

Toolkit for Antiracism

within the Belgian NGO Sector

A practical tool for organisational change

LEVL vzw

*The advocate for people with a migration background,
people of colour, and people who self-identify as racialised*



Why this toolkit?



Research-based

Based on 34 in-depth interviews across 11 Belgian NGOs (UHasselt, 2026). Every recommendation is grounded in the lived experiences of BIPOC employees in the sector.

Micro-aggressions

Widespread daily racism often goes unaddressed

Structural barriers

Recruitment, retention, and leadership remain predominantly white

Fragmented efforts

Anti-racism treated as side project, not core strategy

This toolkit provides a structured, evidence-based response.

Two interconnected levels

SECTOR LEVEL



Shared Standards



External Reporting



Collective Learning



Joint Advocacy

↕ Mutually reinforcing — neither level succeeds without the other

ORGANISATION LEVEL

1

Diagnosis



2

Structural
Involvement



3

Concrete
Actions



4

Monitoring
& Evaluation

Starting point: where does your organisation stand?

Self-assessment across four domains determines your entry point:



Governance & Policy

Explicit vision? Designated responsibility? Board diversity?



HR & Personnel

Inclusive postings? Bias-free selection? Exit interviews?



Organisational Culture

Foundational training? Safe reporting? BIPOC participation?



External Relations

Representation? Equitable partnerships? Communication?

BASIC PHASE → Sets I, II, V, VI

ADVANCED PHASE → Sets III, IV, VII, VIII, IX

Foundational framework

Three common threads run through every action



Monitoring & Evaluation

Progress markers defined by those most affected. Continuous tracking, not a final checkbox.



Learning from BIPOC communities

Real decision-making power, not just consultation. Structural involvement at every stage.



Context-specific & multilevel approach

Micro (individual), meso (organisation), macro (sector). Adapted to local context.

+ Power dynamics analysis · Intersectionality · Leadership & Governance

From recommendations to action: 9 thematic sets



Micro-aggressions

Experiences



Diverse recruitment

Experiences



Retain BIPOC staff

Experiences



Diversify leadership

Experiences



Anti-racism to core

Concepts



External reporting

Barriers



Training that works

Barriers



Financial solutions

Structural



Government advocacy

Structural

THEME I Experiences with racism among BIPOC employees

Set I

How to address micro-aggressions?

Recognition framework · Response protocols · Disciplinary framework · Prompt incident response

Set II

How to recruit diversely?

Anonymous CV · STAR interviews · Competency scoring · Positive action · Bias-free assessment

Set III

How to retain BIPOC staff?

Development conversations · Transparent expectations · Equitable progression · Exit data analysis

Set IV

How to diversify leadership?

Mentorship vs. sponsorship · Leadership pathways · Board diversification · Succession planning

Practical tools: [Annex 2 \(Interview Guide\)](#) · [Annex 3 \(Application Form\)](#) · [Annex 4 \(Development Conversations\)](#)

THEME II Conceptual interpretations

Set V

How to shift anti-racism from periphery to core?

Vision statement · Ethical code · Non-discrimination code · Diversity scan

THEME III Internal barriers

Set VI

Externalize reporting mechanisms

Independent external mechanism · Accessible to all staff including partner offices

Set VII

Anti-racist training that works

Continuous learning · External + internal facilitators · Conflict scenarios · BIPOC safety

THEME IV Structural challenges

Set VIII

How to get around financial constraints?

Quality funds · Collaborative financing · Creative resourcing within existing budgets

Set IX

Government advocacy

- A. Sector advocacy (funding, diploma recognition, staff mobility)
- B. Structural justice (fair trade, debt, climate, migration)

Sector level: collective action

Individual organisations cannot solve structural racism alone



Shared anti-discrimination agreement

Binding standards + external review mechanism across the sector



Independent reporting mechanism

Shared, accessible to all staff including partner country offices



Collective learning infrastructure

Pooled training resources, train-the-trainer, continuous development



Joint advocacy & monitoring

Sector-wide diversity data, shared talent pipeline, coordinated government advocacy

< 6 months: Quick wins

6–18 months: Build

18+ months: Full implementation

Practical tools included

Six annexes with ready-to-use templates and guides

1

Participatory Work Methods

World Café, SMART planning, participatory evaluation

2

Interview Guide

Competency-based questions for inclusive recruitment

3

Application Form & Self-Identification

Inclusive forms with voluntary self-identification

4

Development Conversation Guide

Structured conversations for retention & growth

5

Non-Discrimination Code

Complete example covering all policy domains

6

Diversity Scan & Action Plan

Baseline measurement + action planning template

How to get started

1

Assess where you stand

Use the self-assessment (4 domains) to determine your phase (basic or advanced)

2

Start with diagnosis

Conduct a power assessment — who decides, whose knowledge counts, where are imbalances?

3

Ensure structural involvement

Create real decision-making power for those most affected. No policy about us without us.

4

Choose your priority sets

Basic phase: Sets I, II, V, VI. Advanced: Sets III, IV, VII, VIII, IX. Use the annexes.

5

Monitor with BIPOC-led indicators

Let success be defined by those most affected. Track progress. Adjust. Repeat.

These four segments are non-negotiable regardless of organisation size.

**You don't need to be an expert in
diversity and inclusion to get started.**

Just a willingness to begin the process.

LEVL vzw

connecting at every level

www.levl.be