

VISUAL ROADMAP

Your step-by-step guide through the anti-racism toolkit

Toolkit for Antiracism within the Belgian NGO Sector

A practical tool for organizational change

This roadmap guides your organisation step by step — from first orientation through diagnosis, structural involvement, concrete actions, and monitoring. Each step includes references to the relevant toolkit sections so you always know where to find detailed guidance.

How to use this roadmap

Print this document and keep it alongside the full toolkit. Follow the numbered phases in order, or jump to whichever phase matches your current position. Each phase tells you exactly which Part, Set, or Annex to consult.

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How This Roadmap Works

The toolkit operates on **two interconnected levels**: sector-wide enabling conditions and organisational implementation. This roadmap focuses primarily on the **organisation level** — the four mandatory segments every organisation must work through. The sector level is addressed at the end, as it requires collective action across the sector.

See Part A, section A.4 — Visual Roadmap: Two Interconnected Levels

SECTOR LEVEL

Four enabling conditions the sector must create collectively:

1. Shared Standards — sector-wide anti-discrimination agreement
2. External Reporting — independent mechanism for all staff
3. Collective Learning — shared training and development
4. Joint Advocacy — diversity monitoring and government advocacy

ORGANISATION LEVEL

Four mandatory segments every organisation must implement:

1. **Diagnosis** — power assessment
2. **Structural Involvement** — meaningful participation in decisions
3. **Concrete Actions** — policies and measures (Sets I–IX)
4. **Monitoring & Evaluation** — progress defined by those affected

Non-negotiable: These four organisation-level segments are mandatory regardless of your organisation's size. You don't need to be an expert in diversity and inclusion to get started — just a willingness to begin the process.

See Part A, section A.3.4 — The Four Mandatory Segments

Your Journey at a Glance

The roadmap takes you through six phases. Phases 0–4 correspond to the four mandatory segments, with a preparatory orientation phase. Phase 5 addresses sector-level action.

Phase	Focus	Toolkit Reference
0	Orientation & Self-Assessment	Part A (sections A.1–A.3)
1	Diagnosis: Power Assessment	Part B (B.1, B.4–B.5)
2	Structural Involvement	Part B (B.2.2, B.5)
3	Concrete Actions (Sets I–IX)	Part C (all sets)
4	Monitoring & Evaluation	Part B (B.2.1), all Sets
5	Sector-Level Action	Part C (C.IV)



ORIENTATION & SELF-ASSESSMENT

Before you begin: understand the toolkit and your starting position

Why start here?

Before diving into action, your organisation needs a shared understanding of what anti-racism work entails, why a structured approach matters, and where you currently stand. This orientation phase ensures that everyone involved understands the framework and language before the change process begins.

See Part A, section A.1 — Introduction

Step 0.1 — Read the Introduction

Understand the context: why Belgian NGOs need a structured anti-racism approach, and how this toolkit was developed based on research with 34 in-depth interviews across 11 Belgian NGOs.

Part A, section A.1.1 — Contextualisation

Part A, section A.1.2 — Why a Structured Approach Matters

Part A, section A.3.5 — Research Foundation matrix

Step 0.2 — Conduct the Self-Assessment

Use the self-assessment questions to determine whether your organisation is in the **basic** or **advanced** phase across four domains. This determines your entry point and which toolkit sections are most urgent for you.

Self-Assessment Domains

1. **Governance & Policy** — explicit vision, designated responsibility, board diversity
2. **HR & Personnel Policy** — inclusive job postings, bias-free selection, exit interviews
3. **Organisational Culture** — foundational training, safe reporting, BIPOC participation
4. **External Relations** — representation in communication, equitable partnerships

Part A, section A.3.1 — Where Does Your Organisation Stand?

Step 0.3 — Identify Your Entry Point

Based on your self-assessment results, use the reading guide to identify which toolkit sections are most relevant for your role and your organisation's current phase.

Part A, section A.2.2 — A Modular Tool for Different Organisations

Part A, section A.2.3 — Organisational Development: A Continuum

Part A, section A.3.2 — Reading Guide by Role

Tip: Is your organisation predominantly in the basic phase? Start with Part B (foundational framework) and Sets I, II, V, and VI. Already more advanced? Focus on Sets III, IV, VII, VIII, and IX.

