

2025 Coalition Landscape

Mapping Collaboration
Across Canada's International
Cooperation Sector



Table of Contents

Acknowledgements	3
List of Acronyms	4
How to Read This Report	4
Executive Summary	5
Introduction & Methodology	9
Purpose & Scope	9
Context	10
Methodology & Approach	10
Defining & Valuing Coalitions	11
The Value Added of Canadian Coalitions	12
Key Findings	14
Overview of the Ecosystem	14
Collaboration	16
Barriers & Gaps	19
Funding & Financing	22
Strategic Priorities	24
Advocacy & Governance	24
Equity & Inclusion	24
Financial Resilience	25
Public Engagement	25
Conclusion & Recommendations	26
Conclusion	26
Recommendations	26
Implications	28
Annex 1: Coalition Information	29
Annex 2: Coalition Profiles	31

Acknowledgements

The Sector Coalition mapping initiative was funded by the International Development Research Centre and led by Cooperation Canada. This report was written by Erin MacLeod and Nicole Dagher, independent consultants, drawing on evidence collected between July and October 2025, as well as findings from the 2011 and 2014 Coalition Landscape reports.

The report would not have been possible without the generous participation of the coalitions, networks and working groups across Canada's international cooperation sector. We extend our sincere gratitude to all those who contributed their time, reflections and expertise through the survey, in-depth interviews and discussion.

The preparation of this report also benefited from the support, insight and collaboration of the Coalition Mapping Advisory Committee:

- Sharon Armstrong, Director General, International Assistance Partnerships and Strategic Coordination, Global Affairs Canada
- Jodene Baker, Vice-President, Research, Advocacy and External Relations, Imagine Canada
- Jessica Ferne Director, Global Health Impact, Canadian Partnership for Women and Children's Health
- Maggie Gorman Vélez, Acting Vice-President, Strategy, Regions and Policy, International Development Research Centre
- Katharine Im-Jenkins, Managing Director, Equality Fund
- Jean-Marc Mangin, President and CEO, Philanthropic Foundations Canada
- Kevin McCort, President and CEO, Vancouver Foundation
- Solange Mudahogora, National Program Manager, Inter-Council Network of Provincial and Regional Councils for International Cooperation
- Paloma Raggo, Associate Professor, Director of Charity Insights Canada Project, Carleton University
- Mandeep Tiwana, Interim Co-Secretary General/Chief Officer, Evidence and Engagement, CIVICUS
- Mike Wright, Director of Membership and Communications, Bond

Erin and Nicole would like to thank Andy Ouedraogo and Shannon Kindornay from Cooperation Canada for their generous support, input and logistics coordination.

List of Acronyms

AI	artificial intelligence	FIAP	Feminist International Assistance Policy
APG	Americas Policy Group	FGD	focus group discussion
AQOCI	Association québécoise des organismes de coopération internationale	GAC	Global Affairs Canada
CAFIID	Canada Forum for Impact Investment and Development	HPAG	Humanitarian Policy Advocacy Group
CAIDP/RPCDI	Canadian Association for International Development Professionals/ Regroupement des professionnels canadiens en développement international	HRN	Humanitarian Response Network
CanWaCH	Canadian Partnership for Women and Children's Health	ICLMG	International Civil Liberties Monitoring Group
CASID	Canadian Association for the Study of International Development	ICN	Inter-Council Network
CBAN	Canadian Biotechnology Action Network	IDRC	International Development Research Centre
CCIC	Canadian Council for International Cooperation	MCIC	Manitoba Council for International Cooperation
CIEPWG	Canadian International Education Policy Working Group	MEAL	monitoring, evaluation, accountability and learning
CNCA/RRCRE	Canadian Network on Corporate Accountability/Réseau canadien sur la reddition de comptes des entreprises	NCGC	Northern Council for Global Cooperation
CQFD	Collectif québécois des féminismes en dialogue	NGO	non-governmental organization
CSO	civil society organization	OCIC	Ontario Council for International Cooperation
		ODA	official development assistance
		SCIC	Saskatchewan Council for International Cooperation
		SDG	Sustainable Development Goal
		SMOs	small and medium organizations
		UNSCR Resolution	United Nations Security Council
		WPSN-C	Women, Peace and Security Network-Canada

How to Read This Report

The 2025 Coalition Landscape Report is designed to provide both a high-level overview and a detailed portrait of how coalitions in Canada's international cooperation sector are evolving. The Executive Summary provides an accessible synthesis of key findings, trends and recommendations. The following sections move from an introduction, including a context and an overview of the methods (Section 1), to key findings on the coalition landscape, including the nature of collaboration and existing barriers (Section 2). Section 3 reviews funding and financing and Section 4 looks at strategic priorities. Each section combines quantitative data from surveys with qualitative perspectives from interviews and a focus group. The Conclusion and Recommendations (Section 5) highlight actionable strategies for strengthening collective influence and sustainability. The report is intended to be read either linearly or thematically, depending on interest, whether in governance models, funding realities, or sector-wide coordination.

2025 Coalition Landscape

Mapping Collaboration Across Canada's International Cooperation Sector

Executive Summary

The 2025 Coalition Landscape

The 2025 Coalition Landscape study offers an updated portrait of Canada's international cooperation coalition ecosystem since the first two mappings in 2011 and 2014. Commissioned by Cooperation Canada and funded by the International Development Research Centre, this initiative explores how coalitions are structured, governed and financed; the value they bring to the sector; and the opportunities and challenges they face in a changing global and domestic context.

The study draws on 32 survey responses and on 20 in-depth interviews and a focus group discussion held between July and October 2025. Together, these inputs provide a snapshot of how collective organizing within Canada's international cooperation sector continues to adapt, remaining essential to sector coherence, advocacy and learning amid financial constraints and shifting policy priorities.

Key Shifts Since 2014

Only a quarter of coalitions surveyed appeared in all three mapping exercises (2011, 2014 and 2025), underscoring the sector's fluidity as coalitions emerge, evolve and sunset over time. The context has also changed profoundly:

- The post-2017 Feminist International Assistance Policy era has brought gender equality, climate, and peace and security to the forefront of Canadian cooperation.
- The 2025 federal leadership transition signals realignment in international priorities.
- Ongoing global uncertainty, including reduced foreign aid from the United States and pressure on multilateral systems, has shaped funding and advocacy environments.

Coalitions today operate within this shifting landscape, balancing responsiveness with long-term strategic influence and coherence.

The 2025 Ecosystem at a Glance

Opportunity sampling was used, supplemented by the coalition list from the previous two mapping exercises. This approach supported continuity with earlier studies while also allowing for the inclusion of newer networks across different regions and thematic areas. The coalitions consulted varied widely in structure and mandate, ranging from informal working groups and communities of practice to formally registered organizations and government–civil society platforms. Their thematic coverage is diverse and overlapping:

- **Human rights** (44%),
- **Gender equality** (34%),
- **Health** (19%) and
- **Climate** (19%).

It is worth noting that many coalitions included in this study work on crosscutting issues such as humanitarian response, locally led development and governance.

Key Attributes

- Membership averages **47 organizations, made up largely of non-governmental organizations** but also academic institutions and research entities, grassroots organizations and individuals.
- 56% are formally registered; 52% maintain a dedicated secretariat.
- 68% of staff are women; volunteer engagement remains high.

Coalitions identify their primary function as **advocacy** (88%) and **coordination** (78%), followed by **learning and knowledge exchange** (~75%), **capacity-strengthening** (66%) and **public engagement and campaigning** (59%).

The Value of Coalitions

Coalitions continue to prove their work as engines of **collective voice, coordination and learning**. Across surveys and interviews, five areas of value were consistently identified:

1. **Unified policy voice and access to decision-makers**, enhancing visibility and influence;
2. **Strategic coordination**, reducing duplication and aligning messaging;
3. **Peer-to-peer learning and knowledge-sharing** that build sectoral knowledge;
4. **Capacity-strengthening** through shared tools and training; and
5. **Intentional inclusion**, enabling participation from smaller, francophone, youth, Indigenous and Global South actors.

