. As we identified in 4.6 above, we have developed a strategy on Reducing Poverty by Tackling Social Exclusion which seeks to ensure that development and humanitarian assistance is delivered to those who need it most regardless of their ethnic origin, gender, age, disability or other characteristics that may be excluding them from participation in society.

8.2 We accomplish our regional and country programmes through a number of means, principally these are:

- Bilateral Aid
- Conflict Prevention and Resolution
- Direct Budget Support
- Humanitarian Assistance
- Multilateral Aid
- Policy Development
- Research

8.3 In these areas, our main activities that relate to equalities generally and race equality in particular are:

- Social inclusion targets that encompass country relevant and specific race/ethnic origin targets into both bilateral and multilateral strategies and agreements
- Analysing the impact of exclusion on the grounds of race or ethnic origin on poverty reduction in all country programmes
- Strengthening the collection and analysis of statistics on excluded groups
- Commissioning new research and ensuring adequate attention is paid to exclusion, inequality and rights in all research on natural resources management, HIV and AIDS, education and other relevant areas
- Broadening and deepening engagement with civil society to strengthen the contribution it can make to tackling exclusion
- Working with Other Government Departments (OGDs) and development partners to include the analysis of exclusion as a cause of conflict and insecurity in approaches and responses to conflict prevention and poverty reduction
- Promoting exchanges of best practice between national and regional organisations
- Ensuring analysis on race and ethnic origin is included in Strategic Conflict Assessment

- 8.4 Our desired outcomes for this area of work are improvements in:
- Legal, regulatory and policy frameworks that promote social inclusion
  - Demographic disaggregation by race and ethnic origin
  - Understanding of the impact of exclusion on conflict and poverty reduction amongst OGD and international partners
  - The benefits received from public expenditure by socially excluded groups
  - Economic opportunities and access to services for excluded groups
  - Political participation in society by excluded groups
  - Participation by civil society generally and civil society organisations (CSOs), in eliminating social exclusion and poverty reduction
- 8.5 The achievement of these outcomes forms part of individual country plans and of regional and directorate plans. They are monitored through the business planning and control processes, through independent evaluation and through the monitoring of the implementation of the Social Exclusion Strategy Action Plan. The actions associated with this are listed in Appendix D. Accountability for the achievement of the outcomes rests with line management in the particular countries, regions and directorates. The DFID Board is ultimately accountable for the achievement of these desired outcomes.
- 8.6 The other function that we have assessed as being relevant to race equality is the funding of the Commonwealth Scholarship Scheme. This scheme funds post-graduate study at British universities for suitably qualified applicants from developing countries, for specific courses that will be of value to the development of their home countries. Responsibility for the identification of applicants rests with institutions in the countries and is not managed by DFID. Final selection though is the overall responsibility of the Commonwealth Scholarships Commission. Currently, only limited and informal monitoring by gender is undertaken. In any event, the familiar ethnic monitoring categories we use in the UK are not at all relevant in this area. However, we are concerned that the successful candidates for the Scheme may not be properly reflecting the ethnic profile of the countries from which the students come.
- 8.7 We propose to explore with the major countries how country relevant data on ethnic origin can be collected on candidates and successful students. Our desired outcomes are, therefore:
- Improved analysis of demographic information on initial applicants and successful candidates
  - Identification in gaps in representation
  - Plans to address gaps in representation

## Appendix A: List of Relevant Functions

Function/Policy	Key Race Equality Relevant Output	Relevance to Race Equality
Enabling Effective Support Programme	Mainstreaming international development across subject areas Schools linking programme	High
Communications	Build capacity to work with Islamic media Build understanding and links with foreign news channels Influence mainstream broadcast media Build greater awareness of the work of DFID across all communities in the UK	High
Working with Civil Society	Building relationships with key Diaspora community groups Capacity building of BME NGOs Ensuring NGOs reflect DFID's equality & diversity values	High
Procurement	Ensure that contractual terms require good race equality and diversity practice from suppliers wherever possible Ensure supply chain is reflective of diversity of the UK	Medium Medium
Policy & Research	Monitoring of implementation of policies and feedback to Diaspora groups Ensure effective and planned consultation with Diaspora groups on relevant policies	Medium Medium
Regional Programmes	Ensure effective and planned consultation with Diaspora groups Feedback to Diaspora groups	Medium Medium
Public Appointments	Ensure next recruitment round identifies a wider range of BME candidates	Low
Overseas Pensions	Fair treatment of pensioners	Low
Human Resources	HR policies are all determined to be race relevant	High

