

Anti-racism, Equity, Diversity, Inclusion and Justice

Strategy and Action Plan

February 2024

Executive Summary

Cooperation Canada is a national coalition of organizations that work to build a fairer, more sustainable and more equitable world. Its 100 members include a diverse set of organizations that work at the intersection of international cooperation, human rights, solidarity and partnership. And while Cooperation Canada, and its members, uphold values related to equality, dignity, inclusion and equity, including through Cooperation Canada's [Code of Ethics](#), a responsibility remains to address the historical and ongoing legacy of injustice that characterizes relationships between the world's wealthiest countries and historically disadvantaged countries. Over the organization's 55-year history, Cooperation Canada has contributed to global solidarity, called for protection of human rights and worked with its members to ensure development effectiveness. At the same time, the organization has not consistently confronted head on many of the existing legacies of colonialism and inequality that exist in international cooperation and the non-profit sector more generally.

More recently, Cooperation Canada engaged in dedicated activities to advance equity within the organization and international cooperation. This has included a one and a half-year process with engagement by Board members, staff and with equity experts to assess where the organization is at, what needs to change, opportunities, challenges and actions, culminating in an AEDIJ Strategy and Action Plan that covers a three-year period from September 2023 to September 2026. Cooperation Canada has adopted three principles to advance this work – solidarity, social justice and evolution – the latter principle grounding our efforts in an iterative and learning oriented approach. We have identified the factors that will contribute to our successful implementation of the strategy, including shared leadership, people and culture, capacity and shared accountability. Our goals, planned actions and expected outcomes are informed by the [Global Diversity, Equity, and Inclusion \(DEI\) Benchmarks](#). Each goal is accompanied by actions for each year of implementation, with metrics to monitor, evaluate and report on our progress.

Below we summarize our goals and expected outcomes. We know this strategy will change the ways we work with each other, with our members, in our community and with government partners and beyond. As Cooperation Canada continues on our journey, we invite members and partners to work with us in solidarity to advance more anti-racist, equitable, inclusive and just international cooperation.

Goals

Outcomes

Strong foundations

Goal 1: Structures, policies and accountable leadership drive AEDIJ at Cooperation Canada.

Competent and accountable leaders champion AEDIJ through all aspects of Cooperation Canada's work.

Staff have ownership over AEDIJ efforts and agree that AEDIJ is a core aspect of organizational culture.

Staff and leaders are competent in resolving AEDIJ related challenges and conflicts.

Cooperation Canada is known for its leadership as an AEDIJ champion

People and culture

Goal 2: Cooperation Canada is a caring employer that fosters a sense of belonging among diverse staff.

Diverse employees hold positions at all levels of Cooperation Canada.

Career development is intentional and supported across the organization.

Recruitment and retention efforts are driven by data.

Maintenance of flexible work environment.

Align and connect

Goal 3: Cooperation Canada's AEDIJ efforts are advanced through evidence-based decision making, clear communications and learning

AEDIJ efforts are evidence based, monitored and transparently reported on a regular basis.

Staff and leaders are responsible for advancing AEDIJ and competent in resolving AEDIJ related challenges and conflicts.

Cooperation Canada is known for its leadership as an AEDIJ champion.

AEDIJ an essential element of internal and external capacity development activities and programming.

Listen and engage

Goal 4: Cooperation Canada advances AEDIJ through its efforts to promote a fairer, safer and more sustainable world

Cooperation Canada is known for its leadership as an AEDIJ champion.

Cooperation Canada has meaningful relationships and partnerships with Indigenous Peoples that support advancement towards reconciliation.

Cooperation Canada contributes to the advancement of AEDIJ in its community.

Cooperation Canada and its membership support equitable procurement.

Cooperation Canada and Global Affairs Canada work collaboratively to advance equity in international cooperation.

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Introduction

Cooperation Canada is a national coalition of organizations that work to build a fairer, more sustainable and more equitable world. Its 97 members include a diverse set of organizations that work at the intersection of international cooperation, human rights, solidarity and partnership. And while Cooperation Canada, and its members, uphold values related to equality, dignity, inclusion and equity, including through Cooperation Canada's [Code of Ethics](#), a responsibility remains to address the historical and ongoing legacy of injustice that characterizes relationships between the world's wealthiest countries and historically disadvantaged countries. Indeed, international cooperation emerged from a colonial past that continues to have implications for ways of thinking and doing, funding, partnerships and the distribution of power. Systemic racism, ableism, sexism, transphobia and white saviorism remain key challenges across international cooperation efforts. These biases have denied communities and people around the world from agency, self-determination, and transformative change. Based in Canada, the legacy of a colonial settler society remains a key challenge, with efforts towards decolonization, reconciliation, and the promotion of the rights of Indigenous Peoples critical for social justice. Moreover, recent studies on [shifting power in the non-profit sector](#) and [diversity in the non-profit sector](#) show that leadership in the non-profit sector does not reflect the communities non-profits aim to support; non-profit boards and senior leaders continue to be predominantly white and male. Equity remains an ongoing challenge in terms of building out equity-advancing policies, structures and actions and women, immigrants, black, Indigenous and racialized people are overrepresented in the non-profit sector's workforce, impacted by inequities with respect to compensation and senior leadership roles.

As a national coalition that works at the intersection of international cooperation, Cooperation Canada (and its members), face the challenge of addressing existing and intersecting systems of oppression and exclusion that manifest at global, nation, local and organizational levels. This includes in both the substantive work of the organization which aims to promote global solidarity and action by Canada, but also in our organizational commitments to equity for our team, our members, partners and the communities in which we live and work.

Cooperation Canada's Commitment and Journey

Cooperation Canada is committed to justice, diversity, equity, inclusion, and anti-racism. Over the organization's 55-year history, Cooperation Canada has contributed to global solidarity, called for protection of human rights, and worked with its members to set and meet ethical standards and ensure development effectiveness. At the same time, the organization has not consistently confronted head on many of the existing legacies of colonialism and inequality noted above.

More recently, and in response to global uprisings against anti-black and anti-Indigenous racism, Cooperation Canada convened its members in 2020 to examine the ongoing legacy of racial injustice in international cooperation and identify concrete commitments (and accountabilities) towards racial justice. Through this collaborative effort, the [Anti-Racist Cooperation Framework](#) for Canada's International Cooperation Sector was launched in 2021, to which Cooperation Canada is a signatory. Cooperation Canada also worked with members to launch the [Leaders' Pledge](#) on Preventing and Addressing Sexual Misconduct in an effort to spur action on organizational commitments to responsibility and duty of care for all people with whom international cooperation organizations work, recognizing the impact of the power imbalances inherent humanitarian and development efforts.

Finally, Cooperation Canada recognizes that as the world in which we operate changes, so too do our commitments and principles towards ethical behavior. The organization abides by and promotes ethical principles through the Cooperation Canada [Code of Ethics](#), which undergoes periodic revisions to better integrate emerging good practice and ensure alignment with our values.

