



Anti-racism, Equity, Diversity, Inclusion and Justice Strategy & Action Plan 2023-26

First Annual Progress Report

Acknowledgements

The creation of Cooperation Canada’s first annual Anti-Racism, Equity, Diversity, Inclusion, and Justice (AEDIJ) Report represents a collective effort grounded in our shared commitment to advancing equity within our organization and across the international cooperation sector.

We extend gratitude to the members of the AEDIJ Committee, whose dedication was instrumental in drafting this inaugural report. Your thoughtful contributions have laid the foundation for a process that will help us measure, learn, and grow as an organization committed to justice and inclusion. AEDIJ Committee members include Emmanuel Galleguillos-Côté, Paul Farran, Shannon Kindornay, Marie Mailhot, Olga Ndione and Andy Ouedraogo.

This report is a testament to our collective commitment to fostering a workplace and sector where anti-racism, justice, diversity, equity and inclusion are more than principles—they are practices we strive to embody throughout our actions. Thank you to the Cooperation Canada team, members and partners for your continued collaboration in this journey.

Cooperation Canada offices are located on the Territory of the Anishinabe Algonquin Nation (colonially, Ottawa). 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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Executive Summary

Cooperation Canada's Anti-Racism, Equity, Diversity, Inclusion and Justice (AEDIJ) Strategy and Action Plan outlines a transformative three-year vision (2023–2026) to embed AEDIJ principles across all areas of the organization's operations and influence. Grounded in solidarity, social justice and iterative learning, the strategy reflects our commitment to building an inclusive and equitable sector.

Year 1 Highlights

- **Strong Foundations:** AEDIJ goals integrated into organizational priorities and performance reviews, with harassment policy, community guidelines and hybrid work policies advanced. An AEDIJ committee was established, though further capacity-building across the team and efforts to promote shared leadership are priorities for Year 2.
- **People and Culture:** Recruitment and onboarding strengthened to reflect AEDIJ commitments, alongside flexible work arrangements and career development systems. Challenges remain in addressing data gaps and reducing employment barriers for marginalized communities.
- **Align and Connect:** AEDIJ embedded into event planning and digital accessibility enhanced. Equity-related competency training initiated, with plans to continue, including through member engagement. Strengthening data systems for monitoring AEDIJ progress planned for Year 2.
- **Listen and Engage:** Progress made in Indigenous partnerships and embedding reconciliation into the Code of Ethics. Engaged with Global Affairs Canada on equity-related issues, including localization, reconciliation, and decolonization, through multiple dialogues and working groups. Future priorities include strengthening Indigenous partnerships, finalizing bold communication standards, and systematic monitoring of procurement practices to advance equity.

Overall Progress: Cooperation Canada has made significant strides in aligning policies, practices, and culture with AEDIJ principles. Key challenges include enhancing shared leadership to advance AEDIJ across all levels of the organization, expanding policy updates and revisions, and deepening relationships with Indigenous communities. These areas will be addressed through targeted actions in Year 2.

As we continue this journey, we reaffirm our commitment to fostering systemic change, strengthening collaboration, and advancing equity, diversity and inclusion within the sector. Cooperation Canada remains focused on being a leader in AEDIJ, promoting a fairer and more just world.

Introduction

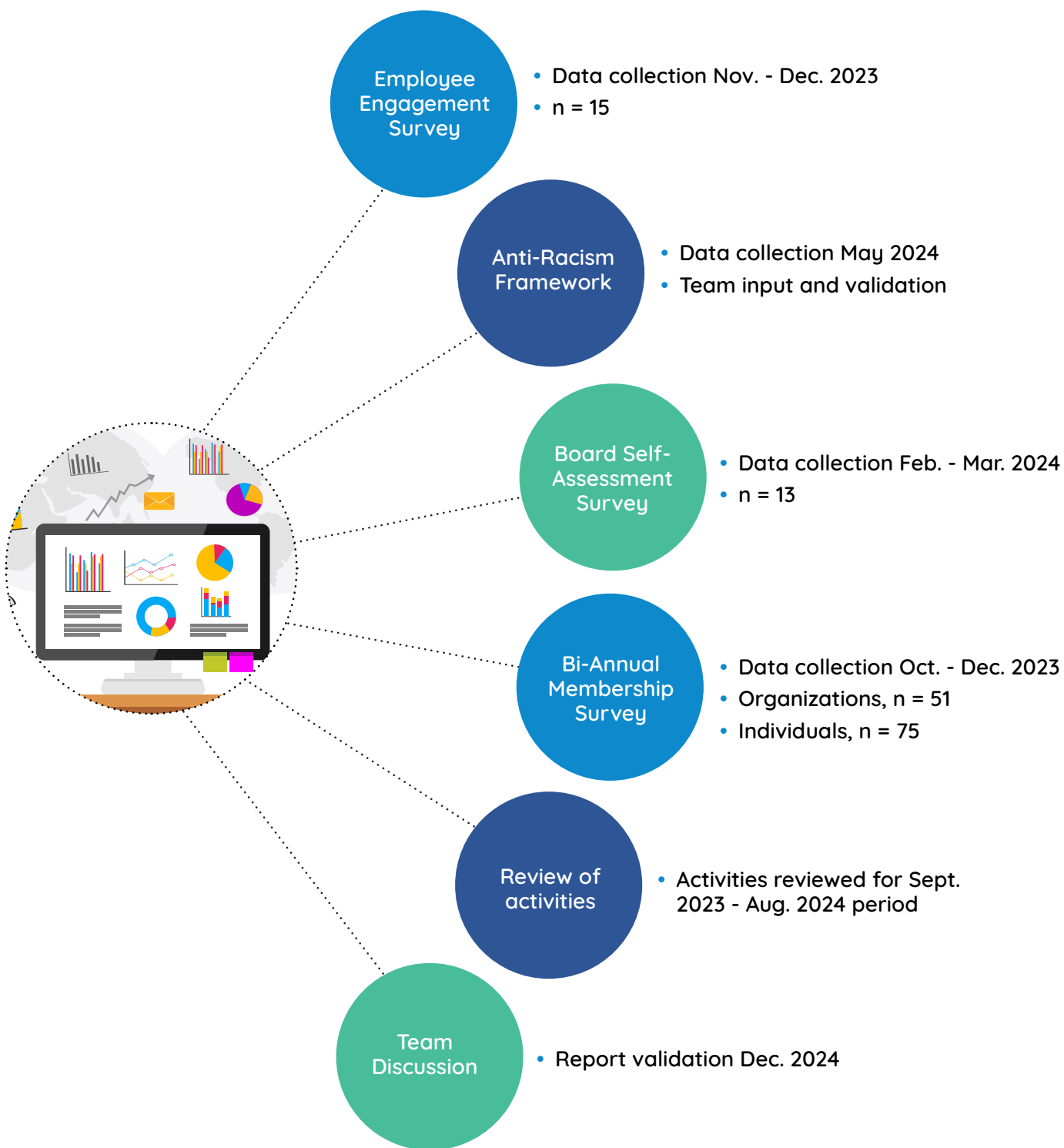
In September 2023, Cooperation Canada released its three-year [Anti-Racism, Equity, Diversity, Inclusion and Justice Strategy and Action Plan \(2023-2026\)](#). The strategy and action plan, informed by an organizational equity assessment and [Global Diversity, Equity and Inclusion \(DEI\) Benchmarks](#), promotes ongoing reflection and adaptation, with specific goals and milestones aimed at embedding AEDIJ values across organizational operations, governance, member engagement, policy engagement, advocacy and public communications. This first report highlights our progress, challenges, and ongoing dedication to fostering an inclusive and transformative culture within Canada’s international cooperation sector.