## Appendix B: List of Desired Outcomes

Function/Policy	Desired Outcome
Enabling Effective Support Programme	<ul style="list-style-type: none"> <li>• An increase in the number of schools that build international development into the curriculum</li> <li>• An increase in the number of schools with links to schools in the developing world</li> <li>• Positive attitudes of students, teachers and parents to international development</li> </ul>
Communications	<ul style="list-style-type: none"> <li>• Positive coverage of the developing world by the mainstream media</li> <li>• Positive coverage of DFID work in foreign news channels and the Islamic media</li> <li>• Increased levels of support across all communities for international development</li> </ul>
Working with Civil Society	<ul style="list-style-type: none"> <li>• Increased levels of confidence in the work of DFID within Diaspora communities</li> <li>• Increase in the number of BME NGOs working with DFID</li> <li>• That all civil society organisations that apply to the Civil Society Challenge Fund and the Development Awareness Fund can demonstrate their commitment to their equal opportunities policy</li> </ul>
Procurement	<ul style="list-style-type: none"> <li>• That suppliers produce evidence to demonstrate their commitment to good equality practices through monitoring the outcomes of their equality and diversity policies</li> <li>• A process for identifying the number of BME suppliers</li> <li>• A supply chain that is representative of the diversity of the UK</li> </ul>

<b>Function/Policy</b>	<b>Desired Outcome</b>
Policy & Research	<ul style="list-style-type: none"> <li>• Positive feedback on DFID consultation and communication from Diaspora communities</li> <li>• Positive feedback from Diaspora groups on the quality of DFID policies</li> <li>• Increased levels of confidence in the work of DFID within Diaspora communities</li> </ul>
Regional Programmes	<ul style="list-style-type: none"> <li>• Increase in the numbers of consultations with different Diaspora community groups</li> <li>• Positive feedback on DFID communication and consultation from Diaspora communities</li> <li>• Increased levels of confidence in the work of DFID within Diaspora communities</li> </ul>
Public Appointments	<ul style="list-style-type: none"> <li>• An increase in the number of suitably qualified BME applicants for Board appointments</li> <li>• An increase in the number of BME Board members after the next recruitment round</li> </ul>
Overseas Pensions	<ul style="list-style-type: none"> <li>• Provide a fair service free of discrimination to all pensioners</li> </ul>
Human Resources	<ul style="list-style-type: none"> <li>• A staff profile that reflects at all levels in the organisation the community from which we are able to recruit</li> <li>• No significant variation in employee satisfaction levels between staff of different racial backgrounds</li> <li>• No significant variation in staff turnover between staff of different racial backgrounds</li> <li>• No significant variation in box markings between staff of different racial backgrounds</li> </ul>

<b>Function/Policy</b>	<b>Desired Outcome</b>
Human Resources (continued)	<ul style="list-style-type: none"> <li>• No significant differences in outcomes from the implementation of all other HR policies e.g.               <ul style="list-style-type: none"> <li>○ Pay &amp; benefits</li> <li>○ Promotion including temporary promotion</li> <li>○ Access to training &amp; development opportunities</li> <li>○ Grievance &amp; disciplinary procedures</li> <li>○ Redundancy and re-deployment programmes</li> <li>○ Working patterns such as flexible and part-time working</li> </ul> </li> </ul>