Beyond these efforts to engage international cooperation actors, in 2022, Cooperation Canada began an intentional journey towards becoming a more equitable organization. The organization has invested human and financial resources in moving this journey forward. Employee engagement, procurement, recruitment processes and performance reviews were updated with a greater focus on equity over 2021-2022. In 2022, the organization began efforts to facilitate AEDIJ discussions on a regular basis with the team with the intention of creating spaces for learning and raising equity-related issues as they emerged. This included experimentation with models for facilitating such discussions and led to the creation of terms of references grounded in staff feedback, as well as a safe spaces workshop and community guidelines. Cooperation Canada's major event in 2022 – the International Cooperation Futures Festival – aimed to center equity in form and substance, with all members of the team engaged in building out the event which saw over 500 participants and included significant learning for the team in terms of intentional efforts towards embedding AEDIJ into our activities. Moreover, Cooperation Canada's Anti-Racist Cooperation Hub came online in early 2022 following a successful proposal to Global Affairs Canada.

In 2022, the organization also solicited the support of experienced consultants to intentionally engage the Cooperation Canada board and staff on advancing equity. Through this process, the Cooperation Canada Board identified priorities to inform the organization's anti-racism, equity, diversity, inclusion and justice (AEDIJ) strategy, and committed to integrating AEDIJ into their governance work, including through committee work plans and reporting. At the organizational level, an equity assessment was conducted over a five-month period that included a survey and focus group discussions, followed by a data sense-making session, and a planning and prioritization session to inform the AEDIJ strategy. In addition to the Anti-Racist Cooperation Framework, this work was informed by the [Global Diversity, Equity, and Inclusion \(DEI\) Benchmarks](#). Cooperation Canada's AEDIJ strategy models the foundational approach outlined in the global DEI benchmarks, with the goals outlined below rooted in the four global DEI Benchmarks.

Cooperation Canada established an AEDIJ committee with members from across the organization to further refine organizational priorities. This strategy was then validated by an external expert, and the full team, before adoption.

Overall, a one-year process with engagement by Board members, staff and with equity experts has led to the adoption of the AEDIJ strategy and plan that covers a three-year period from September 2023 to September 2026. Cooperation Canada is committed to an iterative and learning oriented approach in the implementation of this strategy and plan, with moments to check-in on progress and identify opportunities to pivot or adapt priorities. Nevertheless, the organization does not anticipate a major review and revision of the overall strategy within the three-year period of implementation. In the leadup to June 2026, Cooperation Canada will prepare a summative review and assessment process that builds on checkpoints throughout implementation, and move towards the iteration of the organization's next three-year plan.

Vision

The vision of this AEDIJ strategy is an organizational culture at Cooperation Canada, and an international cooperation and humanitarian sector in Canada, that promotes anti-racism, equity, diversity, inclusion and justice, so that we can leverage our collective potential to continue building a fair, safe, sustainable and socially equitable world.

Purpose

The purpose of this AEDIJ strategy is to provide direction on Cooperation Canada's AEDIJ journey, including the principles that inform our work, our key goals and the concrete actions the organization will take. The approach is intentionally high level. Recognizing the need for collective ownership and responsibility across the team and with partners in shaping and informing more specific actions stemming from the commitments in the strategy and plan, and the importance of iterative and reflective approaches and practice, rooted in checkpoints along the organization's journey and reviews of progress. The strategy outlines goals, one-year, two-year and three-year benchmarks, success metrics, key roles and responsibilities, and a glossary of terms.

Scope

The strategy is meant to inform Cooperation Canada's operations and administration, communications and delivery of programs and activities. With respect to operations and administration, the strategy aims to integrate AEDIJ into employee experiences from recruitment to career development to exit. Importantly, Cooperation Canada is a unionized environment, which means that monetary and non-monetary benefits are largely agreed through collective agreement negotiations. As such, specific provisions related to these aspects of employment are not covered by the strategy. The strategy is meant to inform new policy development and the revisions of existing policies. It works in tandem with our community guidelines, Code of Conduct, and efforts around our Code of Ethics. Commitments to policy frameworks, such as the Anti-Racism Framework and the [50-30 Challenge](#), are embedded in the strategy and monitoring. Financial administration and considerations for information and technology are within the scope of the strategy, as outlined below. At the governance level, the strategy also includes reference to commitments made by Cooperation Canada's Board of Directors.

As an organization that engages diverse audiences among members, government and other partners, communications serve as an important intersection for the strategy. This includes in terms of inclusive language and narratives, imagery, ethical standards, such as those outlined in Cooperation Canada's Code of Conduct, and accessibility.

Finally, the scope of this strategy applies to the core areas of work for the organization. Cooperation Canada's core areas of work include capacity strengthening – largely carried out through our funded programs – government and parliamentary engagement, policy analysis, advocacy and research, convening and events, and engagement with members, partners and others in the international cooperation ecosystem in Canada and globally. The core work done by Cooperation Canada is unlikely to change significantly in the coming years. However, the substantive focus of our work is always evolving as we tackle longstanding challenges – such as reconciliation, decolonization, shifting power, gender equality, realization of human rights, international cooperation financing and more – and work to address new challenges such as those presented by technological advancements

(artificial intelligence, misinformation, etc.) and political trends (e.g. rise of authoritarian regimes and rollbacks on human rights). The substantive work of Cooperation Canada necessarily intersects with our commitments to AEDIJ given our mandate to pursue a more just, equitable and sustainable world. At the same time, how we work across our core competencies will necessarily be informed by this strategy – with implications for how we convene, the ways we communicate and advocate publicly and how we work plan, and monitor and evaluate our efforts. The scope of this strategy and action plan is such that in realizing the stated goals and outcomes, Cooperation Canada’s approach should look qualitatively different across all domains of our work by 2026.

Impacted communities

The strategy aims to target the Cooperation Canada team and those impacted by the work of Cooperation Canada. More specifically, the strategy points to goals, objectives and actions that aim to create a safe(r), more equitable and welcoming working environment for staff from equity seeking communities to excel at Cooperation Canada by valuing and enabling contributions by all, while addressing historical injustices that serve as barriers for existing and potential staff. Beyond those employed by Cooperation Canada, the strategy also aims to impact the international cooperation community more broadly, particularly in terms of demonstrating and promoting leadership on AEDIJ through the ways that Cooperation Canada engages with its members, Global Affairs Canada, and beyond, and in the ways AEDIJ is integrated into and the focal point of the substantive issues on which we lead. In the community in which we are located, the strategy also includes provisions to enable greater action on and solidarity with equity seeking groups locally, including Indigenous Peoples.

Where we are starting from

While efforts have occurred to advance AEDIJ internally as well as with the international cooperation sector more generally, there is much more work for Cooperation Canada to do. With respect to internal efforts, Cooperation Canada has a relatively diverse team characterized by individuals with varying degrees of comfort and technical capacity with respect to efforts related to AEDIJ. On the one hand, the team includes individuals with significant lived experience at the intersection of oppression and who have developed and honed their skills to support anti-oppression efforts. On the other hand, there are staff for whom the need for greater education and learning is quite profound. In this sense, Cooperation Canada faces the challenge of ensuring that some team members are not left behind as AEDIJ efforts advance, and others are not expected to educate, experience harm from ignorance, or have their own growth stalled while others catch up. Equity as a technical skill is not shared across the team and significant efforts will be needed to aid Cooperation Canada staff in integrating equity and justice-oriented lenses into all avenues of their work. Views also diverge among the team on the pace at which the organization is moving on this agenda, whether the organization is too hierarchical (or not), and whether there is enough diverse leadership among the team. The feedback provided on an earlier draft of the strategy also showed concern for Cooperation Canada’s capacity to implement an ambitious strategy and the implications of the strategy for roles and responsibilities.

