Racial Justice Community of Practice Resource Library Guidance

This Guide attempts to include the most relevant and useful resources for understanding and undertaking measures to address racism as most relevant to the (1) Australian, (2) workplace, and (3) the international development sector, contexts – and all three where possible.

It is critical to acknowledge that racial justice in Australia cannot be achieved without addressing First Nations justice, sovereignty and self-determination. Recognising this, and that some ACFID members also work with Indigenous partners, some specific resources have been included in this library, but we must acknowledge we are lacking authoritative expertise to provide guidance in this area.

Where valuable, a number of resources from other sectors or other countries have been included.

The following headings have been used in an attempt to organise illustrative examples of practice plus resources, many of which are interrelated:

★ **Learning and literacy** (p2)
★ **Listening to and centring those with experience** (p3)
★ **Measuring, mapping and audit** (p4)
★ **Equitable hiring** (p5)
★ **Inclusive participation, recognition and leadership** (p6)
★ **Workplace culture and calling it out** (p7)

Practical examples – These were sourced from a sample of generous ACFID members, most but not all of whom are RJCOP members, with the intention to illustrate a variety of initiatives that have been implemented by our colleagues, and perhaps to inspire others. More examples, plus reflections on some of the summarised examples from this guide can be found (and added to!) in the **Racial Justice Practical initiatives** document.

Top resources – The Diversity Council Australia's (DCA) *Racism at Work* report and the Australian Human Rights Council's *Workplace Cultural Diversity Tool*, are both current as of 2022 and incorporate an anti-racism approach (despite the latter's title) for Australian workplaces. This guidance attempts to incorporate a summary of many of the key initiatives from these highly relevant and recommended resources.

> Racism at Work: How Organisations Can Stand Up to and End Workplace Racism, Diversity Council Australia, 2022
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> Perhaps the most comprehensive evidence-based guidance to date for Australian organisations to effectively address racism. Currently only an infograph excerpt is free; the full report is available with paid subscription ($). Covers the importance of racial literacy and centring lived experience, auditing for equity, addressing bias in recruitment, recognition and reward, and enabling the capacity to call it out in the workplace. Concise guidance, examples and definitions written for the Australian context, including explainers such as 'Why is understanding racism hard?' and 'The difference between non-racism and anti-racism'. Importantly, the framework addresses the interpersonal level (between people) but also the systemic level of taken-for-granted organisational policies, practices, and systems.
>
> Workplace Cultural Diversity Assessment Tool, Australian Human Rights Commission, 2022
>
> A free 40 minute organisational assessment covering key initiatives in management, strategy, recruitment, selection, retention, inclusion and monitoring performance. Originally devised with a cultural diversity focus in 2014 it has been updated as of June 2022 integrating anti-racism and guidance from a panel of Australian experts. Provides a framework with key initiatives, guidance and case studies for organisational practice. Upon completion, a summary assessment is provided with resources drawn from the *Racism. It Stops With Me* hub. Can be repeated over time to assess organisational change.

The adjunct **Locally-led – Mapping existing resources** spreadsheet is an extended list of resources as gathered to date on racial justice including some interrelated themes of localisation, locally-led development and decolonisation. Categorisations (including those used in this guide), tags and descriptions have been inserted as much as possible to assist with navigation through the list that includes research, books, articles, reports, blogs, and more. Ideally users should be able to add to the list.

Lastly, a handful of **Specialised workplace training, facilitation and consultancy** services are listed at the end of this document.

Learning and literacy

To be able to address racism in the first place, we need to be able to identify it. The best place to start is with ourselves and self-reflection on our identity, Australia's history and relationship with race, and how its identity has changed over time. How does racial identity affect and influence your life, your perspectives, and that of others? Educating oneself is important, though conversation and discussion is often valuable for understanding and making that connection to the human experience.

Practical examples

Good Return's cultural diversity focal points facilitated a workshop to the Board with objectives to understand why cultural diversity and anti-racism matters to the organisation and to individuals, and to invite the Board to take part in moving actions forward. Based on a 2020 ACFID Conference session of the same title, the session covered topics about privilege, systemic racism, unconscious/implicit bias, statistics on experiences of racism in Australia, leadership positions in Australia by cultural background including the not-for-profit and private sectors, and brainstorming ideas for action.