Cooperation Canada’s AEDIJ Strategy and Action Plan in Brief

Grounded in the principles of solidarity, social justice and an evolving approach, the vision of the 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. The purpose of Cooperation Canada’s AEDIJ strategy is to guide our commitments, outlining principles, goals, annual benchmarks, actions and expected outcomes while emphasizing team-wide ownership and accountability. Covering operations, administration, communications, and program delivery, the strategy aligns with key frameworks and policies to integrate AEDIJ across all organizational levels. By 2026, we aim for a transformative impact, reshaping how we engage, communicate and advocate in pursuit of a more just and equitable world.

This first progress report was prepared by Cooperation Canada’s AEDIJ committee, informed by data collected through Cooperation Canada’s Employee Engagement Survey, Board Self-Assessment Survey, reporting on the Anti-Racist Cooperation Framework for Canada’s International Cooperation Sector and Cooperation Canada’s bi-annual member survey. Figure 1 provides an overview of the key data sources that inform this report.

Figure 1. Data Informing the First Annual Report on Cooperation Canada’s Progress Against its Anti-racism, Equity, Diversity, Inclusion and Justice Strategy and Action Plan



Reporting Against our 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.

The progress report provides an overview of progress against priority actions identified for the first year of the strategy against the metrics outlined in the strategy, complemented by an analysis of the data and the organization's progress, and highlights next steps for year two of implementation.

Strong Foundations

Background

The AEDIJ strategy serves as Cooperation Canada's first, comprehensive organizational strategy to advance Anti-Racism, Equity, Diversity, Inclusion and Justice. While provisions related to AEDIJ appear in organizational commitments to best practice, ethics and anti-racism, as well as organizational strategies, policies and procedures, there is a recognition that a solid foundation for advancing AEDIJ requires a clear vision matched with structures, investment and leadership at all levels to drive change.

To this end, Goal 1 of the strategy focuses on ensuring that structures, policies, and accountable leadership form the bedrock for embedding AEDIJ throughout Cooperation Canada. It seeks to achieve the following outcomes:

- Competent and accountable leaders champion AEDIJ in 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.

Year 1 Benchmarks

In its first year of implementation, Cooperation Canada focused on establishing foundational benchmarks to operationalize Goal 1 of the AEDIJ strategy. These included:

1. Translating the AEDIJ strategy into clear organizational goals and priorities.
2. Reviewing and updating key policies to align with equity principles.
3. Identifying competency gaps to inform the development of an AEDIJ learning plan.
4. Developing an effective approach to AEDIJ team discussions, informed by evergreen community guidelines.
5. Developing the terms of reference, mandate and workplan for the AEDIJ committee.

Cooperation Canada’s commitment to building a culture that centres AEDIJ in leadership accountability and team member actions is evidenced through intentional policy integration, structural improvements, and, crucially, through the feedback provided by members and staff in the Employee Engagement Survey, the Membership Survey, and the Anti-Racism Framework Survey.

Table 1. Progress on Year 1 Benchmarks for Strong Foundations

	Benchmarks	Progress
1	Translating the AEDIJ strategy into clear organizational goals and priorities	Fully met
2	Reviewing and updating key policies to align with equity principles	Partially met
3	Identifying competency gaps to inform the development of an AEDIJ learning plan	Fully met
4	Developing an effective approach to AEDIJ team discussions, informed by evergreen community guidelines	Partially met
5	Developing the terms of reference, mandate and workplan for the AEDIJ committee	Partially met

Significant progress was made in achieving Year 1 benchmarks under the AEDIJ strategy, with notable successes and areas for continued focus (see Table 1). Translating the AEDIJ strategy into clear organizational goals and priorities was fully accomplished, ensuring alignment across the organization. A number of actions were taken to realize this benchmark. Cooperation Canada’s annual planning process included the identification of AEDIJ related goals as an organization, and teams were expected to include AEDIJ related goals in their annual and quarterly planning. Importantly, annual performance review processes were updated to include integration AEDIJ into activities and ways of working as an important competency against which staff are assessed.

Cooperation Canada’s Board also continued to advance its commitments, including through integration of AEDIJ into committee work in terms of activities and risk assessments, ensuring oversight and accountability on organizational level efforts, and steps towards advancing diversity at the Board level. In September 2024, Cooperation Canada experienced the resignation of an Indigenous leader from the Board ahead of the Annual

General Meeting (AGM). In response, the organization and Board adjusted the approach at the AGM to create space for reflection, learning and steps toward repair. The Board decided to postpone the 2024 elections of the Board of Directors, as well as ratification of Cooperation Canada's revised Code of Ethics. Following the AGM, Cooperation Canada's Board began a reflection process to identify concrete steps to strengthen commitments to building an inclusive, diverse and safe Board that is welcoming of Cooperation Canada's diverse membership. A key action from this ongoing reflection process included relaunching the call for nominations to the Board. The revised call for nominations centre's Cooperation Canada's equity commitments, and includes provisions that lay out the organizational and individual characteristics Cooperation Canada is seeking in prospective board members, with an emphasis on Indigenous leadership, francophones and individuals who reflect Canada's racial, linguistic, cultural, and regional diversity, including members of equity-deserving groups such as persons with disabilities, 2SLGBTQ+ individuals, and others committed to advancing inclusive governance. Furthermore, Cooperation Canada's Board is identifying concrete steps to enhance onboarding and support for new Directors, with the aim of fostering an inclusive, supporting and productive environment. The Board is also committed to building Board capacity in Indigenous governance practices and supporting Cooperation Canada to advance efforts under the Strategy and Action Plan, which includes the development of a roadmap to support reconciliation and Indigenous rights.

Efforts to review and update key policies to reflect equity principles were partially achieved. Policies such as the harassment policy and community guidelines, were reviewed. Hybrid work guidelines were also developed and the organization continued to refine recruitment and onboarding processes, discussed further Goal 2 related to people and culture. However, no additional policies were prioritized for immediate revision.