## Appendix C

### Action Plan

Function/Policy	Required Action	Accountability/Lead	Timing
<b>A</b>  <b>Enabling Effective Support Programme (EES)</b>	1. Seek further analysis on ethnic origin from the 12 regional EES co-ordinators in their reporting. All EES coordinators across the UK have been contacted about reporting requirements on race equality within their regions and agreed to provide this information. The regions report on an annual basis and this will be added to their annual evaluation framework document which is produced for DFID.	<b>Accountability:</b> Director of Communications and Knowledge Sharing (Joy Hutcheon)  <b>Lead:</b> Head of External Communications and Building Support (Diana Dalton)	2007/8
	2. Review the effectiveness of the MORI schoolchildren poll. DFID is renewing its contract with Mori but will be looking at the possibility of regionalising the survey and to revise some questions. Race equality will be addressed in this exercise which will take place by March 2007.		By 2009
<b>B</b>  <b>Communications</b>	3. Build capacity to work with the Islamic media. Using the expertise and resources of the FCO Press Office Team (designated to work with Islamic media) to ensure Islamic media outlets are offered briefings, interviews and articles around key news events such as ministerial visits, conferences etc and included on all distributions of press releases and other press materials, increasing the staff capacity in the non-news/features team to work with the press officers on features.	<b>Accountability:</b> Director of Communications and Knowledge Sharing  <b>Lead:</b> Chief Press Officer (Vickie Sheriff)	All currently in place and continuing during life of RES
	4. Build understanding and links with foreign news channels by using the expertise and resources of the FCO press officers who act as the main contact points for London-based foreign correspondents, attending workshops arranged by the Foreign Press Association for these correspondents to present the work of DFID, ensuring they are included on distribution lists to receive press releases and other press materials, encouraging their attendance at press briefings and interviews.		

Function/Policy	Required Action	Accountability/Lead	Timing
	<p>5. Seek to influence the mainstream broadcast and print media through building personal contacts between press team and correspondents traditionally interested in development issues, as well as those less traditionally interested such as health, education, social affairs, and specialist publications, to maximise potential for good news stories around policy and funding announcements, sharing contacts around the team, ensuring announcements are actively promoted to news desks.</p>		
	<p>6. Review current customer satisfaction survey process, in light of the need to strengthen understanding and evaluation of DFID mentions in the media beyond a quantitative evaluation of the number of cuttings. As a result of the restructuring of ICSD into Communications Division, this work has had to be put on hold so that the incoming Head of Strategic Communications can take a view on best way forward.</p>		<p>Decision to be taken by September 07</p>
<p><b>C</b> <b>Working with Civil Society</b></p>	<p>7. Consult with Connections for Development (CFD), the Council for Ethnic Minority Voluntary Organisations and the British Overseas NGOs for Development (BOND) and other relevant umbrella organisations on the most effective means of identifying BME NGOs</p>	<p><b>Accountability:</b> Director of Communications and Knowledge Sharing</p> <p><b>Lead:</b> Deputy Head of ICSD and Head of Civil Society (Guy Mustard)</p>	<p>By March 2007</p>
	<p>8. Consult with CFD and BOND about developing a process, that is proportionate, to NGOs that will allow us to monitor the effectiveness of their equal opportunity policies</p>		<p>By March 2007</p>
	<p>9. Development of central Consultation data base to include key Diaspora groups.</p>		<p>By March 2007</p>

Function/Policy	Required Action	Accountability/Lead	Timing
<b>D</b>  <b>Procurement</b>	10. Seek advice from the Office of Government Commerce (OGC), to determine what we are able to achieve in race equality through our Procurement policies. Progress: Advice received Nov 2006. We have also been advised by Treasury Solicitors on the legal applicability under EU procurement law of race equality policies.	<b>Accountability:</b> Head of Procurement Group (Tony Gardner)  <b>Lead:</b> Head of Procurement Group (Tony Gardner)	By March 2007
	11. Progress: Contract documents (Invitation to Tender package and General Conditions) revised (in conjunction with advice from DFID legal suppliers) to require suppliers to produce evidence of their commitment to good equality and diversity practice (e.g. through quality assurance statements), wherever possible. Contract documents subject to periodic review.		By March 2007
	12. Work with BME employer organisations and the DTI Ethnic Minority Business Forum (EMBF) to introduce best practice into procurement including investigating how to monitor the ethnic origin of suppliers. Progress: Forum meets on a national (London) and regional basis. We have asked DTI when the next one is due.		By December 2007
	13. Assess/note roll-out from EMBF on how to develop a supplier diversity programme that will increase the opportunities for BME suppliers and build capacity within BME organisations to work with DFID. Progress: Will discuss with DTI now how we might seek BME supplier interest and familiarisation session on DFID procurement processes and opportunities.		By December 2008
<b>E</b>  <b>Policy &amp; Research</b>	14. Monitor the impact of the migration strategy	<b>Accountability:</b> Director of Policy Division (Sam Sharpe)	By December 2007
	15. Monitor the impact of the remittance scheme		By December 2007

