

# Strategic Plan

2018-2023

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## Message from the Chair

### *Our Future, Our Sector, Our Council*

For fifty years, Cooperation Canada (formerly the Canadian Council for International Cooperation) has united, inspired, and promoted Canada's community of organizations working globally in international development and humanitarian assistance. Our sector – and thus our world – is better because of Cooperation Canada's contributions as a convenor, an advocate, and a thought leader.

Today, the 2030 Agenda for Sustainable Development and the Sustainable Development Goals, accompanied and reinforced by the Grand Bargain and other global agendas, represent a bold ambition for the future of the planet. This new agenda is more integrated and more universal than any before. It requires all of us to reconsider and transcend traditional silos and borders, both thematic and geographic, that have historically defined our work. We must do things substantially differently than we have before. In doing so, we must also aim to increase our inclusiveness and impact, at both local and global levels, and ultimately to leave no one behind.

Yet even as we pursue these high and necessary ambitions, our sector also faces significant challenges. Universally agreed norms and standards, and traditional models in global development and humanitarian assistance are being undermined or abandoned amid rising populism, inequality and public distrust. New actors and structures are emerging in the development and humanitarian ecosystem, while space for civil society is shrinking globally.

To thrive in this new era, Canadian civil society will need strong advocacy to protect and promote an enabling environment for its work, bold leadership to coordinate and advance the voice of our sector, and creative thinking to inspire and support innovative approaches to enhance our sustainability and impact.

Cooperation Canada's Strategy 2018-2023 recognizes and responds to the challenges this landscape presents. Just as important, it acknowledges and advances the inherent opportunities: to enhance our sector's engagement with local, domestic, and global actors in a spirit of inclusion and solidarity; to lead and inform our sector in maximizing our impact as development actors; and to catalyze new and dynamic approaches to programming, policy, and organization. With this vision, Cooperation Canada positions itself to continue being a leader in and for Canadian civil society, and a champion for a fairer, more sustainable, and safer world.

**Gillian Barth, Board of Directors Chair**

## Our Vision

We aspire to a world in which global poverty and inequality are eradicated, human rights are respected and protected, gender equality and women's and girls' empowerment are achieved, and climate action and environmental sustainability are realized – for all people everywhere.

## Our Mission

Cooperation Canada is the national independent voice for international cooperation. As a coalition, we convene, coordinate, and collaborate with Canadian civil society to inspire and implement policies and programs for a fairer, more sustainable, and safer world.

## Our Unique Contributions

1. We **promote a vision of global development cooperation** based on the eradication of poverty and inequality, the realization of human rights for all, gender equality and the empowerment of women and girls, and environmental sustainability.
2. We **create spaces for the exchange of ideas, knowledge, expertise and action** on global development and humanitarian assistance, building bridges **within an ecosystem of actors**, from all sectors, domestically and globally.
3. We help **build consensus, raise ambition, amplify voice and strengthen solidarity for collective action** among a diverse set of members.
4. We act as an **independent and trusted convenor and interlocutor** on global development and humanitarian issues and trends, including actively **engaging with the federal government** on behalf of, and alongside, the sector.
5. We **defend and promote** the role of civil society, as independent development actors in their own right, by advocating for **an enabling environment** that allows CSOs of all sizes and types, both domestically and internationally, to realize their full potential and play their full range of roles in society.
6. We **provide thought leadership** by conducting valuable analysis, influencing policy, providing new insights, responding to new and emerging trends, and assessing their implications for the sector.
7. We **foster capacity**, learning and knowledge-sharing so the sector can **respond proactively and more effectively**.
8. We **champion high ethical standards**, diversity of, perspectives, and inclusive processes.

## The World of Tomorrow

In 2017-18, through the *Greatest Challenges* member survey, Emerging Leaders Network survey, board and staff retreats, the Addressing Reconciliation in Development session, sector scans and the FutureDev City Series, we engaged members and stakeholders in Canada and from the global south to inform and shape the 2018-2023 Strategic Vision for Cooperation Canada. We heard about the signals and trends that will impact the sector's work over the next five years.