Many coalitions also serve as safe spaces for sensitive advocacy and bridge-building across humanitarian, development and human rights sectors.

Coalition Collaboration

While collaboration between coalitions is inconsistent, it is present, and more than half report regular or deep collaboration. Digital engagement has expanded significantly since 2014 with widespread use of webinars, newsletters and collaboration platforms to sustain communication and collective learning.

Challenges & Gaps

Despite their strengths, coalitions face interconnected pressures. **Funding fragility** remains the greatest challenge, with limited core support and reliance on short-term, project-based or volunteer labour. **Governance and leadership continuity** are strained by burnout and turnover. **Visibility and communications capacity** are uneven, affecting public presence and policy leverage. And **impact measurement** is typically informal, focused on participation and perceived influence rather than formal systems of accountability. Coalitions also face **tensions in framing and ideology**, challenges around **representation in decision-making** and ongoing difficulties in operationalizing locally led development and decolonization commitments into practice.

Funding Realities

While a majority of coalitions report stable funding in the short term, many anticipate tighter budgets and shifting donor priorities over the next two years. A few benefit from predictable support, but most rely on fragile or volunteer-based models. Coalitions are therefore exploring creative adaptations, including shared administrative services, pooled communications and joint fundraising, to stretch limited resources. Sustainability will require recognizing coordination itself as essential and not optional.

Strategic Directions for 2025–2030

Looking forward, coalitions plan to:

- Deepen **evidence-based advocacy** and multiparty engagement with government;
- Rebuild **public trust and engagement** in global cooperation;
- Modernize **digital systems** and internal coordination;
- Broaden and diversify **membership and leadership**; and
- Embed **equity, anti-racism, reconciliation, locally led development and fair compensation** into governance and practice.

Emerging thematic priorities include climate and food system resilience; feminist monitoring, evaluation, accountability and learning approaches; humanitarian policy and nexus coherence; civic space protection; and responsible use of artificial intelligence in development and rights contexts.

Recommendations

To strengthen Canada's international cooperation ecosystem amid tightening resources and shifting political and global contexts, coalitions will need to focus on four interconnected areas.

1. **Reinforce governance, strategic alignment and coordinated advocacy.** Clearer mandates, roles and decision-making processes, paired with shared advocacy calendars, joint submissions and harmonized messaging, will reduce fragmentation and help the sector present a coherent, influential voice to government and external partners.
2. **Build collective capacity through shared tools, learning and collaboration.** Pooling resources where feasible, leveraging shared digital platforms and fostering cross-coalition learning will improve efficiency and resilience, particularly for coalitions operating with limited formal resources. Peer exchanges, jointly developed tools and coordinated communication functions can further enhance evidence-informed advocacy, visibility and operational sustainability.
3. **Embed equity, inclusion and locally led approaches in all structures and practices.** Coalitions should adapt participation mechanisms and governance models to ensure meaningful representation from youth, francophone, Indigenous, Global South and smaller organizations. Integrating feminist, anti-racist and power-shifting approaches to internal operations and external partnerships will allow coalitions to model the systems transformation they seek to advance.
4. **Diversify funding sources, experiment with shared service models and reinvigorate public engagement to secure and sustain resources.** Long-term resilience will depend on more predictable and diversified funding sources. Deeper engagement with government and philanthropic entities will also be essential to sustaining core functions and long-term coalition capacity. Pooled staffing and co-funded coordination roles are ways of stretching resources further, while unified public narratives about the value of international cooperation can rebuild support among Canadians and policymakers.

Taken together, these steps will strengthen sector coherence, maintain advocacy momentum and increase the credibility and impact of collective action in a constrained environment. For funders, recognizing the essential role coalitions play in multiplying efforts is critical. Convening bodies such as Cooperation Canada are well positioned to foster cross-coalition connections and champion a unified narrative on the importance of international cooperation, enhancing visibility, influence and support across ecosystems.

Looking Ahead

The findings of this study reflect a sector that, despite financial and political pressures, remains innovative, collaborative and deeply committed to advancing global equity and justice. Faced by the reduction of critical development assistance announced in the November 2025 federal budget, Cooperation Canada and its members, including many of the coalitions consulted for this study, made clear the far-reaching consequences of decreasing international assistance. In addition to continued advocacy for support to global partnerships and international cooperation coalitions, remaining resilient, adaptive and united will be essential to ensuring continued impact. This will involve leveraging shared purpose, collective strength and strategic collaboration to keep Canadian civil society engaged, visible and effective in shaping a more just and sustainable world.

The Sector Coalition mapping initiative was funded by the International Development Research Centre and led by Cooperation Canada. All rights reserved © Cooperation Canada.

Introduction & Methodology

Purpose & Scope

This 2025 *Coalition Landscape* study builds on earlier mappings commissioned by Cooperation Canada (then the Canadian Council for International Cooperation, CCIC) in 2011 and 2014, which examined how Canadian civil society coalitions organized to influence international development and humanitarian policy. The 2011 study provided a first snapshot of 24 coalitions and their mandates, structures and advocacy agendas, at a time when collective policy engagement faced a constrained political environment. The 2014 update revisited many of the same networks, highlighting how coalitions had adapted, merged, or evolved amid changes in CCIC's Secretariat and the federal landscape.

A decade later, Cooperation Canada commissioned this updated mapping to capture a transformed ecosystem.¹ The purpose of the mapping initiative was to:

- Update and expand the previous iterations, reflecting contemporary realities and shifts in the ecosystem;
- Identify opportunities for collaboration across civil society coalitions and with external actors;
- Clarify sectoral priorities, challenges and gaps, particularly those shaping collective organizing and influence; and
- Provide actionable recommendations to inform future coalition strengthening, coordination and cross-sectoral engagement.

While previous reports focused primarily on the *rise, fall and endurance* of coalitions, the 2025 study explores how coalitions are governed and resourced, how they collaborate across thematic areas and what opportunities exist to strengthen collective influence, learning and coordination across Canada's international cooperation sector. The research also aims to inform Cooperation Canada's own role as a catalytic convener and connector within this ecosystem.

Context

Overall, political shifts have shaped Canada's international cooperation priorities, altered funding trajectories and influenced the extent and nature of government-civil society engagement. There have been four federal elections since 2014 (2015, 2019, 2021 and 2025), one of which marked a transition from a Conservative to a Liberal government. Under the Trudeau administration, the Feminist International Assistance Policy (FIAP) was introduced in 2017. This was three years after the previous coalition mapping study, itself shaped in part by the advocacy and influencing of Canadian

¹ In 2014, the study covered 28 coalitions. Of these, 12 were new to the research, though most had existed before the 2011 study. In the 2025 study, there had of course been significant changes. For a list of all coalitions included in the 2025 study and how this is different from in the previous two studies, in 2011 and 2014, see Annex 1.

coalitions and signalling a major reframing of Canada’s global policy agenda. Though there was hope that a Liberal government would increase development spending, there has been little change, and coalitions continually have had to make do with less, as has been the situation across the sector.

The 2025 study was completed just before the release of the federal budget in November 2025. Survey and interview data reflected significant concern across the sector about anticipated reductions in funding for international priorities, underscoring how changes in political leadership continue to have direct implications for coalition sustainability, strategic focus and policy engagement.

The international context has also shifted considerably. The 2017 launch of Canada’s FIAP embedded gender equality, climate action, and peace and security within the country’s foreign assistance framework, aligning with the United Nations 2030 Agenda for Sustainable Development. More recently, the outcomes of the 2024 election cycle in the United States have resulted in significant changes to that country’s foreign assistance policy, including the suspension of major aid programs and the restructuring of institutional mandates such as that of the United States Agency for International Development. These shifts have contributed to broader uncertainty within the global aid architecture and placed additional pressure on multilateral systems.