Identifying competency gaps to inform the development of an AEDIJ learning plan was another area of success. In late 2023, 67% of staff indicated an increase in their capacity to promote AEDIJ year on year through the Employee Engagement Survey, suggesting more could be done to build individual capacity for staff to effectively promote AEDIJ in their respective roles. In April 2024, staff engaged in a professional development reflection process that identified AEDIJ-related gaps and facilitated the creation of individualized learning plans. Additionally, Cooperation Canada implemented several initiatives aimed at enhancing AEDIJ competencies and fostering a culture of openness and accountability throughout the year. Activities were conducted to support staff in building AEDIJ competencies such as learning and reflection circles, workshops and training. Key moments such as Black History Month, Indigenous History Month, and National Truth and Reconciliation Day also saw Cooperation Canada Staff and members engaging in reflection circles and/or trainings. Cooperation Canada board members and staff also participated in a Makatew Workshop in which they assembled a medicine bag and learned about medicine wheel teachings, cultural appropriation versus appreciation; Residential Schools, Day Schools and 60's Scoop; Indian Status Card myths and truths and the Truth and Reconciliation Commission's 94 Calls to Action. As part of Cooperation Canada's Code of Ethics renewal process, all staff also joined a training session on incorporating Indigenous perspectives and knowledge in the ethics of international cooperation, with several also joining a follow-up session aimed at unpacking learnings. Staff also participated in 19 bi-weekly AEDIJ meetings, providing a consistent space for team-wide discussions on AEDIJ, encouraging ongoing reflection and dialogue.

The Anti-racism in Cooperation (ARC) Hub played a crucial role in advancing AEDIJ competencies in the sector and among members of the team as well. Over the reporting period, relevant members of the team joined specialized offerings by the ARC Hub in areas such as human resources, CEO-ED targeted training, finance and communications. Many members of the team also participated in modules aimed at improving general competencies in AEDIJ, such as cultural competency, with varying levels of participation. Cooperation Canada staff are encouraged to attend capacity strengthening opportunities delivered by the organization's

funded programs, however they are not required to do so. Going forward, it will be important to continue to encourage staff participation and growth of AEDIJ competencies, including through training opportunities with Cooperation Canada's capacity strengthening programs.

Finally, progress was also made in establishing the AEDIJ committee's terms of reference and mandate, though the committee was established towards the end of the first year of the strategy and action plan. As a result, its workplan remains a work in progress and will be informed by the first annual report.

Progress Assessment

Table 2 provides a snapshot of Cooperation Canada's progress against the metrics on Goal 1. Perceptions by staff and members suggest that AEDIJ is widely recognized as an essential organizational priority. Staff and members expressed confidence in leadership's commitment to fostering equitable practices and inclusive spaces. Notably, the 2023 member survey showed that 87% of members view Cooperation Canada as a leader in AEDIJ. The 2023 Employee Engagement Survey, carried out over November - December 2023 revealed that 87% of staff agree that organizational efforts create a welcoming environment for all. Additionally, 80% of staff find their leaders trustworthy, citing their commitment to equity and inclusion as key indicators. Staff also rated Cooperation Canada's integration of racial justice within its operations and activities at 4 out of 5, underscoring an overall sense of satisfaction with progress made towards AEDIJ.

While Cooperation Canada's commitment to AEDIJ is clear, survey data highlights areas for improvement. For instance, while 87% of staff feel valued within an inclusive environment, only 67% agreed there is open and honest communication within the organization, signaling room for more transparent dialogue and increased communication. Following staff brainstorming on the findings from the Employee Engagement Survey, Leadership Team meeting minutes were made open to all staff as one mechanism to improve transparency in decision-making.

During the annual report validation process, some members of the team also noted the importance of further embedding shared leadership for implementation of the Strategy and Action Plan. It was noted that the organization has reached a stage in which leadership and accountabilities for progress should be well understood. This feedback should inform annual planning as well as the organization's approach to full team AEDIJ discussions under the benchmark for Year 2.

Discussions also focussed on the importance of ensuring effective mechanisms are in place to evaluate progress on the impact of integrating AEDIJ into policy revisions. The team also noted that careful planning is required to ensure that future policy revisions are timed in such a manner to enable and maximize team engagement and grounded in a framework that ensures alignment with Cooperation Canada's AEDIJ commitments.

Future Outlook

As Cooperation Canada reflects on the successes and lessons of 2023-2024, the organization is well-positioned to build on its progress by addressing key areas for growth. Areas for continued investment and attention include further expansion of team capacity for AEDIJ work and fostering a sense of shared responsibility and ownership over AEDIJ integration into daily work and overall progress. Indeed, in focusing on boosting staff leadership and engagement in AEDIJ efforts, opportunity exists to further map out how each member of the team contributes to the advancement of AEDIJ to support cross-team leadership and accountability. Cooperation Canada will also look at what more can be done to enhance leadership communication and transparency, drawing on findings from and discussions on the 2024 Employee Engagement Survey. These efforts will aim to further foster a culture of accountability and inclusion, ensuring that AEDIJ advancement is both meaningful and sustainable over the long term.

Year 2 Benchmarks

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.

TABLE 2. GOAL 1: STRUCTURES, POLICIES AND ACCOUNTABLE LEADERSHIP DRIVE AEDIJ AT COOPERATION CANADA

METRICS	DATA	SOURCE
OUTCOME 1: Competent and accountable leaders champion AEDIJ through all aspects of Cooperation Canada’s work		
% of staff who agree that their leaders are trustworthy, citing equitable and inclusive treatment	80%	Employee Engagement Survey
% of staff who agree their manager has the capacity to advance AEDIJ	80%	Employee Engagement Survey
% of staff who agree leadership makes an effort to create a space that is welcoming for all	87%	Employee Engagement Survey
# of policies reviewed and updated	5	Review of policies ¹
% of policies reviewed and updated		
OUTCOME 2: Staff have ownership over AEDIJ efforts and agree that AEDIJ is a core aspect of organizational culture		
% of staff who agree Cooperation Canada values diversity	87%	Employee Engagement Survey
% of staff who agree there is open and honest communication at Cooperation Canada	67%	Employee Engagement 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	Yes	Anti-Racist Cooperation Survey
# of AEDIJ committee meetings held	1	Meeting Schedule
# of AEDIJ committee initiatives ongoing/completed	1 ²	Meeting Minutes
OUTCOME 3: Staff and leaders are competent in resolving AEDIJ related challenges and conflicts		
% of staff who indicate an increase in their capacity to promote AEDIJ year on year	67%	Employee Engagement Survey
# of staff that have identified AEDIJ competencies/learning priorities	23	Manager survey, Jotform
# and % of staff participating in AEDIJ competency learning activities	23 ³ 100%	Registration data, multiple events
# of AEDIJ discussions held with team	19	Meeting Schedule
OUTCOME 4: Cooperation Canada is known for its leadership as an AEDIJ champion		
% of members who agree Cooperation Canada is demonstrating leadership on AEDIJ	87%	Membership Survey
Cooperation Canada staff rating our organization’s current overall integration of racial justice within our operations and activities	4/5	Anti-Racist Cooperation Survey

1 Community Guidelines, Harassment, Discrimination and Workplace Violence Policy, Hybrid Work Guidelines, Travel Policy, Cooperation Canada Board Nominations Guidelines.