IWDA ensures all staff participate in three foundational anti-racism workshops run by external facilitators from not-for-profit PoC organisation, *Hue*.

Action Aid has an in-office library, engages its staff in formal training for First Nations learning, in addition to in-office activities such as discussions and sharing on First Nations texts.

Uniting World supports regional networks and conferences that have helped their partners to relate to and connect with each other, including between partners where cultural or historical friction exists. The exposure has been important for relationship building and cross-cultural understanding, and also for decolonisation. A decentralised focus can help to enable things as simple as changing the default language of meetings away from English.

Key resources

Racism at Work Infograph, Diversity Council Australia, 2022	A useful 4-page infograph outlining key definitions, principles for understanding racism, types of racism and key elements in workplace racism.
Let's talk race conversation guide, Australian Human Rights Commission, 2019	Step-by-step practical facilitation guide to start the conversation in your organisation. Starts with excellent infographic overview of the Australian context, followed by detailed guidance on how to conduct a structured conversation about racism and keep it on track. Includes prompt questions for reflection, discussing experiences and identifying solutions
Leading for Change: A Blueprint for Cultural Diversity and Inclusive Leadership Revisited, Australian Human Rights Commission, 2018	As Australia does not yet officially collect comprehensive data on cultural diversity within organisations and institutions, this research is crucial to illustrating the status of underrepresentation in diversity in senior leadership in private sector, politics, government and universities. The report also highlights what leaders and organisations are doing to support cultural diversity and inclusion.
Anti-racism in the aid sector: A call for all of us to act and accelerate change as individuals, organisations and as a sector, Andres Gomez De La Torre Barrera (CARE International, International Civil Society Sector), 2020	A compelling and summative case for structural change and the relevance of anti-racism in the aid sector, for leadership and localisation. written by a CARE International Executive during COVID-19. Explains that we must take the opportunity to listen, reflect and act with a renewed sense of urgency, as no-one is immune – individually or as an organisation, by action or inaction – to structural racism. We need to see this as an opportunity to reflect on how racism – subtle or open – shows up inside our organisations, shaping the way we conceptualise our work, our behaviours and ways of working.
Doing good and being racist, Corinne Gray, opinion in The New Humanitarian, 2020	"Our humanitarianism does not preclude us from exhibiting racism... nor from responding in pain when we experience it. The only way forward is to confront it and accept that if racism is everywhere, it can also be in us. Admitting this might be difficult, but it's empowering because you will never be able to eliminate any of your implicit racial biases if you continue to believe you don't have any. If you're in a position of power, it's those very biases that make the difference in who gets promoted or who gets a seat at the table.

Listening to and centring those with experience

"Commit time to listen, learn and act." (DCA 2022) Empathy is important but it is also important to understand that it is not the same as having direct 'lived' experience. Listening to people who have been on the receiving end of racism have their own individual, yet authoritative expertise. Recognising this cultural load and contributions to strategy, policy and initiatives, expertise may also be remunerated or workloads adjusted.

It is important to recognise and acknowledge the history and reckoning Australia has yet to reconcile with its First Nations peoples; support Indigenous-led expertise, business and self-determination.

It is important also to note that the experience of diaspora community in Australia will be different to that of people in the countries in which we work, and different again to that of communities our work often intends to serve.

Representation with effective voice in leadership is the tip of the iceberg, so to speak. It is a small but important measure; often indicative of an organisation's intention or direction, but must be complemented with bottom-up actions in the body of the organisation.

Practical examples

IWDA has a First Nations Justice Working Group that advises and directs IWDA's approach and actions for First Nations Justice. This has included purchasing multiple subscriptions for e-learning modules on First Nations and meaningfully acknowledging Country; staff voting to make the 26th of January a working day and take an alternative organisational day off in NAIDOC Week, while First Nations staff have a day off on 26 January as well as one day in NAIDOC Week. The **Fred Hollows Foundation** also has a First Nations Social Justice advisory team to the CEO.