For Canadian coalitions, the implications are clear: Reductions or volatility in government support to international assistance, whether in Canada or among major global donors, translate into fewer resources for coalitions and their member organizations. Only a small number of coalitions that do not rely on public funding are less directly affected, though broader economic pressures threaten their financial stability also.

Methodology & Approach

A Strategic Advisory Committee guided this study, to ensure rigour, inclusivity and alignment with sector priorities. This Committee brought together leaders from government, philanthropic entities, academia and civil society, including Global Affairs Canada (GAC), the International Development Research Centre (IDRC), the Equality Fund, Philanthropic Foundations Canada, CIVICUS and the Inter-Council Network. Participants contributed to refining the scope and methodology, validating emerging findings and advising on dissemination to maximize sectoral impact. From June to October 2025, the work unfolded in four interconnected phases, each reinforcing the next to strengthen rigour and relevance:

1. Framework Design

The consultants, in collaboration with Cooperation Canada, reviewed the 2011 and 2014 coalition mapping studies to build on their methodology and ensure comparability over time.

2. Engagement

A mixed-methods approach combined survey and interview data to capture both breadth and depth of experience. A sector-wide survey, developed using the KoboCollect platform, gathered information on coalition structure, membership, governance, funding and perceived value. In-depth interviews were then conducted virtually via Google Meet and Zoom with representatives of 20 coalitions self-selected from 32 survey respondents, to explore key themes more deeply. The sample encompassed a wide spectrum, from informal working groups and communities of practice to formal coalitions and hybrid entities linking government and civil society. While the research aimed to include coalitions led by or

serving equity-deserving group, representation remained uneven as a result of the limited time available and issues related to existing network visibility. This gap highlights the need for continued outreach and a dedicated mechanism to engage underrepresented coalitions in future studies.

3. Analysis

Data from surveys and interviews were consolidated to support transparency, comparability and long-term sector learning. Both manual and artificial intelligence-assisted techniques were used; thematic coding and clustering were performed using ChatGPT-50 to identify common patterns, refine analysis and ensure consistency across qualitative and quantitative inputs.

4. Validation

Partial findings were presented twice, first to the Strategic Advisory Committee and later to coalition and sector representatives, for discussion and validation. Feedback from these sessions helped refine interpretations, surface additional insights and strengthen the overall accuracy and relevance of the analysis.

Defining & Valuing Coalitions

As in 2011 and 2014, coalitions in 2025 continue to address a wide range of issues and are structured in an equally diverse range of formats. The coalition landscape remains varied, encompassing loose networks, informal working groups, research groups and non-governmental organization (NGO-government reference groups, as well as more formal coalitions and newly emerging initiatives. Notably, some groups in 2025 are also reassessing their relevance and questioning the value of continuing to operate as a collective group.

“We need to re-emphasize the importance of us as network facilitators. Things are getting more complicated and it requires a more collaborative working together and making sure we do everything that we can to make collaboration easier.”

The definition used for “coalition” in 2025 for this report is in keeping with that used in the past: *“a number of like-minded organizations who have coalesced around a common focus to engage in a set of collaborative actions, primarily related to Canadian global policy issues, over an extended period of time.”* This definition includes the following types of coalitions:

- Coalitions developed to focus on a particular issue or set of issues, engaged in research, public engagement and advocacy and actively monitoring and responding to government policy and legislation;
- Coalitions more often identified as “working groups” established for the purpose of knowledge exchange with regards to best practice and discussion of relevant issues;
- Coalitions developed to mediate between government and a group of CSOs;
- Coalitions dedicated towards public mobilization, outreach and education at the grassroots level on specific issues; and
- Coalitions developed to support individuals as well as organizations in international cooperation.

Coalitions can be classified in one of the groupings above, but in practice, the boundaries between these types can be fluid and shift over time in response to context, opportunity and strategic intent. Some deliberately avoid overt advocacy so they can maintain constructive, behind-the-scenes relationships with government or among organizations. Others focus on external pressure and public mobilization to drive change. Ultimately, each coalition or otherwise labelled grouping has a structure and modes of engagement that reflect conscious strategic decisions about how best to influence policy and shape outcomes, whether through formal consultation or informal leverage.

The Value Added of Canadian Coalitions

Coalition representatives were asked about their value added as coalitions, both through the survey and in interview discussions. In 2014, respondents reaffirmed the perspectives expressed in 2011, identifying the following main areas of value:

- **Collaboration increasing overall impact**
- **Political impact through a common message**
- **Safety in numbers, given the risk of government repercussion**
- **Networking and a sense of community**
- **Intelligence and information exchange**
- **Building collective knowledge**
- **Creating a community of practice**

In 2025, these themes persist but are reframed within a different political and policy environment. The study was conducted shortly after a federal election and leadership transition, following a decade under Liberal government and contrasting sharply with the Conservative-led context of 2014. While responses relating to the value of coalitions remain similar in 2025, there is a stronger emphasis on access to government decision-makers and the potential for policy influence – areas that were less of a focus in 2014.

In terms of coalitions' value added, the overarching response provided was the capacity to turn individual organizational efforts into coordinated, strategic and credible collective action, thereby enhancing visibility, influence and impact across the humanitarian, development, peace and human rights sectors.

The following are the specific areas of value identified in the 2025 survey and interviews when coalition representatives were asked to consider the present value of coalitions:

- **Collective voice and policy influence:** Coalitions play a critical role in amplifying the collective voice of their members to influence policy and engage effectively with decision-makers, particularly GAC and other government bodies. This shared voice enhances credibility, coherence and visibility on key policy issues. For many, collective action provides a level of safety in numbers when addressing politically sensitive topics, such as LGBTQ+ issues or gender equality. This solidarity now reflects proactive advocacy rather than defensive positioning, marking a shift from earlier periods when coalitions sought protection under less favorable political conditions.

- **Coordination and strategic alignment:** Coalitions add value by coordinating advocacy and strategic initiatives across diverse actors, ensuring alignment and coherence within Canada’s international cooperation sector. They serve as convening bodies that streamline efforts, harmonize messaging and, in some cases, manage joint funding or programming. This coordination strengthens collective impact and reduces duplication.
- **Networking, collaboration and learning exchange:** Coalitions serve as safe, practical spaces for peer-to-peer learning and mutual support. Members value the opportunity to share tools, lessons and experiences, fostering a sense of community and professional support. A networked approach helps members strengthen their work through shared problem-solving and exchange of best practices.
- **Capacity-strengthening and sector support:** Coalitions contribute to building the technical and organizational capacities of their members by providing access to shared resources, training and expertise. They help members stay informed about emerging priorities, build new skills and enhance overall effectiveness.
- **Representation, inclusion and community-building:** Coalitions increasingly emphasize inclusion and representation. Efforts are made to bring together diverse voices, including small and medium organizations (SMOs), newcomers, youth, Indigenous communities and marginalized groups, to ensure more equitable participation. Through intentional inclusion, coalitions foster belonging, solidarity and shared purpose, while offering platforms for those who might otherwise lack access to national or international policy spaces.

Several coalitions highlighted distinctive contributions beyond the main themes, including impact investing spaces, mobilizing evidence to inform policy and fostering solidarity with Global South partners.