2 First annual report.

3 All staff have participated in at least one training.

People and Culture

Background

Cooperation Canada is committed to being a caring employer that fosters a sense of belonging among diverse staff. The strategy is rooted in an understanding that norms and behaviours advance AEDIJ in people's interactions with one another and the communities in which Cooperation Canada engages. As a result, all staff are expected to take responsibility for building norms and ways of working to advance AEDIJ, including by contributing to and respecting community guidelines and shared expectations.

Targeted outcomes include:

- Diverse employees hold positions at all levels of Cooperation Canada.
- Intentional and supported career development across the organization.
- Data driven recruitment and retention effort.
- Maintenance of a flexible work environment.

As of August 31, 2024, Cooperation Canada had 22 full-time staff, representing a 10% increase compared to the previous year (20 staff). Six new staff were hired between April 1st, 2024, and August 31st, 2024, representing 27% of the current workforce. Three new hires are part of the management team and include two Directors and one manager. A People and Culture Officer and Executive Assistant have joined the team, as well as one new assistant in the areas of communications and events. As of August 31, 2024, the average tenure at Cooperation Canada is 2 years.

The creation of a new People and Culture Officer position within the organization signals a recognition of the need for investment in organizational culture and staff support as the organization experienced significant growth during the first year of the Strategy and Action Plan. The People and Culture Officer will play a key role in fostering a vibrant, inclusive organizational culture and support the use of people and culture best practices.

Year 1 Benchmarks

In the area of people and culture, the first-year benchmarks focused on necessary updates to processes and systems to advance Cooperation Canada's planned outcomes, building on previous efforts prior to the launch of the current Strategy and Action plan. Benchmarks include:

1. Further refine the recruitment processes to disseminate the diverse communities, improve data collection, remove bias, and communicate organization's AEDIJ commitments.
2. Update onboarding and offboarding to include AEDIJ Considerations.
3. Systemize methods for engaging staff on advancement opportunities and career development.
4. Develop guidelines on work location arrangements.

Table 3 provides an overview of progress against the benchmarks at a glance. It shows that Cooperation Canada was able to complete most of the benchmarks. Cooperation Canada updated onboarding and offboarding to include AEDIJ considerations including through inclusion of AEDIJ considerations in exit interviews, enhancements to the organization’s internal guide for new employees and more robust documentation and engagement on the organization’s AEDIJ commitments as part of onboarding processes.

Table 3. Progress on Year 1 Benchmarks for Strong Foundations

	Benchmarks	Progress
1	Further refine the recruitment processes to disseminate the diverse communities, improve data collection, remove bias, and communicate organization’s AEDIJ commitments	Partially met
2	Update onboarding and offboarding to include AEDIJ considerations	Fully met
3	Systemize methods for engaging staff on advancement opportunities and career development	Fully met
4	Develop guidelines on work location arrangements.	Fully met

As outlined under Goal 1, Cooperation Canada systematized its approach to professional development and career planning with staff and developed hybrid work arrangements guidelines, following consultation with staff. Efforts under the first benchmark related to recruitment were partially met. 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 concerning equity-seeking communities). Cooperation Canada conducted a review of human resource platforms to address data gaps in current systems, however, did not advance beyond the research phase. While there is further work to be done, team members also recognized that Cooperation Canada has gone a long way in terms of its recruitment practices, which should be seen as a success. Efforts to increase transparency in the process and compensation to individuals for time spent in written exercises and interviews is of particular note.

In addition, the organization’s AEDIJ commitments were made more transparent through the creation of an ‘Our Commitments’ page on Cooperation Canada’s website (discussed further under Goal 3), making commitments clearer to prospective employees. Nevertheless, further efforts will be needed to fully meet this benchmark, particularly around data collection and dissemination of recruitment processes to diverse communities.

Progress Assessment

Cooperation Canada’s commitment to diversity is monitored through annual surveys. Cooperation Canada’s annual Board self-assessment survey includes demographic questions related to the Board. Results from the 2024 survey show a similar trend to baseline data that informed the creation of the Strategy and Action Plan in 2023. The 2024 Board Self-Assessment survey showed that:

- 82% identify as women (9 of 11 respondents) and 18% as men (2 of 11 respondents).
- 58% (7 of 12 respondents) identified as Black or Person of Colour, 8% (1 of 12 respondents) identified as First Nations, Métis or Inuk (Inuit) and 33% (4 of 12 respondents) identified as white.
- No Board member (13 respondents) identified as having a disability while one Board member (8%) identified as 2SLGBTQ+ and/or gender and sexually diverse.

Cooperation Canada continues to meet its commitments under the 50-30 Challenge with fairly consistent figures in 2024 over 2023 (e.g. 85% of the Board identified as women in 2023, and 50% identified as Black or a Person of Colour in the same year). As noted above in the discussion under Goal 1, the Board is taking steps to enhance onboarding and support for new Directors, with the aim of fostering an inclusive, supporting and productive environment following the resignation of a Board member in September 2024.

Cooperation Canada's Employee Engagement Survey carried out over November-December 2023, also provides an overview of the staff demographic. At the time, 15 of 17 team members⁴ responded to the survey. It showed that:

- All respondents have some form of post-secondary education, with the majority (64% or 9 of 14 respondents) having a degree above the bachelor's level.
- 50% (7 of 14 responses) were born outside of Canada, with 79% (11 of 14 respondents) noting they are a Canadian citizen.
- 50% identify as women (7 of 14 respondents), 29% (4 of 14 respondents) as men and 21% (3 of 14 respondents) as non-binary.
- 40% (6 of 15 respondents) identified as Black or Person of Colour, 53% (8 of 15 respondents) identified as white, and one respondent (6%) noted they preferred not to say.
- One staff person identified as having a disability while 21% (3 of 14 respondents) identified as 2SLGBTQ+ and/or gender and sexually diverse.