Fundamentally, Cooperation Canada also occupies a position of privilege within the international cooperation space with access to information, political actors, Global Affairs Canada, coalition partners, global networks, and members from coast to coast to coast. Views vary across our membership depending on the province in which they reside, the thematic sector in which they work and the overall approach to international cooperation and global solidarity. The internal challenge noted above has an external face – one that asks us how we continue to advance social justice, anti-racism, decolonization, localization and shifting power in a way that brings along

diverse organizations and recognizes progressive leadership among our membership and beyond. Moreover, power differentials also exist with some of the key interlocutors with whom Cooperation Canada engages, including Global Affairs Canada, which can impact the possible. This reality is complicated, complex, and presents significant challenges for an organization that works across spaces with varying degrees of opportunity for transformation.

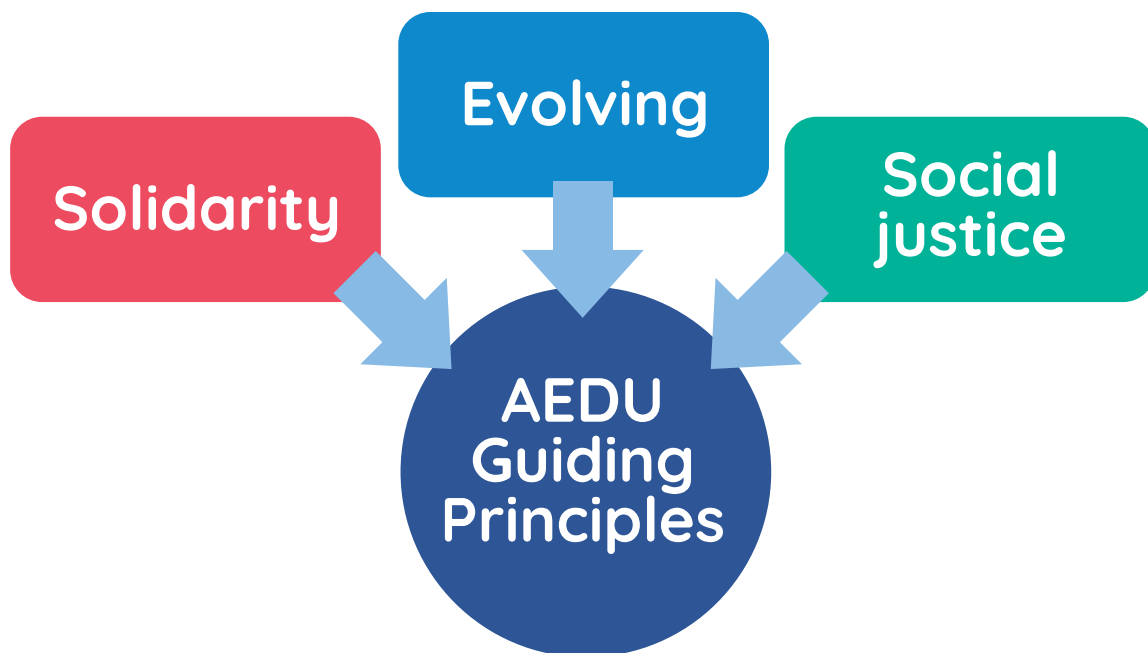
Guiding Principles

Cooperation Canada’s strategy is guided by principles that inform our approach.

Solidarity refers to a deep commitment to our common responsibility and solidarity for a fairer, safer and more sustainable world. We share responsibility and commitment to showing up for one another in simple and complex ways, with our interactions rooted in mutual respect, openness, humility, community, safety, care and recognition of historical injustices in how we engage with each other and diverse organizations and individuals to strengthen our working relationships and collective action.

Social Justice refers to the “objective of creating a fair and equal society in which each individual matters, their rights are recognized and protected, and decisions are made in ways that are fair and honest.”¹ Social justice drives our commitments to anti-racism, diversity, and inclusion, and underpins our approach to solidarity, human rights, reconciliation with Indigenous Peoples in Canada, decolonization, intersectionality and feminism.²

Evolving refers to experimentation, refinement, learning and improvement in Cooperation Canada’s approach to AEDIJ. The approach is deliberately iterative, with checkpoints throughout the action plan to enable opportunities to evaluate priorities and progress, and pivot where necessary.



1 Source: <https://www.oxfordreference.com/display/10.1093/oi/authority.20110803100515279;jsessionid=B865A8CED7592EBDCE727F705AD399E8>

2 See glossary of terms for definitions.

AEDIJ Goals

The AEDIJ Strategy and Action Plan are structured around four goals, each related to the global DEIJ Benchmarks:

- **Strong foundations: Goal 1** - Structures, policies and accountable leadership drive AEDIJ at Cooperation Canada.
- **People and culture: Goal 2** - Cooperation Canada is a caring employer that fosters a sense of belonging among diverse staff.
- **Align and connect: Goal 3** - Cooperation Canada's AEDIJ efforts are advanced through evidence-based decision making, clear communications and learning.
- **Listen and engage: Goal 4** - Cooperation Canada advances AEDIJ through its efforts to promote a fairer, safer and more sustainable world.

For each of these goals, Cooperation Canada has identified priority actions for year one, year two and year three, and the intended outcomes. Each goal includes information on metrics to measure progress. Information related to roles, responsibilities, communications and monitoring and reporting follows the presentation of each goal.

Considerations for Success

Cooperation Canada's AEDIJ journey is shared. It involves our Board of Directors, senior leadership, all members of staff, and has implications for the Cooperation Canada membership and beyond. It will also be informed by our members and our partners. While our strategy lays out our goals, intended outcomes and benchmarks for action, we also recognize that our success will rely on the structures, processes and people that make up our organization. Below, we identify some of the key considerations for success. We also recognize that these considerations also reflect areas touched on by our AEDIJ strategy as we work towards building our commitment, leadership and actions on AEDIJ.

Shared Leadership

AEDIJ is championed at all levels within the organization by accountable leaders and staff.

- Leaders and staff understand their positionality and power to actively advance organizational goals on AEDIJ.
- Humility, care, respect and strong understanding of positionality, privilege and power characterize leadership styles, setting the tone for organizational culture, navigating difficult conversations and interacting with members, partners and government collaborators.
- Leadership on AEDIJ is valued and celebrated.

People and Culture

Norms and behaviours advance AEDIJ in our interactions with one another and the communities in which we engage.