Phase 0 — Checklist

- Leadership team has read Part A introduction
- Self-assessment completed across all four domains
- Organisation classified as basic or advanced phase
- Entry points identified using reading guide by role
- Working group or responsible person designated to lead the process



DIAGNOSIS: POWER ASSESSMENT

Mandatory Segment 1 — understand where imbalances exist

Why this matters

Anti-racism work that skips the diagnosis phase risks treating symptoms rather than causes. A power assessment reveals **who** makes decisions, **whose** knowledge is valued, and **where** structural imbalances exist. Without this step, subsequent actions may reproduce the very power dynamics they aim to address.

Part B, section B.1 — Understanding Power Dynamics

Step 1.1 — Conduct a Power Assessment

Use the power assessment questions to map decision-making structures, resource allocation, and whose perspectives shape organisational strategy. This is not a one-time exercise but the foundation for all subsequent phases.

Power Assessment Questions (summary)

- Who makes decisions about budgets, strategy, and priorities?
- Whose knowledge and experience is considered 'expert'?
- Who defines what counts as 'quality' or 'professionalism'?
- How does the Board of Directors exercise its oversight?
- Are BIPOC staff represented in decision-making roles?

Part B, section B.1 — Power Assessment Questions tool

Part B, section B.1 — Deeper Power Questions tool

Step 1.2 — Map Three Levels of Intervention

Understand that racism operates at three levels simultaneously: **micro** (individual attitudes and daily interactions), **meso** (organisational policies, culture, and procedures), and **macro** (sector structures, funding systems, government policy). Your diagnosis should identify issues at all three levels.

Part B, section B.2.3 — Context-Specific and Multilevel Approach

Step 1.3 — Assess Leadership and Governance

Examine your leadership and governance structures specifically. Diversifying governance is not a symbolic gesture — it is a structural condition for credible anti-racism work. Ask: who sits on the board? Who is in senior management? What barriers exist for BIPOC professionals to reach these positions?

Part B, section B.5 — A Note on Leadership and Governance

Step 1.4 — Apply an Intersectional Lens

Your diagnosis must account for how race intersects with gender, religion, class, disability, and other identity factors. BIPOC women, Muslim women, and staff with intersecting marginalisations face compounded barriers that a single-axis analysis will miss.

Part B, section B.6 — Understanding Intersectionality in Practice

Phase 1 — Checklist

- Power assessment conducted using toolkit questions
- Issues mapped across micro, meso, and macro levels

- Leadership and governance composition reviewed
- Intersectional dimensions identified
- Results documented and shared with working group



STRUCTURAL INVOLVEMENT

Mandatory Segment 2 — meaningful participation in decision-making

Why this matters

Anti-racism policy designed *about* BIPOC staff and communities without their meaningful involvement in shaping it will fail. Structural involvement means creating **real decision-making power**, not just consultation. This segment ensures that those most affected by racism have a genuine voice in defining problems, designing solutions, and evaluating progress.

Part B, section B.2.2 — Learning from BIPOC Staff and Affected Communities

Step 2.1 — Establish Participation Structures

Create formal structures that guarantee BIPOC perspectives in decision-making. The toolkit offers two main models:

Community Committees or Advisory Councils

Advise on anti-racism policy, contribute to reviews, participate in evaluation. Must have a clear mandate, resources, and formal link to decision-making bodies.

Participatory Decision-Making Bodies

External experts, affected community members, and staff participate directly in governance decisions. Goes beyond advisory role to actual co-decision.

Part B, section B.2.2 — Community Committees and Advisory Councils

Part B, section B.2.2 — Participatory Decision-Making Bodies

Warning — Avoid Tokenism: Placing one BIPOC person on a committee without structural power, resources, or mandate is harmful, not helpful. The goal is to create structural guarantees that perspectives of those most affected shape decisions.

Step 2.2 — Use Participatory Methods

Apply participatory work methods (World Cafe, SMART action planning, participatory evaluation) adapted to your context. For internationally operating organisations, ensure methods are adapted for partner country contexts.