Key Findings

Overview of the Ecosystem

This section presents the data collected to provide an overview of the coalition landscape, types of connection and engagement between coalitions and other elements of the overall ecosystem, and funding and financing realities. The landscape itself has evolved substantially, with new networks emerging and others dissolving or transforming over time.²

TABLE 1: 2025 COALITIONS AT A GLANCE

Areas of Focus	Structure	Membership
Health: 19% Climate: 19% Human rights: 44% Gender equality: 34% Other: 75%	Members made up mostly of NGOs: 63% Average staff size: 5 Overwhelmingly staffed by women: 68% Working with volunteers: 11 Even gender split of volunteers	Total # of members: 1,494 Average # of members: 47 # of NGO members: 943 # of academic members: 73 # of grassroots members: 68 # of other types of members: 276
Geographic Scope	Age of Coalition	Registration
Domestic and international 38% Domestic 34% International 28%	Under 4 years of age: 3 5-10 years of age: 4 11-15 years of age: 2 Over 16 years old: 19 ³ Youngest was 1 year old, oldest was 57 years old	Formally registered: 56% Not formally registered: 44% Charity: 31% Public foundation: 6% Other: 34%

There is almost an even split of coalitions working either internationally only, domestically only, or working both internationally and domestically.⁴ While coalitions continue to span diverse domains, five areas emerged most consistently across responses:

- 2 There have been significant amounts of change since the 2011 and 2014 studies, with only 25% of the coalitions appearing in all three studies. A direct numerical comparison is thus limited, but trends illustrate significant structural changes. This could illustrate turnover and adaptability, not necessarily instability.
- 3 Four coalitions did not provide their founding date but did note that they had been in operation for more than five years.
- 4 These organizations noted “other” but they are actually Canadian organizations, one working domestically and one working internationally. Their location of registration created some confusion in terms of how they viewed this question, but these organizations have been integrated into their respective areas of work as noted above, as all coalitions interviewed were primarily Canada-based organizations.

- **Humanitarian assistance and the triple nexus:**⁵ This was the most frequently cited area, encompassing emergency response, humanitarian policy and nexus programming linking humanitarian action, sustainable development and peacebuilding.
- **Public engagement and capacity-strengthening:** Activities include public outreach, training and supporting smaller or emerging organizations, particularly SMOs, to strengthen their impact and sustainability, often through government-funded programs.
- **Advocacy, governance and policy influence:** Many coalitions focus on policy reform, civic space and advocacy, including advancing Canada’s global leadership, influencing foreign policy, promoting democratic governance and addressing power imbalances.
- **Sustainable Development Goals (SDGs):** Several groups are directly engaged in promoting and implementing the SDGs, integrating them across programming areas such as education, gender equality, environment and food security.
- **Gender equality, peace and human rights:** Several coalitions work at the intersection of these issues, both in Canada and globally. This includes advancing women’s leadership, Indigenous rights and inclusion within development and humanitarian frameworks.

Note that there is often overlap in terms of focus. In addition to the above areas of work highlighted, several coalitions operate in more specialized domains, including education and research, where they contribute to advancing knowledge and evidence-based practice in international development. Others focus on innovative financing mechanisms such as impact investing, blended finance and development finance to promote sustainable solutions. Several coalitions engage in agriculture, environment and food security, emphasizing climate resilience and sustainable systems. These complementary areas broaden the sector’s reach and strengthen linkages between humanitarian, development and policy efforts.

When considering governance, there is a wide range of approaches based on the formality of the coalition. In some instances, even though a formal coalition may have a Board of Directors, consensus-based approaches can be used to deal with organizational challenges. Just over half of the coalitions (52%) have a secretariat.⁶ Most coalitions use either a formal Board of Directors or a consensus-based model, each representing about one-third of the total (11 organizations each). These models emphasize accountability and collective decision-making, respectively. Volunteer-based structures (4) are smaller and more informal, relying on rotating leadership and peer coordination. Hybrid or other models (6) blend elements of participatory governance (like general assemblies or co-chair systems) with practical steering mechanisms, striking a balance between inclusivity and efficiency. Overall, the data reflect a diversity of governance types, with a trend towards participatory and flexible models alongside traditional Board structures.⁷ It is important to note that most of these organizations operate through multiple mechanisms that are based on their governance structures.

5 The “triple nexus” is a term used by the United Nations to refer to the humanitarian–development–peace nexus and “is a way of working with the populations affected by crisis to reduce their humanitarian needs by addressing key root causes and decreasing risks and vulnerabilities they face.” See UNDP, 2024. “Humanitarian-Development-Peace Nexus Approaches in the Arab region”. <https://www.undp.org/arab-states/humanitarian-development-peace-nexus-approaches>

6 One coalition did not respond to this question and therefore the 52% result is based on 31 coalitions and not 32.

7 For more information see Annex 1.

The survey findings also demonstrate that Canadian coalitions are engaged across diverse and overlapping areas of work. Taken together, these areas of engagement illustrate the integral role of coalitions as conveners, advocates and knowledge-brokers.

- **Advocacy** (88%) was selected as the most prevalent area of work, underscoring the central role of coalitions in amplifying member voices, via engaging with GAC and other decision-makers on humanitarian, development and human rights priorities in the interest of potentially shaping policy.
- **Coordination** (78%) reflects the ability to convene and align diverse actors between coalitions themselves, as well as civil society, academia and other sectors. Through working groups, communities of practice and structured dialogues, coalitions foster strategic coherence, reduce duplication and promote collective action on shared goals.
- **Learning** (75%) reflects how coalitions function as platforms for knowledge exchange and reflection. Many facilitate ongoing peer learning through webinars, conferences and collaborative workshops, enabling members to share emerging practices, explore innovations and strengthen evidence-based approaches.
- **Capacity-strengthening** (66%) remains a defining element of coalition work, particularly in supporting member organizations. This includes training, mentorship and resource-sharing, as well as facilitating or managing funding streams that enhance organizational effectiveness and accountability.
- **Campaigning** (59%) to mobilize Canadians around global issues such as gender equality, climate action, humanitarian response and social justice reinforces both advocacy and public engagement objectives.
- **Other** (25%) areas of work were identified, including other non-campaign-related types of public engagement and funding administration, government relations, international humanitarian programming, research and networking activities such as conferences and knowledge exchanges.

Collaboration

This section examines how Canadian coalitions collaborate domestically, across sectors and globally. Findings highlight both the breadth of engagement and the persistence of uneven access, resource constraints and structural limitations that shape how collaboration occurs in practice.

Domestic Collaboration

Coalitions continue to see engagement with the Government of Canada, particularly with GAC, as a key strategic opportunity. Many identified priorities for deepened collaboration over the next five years, including humanitarian-development-peace nexus (i.e., the triple nexus) programming, flexible and multiyear funding, policy coherence and locally led development. Several coalitions raised concerns about funding cuts, the erosion of gender equality commitments under the FIAP and shrinking civic space, noting that engagement with government could be uneven. Some cited unequal access, bureaucratic processes and one-way communication, where civil society feedback is not

“

We would benefit from building bridges with NGO contacts and colleagues to help build better advocacy with the Canadian Government.

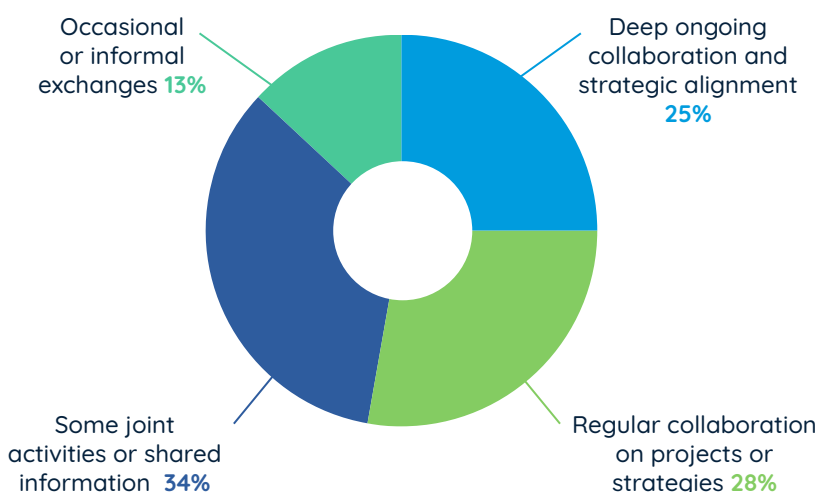
consistently reflected in policy decisions. Others choose to remain independent, focusing instead on peer learning and community engagement. These findings echo earlier survey results and reaffirm the sector’s call for more transparent, participatory and sustained government–civil society dialogue.

