

TOOLKIT FOR THE BELGIAN NGO SECTOR

Antiracism

A practical tool for organisational
change

From research to action

LEVL vzw

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

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Part A: Introduction & orientation

A.1 Introduction

A.1.1 Contextualisation

Structural racism and discrimination are serious barriers to social and economic progress for both individuals and society. Within the NGO sector, these dynamics manifest not only in workplace practices but also in the assumptions, structures, and relationships that shape how organisations operate and partner with communities in the Global Majority.

This anti-racism toolkit provides practical guidance for organisations and the sector committed to actively combating structural racism and ensuring a true decolonial process. It is designed as an integrated framework, connecting internal policy change with broader structural action.

A.1.2 Why a structured approach matters

Structural racism in the NGO sector doesn't happen in isolation, it is built into systems, processes, and everyday practices that are often taken for granted. From how job advertisements are written to who gets promoted, from which partnerships are prioritised to how success is measured, racism can be embedded in organisational DNA without anyone intending it. That is precisely why good intentions are not enough: a structured, systematic approach is needed to identify, address, and dismantle these patterns.

A.2 How to use this toolkit

A.2.1 Components of the toolkit (roadmap + guide)

The toolkit consists of several complementary components:

- A visual poster (roadmap) that maps out all elements of the toolkit and shows how they connect, giving you an overview of the complete approach
- A detailed guide with detailed information, strategies, and background for each component

This modular approach allows different parts of your organisation to engage with the toolkit in ways that fit their roles. HR teams, leadership, managers, and employees can each find relevant tools and recommendations.

The toolkit supports you in developing, implementing, and evaluating concrete actions that contribute to a workplace without racism, providing both the big picture and the practical details you need to act.

A.2.2 A modular tool for different organisations

This toolkit is designed to be flexible and adaptable. Not every organisation has the same size, structure, or resources. A small NGO with five staff members will approach anti-racism work differently from a large international organisation with offices across multiple countries.

A.2.2bis Feasibility: Getting Started with Limited Resources

The Belgian NGO sector is under increasing financial pressure. Austerity measures at both federal and regional level, combined with changes to tax incentives for charitable donations, are forcing many organisations to scale back. Staff reductions, programme cuts, and growing uncertainty about future funding create an environment where anti-racism work can easily be deprioritised.

Yet anti-racism policy is not a luxury that can wait for better times. Structural exclusion and inequality do not pause when budgets shrink. They are often reinforced by them. It is precisely in times of scarcity that choices about who gets hired, promoted, or heard become more consequential.

A shared responsibility. The federations and umbrella organizations play a key role in making anti-racism policy feasible for their members. By organising shared training sessions, providing model policies, and creating spaces for exchange, federations and umbrella organizations can reduce the burden on individual organisations (see Set VIII).

In short: start small, start honestly, start now. The scope of this toolkit reflects the complexity of changes, not the minimum effort required to begin.

A.2.3 Organisational development: a continuum

Organisations find themselves at different points in their journey towards an anti-racist and inclusive policy. International research and practical experience show that this development process unfolds gradually, not in discrete stages.

This continuum broadly comprises two phases:

FRAMEWORK: Two Phases of Development

Basic phase: The organisation acknowledges the importance of anti-racism and diversity, and takes initial steps. Characteristics include: a policy statement or vision document, exploratory conversations, first awareness-raising activities, and identification of key gaps.

Advanced phase: The organisation moves towards structural change. Characteristics include: revision of HR processes and governance, concrete objectives with measurable indicators, accountability mechanisms, and engagement with broader sector-level initiatives.

This toolkit provides guidance for both phases. The navigation guide below helps you determine where your organisation currently stands and which sections of the toolkit are most relevant to your current needs.

** This continuum is based on internationally recognised frameworks for organisational development in anti-racism work, including the Continuum on Becoming an Anti-Racist Multicultural Organisation (Crossroads Ministry).*

BASIC PHASE

Initial awareness and first steps

- Policy statement or vision document
- Exploratory conversations about diversity
- First awareness-raising activities
- Identification of key gaps



ADVANCED PHASE

Structural change and embedding

- Revision of HR processes and governance
- Concrete objectives with measurable indicators
- Accountability towards affected communities
- Inclusion embedded across all processes

Many organisations are in between — more advanced in some areas than in others. The toolkit provides guidance for both phases.

A.3 Navigation guide

This guide helps you find the sections most relevant to your role or specific needs. It includes roles across your organisation, whether based in Belgium or in partner countries.

A.3.1 Where does your organisation stand? (self-assessment)

Basic or advanced?

Before engaging with the toolkit, it may be useful to assess where your organisation currently stands in its development towards an anti-racist policy. The questions below help you determine whether your organisation is currently in the basic or advanced phase.

SELF-ASSESSMENT: Governance & Policy

- Does your organisation have an explicit vision or policy statement on anti-racism and diversity? (basic)
- Have concrete, measurable objectives been established with a timeline? (advanced)
- Are there accountability mechanisms in which marginalised groups have a voice? (advanced)

SELF-ASSESSMENT: HR & Personnel Policy

- Are job postings and selection procedures reviewed for potential barriers? (basic)
- Have structural adjustments been implemented in recruitment, evaluation, and career progression? (advanced)
- Is diversity data systematically collected, analysed, and linked to action plans? (advanced)

SELF-ASSESSMENT: Organisational Culture

- Have staff completed foundational training on diversity and inclusion? (basic)
- Is there a continuous learning trajectory with deeper engagement? (advanced)
- Do safe reporting structures exist, and is action actively taken in response to incidents? (advanced)

SELF-ASSESSMENT: External Relations

- Is attention paid to representation in communication and imagery? (basic)
- Have partnerships and supplier relationships been evaluated for diversity and power balance? (advanced)

How to use this toolkit:

Is your organisation predominantly in the basic phase? Focus on the foundational recommendations to build a solid base.

Is your organisation already in the advanced phase? The more in-depth recommendations offer guidance for structural embedding.

Many organisations find themselves in between: more advanced in some areas than in others. Use the self-assessment per theme to make targeted choices.

A.3.2 Reading guide by role

Anti-racism is a collective effort that requires engagement at every level. While certain roles carry specific responsibilities, every individual within an organisation plays a part. The guide below helps you identify the sections most relevant to your function.

The roles listed below reflect common functions across the sector, but organisational structures vary widely. In some organisations, functions such as HR, finance, or programme management are centralised in Belgium; in others, they are distributed across country offices.

For Directors and Board Members

Introduction → understand the framework and two levels
 General Guide: Power Dynamics → power assessment as starting point
 General Guide: A Note on Leadership and Governance → diversity in governance
 Set IV: How to Diversify Leadership → leadership pathways
 Set V: How to Shift Anti-Racism from Periphery to Core → embedding in strategy
 C.4 Structural Challenges Impacting Anti-Racism efforts → collective sector approach

For HR Managers

(whether centralised in Belgium or decentralised across country offices)

Set II: How to Recruit a Diverse Workforce → inclusive recruitment
 Set III: How to Retain BIPOC Staff → retention and progression
 Set IV: How to Diversify Leadership → leadership pathways
 Set VII: Anti-Racist Training that Works → training programmes
 General Guide: Understanding Intersectionality → intersecting identities

For Team Leaders and Managers

Set I: How to Address Micro-Aggressions → daily practice
 Set VII: Anti-Racist Training that Works → organizing training
 General Guide: Three Common Threads → monitoring and involvement

For Policy Officers

Set V: How to Shift Anti-Racism from Periphery to Core → vision and policy
 Set IX: Government Advocacy → policy influencing
 C.4 Structural Challenges Impacting Anti-Racism efforts → collective sector approach

For Country Directors

General Guide: Power Dynamics → power assessment in your context
 Set II: How to Recruit a Diverse Workforce → localized inclusive recruitment
 Set III: How to Retain BIPOC Staff → retention in country context
 Set I: How to Address Micro-Aggressions → daily practice across cultures
 General Guide: Three Common Threads → monitoring and participatory involvement

For Program Coordinators

General Guide: Understanding Intersectionality → intersecting identities in programming
 Set V: How to Shift Anti-Racism from Periphery to Core → integrating in program design

Set I: How to Address Micro-Aggressions → team dynamics

General Guide: Three Common Threads → participatory approaches with partners

For Finance Officers

General Guide: Power Dynamics → understanding budget as power

Set VIII: How to Get Around Financial Constraints → resourcing diversity initiatives

General Guide: Three Common Threads → M&E and tracking progress

For Communication and Fundraising Officers

Set V: How to Shift Anti-Racism from Periphery to Core → external communication

General Guide: Understanding Intersectionality → representation in imagery and messaging

Set II: How to Recruit a Diverse Workforce → employer branding and outreach

For Umbrella Organisations and Federations

C.4 Structural Challenges Impacting Anti-Racism efforts → collective sector approach

Getting Started at the Sector Level → concrete steps

Set IX: Government Advocacy → platforms and coalitions

For All Staff Members

Introduction → understand the framework and why anti-racism is everyone's responsibility

Set I: How to Address Micro-Aggressions → recognising and responding in daily interactions

General Guide: Understanding Intersectionality → awareness of intersecting identities

Set VII: Anti-Racist Training that Works → engaging with learning opportunities

General Guide: Beyond Consultation → how to be an active ally in structural change

A.3.3 Thematic entry points

Use this table to go directly to the sections most relevant to your current priority.

I want to work on...	Go to...
Understanding my individual role in anti-racism	Introduction + Set I + Set VII
Conducting an initial diagnosis	General Guide → Power Dynamics
Recruiting more diversely	Set II
Retaining staff	Set III
More diversity in leadership	Set IV + A Note on Leadership
Addressing micro-aggressions	Set I
Setting up a safe reporting mechanism	Set VI
Organizing better training	Set VII
Anti-racism in vision/mission	Set V
Collaborating at sector level	Part C.4: The Sector Level

I want to work on...	Go to...
Government advocacy	Set IX
Working with limited budget	Set VIII
Understanding intersectionality	General Guide → Intersectionality
Monitoring and evaluation	General Guide → Three Common Threads
Structurally involving BIPOC	General Guide → Beyond Consultation

A.3.4 The four mandatory segments

Regardless of your organisation's size, these four segments are non-negotiable:

THE FOUR MANDATORY SEGMENTS

- 1. DIAGNOSIS** → Start with a power assessment (General Guide: Power Dynamics)
- 2. STRUCTURAL INVOLVEMENT** → Real decision-making power, not just consultation
- 3. CONCRETE ACTIONS** → Choose measures from Sets I through IX that fit your context
- 4. MONITORING & EVALUATION** → Let success be defined by those most affected



This navigation guide is meant as a tool. The toolkit works best when you review all sections over time.

You start where urgency is greatest.

A.3.5 Research foundation: how this toolkit connects to the research findings

This toolkit is grounded in the research report *Tools for Anti-Racism in the Belgian NGO Sector* (Bourabain, Shachar, Mellas & Tuncer, 2026), which is based on 34 in-depth interviews across 11 Belgian NGOs and institutional actors. Every recommendation in this toolkit responds to specific findings from that research.

The matrix below maps the key research findings to the corresponding toolkit sections. For each finding, a **bridge sentence** is provided that can be found at the beginning of the relevant toolkit section, connecting the empirical evidence to the practical guidance that follows. This ensures that every measure in the toolkit is traceable to the lived experiences and structural patterns documented in the research.

For the full analysis, methodology, and participant voices, refer to the research report. References in the 'Report Location' column follow the report's structure (Part I–IV) and page numbers.

Research Finding	Report Location	Toolkit Section	Bridge Sentence (at start of section)
Micro-aggressions accumulate over time, creating self-monitoring, emotional labour, and exhaustion that ultimately drives BIPOC staff to leave	Part I-A, p. 16–17	Set I	<i>The research demonstrates that the harm of micro-aggressions lies not in individual incidents but in their repetition and normalisation, creating environments where BIPOC staff must constantly self-monitor. The measures below address this through structural and cultural change, not just individual awareness.</i>
Recruitment processes perceived as opaque and exclusionary; BIPOC candidates relied on 'back doors' and informal networks to enter	Part I-B, p. 21–22	Set II	<i>Participants described having to apply multiple times or enter through temporary contracts before being given a chance. Structured, transparent recruitment, as outlined below, directly addresses these barriers by making criteria explicit and reducing discretionary bias.</i>
Retention and promotion are major bottlenecks; BIPOC staff must constantly 'prove' competence and face perceptions of tokenism	Part I-B, p. 22–23	Set III	<i>The research shows that even after recruitment, BIPOC employees face additional burdens: repeated questioning of their merit, limited access to informal networks, and exclusion from advancement opportunities. Retention requires intentional investment in belonging and progression.</i>
Leadership, boards, and senior management remain overwhelmingly white; donor relations reinforce racialized ideas of legitimacy	Part I-C, p. 28–29	Set IV	<i>Participants believed leadership roles were informally reserved for white Europeans, seen as more 'credible' with donors. This racialized economy of trust perpetuates homogeneity at the top. The recommendations below aim to dismantle these informal barriers through targeted pathways and positive action.</i>

Research Finding	Report Location	Toolkit Section	Bridge Sentence (at start of section)
DEI is reduced to gender or broad non-discrimination; race is 'the hardest thing to put on the agenda'; decolonisation dismissed as historical	Part II-A/B/C, p. 36–38	Set V	<i>The research found that diversity language in NGOs often displaces race onto more 'comfortable' categories. Decolonisation is perceived as belonging to the past rather than as an operational framework. The vision statement process below counters this by requiring explicit engagement with racism and colonial power relations as present-day organisational concerns.</i>
Deep mistrust in reporting mechanisms; vast majority of BIPOC staff never filed a complaint; trust-persons perceived as undertrained and compromised	Part III-C, p. 46–49	Set VI	<i>BIPOC employees reported that formal systems were slow, unpredictable, and risky. They relied on informal coping strategies instead. External, independent reporting channels, as recommended below, address this fundamental trust deficit.</i>
Anti-racism training is sporadic, voluntary, and disconnected from core mission; serves as tick-box exercise	Part III-C, p. 50–51	Set VII	<i>Research participants described training sessions they attended once or twice a year on a voluntary basis, with content that did not address racial inequalities directly. The recommendations below transform training from isolated events into a continuous, context-specific learning process.</i>
Financial constraints cited as primary barrier, but organisations overlook existing resources; anti-racism work depends on individual initiative	Part IV-A, p. 53–54	Set VIII	<i>While budget limitations are real, compounded by announced federal funding cut, the research also shows that many organisations already have frameworks (e.g. gender equality initiatives) that can be adapted. The section below maps existing resources and low-cost approaches.</i>
Migration policies restrict mobility of non-European staff; one NGO decided to never again hire non-Europeans for Belgian offices due to administrative burden	Part IV-D, p. 57–58	Set IX	<i>Visa procedures, work permits, and unequal classification of staff ('expat' vs. 'local hire') reproduce colonial hierarchies of mobility. In one documented case, the administrative burden led an NGO to close its doors to non-European recruitment entirely. Collective advocacy for migration policy reform is essential.</i>
Absence of a central coordinating body with anti-racism expertise; HR departments left unsupported	Part IV-E, p. 59	C.4.1 (Sector Level)	<i>The research identified a critical infrastructure gap: no central contact point exists to advise and support organisations in developing anti-racism policy. The sector-level recommendations below include establishing such a coordinating function.</i>