Cooperation Canada's leadership team had 6 members during the survey period, including the CEO, COO, Executive Coordinator, Director of Finance, Communications Manager and Policy Lead. In 2023, 5 members of the leadership team responded to the survey. It showed that 80% (4 of 5 respondents) identify as women and 40% (2 of 5 respondents) identify a Black or a Person of Colour. In this sense Cooperation Canada is also meeting its 50-30 Challenge commitments at the leadership level in the organization.

As noted above, Cooperation Canada experienced significant team growth during the reporting period. The recruitment process ensures that all job descriptions make explicit reference to Cooperation Canada's equity commitments and the hiring guide for managers provides guidance as well in this area. Furthermore, as of August 2024, six out of six new hires (100%) participated in the AEDIJ onboarding.

In terms of career development and planning, results from the 2023 Employee Engagement Survey prompted additional investments in professional development and career planning (see Table 3). Following the creation of professional development guidelines and the identification of professional development goals for each staff person in April 2024, managers also used the annual performance review process that occurs between August and September to check-in on efforts towards professional development and ensure an intentional integration of these discussions throughout the year.

⁴ Not all team members answered all questions. Percentages presented reflect totals of respondents, not of the full team.

As noted above, data collection in the recruitment and selection process to ensure the involvement of diverse communities remains a challenge. The organization's current Human Resources Management Information System (HRIS) presents limitation in terms of data collection based on legal requirements. Nevertheless, Cooperation Canada was able to advance data collection in several areas, including on exit interviews. During the validation exercise, team members noted that other areas for review include the formality of the recruitment process which can be intimidating for marginalized communities, barriers presented by language requirements and ways to speed up the recruitment process to reduce wait periods for potential candidates.

Furthermore, the organization began negotiations on a new collective agreement during the reporting period. This allowed for a comprehensive review of union-management relations, processes, practices and compensation. The new 4-year Collective Agreement was ratified in November 2024. Under the collective agreement, management and the union regularly participate in job reviews and assessments with 6 being completed during the reporting period.

Finally, staff favorably rated the workplace flexibility in 2023. Following several rounds of team consultation, the Hybrid Work Guidelines were developed and shared with the staff in July during the organization's transition to a new office. In September 2024, Cooperation Canada staff began working from the office two days a week.

Future Outlook

Cooperation Canada has an organizational culture that values self-awareness, empathy, care, humility and respect. Space for dialogue and engagement is intentional, rooted in community guidelines and deliberate efforts towards inclusion. Staff highlighted improved communication with colleagues outside of one's area of work and their satisfaction with their immediate manager, including regular feedback and recognition for a job well done, effective communication and genuine care for well-being in 2023.

Year 2 Benchmarks

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.

The 2023 Employee Engagement Survey led to an initial conversation to design and implement a 2024-2025 Employee Engagement Strategy to build on successes and address challenges. However, internal capacity constraints did not allow for the full completion of the project. Nevertheless, steps were taken to improve concerns related to workloads and well-being such as through a new approach to organizational planning and in priorities for collective agreement bargaining. Additional investments in employee engagement and organizational culture are anticipated for Year 2. This includes better articulating efforts to realize Cooperation Canada’s goal of being an ‘Employer of Choice’ through an Employee Engagement Plan. An onboarding and offboarding process review is underway, including an onboarding survey for all six new hires in 2024 aimed at establishing a data baseline. The survey will also further the integration of AEDIJ considerations in all aspects of the onboarding, including the process, trainings, and policy and departmental orientations. Early feedback from new staff suggests that efforts are needed to ensure all new staff have sufficient space to fully onboard when hired during busy periods. An Annual Performance Review dashboard is planned to monitor progress on the completion of performance reviews and produce real-time data on progress.

Looking ahead, Cooperation Canada anticipates additional team growth over the second year of the Strategy and Action Plan. With additional investments and organizational infrastructure in the people and culture space, it is hoped that Cooperation Canada remains well positioned to advance AEDIJ priorities in the coming year while supporting team growth, retention and inclusion.

TABLE 4. GOAL 2: COOPERATION CANADA IS A CARING EMPLOYER THAT FOSTERS A SENSE OF BELONGING AMONG DIVERSE STAFF

METRICS	DATA	SOURCE
OUTCOME 1: Diverse employees hold positions at all levels of Cooperation Canada		
# and % of new staff that participate in AEDIJ onboarding	6 / 100%	BambooHR
% of diverse staff in management positions at Cooperation Canada • Identify as woman or non-binary	80%	Employee Engagement Survey ⁵
% of diverse staff in management positions at Cooperation Canada • Identify as woman or non-binary • Identify as BIPOC	40%	Employee Engagement Survey ⁶
% of diverse Directors on Cooperation Canada’s Board of Directors (as per 50-30 challenge) • Identify as woman or non-binary	82%	Board Self-Assessment Survey
% of diverse Directors on Cooperation Canada’s Board of Directors (as per 50-30 challenge) • Identify as BIPOC	66%	Board Self-Assessment Survey
Existence of hiring or recruitment policies and practices that include explicit reference to anti-racist principles	Yes	Anti-Racist Cooperation Survey

5 Data includes members of the leadership team.

6 Data includes members of the leadership team.

METRICS	DATA	SOURCE
OUTCOME 2: Career development is intentional and supported across the organization		
% 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	73%	Employee Engagement Survey
% of employees that indicate their immediate manager regularly discusses their development and career growth with them	80%	Employee Engagement +-Survey
% of staff who believe that they have the opportunity for growth and development in my current role	47%	Employee Engagement Survey
% of staff who believe Cooperation Canada provides opportunities for them to develop to their full potential	60%	Employee Engagement Survey
OUTCOME 3: Recruitment and retention efforts are data driven		
Recruitment and human resource software meets organizational data collection needs aligned with AEDIJ strategy	67%	Employee Engagement Survey
# and % of exiting staff for whom their exit interview includes a discussion of AEDIJ experiences	1 / 100%	Review of exit interviews
# of reviews of hiring practices, job classifications and compensation	1	Collective Agreement Bargaining
% of diverse and underrepresented applicants in Cooperation	n/a	BambooHR ⁷
OUTCOME 4: Maintenance of a flexible work environment		
Work location policy developed	87%	Review of activities
% of employees that agree their workplace provides them with the flexibility they need to meet their needs at home and work	93%	Employee Engagement Survey

7 As noted, Cooperation Canada's current system for managing recruitment and employees currently does not enable data collection for this metric.

Align and connect

Background

Cooperation Canada is committed to ensure our AEDIJ efforts are advanced through evidence-based decision making, clear communications and learning. This pillar of the strategy is based on a recognition that 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 efforts in this area are focused on the following 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.

Year 1 Benchmarks

Cooperation Canada made some progress on year one benchmarks under this goal (Table 5). The benchmark related to translating the AEDIJ Strategy and Action Plan into the organization’s goal-based planning framework supports outcomes under the strong foundations goal as well as this goal. As outlined, Cooperation Canada completed this benchmark.