IMPLICATION: Collaboration with government remains essential but uneven. Strengthening transparency and feedback mechanisms and ensuring consistent consultation processes would enhance trust and ensure civil society perspectives inform Canada’s international cooperation priorities.

Cross-Sector Collaboration

The 2025 survey shows collaboration across coalitions varies in depth and frequency, with all coalitions consulted indicating some level of cross-sector engagement, as per Figure 1.

FIGURE 1: LEVELS OF CROSS-FERTILIZATION



“
This is a key priority for us: building cross-movement alliances and partnerships.”

This represents a modest but meaningful increase in collaboration compared to 2011 and 2014. Coalitions that collaborate deeply tend to coordinate messaging and align advocacy priorities through structured networks.

Others cited time constraints, limited funding and divergent mandates as barriers to broader engagement.

Coalitions employ a range of tools to facilitate collaboration and communication. The most commonly used are webinars (69%) and newsletters (53%), followed by Slack (13%), while 56% use other tools including in-person meetings, Glue Up forums and social media channels.

Coalitions increasingly combine digital and face-to-face mechanisms, for example annual in-person planning meetings complemented by shared Google Drives, resource hubs, or licensed platforms like Zoom, Teams and BuddyBoss. Compared with 2011 and 2014, when communication was largely email-based, the 2025 data show a significant diversification of digital tools and multi-platform engagement, including the use of LinkedIn, Facebook, Instagram and academic publications (e.g., *The Canadian*

Journal of Development Studies) for outreach. Nonetheless, resource limitations and the need to rely on volunteer-led coordination continue to limit the adoption of more advanced systems.

Coalitions also collaborate widely across Canadian civil society. Emerging alliances focus on official development assistance (ODA) advocacy, gender equality and climate policy, as well as cross-movement collaborations linking human rights, peacebuilding and environmental coalitions. There is an increased interest in seeking partnerships external to the sector, with demonstrated interest in connections with academia, philanthropic foundations, private sector actors and community groups, and a plan to engage Canadian foundations, faith-based organizations and institutions such as Imagine Canada and IDRC. Many also emphasize greater inclusion of youth, Indigenous and racialized groups to strengthen diversity and responsiveness.

IMPLICATION: Collaboration across coalitions and sectors is expanding in scope and sophistication, supported by digital innovation and shared advocacy. However, realizing its full potential requires investment in coordination capacity, equitable access to collaboration tools and sustained funding for collective action.

Global Partnerships and Localization

Engagement with southern networks and organizations remains mixed but evolving. In-depth interviews revealed a range of approaches, from structured partnerships to indirect collaboration through coalition member organizations active in the Global South.

Coalitions in the humanitarian, education and gender sectors often reported limited direct engagement, though many recognized the need to strengthen these connections. Some rely on member partnerships to gather southern perspectives, whereas others pursue intentional collaborations through global advocacy spaces, such as the Global Campaign for Education, counterterrorism and human rights coalitions and past efforts like Make Poverty History. Some networks have introduced mechanisms for direct southern participation, including international speakers at conferences, southern contributions to Canadian advocacy and reduction of membership fees for students and partners based in the Global South. Others focus on north-south Indigenous exchanges, joint research and co-created policy spaces. Persistent challenges include visa restrictions and funding constraints, which limit deeper engagement.

While earlier studies focused on domestic coalition collaboration, the 2025 findings indicate growing awareness of the need to translate commitments to locally-led development and decolonization into practice. Engagement remains uneven but many coalitions now see inclusive, equitable partnerships as fundamental to achieving sustainable impact.

IMPLICATION: Collaboration across coalitions and sectors is expanding in scope and sophistication, supported by digital innovation and shared advocacy. However, realizing its full potential requires investment in coordination capacity, equitable access to collaboration tools and sustained funding for collective action.



Engagement with southern networks and organizations? Good question. We should wrestle with this more.

Barriers & Gaps

Over the past five years, Canadian coalitions working in international cooperation have navigated a period of transformation and uncertainty shaped by shifting global aid priorities, leadership transitions, resource constraints and evolving expectations among donors and members. Survey responses, interviews and the focus group discussion (FGD) surfaced several recurring and crosscutting themes related to the challenges coalitions face.

Leadership, Governance & Staff Capacity

Leadership transitions and governance restructuring were common within survey responses and interviews and during the FGD. Though some coalitions are very formal, others are, as one respondent mentioned, “very fragile structures.” Many networks have undertaken strategic reviews or five-year planning exercises to clarify their mandates, update governance frameworks and align with emerging priorities. While these processes have often been positive, they can highlight longstanding vulnerabilities related to leadership succession and capacity. FGD participants shared examples, such as of a coalition co-chair who had served for more than a decade because no successor could be found, illustrating dependence on individual champions rather than institutional systems. Staff turnover within member organizations has further disrupted continuity and institutional memory.

For small secretariats, balancing long-term strategic initiatives with short-term reactive demands has led to fatigue and burnout. Participants called for greater recognition of coalition coordination as professional labour requiring sustained investment, not side-of-desk volunteerism. Additionally, some coalitions continue to grapple with strategic clarity, uncertain whether their primary purpose is advocacy, coordination, or learning. This can hinder focus and accountability.

Member Engagement & Sector Fragmentation

Maintaining active member engagement is a persistent struggle. Many coalitions reported that participation ebbs and flows depended on members’ own funding cycles and organizational priorities. Technical experts often contribute substantively, yet few organizations have dedicated policy or advocacy staff, which limits the collective influence on government and donors.

The FGD emphasized the loss of regional and thematic networks, such as the Asia-Pacific Working Group and the Africa-Canada Forum, which once provided structured spaces for joint advocacy and learning. The disappearance of these has weakened Canada’s collective voice on global issues. Remaining networks, such as the Americas Policy Group, described the delicate balance between openness and confidentiality required in politically sensitive contexts. Participants urged renewed attention to rebuilding regional and thematic linkages where policy and programming intersect.

Donor- & Government-Driven Coalitions

Participants in the FGD highlighted the proliferation of networks initiated or encouraged by donors and government agencies, particularly GAC, as part of consultative mechanisms (e.g., Women’s Voice and Leadership, Care Work and Innovation Communities of Practice). While these initiatives can create valuable dialogue, they often lack sustainability once GAC’s direct involvement or funding ends. Organizations that are frequently asked to host or coordinate new groups cautioned that mandates without means are counterproductive. The FGD called for a shift towards co-created models in which funders act as enablers rather than conveners and in which coalitions are designed for long-term viability through shared ownership and adequate administrative support.

Visibility, Credibility & Messaging

Coalitions consistently struggle to make their work visible and credible in a crowded policy landscape. Many operate without communications staff or digital infrastructure, which limits their ability to maintain a public presence or engage Canadians in global issues. FGD participants and interviewees noted that visibility was often tied to resourcing; when funding for coordination or communications lapses, coalitions lose momentum and recognition. In addition, coalitions need to coordinate messaging. Disconnects between members can lead to tension. This can be aided through effective coordination and encouraging member involvement.

Measurement of Impact

Across the responses, coalitions most often assess their effectiveness through a combination of member engagement, policy influence and visibility, rather than through formal monitoring systems. Many rely on member surveys (annual or biannual) and strategic planning cycles to gauge satisfaction, alignment and relevance. Others track participation metrics, such as attendance at meetings, conferences, or webinars, as indicators of member commitment and perceived value.

A second major measure is policy and advocacy impact, reflected in changes to legislation, government engagement, or visibility in national and international debates. Coalitions see their success in the degree to which they can influence public discourse, facilitate access to policymakers, or contribute to collective advocacy outcomes (such as joint statements or campaigns). There are many factors involved in policy shifts. This makes it difficult to attribute change, track progress, or capture intangible outcomes such as trust-building and collaboration. Some coalitions track website visits, social media engagement and media presence (likes and clicks) to demonstrate reach and awareness; others measure resource mobilization (funds raised or programs supported through joint appeals).