Research Finding	Report Location	Toolkit Section	Bridge Sentence (at start of section)
Funding structures reproduce power asymmetries between Belgian and partner-country organisations	Part IV-A, p. 53–54	Set IX (Advocacy B)	<i>Grant requirements typically designate the Belgian organisation as main contact and funding recipient, creating asymmetrical dependencies. This structural barrier to equitable partnerships requires advocacy for reform of funding architectures.</i>
BIPOC employees develop coping and resistance strategies (silence, code-switching, strategic vocabulary) due to structural inequality	Part I-D, p. 31–32	Part B (Foundational Framework)	<i>The research documents how BIPOC staff deal with racism through silence, self-censorship, coded resistance, and reliance on allies. Recognising these strategies is essential for understanding why ‘safe’ environments are not neutral and why structural change, not just awareness, is required.</i>
Intersectional dynamics: race interacts with gender, religion, migration status, creating differentiated experiences of exclusion	Part I-A, p. 16–17	B.6 (Intersectionality)	<i>BIPOC women, Muslim women, and staff with precarious migration status reported compounded barriers. Effective anti-racism policy must account for how multiple systems of power interact and not address ethnic or cultural background as a single, separate axis of exclusion.</i>

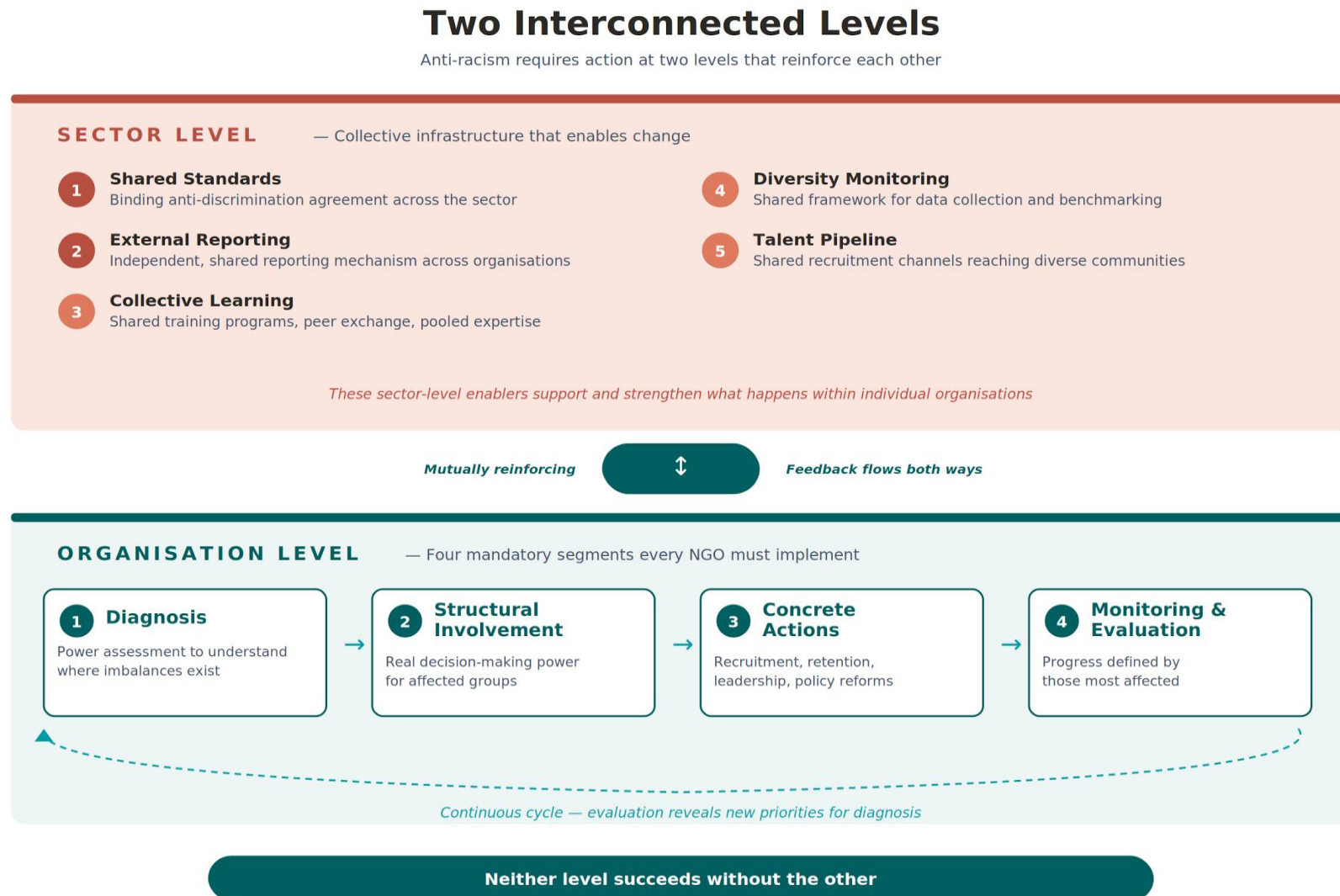
How to use this matrix:

- **As a navigation tool:** if you have read the research report and want to act on a specific finding, the matrix directs you to the relevant toolkit section.
- **As an accountability instrument:** the matrix demonstrates that every toolkit recommendation is evidence-based, grounded in the sector’s own experiences.
- **As a communication tool:** when presenting the toolkit to boards, funders, or staff, the matrix provides a concise overview of why each measure matters.

The bridge sentences at the beginning of each toolkit section serve as reminders that the measures proposed are not abstract recommendations. They respond to the concrete, documented realities of BIPOC employees and structural patterns within the Belgian NGO sector.

A.4 Visual roadmap: two interconnected levels

The (printable) visual roadmap is included as Annex 7. It provides a step-by-step guide through the entire toolkit, from orientation and self-assessment through the four mandatory segments to sector-level action. Each phase includes references to the relevant toolkit sections, sets, and annexes. We recommend keeping it accessible as a reference throughout the change process.



Part B: Foundational framework

B.1 Understanding power dynamics

Research finding (Report Part I-D, p. 31–32):

The research documents how BIPOC staff deal with racism through silence, self-censorship, coded resistance, and reliance on allies. Recognising these strategies is essential for understanding why ‘safe’ environments are not enough and why power must be addressed directly.

Before diving into specific recommendations, you should conduct a power assessment within your organisation. This diagnostic step helps you understand where power imbalances exist and how they shape the experiences of different staff members.

Power is at the heart of how structural racism operates. It determines who gets to decide, who gets heard, whose knowledge is valued, and whose experiences are dismissed. Within NGOs, power imbalances are often embedded in funding structures, governance arrangements, and the cultural norms of the organisation.

TOOL: Power Assessment Questions

- Who makes decisions about budgets, strategy, and hiring?
- Which voices are systematically unheard in meetings and policy processes?
- How are BIPOC perspectives integrated into policy development?
- Where do invisible barriers exist (language, networks, “professional” norms)?
- How is the power dynamic structured between the Belgian office and partner offices?
- Who defines what “success” and “progress” mean in your organisation?

Consider the different types of power at play in your organisation. Formal decision-making power (budgets, strategy, hiring) often sits with management and boards, but informal power such as access to networks, gatekeeping of information, cultural capital can be equally decisive.

TOOL: Deeper Power Questions

- How does the Board of Directors exercise its oversight and strategic power?
- Where does management hold disproportionate influence over day-to-day decisions?
- How do volunteers, interns, or consultants experience power dynamics?
- In internationally operating organisations: how is power distributed between the Belgian office and country offices. And who decides how it is distributed?

Resources to get started: Organisations like Partos (the federation of NGOs in the Netherlands) have developed the Power Awareness Tool. The Start Network's anti-racist and decolonial framework (2021) also centers power assessment as a first step.

This initial assessment can be repeated periodically to monitor shifts in power dynamics and to check whether your interventions are addressing root causes rather than symptoms.

B.2 Three common threads: essential elements

B.2.1 Monitoring and evaluation

Every action, policy change, and initiative must be systematically monitored and evaluated. This is not a one-time activity but an ongoing process that:

- Measures progress against your objectives
- Identifies what works and what needs adjustment
- Provides continuous insight into diversity challenges
- Holds the organisation accountable
- Allows for timely course correction

Build monitoring and evaluation into every aspect of your approach from the very beginning. Regular measurement helps you understand whether you are achieving the desired impact and where adjustments are needed.

Build in flexibility: create contingency plans and allow room for certain phases to take longer than anticipated or to be revisited if necessary.

Critical addition: Monitoring must be defined by and with those most affected

This means:

- Involving all staff, including those in partner offices, and affected communities in defining what gets measured and what counts as progress
- Asking: “What would make a tangible difference in your daily work experience?”
- Using both quantitative indicators (representation, promotion rates, turnover figures) and qualitative indicators (experiences of inclusion, psychological safety, sense of belonging)
- Evaluating not only what has been achieved, but how the process unfolded

EXAMPLE: Indicators from a BIPOC Perspective

“I feel safe raising concerns about racism without negative career consequences.”

“My expertise is taken as seriously as that of white colleagues.”

“I see people who look like me in leadership positions.”

“My cultural background is viewed as an asset, not something to neutralize.”

“I don’t have to be the ‘spokesperson for my community’ to be heard.”

“I have access to the same informal networks and opportunities that lead to advancement.”

This approach, centering lived experience and letting those with experiential knowledge define the markers of change, is what we mean by experience-led monitoring. Anonymous staff surveys (which are then converted into aggregated and anonymised data) are a key instrument for this.

B.2.2 Learning from BIPOC staff and affected communities

People with lived experience of racism and discrimination possess valuable expertise that is essential for developing effective solutions. Throughout this process:

- Actively involve BIPOC (Black, Indigenous, and People of Color) staff in all phases
- Create safer and braver spaces for sharing experiences and insights
- Recognize and compensate their contributions appropriately
- Apply the principle of “Nothing About Us, Without Us”

Listen with openness and act on the feedback provided. Recognize that discomfort is often the beginning of change, lean into difficult conversations rather than avoiding them, and be prepared to challenge existing assumptions and structures.

The common thread: BIPOC people, the community and advisory councils should not just be the subject of policies but active participants in shaping them. Their perspectives must inform every stage, from initial power analysis to final evaluation.

Beyond consultation: Structural decision-making power

To move beyond tokenistic involvement, consider establishing structures that grant actual decision-making authority, not just advisory roles. Options include:

STRUCTURE: Community Committees or Advisory Councils

- Advise on anti-racism policies and initiatives
- Have decision-making power over specific resources (e.g., budget for training, selection of external facilitators)
- Periodically evaluate progress on anti-racism efforts
- Serve as a sounding board for management with a formal mandate
- Could also function in specific domains (e.g., deciding how fundraising proceeds are allocated)

For these bodies to move beyond an advisory role, it is essential that their mandate explicitly includes binding decision-making authority on defined matters, not just the right to give input. This requires clear terms of reference, transparent reporting lines, and real consequences when recommendations are not followed.

STRUCTURE: Participatory Decision-Making Bodies

- External experts, affected communities, or staff representatives have guaranteed seats
- The composition reflects a deliberate mix of perspectives: BIPOC staff, allies, management, and where relevant, external experts or community members
- Representation includes staff from partner offices and the Majority World, not only BIPOC staff in Belgian offices
- Compensation is provided for the time and emotional labor involved

WARNING: Important Distinctions

Avoid tokenism: Placing one BIPOC person on a committee is insufficient and can be counterproductive. Guarantee representative participation, real mandates, and fair compensation.

Recognize different positionalities: A Congolese colleague at the Belgian office has a fundamentally different position than a Congolese colleague based in Kinshasa. Both perspectives matter, but they cannot be conflated.

Don't place the burden solely on those who experience racism: A committee exclusively composed of BIPOC staff risks placing the responsibility for anti-racism work on those who suffer from it most. Guarantee shared responsibility.

Context matters: For NGOs that work with communities in the Majority World, a decolonial framework suggests that affected communities should have decision-making power over resources. The mechanisms must be transparent and equitable.

The goal is to create structural guarantees that certain perspectives, especially those from the Majority World and from BIPOC staff, are not just heard but have genuine influence over decisions that affect them.

B.2.3 Context-specific and multilevel approach

There is no one-size-fits-all solution to racism in the workplace. Effective action requires:

- Understanding your specific organisational context, challenges, gaps, and opportunities
- Working simultaneously at multiple levels in your organisation:

FRAMEWORK: Three Levels of Intervention

Micro level: Individual attitudes, behaviors, and interactions

Meso level: Team dynamics, departmental policies, and procedures

Macro level: Organisational culture, strategic vision, and structural systems

- Recognizing that actions at one level must be supported by changes at other levels
- Adapting strategies to your sector, size, and specific circumstances

The common thread: An integrated approach means addressing racism at all organisational levels simultaneously, while tailoring your actions to your unique context. Individual awareness training without policy change achieves little; policy change without cultural shift risks remaining on paper.

THE FOUR MANDATORY SEGMENTS (regardless of size)

1. Diagnosis: Power assessments to understand where imbalances exist

2. Structural involvement: Guaranteed participation of BIPOC staff and affected communities in decision-making

3. Concrete actions and plans: Leadership pathways, policy changes, recruitment reforms, etc.

4. Ongoing monitoring and evaluation: Progress markers defined by those most affected

Within each segment, you can model and adapt your approach based on your organisation's capacity, but none of these segments can be skipped.

B.3 How these elements work together

Think of these three elements as interwoven threads running through every action you take:

INTEGRATION EXAMPLES

When you develop an anti-discrimination policy → conduct a power assessment first, involve expert organisations and affected staff in its creation, tailor it to your context, establish clear monitoring indicators defined by those affected.

When you implement inclusive recruitment → learn from BIPOC staff about barriers they faced, adapt processes to your organisation's needs, track diversity outcomes and the quality of the experience for new hires.

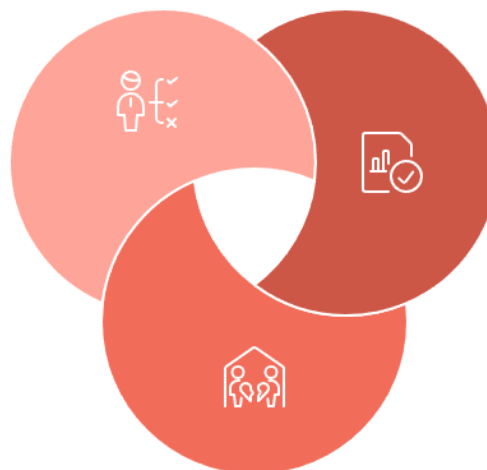
When you provide training → check that it addresses your specific workplace challenges (identified through power assessment), includes perspectives from BIPOC staff, involves both leadership and staff, and is followed by evaluation.

When you develop leadership pathways → make criteria transparent, distinguish between mentorship and sponsorship, create shadowing opportunities, provide rotation into strategic roles.

Interwoven Threads of Action

Context-Specific and Multilevel Approach

Tailoring actions to different levels and situations



Monitoring & Evaluation

Systematic tracking of progress and impact

Learning from BIPOC Staff and Affected Communities

Incorporating lived experiences into decision-making

Without this integrated approach, initiatives risk being isolated, superficial, or ineffective. Sustainable change happens when monitoring keeps you accountable, BIPOC voices guide your direction, power dynamics are made visible, and actions are tailored to context.

B.4 Using this tool

As you work through the different sections of this tool, consistently ask yourself:

GUIDING QUESTIONS

- Have we conducted a power assessment to understand where imbalances exist?
- How are we monitoring and evaluating this action, and who defined what success looks like?
- Have we meaningfully involved BIPOC staff and affected communities with real decision-making power?
- Is this approach appropriate for our specific context?
- Are we addressing this issue at individual, team, and organisational levels?
- Are we ensuring representation and decision-making power in governance bodies?

By maintaining these questions as your guide, you keep your efforts coordinated, well-rounded, and capable of creating lasting change.

You don't need to be an expert in diversity and inclusion to get started, just a willingness to learn, listen, center the voices of those most affected, and take action.