Annex 1: Participatory Work Methods

Part B, section B.5 — Participatory Implementation in International Contexts

Step 2.3 — Define BIPOC-Led Indicators

Success indicators must be defined by those most affected. Examples include: 'I feel safe raising concerns about racism,' 'My expertise is valued equally,' 'I see people like me in leadership.' These indicators will form the basis for Phase 4 (Monitoring & Evaluation).

Part B, section B.2.1 — Monitoring and Evaluation

Part B, section B.2.2 — Indicators from a BIPOC Perspective example

Phase 2 — Checklist

- Participation structure chosen and formally established
- Clear mandate, resources, and link to decision-making defined
- Participatory methods selected and adapted to context
- BIPOC-led success indicators defined for the change process

■ Tokenism safeguards in place

3

CONCRETE ACTIONS

Mandatory Segment 3 — choose and implement measures from Sets I–IX

Why this matters

This is where diagnosis and involvement translate into tangible change. The toolkit provides nine thematic sets of recommendations organised around four research themes. Each set addresses a specific challenge identified in the research and offers concrete, evidence-based measures your organisation can implement.

Part C — From Recommendations to Action

How to navigate Phase 3

You don't need to implement all nine sets at once. Use your Phase 1 diagnosis and Phase 2 indicator results to prioritise. The overview below maps each set to its research theme, key question, and the specific toolkit section and annexes you need.

THEME I — Experiences with Racism among BIPOC Employees

Part C, section C.I — Experiences with Racism among BIPOC Employees

SET I — How to Address Micro-Aggressions and Everyday Racism?

Develop a clear framework for recognising, reporting, and responding to micro-aggressions. Includes building a disciplinary framework that demonstrates organisational commitment and ensuring prompt response to incidents.

Reference: Part C, section C.I.1

SET II — How to Recruit a Diverse Workforce?

Inclusive job postings, anonymous recruitment, STAR interview technique, competency-based scoring, positive action measures, and addressing structural barriers in selection procedures. Includes tools for bias-free assessment and data-driven recruitment monitoring.

Reference: Part C, section C.I.2

Annex 2: Interview Guide Example

Annex 3: Application Form & Self-Identification Examples

SET III — How to Retain BIPOC Staff?

Transparent expectations, development conversations, equitable progression opportunities, and creating a workplace culture where BIPOC employees can thrive — not just survive.

Reference: Part C, section C.I.3

Annex 4: Development Conversation Guide

SET IV — How to Diversify Leadership?

Leadership pathways, mentorship vs. sponsorship programmes, board diversification, and addressing the structural barriers that keep leadership predominantly white.

Reference: Part C, section C.I.4

THEME II — Conceptual Interpretations and Perceptions

Part C, section C.II — Conceptual Interpretations and Perceptions

SET V — How to Shift Anti-Racism from Periphery to Core?

Develop an explicit anti-racism and decolonisation vision statement. Embed anti-racism in core strategy rather than treating it as a side project. Includes: vision statements, ethical codes, non-discrimination codes, and the diversity scan methodology.

Reference: Part C, section C.II.1

Annex 5: Non-Discrimination Code Example

Annex 6: Diversity Scan & Action Plan Template

THEME III — Internal Barriers Undermining Anti-Racism

Part C, section C.III — Internal Barriers Undermining Anti-Racism Efforts

SET VI — Externalize Reporting Mechanisms

Staff who experience racism often do not report it due to fear of retaliation or distrust of internal processes. Establish an independent, external reporting mechanism accessible to all staff, including in partner offices.

Reference: Part C, section C.III.1

SET VII — Anti-Racist Training that Works

Move beyond one-off awareness sessions. Design continuous training that combines external expertise with internal facilitators, includes individual reflection and group exercises, and ensures safety for BIPOC participants. Includes conflict-based training scenarios.

Reference: Part C, section C.III.2

THEME IV — Structural Challenges

Part C, section C.IV — Structural Challenges Impacting Anti-Racism Efforts

SET VIII — How to Get Around Financial Constraints?

"We don't have the budget" is one of the most common barriers. This set shows how to use quality funds, collaborative financing, and creative resourcing to implement anti-racism work within existing financial realities.

Reference: Part C, section C.IV.2

SET IX — Government Advocacy

Advocacy operates on two levels: (A) advocacy for the NGO sector itself (funding criteria, diploma recognition, staff mobility) and (B) advocacy for structural justice (fair trade, debt cancellation, climate justice, migration policy, policy coherence).