Table 5. Progress on Year 1 Benchmarks for Align and Connect

	Benchmarks	Progress
1	Translating the AEDIJ strategy into clear organizational goals and priorities	Fully met
2	Systems to monitor and evaluate AEDIJ goals are finalized and integrated across organizational activities	Partially met
3	Inclusive language resources and trainings available and delivered to all staff	Partially met
4	AEDIJ information located on the Cooperation Canada website and easily accessible	Fully met

Cooperation Canada also set a benchmark to establish “systems to monitor and evaluate AEDIJ goals are finalized and integrated across organizational activities, including risk assessments.” Cooperation Canada includes AEDIJ as a consideration in its annual risk assessment framework and monitors its convening activities to incorporate AEDIJ considerations. However, as discussed further below, more efforts are needed to roll-up data collection and integrate data better into evaluations of progress and learning.

While the team engaged in an inclusive French language training session in 2023, a similar session in English was not carried out. During this training, 13 staff members acquired tools to enhance inclusivity in communication. However, recognizing the abundance of existing inclusive language resources, Cooperation

Canada did not pursue the creation of its own resource. Instead, the organization identified the need to explore how a potential resource could build on existing tools within the sector while being tailored specifically to the needs of Cooperation Canada and its members.

In 2024, Cooperation Canada added an 'Our Commitments' page to its website, which provides an overview of Cooperation Canada's commitments to AEDIJ as outlined in Box 1 below. Looking forward, Cooperation Canada plans to expand the information made available on the website to further demonstrate our commitments by making relevant governance and operational policies publicly available.

Box 1. Communicating Our Commitments

Cooperation Canada's Our Commitments webpage outlines the organization's guiding values of mutual responsibility, solidarity, and integrity, alongside key frameworks and actions.

Code of Ethics: Standards for transparency, accountability, and collaboration.

Anti-Racism and Equity: Signatory to the Anti-Racist Cooperation Framework and AEDIJ through this commitment and our AEDIJ Strategy and Action Plan.

Preventing Sexual Misconduct: Signatory to Leaders' Pledge on Preventing and Addressing Sexual Misconduct and commitment to safeguarding against sexual exploitation, abuse and harassment.

Progress Assessment

While there has been some progress on data collection, Cooperation Canada will need to make further investments to ensure AEDIJ efforts are evidence based. In the space of convening and events, integration of AEDIJ into planning, content development, data collection from participants and evaluation has become relatively common practice. Systems for disaggregated race-related data collection are in place for event program participants, and AEDIJ considerations are integrated into event evaluations. Event planning tools include AEDIJ considerations as well. However, where a challenge remains is rolling up the data, experiences and outcomes from individual convening and events into a more systematic system for monitoring and evaluation of AEDIJ goals. In the space of member engagement and policy efforts by the organization, there is a similar experience of adopting good practices to integrate AEDIJ (e.g. use of community guidelines, mixed communication methods, promoting sector engagement on equity issues and on policy issues related to shifting power, etc.). However, systems to monitor and evaluate each teams' goals and contributions towards the strategy requires additional attention to identify what systems would make sense for each team and an organization of Cooperation Canada's size, outside reporting against the overall strategy.

For outcomes related to staff competencies and capacities – a metric that emerges in the first two goals of the Strategy and Action Plan as well – Cooperation Canada made additional investments in AEDIJ competencies during the reporting period, and staff participate in both required and voluntary training opportunities, as outlined under the first pillar of the strategy. Importantly, Cooperation Canada supported staff to advance their personal learning journeys with a self-directed learning tool developed by QuakeLab made available to staff. The team validation exercise pointed to opportunities for staff to further bring equity competencies related to their areas of work to broader team collaborations and efforts to advance organizational goals. One proposal

that emerged is the creation of peer support spaces to facilitate individualized learning, recognizing that large meetings may not suit everyone's preferred working and learning styles.

Beyond the efforts already noted above, Cooperation Canada carried out additional activities in support of its commitments to AEDIJ in communications and programming. Cooperation Canada also undertook proactive communications, advocacy, and knowledge-sharing activities with explicit anti-racist objectives. The organization launched a Black History Month campaign to celebrate Black Changemakers, Innovators and Disruptors Shaping Canada's International Cooperation Sector, amplifying their contributions and stories. These efforts were complemented by sector-wide knowledge-sharing initiatives, such as webinars and collaborative discussions, to advance anti-racist practices and foster greater equity and inclusion within global development cooperation. Cooperation Canada has also 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, Cooperation Canada will be able to monitor the Accessibility performance of its website, year after year. The website now achieves an accessibility score of 93%, a 2% increase from the previous year, as evaluated using the UserWay tool. This milestone reflects commitment to creating an inclusive and equitable digital space that accommodates diverse needs. Through enhancements such as improved navigation, alt-text for images, and accessible design elements, Cooperation Canada is striving to ensure that the website is welcoming and usable for all visitors, including those with disabilities.

Finally, Cooperation Canada continued to support the Reconciliation and Indigenous Rights Working Group and Anti-Racist Cooperation Hub program delivery. Moreover, Cooperation Canada's Digna program which supports the prevention of sexual exploitation, abuse and harassment in international cooperation increasingly integrated intersectionality into programming including the development of new resources and dedicated training and knowledge-sharing sessions. The Humanitarian Response Network, which is hosted by Cooperation Canada, also carried out numerous trainings and events over the reporting period which dealt with issues such as gender equality, reconciliation and shifting power in international cooperation.

Looking Forward

Looking forward, Cooperation Canada will continue to strengthen systems for integrating AEDIJ into programming, monitoring and learning. There is an opportunity to further expand AEDIJ-related governance and operational policies available to the public on the 'Commitments Page' and to strengthen systems to consolidate data, monitor progress on AEDIJ goals and inform future planning. Finally, Cooperation Canada will seek to enhance staff and member training opportunities, particularly in inclusive language and anti-racism.

Year 2 Benchmarks

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.