Function/Policy	Required Action	Accountability/Lead	Timing
	<p>16. Report on the impact of these strategies.</p> <p>For Actions 14, 15 and 16: A Generic Impact Assessment toolkit is currently being developed for use on new policies and will be inserted into the Blue Book by end of December 2006. Once the toolkit has been developed, we will consider the best way to integrate it into the existing mechanisms for scrutiny of new policy (e.g. the Development Committee and CAP Quality Assurance Group).</p>		By December 2007
<b>F</b> <b>Regional Programmes</b>	<p>17. Introduce planned and consistent means of feeding back the monitoring of the implementation of the country strategies and plans to Diaspora groups.</p> <p>Build on the work that ICSD are doing on communication with these groups. Scope for Diaspora groups to be consulted as part of the development of policies in country offices.</p>		By December 2008
<b>G</b> <b>Public Appointments</b>	<p>18. Review the overall appointment process including the criteria for selection and the application and nomination processes.</p>	<p><b>Accountability:</b> Director of Human Resources (Liz Davis)</p> <p><b>Lead:</b> Team Leader Corporate Divisions and UNCD (Dorothy Kirkwood) (Janice Mangan)</p>	By December 2007
<b>H</b> <b>Overseas Pensions</b>	<p>19. Consult with the Overseas Service Pensioners' Association on the most effective means of assessing the potential for differential impact in service.</p>	<p><b>Accountability:</b> Director of Human Resources</p> <p><b>Lead:</b> Head of Overseas Pensions Department (Peter Brough)</p>	By December 2007
<b>I</b> <b>Human Resources</b>	<p>20. Establish diversity e-learning site.</p> <p>The project will deliver a diversity training package to DFID staff in the UK and overseas offices. Reports will be able to be run to determine usage of system and to respond to requests from external government bodies. The training system will be easy to use and contain links to DFID policy documents relating to diversity issues.</p>	<p><b>Accountability:</b> Director of Human Resources</p> <p><b>Lead:</b> Head of Staff Development (Lesley McGarvie)</p>	By December 2007

Function/Policy	Required Action	Accountability/Lead	Timing
	<p>The project will be carried out as shown below:</p> <ul style="list-style-type: none"> <li>i) Paper presented to the catalyst board for approval November 2006.</li> <li>ii) Initial technical testing of software package to determine if requirements are met e.g. response times etc. completed by February 2007.</li> <li>iii) Linking DFID policy documents to e-learning package by April 2007</li> <li>iv) Pilot application within UK and overseas May and June 2007</li> <li>v) For those DFID employees not able to connect to DFID systems, a CD will be available by September 2007.</li> </ul>		
	21. Improve system of data collection for leavers. Outcomes to be reported in the Annual Diversity Report February 2007.	<b>Lead:</b> Diversity Team	December 2006
	22. Review comments in performance appraisals for signs of bias. Outcomes to be reported in the Annual Diversity Report.	<b>Lead:</b> Head of Pay and Performance (Steve Mollison)	July 2007
	23. Conduct equal pay audit to include analysis by race. Outcomes to be reported in the Annual Diversity Report.	<b>Lead:</b> Head of Pay and Performance	From December 2006
	24. Review outcome of promotions over last three years- outcomes to be reported in the Annual Diversity Report, February 2007.	<b>Lead:</b> Team Leader Postings and Promotions(Jim Higgins)	By December 2006
	<p>25. Introduce new learning management system</p> <p>The introduction of a learning management system (LMS) is one of the agreed work streams of the HR Transformation project. The introduction of a LMS is not likely to be earlier than Autumn 2007. A LMS would provide the link to key DFID systems such as Performance Management System and the HR database. This would provide the reporting mechanisms and tools necessary to supply data to the Cabinet Office and supporting our requirements under the Race Relations legislation.</p>	<b>Lead:</b> Head of Learning and Development (Ian Ballantyne)	By March 2007