Union Aid Abroad-APHEDA is consciously committed to reflecting on and staying aware of Indigenous current affairs, and actively supports and advocates with Indigenous movements and initiatives related to Union Aid Abroad-APHEDA's area of work and networks.

As part of **Action Aid**'s workplace learning, feminist approaches have informed and provided tools for valuable learning about racism, such as the 'fishbowl' exercise. Using clear and careful rules of engagement and an opt-in basis, POC staff and people with migrant experiences sat in a closed circle discussing their experiences in Australian society and the workplace, while white staff sat quiet and only listened. The exercise was able to build on a safe organisational environment that was already quite diverse and where lived experience is recognised as value-add rather than cultural-fit.

Good Return purchased a webinar from PopWorks Africa called "Decolonizing Development" and held group discussions reflecting on racial injustice and how it can be perpetuated in the international development sector. They explored ways in which their organisation could not only be culturally diverse and inclusive, but champions of anti-racism in their work. Small group discussions connected team members who don't often have contact with each other across different offices and countries, reflecting on the webinar topics to discuss their different views, experiences at work, and learnings. Management support included the CEO opening the team discussions, and the Board's commitment has seen an increase from nil to 3 of 10 members with a cultural background from the Asia-Pacific.

Oxfam Australia has started an informal Women of Colour group designed to be a safe space to seek peer support and speak of experiences or issues. It was agreed that the emotional labour of looking for solutions should not fall on people of colour, so at present the group meets monthly for brainstorming and discussion, sharing experiences and venting.

In addition to **Uniting World**'s diverse Board, the organisation is also exploring setting up an advisory committee to the Board constituting partner representation, with the role of critiquing organisational strategy.

Key resources

Decolonising Solidarity: Dilemmas and Directions for Supporters of Indigenous Struggles, Clare Land	A website (and book) full of resources and ideas that aims to inspire, support, trouble and give direction to the work of people who support Aboriginal struggles. Includes useful guidance in response to questions of "So, what DO Indigenous people want?" and "What can I Do?". You can also sign up to the database and it may be possible to direct you to an Aboriginal-led project you can support.
De-centring the 'White Gaze' of Development, Dr Robtel Neajai Pailey (London School of	"In its crudest form, development has traditionally been about dissecting the political, socio-economic and cultural processes of black, brown and other subjects of colour in the so-called global South and finding them regressive, particularly in comparison to the so-called progressive global North... we talk and theorize about development as if its historical antecedents—slavery, colonialism, imperialism—and contemporary manifestation of

Economics and Political Science), 2019	neoliberalism have not produced racialized 'phenotypic others'... As development scholars, policy makers, and practitioners, how complicit are we in upholding and reproducing the racial hierarchies that underpin this field?"
Yielding & Wielding Power (Decolonisation & Locally Led Development Toolkit), ACFID & La Trobe University, 2021 (Aus & Pacific)	The Yielding and Wielding Power Toolkit is a collection of question sets and short 'how-to' guidance, based on a discussion paper of the same title. While contextualised for Pacific and Australian practitioners, much of it is applicable or adaptable for other contexts. The toolkit sets out practical options for individuals and organisations to further the decolonisation and locally-led agendas. Every tool shares a path for Yielding Power (for white development practitioners and organisations) and a path for Wielding Power (for black and brown development practitioners and organisations).
Creating Equitable South-North Partnerships: Nurturing The Vā And Voyaging The Audacious Ocean Together, 'Ofa-Ki-Levuka Louise Guttenbeil-Likiliki & IWDA, 2020 (Pacific & Aus)	A talanoa (conversational) case study in the Oceanic Pacific 35 women leaders from rights movements in the Global South courageously share their knowledge, experiences and perspectives of engagement with Global North organisations spanning 1990-2020. Also discusses key elements of genuinely supportive, equitable and decolonized models of partnership engagement and relations.
ACFID Connect - Race and Diversity in the Sector, ACFID, 2021 (Aus)	A 2021 panel discussion of and for ACFID members about racism and diversity in the Australian international development sector. Speakers include former Race Discrimination Commissioner Tim Soutphommasane and the conversation includes a collection of anonymised experiences of racism from colleagues in the sector.
White Privilege: Unpacking the Invisible Knapsack, Peggy McIntosh, 1989 (US)	An historic essay by a US feminist scholar and anti-racism activist. Includes a list of examples of privileges that white people experience and may take for granted in everyday life, that you may have seen replicated or adapted to illustrate experiences of privilege and disadvantage. May be responsible for coining the term ' white privilege'.