TABLE 6. GOAL 3: COOPERATION CANADA’S AEDIJ EFFORTS ARE ADVANCED THROUGH EVIDENCE-BASED DECISION MAKING, CLEAR COMMUNICATIONS AND LEARNING

METRICS	DATA	SOURCE
OUTCOME 1: AEDIJ efforts are evidence based, monitored and transparently reported on a regular basis		
Annual risk assessment template updated to systematically include AEDIJ	Yes	Annual Risk Assessment
OUTCOME 2: Staff and leaders are responsible for advancing AEDIJ and competent in resolving AEDIJ related challenges and conflicts		
# of Cooperation Canada teams that have identified AEDIJ goals	7	Annual plan
# of Cooperation Canada teams monitoring their implementation of AEDIJ goals	6, 100%	Quarterly planning
# and % of staff that have identified AEDIJ competencies / learning priorities	22, 100%	Manager survey, Jotform
# and % of staff participating in AEDIJ competency learning activities	23 ⁸ , 100%	
# and % of staff trained on inclusive language	13, 57%	Zoom participants list
% of staff who agree their manager has the capacity to advance AEDIJ	80%	Employee Engagement Survey
% of staff who indicate an increase in their capacity to promote AEDIJ year on year	67%	Employee Engagement 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	Yes	Anti-Racist Cooperation Survey
OUTCOME 3: Cooperation Canada is known for its leadership as an AEDIJ champion		
# and % of individuals from member organizations trained on inclusive language	0	
# of reviews and revisions to information on Cooperation Canada’s website regarding AEDIJ efforts	2	Website
Organization has undertaken proactive communications, advocacy, or knowledge-sharing activities for which there was (an) explicit anti-racist objective(s)	Yes	Anti-Racist Cooperation Survey
Website accessibility tools	Yes	Website, UserWay
Website Accessibility Index	93%	UserWay

8 All staff have participated in at least one training.

METRICS	DATA	SOURCE
OUTCOME 4: AEDIJ is an essential element of internal and external capacity development activities and programming		
# 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)	92 %, 50 of 54 events ⁹	Registration forms (Zoom, Jotform)
Organization currently collects and analyzes disaggregated race-related data for program participants	Yes	Anti-Racist Cooperation Survey
Organizational policies or procedures that guide your project or program development practices include explicit reference to anti-racism and anti-racist guidelines	No ¹⁰	Anti-Racist Cooperation Survey

Listen and engage

Background

Cooperation Canada is committed to advancing AEDIJ through its efforts to promote a fairer, safer and more sustainable world. This means harnessing and intentionally integrating AEDIJ into the organization’s work with members, non-members, other coalitions, government departments, elected officials, international partners and community engagement. Under this goal, Cooperation Canada’s commitments emphasize deliberate, measurable progress through actions aimed at advancing reconciliation and Indigenous rights, ensuring inclusive spaces for dialogue and learning, and strengthening opportunities to advance quality in collaboration with partners like Global Affairs Canada (GAC). The metrics of success for this goal highlight a multifaceted approach: enhancing internal capacity, engaging external partners, and adopting systems that promote equity and inclusion. Efforts in this area are focused on the following outcomes:

- 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.

⁹ Data for 2336 participants.

¹⁰ Cooperation Canada does not have formal policies and procedures for project and program development. While all team members are expected to incorporate AEDIJ considerations into the activities they lead, there is no formal guidance at this time.

Year 1 Benchmarks

Cooperation Canada made some progress on Year 1 benchmarks under this goal (Table 7). With respect to relationship development with Indigenous communities and organizations, this benchmark is assessed as “partially met.” While Cooperation Canada began outreach to Indigenous organizations engaged in international cooperation, further efforts are required to deepen relationships, including with local communities such as the Kitigan Zibi First Nation. Notable progress included collaborations with Indigenous-owned or led firms, such as a facilitator and artist at the 2023 Leader’s Forum and an Indigenous consultancy firm during the Code of Ethics review.

Cooperation Canada successfully met the benchmark to embed reconciliation and Indigenous rights into the revised Code of Ethics. The revised Code of Ethics, supported by a review from Jackknife Consulting Ltd., reflects reconciliation commitments by shifting the principle of “Fairness” to “Justice and Decolonization” and integrating national and international commitments to Indigenous rights. Two workshops also engaged members in dialogue on incorporating Indigenous perspectives. The updated Code is expected to be ratified by the membership during a special meeting in January 2025.

The benchmark for staff volunteering was partially met. A pilot project was agreed upon under the newest Collective Agreement, ratified in November 2024, and BambooHR will be updated to track volunteer participation. Survey questions are planned for the 2025 Employee Engagement Survey to benchmark this initiative.

Table 7. Progress on Year 1 Benchmarks for Align and Connect

	Benchmarks	Progress
1	Relationship development with local Indigenous communities and organizations to identify opportunities and entry points for engagement	Partially met
2	Reconciliation and AEDIJ commitments embedded in Cooperation Canada’s Code of Ethics	Fully met
3	Staff supported to volunteer in their community	Partially met
4	Standards for bold communications to enable Cooperation Canada to better publicly respond to injustice and advance AEDIJ from local to international levels	Partially met
5	Development of systematic monitoring for outcomes from Cooperation Canada’s procurement policy	Not met
6	Dialogue/engagement with Global Affairs Canada on localization, power shift or other agreed priority that advances equity in international cooperation	Fully met

A draft approach for communications standards was developed but requires additional work to finalize, making this benchmark partially met. The proposed standards aim to enhance Cooperation Canada’s capacity to address injustices publicly while aligning messaging with AEDIJ principles. The team noted the importance of advancing this work in the coming year.

Cooperation Canada did not realize the benchmark related to procurement monitoring during the first year. While AEDIJ and sustainability criteria are included in procurement requests, the organization will need to invest in systematic monitoring of procurement outcomes in the coming year.

Cooperation Canada met its benchmark to engage with GAC on critical issues such as reconciliation, localization, and equity. As outlined further below, throughout the consultation and dialogue opportunities over the reporting period, Cooperation Canada's approach has included efforts towards good practice in civil society engagement with a focus on inclusive processes and diverse perspectives. From a substantive perspective, Cooperation Canada has consistently championed the importance of localization and shifting power in international cooperation.

Progress Assessment

Cooperation Canada made strides in advancing AEDIJ principles across its operations and programming during the reporting period. Cooperation Canada began a process of outreach to other Indigenous organizations that engage in international cooperation to begin building relationships and identifying opportunities for collaboration. Efforts to build relationships with Indigenous organizations yielded important opportunities for collaboration, including at Cooperation Canada's International Cooperation Futures Forum in October 2024 (which we showcased in the second progress report on the Strategy and Action Plan), though further efforts are needed to continue to build relationships. In addition, Cooperation Canada developed relationships with some Indigenous-owned / led firms over the period, including working with a facilitator and artist during the 2023 Leader's Forum, and with an Indigenous consultancy firm during the organization's Code of Ethics review, as indicated above. Nevertheless, relationship development needs to expand to include relationships with local communities, including the Kitigan Zibi First Nation. During the Cooperation Canada team validation exercise, it was noted that further efforts could be made to develop and build relationships across service and good providers, prioritizing Indigenous-owned/led businesses as well as others that are led by historically marginalized communities, including in the areas where Cooperation Canada does the most significant day-to-day procurement such as in events, communications and training.