Most coalitions operate without formal monitoring and evaluation systems, relying primarily on qualitative evidence to demonstrate influence. For smaller or volunteer-driven groups, effectiveness is often felt rather than quantified. Participants argued for developing sector-wide approaches to assessing collaboration, possibly through joint mapping exercises or learning frameworks that document the life cycle of coalitions and that make it possible to assess when to consolidate, evolve, or conclude without viewing closure as failure.



This is the million dollar question when it comes to policy, advocacy and influence - you can set up key performance indicators, but you can only know when you actually see it.

Shifting Policy & Donor Environment

Survey respondents noted that the external environment had become increasingly complex. Changing donor priorities, fiscal constraints within the federal government and declining public support for international cooperation have complicated advocacy efforts. The “peace” dimension of the triple nexus remains particularly underemphasized. At the same time, the sector faces heightened expectations related to the integration of commitments to anti-racism, reconciliation, locally led development and gender equality, all requiring new capacities and sustained engagement with both government and civil society.

Tensions Around Approach & Framing

Coalitions are, by their nature, groups of different people who may have differing opinions on certain areas. This was discussed by some interviewees when they were asked about potential tensions between members. From requests to change framing and language in documentation to differing perspectives on issues such as geopolitics and gender, there is a need to manage and balance member perspectives. This can mean offering an “opt-out” process or working towards consensus. Sometime, this also means members will exit a coalition on ideological grounds.

Inclusion, Representation & Sector Renewal

FGD participants and interviewees reflected critically on issues of access, privilege and representation within coalitions. While many networks are well established and visible, they may inadvertently exclude youth, racialized leaders, or smaller grassroots organizations. As one respondent noted when speaking about the coalition landscape, “It’s really white; thought it would be more diverse among its members.” Strengthening inclusion and reimagining leadership models were seen as essential to the sector’s renewal. The group also acknowledged that Canada’s international cooperation community was experiencing a “crisis of transformation” – that is, a period marked by shrinking civic space, declining charitable donations and growing anti-progressive movements. Yet many viewed this as a moment of possibility: to allow outdated structures to evolve or “sunset” and to build more collaborative, less hierarchical and more value-driven models of engagement. As one participant remarked, “Hope is a political duty.”

Other factors, such as technological disruption (e.g., artificial intelligence, AI); heightened demand for power-shifting, inclusion and decolonization; and declining political commitment to protection from sexual exploitation, abuse and harassment; and anti-racism, have further stretched already limited resources. This can represent a coalition challenge for those coalitions funded by government and an organizational challenge for individual members.

The ongoing impacts of global crises, including those in Gaza and Sudan, and the growing effects of climate emergencies have also diverted attention. Participants also pointed to deeper structural tensions within coalitions, including those related to balancing autonomy and collective voice, managing the diversity of the membership (particularly ensuring representation of southern and Indigenous partners) and addressing ongoing English–French as well as power dynamics across networks. Managing membership expansion can be challenging. This is especially true if many organizations would like to join or if there are not enough members.

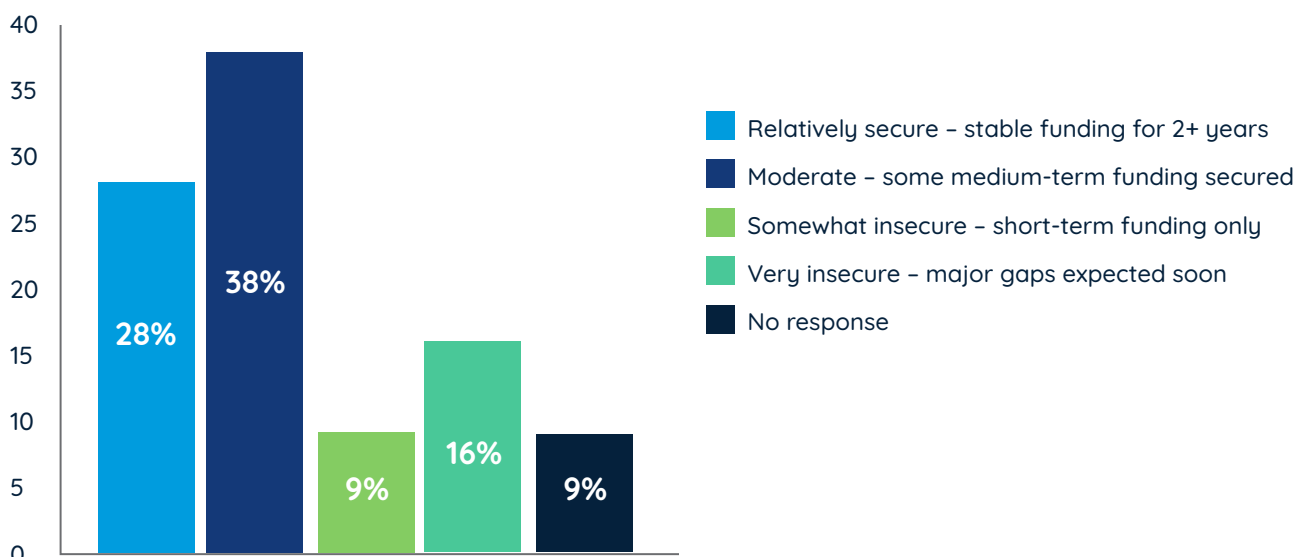
Smaller organizations, in particular, face significant financial challenges, alongside difficulties in managing complex GAC agreements and maintaining compliance without dedicated administrative or financial staff.

Together, these interrelated challenges underscore the need for renewed investment in coalition capacity, inclusive governance and adaptive systems that enable coalitions to remain effective, credible and equitable in an increasingly complex environment.

Funding & Financing

Financial precarity, as evidenced in the survey and reconfirmed in the interviews and the FGD, remains the most significant and pervasive challenge, especially in the long term: more than 60% of surveyed coalitions noted having sufficient resources for the short term of up to two years (Figure 2). It is generally assumed that government funding will be either reduced or eliminated, specifically in exchange for increased military spending and Canadian-focused trade commitments (in light of tariff threats by the United States). Overall, however, coalitions understand very well that government funding is never guaranteed. Diversification of funding is an approach, but the financial squeeze appears to be affecting many different institutions and organizations, with some long-time donors shifting priorities (moving from development to advocacy, for instance).

FIGURE 2: FUNDING CONFIDENCE



Though some coalitions have a membership that can fill in gaps in funding, others speak of how revenue from membership is in decline as members have lost funding or do not have enough to allocate to membership. Additionally, seeking funding from foundations and corporations is proving more challenging; this means having to focus on core priorities and sustainability rather than growth. A small minority of coalitions have never received government funding and are not donor-dependent; individual donations and volunteer contributions provide the support necessary for ongoing activities. However, although corporations, businesses and the public were noted to be generous in terms of supporting humanitarian work and emergencies, this does not solve the problem of core funding for most coalitions that work in the area of development.

Many coalitions operate without core funding, relying instead on membership fees, short-term project grants, or volunteer contributions. This model, however, undermines continuity, limits the ability to retain dedicated staff and places unsustainable pressure on volunteer leaders. Both survey respondents and FGD participants noted that donor expectations frequently outpaced available resources, particularly when new coalitions were created or mandated by funders without accompanying budgets for coordination or administration.

Some coalitions shared that they had thrived only when resourced for a specific mandate (e.g., time-bound initiatives on HIV/AIDS or disability inclusion). Others had collapsed once funding had ended. Participants emphasized that sustainability required intentional resourcing of coordination, communications and leadership, not merely the creation of new structures. Several networks proposed exploring shared-service models, such as pooled communications budgets, fractional staffing, or joint back-office support, to build financial resilience and reduce duplication.