Members also noted, in particular, that reconciliation, inclusion, localization and gender equality are key factors that will shape these trends:

- **Reconciliation;** Canada is on the journey toward a reconciled relationship with Indigenous Peoples who have occupied these lands for millennia. Addressing and acting on reconciliation in global development and humanitarian assistance in Canada and abroad will advance this agenda. Indigenous knowledge, culture and communities around the world have much to contribute and an important role to play in advancing a fairer and more sustainable future.
- **Inclusion;** Canada is seen as, and can continue to be, a beacon of progress in diversity and inclusion for the world. In a time when societies are getting more polarized and divisive, and where globally the space for civil society continues to shrink and our roles and legitimacy are being challenged, inclusive processes, platforms and networks for sustainable development matter more than ever.
- **Localization;** In an increasingly globalized world, localization is critical for long-term positive and sustainable impact and change. Localization is about working directly with local and national actors in the global south, who are typically better placed to design and implement effective programs to strengthen grassroots resiliency, independence, leadership, legitimacy and capacity. It is a key factor in helping empower and drive local ownership and solutions to global development and humanitarian challenges.
- **Gender equality** Gender equality is pivotal to making significant advances towards realizing the Sustainable Development Goals. Through an intersectional and gender-transformative approach that addresses structural barriers to inequality, we must put gender equality and the empowerment of women and girls at the heart of the work of the Canadian global development and humanitarian assistance sector for decades to come.

This important input from our members and stakeholders, complemented by research and scans at Cooperation Canada, informs our understanding of the world we live in and the world of tomorrow.

## National and global context

The following signals emerged as the most significant for the sector and what we must collectively grapple with over the next five years.

### *Globally accepted rights, norms and values are under threat*

With the rise of isolationism in countries both North and South, long-held global human rights, norms and values are under threat. The multilateral system and multilateral cooperation - through which governments negotiate mutual commitments to achieve global public goals - are being challenged. Too many governments are choosing isolation over engagement resulting in a void of effective global leadership and enforcement. In this context, we need to reassert and affirm the value of a global multilateral system, and of shared values, norms, principles and rights through which to advance a transformative and visionary agenda for people and the planet.

### *Distrust of traditional institutions, facts and experts is negatively impacting the legitimacy, relevancy and public trust of the development and humanitarian sector*

Civil society organizations in Canada and around the world face internal challenges that affect their legitimacy and relevancy. In the face of many global challenges, there is increasing distrust of traditional institutions by citizens, including global development and humanitarian organizations. Recent cases of sexual exploitation and abuse by humanitarian workers have not helped. Citizens see institutions as too traditional, self-interested and bureaucratic to effect long-term change, and institutions struggle to effectively engage citizens around complex issues and challenges on which progress may be slow. CSOs will need to determine how to more meaningfully engage citizens in the process of long term change - as contributors, supporters, and volunteers. At a time when the world is making strides toward the Sustainable Development Goals (SDGs), rebuilding mutual trust is of utmost importance.

### *The space for civil society continues to shrink*

Governments alone cannot realize the transformations required under Agenda 2030, the Grand Bargain and the Paris Agreement on Climate Change. Many governments, including Canada's, have affirmed that they will create an enabling environment in which civil society organizations (CSOs) can realize their full potential, and contribute to the achievement of these and other agendas as independent development actors in their own right. Yet CSOs

globally are seeing the spaces in which they operate close and shrink, through constraints on funding, limitations to freedom of speech or assembly, heavy legislative requirements to register as a non-governmental organization, and direct attacks on organizations and individuals. We need to work in solidarity with organizations domestically and internationally to defend and protect free and open spaces for civil society.

### *Both the funding needs and the models of funding for development cooperation are changing (and need to change) radically*

An estimated \$4 trillion will be needed every year to implement the SDGs. In this context, Official Development Assistance (ODA) remains vital for directly tackling poverty eradication, investing in conflict-affected and fragile contexts, and meeting the 2030 Agenda for Sustainable Development's ambition to leave no one behind. Yet ODA from Organization for Economic Cooperation and Development (OECD) members accounts for roughly \$145 billion annually, falling substantially short of the financing needs of the Goals.

Other sources of finance need to be tapped and new models developed. Rather than increasingly and excessively pressuring ODA to leverage private capital, world leaders need to think about innovative ways to leverage and redirect major sources of private and public finance towards realizing the SDGs and filling key financing gaps. Traditional donors will need to determine how to engage with new and emerging donors, south-south cooperation, and other forms of assistance.

