

How to....Make LGBTQIA+ Inclusion Part of Key Performance Indicators in Humanitarian Organisations

Embedding LGBTQIA+ inclusion into Key Performance Indicators (KPIs) is one of the most powerful ways humanitarian organisations can move from policy commitments to measurable action. KPIs signal what an organisation truly values - and when inclusion is tracked and reported, it becomes a shared organisational responsibility.

This guide outlines practical, adaptable steps for integrating LGBTQIA+ inclusion metrics into performance frameworks, whether at the individual, team, or organisational level. It is designed for programme managers, Human Resource teams, inclusion focal points (where they exist in an organisation), and leadership across NGOs, UN agencies, and Civil Society Organisations (CSOs).

- **Why Use KPIs?** Measurable indicators hold organisations accountable and makes inclusion measurable and trackable over time.
- **Context Matters:** Ensure KPIs are adapted to your operating environment, legal and societal environment, and organisational maturity on LGBTQIA+ inclusion.
- **Voluntary & Safe:** Ensure all personal LGBTQIA+ data is collected on a strictly voluntary basis, and anonymised and secure.
- **Start Where You Are:** Even one meaningful indicator is progress. Start small and build incrementally if needed.

Practical Steps for Aid Organisations

1. Conduct a LGBTQIA+ Inclusion KPI Baseline Assessment

- Before setting KPIs, understand where your organisation currently stands. Review existing policies, staff feedback, and any available data on LGBTQIA+ staff experiences within the organisation.
- Use anonymous staff surveys to gather baseline data on sense of belonging, reporting of discrimination, and visibility of LGBTQIA+ role models.
- If your organisation lacks inclusion data entirely, start there. The absence of data is itself an important finding!

2. Identify the Right Level for KPIs

- Institutional KPIs: Organisation-wide targets, the adoption of inclusive HR policies, staff completion of SOGIESC (Sexual Orientation, Gender Identity and Expression, and Sex Characteristics) training, or inclusion in annual reporting and organisational strategies.



- Programmatic KPIs: Measures such as LGBTQIA+-sensitive programme design, partnership with LGBTQIA+ CSOs, review of LGBTQIA+ referral pathways, or inclusion of SOGIESC in needs assessments.
- Individual KPIs: Use of, for example, use of inclusive language in professional communication, completion of LGBTQIA+ inclusive training, or active participation in inclusion working groups.

3. Choose Meaningful, Measurable Indicators

- % of staff who have completed LGBTQIA+ inclusion or SOGIESC awareness training.
- % of HR policies reviewed for LGBTQIA+ inclusivity.
- Number of LGBTQIA+ focused partnership agreements or programme referral pathways established.
- % of country operations or projects with a documented SOGIESC inclusive plan.
- Number of incidents of discrimination based on SOGIESC reported and responded to.

4. Embed KPIs into Existing Frameworks

- Integrate inclusion KPIs into annual performance frameworks, rather than as an 'add-on'. LGBTQIA+ inclusion should feature as part of core competency assessments (e.g. under 'values', 'teamwork', or 'leadership').
- Include LGBTQIA+ inclusion criteria in programme quality frameworks, M&E systems, complaints and feedback mechanisms, and project design checklists.

5. Report Transparently and Regularly

- Include LGBTQIA+ inclusion KPI outcomes in organisational annual reports, DEI dashboards, or donor reporting where safe to do so.
- Share progress updates with staff—even when results are incomplete or disappointing—to maintain accountability.
- Use data to set targets for the following year.

6. Protect Data and Respect Privacy

- Never require staff to disclose their SOGIESC identity as part of a KPI or any other internal process.
- All identity-related data must be voluntary, anonymised, and stored securely in compliance with data protection laws.
- Communicate clearly to staff how their data will and will not be used.



Additional Resources

- **The PRIDE Centre:** Templates, legal analysis, and tools for [LGBTQIA+ inclusion](#) in humanitarian settings.

☒ Checklist for Organizing Pride in Restrictive Environments

- [] **Conduct a Baseline Assessment:** Review existing policies and gather anonymous staff feedback before setting targets.
- [] **Define KPI Level:** Clarify whether indicators will sit at institutional, team, or individual level (or all three).
- [] **Choose Process Indicators:** Prioritise what the organisation does (training, policy, partnerships) over identity-disclosure data.
- [] **Ensure Data is Opt-In & Anonymised:** Never require staff to disclose SOGIESC identity; secure all data collected.
- [] **Integrate into Existing Frameworks:** Add inclusion KPIs to annual performance reviews, programme quality tools, and M&E systems.
- [] **Set Realistic, Incremental Targets:** Start with one or two meaningful indicators and build each year.
- [] **Report Transparently:** Share KPI results with staff and in organisational reporting where safe.
- [] **Review Annually:** Assess what is working, adjust indicators as the organisation's capacity grows.
- [] **Share Resources:** Direct staff to [The PRIDE Centre](#) for information and **guidance**.

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