Strategic Priorities

When compared with findings from the 2011 and 2014 surveys, these strategic priorities demonstrate clear continuity in advocacy, learning and coordination functions, but also reveal a sector in active transition, responding to shifting political landscapes, shrinking civic space and evolving global development paradigms. The increased emphasis on public engagement, political relationship-building, financial diversification and the protection of civic space marks a strategic shift towards greater resilience and adaptability. Unlike the earlier studies (2011 and 2014), which highlighted the value of collaboration and knowledge exchange, the 2025– 2030 priorities for coalitions today reflect a sector focused on sustaining its influence and effectiveness amid growing uncertainty. Collectively, these priorities illustrate how coalitions are recalibrating to remain relevant and resilient, while reaffirming their shared commitment to equity, human rights and democratic participation in international cooperation.

Advocacy & Governance

Across coalitions, **advocacy and policy engagement** remain defining priorities. Many intend to deepen dialogue with GAC and other federal departments to improve transparency, accountability and cooperation. Given the reality of the minority Liberal government at the time of this study, several coalitions are preparing for a potential change in government and aim to reinforce political relationships across party lines to ensure policy continuity. Others are focused on sustaining Canada's commitments to **flexible, multiyear funding for triple nexus programming**, collecting and communicating evidence of impact to strengthen donor confidence. The emphasis on **transparency and accountability**, both in government policy and in marketplace practices, reflects an awareness of declining public trust and the need to re-establish Canada's leadership in rights-based international cooperation.

Equity & Inclusion

Equity, inclusion and justice are increasingly prominent in coalitions' future strategies. Several organizations are implementing or refining **gender equality and feminist strategies**, emphasizing localization, fair compensation across north-south partnerships and recognition of knowledge and leadership from the Global South. Coalitions are also actively confronting the rise of regressive narratives targeting gender equality and human rights in global forums, committing to building counternarratives and reinforcing alliances across Canadian and international civil society. Others are embedding anti-racism, reconciliation, diversity, equity, inclusion and justice approaches into their governance and programming, ensuring representation within leadership bodies reflects Canada's pluralism and the diversity of the global sector. **Membership growth and diversification** are recurring goals, with several coalitions aiming to expand participation across regions, linguistic groups and sectors, including private sector actors and francophone and Indigenous communities.⁸

⁸ It should be noted, however, that some coalitions are not looking to achieve growth in terms of membership, but rather growth in terms of influence and wider involvement.

Financial Resilience

Linked to the above-mentioned desire for membership growth, there is a need for organizational resilience. Many coalitions are exploring alternative financial streams and revenue diversification strategies in response to the potential of reduced ODA and funding uncertainty. Strengthening internal governance structures, streamlining databases and modernizing digital platforms are seen as necessary steps to sustain engagement and maintain operational efficiency. **Experimentation** with new partnerships could be a possibility, and strategizing potential new models is something that coalitions can do together. The collaborative approaches discussed earlier in this report come into play.

Public Engagement

Another priority moving forward relates to **public education, engagement and communications**. Many coalitions expressed concern that public support for international cooperation had weakened and emphasized the need to “bring Canadians back” to global issues through renewed public engagement efforts. Planned initiatives include campaigns, dialogues and outreach strategies targeting younger professionals and new audiences, as well as efforts to communicate more effectively with members and potential partners. Some coalitions also plan to explore digital engagement tools and media strategies to sustain attention on global justice and development issues.

Several coalitions identified emerging or thematic priorities specific to their mandates. These include climate change, resilient food systems, nutrition and trade; advancing feminist and gender-transformative approaches to monitoring, evaluation, accountability and learning (MEAL); and strengthening humanitarian policy and coordination. Others are exploring the role of AI in education, national security and development, including the implications for rights and privacy. Networks working on security and civil liberties issues are prioritizing advocacy around proposed surveillance legislation, counterterrorism and racial religious profiling and protecting human rights amid new technologies and restrictive policies. Meanwhile, faith-based and humanitarian coalitions are emphasizing **global solidarity and locally led development**, mobilizing Canadian communities to address food insecurity and linking domestic and international advocacy through shared justice-based narratives.

A smaller number of coalitions remain in the process of **renewing or developing new strategic plans**, with some operating under interim frameworks focused on financial stability, governance reform and domestic network-building. For example, one coalition recently completed a period of rapid growth and is now consolidating systems and capacities before launching its next strategy in 2026. Others are entering participatory planning processes that will formally engage members to define future priorities.

Conclusion & Recommendations

Conclusion

Compared with the 2011 and 2014 studies, the 2025 coalition landscape is more diverse, digitally enabled and interconnected, but also more resource-constrained and politically uncertain. Coalitions now span a wider range of organizational forms, from informal working groups to formal secretariats, while they continue to deliver strong value as conveners, advocates and learning hubs, with advocacy, coordination and learning remaining core functions.

Despite progress, coalitions face persistent structural challenges: fragile and short-term funding models, uneven member engagement, leadership and governance capacity gaps and limited, often qualitative, approaches to measuring influence and results. Engagement with GAC is widely seen as essential, yet access and feedback mechanisms remain inconsistent and, at times, one-directional.

Still, this 2025 study highlights a sector that is adaptable, value-driven and committed to renewal. Participation in this research was higher than in previous iterations, and coalition representatives expressed strong intent to strengthen policy influence, collective advocacy and sector alignment. Many are actively seeking to diversify revenue streams, modernize digital infrastructure, renew public engagement and advance locally led development and decolonized approaches.

Sustaining this momentum will depend on continued collaboration, knowledge-sharing and joint learning, especially on how to embed equity and shift power dynamics in both governance and practice.

Recommendations

The following recommendations address crosscutting areas identified as priorities or recurring challenges. They are framed to be actionable within individual coalitions or jointly across coalitions.

1. Strengthening Structures & Governance

- **Clarify mandates and roles** to maintain focus and accountability. Establish adaptable governance tools, such as small steering groups, rotating leadership, or clear decision-making frameworks, to ensure continuity despite limited capacity.
- **Enhance coordination and strategic alignment** across coalitions by maintaining shared advocacy calendars, developing joint policy statements and coordinating messaging to reduce duplication and amplify influence.
- **Foster transparency and participation** in engagement with GAC and other institutions, ensuring civil society feedback meaningfully informs policy and program design.
- **Monitor progress collectively** by co-creating a simple, sector-wide learning and influence framework with a small set of shared indicators to track collective impact and inform long-term advocacy.

2. Building Collective Capacity

- **Leverage digital tools** to strengthen coordination and learning, using platforms such as Teams, Slack, GlueUP, or shared resource hubs to enhance transparency and accessibility.
- **Share knowledge and resources** through cross-coalition exchanges, templates and joint workshops on areas such as communications, governance and policy engagement.
- **Strengthen leadership and volunteer wellbeing** by rotating responsibilities, recognizing contributions and managing workloads to prevent burnout. Encourage mentorship and peer support to sustain engagement.
- **Demonstrate impact** through simple documentation of success stories, policy outcomes and learning exchanges to maintain member motivation and credibility with partners and funders.

3. Advancing Equity & Inclusion

- **Integrate inclusion into governance and programming**, ensuring youth, Indigenous, francophone, southern and small organizations have meaningful representation in leadership and activities.
- **Adapt participation mechanisms**, including fee structures, meeting formats and decision-making processes, to accommodate diverse member realities and reduce participation barriers.
- **Commit to power-shifting and locally led approaches** by embedding equity, feminist and anti-racist principles into coalition structures, not only in advocacy but also in internal operations and partnerships.

4. Securing & Sustaining Resources

- **Diversify funding sources** through small-scale membership contributions, shared administrative costs, joint fundraising, or training-based revenue.
- **Pool resources** across coalitions where possible, sharing staff, administrative support, or communications functions to improve efficiency.
- **Reinvigorate public engagement** by crafting unified, accessible narratives about why international cooperation matters, using joint blogs, newsletters and social media campaigns to maintain visibility and build solidarity.
- **Strengthen relationships with government and philanthropy** to sustain long-term investment in coalition infrastructure and collective action capacity.