B.5 A note on leadership and governance

Make sure that BIPOC perspectives and voices from the Majority World are reflected in your governance bodies, not just in staff roles, but in boards, advisory councils, and decision-making structures. Concrete mechanisms include:

- Quotas based on ethnicity or background
- **Recognising experiential expertise:** including people with direct, lived experience of structural racism as a valued and complementary form of expertise in governance. Not as a substitute for professional qualifications, but as an essential perspective.
- Public calls for candidates to widen networks beyond informal circles
- Independent nomination committees that propose board members to the General Assembly

Diversifying governance is not a symbolic gesture. It is a structural condition for credible and effective decision-making. When those who hold power over strategy, budgets, and accountability genuinely reflect the communities the organisation serves, decisions improve.

Institutionalising Anti-Racism: The Role of Working Groups and Steering Committees

Experience across different sectors shows that organisations without a dedicated structure for anti-racism and decolonisation work (a working group or steering committee with a clear mandate and a direct link to management) tend to lose momentum or fall back into ad-hoc initiatives.

This means establishing a body that:

- Has a formal mandate endorsed by the board or senior management, not just a voluntary initiative from concerned staff
- Has decision-making power or direct advisory access to those who do
- Is resourced with dedicated time, budget, and staff capacity
- Reports regularly to governance bodies and staff, creating accountability and visibility
- Includes BIPOC voices in its composition as members with influence, not as consultees without power

The methods described in this toolkit (SMART action planning, World Café dialogues, participatory processes) are most effective when they are driven by and accountable to such an institutionalised structure. Without it, anti-racism remains dependent on the motivation of individual staff members rather than embedded in organisational practice.

 *For practical guidance on establishing working groups (including composition, mandate design, and accountability mechanisms) as well as specific considerations for internationally operating organisations, see Annex 1: Participatory Work Methods.*

Participatory Implementation in International Contexts

Implementing the recommendations in this toolkit requires a participatory approach, particularly in organisations that operate across multiple countries and contexts. Anti-racism work cannot be designed exclusively from a Belgian office and then ‘rolled out’ to partner offices.

For internationally operating NGOs, this means paying deliberate attention to:

- Power imbalances between offices: Consider running separate sessions per office first, before bringing insights together
- Language and cultural accessibility: Make sure that methods are context-adapted, not just translated
- Feedback loops across borders: Staff in partner offices must be informed about how their input was used
- Local facilitation and bridge figures: Effective participatory processes require trusted local facilitators

 *For practical guidance on participatory methods and their adaptation to international settings, see Annex 1: Participatory Work Methods.*

B.6 Understanding intersectionality in practice

Intersectionality recognizes that people hold multiple identities simultaneously, and these identities interact to create unique experiences of privilege and discrimination. In the workplace, this means that racism does not exist in isolation. It interacts with gender, class, disability, sexuality, migration status, and other dimensions of identity.

Why this matters for your organisation: A one-size-fits-all approach to anti-racism will miss critical differences in how discrimination manifests and impacts different groups within your workforce. Understanding intersectionality helps you design more effective, nuanced responses.

Research finding (Report Part I-A, p. 16–17): BIPOC women, Muslim women, and staff with precarious migration status reported compounded barriers. Effective anti-racism policy must account for how multiple systems of power interact.

How Intersectionality Plays Out in NGO Workplaces

Gender and race

- BIPOC women often face compounded barriers that differ from those experienced by BIPOC men
- They may encounter both racial stereotyping and gendered expectations
- BIPOC women may be expected to perform emotional labor or diversity work at higher rates
- Leadership pathways may be even more restricted for BIPOC women due to intersecting biases

Nationality and immigration status

- Staff without Belgian nationality encounter additional structural barriers beyond racism
- Visa requirements, work permit restrictions, and administrative hurdles create precarity
- Diploma recognition processes can devalue qualifications earned outside Europe
- Language requirements may exclude highly qualified candidates
- Fear of job loss can have immigration consequences, reducing willingness to report discrimination

Age and seniority

- Young BIPOC staff may experience different dynamics than senior BIPOC colleagues
- Junior BIPOC employees might face assumptions about competence or “fitting in”
- Senior BIPOC staff may be stereotyped as “diversity hires” regardless of qualifications
- Older BIPOC professionals may lack access to leadership despite extensive experience
- Intergenerational differences in expectations around workplace anti-racism can create tensions

Other intersecting identities to consider

- LGBTQIA+ BIPOC staff navigate both racism and homophobia/transphobia
- BIPOC staff with disabilities face ableism compounded by racism

- Class background affects access to professional networks and “cultural capital”
- Religion or belief systems can intersect with racial identity (e.g., Islamophobia)
- Parental status affects work-life balance differently across racial and gender lines

What This Means for Your Actions

IN RECRUITMENT AND HIRING

- Examine how multiple identity factors affect candidate evaluation
- Consider visa sponsorship and diploma recognition support as equity measures
- Review language requirements: are they genuinely necessary?

IN RETENTION AND DEVELOPMENT

- Disaggregate your data: don’t just track “BIPOC representation” but examine how gender, age, and other factors intersect
- Create mentorship and sponsorship that accounts for specific challenges
- Recognize that career development barriers compound for those with multiple marginalized identities

IN POLICY DEVELOPMENT

- Make sure anti-discrimination policies explicitly address intersectional discrimination
- Provide multiple reporting channels that account for different comfort levels and risks
- Consider how policies on flexible work, parental leave, etc. interact with anti-racism efforts

IN MONITORING AND EVALUATION

- Ask: “Who benefits from this initiative and who might be left out?”
- Collect intersectional data (with consent and privacy protections) to understand differential impacts
- Listen to feedback about whose experiences are centered and whose remain invisible

PRACTICAL EXERCISE: Intersectional Analysis

When developing any policy or initiative, ask:

- Who is centered in this approach?
- What barriers might exist for people with multiple marginalized identities?
- Are we creating new hierarchies?
- How does power operate differently across intersections?

Remember: Intersectionality is not about ranking oppressions. It’s about recognizing complexity, listening to diverse experiences, and designing responses that account for how multiple systems of discrimination overlap.

By applying an intersectional lens, your anti-racism work genuinely serves all BIPOC staff, not just those whose experiences align with dominant narratives or who hold additional privileges.

This is an Ongoing Commitment

Creating an inclusive workplace free from racism is not a project with an end date. It is an ongoing commitment that requires continuous attention, learning, and adaptation. Racism manifests in many forms, from overt discrimination to subtle micro-aggressions to systemic barriers invisible to those who are not affected by them.

You're not alone in this work. Organisations like LEVL, Unia (the Belgian equality body), and the federations and umbrella organizations such as Ngo-federatie and 11.11.11 can support you with training, advice, and practical tools. At the European level, ENAR (the European Network Against Racism) provides additional resources and advocacy support.

Let's begin...

Part C: From recommendations to action

C.1 Experiences with racism among BIPOC employees

C.1.1 Recommendations (set I): how to address micro-aggressions and everyday racism?

Why this matters: The research showed that micro-aggressions are among the most frequently reported experiences of racism in the NGO sector. While often dismissed as minor, their cumulative impact on BIPOC employees is significant. It affects well-being, sense of belonging, and career development. Organisations need clear legal frameworks and graduated response systems to address these behaviors effectively.

I.1 Create a legal framework

Base your framework on applicable national legislation and additional organisational norms.

How to respond appropriately

When addressing discrimination in the workplace, organisations have several intervention options beyond immediate termination. Disciplinary measures provide a graduated response system that addresses misconduct while maintaining legal protections for all parties involved.

Remind people of the applicable national legal framework, for example, for operations in Belgium, the anti-discrimination legislation and the well-being act. Compliance with this legislation is a mandatory obligation, not a choice.

NOTE: When No Framework Exists

Does a clear framework not yet exist in your organisation? Then raise this with management. A clear framework is necessary to support you in your role as supervisor and it helps other staff who want to take action when they witness inappropriate behavior.

If in some of the countries where you work an extensive national legal framework is missing, you will have to make sure that your organisational norms fill the gap, so that the same standard of protection applies to all staff, regardless of location. While doing this be careful that your organizational norms don't violate the national legislation of the country in question.

Key principles to consider

1. Include clear provisions in your employment regulations

Your workplace rules must explicitly state that discriminatory behavior and harassment based on legally protected characteristics can result in disciplinary consequences. Within your organisation, these provisions should:

- Reference applicable anti-discrimination and anti-harassment legislation
- Go beyond minimum legal requirements to promote a respectful organisational culture regardless of employees', partners', and external stakeholders' national origin, gender, sexual orientation, disability, or any other protected characteristic

2. Establish a graduated sanctions framework

Your employment regulations should outline the range of potential consequences for violations of the non-discrimination policy. These may include:

- Written warnings (formally documented in personnel files)
- Withdrawal of performance bonuses
- Financial penalties (subject to maximum amounts, with proceeds allocated to staff welfare)
- Temporary suspension without pay (typically 1–3 days)
- Other proportionate measures

3. Guarantee proportionality

The severity of the disciplinary response must align with the seriousness of the discriminatory conduct, evaluated on a case-by-case basis. This means you need not specify predetermined consequences for each type of misconduct. Rather, the regulations should empower the responsible persons (HR, management, supervisors) to exercise discretion within a structured range of responses.

4. Act within required timeframes

Once the person responsible for oversight (management, HR, supervisors) becomes aware of discriminatory behavior, they must communicate any disciplinary decision to the employee by registered letter within a specified period.

NOTE: Prompt Response

Note that “becoming aware” may occur after the actual incident. Nevertheless, prompt response remains essential. Internal reporting mechanisms and mandatory reporting obligations for management serve to minimize the gap between incident occurrence and organisational awareness.

5. Protect the right to be heard

Employees who contest disciplinary sanctions for discrimination must have an opportunity to present their perspective. Your employment regulations must include a procedure that guarantees this right, ensuring that a reasonable time between the notification and the hearing is respected.

Concluding note: A well-designed disciplinary framework demonstrates organisational commitment to addressing discrimination while respecting due process. However, implementation requires careful attention to procedural requirements and consistent application across all levels of the organisation.

C.1.2 Recommendations (set II): how to recruit a diverse workforce?

Research finding (Report Part I-B, p. 21–22):

Participants described having to apply multiple times or enter through temporary contracts before being given a chance. Structured, transparent recruitment, as outlined below, directly addresses these barriers by making criteria explicit and reducing discretionary bias.

II.1 Inclusive selection criteria

A note on Eurocentric bias in selection criteria

Selection criteria should be critically reviewed for Eurocentric bias. Formal qualifications, professional norms, and assessment methods developed in a European context may systematically disadvantage candidates whose experience and expertise were built in different educational and professional systems. This does not mean lowering standards. It means questioning whether the standards themselves are neutral or culturally embedded.

II.2 The selection process: a step-by-step approach

The following steps guide you through a structured, bias-aware selection process, from interview structure to panel composition.

Objective criteria / evaluation form

Interview Procedure: Practical Guidelines

Step 1: Structure of the interview

The interview is conducted as an oral assessment. Start by discussing the candidate's CV and motivation for the vacant position. This allows the selection panel to understand the candidate's background and alignment with the role.

Step 2: Use of additional assessments

Depending on the job profile, a technical test or case study may be administered prior to the interview. These assessments can be evaluated in writing, orally, or through a combination of both. Verify in advance whether such tests are part of the selection procedure, as indicated in the vacancy notice.

Step 3: Assess competencies using the STAR method

Assess behavioural competencies during the interview using the STAR method (Situation, Task, Action, Result), a semi-structured, behaviour-based interview technique. For each competency:

METHOD: The STAR Interview Technique

S – Situation: Ask the candidate to describe a concrete professional situation they personally experienced.

T – Task: Ask them to clarify their task or role in that situation.

A – Action: Ask which actions they took.

R – Result: Ask them to explain the result that was achieved.

Step 4: Focus on observable behaviour

Base the assessment on concrete, observable behaviour rather than assumptions or opinions. Use follow-up questions to check clarity and consistency in the candidate's responses.

Step 5: Apply evidence-based evaluation principles

Use recent past behaviour as the primary assessment criterion, as it is a proven predictor of future performance in similar contexts.

Step 6: Compose a diverse selection panel

Compose the selection panel in a way that reflects diversity and helps reduce bias in the selection process. Aim for a balanced and varied panel that brings different perspectives into the assessment. In international NGO contexts, diversity should go beyond gender and ethnic background. It is equally important that the panel includes members who understand the geographical, cultural, and operational context of the position.

When recruiting for roles in a specific country or region, the selection process should be led from that context. In many organisations, the country director or local HR is responsible for recruitment in partner countries, and this local ownership should be supported, not overridden by the Belgian office.

For small organisations that struggle to compose a diverse panel internally, consider inviting external panelists from peer organisations, sector networks, or federations. A shared panel arrangement between smaller NGOs can be both practical and enriching.

At the same time, be mindful of potential conflicts of interest. Panel members should not come from the candidate's immediate network or have personal or professional relationships that could compromise impartiality.

For example, the panel may include:

- the direct supervisor or hiring manager,
- an HR representative,
- a future colleague or staff member who contributes to the diversity of the panel,
- a member with relevant regional or contextual expertise (e.g. experience in the country or programme knowledge), while ensuring independence and avoiding conflicts of interest.

NOTE: Contextual Interpretation

When assessing behaviours related to anti-racism and inclusion, interpret candidates' verbal and non-verbal responses within their cultural and geographical context. Expressions of engagement, initiative, or disagreement may vary across cultures and should not be evaluated solely through a Belgian or Belgian

office-based lens. Ensure that the recruitment team is aware that behaviours perceived as passive, indirect, or hesitant may reflect cultural communication norms rather than a lack of commitment.

NOTE: Training for Recruitment Assessors

Recognising cultural communication norms is difficult for someone who does not share that cultural background. Staff involved in recruitment and selection should receive specific training on recognising and mitigating their own biases, including cultural bias in interpreting verbal and non-verbal behaviour. This is not a one-off briefing but should be part of ongoing professional development. See Set VII for guidance on structuring such training.

TOOL: Scoring Scale Example

Percentage scale:

Very weak: 0–6% | Weak: 7–22% | Rather weak: 23–49%

Rather good: 50–76% | Good: 77–92% | Very good: 93–100%

Alternative scale:

++ Excellent (4) | + Good (3) | +/- Fair (2) | - Poor (1) | -- Not at all (0)

 *For a complete interview guide with suggested questions per phase, and a ready-to-use evaluation matrix with adjustable weights and space for up to three candidates, see Annex 2: Interview Guide & Evaluation Matrix.*

II.3 Reducing bias at application stage

An international NGO can strengthen fair and inclusive hiring by deliberately combining three mechanisms within its recruitment process.

1. Anonymous application

Candidates submit their application without their name, age, photo, or other personally identifiable information. The selection panel assesses candidates based only on competencies, experience, and motivation. This helps reduce the risk of (unconscious) bias in the first screening phase.

NOTE: Limitations and How to Address Them

Anonymous recruitment is a valuable tool but not without limitations. It reduces bias in the initial screening phase, but bias can re-enter at interview stage. It may also make it harder to proactively support diversity targets in early screening. Additionally, in small sectors or specialised roles, full anonymity may be difficult to achieve in practice.

To address these limitations: combine anonymous screening with structured interviews (see Step 3), make sure the interview panel is diverse (see Step 6), and use self-identification data (see point 2 below) to monitor whether diversity is maintained throughout the process.

2. Separate self-identification for diversity monitoring¹

At the time of application, candidates complete a separate monitoring form where they can indicate their gender, ethnic or cultural background, and other relevant diversity indicators. These data remain linked to the individual candidate's trajectory but are never visible to the selection panel. Only a designated diversity officer or HR staff member has access to the linked data.