- All staff take responsibility for building norms and ways of working that advance AEDIJ, including by contributing to and respecting community guidelines and shared expectations.
- Organizational culture values self-awareness, empathy, care, humility and respect.
- Space for dialogue and engagement is intentional, rooted in community guidelines and deliberate in making space for diverse voices and inclusive practices.
- Decision-making is characterized by transparency and meaningful inclusion of those impacted by decisions.

Capacity

Cooperation Canada's efforts to advance AEDIJ are ambitious, realistic and right-sized for our organization.

- AEDIJ efforts are supported by dedicated financial and human resources.
- Opportunities exist to increase AEDIJ competencies for all staff informed by collective and individual learning priorities.
- Staff have access to tools and resources to support their AEDIJ journey - both individually and in terms of integrating AEDIJ into their work.
- Opportunities for collective advancement on AEDIJ with members and partners are prioritized.

Shared Accountability

Accountabilities for advancing AEDIJ exist at all levels, integrated and measured throughout the organization.

- Leadership on AEDIJ is incorporated into organizational, team and individual goals.
- AEDIJ goals are translated into annual and quarterly planning, responsibilities and performance management.
- Data collection on efforts to advance AEDIJ is well understood and a shared commitment among staff, members and partners.
- Progress on the AEDIJ Strategy is transparently reported at organizational and Board levels on a regular basis.

Strong Foundations

Background

This strategy will serve as Cooperation Canada's first, comprehensive organizational strategy to advance AEDIJ. While provisions related to AEDIJ appear in organizational commitments to best practice, ethics and anti-racism, as well as organizational strategies, policies and procedures, a solid foundation for advancing AEDIJ requires a clear vision matched with structures, investment and leadership at all levels to drive change.

Cooperation Canada's Board has committed to 1) integrating AEDIJ across Board Committee work; 2) ensuring oversight and accountability on organizational level efforts, and 3) taking steps towards advancing diversity at the Board level. Management is required to report regularly on AEDIJ-related activities, and AEDIJ is incorporated into risk management and efforts to update Board policies and procedures. The Finance Committee has responsibility for ensuring that provisions related to AEDIJ are included in the organizational budget.

At the organizational level, all staff share the responsibility of promoting an equitable organization, including in formal job duties with follow-up through annual performance reviews. While equity provisions are in all job duties, there is a need to further identify and define responsibilities, particularly for more senior staff. There are regular opportunities for staff to engage in discussions and learning focussed on AEDIJ. Alongside the rest of the international cooperation sector, staff are encouraged to participate in programming by the Anti-Racist Cooperation (ARC) Hub, a program of Cooperation Canada. Cooperation Canada has made strides in updating organizational procedures, particularly in the areas of recruitment, onboarding, performance evaluations and procurement, and will continue to review and update policies to align with the organization's vision for AEDIJ.

Goal 1: Structures, policies and accountable leadership drive AEDIJ at Cooperation Canada

Year 1

- AEDIJ strategy translated into organization's goal-based planning framework, including team and individual goals, annual and quarterly work plans, and performance reviews.
- Review and update agreed priority policies.
- Identification of AEDIJ competency gaps and development of a learning approach to address them.
- Effective approach to AEDIJ team discussions developed, informed by ever green community guidelines.
- Develop terms of reference, mandate and workplan for AEDIJ committee.

Year 2

- Ongoing implementation of AEDIJ through organization's goal-based planning framework, work plans and performance reviews.
- Identification of priority policies for review and updating.
- Implementation of AEDIJ competency learning plan.
- AEDIJ team discussion approach and community guidelines reviewed and updated.

Year 3

- AEDIJ learning approach assessed, revised to meet needs and continued rollout.
- All policies and procedures reviewed to align with AEDIJ strategy.
- Quantitative and qualitative AEDIJ targets and next steps developed and refined based on improved data collection and employee engagement.
- Review AEDIJ committee mandate, progress, and identify next steps.

Intended outcomes

- Competent and accountable leaders champion AEDIJ through all aspects of Cooperation Canada's work.
- Staff have ownership over AEDIJ efforts and agree that AEDIJ is a core aspect of organizational culture.
- Staff and leaders are competent in resolving AEDIJ related challenges and conflicts.
- Cooperation Canada is known for its leadership as an AEDIJ champion.

Metrics of success

- Metrics related to completion of activities as outlined by the end of benchmark years
 - # and % of staff that have identified AEDIJ competencies / learning priorities
 - # and % of staff participating in AEDIJ competency learning activities
 - # and % of policies reviewed and updated
 - Quantitative and qualitative AEDIJ targets developed (Year 3)
 - # of AEDIJ discussions held with team
 - # of AEDIJ committee meetings held
 - # of AEDIJ committee initiatives ongoing/completed
- % of staff who agree that their leaders are trustworthy, citing equitable and inclusive treatment (new question, Employee Engagement Survey)
- % of staff who agree their manager has the capacity to advance AEDIJ (new question, Employee Engagement Survey)
- % of staff who indicate an increase in their capacity to promote AEDIJ year on year (new question, Employee Engagement Survey)
- % of staff who agree Cooperation Canada values diversity (Annual Employee Engagement Survey)
- % of staff who agree there is open and honest communication at Cooperation Canada (Annual Employee Engagement Survey)
- % of staff who agree leadership makes an effort to create a space that is welcoming for all (Annual Employee Engagement Survey)
- % of members who agree Cooperation Canada is demonstrating leadership on AEDIJ (new question, Membership Survey).
- Cooperation Canada staff rating our organization's current overall integration of racial justice within our operations and activities (scale response, team average, 5.a, Anti-Racism Framework survey)
- Existence of operational policies and practices that include explicit reference to anti-racist principles, and consultation with BIPOC groups to inform these policies and practices (2.f, Anti-Racism Framework survey)

Sources: Annual Employee Engagement Survey, Biennial Membership Survey, Anti-Racism Framework survey, annual review of progress on AEDIJ strategy and plan. New data to collect is noted next to relevant indicators.

People and Culture

Background

Cooperation Canada's staff complement typically sits around 20 staff. At the end of 2021 and in early 2022, the organization experienced significant transition with seven new staff hired during this period as a result of organizational growth and voluntary departures. From October 2021-April 2022, the organization also experienced a leadership transition with a new CEO joining the team in April. Of the existing team in early 2023, only three members have been with the organization for longer than four years.

In December 2022, Cooperation Canada carried out a staff demographic survey. Seventeen (17) of the organization's 20 staff responded. At that time, the survey showed that:

- 7 staff have difficulty learning, remembering or concentrating
- 4 staff have emotional, psychological or mental health conditions
- 7 staff identified as White, 6 as Black, 3 as Middle Eastern, 1 as East/Southeast Asian and 1 as Latinx/e
- The majority of staff that responded (10) were born outside of Canada and 11 staff hold Canadian citizenship
- 6 staff identified as non-binary, and 6 each identified as man or woman
- 10 staff identified as heterosexual, 3 staff identified as bisexual, 1 as pansexual and 1 as queer

Cooperation Canada signed up to the 50-30 Challenge in 2023, which commits the organization to ensuring at least 50% woman and/or gender diverse individuals in leadership positions at organizational and Board levels, and 30% representation for members of other equity-deserving groups, including those who identify as racialized, black, and/or people of colour, people with disabilities, 2SLGBTQ+ and/or gender and sexually diverse individuals, and Aboriginal and/or Indigenous Peoples. The 2023 Board Self-Assessment survey showed that:

- 85% identify as women (11 of 13 respondents) and 15% as men (2 of 13 respondents)
- 50% (6 of 12 respondents) identified as Black or Person of Colour, 50% identified as white and no Board members identified as First Nations, Métis or Inuk (Inuit)
- No Board members (13 respondents) identified as having a disability or as 2SLGBTQ+ and/or gender and sexually diverse individuals.