Measuring, mapping and audit

Commitments communicated in key organisational documents can be operationalised through an explicit strategy, and require support from senior leadership. Collecting qualitative as well as quantitative data with PoC consultation will inform the situation and decisions, allow tracking and reporting on progress, and to make improvements. Assessment of factors such as retention rates, promotion rates and discrimination complaints can identify bias or unequal treatment of employees from diverse backgrounds, and asking and listening including at exit interviews, can help to locate 'pain points' (DCA 2022) for targeted action.

Practical examples

Good Return developed and rolled out a Cultural Diversity Tracking Survey in order to gauge the cultural/ ethnic makeup of the organisation, to interrogate different group perceptions of opportunities for promotion and professional development, and their sense of engagement. Their Social Inclusion Action Plan has incorporated cultural diversity initiatives (in addition to gender and disability) including the appointment of two POC personnel as focal points in the organisation who inform and support implementation.

WaterAid engaged the Humanitarian Advisory Group to undertake surveys across WaterAid to map power dynamics and devise a roadmap for shifting power in leadership and agency to countries. An organisational policy is being drafted to enable this, together with budget, capacity mapping, and accompanied by metrics for progress monitoring and accountability to the Board. Previously, WaterAid's international federation collected information to improve pay equity for salaries across roles. Collecting ethnicity/race/cultural data in HR systems is currently optional; management is considering how data collection and parity can be improved.

Oxfam Australia has resolved to ensure continual visibility of its cultural fitness. Metrics are included in regular Board reporting and tied into the CEO's performance assessment. They have also drawn up a 3-year Racial Justice roadmap with key initiatives in staff training about racism, anti-racism, in addition to cultural awareness around First Peoples communities; updating policies to better reflect equity commitments; engaging leadership to shape dialogue and direction; assessment and accountability; and adopting a decolonial approach in programs, advocacy and public engagement.

At the programming level, the **Fred Hollows Foundation** has developed the "GAPSED+" (Gender, Age, Place, Socioeconomic status, Ethnicity, Disability) organising framework to support equity in service delivery. It is facilitated by access to health data and is based on a comprehensive assessment of existing evidence on health and equity as well as internal consultation in countries where the organisation works. The 'Ethnicity' domain draws attention to disproportionate prevalence(s) that may exist in each context relating to indigeneity, race and/or culture, including cultural attitudes, racism and discrimination. The equity framework has more recently been adopted by the organisation's social justice and human resources teams, to be integrated into their KPIs.

Key Resources

[Workplace Cultural Diversity Assessment Tool](#), Australian Human Rights Commission, 2022	A free 40 minute organisational assessment covering key initiatives in management, strategy, recruitment, selection, retention, inclusion and monitoring performance. Originally devised with a cultural diversity focus in 2014 it has been updated as of June 2022 integrating anti-racism and guidance from a panel of Australian experts. Provides a framework with key initiatives, guidance and case studies for organisational practice. Upon completion, a summary assessment is provided with resources drawn from the *[Racism. It Stops With Me](#)* hub. Can be repeated over time to assess organisational change.
[Counting Culture: Six Principles for Measuring the Cultural Diversity of Your Workplace](#), Diversity Council Australia, 2019	Six principles provide guidance on how you can map the cultural diversity of your workforce in a way that is respectful, accurate, inclusive, and well suited to the multiculturalism of Australian businesses. Useful summary accessible for free; full report available for $ members.
[Anti-Racist Organizational Development Training and Resources](#), National Juvenile Justice Center, 2018 (US)	A handful of nifty anti-racism organisational assessment tools from various organisations in the US social services sector.