Reference: Part C, section C.IV.3

Integration is essential: Don't implement sets in isolation. When you develop an anti-discrimination policy (Set V), conduct a power assessment first (Phase 1). When you set up training (Set VII), ensure structural involvement (Phase 2). When you recruit (Set II), monitor outcomes (Phase 4). The three common threads — M&E, learning from BIPOC communities, and multilevel approach — must run through everything.

Part B, section B.3 — How These Elements Work Together

Part B, section B.4 — Using This Tool

Quick Reference: Sets by Organisational Phase

Phase	Priority Sets	Key Annexes
Basic	I, II, V, VI	Annex 1, 2, 3, 5
Advanced	III, IV, VII, VIII, IX	Annex 4, 5, 6

Phase 3 — Checklist

- Priority sets selected based on diagnosis (Phase 1) and organisational phase
- Action plan developed per selected set
- Relevant annexes consulted for practical tools
- Integration across sets ensured (no isolated initiatives)
- Three common threads embedded: M&E, BIPOC learning, multilevel approach



MONITORING & EVALUATION

Mandatory Segment 4 — progress defined by those most affected

Why this matters

Without monitoring and evaluation, anti-racism work risks remaining performative. M&E is not a final step — it is a **common thread** that runs through the entire process. Crucially, progress markers must be defined by those most affected by racism, not by those in positions of institutional power.

Part B, section B.2.1 — Monitoring and Evaluation

Step 4.1 — Define Progress Markers

Use the BIPOC-led indicators defined in Phase 2 as your primary success markers. Complement these with quantitative data sources and regular qualitative feedback.

Data Sources You Can Use

Workforce composition data (disaggregated by race, gender, seniority)
Recruitment and promotion rates
Employee satisfaction surveys (with specific anti-racism questions)
Exit interview data
Reporting mechanism usage and outcomes
Training participation and follow-up evaluations

Part C, Sets I–IX — each set includes specific monitoring indicators

Step 4.2 — Use the Diversity Scan

The diversity scan provides both a quantitative baseline and a qualitative assessment across three themes: inclusive recruitment, inclusive workplace culture, and inclusive external communication. Conduct the scan at regular intervals to track progress.

Part C, section C.II.1 — Diversity Scan methodology

Annex 6: Diversity Scan & Action Plan Template

Step 4.3 — Establish Feedback Loops

Create systematic feedback loops between organisational experiences and policy adjustments. Ensure that monitoring results are shared transparently with staff and participation structures, and that findings lead to concrete action adjustments.

Remember: Monitoring is not surveillance. The purpose is learning and improvement, not compliance checking. Ensure that data collection respects privacy, is voluntary where it involves self-identification, and serves the goal of equity.

Phase 4 — Checklist

- BIPOC-led progress markers formally adopted
- Data collection methods and sources identified
- Baseline diversity scan completed
- Regular review cycle established (at minimum annually)
- Feedback loops connected to decision-making structures

■ Transparent reporting to staff and participation bodies



SECTOR-LEVEL ACTION

Collective action for systemic change

Why sector action matters

Individual organisations cannot solve structural racism alone. The sector level creates the conditions, infrastructure, and shared resources that make organisational implementation possible and sustainable. Neither level succeeds without the other.

Part C, section C.IV.1 — The Sector Level: Collective Action for Systemic Change

The Four Enabling Conditions

1. Shared Standards

Develop a sector-wide anti-discrimination agreement with binding standards and an external review mechanism. A shared standard creates a baseline expectation across the sector and prevents a 'race to the bottom.'

Part C, section C.IV.1 — Set and enforce sector-wide standards

2. External Reporting Mechanism

Establish a shared independent reporting mechanism accessible to all staff, including partner offices. This addresses the finding that BIPOC employees often do not report racism due to fear or distrust.

Part C, section C.III.1 (Set VI) — Externalize Reporting Mechanisms

3. Collective Learning

Develop shared training resources, train-the-trainer programmes, and continuous professional development. Pool sector expertise to make high-quality anti-racism training accessible to all organisations.