This makes it possible to monitor diversity throughout each stage of the process (application → screening → interview → hiring) and to actively support the progression of BIPOC candidates, women, and other underrepresented groups. It also allows the organisation to track its targets and assess results from an intersectional perspective (e.g. women of colour, people with a migration background and a disability, or other intersecting identities). Without this linkage, it is not possible to verify that diversity goals are effectively reflected in final hiring decisions.

3. Signing an anti-racism and decolonial code of conduct

When submitting their application, all candidates sign a code of conduct that outlines the organisation's anti-racist and decolonial values. This commitment is requested before hiring and has two effects:

- **Value alignment and awareness:** Candidates make an explicit choice to support the organisation's anti-racist framework. Those who do not identify with these values are less likely to apply, creating a natural alignment around shared principles.
- **Policy and legal basis:** The signed code provides a formal framework in case of violations. If a candidate or staff member acts contrary to the code, this may lead to the termination of the recruitment process or, after hiring, to disciplinary measures, including dismissal.

Why combine these elements?

The three components reinforce each other. Anonymous recruitment promotes equal opportunities in assessment. Self-identification enables the collection of diversity data and the monitoring of targets from an intersectional perspective. The signed code of conduct embeds anti-racist commitment structurally, not as a voluntary statement, but as a binding condition that helps shape the organisational culture from the very first point of contact.

NOTE: Background as a Selection Criterion

In some contexts, ethnic, cultural, or geographical background is a legitimate and deliberate selection criterion, for example, when organisations choose not to fill country office positions with expatriates, or

¹ Organisations collecting self-identification data must comply with GDPR regulations on the processing of sensitive personal data (special categories of data under Article 9 GDPR). In Belgium, the Data Protection Authority (Gegevensbeschermingsautoriteit) provides specific guidance on the collection of sensitive data from job applicants, including data on ethnic or racial origin. See: <https://www.gegevensbeschermingsautoriteit.be/burger/thema-s/privacy-op-de-werkplek/aanwerving-van-kandidaten>. Organisations operating in other countries should consult their national data protection authority for equivalent guidance.

when local embeddedness is essential for the role. This is not a contradiction of anti-discrimination principles but a context-sensitive application of them.

 *For an example application form and self-identification template, see Annex 3: Application Form & Self-Identification Examples.*

II.4 Structured evaluation

The Recruitment Evaluation Matrix

A recruitment evaluation matrix is a structured tool that allows organisations to objectively assess and compare candidates during the hiring process. It organizes selection criteria, scoring, and overall assessment in a clear format, reducing bias and supporting transparent decision-making.

NOTE: A Note on Objectivity

No evaluation tool is fully immune to bias. A recruitment matrix helps structure assessment and makes criteria transparent, but scores can still be influenced by unconscious bias of the evaluators. To mitigate this: make sure evaluators have received training on recognising bias (see Set VII), use the matrix in combination with panel discussion rather than relying solely on individual scoring, and consider having scores reviewed by someone not involved in the interview. The matrix is a safeguard, not a guarantee. Its value lies in making the assessment process traceable and open to scrutiny.

1. Purpose

- Guarantee equal opportunities for all candidates.
- Make the impact of positive actions measurable, e.g., targeted support for underrepresented groups.
- Provide a documented rationale for selection decisions, useful for HR audits and accountability.

2. Key Components

a. Criteria-Based Assessment

- Pre-defined criteria can include: competencies, experience, motivation, language skills, and cultural/contextual fit.
- Diversity and inclusion indicators can also be incorporated depending on organisational priorities.

b. Scoring System

- Each criterion is scored (e.g., 1–5, or insufficient / sufficient / good).
- Criteria can be weighted according to importance (e.g., technical skills 40%, leadership 30%, motivation 30%).

c. Candidate Comparison

- Scores per criterion are summed or weighted to provide a total score.

- Allows objective comparison across multiple candidates.

d. Transparency and Objectivity

- Evaluates all candidates consistently, reducing unconscious bias.
- Supports fair decision-making, especially in anonymous application procedures.

3. Example of an Evaluation Matrix

[Insert evaluation matrix table here]

4. Implementation in an NGO Context

- Anonymous recruitment: Means candidates are assessed solely on skills and experience.
- Positive action measures: Matrix allows tracking representation of BIPOC candidates, women, and other underrepresented groups at each stage.
- Contextual adaptation: Cultural and regional factors can be included under “Cultural / Contextual Fit” to reflect partner countries’ realities.
- Documentation: Provides clear, auditable evidence for recruitment decisions.

5. Practical Tool Tips

- Include a checklist for criteria and weights for transparency.
- Add an editable scoring template for each candidate.
- Integrate a dashboard to monitor diversity metrics and track impact of positive action initiatives.
- Provide instructions for contextual interpretation (e.g., local norms for communication, leadership, or teamwork).

II.5 Positive action

What is positive action?

Positive action measures are programmes and interventions of a temporary nature aimed at addressing factual inequalities experienced by a disadvantaged group in one or more aspects of their socio-economic life. The group concerned must be defined by a legally protected discrimination ground.

At both federal and Flemish level, there are more than 20 protected discrimination grounds, including five racial criteria (race, skin colour, nationality, origin, and national or ethnic descent), as well as language and religion or belief.

In order to guarantee full equality in the labour market, anti-discrimination legislation allows for the adoption of specific measures to prevent or compensate for disadvantages faced by certain groups of workers. In specific domains, these measures may grant the target groups temporary preferential access or targeted support, going beyond formal equal treatment.

Positive action measures therefore constitute both an exception to the prohibition of discrimination and a means to achieve substantive or material equality. In practice, effective and full factual equality in the labour market implies proportional participation of all groups in society, across all hierarchical levels and sectors.

Positive actions should be regularly reviewed and adapted based on results. When objectives are met, measures can be adjusted or gradually phased out. However, organisations should avoid the pitfall of removing attention altogether and returning to previous patterns.

The goal is so that inclusive recruitment and promotion practices become the standard. This helps maintain sustained representation over time and means that underrepresented groups continue to be present in the figures for successful recruitment and career progression. Continuous monitoring is key.

Getting started: A step-by-step approach

Step 1: Define and quantify your objective

Goal: Be precise about what you want to change.

- What inequality are we addressing?
- Which group is affected?
- What outcome do we want to achieve (e.g. improved access, retention, progression)?

EXAMPLE: Objectives

- Increase access of racialised candidates to shortlists
- Reduce early turnover among employees with a migration background
- Improve representation in management pipelines

Step 2: Define your target group

Goal: Understand where and for whom barriers exist.

The group must be a recognised target group for public authorities and be underrepresented in the labour market and in the workplace. Use HR data and qualitative input to answer:

- Which groups are underrepresented in our organisation, teams, or leadership?
- At which stages do inequalities occur?
- Are there patterns linked to race, ethnicity, nationality, language, or religion?

TOOL: Data Sources You Can Use

- Workforce composition data
- Recruitment and promotion statistics
- Exit interviews
- Employee surveys or focus groups

Step 3: Define the actions in detail

Goal: Translate objectives into targeted HR actions.

Specify what you will do, in which areas, with which potential partners, and within what timeframe.

Select measures that are targeted (linked to the identified inequality), temporary (reviewed and adjusted over time), and proportionate (no broader than necessary).

EXAMPLES: Positive Actions by HR Domain**Recruitment**

- Targeted dissemination of vacancies
- Reviewing job requirements that unnecessarily exclude candidates
- Adjusting selection methods to reduce bias

Development & Retention

- Mentoring or coaching programmes
- Tailored training and leadership development tracks
- Support during critical career moments and periods of absence

Promotion

- Temporary priority measures where underrepresentation is clear
- Transparent promotion criteria and structured assessments

Step 4: Determine the duration

The measures must be temporary. If the actions are implemented through a collective labour agreement (CLA) or an accession act, the Royal Decree sets a maximum duration of three years, after which the actions must be evaluated. If the objectives have not been achieved, the actions may be adjusted and incorporated into a new action plan.

The actions must be appropriate and must not unnecessarily disadvantage third parties. Automatic priority measures are not permitted: competencies must always be assessed, and access for other groups may not be completely excluded.

Step 5: Choose the legal form

If there is social dialogue within your organisation, you may opt for a collective labour agreement (CLA). If not, you can work with an accession act, following a procedure similar to that for adopting work regulations. For both options, you must use the model for a positive action plan as set out in the Royal Decree. You assume responsibility as the employer.

Goal: Avoid ad hoc or symbolic measures. Positive actions should be:

- Integrated into regular HR workflows
- Supported by management and leadership
- Communicated clearly to staff, including the rationale and legal basis

TIPS: Practical Implementation

- Link actions to diversity, inclusion, or HR strategy
- Assign responsibility (HR + management)
- Document decisions and processes

Step 6: Monitor, evaluate, and adjust

Goal: Monitor effectiveness and accountability. Ask regularly:

- Are the measures reducing the identified inequality?
- Are there unintended effects or resistance?
- Is the measure still necessary?

TOOL: Indicators

- Representation data
- Progression and retention rates
- Employee feedback

EXAMPLES: Positive Actions for BIPOC Candidates

- Setting up targeted programmes that prepare participants for selection tests or for progression into management or leadership roles
- Reserve places in workplace learning programmes (e.g. IBO, BIS, dual learning, etc.)
- Reserve internship and student job opportunities for BIPOC candidates, where possible linked to a pathway toward employment
- Defining a minimum target or threshold for BIPOC applicants at the different stages of the selection process

Note: The positive action framework described above reflects the Belgian legal and institutional context. The Royal Decree of 11 February 2019 sets out the conditions for positive action plans in Belgium's private sector. Sociare provides sector-specific templates and guidance for Belgian non-profits (available in Dutch, member access required). Instruments such as IBO (Individuele Beroepsopleiding), BIS, and dual learning are Belgian/Flemish employment programmes; organisations in other countries should identify equivalent local programmes for supported workplace learning and vocational training. For an international framework on positive action in employment, see ILO Convention No. 111, which provides for special measures to promote equality. At EU level, the Racial Equality Directive (2000/43/EC) and the Employment Equality Directive (2000/78/EC) both permit positive action measures to prevent or compensate for disadvantages linked to protected grounds.

¹ For a practical introduction to positive action in the Belgian context, see also LEVL's guide on positive actions.

C.1.3 Recommendations (set III): how to retain BIPOC staff?

Why this matters: Recruiting diverse staff is only half the challenge. The research revealed that many BIPOC employees leave NGOs within a few years due to lack of recognition, limited growth opportunities, and workplace cultures that fail to address racism or provide psychological safety. Retention requires intentional strategies that go beyond recruitment.

Research finding (Report Part I-B, p. 22–23):

The research shows that even after recruitment, BIPOC employees face additional burdens: repeated questioning of their merit, limited access to informal networks, and exclusion from advancement opportunities. A structured approach to retention, including development conversations, mentoring, and inclusive workplace policies, is essential to break this cycle.

III.1 Employee development conversations

A development discussion focuses on an individual employee's growth, performance, and professional evolution. Unlike conventional performance reviews that primarily examine past achievements, these conversations are oriented toward the future, focusing on ambitions, learning needs, and career development.

Regular development conversations provide employees with recognition and appreciation. They increase employee satisfaction, reduce turnover, and build a positive organisational culture centered on learning and advancement. They also help identify and cultivate talent within the organisation.

Successful development discussions require active listening, empathy, a coaching leadership style, and the ability to deliver constructive feedback. Managers must facilitate open dialogue, understand employee ambitions, and identify potential growth opportunities, while making sure that these conversations are equitable and take into account the specific experiences of BIPOC staff.

KEY OBJECTIVES

- Be transparent about expectations between employees, supervisors, and support staff
- Clarify processes for evaluating and following up on tasks
- Support professional growth through skill development and training opportunities
- Promote well-being and job satisfaction by identifying obstacles proactively
- Encourage reflection and review of past collaboration

 A step-by-step guide for conducting effective employee development conversations is provided in Annex 4: Development Conversation Guide. The guide covers five phases: preparation, active listening, collaborative planning, follow-up, and closing, with suggested questions for each phase and best practices for inclusive dialogue.

C.1.4 Recommendations (set IV): how to diversify leadership?

Why this matters: Leadership in the NGO sector remains predominantly white, even in organisations working on racial justice or operating in the Majority World. This gap undermines organisational credibility, limits the perspectives informing strategic decisions, and perpetuates the very power imbalances the sector aims to address.

Research finding (Report Part I-C, p. 28–29):

Participants believed leadership roles were informally reserved for white Europeans, seen as more ‘credible’ with donors. This racialized economy of trust perpetuates homogeneity at the top and discourages BIPOC staff from aspiring to leadership positions.

IV.1 Strategies for diversifying leadership

Transparent career pathways

Make explicit which competencies, experience, and steps are required for leadership roles. Avoid vague criteria such as “cultural fit” that enable unconscious bias. Clearly document and communicate the pathways to senior positions.

Mentorship and sponsorship

Make the distinction explicit:

FRAMEWORK: Mentorship vs. Sponsorship

Mentorship: Provides guidance and advice. A mentor shares knowledge and experience to support professional development.

Sponsorship: Goes further: it involves actively advocating for BIPOC talent with decision-makers, creating visibility and opening doors that informal networks usually reserve for those already ‘in the room.’



Targeted training in both directions

Not only for staff (leadership skills development), but also for current leadership (inclusive leadership practices, recognizing unconscious bias in promotion decisions).

Shadowing programs

BIPOC staff with talent and ambition are given opportunities to shadow senior management and gain visibility in strategic decision-making processes.

Rotation opportunities

Provide access to projects and roles that traditionally serve as stepping stones to leadership positions. Analyze which informal pathways to leadership exist in your organisation and make sure they are equally accessible to BIPOC staff.

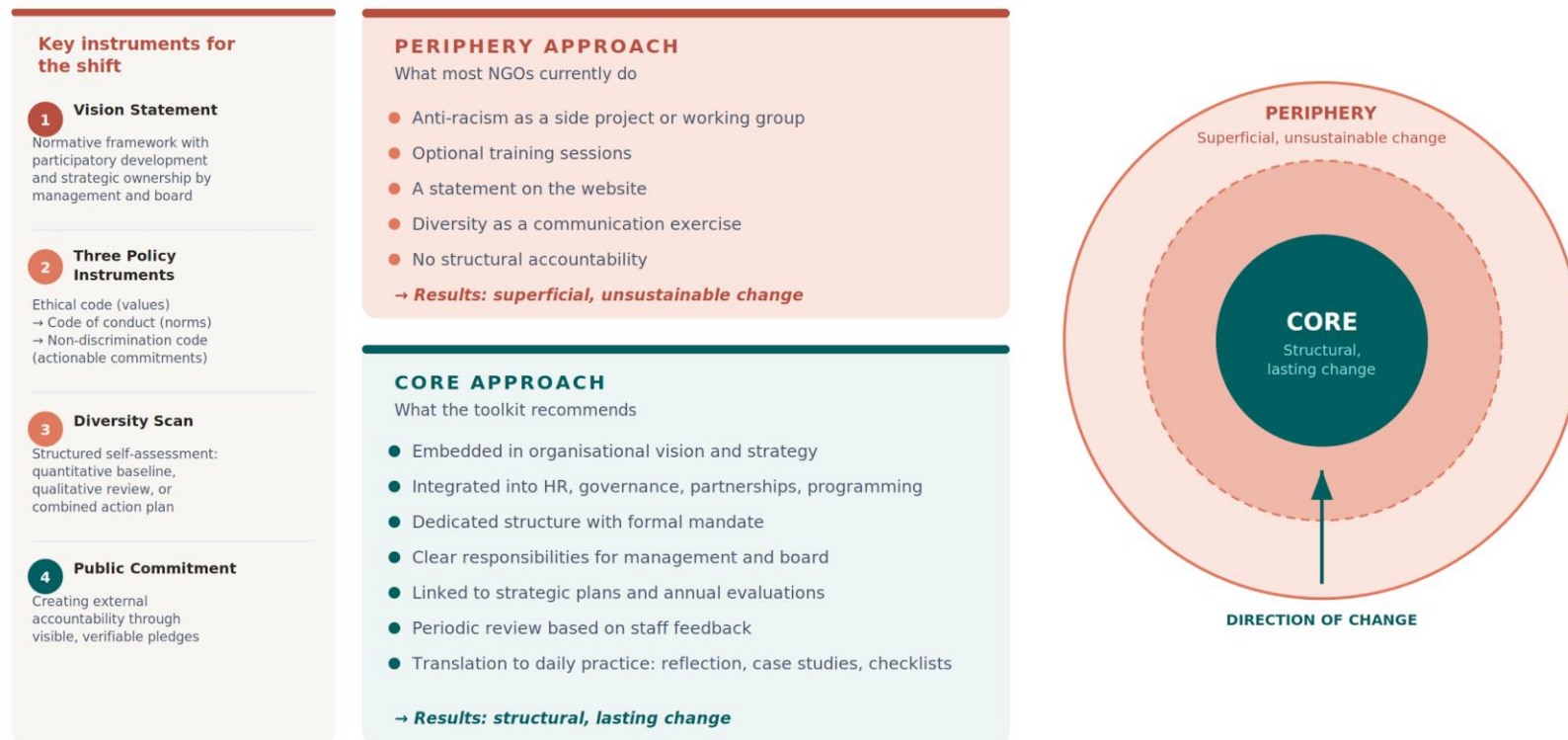
C.2 Conceptual interpretations and perceptions: on diversity, decolonization and anti-racism

C.2.1 Recommendations (set V): how to shift anti-racism from periphery to core?