Similarly, a recent study of charitable giving in Canada has found that donors aged 50 and older account for nearly three quarters of all donations, and donors over 70 represent almost one third of charitable giving. Declining religious participation has implications for an important subset of faith-based philanthropic and charitable contributions. The long-term viability of Canada's charitable sector depends on a new culture of philanthropy among younger and new Canadians, likely alongside new financing models beyond charitable donations and government grants.

### *New organizational, governance, and partnership models are emerging due to global networks and multi-sector influence*

The ecosystem of actors engaged in the global development and humanitarian assistance sector is increasingly complex. The traditional role and relationship of northern CSOs with respect to their southern counterparts is evolving as power and resources shift southwards. Equally, in the context of a universal agenda for change, northern CSOs must rethink how they relate to and interface with domestic organizations and environment.

In this context, collective impact alliances, public-private-philanthropic partnerships, and shared operational models of working, among other forms of organizing, partnering and mobilizing, are growing in the global development and humanitarian assistance sector, both in Canada and globally. Organizations, legal structures and sectors are becoming more porous and blurry as traditional boundaries begin to blend. This is giving rise to emergent relationships and resources, as well as new considerations around accountability, risk, autonomy, and agency.

### *The rise of inequality globally is spurring new experiments in ways of working, capacity-building, financing, and economic growth*

As patterns of social, political, economic and income inequality continue and lead to deepening instability and exclusion in and between societies around the world. A rising tide has not raised all ships; we need new concepts of economic growth that truly work for everyone and ensure no one is left behind. We need to foster new thinking and approaches to more inclusive economic progress, which balances growth with social well-being, environmental sustainability and equality. Over the next decade, these experiments could show promising results in helping to close today's extraordinary inequality gap.

### *Recognition and active participation of previously excluded groups are increasing on global issues*

Historical power imbalances in civil society have resulted in unequal voice, resources and influence in addressing global issues. While engagement of marginalized groups often remains tokenistic and significantly outweighed by entrenched associations and interests, there is progress being made in recognizing the valuable contributions of such groups.

Agenda 2030 underscores the importance of “leaving no one behind.” To achieve this requires that previously excluded groups participate in policy development and decision-making.

This includes narrowing the gaps in the sustained participation globally and domestically of women, youth, people with disabilities, LGBTQ2S+ and Indigenous Peoples, among others. Individuals and groups may be excluded based on multiple and different intersections of their identity, including sex, race, ethnicity, national or ethnic origin, colour, religion, language, sexual orientation, gender identity, age, ability, or migrant or refugee status. Beyond its inherent importance, enhancing inclusion will contribute to empowerment, address inequalities, and facilitate the development of new solutions that account for the needs of future generations and foster intergenerational learning, knowledge sharing, problem solving and collaborations across a broader network of stakeholders.

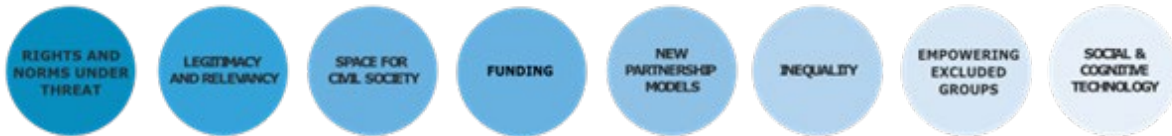


*Social and cognitive technologies are ever more accessible, empowering borderless digital social movements and bold new interventions while creating new pressures on communication and connection*

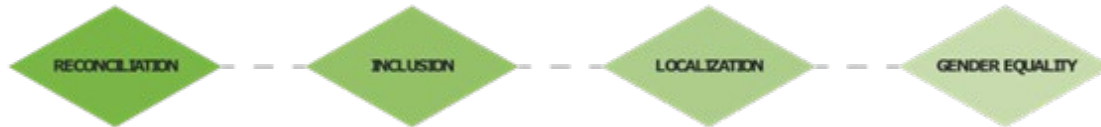
Around the world, technology offers immense opportunities for empowering people, movements and solutions. Social networks are creating new civic spaces, giving new voice, and connecting institutions and the grassroots like never before. At the same time, technology is also being used to silence, suppress, extract, and bully. With evermore information available in evermore media channels, each issue is in ever-greater competition for public and policy attention. While harnessing technology for positive impact, there is much work to be done to strike a balance between its potential and its limitations.