While the organization is currently meeting the 50-30 Challenge, the Board Diversity Policy and Nominations process was recently reviewed with commitments regarding the identification of gaps in terms of lived experience from equity seeking communities. For example, the board has no members that identify as having a disability or being 2SLGBTQ+ and/or gender and sexually diverse. The approach to nominations means that the next call for Director nominations, will identify these gaps and welcome applicants with lived experience, in addition to the skills, capacities and regional and organizational diversity required under Cooperation Canada's by-laws, the policy and nominations procedure.

Cooperation Canada's recruitment process is evergreen and the hiring guidelines for managers explicitly reference AEDIJ, with practices built to promote inclusive recruitment including publishing salary ranges, AEDIJ statements in advertisements, flexible application submission (i.e. enabling candidates to submit audio, video and/or written

submissions), transparency on the overall hiring process in advertisements, compensation for written exercises and interviews, and identity hidden written exercise reviews. Cooperation Canada's current system for managing recruitments and staff (time off requests, personal information, etc.), does not fully enable the kind of data collection that the organization envisions to drive changes in recruitment processes and employee experience more generally (particularly in terms of understanding the needs of and engagement trends with respect to equity seeking communities). While steps are being taken to continuously improve hiring practices, the organization has not had a full audit of its hiring practices in recent years.

Cooperation Canada is a unionized environment. The collective agreement ensures transparency regarding salary scales, seniority and benefits. Employees benefit from a highly flexible work environment with options to flex hours and for remote work. Employee benefits are comprehensive including extended health provisions, as well as leave for family illness, illness, bereavement, vacation and a flexible approach to the use of statutory holidays (i.e staff may swap federal and provincial statutory holidays for another date, depending on their needs).

Finally, Cooperation Canada carries out an annual employee engagement survey, annual performance reviews, including reviews of job descriptions, and exit interviews. The onboarding process is extensive and evergreen, with gaps regularly identified and addressed. The most recent employee engagement survey (2022) showed improvements in the areas of direction and leadership as well as with respect to people and culture practices. However, the team identified clearer career paths and professional development opportunities as areas for improvement. Importantly, the survey also showed that while the majority of staff highlighted positive experiences with respect to AEDIJ, some staff scored these indicators low, indicating further efforts are needed to ensure consistency across staff experiences.

Goal 2: People and Culture: Cooperation Canada is a caring employer that fosters a sense of belonging among diverse staff.

Year 1

- Further refinement of recruitment processes to disseminate to diverse communities, improve data collection, remove bias, and communicate organization's AEDIJ commitments.
- Update onboarding and offboarding to include AEDIJ considerations.
- Systematize methods for engaging staff on advancement opportunities and career development.
- Guidelines on work location arrangements developed.

Year 2

- Tools, procedures and systems established that enable data collection and equitable recruitment.
- Consolidated review of offboarding data and identification of priorities to improve employee experience.
- Ongoing staff engagement in advancement opportunities and career development.
- Implementation of work location arrangements.

Year 3

- Establish and implement regularized review of hiring practices and job classification and compensation to address inequities.
- Metrics and targets for recruitment, advancement and retention developed based on data collection in recruitment, employee engagement and offboarding.

Intended outcomes

- Diverse employees hold positions at all levels of Cooperation Canada.
- Career development is intentional and supported across the organization.
- Recruitment and retention efforts are driven by data.
- Maintenance of flexible work environment.

Metrics of success

- Completion of activities as outlined by the end of benchmark years
 - Recruitment and human resource software meets organizational data collection needs aligned with AEDIJ strategy
 - # and % of new staff that participate in AEDIJ onboarding
 - # and % of exiting staff for whom their exit interview includes discussion of AEDIJ experiences
 - Work location policy developed
 - # of reviews of hiring practices, job classifications and compensation
- % of diverse and underrepresented applicants in Cooperation Canada recruitment processes (new data collected during recruitments)
- % of diverse staff in management positions at Cooperation Canada (Annual Employee Engagement Survey)
- % of diverse Directors on Cooperation Canada's Board of Directors (as per 50-30 challenge) (Annual Board Self-Assessment Survey)
- % of staff who believe that people from all backgrounds and with a range of identities have equitable opportunities to advance their careers at Cooperation Canada (Annual Employee Engagement Survey)
- % of employees that indicate their immediate manager regularly discusses their development and career growth with them (Annual Employee Engagement Survey)
- % of staff who believe that they have the opportunity for growth and development in my current role (Annual Employee Engagement Survey)
- % of staff who believe Cooperation Canada provides opportunities for them to develop to their full potential (Annual Employee Engagement Survey)
- % of employees that agree their workplace provides them with the flexibility they need to meet their needs at home and work (Annual Employee Engagement Survey)
- Existence of hiring or recruitment policies and practices that include explicit reference to anti-racist principles; documentation made public; consultation with relevant groups (2.c, Anti-Racism Framework survey)

Sources: Annual Employee Engagement Survey, Annual Board Self-Assessment Survey, BambooHR, annual review of progress on AEDIJ strategy and plan.

Align and connect

Background

Cooperation Canada's foundational efforts towards AEDIJ must be connected to a range of internal and external efforts, notably through assessment and measurement, clear communications, and learning.

Cooperation Canada's employee engagement survey includes questions related to diversity, equity and inclusion. The addition of a survey on employee identity characteristics in 2022 provides a basis for the organization to further examine its efforts. This addition also reflects Cooperation Canada's commitments to the Anti-Racist Cooperation framework. The organization completes an annual risk assessment with the leadership team (individuals responsible for each department or area of work within the organization, namely policy, communications, membership, programs and finance and operations), which makes reference to AEDIJ risks. Nevertheless, an opportunity exists to ensure this assessment is more formally embedded in the approach. Efforts to collect relevant data regarding participation in Cooperation Canada activities by diverse communities is also underway, with further efforts needed to systematize this approach across all activities of the organization. This includes through data collection at points of registration for the spaces Cooperation Canada convenes and looking into how to better understand evaluation data on Cooperation Canada through the experiences of individuals from equity seeking communities.