Equitable hiring

We all have biases that influence our perspectives and decisions, whether we are aware of it or not, including where, how, who, and even through whom, staff are recruited. Who is involved in recruitment, and their racial literacy therefore matters and influences how we recognise merit. Using structured assessment focusing on values alignment, job skills and experience, rather than interview skills and likeability can help to eliminate bias. Especially relevant in an internationally-focused sector is ensuring that diverse attributes such as international experience, language skills, cultural and other forms of knowledge are recognised as 'value add' or 'cultural add' can help to dispel biases that may exist in concepts of 'cultural fit' or 'ideal candidates'. Communicating for diversity, using specialist recruiters and structured processes are also helpful. Various ACFID members have begun to introduce such practices at the governance level and are reflecting on implementing them for all staff recruitment.

Practical examples

Action Aid expresses an intentional commitment for diversity in advertised positions and widens their recruitment field through advertising channels. Selection avoids tokenism by targeting skills and expertise, together with a principle of ensuring there is a diverse range amongst shortlisted candidates. Policy does not limit hiring to Australian citizens, meaning there is no barrier to employment for non-citizens and migrants.

At the interview stage, Action Aid utilises questions in their recruitment process to actively seek values alignment, including specific questions about taking action on antiracism and diversity. Assessment also includes observation of how candidates interact with diverse members of the recruitment panel.

In addition to a commitment to racial and other diversities on the Board, Action Aid's Board renewal was widened to include at least one member from the Global South as part of locally-led action, with the intent that Board decision-making takes on a perspective from partners. The Board member is technically an ex-offico member because of Australian legal requirements (would need insurance and public liability in their home country otherwise), but in practice is a full voting member and has the same status in all other regards.

WaterAid built their EOI with consultation from external PoCs and included consideration of where to advertise, networks to engage, and communicating the desire for diversity. Facilitation support and feedback was sought from consultancy

Mind Tribes (who was familiar with WaterAid), one Board member of Pasifika background, and women PoCs within WaterAid's networks.

WaterAid recognises that the aim is not to test interview skills but candidates' actual skills. To reduce such potential biases of the interview process, the panel chair contacted the shortlisted candidates prior to conducting interviews, for an introduction and an overview of the interview topics and questions.

In addition to other measures, **Oxfam Australia** adopted mandatory quotas, including to strengthen the participation of First Nations People and other PoCs, so that they constitute at least 30% of their Board. The quotas represent floors, not ceilings. To facilitate these reforms, the Board also amended its policies so that the recruitment process is required to actively seek broader diversity in relation to gender, Indigeneity and race, age, and socio-economic background. Position descriptions were checked to remove bias, and applications from diverse candidates were explicitly encouraged.

IWDA has committed to reviewing all people-related policies for bias by an expert with a diversity and inclusion lens, with the aim to remove or rework any approaches or practices that are unintentionally reinforcing systemic discrimination in selecting the 'ideal candidate'. They have also implemented a new recruitment platform called *Applied*, designed to remove as much unconscious and cognitive bias from the recruitment process as possible.

Resources

In the Eye of the Beholder: Avoiding the Merit Trap, Chief Executive Women, 2016 (Aus)	Deconstruction of the subjectiveness of 'merit' and what constitutes effective leadership. While most leaders would agree that people should be judged on their merits, a close look at the evaluation of merit reveals that what adds up to merit for some is susceptible to bias and clouded judgement. This report blows the cover on the common biases that impact decision making and calls on every leader to reflect on their decision making and avoid falling for the merit trap.
Racism, power and truth: Experiences of people of colour in development, Bond, 2021 (UK)	Organisations need to understand how racism manifests in their cultures, policies and work to take the first steps to becoming actively anti-racist. This report explores the experiences of people of colour working in the UK and overseas for international development NGOs. Looks at what enables and prevents people of colour from getting jobs in the sector, experiences of organisational cultures, and challenges in progressing into leadership positions.
Cultural Diversity Guidance, The Law Society of NSW Diversity and Inclusion Committee (Aus)	A handful of useful key strategies listed for recruiting widely and reducing barriers to workplace entry (point 3) and inclusive workplace culture (point 5)