# THEORY OF CHANGE

## National and Global Context



## Key Factors



### OUR VISION

We aspire to a world in which global poverty and inequality are eradicated, human rights are respected and promoted, gender equality and women's and girls' empowerment are achieved, and climate action and environmental sustainability are realized - for all people everywhere.

### OUR MISSION

CCIC convenes, coordinates, and collaborates with Canadian civil society to inspire and implement policies and programs for a fairer, more sustainable, and safer world.

## STRATEGIC FOCUS: The Future of Sustainable Development

### STRATEGY 1: ENABLE

Foster a more collaborative, connected and inclusive enabling environment for Canada's global development and humanitarian assistance organizations, as well as for our partners globally, to realize our full collective potential and our shared vision for the future.

### STRATEGY 2: LEAD

Advance the voice, expertise and leadership of civil society, as independent development actors, to effectively mobilize support, influence policy and take action on global development and humanitarian issues through timely programs, policy insight, research, and analysis.

### STRATEGY 3: INNOVATE

Inspire and support the growth of a more relevant, responsive and effective global development and humanitarian assistance sector that, through a broad range of innovations, can create sustainable impact and change in collaboration with our partners.

## ACTION AREAS

We will advance and advocate for a more effective Canadian sustainable development agenda for and with our sector, and for the space and tools for civil society to meet its potential.

We will maximize our ability to convene our sector, strengthen solidarity among diverse development actors, and engage stakeholders and the broader Canadian public.

We will strengthen capacity for established and emerging leaders to do their best work

We will produce, curate and share cutting-edge research and insights with the sector and beyond.

We will conduct and support timely policy analysis and foresight studies in order to influence and take action.

We will inspire experimental and innovative initiatives and help replicate those with demonstrable impact.

## Our Strategic Focus



## The Future of Sustainable Development

The global community has set a bold course with Agenda 2030 and the SDGs. The SDGs are universal; they are rights-based; they are about working directly with the people most impacted by challenges to create transformative improvements to their well-being and realize their rights. SDG solutions will need to be collaborative, innovative, holistic and contextualized to specific countries, geographies, and norms. They will need to more readily integrate environmental sustainability as a central issue in program and policy design. They will need to be guided by the transformative vision at the core of Agenda 2030, and advance both the individual goals and the spaces in between the goals. Business as usual is not an option.

In the humanitarian context, Agenda 2030's shift towards transformative, integrated, rights-based and localized approaches is amplified by the parallel commitments made by governments and civil society through the Grand Bargain of the World Humanitarian Summit. To meet the ambition of these (and other) global agendas, solutions will need to be collaborative, innovative, and contextualized to specific countries, geographies, and norms.

Canada's global development and humanitarian assistance sector is well-suited to play an important leadership and facilitation role on such an ambitious vision - working with government, civil society organizations, academia and other sectors. In order to do so, we must shape a sector that prioritizes sustainable impact and enables inclusion, gender

equality, localization and reconciliation to flourish. As Canadian organizations, the values we espouse in our work internationally must be congruent with what we do here at home, in particular to support a process of reconciliation with Canada's Indigenous Peoples.

As the national independent coalition for international co-operation, now is the time for Cooperation Canada to build on the positive opportunities inherent in Agenda 2030 and the Grand Bargain, and in the signals outlined above, to catalyze action around a set of shared values and vision, foster greater connectedness and solidarity, and make the work of Canadian civil society more locally relevant, effective and impactful in the domestic and international domains in which we operate. By helping to make Canadian civil society fit for purpose to realize today's transformative agendas, working in solidarity with our partners, Cooperation Canada will help usher in a new future of sustainable development.

## Our Strategic Directions

Over the 2018-2023 period, we will bring our expertise, agility and proactive approach to strengthen the contribution of Canada's global development and humanitarian assistance sector to a fairer, more sustainable and safer world.

In this context, the three Strategic Directions described in the following pages represent the directions Cooperation Canada will take to respond to the emerging trends identified above and to the needs of our members, broader sector and partners in the global south, and to raise our ambition to thrive in the world of tomorrow. The directions below reflect the need for Cooperation Canada to address (1) the evolving structural conditions that affect its members and broader civil society; (2) the importance of coordinated and effective agency by CSOs as independent development actors; and (3) the methods our sector can use to foster ever more sustainable and lasting impact.