Cooperation Canada believes that everyone should have equal access to the information we provide with our communication initiatives. To achieve this, we adhere to accessibility standards, ensuring our content is easily understandable and usable for all individuals. By prioritizing accessibility, we aim to foster inclusivity and reach a broader audience, promoting a more equitable and diverse communication approach. Other accessibility measures include: accessible website and member portal (e.g., contrast ratio, alt text, screen reader accessibility, heading structure, meta descriptions, etc.); Alt text on images; accessible PDFs and documents; and transcripts and interpretation. The majority of public-facing content is available in English and French. For reasons of human and financial resources, Cooperation Canada will not be able to produce communication tools in other languages on a regular basis. Cooperation Canada considers that its main audiences (see Communication Plan) are fluent in at least one of the two official languages. Not all internal policies are available in both official languages, and management and the union have agreed that all internal job postings will be available in English and French. Regular updates on organizational AEDIJ activities are provided in writing to the team, and AEDIJ updates, discussions and learning opportunities are facilitated for the Cooperation Canada team.

Cooperation Canada is committed to promoting inclusiveness in its internal and external communications. This involves creating an environment that welcomes and values diverse perspectives and ensures that all individuals feel respected, heard and included. To this end, we are implementing inclusive writing strategies and guidelines in English and French. We are also seeking to ensure that communication materials feature diverse representations. Efforts will be made to make the language accessible to all types of people. It should be noted, however, that Cooperation Canada's main audience (see Communications Plan) work in international cooperation, and that certain terms cannot be avoided. Some communication tools, on the other hand, will be written in such a way as to make the content more accessible to a wider audience (e.g., press releases).

Cooperation Canada hosts the ARC Hub, which offers training on anti-racism, as well as two programs that aim to build capacity related to humanitarian practices and the prevention of sexual exploitation and abuse in international cooperation respectively. Trainings by these programs are available to Cooperation Canada staff, though the primary function of all three programs is to deliver training to organizations that work in international cooperation. As noted above, more efforts will be needed to ensure all staff are equipped with equity competencies to support implementation of the strategy across the organization's activities.

Goal 3: Cooperation Canada's AEDIJ efforts are advanced through evidence-based decision making, clear communications and learning.

Year 1

- AEDIJ strategy translated into organization's goal-based planning framework, including team and individual goals, annual and quarterly work plans, and performance reviews with learning geared towards gaps.
- Systems to monitor and evaluate AEDIJ goals are finalized and integrated across organizational activities, including risk assessments.
- Inclusive language resources and trainings available and delivered to all staff.
- AEDIJ information located on the Cooperation Canada website and easily accessible.

Year 2

- Ongoing implementation of AEDIJ through organization's goal-based planning framework, work plans and performance reviews.
- Ongoing monitoring and evaluation of AEDIJ goals, integrated across organizational activities, including risk assessments.
- Development of inclusive language resources and training plan for Cooperation Canada members.
- AEDIJ information up to date and readily available on the Cooperation Canada website.

Year 3

- Reporting on AEDIJ is regular and shows consistent improvements on meeting goals.
- Development and implementation of collective organizational risk assessments.
- AEDIJ is integrated into all learning opportunities offered internally and externally.
- Inclusive language guidelines and expectations clear to all staff.
- Inclusive language training opportunities available to Cooperation Canada members.

Intended outcomes

- AEDIJ efforts are evidence based, monitored and transparently reported on a regular basis.
- Staff and leaders are responsible for advancing AEDIJ and competent in resolving AEDIJ related challenges and conflicts.
- Cooperation Canada is known for its leadership as an AEDIJ champion.
- AEDIJ an essential element of internal and external capacity development activities and programming.

Metrics of success

- Completion of activities as outlined by the end of benchmark years
 - # and % of staff that have identified AEDIJ competencies / learning priorities
 - # and % of staff participating in AEDIJ competency learning activities
 - # of Cooperation Canada teams that have identified AEDIJ goals
 - # of Cooperation Canada teams monitoring their implementation of AEDIJ goals
 - Annual risk assessment template updated to systematically include AEDIJ
 - # and % of training and events that incorporate data collection to support and inform AEDIJ activities (identify characteristics of participants, narrative reporting to funders on the focus of trainings)
 - # and % of staff trained on inclusive language
 - # and % of individuals from member organizations trained on inclusive language
 - # of reviews and revisions to information on Cooperation Canada's website regarding AEDIJ efforts
- % of staff who agree their manager has the capacity to advance AEDIJ (new question, Employee Engagement Survey)
- % of staff who indicate an increase in their capacity to promote AEDIJ year on year (new question, Employee Engagement Survey)
- Organization currently collects and analyzes disaggregated race-related data for program participants (4.h Anti-Racism Framework survey)
- Professional development and/or training specifically in anti-racism required for staff, volunteers, or consultants engaged by your organization in communications, fundraising, and/or stakeholder engagement roles (3.c, Anti-Racism Framework survey)
- Organization has undertaken proactive communications, advocacy, or knowledge-sharing activities for which there was (an) explicit anti-racist objective(s) (3.f, Anti-Racism Framework survey)
- Organizational policies or procedures that guide your project or program development practices include explicit reference to anti-racism and anti-racist guidelines (4.a Anti-Racism Framework survey)
- Website accessibility tools: Cooperation Canada has installed UserWay on its website. UserWay creates a simple way for organizations to scan and monitor their websites for accessibility violations and evaluate content as it is added. With UserWay, we'll be able to monitor the Accessibility performance of our site, year after year.

Sources: Annual Employee Engagement Survey, Anti-Racism Framework survey, annual review of progress on AEDIJ strategy and plan.

Listen and engage

Background

As a membership-based organization, engagement, consultation and collaboration are in the organization's DNA. Cooperation Canada works with members, non-members, other coalitions, government departments, elected officials, and international partners across the international cooperation ecosystem to advance its mandate. The organization's goals include deliberate efforts towards enhancing best practice, including towards AEDIJ, with its membership and beyond. This includes in the context of promoting a diverse and inclusive international cooperation ecosystem, as well in the promotion of the organization's Code of Ethics, which includes provisions related to AEDIJ. Cooperation Canada carries out a membership survey every two years, and engages its members regularly on their priorities through working groups and ad hoc consultations.

As an organization based in the capital region, Cooperation Canada's community engagement has focussed more specifically on working with local organizations to recruit staff, including new arrivals to Canada. In 2021, the organization received an Employer Excellence Award from Hire Immigrants Ottawa. Engagement has also occurred with Indigenous organizations in the region, however it has been ad hoc and typically related to hosting of in-person events. While Cooperation Canada participates in and animates an informal group focused on reconciliation and Indigenous rights, organizational progress in this area is an important opportunity for advancing the AEDIJ strategy.

Cooperation Canada has made efforts to embed its AEDIJ commitments and ambitions into work it carries out, including through events, membership engagement and across programming. As a signatory to the Anti-Racism Framework, the organization is taking strides to improve data collection on identity characteristics to better inform the work it does and understand who benefits from the organization's activities. Nevertheless, ensuring that an AEDIJ lens informs all that the organization does is ongoing and remains an area for further advancement.