Inclusive participation, recognition and leadership

Our biases, conscious and not, influence what we might perceive as leadership qualities, what we might value in skills, experience and competency, and even how we might attribute merit. Social structures and settings directly and indirectly influence who is able to access opportunities, have their skills and experience recognised, feel included and comfortable enough to fully participate within the workplace, regardless of rank. Again, educating for awareness and reflection, and including people with lived experience, in the decision-making and review of policies and processes will help to disrupt biases. DCA (2022) details many of these points and also talks about 'boosting relationship capital of racially marginalised talent' through sponsoring, mentoring, growing inclusive networks and facilitating inclusive work social events.

Practical examples

Uniting World has had 10 years of hiring for racial and cultural Board diversity, yet they recognise that the Board's mode of operation has remained very Western. This has presented challenges for full participation of its diversity. For example, the reliance on the written word and substantial documentation for background reading, and a propositional style of dialogue has presented barriers to effective contribution from members who are more accustomed to oral, relational or conversational ways of working. Uniting World has integrated cross-cultural communication training and is in the process of finding new ways of working.

Oxfam Australia's Board co-created a statement of how they wish to work together that includes appreciating dynamics of power, privilege and confidence; taking interpersonal risks of candour, and other participatory principles. Furthermore, to better ensure the ways of working facilitate the best contributions from every member, regardless of their background, diversity and bias training is included in Board onboarding processes, and updated policies ensure that costs associated

with Board participation are not discriminatory, both direct (eg travel and accommodation) as well as indirect (eg childcare).

Similarly, the **Action Aid** Board has made changes around its ways of working, making sure voices are heard and respectful, yet encouraged to have dissent. Discussions on board culture as well as working for critical mass and to avoid 'us and them' mentalities have taken place. It is understood from feminist theory and intersectional feminist theory that minorities need a voice and say and to feel comfortable to do so, not just a seat at the table - this applies across the Board, and not just for anti-racism but all kinds of equities that must be considered.

Resources

Time to Decolonise Aid: Insights and lessons from a global consultation, Peace Direct, Adeso, the Alliance for Peacebuilding and Women of Color Advancing Peace and Security, 2020 (International)	To truly decolonise aid, development and peacebuilding, a multi-pronged process is needed. International organisations, governments, donors and individuals must address the prejudices and stereotypes that may be impacting their willingness to trust in local (non-White) practitioners. They should also consider the value of indigenous knowledge, incorporating alternative ways of thought into their reporting and evaluating. Furthermore, they need to assess their policies, organisational culture and relationships with local practitioners in order to identify whether existing norms promote extractive relationships over serving the needs of local communities.
In the Eye of the Beholder: Avoiding the Merit Trap, Chief Executive Women, 2016 (Aus)	Deconstruction of the subjectiveness of 'merit' and what constitutes effective leadership. While most leaders would agree that people should be judged on their merits, a close look at the evaluation of merit reveals that what adds up to merit for some is susceptible to bias and clouded judgement. This report blows the cover on the common biases that impact decision making and calls on every leader to reflect on their decision making and avoid falling for the merit trap.
Cracking the Glass-Cultural Ceiling: Future Proofing Your Business in the 21st Century, Diversity Council Australia, 2017	In Australia and overseas, culturally diverse women experience a 'double jeopardy' when accessing leadership roles due to their gender and cultural background. This double jeopardy results in a 'glass-cultural ceiling' in which invisible organisational barriers lock out culturally diverse women from accessing leadership positions in their workplaces. An extensive review of international and national research; on-line survey of and interviews with female leaders and aspiring leaders. A synopsis, infograph and summary of an organisational framework for action are free to access; full report available to $ members.