### Strategic Direction 1 (Structure): **ENABLE**

*Foster a more collaborative, connected and inclusive **enabling environment** for Canada's global development and humanitarian assistance organizations, as well as for our partners globally, to realize our full collective potential and our shared vision for the future.*

### Strategic Direction 2 (Agency): **LEAD**

*Advance the **voice, expertise and leadership of civil society**, as independent development actors, to effectively mobilize support, influence policy and take action on global development and humanitarian issues through timely programs, policy insight, research, and analysis.*

## Strategic Direction 3 (Method): INNOVATE

*Inspire and support the growth of a more relevant, responsive and effective global development and humanitarian assistance sector that, through **a broad range of innovations**, can create sustainable impact and change in collaboration with our partners.*

The Strategic Directions also reflect our belief that inclusion, gender equality, reconciliation, localization and a focus on impact are key drivers of enabling Canada's catalytic leadership in sustainable development.

## Strategic Direction 1: ENABLE

*Foster a more collaborative, connected and inclusive **enabling environment** for Canada's global development and humanitarian assistance organizations, as well as for our partners globally, to realize our full collective potential and our shared vision for the future.*

By 2023, there will be a more vibrant enabling environment in Canada for civil society organizations, and for the global partners with whom they collaborate, grounded in global norms and values, to pursue their independent missions and advance the Sustainable Development Goals and the Grand Bargain. In contrast to the global trend of shrinking civic space, and in accordance with the integrated approach of the 2030 Agenda, we will cultivate Canadian support for an open and inclusive ecosystem, and forge new partnerships with other actors in Canada and the global south. As part of this work, we will work with our members to determine how to align our collective work domestically and internationally, and help create the space and capacity to do it, including in the context of reconciliation with Canada's Indigenous Peoples. We believe that there is huge value to be unlocked by empowering under-represented groups including women, Indigenous Peoples, LGBTQ2S+ and youth, as well as convening and connecting civil society organizations and other sectors to exchange, share knowledge and learn from each other.

## Strategic Direction 2: LEAD

*Advance the **voice, expertise and leadership of civil society**, as independent development actors, to effectively mobilize support, influence policy and take action on global development and humanitarian issues through timely programs, policy insight, research, and analysis.*

By 2023, Canada's global development and humanitarian assistance and sector will be recognized for its leadership and vision, its collective efforts and its lasting impact, fit for a more digital, decentralized and dynamic world. Cooperation Canada aims to harness new ways of catalyzing our influence, leadership, voice, impact and advocacy, as independent development actors in our own right, enhancing and building on successful current approaches. To address public uncertainty and disengagement with respect to our sector, Cooperation Canada will work with its members to foster greater understanding, support and trust around the work we do and the impact we have. Cooperation Canada will use the power of emerging tools, research, spaces and technologies to better support members, sector actors and partners. The organization will do this through sharing timely original and curated research, policy analysis, programs, action and advocacy efforts domestically and internationally, in accordance with its mission and to advance sustainable development.

## Strategic Direction 3: INNOVATE

*Inspire and support the growth of a more relevant, responsive and effective humanitarian assistance and international development sector that, through **a broad range of innovations**, can create sustainable impact and change in collaboration with our partners.*

The opportunity for innovation in Canada's humanitarian assistance and international development sector is immense. By 2023, our sector will be a leader in innovation for global development and humanitarian response. Increasingly accessible technological and social innovations, both radical and incremental, have the potential to make the sector's work more effective, efficient and impactful. Making good on this potential, however, will require a very intentional focus on fostering innovation, including new mindsets, models, funding structures, partnerships and ways of working. For the organization, this will include fostering an enabling and shared physical and virtual environment for the sector to bring foresight, evidence-based research, experimentation, technology, emerging processes and constant learning to the work of civil society organizations. We will do so with a view to enhancing the positive outcomes and impact for the people and communities with whom we work, as well as to ensure more effective development and humanitarian assistance.



## How will we implement our Strategic Directions?

Cooperation Canada will draw on 50 years of experience as a coalition to take Canada's global development and humanitarian sector into the future. Cooperation Canada is built on qualities of being a resilient, agile, resourceful, and collaborative organization. The organization has a rich history as a learning organization, bringing valuable insights and diverse perspectives from and to the sector to move our collective aspirations forward.

Given our rapidly changing landscape, we will need to work in new ways, with new actors, in new contexts, and experiment to uncover new possibilities. We will need to embrace our dynamic culture while also strengthening operational systems to creatively and more effectively serve our mission.