Cooperation Canada has also been investing in efforts to advance AEDIJ with Global Affairs Canada. This includes in the ways the department engages the sector, whose leadership it centres and profiles and how Cooperation Canada collaborates with the department more generally. Concretely, this means supporting efforts to localize or shift power in international cooperation, championing engagement with diverse organizations in the sector with varying degrees of capacity, promoting more equitable approaches to partnership, particularly as the department re-examines how it administers grants and contributions, working to ensure good practice in effective civil society engagement, and efforts to promote accountability for Canada's commitments to a more equitable world, such as through the Grand Bargain, the Sustainable Development Goals and at the Organisation for Economic Co-operation and Development's Development Assistance Committee. Cooperation Canada also partners with Global Affairs Canada directly through support for the ARC Hub, in addition the Humanitarian Response Network and Digna (the Canadian Centre for Excellence on the Prevention of Sexual Exploitation and Abuse). These efforts have positively influenced some practices with Global Affairs Canada and Cooperation Canada enjoys a fairly robust relationship with most branches of the department. Nevertheless, more opportunities for Cooperation Canada to work directly with Global Affairs Canada on key priorities such as shifting power and localization, decolonization, reconciliation and the promotion of Indigenous rights, prevention of sexual exploitation and abuse, and civil society engagement. Moreover, to date, engagement by individuals and organizations directly from the communities in which many of Cooperation Canada's partners work has been more limited.

Finally, Cooperation Canada recently updated its procurement policy in 2022 to include its values related to AEDIJ as a requirement in procurement processes. However, there is room to more systematically track the outcomes from this commitment and better track AEDIJ outcomes related to sourcing. In practice, the organization typically prioritizes small and equity-seeking owned business when procuring services and goods for team events.

Goal 4: Cooperation Canada advances AEDIJ through its efforts to promote a fairer, safer and more sustainable world.

Year 1

- Relationship development with local Indigenous communities and organizations to identify opportunities and entry points for engagement.
- Reconciliation and AEDIJ commitments embedded in Cooperation Canada's Code of Ethics.
- Staff supported to volunteer in their community.
- Standards for bold communications to enable Cooperation Canada to better publicly respond to injustice and advance AEDIJ from local to international levels.
- Development of systematic monitoring for outcomes from Cooperation Canada's procurement policy.
- Dialogue/engagement with Global Affairs Canada on localization, power shift or other agreed priority that advances equity in international cooperation.

Year 2

- Ongoing relationship development and engagement with Indigenous communities and organizations to identify opportunities and entry points for engagement.
- Staff continue to be supported to volunteer in their community.
- Implementation of communication standards to publicly respond to injustice and advance AEDIJ from local to international levels.
- Public reporting on findings from procurement monitoring and preparation for strategic member engagement.
- Cooperation Canada shares practices and experience in advancing AEDIJ with members, including through working groups.
- Dialogue/engagement with Global Affairs Canada on localization, power shift or other agreed priority that advances equity in international cooperation.

Year 3

- Development of a roadmap to support Cooperation Canada's commitment to reconciliation and Indigenous rights.
- Adherence to standards for bold communications to publicly respond to injustice and advance AEDIJ from local to international levels.
- Procurement lessons documented and members socialized on values-driven approaches to procurement.
- Membership marketing updated to reflect Cooperation Canada's championing of equity commitments.
- Staff continue to be supported to volunteer in their community.
- Dialogue/engagement with Global Affairs Canada on localization, power shift or other agreed priority that advances equity in international cooperation.
- Cooperation Canada is known for its leadership as an AEDIJ champion.

Intended outcomes

- Cooperation Canada has meaningful relationships and partnerships with Indigenous Peoples that support advancement towards reconciliation.
- Cooperation Canada contributes to the advancement of AEDIJ in its community.
- Cooperation Canada and its membership support equitable procurement.
- Cooperation Canada and Global Affairs Canada work collaboratively to advance equity in international cooperation.

Metrics of success

- Completion of activities as outlined by the end of benchmark years
 - Review of equity and reconciliation oriented commitments embedded in the revised Code of Ethics
 - Creation of roadmap to support Cooperation Canada’s commitment to reconciliation and Indigenous rights
 - Review of progress on developing relationships with Indigenous organizations and communities
 - Communication standards developed
- # of working group sessions dedicated to advancing AEDIJ in international cooperation
- # of dialogues or engagements with Global Affairs Canada that advance equity in international cooperation
- % of members who agree Cooperation Canada is demonstrating leadership on AEDIJ (new question, Membership Survey)
- Organization has undertaken proactive communications, advocacy, or knowledge-sharing activities for which there was (an) explicit anti-racist objective(s) (3.f, Anti-Racism Framework survey)
- # of discussions on equitable procurement at the Cooperation Canada Chief Financial Officer Working Group
- # of staff participating in volunteering in their community (Bamboo HR)

Sources: Annual Employee Engagement Survey, Bamboo HR, Anti-Racism Framework survey, annual review of progress on AEDIJ strategy and plan.

Roles and responsibilities

Responsibility for implementation of the AEDIJ Strategy and Action Plan rests with all leaders and staff at Cooperation Canada. As noted above, the integration of AEDIJ commitments and responsibilities into job descriptions, annual and quarterly work planning and individual responsibilities is key to success. The four goals that underpin this strategy touch on all aspects of the organization’s work across membership and events, programs, policy and advocacy, communication, finance and people and culture. Managers across all teams are responsible for integrating AEDIJ responsibilities into their work and that of their team, guided by senior leadership. Cooperation Canada’s senior leaders are responsible for ensuring overall progress on the strategy, and for reporting to Cooperation Canada’s Board of Directors.

Resourcing

Cooperation Canada's budget is dependent on project funds, membership dues and revenues generated through events. Resourcing the AEDIJ strategy will include financial and human resources. With respect to financial resources, Cooperation Canada is committed to ensure dedicated resources are included in the annual budget, proportionate to available funds and rooted in the AEDIJ priorities identified by the team, progress and gaps. In 2021-2022 and 2022-2023, Cooperation Canada was able to dedicate approximately \$20,000 towards these efforts, including with some contributions from the union, which has funds for professional development. These funds supported the equity assessment of the organization and validation of the strategy. Importantly, Cooperation Canada has been on a path towards increased budget ownership across its areas of work. Implementation of this strategy will necessarily require managers to include equity-related activities in their planned budgets, informed by team annual planning and prioritization discussions. Resources available for advancing the strategy will also be communicated to the team, and reported to the Board Finance Committee.

In terms of human resources, additional efforts will be needed to identify specific actions, tasks and responsibilities across the team as part of annual, quarterly and individual work planning. Shared leadership across the team is likely to have implications for existing responsibilities, team and individual priorities and pathways to building equity competencies. Cooperation Canada reviews job descriptions on an annual basis during the annual performance assessment period. This moment will present an important opportunity to review responsibilities for all staff in light of the strategy in year one, including expectations for managers in the organization. New jobs created at the organization will embed the priorities and tasks outlined in this strategy according to role and mandate.

A key resourcing constraint is that the budget changes from year to year, which will necessarily inform financial allocations. Nevertheless, opportunities exist to take advantage of many free offerings to advance equity, including the excellent work by the ARC Hub, but also through the 50-30 Challenge as well as opportunities that emerge through partnerships with other coalitions, initiatives by and for Cooperation Canada members and beyond, etc. These opportunities are not a substitute for dedicated funds. Rather, dedication of financial resources is critical to ensure the success of this strategy, and offerings by others can be an important complement. The other constraint, as noted above, is ensuring that Cooperation Canada staff have space to learn and develop competencies towards advancing the strategy and recognizing that pacing will be important in this process.