Workplace culture and calling it out

In describing how anti-racism initiatives and instances of culture change or calling it out have risen to the surface, personnel from several organisations have observed that it has taken the resolve of either one truly committed CEO and/or a few key senior leaders. DCA (2022) explains that racially marginalised people often make conscious decisions not to call out racism for their own emotional and psychological safety, while for others, a lack of literacy or not knowing how to respond are often barriers to action. Organisations can address these issues by offering training and literacy opportunities; cultivating a culturally safe environment with commitment documented and expressly communicated by senior leadership; and implementing effective policies and redress mechanisms.

Practical examples

In addition to ensuring legal and procedural infrastructure to prevent workplace racism is communicated, accessible and effective, **Oxfam Australia**'s Board co-created a statement on psychological safety to guide ways of working that respects diversity and recognises systemic privilege and power dynamics

IWDA has introduced a misconduct reporting app called #NotMe for staff to report any kind of discrimination/ microaggression/ incident. Can be used to anonymously report incidents experienced or witnessed. Staff are trained on how to download and use the app and are regularly encouraged to use it.

Resources

Ten steps you can take to create a fair and productive workplace,	An outline of ten clear steps focused on anti-discrimination and to promote fairness in the workplace by ensuring policies, processes and mechanisms to reduce discrimination and enable redress.

Australian Human Rights Commission, 2014	
Bystander Anti-Racism Project, Western Sydney University (Aus)	Explores the outcomes, enablers and constraints of responding to interpersonal and systemic racism, as a means of increasing effective bystander anti-racism action in Australia.
Sidekick manifesto, Shawn Humphrey (US)	"Local leaders with local solutions to local problems will end poverty. We will not." The manifesto asks us to move forward cautiously and yield to the leadership of local leaders in local communities who are already hard at work ending poverty. Includes guidance on respectful communications and links to articles and resources on well-meaning, good intentioned acts that do more to make us feel good rather than alleviating poverty, eg poverty porn and white saviourism. List of books, articles, blogs, podcasts.
How to Call Out Racial Injustice at Work, Harvard Business Review, 2020 (US)	The authors' research shows that you can speak up more effectively, and gives five strategies to mitigate those risks: 1) Use allies to speak as a collective; 2) Channel your emotions so they give you strength but don't detract from your argument; 3) Anticipate your counterpart's own emotions; 4) Frame your argument in terms that align with your audience's perspective; and 5) Follow up afterward.

Specialised workplace training, facilitation and consultancy services

A topic like racism is not always an easy one to navigate. Training, facilitation and consultancy services are available in person and online. The few listed below are more prominent, but these nor the additional services in the extended library are not an endorsed nor exhaustive list.

Challenging Racism Project, Western Sydney University	Anti-racism training and workplace assessment, evaluation, audit and education services promote best practice in managing and promoting diversity and anti-racism. Based on some of the most comprehensive national research on racism in Australia. Trainings are evidence- and lived experience-based, and aimed at community, not-for-profits and local government organisations. Training approach does not assume racial literacy, 'wokeness', nor a confrontational approach. Half day tailored training package (4 hours) for 20 people costs $2500.
Hue: Colour the Conversation	A racial and social justice not-for-profit organisation comprising entirely of people of colour, that delivers a range of training programs that are accessible, engaging and strengths based. Their half-day online anti-racism workshops are facilitated by people with lived experience to provide participatory and nuanced learning experiences for all knowledge levels. Also provide ongoing support and consultation to organisations looking to implement meaningful change into their policies, processes and work culture. Hold occasional PoC community events. $170-230 pp with discounts available. Has been used by IWDA, Action Aid.
Mindtribes: Innovators for Inclusion (Div Pillay)	Melbourne-based consultancy "creating systemic change within organisations and communities to solve inequity and to support the individuals within to succeed, building shared prosperity and a more equitable and kinder world," addressing race, culture and other diversities. Has been used by Plan International Australia, WaterAid.
Aboriginal and Torres Strait Islander training, facilitation and consultancy services	Supply Nation has listings under 'cultural competency training', 'cultural awareness training', 'community and social services', 'community and business development'. Several resources and consultancy not-for-profits/businesses are also listed in the full Resource Library.