Why this matters: Many NGOs treat anti-racism as a side project, a working group, an optional training, a statement on the website. The research showed that this peripheral approach fails to create lasting change. Embedding anti-racism in core strategy, governance, and accountability structures is essential for credible and sustainable transformation.

Research finding (Report Part II-A/B/C, p. 36–38):

The research found that diversity language in NGOs often displaces race onto more ‘comfortable’ categories. Decolonisation is perceived as belonging to the past rather than as an operational framework for the present. Staff reported that anti-racism remained a niche concern, disconnected from core organisational strategy. Making anti-racism central requires moving from symbolic statements to structural embedding.



V.1 Develop and embed an anti-racism and decolonization vision statement

1. Purpose and function

An anti-racism and decolonization vision statement is a normative and guiding framework for the organisation. It clarifies how the NGO understands, acknowledges, and actively seeks to address racism and colonial power relations, both in its external work and within its internal organisational culture.

In the NGO context, where organisations often deal with tensions between social critique and expectations of political neutrality or diplomacy, a vision statement:

- provides clarity about the organisation's position,
- offers protection against ad-hoc or defensive responses,
- creates a shared language for staff, management, and governing bodies.

2. Core components of the vision statement

A strong anti-racism and decolonization vision statement should include at least the following elements:

FRAMEWORK: Core Components

a. Explicit problem definition

Acknowledge racism as a structural and institutional phenomenon, not merely individual prejudice or behavior. Frame decolonization as an ongoing process of critical reflection on power, knowledge, history, and representation, including within the organisation itself.

b. Organisational positioning

Clearly articulate the role the organisation assigns itself within broader systems of inequality. Recognize any historical or current involvement in unequal power relations (e.g. partnerships, decision-making processes, knowledge production).

c. Core principles and values

Define guiding principles such as equality, power awareness, accountability, and solidarity. Emphasize that anti-racism is not an optional commitment, but an integral part of ethical and high-quality organisational practice.

d. Conceptual clarity

Define key terms in a way that is meaningful and workable for the organisation, without depoliticizing them or reducing them to symbolic language.

3. Development process: participatory and deliberate

The legitimacy and impact of the vision statement are closely linked to how it is developed.

Recommended approach:

- Organize a participatory process involving staff across different roles and hierarchical levels.

- Involve staff with lived experience meaningfully of staff with lived experience, without placing disproportionate responsibility or emotional labor on them.
- Engage external expertise or facilitation to help surface power dynamics and institutional blind spots.
- Explicitly involve senior management and governing bodies to secure strategic ownership and accountability.

NOTE: Sector-Specific Consideration

Avoid a purely top-down or communication-driven approach. In a sector where vision statements are often instrumentalized for accountability purposes, the process itself must be treated as a substantive organisational intervention.

4. Follow-up and policy integration

A vision statement only becomes effective when it is structurally embedded.

Policy recommendations:

- Link the vision statement to concrete policy domains such as HR practices, workplace well-being, partnerships, and internal decision-making.
- Assign clear responsibilities (e.g. management, line managers, confidential advisers).
- Integrate the vision into strategic plans, annual action plans, and internal evaluation frameworks.
- Provide for periodic review and revision based on staff feedback and evolving societal contexts.

5. Translation to day-to-day practice

To prevent the vision statement from remaining an abstract document, targeted translation to everyday organisational practice is essential. This can be achieved by:

- Using the vision statement as a reference in onboarding processes, team meetings and peer reflection, and leadership development.
- Developing practical tools (e.g. reflection questions, case studies, checklists) that help staff apply the vision in their daily work.
- Creating space for dialogue about tensions and dilemmas that emerge during implementation.
- Acknowledging that translation into practice is a learning process, not a linear or one-off implementation.

Concluding note: An anti-racism and decolonization vision statement is not an end point, but a starting instrument for structural change. Within the NGO context, such a statement can strengthen internal coherence, enhance organisational agency, and support a credible commitment to social justice, provided it is developed with care and embedded with intent.

TIP: Public Accountability

Make your anti-racism and decolonisation vision statement publicly accessible, for example on your organisation's website. Public commitment creates external accountability and signals to prospective staff, partners, and communities that your organisation takes this seriously. It also invites scrutiny, which helps maintain momentum.

V.2 Non-discrimination code

Understanding the different instruments

Before developing a non-discrimination code, it is important to understand how it relates to other organisational instruments. Three key concepts are often confused:

FRAMEWORK: Three Key Instruments

Ethical code (ethische code): Contains the core values of your organisation and the principles employees must uphold. Required by law for Belgian NGOs. It is broad and value-driven.

Code of conduct: Translates the ethical code into concrete behavioural expectations and norms for daily practice. It specifies what is and is not acceptable behaviour.

HR policies: The operational frameworks that implement these principles, such as recruitment procedures, complaints mechanisms, sanctions, evaluation processes, etc.

A non-discrimination code sits between the code of conduct and HR policies: it makes the anti-discrimination commitment concrete and actionable, while linking back to the ethical code's values and forward to the HR procedures that enforce it. It does not replace the ethical code but complements it with specific anti-discrimination provisions.

What information can the non-discrimination code contain?

- Definitions and concepts related to discrimination
- Purpose of the non-discrimination code
- Guidelines in the workplace regarding non-discrimination

Specifically:

- 1. Working Conditions
- 2. Personnel Policy: recruitment and selection, onboarding policy, training and education, interaction with colleagues and partners, supervision of compliance, complaints procedure, sanctions, evaluation

Within the working group, it is determined what will be included and what will not. It is the working group that determines the direction of the desired code.

 A complete example of a non-discrimination code with clauses covering all sections listed above is provided in Annex 5: Non-Discrimination Code Example. These clauses can be adapted to your organisation's context.

V.3 From concept to daily practice: the diversity scan

Translating anti-racism principles into daily practice requires structured self-assessment. The diversity scan described below is more than a static checklist. It is a dynamic tool that can grow with the ambitions of the organisation.

Three ways to use this tool

METHODS: Using the Diversity Scan

1. Quantitative scan (baseline measurement)

By linking the questions to a score matrix (1–5), the list acts as an objective diversity scan. It provides a clear overview of where the organisation stands today and which blind spots deserve priority.

2. Periodic staff survey

The power of this tool lies in repetition. By presenting the questionnaire to the staff on a regular basis, the evolution in perception becomes measurable. Does the management think that the process is inclusive, but does the workplace experience this differently? The tool exposes the gap between policy and perception.

3. Dialogue and card game

The questions can be reworked into an interactive format, similar to methodologies such as [Inclusified](#). In this form, the questions become stimuli on cards that are discussed in a team. This shifts the focus from “ticking boxes” to a shared conversation about values and thresholds.

From measuring to acting: Whichever method is chosen, the starting point remains the same: measurement is not an end in itself. A score or a good conversation only has value when it leads to concrete action. The results of this tool serve as direct input for an action plan, in which targeted interventions are set up for each theme.

 The complete diversity scan questionnaire covering three themes, inclusive recruitment, workplace & retention, and advancement & promotion — together with an Inclusion & Diversity Action Plan template, is provided in Annex 6: Diversity Scan & Action Plan Template.

C.3 Internal barriers undermining anti-racism efforts

C.3.1 Recommendations (set VI): externalize reporting mechanisms

Why this matters: Staff who experience racism often do not report it. The research identified key reasons: fear of retaliation, distrust in internal processes, and concern that reporting will label them as ‘difficult.’ External, independent reporting channels are essential for credible accountability.

Research finding (Report Part III-C, p. 46–49):

BIPOC employees reported that formal systems were slow, unpredictable, and risky. They relied on informal coping strategies instead. External, independent reporting channels, as recommended below, address these barriers directly.

VI.1 Establish multiple, accessible reporting channels

External, independent reporting mechanisms

Consider third-party reporting options not directly connected to the organisation. This may be something the sector could develop collectively (see C.IV.1 on sector-level actions). An external mechanism can provide impartiality and reduce fear of internal consequences.

Anonymous surveys with visible follow-up

Conduct regular anonymous staff surveys and, critically, demonstrate concrete actions taken in response. Employees need to see that their input leads to change. Otherwise, trust erodes further.

Build a “speak up” culture

Create an environment where small signals are taken seriously before issues escalate. This connects to the concept of “braver spaces”: environments where discomfort is acknowledged as part of growth, and where speaking up is supported rather than penalized.

Conduct “stay interviews” alongside exit interviews

Don’t wait until BIPOC staff leave to understand their experience. Periodically ask current BIPOC employees what makes them want to stay, what they need, and what could change. The insights from these conversations should feed into organisational improvement, not be treated as confidential complaints.

For a detailed analysis of the barriers to reporting and the conditions for effective external mechanisms, see the main research report.

C.3.2 Recommendations (set VII): anti-racist training that works

Why this matters: Anti-racism training is often the first (and sometimes only) intervention organisations attempt. However, research shows that one-off trainings rarely change behaviour or structures. Effective training requires a sustained, multi-layered approach embedded in broader organisational change.

Research finding (Report Part III-C, p. 50–51):

Research participants described training sessions they attended once or twice a year on a voluntary basis, with content that did not address racial inequalities directly. The recommendations below address these gaps with a structured approach to training that works.

VII.1 Standard training program at sector level

The NGO sector shares a common challenge: professionalizing staff within limited budgets. A standard training program, developed by and for the sector, is more than a practical solution. It creates collective quality, shared language, and a professional baseline for the entire sector.

The sector must collectively invest in a structured training platform: a central instrument that organisations can use for staff development. Through a sector website, employers and employees should have access to a database of training, coaching, and development activities.

FRAMEWORK: Flexibility and Quality Combined

External experts: Bring fresh insights and specialized knowledge.

Internal trainers: Know the sector from within and share practical experience.

The powerful aspect: the training program is ready to use. Curricula, quality standards, and thematic modules have been developed and validated by the sector. Organisations only need to match their staff development needs with the available offerings.

Concrete benefits

- Smaller organisations gain access to quality training they would struggle to develop themselves
- Common language and quality standards across the sector
- Continuous development increases employee employability
- Professionalism and social impact of the entire sector improves

From concept to practice

Effective implementation requires:

- Accessible online environment with registration capabilities
- Transparent overview of training courses with learning objectives and practical information
- Quality control and evaluation of trainers and programs

- Opportunities for customization within the standardized offering
- Option for different languages

VII.2 Training content and methods

A training can include a variety of methods and activities:

METHODS: Training Activities

Individual reflection: Questions and exercises that help participants examine their own beliefs, automatic reactions, and biases.

Practical scenario-based exercises: Simulations in which participants learn to recognize and name what is happening, why certain remarks or behaviors can be harmful, and how to respond.

Group dialogue: Activities that create space to share experiences, explore patterns of thinking, and learn from one another.

Analysis of statements and behaviors: Examples of microdiscrimination that encourage nuance, critical reflection, and self-examination.

The workshop is grounded in the idea that learning also involves unlearning. This process begins with acknowledging discomfort, daring to question what has become taken for granted, and understanding that everyone can contribute to, and benefit from, creating a more inclusive workplace.

Training programs within the organisation should be designed with attention to both their content and the context in which they take place.

VII.3 Organizing training: who participates and when

Organisation- or team-wide trainings (without conflict)

For regular, broad trainings, it is recommended not to differentiate between BIPOC and white employees. This creates a shared space where experiences and insights can be freely shared, provided a safe and respectful climate is established.

However, this does not mean that separate spaces have no value. Affinity groups, voluntary, self-organised groups of people who share a particular identity, can be a vital complement to mixed-group training. These spaces allow for deeper processing, mutual support, and the development of strategies without the burden of educating others.

NOTE: Safety of BIPOC Participants

The safety of BIPOC participants must be ensured through a clear framework of agreements: personal experiences must not be used against others, and sharing experiences is entirely voluntary.

Training situations in response to a conflict

FRAMEWORK: Conflict-Based Training Scenarios

Conflicts involving management and employees: It is recommended to bring management and employees together if the request comes from management. If the request comes from an employee, start with a safe, separate dialogue.

Conflicts among employees (white vs BIPOC) without management involvement: BIPOC employees are not required to participate. It is important to safeguard their safety and comfort and to offer alternatives such as individual support.

This approach combines safety, voluntariness, and inclusivity, while simultaneously promoting effective dialogue and reflection on roles and responsibilities.

VII.4 Train-the-trainer: practical guide for NGOs

Purpose: Build internal capacity to deliver sustainable, context-sensitive training on anti-racism, inclusion, or other key organisational topics.

Step 1: Select internal trainers

- Identify staff or volunteers with expertise in the subject.
- Make sure they have or can develop facilitation and coaching skills.
- Strive for diversity within the trainer group to represent multiple perspectives.

Step 2: Develop core training modules

- Create standardized training content with clear learning objectives.
- Include theory, practical examples, and interactive exercises.
- Make modules adaptable for different organisational contexts.

Step 3: Train the trainers

- Have experienced trainers or external experts deliver the initial training.
- Focus on both content mastery and teaching skills, including managing group dynamics and sensitive topics.
- Use simulations or role-plays to prepare trainers for real-life situations.

Step 4: Cascade training internally

- Internal trainers deliver workshops, team sessions, or coaching to colleagues.
- Trainers adapt materials to their specific context, e.g., culture or programme needs.
- Encourage peer learning and discussion to reinforce understanding.

Step 5: Support and follow-up

- Provide ongoing coaching, refresher sessions, and access to updated materials.
- Collect feedback from participants and trainers to improve content and methods.

- Monitor impact on knowledge, attitudes, and behaviors through surveys or observation.

Step 6: Benefits and sustainability

- Scalability: One trained trainer can educate multiple colleagues.
- Contextualization: Trainers tailor content to the specific realities of the country or region.
- Internal expertise: Reduces reliance on external consultants.
- Trainers strengthen their leadership, facilitation, and mentoring skills.

VII.5 Training in international contexts

For internationally operating organisations, training must be accessible across all offices, including through online or hybrid formats. Be aware that cross-office dynamics (e.g., head office vs. partner country) can influence participation and openness.