Communications plan

Cooperation Canada is committed to ensuring transparent and open communication on its commitments to AEDIJ and on the progress in implementing this strategy and plan. Cooperation Canada's AEDIJ communication plan aims to enhance awareness, engagement, and interaction among the organization's partners.

In terms of public communications, Cooperation Canada addresses three types of audiences that represent its primary targets: 1) member organizations, potential member organizations, and partner organizations; 2) politicians and policymakers; and 3) impact leaders from the international cooperation sector. Our communication targets are mainly based in Canada, or work for a Canadian organization, and speak one of the two official languages.

Cooperation Canada broadcasts its messages in many ways. To this end, our progress reports on the implementation of our AEDIJ Strategy will be conveyed through the following channels: website, publications (e.g., annual reports), e-marketing (General and Members' newsletters) and social media (Twitter, LinkedIn & Facebook).

We are committed to being transparent in the way we report on the progress of our strategy. Our promotional efforts will certainly include the following initiatives:

- Publication of Cooperation Canada's 2023-2026 AEDIJ Strategy and Action Plan on the Cooperation Canada website in French and English in accessible formats.
- Annual progress updates published in the Annual Report, the first of which will be published in 2024 following the first year of implementation. This will include information collected as part of Cooperation Canada's commitment to the Anti-Racism Framework.
- Social media and newsletter promotion to raise awareness of the AEDIJ Strategy and Plan and progress among the international cooperation ecosystem and Cooperation Canada members.
- Sharing the AEDIJ Strategy through Cooperation Canada's Working Groups.

With respect to staff and Board engagement, communications include:

- Ongoing, regular AEDIJ updates provided to staff.
- Oral AEDIJ updates as part of regular Board committee and meeting activities.
- Review and discussion of annual progress as outlined in relation to monitoring and review (below).

Monitoring, review and accountability

Cooperation Canada will monitor its efforts towards this strategy and plan according to the indicators outlined for each of the goals above. This includes through data collected via the organization's annual employee engagement survey, bi-annual membership survey, Cooperation Canada's Anti-Racism Framework accountability commitments, the organization's annual risk assessment, and Board self-assessment survey. Management is responsible for ensuring that data collection processes are executed at least once annually to enable discussion on and review of progress. Exit interviews and annual performance evaluations will also serve as an important space for discussion and identification of qualitative themes emerging with respect to organizational progress.

On an annual basis, Cooperation Canada's management team will be responsible for holding a team meeting to examine the strategy and plan, assess joint progress against annual benchmarks and identify opportunities to accelerate progress. These discussions will also present an opportunity for the organization to pivot as needed, and examine priorities.

Cooperation Canada's accountability for the strategy is to its team, the Board of Directors and its membership and beyond. With respect to the first two groups, results from data collection and the annual team review will be collated and discussed during annual planning processes, which typically happen towards the end of February and in early March according to Cooperation Canada's annual planning cycle and fiscal year end. These will be translated into annual and quarterly work plans. The Cooperation Canada Board of Directors will receive the results of team discussions and data collection efforts during the March meeting of the Board, which includes a review of the organization's annual budget and annual plan. The outcomes from staff and Board level discussions will then be shared back with the team in the first quarter of the new fiscal year.

With respect to accountability to Cooperation Canada members and partners, Cooperation Canada will also provide a summary of its progress in its Annual Report, and on the Cooperation Canada website, on an annual basis. An update will also be provided to the membership during Cooperation Canada's Annual General Meeting, which occurs in September each year.

Progress on AEDIJ is iterative and ongoing – a process we expect to evolve. The AEDIJ Strategy and Action Plan sets out clear outcomes and benchmarks for progress. The organization may identify areas where progress needs to accelerate because of monitoring efforts and team reviews of progress. However, full review and revision of the strategy and plan is not anticipated as a year-on-year effort. Rather, Cooperation Canada will be guided by the strategy and benchmarks over the next three-year period, and in the final year of the plan, Cooperation Canada will carry out a thorough review and team engagement process to inform the next three-year plan (2026-2029).

Glossary

Anti-racism is a “deliberate approach to identifying, challenging and changing values, structures and behaviours that perpetuate systemic racism [...]. Anti-racism is an approach, not an end-point, and thus provides a useful frame for an organizational change process.”³

Decolonization “is the practice of dismantling historical legacies of domination over other nation’s land, people and/or culture.”⁴

Diversity refers to the differences among people including qualities, characteristics and social identities, and their perspectives.⁵

Equity refers to efforts to overcome intentional and unintentional barriers arising from bias and/or systemic structures and systems of power that people face owing to social identity factors such language, race, national or ethnic origin, immigration status, age, faith, career advancement, sex, gender identity, gender expression, sexual orientation, marital status, or ability. Equity occurs when advantages and disadvantages are not distributed based on social identity factors.⁶

Feminism refers to “belief in and advocacy of the political, economic, and social equality of the sexes expressed especially through organized activity on behalf of women [and gender diverse individual’s] rights and interests.”⁷

Inclusion refers to enabling diverse people to participate fully, be respected and feel valued in the workplace and through their work.⁸

Intersectionality, coined by Kimberley Crenshaw, refers to an analytical framework to examine how identity factors overlap and combine to create different modes of discrimination and privilege, intersecting with systems of power.⁹

Respect refers to candid, transparent, and fair treatment to all regardless of language, race, national or ethnic origin, immigration status, age, faith, career advancement, sex, gender identity, gender expression, sexual orientation, marital status, or ability.

3 Lettner, T. and S. Louis (2017). *Anti-Racist Organizational Change: Resources & Tools for Nonprofits*. Calgary: CommunityWise Resource Centre, p. 51.

4 British Columbia’s Office of the Human Rights Commissioner (n.d). *Decolonization*. Retrieved February 10, 2023 at <https://bchumanrights.ca/key-issues/decolonization/>

5 Adapted from Lettner and Louis (2017).

6 Adapted from Lettner and Louis (2017).

7 Adapted from <https://www.merriam-webster.com/dictionary/feminism>

8 Adapted from Lettner and Louis (2017).

9 Adapted from Task Force for Accountability (2022). *Collective Commitment: Sustaining Efforts Towards Anti-Racist Change in Canada’s International Cooperation Sector*. Ottawa: Cooperation Canada; and Merriam Webster Dictionary, Intersectionality, <https://www.merriam-webster.com/dictionary/intersectionality>

About Cooperation Canada

Cooperation Canada brings together Canada's international development and humanitarian organizations and advocates for them 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.

Land Acknowledgement

Cooperation Canada acknowledges the historical and ongoing oppression and colonization of all Indigenous Peoples, cultures, and lands in what we now know as Canada. The land on which Cooperation Canada's office is located is the traditional unceded territory of the Algonquin Anishnaabe People. We believe that social justice in Canada and globally depends on reconciliation with all Indigenous peoples, including the First Nations, Métis, and Inuit peoples, who are the original guardians of the land we are grateful to be sharing.

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