We will activate our team's combined strengths, recognizing that pursuing our new Strategic Directions will require existing and new capabilities as well as a **cross-cutting and whole-of-organization** implementation approach.

Cooperation Canada will work together with our board and membership to design an implementation plan – to be revised annually – that more directly translates these strategic objectives into activities that will drive us forward in realizing our vision and mission. These activities will be guided by six key action areas.

### Six Action Areas

These six areas of action are not necessarily tied to a specific Strategic Direction, since each may have implications for all three strategic objectives. The intent, instead, is that the action areas are cross-cutting in their approach.

*1) We will advance and **advocate** for a more effective Canadian sustainable development agenda for and with our sector, and for the space and tools for civil society to meet its potential*

As a catalyst for action, Cooperation Canada will provide leadership and support to members, partners and stakeholders in Canada and the global south to advance a forward-looking and transformative agenda that challenges the status quo, including in our collective policy, research and advocacy efforts. We will continue to fight to promote and protect an enabling environment for civil society in Canada and internationally that creates the space for us to realize this ambition. As we do so, we will harness and experiment with new tools, technologies, and ways of organizing and influencing, and enhance and build on successful current approaches.

*2) We will enhance our ability to convene our sector, strengthen solidarity among diverse development actors, and engage stakeholders and the broader Canadian public*

Cooperation Canada will facilitate purposeful connections and convening among members, stakeholders and new actors and sectors in Canada and the global south to enable mutual learning, foster new thinking and ideas, and generate new collaborations and partnerships for collective action. As an independent, neutral, and trusted convenor, we will engage with and give voice to underrepresented groups including youth, women and Indigenous Peoples. We will champion a diversity of perspectives, high ethical standards, and inclusive processes that challenge us to disrupt our way of thinking and break new ground.

*3) We will strengthen capacity for established and emerging leaders to do their best work*

Cooperation Canada will lead activities that strengthen capacity in Canada's global development and humanitarian assistance sector so that we can respond more proactively, more effectively and with greater impact. We will work with partners and members to identify, coordinate and execute opportunities to build the capacity, knowledge, and resources of Canadian civil society organizations working globally for a better world.

*4) We will produce, curate and share cutting-edge research and insights with the sector and beyond*

Cooperation Canada will be a valued thought leader for members and stakeholders in Canada and globally by producing cutting-edge research and knowledge, offering expert analysis that can direct advocacy, innovation activities, programs and policy. We will also promote and share inspiring practices in evidence-based decision-making, data management and knowledge mobilization for the sector.

*5) We will conduct and support timely policy analysis and foresight studies in order to influence and take action*

Cooperation Canada will understand trends in and affecting Canada's global development and humanitarian assistance sector. We will be a leading source for members, partners and stakeholders in policy insight and analysis in order to address implications and respond to new trends and signals.



## *6) We will inspire experimental and innovative initiatives and help replicate those with demonstrable impact*

Cooperation Canada will connect innovations, methods and technologies between members, stakeholders, the global south, and indigenous communities in Canada to learn, exchange and enhance impact. We will work with our membership to promote new ways of solving problems, including using process, technological and social innovations, among others.

## **How will we track progress on our Strategic Directions?**

Cooperation Canada will adopt right-sized monitoring, evaluation and learning models and tools that will help us intentionally and systematically track our progress and outcomes against our Strategic Directions. This model will help us uncover shareable evidence of our contributions, what we are learning, and where we need to course-correct with members, partners and stakeholders.

Our ecosystem-level work and an ever-changing world mean that we cannot always predict the outcomes in their totality five years from now. The work of the global development and humanitarian assistance sector is complex, long-term and multi-faceted. Therefore, our markers for tracking progress must make room for uncertainty, adaptation, unexpected challenges, and opportunities.



Cooperation Canada brings together and advocates for Canada's international development and humanitarian organizations by convening sector leaders, influencing policy and building capacity. Together, we work with partners both inside and outside Canada to build a world that's fair, safe and sustainable for all.

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For additional information on Cooperation Canada:

Cooperation Canada  
39 McArthur Avenue  
Ottawa, Ontario  
K1L 8L7

613-241-7007 • [info@cooperation.ca](mailto:info@cooperation.ca) • [www.cooperation.ca](http://www.cooperation.ca)

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