TIPS: Implementation

- Embed editable templates for session plans, slides, and exercises
- Add a tracking system for trainer completion and readiness
- Include a calendar and progress tracker to schedule internal sessions and document participation
- Embed automated feedback forms and a dashboard to track training outcomes
- Include a “lessons learned” section for continuous improvement and knowledge sharing

C.4 Structural challenges impacting anti-racism efforts

C.4.1 The sector level: collective action for systemic change

Why a sector-level approach matters: While individual organisations can make significant progress on anti-racism within their own structures, certain barriers cannot be addressed by any single NGO alone. The research identified systemic challenges, from shared recruitment pools to sector-wide accountability gaps, that require collective action.

Research finding (Report Part IV-E, p. 59):

The research identified a critical infrastructure gap: no central contact point exists to advise and support organisations in developing anti-racism policy. The sector-level recommendations below address this gap.

For the full analysis underpinning these recommendations, including stakeholder perspectives and international comparisons, see the main research report.

Sector-Level Actions: What the Collective Can Do

1. Develop a sector-wide anti-discrimination agreement

- Develop and adopt an explicit, sector-wide anti-discrimination agreement that sets binding standards for all member organisations
- Move beyond general principles to concrete obligations in recruitment, internal processes, partnerships, and program work
- Define clear consequences for non-compliance
- Establish an independent external review mechanism to safeguard accountability, credibility, and effective enforcement

A shared standard creates a baseline expectation across the sector, prevents a “race to the bottom,” and signals to current and prospective BIPOC staff in Belgian and international offices that the sector takes this seriously.

NOTE: Scope

“Staff” in this context refers to all employees of the organisation, whether based in Belgium or in country offices. Engagement with staff of partner organisations requires a different approach, grounded in respect for their autonomy.

2. Establish a shared external reporting mechanism

- Establish an external, independent reporting point that is not connected to any single organisation
- Make sure the mechanism is accessible, confidential, and has real follow-up power
- Pool resources across organisations to make this financially viable
- Consider partnering with existing external bodies (e.g., Unia, VMRI, specialized mediators) or creating a dedicated sector-level function

NOTE: International Accessibility

For internationally operating organisations: make sure that the reporting mechanism is not exclusively Belgium-based. A mechanism accessible only from Belgium, in Dutch or French, during Belgian office hours, effectively excludes the majority of staff in many organisations.

3. Create collective learning spaces and shared training resources

- Develop sector-wide training programs that build internal expertise (“train the trainers”)
- Create collective learning spaces where organisations can exchange experiences and learn from each other
- Pool resources to access high-quality external expertise that individual organisations cannot afford alone
- Move from one-off workshops to continuous professional development trajectories
- Make sure training explicitly addresses race and power, not just “interpersonal skills” or general well-being

4. Facilitate sector-wide diversity monitoring

- Develop a shared framework for diversity monitoring that organisations can adopt
- Conduct periodic sector-wide surveys to establish baselines and track progress
- Share anonymized, aggregated data to identify sector-wide patterns
- Use the data to inform collective priorities and resource allocation

5. Build a shared talent pipeline

- Scale up and promote existing shared recruitment channels (such as the 11.11.11 job platform) as a transversal instrument for the entire sector
- Partner collectively with educational institutions, diaspora organisations, and professional networks
- Develop sector-wide internship and traineeship programs targeting underrepresented groups
- Share effective approaches on inclusive recruitment across organisations

How Sector and Organisational Levels Reinforce Each Other

The table below illustrates how sector-level and organisational-level actions reinforce each other. Neither level can succeed in isolation.

Roles and responsibilities

Umbrella organisations and federations are best positioned to:

- Convene, coordinate, and facilitate sector-level initiatives
- Hold the infrastructure (reporting mechanisms, training programs, data collection)
- Represent the sector in government advocacy
- Set and enforce sector-wide standards
- Facilitate affinity groups at sector level, voluntary, cross-organisational spaces where BIPOC staff from different NGOs can connect, share experiences, and provide mutual support

Individual organisations remain responsible for:

- Implementing the four foundational segments within their own structures
- Contributing to sector-level initiatives (data sharing, participation in collective learning)
- Holding themselves accountable to sector-wide standards
- Providing feedback to improve sector-level tools and approaches

Neither can succeed alone. A sector-wide anti-discrimination agreement means nothing if organisations don't implement it internally. Conversely, individual organisational efforts are more sustainable when supported by sector-wide infrastructure.

Getting Started at the Sector Level

A note on funding: Implementing sector-level actions requires dedicated funding, which is particularly challenging in the current context of budget cuts by the federal government. This reality makes collective approaches even more important. Pooling resources is more efficient than each organisation working in isolation.

TIMELINE: Getting Started

Quick wins (within 6 months):

- Establish a working group on sector-level anti-racism coordination
- Map existing resources and initiatives to avoid duplication
- Begin consultations on a sector-wide anti-discrimination agreement

Medium-term (6–18 months):

- Pilot a shared external reporting mechanism

- Launch a first round of sector-wide diversity data collection
- Develop or commission shared training resources

Long-term (18+ months):

- Formalize the sector-wide agreement with accountability mechanisms
- Institutionalize collective learning spaces as regular practice
- Coordinate sustained advocacy campaigns on structural barriers

C.4.2 Recommendations (set VIII): how to get around financial constraints?

Building on Existing Resources

Why this matters: “We don’t have the budget” is one of the most common barriers cited for not advancing anti-racism work. Yet the research revealed that organisations often overlook existing resources and funding mechanisms within the sector.

Research finding (Report Part IV-A, p. 53–54):

While budget limitations are real, compounded by announced federal funding cuts, the research also shows that many organisations already have frameworks (e.g. gender equality initiatives) that can be expanded to include racial dimensions, and that sector-level pooling of resources can reduce individual costs significantly.

VIII.1 Internal financial resources in the sector

Recognize that anti-racism work requires time and sustained investment. Cultural transformation takes years, not months. Organisations must plan for multi-year trajectories with flexible budgets.

The Federation’s Quality Fund

The Federations have established a Quality Fund that provides financial resources specifically for organisational development and thematic deepening projects. Organisations can individually or collaboratively submit proposals:

TOOL: Quality Fund

- Individual organisation projects: Up to €5,000
- Collaborative initiatives (multiple organisations): Up to €10,000
- Total annual allocation: €50,000

Previous funding recipients have implemented:

- Human resources policy development

- Decolonization processes
- Equitable remuneration structures
- Analysis and restructuring of internal power dynamics
- Organisational development pathways
- Training programs on decolonizing work practices

Beyond the Quality Fund: A broader infrastructure

The Quality Fund represents one component of a wider support ecosystem. Additional resources within the sector include:

- Staffing investments: Dedicated personnel for diversity, equity, and inclusion work
 - Training programs: Sector-wide and organisation-specific programmes to strengthen expertise
 - Knowledge resources: Inspiration guides, toolkits, and practical frameworks
 - Thematic working groups: The Working Groups and platforms on decolonization, the Integrity Working Group and Gender & Inclusion Working Group
- 11.11.11 contributions: Support for structural partnerships, diaspora-led initiatives, student engagement, and internal decolonization processes

VIII.2 Strategic considerations for financial planning

When planning your anti-racism work:

- Budget for multi-year commitments, not one-off projects. Meaningful change requires sustained effort over 3–5 years minimum.
- Build in flexibility to redirect resources based on what monitoring and evaluation reveal.
- Allocate funds for compensation of BIPOC staff and community members contributing their expertise.
- Include external expertise costs (consultants, facilitators, external reviewers) alongside strengthening internal expertise.
- Plan for both immediate actions and long-term structural change.

These collective financing structures demonstrate that the sector has established multiple pathways to support organisations in developing and implementing thorough anti-racism strategies.

C.4.3 Recommendations (set IX): government advocacy

How to Address Structural Barriers and Improve the Constraints Stemming from them? Aim high through Government Advocacy

IX.1 Why collective advocacy matters

Several barriers identified in the research are beyond the control of individual organisations: funding structures, migration policies, and diploma recognition systems. Individual NGOs cannot change these alone. But the sector, collectively, has significant convening power and credibility to advocate for systemic reform.

Organisations and federations or umbrella organisations can help address these structural barriers by actively contributing to policy development through participation in anti-racism and equality plans at federal, regional, and European level.

Advocacy for anti-racism and decolonisation operates on two interconnected levels.

The first addresses the structural barriers that prevent the sector itself from becoming more diverse and inclusive (funding criteria, mobility restrictions, and diploma recognition).

The second looks outward: at the trade, debt, climate, and migration policies that perpetuate the global inequalities the sector exists to address. Both levels are necessary.

IX.2 A. Advocacy for an inclusive sector

The following priorities address barriers that prevent the NGO sector from practising what it preaches on diversity and inclusion.

Funding and accountability frameworks

- Advocate for funding systems that include concrete diversity criteria, rather than cutting budgets
- Push for reform of screening mechanisms used for public funding assessments to include DEI-related criteria
- Advocate for public funding assessments that go beyond existing equitable partnership criteria

Diploma recognition and professional equivalence

- Challenge the structural barriers around diploma recognition that devalue qualifications earned outside Europe
- Advocate for more accessible and faster recognition procedures for foreign qualifications

Staff mobility and migration barriers for NGO personnel

- Advocate for migration policy reforms that enable NGOs to facilitate staff mobility across borders
- Address the structural barriers that make the presence of non-European professionals in Belgian offices increasingly difficult

IX.3 B. Advocacy for structural justice

A decolonial approach to anti-racism demands that the sector also turns its advocacy lens outward, towards the structural systems that produce and maintain the global inequalities the sector exists to address.

Fair trade and economic justice

- Advocate for trade agreements that do not systematically disadvantage producers and economies in the Global Majority
- Challenge trade policies that protect European markets while demanding open access to markets in partner countries
- Support and strengthen corporate accountability legislation
- Advocate for fair pricing mechanisms in global supply chains

Debt cancellation and fair financial architecture

- Advocate for the cancellation or restructuring of unsustainable sovereign debt
- Push for reform of international financial institutions (IMF, World Bank) to give greater decision-making power to countries in the Global Majority
- Challenge conditionality frameworks that impose austerity measures on indebted countries

Research finding (Report Part IV-A, p. 53–54): Grant requirements typically designate the Belgian organisation as main contact and funding recipient, creating asymmetrical dependencies. This structural barrier to equitable partnerships requires systemic advocacy.

Climate justice

- Advocate for binding commitments on climate finance, loss and damage, and technology transfer
- Push for recognition that the countries least responsible for the climate crisis bear its greatest costs
- Support calls for climate reparations and for climate adaptation funding that is grant-based rather than loan-based

Migration and freedom of movement

- Advocate for migration policies that recognise the right to mobility rather than treating it exclusively as a security threat
- Challenge the externalisation of European border control to countries in Africa and the Middle East
- Push for legal pathways for labour migration that reflect the actual needs and rights of people
- Support the recognition that current migration restrictions are rooted in colonial-era power structures

Research finding (Report Part IV-D, p. 57–58): Visa procedures, work permits, and unequal classification of staff ('expat' vs. 'local hire') reproduce colonial hierarchies of mobility.

Policy coherence for development

- Advocate for mechanisms that make sure European and Belgian policies across trade, agriculture, migration, defence, and taxation do not undermine development objectives
- Push for systematic policy coherence assessments before major policies are adopted
- Challenge the contradiction of investing in development cooperation while simultaneously enabling tax avoidance by European multinationals in partner countries

IX.4 How to engage: relevant platforms and bodies

For advocacy on sector inclusion (Part A)

- Participation in platforms and working groups coordinated by Unia and VMRI
- Engagement in consultation processes of the Federal Institute for the Equality of Women and Men
- Involvement in advisory bodies at federal or regional level (e.g. Brussels Council for the Elimination of Racism)
- Membership in civil society coalitions such as ENAR (European Network Against Racism)
- Participation in federations and umbrella organizations and social dialogue structures

For advocacy on structural justice (Part B)

- Engagement with CONCORD and its policy working groups on trade, migration, climate, and policy coherence
- Participation in Belgian advocacy coalitions such as 11.11.11, CNCD-11.11.11, and their thematic platforms
- Collaboration with international movements and networks such as the Trade Justice Movement, Jubilee Debt Campaign / Global Justice Now
- Engagement with Belgian and European parliamentary committees on trade, foreign affairs, and development cooperation
- Partnership with academic institutions and think tanks (e.g. HIVA, IOB, ECDPM, ODI)

IX.5 Beyond government: broader public discourse

The sector should aim not only to convince government, but also strive to disseminate anti-racist and inclusive values across broader public discourse. The NGO sector relies heavily on public trust, and public narratives shape both policy and organisational culture.

This includes being willing to challenge public narratives that frame development as charity rather than justice, that present migration as a crisis rather than a structural reality, or that reduce racism to individual prejudice rather than systemic inequality.

IX.6 Connecting both levels

Through collective representation on both levels, organisations increase their influence and help make sure that anti-racism is not only embedded in internal HR policies, but also in the external advocacy for which the sector exists.

The two levels reinforce each other. An NGO that diversifies its own leadership is better positioned to advocate credibly for structural reform. And an NGO that advocates for trade justice or climate reparations gains internal legitimacy when staff see that the organisation also addresses power imbalances within its own walls

Colophon

Toolkit for Antiracism within the Belgian NGO Sector

A practical tool for organisational change

Authors: Zehra Tuncer, LEVL vzw | Kathleen Van Den Daele, LEVL vzw

Based on

This toolkit is based on original research conducted by Hasselt University on racism and decolonisation within the Belgian NGO sector. The research was commissioned by ngo-federatie and 11.11.11 with LEVL vzw as partner for the development of policy recommendations and practical tools.

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About LEVL

LEVL vzw is the Flemish participation organisation recognised by the Flemish Government under the decree of 7 June 2013 on integration and civic integration policy. LEVL advocates for equal and equitable participation of people with a migration background in Flanders and Brussels, across all domains of life and policy.

LEVL emerged from the Minderhedenforum, building on over twenty years of expertise in anti-discrimination, participation, and policy advocacy. As an independent network organisation, LEVL brings together civil society, academia, government, and private actors to translate research and lived experience into policy recommendations and concrete action.

LEVL's work spans employment and anti-discrimination, education, housing, civic integration, healthcare, and youth policy. The organisation develops expertise through participatory research, capacity building, and structural collaboration with people with a migration background themselves, grounded in the conviction that effective solutions must be developed by and with those directly affected.

LEVL strives for a NEXT LEVEL

— where equity is so deeply rooted that our work is no longer necessary.

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Rights and usage

This toolkit may be used, shared, and adapted by organisations within the Belgian NGO sector for the purpose of developing and implementing anti-racism policy. Please cite the source when referencing or reproducing content from this publication.

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Contact : LEVL vzw | info@levl.be | www.levl.be

Annex 1: Participatory Work Methods

This annex provides practical guidance for implementing elements of this toolkit in a participatory and inclusive way. It covers both the institutional structure needed to drive participatory processes (working groups) and specific facilitation methods (SMART, World Café).

All guidance is applicable in both centralised settings (where decisions and processes are coordinated from a single office) and decentralised settings (where country offices, regional hubs, or partner organisations operate with varying degrees of autonomy).

1. Working Groups and Steering Committees

Unlike the facilitation methods that follow (SMART, World Café), a working group or steering committee is not a methodology but an institutional structure. It is included first in this annex because the methods described afterwards are most effective when they are driven by and accountable to such a structure.

Start a working group

The questions, answers, and tips below will help you start a working group.

Why a working group?

- To create recognition and support
- To map strengths and weaknesses in the organization
- To set priorities
- To develop and communicate vision, action plans, measures, or guidelines
- To evaluate, adjust, and keep the policy current

Composition of the working group

How large should the group be? This depends on the group's function. A working group that meets regularly and develops content together works best when kept small — typically 6 to 12 members.