Part C, section C.III.2 (Set VII) — Anti-Racist Training that Works

4. Joint Advocacy

Sector-wide diversity monitoring, shared talent pipeline, and coordinated government advocacy. Advocate collectively for funding systems that include diversity criteria and for the removal of structural barriers like diploma recognition and staff mobility restrictions.

Part C, section C.IV.3 (Set IX) — Government Advocacy

Getting Started — Sector Timeline

Quick wins (within 6 months): Establish a working group, begin mapping existing resources, draft shared language

Medium-term (6–18 months): Draft anti-discrimination agreement, pilot shared training, establish reporting structure

Long-term (18+ months): Full implementation, monitoring, government advocacy strategy

Part C, section C.IV.1 — Timeline: Getting Started

Note on funding: Implementing sector-level actions requires dedicated funding, whether through federations, government subsidy frameworks, or collaborative financing structures like quality funds.

Part C, section C.IV.2 (Set VIII) — Financial Constraints

Annex Quick Reference

The toolkit includes six practical annexes with templates, guides, and examples you can adapt to your organisation. Here is when to use each one.

Annex	Title	Use When...
1	Participatory Work Methods	Setting up Phase 2 structures; organising World Cafe, SMART planning, participatory evaluation
2	Interview Guide Example	Implementing Set II (recruitment); designing competency-based interview processes
3	Application Form & Self-Identification Examples	Implementing Set II (recruitment); developing inclusive application forms and voluntary self-identification
4	Development Conversation Guide	Implementing Set III (retention); structuring regular employee development conversations
5	Non-Discrimination Code Example	Implementing Set V (core strategy); developing or revising your organisation's ethical framework
6	Diversity Scan & Action Plan Template	Phase 4 (M&E) and Set V; conducting baseline assessments and tracking progress

Complete Navigator: Roles & Entry Points

Use this table to find the most relevant sets and phases based on your role within the organisation.

Role	Priority Sets	Key Phases
Director / General Manager	Set IV (leadership), Set V (core strategy), Sector Level (C.IV)	Phase 0–1, Phase 5
HR Manager	Set II (recruitment), Set III (retention), Set IV (leadership), Set VII (training)	Phase 1, Phase 3–4
Team Lead / Middle Manager	Set I (micro-aggressions), Set VII (training)	Phase 1, Phase 3
Board Member / Governance	Set V (core strategy), Set IX (advocacy), Sector Level (C.IV)	Phase 0, Phase 5
Country / Field Office Staff	Set II (localized recruitment), Set III (retention), Set I (across cultures)	Phase 1, Phase 3
Programme Manager	Set V (programme design), Set I (team dynamics)	Phase 1, Phase 3
Finance / Admin	Set VIII (financial constraints)	Phase 3
Communications	Set V (external communication), Set II (employer branding)	Phase 3
All Staff	Set I (micro-aggressions), Set VII (training participation)	Phase 2–3

Master Checklist: Your Anti-Racism Journey

Use this as an overview to track your organisation's progress through the full roadmap.

Phase 0 — Orientation

- Introduction read by leadership team
- Self-assessment completed (4 domains)
- Organisational phase determined (basic / advanced)
- Entry points and priority sets identified
- Working group or responsible person designated

Phase 1 — Diagnosis

- Power assessment conducted
- Issues mapped at micro, meso, macro levels
- Leadership and governance reviewed
- Intersectional dimensions identified
- Results documented and shared

Phase 2 — Structural Involvement

- Participation structure formally established
- Clear mandate, resources, and decision-link defined
- Participatory methods selected and adapted
- BIPOC-led success indicators defined
- Tokenism safeguards in place

Phase 3 — Concrete Actions

- Priority sets selected based on diagnosis
- Action plan per selected set developed
- Relevant annexes consulted
- Integration across sets ensured
- Three common threads embedded throughout

Phase 4 — Monitoring & Evaluation

- BIPOC-led progress markers adopted
- Data collection methods identified
- Baseline diversity scan completed
- Regular review cycle established
- Feedback loops connected to decision-making
- Transparent reporting to staff and bodies

Phase 5 — Sector Action

- Engaged with sector-level working group
- Contributing to shared standards development
- Connected to external reporting mechanism
- Participating in collective learning

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This visual roadmap accompanies the Toolkit for Antiracism within the Belgian NGO Sector (2026).