Diving further into Cooperation Canada's efforts with GAC, some initiatives are of particular note. Cooperation Canada worked to advance efforts towards reconciliation and equity through the revival of the Civil Society Policy Advisory Group (CPAG). Working with the Co-Chairs from VIDEA and GAC, Cooperation Canada contributed to the creation of community guidelines, inclusion of Indigenous facilitators, knowledge keepers and Elders in CPAG activities, and the creation of three working groups, one of which focuses squarely on localization. Cooperation Canada also participates in the Grants and Contribution Transformation Initiative's Partner Advisory Group where the organization consistently champions inclusion and diversity in GAC's engagement processes and provides advice as the initiative tests opportunities to advance localization. Cooperation Canada plays a similar role in its engagements with GAC's Centre of Excellence on Grants and Contributions, which serves as key interlocutor on finance issues for the international cooperation community. In this engagement, Cooperation Canada champions inclusion of all organizations in GAC consultations and centres equity issues, particularly for small and medium sized organizations, as well as local partners, in its interactions. Efforts related to consultations on the Indo-Pacific Strategy, the development of the Canada-Africa Strategy, and initial G7-C7 engagements similarly prioritized inclusion of diverse voices and issues related to shifting power in international cooperation. International Development Week provided opportunities to engage with GAC, as well as members of parliament, on issues of international cooperation and global solidarity. Finally, Cooperation Canada hosts an annual dialogue with GAC on the prevention of sexual exploitation, abuse and harassment through the Digna program which includes robust discussions on sector

progress and how GAC can help advance this work. In October 2023, GAC participants also engaged in a conference held in partnership by Digna and the ARC Hub.

Cooperation Canada working group sessions provided space for dedicated discussion and action onto advancing AEDIJ in international cooperation. This included:

- 6 Indigenous Rights and Reconciliation Working Group meetings.
- Engagement with the Communications Working Group, where the Cooperation Canada's AEDIJ Strategy and Action Plan (2023-2026) was shared fostering collaboration and reinforcing AEDIJ values throughout its work.
- Regular engagement with the Localization Working Group, including a members' workshop and a CSO dialogue with funders.
- A session on anti-racist leadership during the October 2023 Leaders Forum and a session on anti-racist leadership held through Cooperation Canada's CEO/ED monthly meeting.
- While Cooperation Canada's Human Resources Working Group regularly discusses issues related to AEDIJ, one session was held focused on disability inclusion, a session was held to promote participation in the anti-racist cooperation framework and the Cooperation Canada's AEDIJ Strategy and Action Plan (2023-2026) was also presented to the group.

Moving Forward

Looking ahead, Cooperation Canada is sharpening its focus on five strategic priorities to advance AEDIJ principles and deepen its impact. First, the organization will finalize and implement standards for systematic monitoring and reporting, ensuring robust tracking of procurement outcomes, communication initiatives, and staff and community engagement metrics. Strengthening relationships with Indigenous organizations remains a key priority, with plans to develop a roadmap for reconciliation and rights-based commitments. Empowering staff and members through enhanced professional development and embedding AEDIJ principles across all organizational functions is another critical focus. In partnership with Global Affairs Canada, Cooperation Canada aims to expand dialogues on decolonization, equity, and reconciliation within Canada's international cooperation ecosystem. Across these efforts, Cooperation Canada will ensure ongoing engagement with its members to advance AEDIJ, including in relation to communications, people and culture practice, procurement and through events. The organization will pilot a new "AEDIJ Volunteer Leave" initiative under its Collective Agreement, providing up to seven hours of paid leave annually for activities promoting social justice and community engagement. Through these targeted actions, Cooperation Canada reaffirms its commitment to addressing gaps, forging meaningful partnerships, and driving systemic change to integrate AEDIJ principles across its work.

Year 2 Benchmarks

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.

TABLE 8. GOAL 4: COOPERATION CANADA ADVANCES AEDIJ THROUGH ITS EFFORTS TO PROMOTE A FAIRER, SAFER AND MORE SUSTAINABLE WORLD

METRICS	DATA	SOURCE
OUTCOME 1: Cooperation Canada is known for its leadership as an AEDIJ champion		
% of members who agree Cooperation Canada is demonstrating leadership on AEDIJ	87%	Membership survey
Organization has undertaken proactive communications, advocacy, or knowledge-sharing activities for which there was (an) explicit anti-racist objective(s)	Yes	Anti-Racist Cooperation Survey
OUTCOME 2: Cooperation Canada has meaningful relationships and partnerships with Indigenous Peoples that support advancement towards reconciliation		
Review of equity and reconciliation-oriented commitments embedded in the revised Code of Ethics	1	Review of activities
Creation of roadmap to support Cooperation Canada's commitment to reconciliation and Indigenous rights	n/a	To be completed in year 3
Review of progress on developing relationships with Indigenous organizations and communities	1	Review of activities

METRICS	DATA	SOURCE
OUTCOME 3: Cooperation Canada contributes to the advancement of AEDIJ in its community		
# of working group sessions dedicated to advancing AEDIJ in international cooperation	14	Working Group meeting minutes
# of staff participating in volunteering in their community	n/a ¹¹	Bamboo HR
Communication standards developed	0	Review of activities
OUTCOME 4: Cooperation Canada and its membership support equitable procurements		
# of discussions on equitable procurement at the Cooperation Canada Chief Financial Officer Working Group	0	Meeting minutes
Outcome 5: Cooperation Canada and Global Affairs Canada work collaboratively to advance equity in international cooperation		
# of dialogues or engagements with Global Affairs Canada that advance equity in international cooperation	9 ¹²	Meeting minutes, event descriptions

Conclusion

Cooperation Canada has made meaningful progress in integrating AEDIJ principles into its policies, practices, and organizational culture over the past year. While notable strides have been made, challenges remain in areas such as enhancing shared leadership to embed AEDIJ across all levels, expanding the scope of policy updates and revisions, and building deeper relationships with Indigenous communities. These challenges will be a priority for targeted actions in Year 2.

The AEDIJ Committee is now meeting regularly and will use the findings of this report to guide the development of its workplan for the coming year. This plan will address areas requiring additional capacity to advance our priorities, including unmet benchmarks from Year 1 and those set for Year 2. By focusing on these critical areas, we aim to strengthen our ability to drive systemic change and achieve meaningful progress.

As we continue on this journey, Cooperation Canada reaffirms its commitment to fostering collaboration, advancing equity, and championing diversity and inclusion. We remain steadfast in our goal of becoming a leader in AEDIJ efforts, working towards a fairer, more just world within our organization and across the international cooperation sector.

¹¹ Data will be collected in next reporting period.

¹² Key events are captured here including official dialogues, CPAG plenary meetings and formal consultations. Regularly occurring meetings between Cooperation Canada and GAC for planning purposes or as part of mechanisms such as the Partner Advisory Group are not included.

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.