Strive for diversity and complementarity. Ensure different departments, functions, ages, characters (thinkers, doers, creative minds, connectors) are represented. Include management representation to ensure decisions can be escalated and implemented.

A working group needs both expertise and fresh perspectives. Some members should bring specific knowledge — whether through professional background, lived experience, or subject matter expertise.

Activities and tasks

- In general, it is the task of the working group to develop, implement, and keep a non-discrimination policy current.
- Define the mandate clearly: What must the working group do? What may it do? What are the boundaries?
- Establish a decision-making procedure: Who makes the final decisions?

Collaboration within the working group

- Assign roles: Chairperson, timekeeper, process monitor, reporter
- Agree on commitment expectations and meeting logistics
- Establish how absentees are informed

Collaboration between the working group and departments

- Define how and when departments are informed and involved
- Clarify where, by whom, and how final decisions are made and communicated

NOTE: Working Groups in International Organisations

Composition across offices: Ensure the working group includes representation from partner offices and regional hubs, not only head office staff.

Mandate and decision-making: Clarify whether the working group has advisory or decision-making authority, and ensure this mandate is recognised across all offices.

Bridge figures and local anchoring: Appoint local contact persons in each office who act as bridge figures between the central working group and their colleagues.

Feedback and accountability: Establish a structured feedback loop: share meeting summaries, decisions, and follow-up actions with all offices.

Compensation and recognition: Recognise that participation in a cross-office working group requires time and emotional labour. Ensure this is reflected in workload planning.

2. The SMART Principle for Action Planning

When developing actions within your anti-racism strategy, use the SMART framework to ensure each action is well-defined, achievable, and measurable.

Applying SMART: A worked example

Strategic goal: Increase representation of BIPOC staff in leadership positions

S — SPECIFIC

Define the action as clearly as possible. What exactly do you want to achieve? What does the end result look like?

Example: “We will establish a leadership development program specifically designed to support BIPOC staff in preparing for senior management roles.”

M — MEASURABLE

Determine how you will measure success. Establish both quantitative metrics and qualitative indicators.

Example: “At least 15 BIPOC staff enrolled in the first year; 80% program completion rate; at least 5 participants progressing to senior roles within 3 years.”

A — ATTAINABLE

Ensure the action is realistic given your available resources and time.

Example: “This goal is achievable because we have identified 20+ BIPOC staff in mid-level positions who have expressed interest in advancement.”

R — RELEVANT

The action must align with your overarching objectives and priorities.

Example: “This action directly addresses our strategic priority to diversify leadership, identified as a critical gap in our power assessment.”

T — TIME-BOUND

Set a clear deadline. What milestones need to be achieved along the way?

Example: “The program will launch within 4 months. The first cohort will complete the 12-month program by June 2027.”

KEY REMINDERS

- Build in flexibility: Create contingency plans and allow room for phases to take longer than anticipated
- Define success collaboratively: Involve BIPOC staff and affected communities in determining what gets measured
- Use SMART to create accountability: Clear actions with measurable outcomes make it easier to demonstrate progress
- Combine quick wins with long-term change

NOTE: Adapting SMART for International Contexts

Specific: Actions may need to be formulated differently for head office versus partner offices.

Measurable: Involve staff across offices in defining what gets measured. Qualitative indicators may be more appropriate in some contexts.

Attainable: Resources and capacity vary significantly across offices.

Relevant: Ensure relevance is assessed locally, not only from a head office perspective.

Time-bound: Build in flexibility for different timelines across offices.

3. The World Café Approach

An effective methodology for developing and operationalizing actions is the World Café (or conversation café). This is a bottom-up approach that actively involves staff in translating policy into practice.

What is a World Café?

A World Café is a structured conversational process designed to facilitate open and intimate discussion, and to link ideas within a larger group. Participants move between different tables, building on each other's ideas across rounds.

How does it work?

Setup

- Small groups of 4–5 participants sit at tables
- Each table has a designated host who remains throughout all rounds
- Provide flip charts, markers, or large paper tablecloths for visual documentation
- Each table focuses on one specific question or action domain

Process

- Round 1: Participants discuss the question at their table for 15–20 minutes, capturing key ideas visually
- Rotation: After each round, 4 of the 5 participants move to different tables. The host remains to welcome newcomers and summarize
- Subsequent rounds (typically 3+): New participants build on existing ideas and add new perspectives
- Harvest: The session concludes with hosts sharing key insights with the entire group

Why use World Café for action planning?

- Genuine participation: Staff who will implement actions have direct input
- Diverse perspectives: Moving between tables exposes participants to different viewpoints
- Practical grounding: Frontline staff ensure feasibility
- Builds shared understanding and alignment
- Democratizes expertise: Recognizes that valuable knowledge exists at all levels

Example World Café questions

- “What barriers do BIPOC staff face in our recruitment process, and how might we address them?”
- “What would make our workplace feel genuinely inclusive for all staff?”
- “How can we ensure our leadership development pathways are accessible to everyone?”
- “What support do managers need to implement our anti-discrimination policy effectively?”
- “How should we measure whether our diversity initiatives are actually making a difference?”

Tips for success

- Prepare participants: Share the questions in advance
- Create psychological safety: Establish ground rules
- Ensure diverse representation across departments and seniority levels
- Document thoroughly: Capture visual outputs and key themes
- Follow through: Communicate how insights will be used

NOTE: Limitations to Consider

World Café works best when combined with other data sources, followed by structured analysis, supported by leadership commitment, and part of an ongoing dialogue rather than a one-off event.

Design with accessibility in mind: for participants in partner countries, consider online access, bandwidth, language barriers, and time zone differences.

Account for power dynamics: participants from partner offices may be less likely to speak freely in sessions that include head office staff or donors.

NOTE: World Café in International and Hybrid Settings

Parallel sessions across offices: Run sessions simultaneously in different country offices using the same questions, then bring the harvest together.

Address power dynamics before mixing: Consider running separate rounds first to create a safer space.

Local facilitation: Each session should be facilitated by a trusted local figure.

Asynchronous options: Use shared digital boards (e.g., Miro, Padlet) where synchronous sessions are impractical.

Language and accessibility: Provide questions in local working languages. Allow contributions in any language.

4. Overarching Principles for Participatory Implementation

Regardless of which method you choose, the following principles apply when implementing this toolkit in a participatory way across an international organisation:

PRINCIPLES

Start where people are. Do not assume a shared starting point across offices.

Name the power dynamics. Any participatory process between a head office and partner offices takes place within an existing power relationship. Acknowledge this openly.

Close the feedback loop. Every participatory process must have a visible return: what was said, what was decided, what changed.

Invest in local facilitation. Identify and support trusted local facilitators.

Design for hybrid and asynchronous reality. Plan for mixed formats from the start.

Learn from local participatory traditions. Many communities have rich traditions of collective dialogue. Adapt rather than impose.

Adapt, don't just translate. Consider local communication styles, hierarchical norms, and the role of oral vs. written culture.

Build in continuity. Schedule regular follow-ups and create standing structures.

ANNEX 2

Interview Guide & Evaluation Matrix

A practical tool for structured, bias-aware selection interviews

This annex provides a complete interview guide with suggested questions per phase, combined with an evaluation matrix for structured candidate assessment. It is designed to be used alongside the recruitment recommendations in Set II of the toolkit.

How to use: Print this document for each selection panel member. Use Part A during the interview and Part B immediately afterwards to score each candidate independently before group discussion.

PART A: INTERVIEW GUIDE

The interview follows four phases. Adapt the timing to your context, but maintain the structure to ensure comparability across candidates.

Phase 1: CV & Motivation

Suggested duration: 10–15 min

#	Suggested Question
1	Could you walk us through your career path and what led you to apply for this position?
2	What motivates you to work in [this sector / this type of organisation]?
3	How does this role align with your professional goals?
4	Is there anything in your background or experience that you feel is particularly relevant but may not be immediately visible from your CV?

Tip: Allow candidates to contextualise non-linear career paths, international experience, or qualifications obtained outside Europe.

Phase 2: Technical / Role-Specific Assessment

Suggested duration: 15–20 min

#	Suggested Question
1	Describe a project or task where you applied [key technical skill]. What was your approach?
2	How would you handle [scenario relevant to the role]?
3	What tools, methods, or frameworks do you typically use for [core responsibility]?
4	Can you give an example of how you adapted your approach when working in a different cultural or organisational context?

Tip: If a written test or case study was administered beforehand, use this phase to discuss the candidate's reasoning and approach.

Phase 3: Behavioural Competencies (STAR Method)

Suggested duration: 20–25 min

Competency	Suggested Question
Collaboration & inclusion	Describe a situation where you worked in a diverse team. What was your role, what challenges arose, and how did you contribute to an inclusive dynamic?

Competency	Suggested Question
Conflict resolution	Tell us about a time when you witnessed or experienced a situation involving discrimination or exclusion. What did you do?
Adaptability	Give an example of a situation where you had to adjust your approach significantly because of a new context, unexpected constraints, or feedback.
Initiative & commitment	Describe a situation where you took initiative on a topic related to equity, diversity, or anti-racism — even if it was not formally part of your role.

Tip: Use the STAR structure: Situation → Task → Action → Result. Probe with follow-up questions if answers remain general.

Phase 4: Organisational Fit & Closing

Suggested duration: 10 min

#	Suggested Question
1	What does an inclusive workplace look like to you?
2	How do you see yourself contributing to our organisation's anti-racism and decolonisation commitments?
3	Do you have any questions for us — about the role, the team, or the organisation?

Tip: Evaluate alignment with the organisation's values, not cultural conformity. Different expressions of commitment are equally valid.

General Interview Tips

Before the interview: Agree on criteria and weights with the full panel. Ensure all panel members have received bias awareness training (see Set VII).

During the interview: Let the candidate finish their answers. Avoid leading questions. Be aware of cultural differences in communication style (see the note on Contextual Interpretation in Set II).

After the interview: Each panel member scores independently using the evaluation matrix (Part B) before any group discussion takes place.

PART B: EVALUATION MATRIX

Use this matrix to score each candidate per criterion. Weights can be adjusted to reflect the priorities of the specific vacancy. Score independently before group discussion.

Position details

Position: _____ Date: _____

Panel members: _____

Scoring Scale

Rating	Score	Description
++ Excellent	4	Exceeds expectations; strong, concrete examples
+ Good	3	Meets expectations; clear and relevant examples
+/- Fair	2	Partially meets expectations; limited examples
- Poor	1	Below expectations; vague or no relevant examples
-- Not at all	0	No evidence of competency

Candidate Evaluation

Criterion	Weight	Cand. A	Cand. B	Cand. C	Notes
Relevant experience	20%				
Technical / role-specific skills	20%				
Collaboration & inclusion	15%				
Adaptability & contextual sensitivity	15%				
Initiative & commitment to anti-racism	10%				
Communication skills	10%				
Organisational fit (values alignment)	10%				
WEIGHTED TOTAL	100%				

Panel Decision

Recommended candidate: _____

Motivation: _____

Signatures: _____

Annex 3: Application Form & Self-Identification Examples

This annex provides an example application form and self-identification tool for use in recruitment processes. It is designed to accompany the recruitment recommendations in Set II of the toolkit.

The example below is based on the self-identification questionnaire developed by Unia (the Belgian Interfederal Centre for Equal Opportunities). It illustrates how organisations can collect voluntary diversity data in a respectful, GDPR-compliant manner.

Practical Tool: Application Form

An example application form is provided below, based on **Annex 3: Application Form & Self-Identification Examples**.

[Self-identification – Example Unia](#)

Note: This Unia example is specific to the Belgian context and available in Dutch/French. For internationally operating NGOs, the ENAR principles for equality data collection (referenced in Set II) provide a multilingual, internationally applicable framework. Organisations should ensure that any self-identification tools are available in the working languages of all offices.

This annex is part of the Toolkit for Antiracism within the Belgian NGO Sector (LEVL vzw, 2026). See Set II for the full recruitment recommendations and guidelines on self-identification data collection.

Self-Identification Form: Unia Example

The following pages show the Unia self-identification questionnaire used in the Belgian context. This form can serve as inspiration for developing your own self-identification tool.

Page 1: Cover	Page 2: Questionnaire	Page 3: Response Options																																																						
Nationaliteit en migratieachtergrond * 13. Welke nationaliteit heeft u <u>nu</u>? *Indien u een tweede nationaliteit hebt, kan u dit aangeven in de volgende vraag. 14. Indien van toepassing: wat is uw tweede nationaliteit <u>nu</u>? * 15. Welke nationaliteit had u <u>bij uw geboorte</u>? *Indien u een tweede nationaliteit had bij uw geboorte, kan u dit aangeven in de volgende vraag. 16. Indien van toepassing: wat was uw tweede nationaliteit <u>bij uw geboorte</u>? * 17. In welk land bent u geboren?	Definitie van 'origine' De Belgische samenleving is divers en bestaat uit mensen met verschillende origines en achtergronden. Vaak wordt deze diversiteit gemeten aan de hand van de nationaliteit of het geboorteland van mensen en/of hun (groot)ouders. We willen kijken naar alternatieve manieren om deze informatie te verzamelen om zo de discriminatie en ongelijkheid waarmee mensen worden geconfronteerd op basis van hun origine(s) beter in kaart te brengen. Om dit te doen, stellen we u een paar vragen over hoe u uw origine(s) definieert. Origine kan onder andere worden begrepen als etnische of nationale origine, zogenaamd "ras", afkomst of huidskleur. We leggen u verschillende vragen en categorieën van antwoorden voor. U kan deze vragen beantwoorden indien u dit wenst. In het laatste deel van de vragenlijst zullen we uw mening vragen over de relevantie en de gepastheid van deze vragen om uw origine(s) te definiëren. Het is mogelijk dat deze voorstellen niet volledig de manier vatten waarop u zichzelf definieert, aangezien we hier slechts één facet van uw identiteit proberen te bekijken. Uw antwoorden op de verschillende vragen kunnen dan ook variëren. * 6. Hoe definieert u uw origine(s)? *De (afgebakende) lijst bestaat uit de zes nationale origines die het meest voorkomen in België, alsook verschillende continenten. *U kunt maximaal 4 antwoorden selecteren en/of uw eigen antwoord invullen als er geen enkele optie voor u past. <table><tbody><tr><td>☐ Azië</td><td>☐ Noord-Afrika</td></tr><tr><td>☐ België</td><td>☐ Noord-Amerika</td></tr><tr><td>☐ Europa binnen de Europese Unie</td><td>☐ Oceanië</td></tr><tr><td>☐ Europa buiten de Europese Unie</td><td>☐ Sub-Sahara Afrika</td></tr><tr><td>☐ Frankrijk</td><td>☐ Turkije</td></tr><tr><td>☐ Italië</td><td>☐ Zuid-/Midden-Amerika</td></tr><tr><td>☐ Marokko</td><td>☐ Ik weet het niet</td></tr><tr><td>☐ Nabije/Midden-Oosten</td><td></td></tr><tr><td>☐ Nederland</td><td></td></tr><tr><td>☐ Ik identificeer me liever/ook als</td><td> </td></tr><tr><td>☐ Ik antwoord liever niet</td><td></td></tr></tbody></table>	☐ Azië	☐ Noord-Afrika	☐ België	☐ Noord-Amerika	☐ Europa binnen de Europese Unie	☐ Oceanië	☐ Europa buiten de Europese Unie	☐ Sub-Sahara Afrika	☐ Frankrijk	☐ Turkije	☐ Italië	☐ Zuid-/Midden-Amerika	☐ Marokko	☐ Ik weet het niet	☐ Nabije/Midden-Oosten		☐ Nederland		☐ Ik identificeer me liever/ook als		☐ Ik antwoord liever niet		* 7. Uit onze groepsgesprekken met mensen van verschillende origines kwam naar voren dat meer etnisch-culturele elementen ook een rol spelen in de discriminatie die mensen ondervinden. Tot welke van deze groepen behoort u? *U kunt maximaal 4 antwoorden selecteren en/of uw eigen antwoord invullen als er geen enkele optie voor u past. <table><tbody><tr><td>☐ Arabisch</td><td>☐ Slavisch</td></tr><tr><td>☐ Aziatisch</td><td>☐ Wit</td></tr><tr><td>☐ Berbers</td><td>☐ Woonwagengeborenen</td></tr><tr><td>☐ Joods</td><td>☐ Zwart</td></tr><tr><td>☐ Haghebijs</td><td>☐ Ik weet het niet</td></tr><tr><td>☐ Roma</td><td></td></tr><tr><td>☐ Ik identificeer me liever/ook als</td><td> </td></tr><tr><td>☐ Ik antwoord liever niet</td><td></td></tr></tbody></table> 8. Hoe definieert u zelf gewoonlijk uw origine(s)? * 9. In deze vraag houden we rekening met hoe u denkt dat u door anderen wordt gezien, zelfs als het niet overeenkomt met hoe u zichzelf definieert. Discriminatie is namelijk vaak gebaseerd op hoe een persoon door anderen wordt gezien. Hoe denkt u dat anderen u zien? *U kunt maximaal 4 antwoorden selecteren en/of uw eigen antwoord invullen als er geen enkele optie voor u past. <table><tbody><tr><td>☐ Arabisch</td><td>☐ Slavisch</td></tr><tr><td>☐ Aziatisch</td><td>☐ Wit</td></tr><tr><td>☐ Berbers</td><td>☐ Woonwagengeborenen</td></tr><tr><td>☐ Joods</td><td>☐ Zwart</td></tr><tr><td>☐ Haghebijs</td><td>☐ Ik weet het niet</td></tr><tr><td>☐ Roma</td><td></td></tr><tr><td>☐ Anderen zien mij ook/leider als</td><td> </td></tr><tr><td>☐ Ik antwoord liever niet</td><td></td></tr></tbody></table>	☐ Arabisch	☐ Slavisch	☐ Aziatisch	☐ Wit	☐ Berbers	☐ Woonwagengeborenen	☐ Joods	☐ Zwart	☐ Haghebijs	☐ Ik weet het niet	☐ Roma		☐ Ik identificeer me liever/ook als		☐ Ik antwoord liever niet		☐ Arabisch	☐ Slavisch	☐ Aziatisch	☐ Wit	☐ Berbers	☐ Woonwagengeborenen	☐ Joods	☐ Zwart	☐ Haghebijs	☐ Ik weet het niet	☐ Roma		☐ Anderen zien mij ook/leider als		☐ Ik antwoord liever niet	
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Annex 4: Development Conversation Guide