Function/Policy	Required Action	Accountability/Lead	Timing
	26. Analyse outcome of redundancy exercise for any difference between ethnic groups. Outcomes to be reported in Annual Diversity Report 2007.	<b>Lead:</b> Diversity Team	From December 2006
	27. Monitor the results of the staff survey for significant differences and identify necessary actions. Staff Survey had been analysed and results presented to the Management Board. Outcomes to be reported in the Annual Diversity Report 2007.	<b>Lead:</b> Head of Talent Management (Lynnette Carrington)	Annually
	28. Determine feasibility of introducing monitoring of SAIC staff, analysis being undertaken. Approach to be agreed with Heads of Overseas Offices.	<b>Lead:</b> Diversity Team	By April 2007
	29. Provide Heads of overseas offices with guidance on principles of the Employment Duty. The Employment duty will also be covered in the e-learning diversity module.	<b>Lead:</b> Diversity Team and LDS	By December 2006
<b>J</b> <b>Implementation of revised RES</b>	30. Develop DFID impact assessment tool and guidance for use, communicate throughout the Department and include in the Blue Book.	<b>Accountability:</b> Head of Corporate HR (Richard Montgomery)  <b>Lead:</b> Diversity Advisor/Team	By December 2006
	31. Delivery of impact assessment training to staff responsible for policy development and delivery in key functions. Training has started for HR staff and will be rolled out for other staff in January 2007.	<b>Accountability:</b> Director of Human Resources.  <b>Lead:</b> Diversity Advisor/Learning and Development	From January 2007
	32. Introduction of monitoring to identify the number of initial screenings and impact assessment undertaken	<b>Lead:</b> Diversity Advisor	November 2006
	33. Introduction of a quality control process for REIAs	<b>Lead:</b> Diversity Advisor	December 2006

Function/Policy	Required Action	Accountability/Lead	Timing
	36. Develop a reporting format for the Board to review progress, at least twice a year, on the implementation of the RES and Action Plan	<b>Lead:</b> Diversity Advisor	December 2006
	37. Incorporate requirement to undertake REIAs into the Blue Book.	<b>Lead:</b> Diversity Advisor	December 2006
	38. Incorporate requirement to notify the Diversity Advisor about all consultations relating to REIAs into the Blue Book	<b>Lead:</b> Diversity Advisor	December 2006

**Overseas Action Plan – Developing Good Practice in DFID’s overseas activities**

Function/Policy	Required Action	Accountability/Lead	Timing
<b>K</b> <b>Regional Programmes</b>	1. Where appropriate, build social inclusion targets that encompass country relevant and specific race/ethnic origin targets into bilateral and multilateral strategies and agreements	<b>Accountability:</b> Regional Directors for Asia, Africa and EMAD	January 2007-2008
	2. Analyse the impact of exclusion on the grounds of race or ethnic origin on poverty reduction in all country programmes where it is relevant and proportionate to do so		
	3. Broaden and deepen engagement with civil society to strengthen the contribution it can make to tackling exclusion		
	4. Work with Other Government Departments (OGDs) and development partners to include the analysis of exclusion as a cause of conflict and insecurity in approaches and responses to conflict prevention and poverty reduction		
	5. Promote exchanges of best practice between national and regional organisations		
	6. Ensure analysis on race and ethnic origin is included in Drivers of Change and Strategic Conflict Assessments		
<b>L</b> <b>Policy Development</b>	7. Commission new research and ensure adequate attention is paid to exclusion inequality and rights in all research on natural resources management, HIV and AIDS, education and other relevant areas	<b>Accountability:</b> Director Of Policy Division (Sam Sharpe)	2007-2008
<b>M</b> <b>Commonwealth Scholarships</b>	8. Seek to ensure that collection of data on candidates and successful students includes relevant categories of race or ethnic origin	<b>Accountability:</b> Director Of HR  <b>Lead:</b> Team Leader Corporate and UNCD (Dot Kirkwood)	