This guide provides a structured approach to conducting employee development conversations. It covers five phases with suggested questions and best practices for inclusive dialogue.

Phase 1: Preparation

Begin by analyzing the employee's performance, strengths, and areas for improvement. Gather relevant information including performance data, peer feedback, and previous development plans. Clearly communicate the purpose and topics of the conversation in advance.

SUGGESTED QUESTIONS

- What were your key accomplishments and challenges this past year?
- What obstacles did you encounter? What did you learn from them?
- Which skills would you like to develop to excel in your current position? What support do you need?

Phase 2: Active Listening to Goals and Aspirations

Review achievements together and discuss the employee's career and learning objectives, along with their strategy for reaching them. Provide constructive feedback and acknowledge their efforts. Keep the focus on growth and forward-looking development.

SUGGESTED QUESTIONS

- Which skills would you like to cultivate? What training or education would support this?
- Where do you see yourself in five years, and how can we help you reach those goals?

BEST PRACTICE: Listen First, Then Respond

Conversation quality is paramount. Avoid immediately stating your vision for the employee's future, as this can transform growth into obligation. Let them speak first and listen with an open mind. Only then share your observations and ideas — building on what they have said, not overriding it.

Phase 3: Collaborative Development Planning

Together, establish realistic objectives that align with both individual needs and organizational goals. Document these in an action plan. Determine what support the employee requires to achieve their objectives.

EXAMPLE OBJECTIVES

- Enhancing project management capabilities, including effective planning, execution, and completion
- Actively participating in professional networking events and building valuable business relationships
- Developing effective time management skills to increase productivity and achieve goals more efficiently
- Creating strategies to reduce stress and better manage workload pressure

BEST PRACTICE: Define SMART Goals

S — Specific: Are objectives clearly defined?

M — Measurable: Can you track progress?

A — Agreed-upon: Do both parties fully support them?

R — Realistic: Are goals attainable?

T — Time-bound: Is there a clear timeline?

Phase 4: Follow-Up Discussions

Conduct regular check-ins to assess employee progress. Provide interim feedback and adjust the development plan as needed. Whether discussing a project, specific task, progress check, or coaching session — regular follow-up maintains momentum and shows commitment.

SUGGESTED QUESTIONS

- How is [specific project or task] progressing?
- Are there any challenges or obstacles you're facing?
- What have you accomplished so far?
- Do the timeline or resources need adjustment?
- How do you feel about your progress to date?
- Is there anything I or the team can do to support you?
- What are the next steps?
- Are there any unanswered questions or unclear points?
- Do you have any feedback or improvement suggestions?

Phase 5: Closing the Development Cycle

Schedule a concluding conversation to discuss both the results achieved and future development opportunities.

SUGGESTED QUESTIONS

- What do you consider the biggest successes?
- What challenges did you encounter and how did you address them?
- Which personal achievement are you most proud of?
- What new skills or insights have you gained during this period?

Building a strong foundation: Conducting effective development conversations is a valuable investment in both employee growth and organizational success. By doing this consistently and purposefully, you create a work environment that attracts, develops, and retains talent — ensuring that BIPOC staff receive equal opportunities for growth and advancement.

Annex 5: Non-Discrimination Code — Example

Below you will find example clauses that you can use to develop a non-discrimination code. They can serve as a guide for your employees to interact respectfully with colleagues, partners, and third parties. They are intended as an example and source of inspiration for your own implementation.

1. Working Conditions

At (organisation name), everyone is welcome! We only consider what a person can do and what they accomplish, not what they look like. Everyone receives equal opportunities at our organisation.

Discrimination, in any form whatsoever, is NOT tolerated within our organisation. We will ensure that our employees interact with each other and with others with mutual respect.

Making this commitment concrete: A statement of zero tolerance only carries weight when it is backed by visible implementation. To ensure this is not perceived as performative: specify the mechanisms through which the organisation monitors compliance (e.g., regular staff surveys, exit interviews, external audits), and name who is responsible for follow-up.

A confidential counselor has been appointed to whom you can turn with any complaints.

2. Personnel Policy

a) Recruitment and Selection

We select candidates based on their talents and do not take into account gender, age, disability, ethnic origin, religion, etc.

We avoid unnecessary barriers in our selection processes, where the competencies and potential of our future employees are central, not their obtained diplomas. Concretely, this means: reviewing job requirements to distinguish genuine needs from inherited preferences, accepting equivalent qualifications from non-European educational systems, and assessing candidates on demonstrated competencies rather than formal credentials alone.

Broad recruitment methods are used to reach applicants who belong to groups that are underrepresented in our workplace (low-skilled youth, persons with disabilities, immigrants, those over 50, etc.) as effectively as possible.

In the context of recruitment and selection and in the performance of work, we provide reasonable accommodations for persons with work-related disabilities.

We do not set job requirements higher than necessary. Furthermore, these must be verifiable. We take into account competencies acquired elsewhere in the assessment.

b) Onboarding Policy

(NGO name) ensures a good onboarding policy that is welcoming to new employees. We provide an onboarding policy that pays attention to clear language and diversity.

c) Training and Education

(NGO name) ensures a well-developed training policy and a clear and transparent career advancement policy, with attention to diversity and open to all employees, regardless of their employment status, age, gender, etc.

d) Interaction with Colleagues and Partners

All employees of (NGO name) show respect for each other and for others. They do not discriminate on the grounds of gender, gender identity and expression, gender reassignment, pregnancy, childbirth and maternity, so-called race, skin colour, origin, national or ethnic descent, sexual orientation, marital status, birth, wealth, age, religion or belief, current or future state of health, disability, language, political opinion, trade union membership, physical or genetic characteristics, or social origin.

All employees realize that certain actions, statements, or 'jokes' (whether verbal, written, by email, via social media, or in any other way), although possibly unintended, can be hurtful or discriminatory.

All employees are alert during the performance of their duties to prohibited and undesirable distinctions between persons and to the potentially discriminatory effects of certain actions, behaviors, or measures.

When such distinctions and/or discriminatory effects nevertheless occur, colleagues must address the person(s) involved and inform the supervisor or the designated (confidential) counselor. For information on the consequences of violations, see section (g) Sanctions below.

All professional interactions — between management and staff, among colleagues, and with external partners — are based on respect regardless of colour, gender, age, belief system, and other grounds mentioned in this non-discrimination code.

Employees do not accept aggressive, intimidating, or discriminatory behavior from colleagues, partner organisation staff, or other external stakeholders, and do not themselves initiate such behavior.

e) Supervision of Compliance with Non-Discrimination Code

The managing director/management or a delegate of the management is charged with supervising compliance with the provisions of this non-discrimination code.

f) Complaints Procedure

In case of violation of the code of conduct, the employee can report this to his or her supervisor or report it to the confidential counselor (name of confidential counselor) or, if there is none, the internal prevention advisor.

g) Sanctions

After becoming aware of a complaint that a partner organisation / external party is responsible for discriminatory or intimidating behavior at work, the managing director/management or a delegate of the management will address the partner organisation / external party about their behavior, pointing out the general anti-discrimination legislation and the specific provisions in the non-discrimination code.

To prevent a recurrence of the incidents, appropriate measures will be taken. In case of demonstrable serious or repeated incidents, cooperation with the relevant partner organisation / external party will be immediately terminated.

Within 14 days after becoming aware of a complaint holding an employee responsible for discriminatory or intimidating behavior at work, the managing director/management or a delegate of the management, in consultation with the union delegation/works council, will sanction the employee concerned in a proportionate manner.

The nature of the sanction will depend on the severity of the incidents.

h) Evaluation

As often as necessary, but in any case once every ... years, this non-discrimination code will be evaluated and adjusted where necessary.

Annex 6: Diversity Scan & Action Plan Template

Part 1: Diversity Scan Questionnaire

Score each question on a scale of 1 (not at all) to 5 (fully implemented). Use the results as input for the action plan in Part 2.

Theme 1: More Inclusive Recruitment (Intake)

Focus: Eliminating bias in the gatekeeper phase.

1. Are job descriptions scanned for gender-sensitive language and the avoidance of unconscious jargon?
2. Do we use various channels (outside our own LinkedIn bubble or the well-known Belgian job boards) to reach BIPOC networks directly?
3. Are the required diploma requirements strictly necessary, or is the organisation open to 'equivalence' (experience gained abroad or through informal trajectories)?
4. Is anonymised CV screening used to reduce bias on name, origin or place of residence?
5. Does the selection committee consist of a diverse reflection of society (or the international context of the NGO)?
6. Are all candidates assessed on the basis of predetermined, objective competencies through a structured interview?
7. Do we ask candidates about their "culture add" (what do they add to the organization) instead of their "culture fit" (how well do they fit into the existing group)?
8. Does the vacancy explicitly pay attention to the NGO's vision on decolonization and inclusion?
9. Are travel expenses or technical support for interviews (especially for international candidates) proactively offered?
10. Are rejected candidates from underrepresented groups given qualitative feedback to strengthen their chances on the labour market?

Theme 2: Inclusive Workplace & Retention

Focus: Psychological safety and the feeling of belonging.

1. Is there a formal and informal onboarding process that pays specific attention to the cultural landing of new hires?
2. Are religious holidays or cultural practices (e.g. Ramadan, Chinese New Year) recognised and facilitated in work planning?
3. Is there an accessible and safe hotline for micro-aggressions or subtle exclusion mechanisms in the workplace?

4. Are meetings facilitated in such a way that employees for whom Dutch/English is not their first language also have the same amount of speaking time and impact? Consider simultaneous interpretation for key meetings — a practice already used by some NGOs. AI-based translation tools can also support accessibility in multilingual settings.
5. Does the NGO regularly organize 'brave spaces' where privileges and exclusion can be discussed openly without defensiveness?
6. Are the physical and digital work environments accessible and welcoming to everyone (think of catering, prayer rooms, language use in IT tools)?
7. Is there a mentor or buddy program that connects new BIPOC employees with experienced colleagues?
8. Is the retention rate of employees with a migration background actively monitored and are exit interviews held to find out reasons for leaving?
9. Is the non-discrimination policy known to all employees, including the consequences in the event of violation?
10. Is there active investment in interculturalisation training for the entire staff, not just for the HR department?

Theme 3: Advancement & Promotion (BIPOC Leadership)

Focus: Breaking the glass ceiling within the NGO.

1. Are the criteria for promotion and salary increase completely transparent and accessible to everyone at any time?
2. Is potential for leadership proactively identified among BIPOC employees, or do we wait for them to put themselves forward as candidates?
3. Has a budget been made available for specific coaching or training programs aimed at the professional growth of underrepresented groups?
4. In the event of internal vacancies, is there an active search for candidates within the country offices for roles in the Belgian office (and vice versa)?
5. Are the 'high' positions within the NGO still predominantly white, and is there a concrete multi-year plan to change this?
6. Is informal networking ("like-knows-like" at the coffee machine or after hours) recognized and neutralized as a factor in promotion opportunities?
7. Do BIPOC employees have access to influential 'sponsors' (upper management) who actively support their careers?
8. Are performance reviews (or appraisal dialogues) checked for language that is more commonly used against BIPOC individuals (e.g., "not assertive enough" or "difficult to read")?
9. Is there room for 'horizontal advancement' where employees can build up expertise in other domains to broaden their profile?
10. Is success in DEI (Diversity, Equity, Inclusion) objectives included in the bonus or evaluation structure of the board and managers?

Part 2: Inclusion & Diversity Action Plan

This template follows the survey carried out. For each theme (Intake, Retention, Advancement), the organisation fills in the most important points for improvement.

1. Priority Overview

Based on the scan: which 3 sub-questions scored the lowest or caused the most friction in the team?

Priority A: [E.g., anonymized screening of resumes]

Priority B: [E.g., Transparency in Promotion Criteria]

Priority C: [E.g., Psychological safety / Hotline microaggressions]

2. Operational Action Plan

For each priority, define: the concrete action, responsible person(s), timeline, resources needed, and success indicators.

Use the SMART framework (see Annex 1: Participatory Work Methods) to formulate each action point.

3. Safeguarding Team Support

Because the team poll was a crucial part of the scan, the action plan should also describe how the team stays engaged.

Feedback: On what date and through which channel are the results of the scan shared with the entire team (both in Belgium and internationally)?

Co-creation: Which working group or 'Inclusion Council' will be set up to help shape the action points?

Feedback loop: How can employees indicate anonymously during the year whether they notice the effect of these actions?

4. Monitoring & Evaluation

An action plan is a living document. Schedule the following moments:

SCHEDULE

Interim check-up (after 6 months): Have the first barriers been removed?

Annual re-scan: Re-run the entire questionnaire to measure the shift in scores and team perception.

TIPS FOR THE NGO

Make it relevant for all offices: Make sure that the action points for the offices abroad are translated to their specific legal and cultural context.

Quick wins vs. long term: Mix small, visible changes (such as an inclusive calendar) with systemic changes (such as the revision of the promotion policy).

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).