Implications

If implemented, these measures could lead to several positive outcomes:

- **Greater sector unity:** Regular collaboration and shared advocacy can enhance coherence and reduce fragmentation.
- **Improved policy access and coherence:** Transparent, sustained dialogue with GAC can yield clearer guidance and stronger outcomes.
- **Momentum on locally led development:** Concrete shifts in governance and resource allocation can translate principles of decolonization into practice.
- **Expanded accessibility:** Hybrid and digital models can increase participation while maintaining trust and connection.
- **Deeper equity, integration:** Feminist, anti-racist and inclusive approaches can transform coalition culture and credibility.
- **Better evidence of influence:** Shared indicators and documented success stories can strengthen legitimacy with funders and the public.
- **Renewed public support:** Coordinated, values-based storytelling can rebuild support for Canada's role in international cooperation.

Despite financial and political pressures, Canadian coalitions remain innovative, resilient and deeply committed to collective action. As Canada faces the results of the November 2025 federal budget, funding reductions will test adaptability but not resolve. By staying collaborative, equitable and strategic, coalitions can continue to amplify shared priorities, sustain engagement and drive meaningful progress across Canada's international cooperation landscape.

Annex 1: Coalition Information

Participating Coalitions

The following is a list of coalitions participating in the 2025 survey and previously engaged in the 2011 and 2024 studies.

Coalitions in the 2011 and/or 2014 and 2025 studies

Canadian Association for the Study of International Development
Canadian Biotechnology Action Network
Canadian Coalition on Climate Change and Development
Canadian International Education Policy Working Group (previously Canadian Global Campaign for Education)
Canadian Network on Corporate Accountability
Canadian Network for Maternal Newborn and Child Health
Climate Action Network
Collectif québécois des féminismes en dialogue
Food Security Policy Group
Humanitarian Coalition
Humanitarian Response Network Canada
International Civil Liberties Monitoring Group
Women's Rights Policy Group

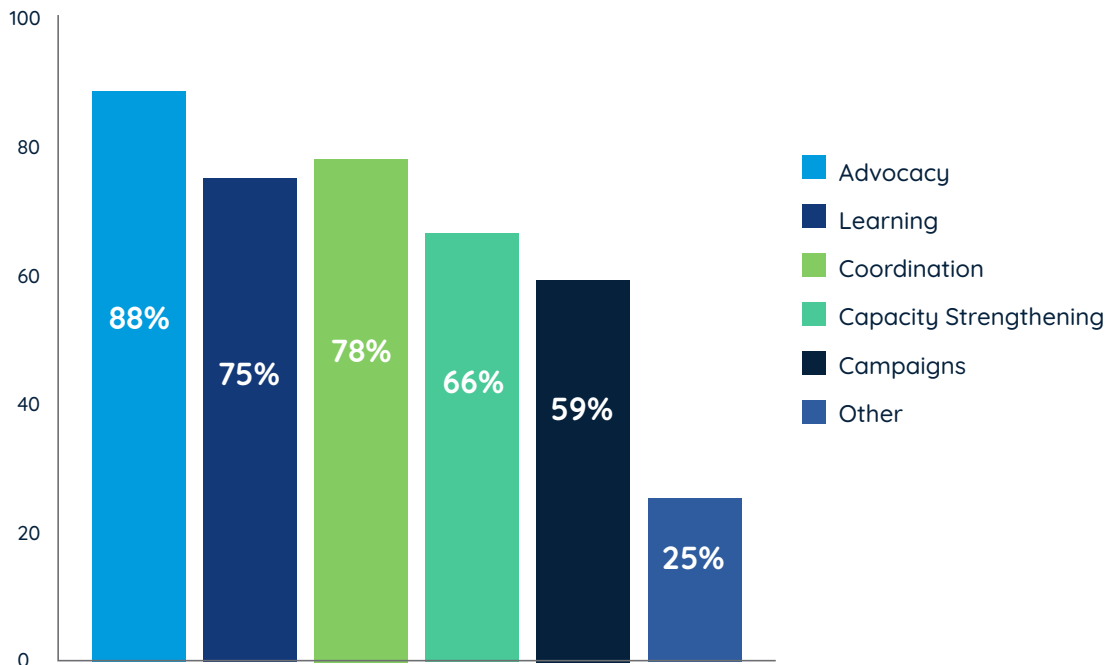
Coalitions added for the 2025 study

Canadian Association for International Development Professionals
Canadian Civil Society Working Group on Sudan
Canadian Foodgrains Bank Association
Canadian Partnership for Women and Children's Health (replaces the Canadian Network for Maternal, Newborn and Child Health listed above)
Cooperation Canada working group - Localization
Declaration Coalition
Dignity Network
Future Planning Initiative
Humanitarian Policy and Advocacy Group
Kentro Christian Network
Manitoba Coalition for International Cooperation
Multisectoral Nexus Working Group
Northern Council for Global Cooperation
Ontario Coalition for International Cooperation
Salanga/Monitoring, Evaluation & Learning Community of Practice
Saskatchewan Coalition for International Cooperation

Types of Governance Structure

Type	Description	#
Board of Directors	Most of these organizations operate with a formalized governance structure, elected by members and supported by committees (finance, governance, audit, human resources, etc.). They often combine legal oversight with advisory or operational steering groups.	11
Volunteer-based	These tend to be smaller, informal coalitions or working groups with few or no paid staff. Leadership roles rotate and rely heavily on voluntary engagement. They often emphasize flexibility and peer-driven coordination over formal structure.	4
Consensus-based	Consensus-based coalitions prioritize inclusivity and shared ownership in decision-making. This is common among policy advocacy groups and thematic networks. Some use fallback mechanisms such as majority votes (51% or two-thirds) when consensus cannot be reached.	11
Hybrid/other	These models include mechanisms like steering committees, co-chair models, general assemblies, coordination committees, etc. These hybrid models combine participatory legitimacy (assemblies or open meetings) with practical coordination (steering committees, co-chairs). They balance inclusivity and efficiency, common in thematic or regional networks.	6

Coalition Activities



Annex 2: Coalition Profiles

These profiles were created using a combination of research, survey and interview data. Where public descriptions were available, these were used. Coalition information provided on current websites and in other forms of public documentation was maintained. Otherwise, descriptions were developed from coalition responses. All information is accurate as of November 2025.

Name of coalition:	Americas Policy Group (APG)
The APG is a national network of Canadian CSOs working for human rights and social and environmental justice in Latin America and the Caribbean. It brings together over 20 international development and humanitarian NGOs, human rights organizations, labour unions, faith-based and solidarity groups and research institutions.	
Website:	https://www.apg-gopa.com/home-1
Thematic focus:	Health, climate, human rights, gender equality, democratic governance, peace and security, trade and investment justice, corporate accountability, rule of law and impunity
Geographic scope:	International: Latin America and the Caribbean
Founding date:	1996
Registration status/host organization:	Charitable status
# of members:	22
Key activities:	Advocacy, learning, campaigns, capacity-strengthening
Largest portion of funding:	Membership fees

Name of coalition:	Canada Forum for Impact Investment and Development (CAFID)
CAFID is a community of individuals, organizations and investors who treat positive social and environmental impact and financial return as coexisting priorities. Members combine many years of collaboration and engagement with a track record of innovation in structuring and funding impact investment products, designing and delivering technical assistance and promoting sustainable investment ecosystems in emerging and frontier economies.	
Website:	https://www.cafiid.ca/
Thematic focus:	Impact investing, blended finance, innovative finance
Geographic scope:	Both domestic and international
Founding date:	15 December 2006
Registration status/host organization:	Not-for-profit corporation
# of members:	130
Key activities:	Advocacy, learning, coordination, capacity-strengthening, networking, research
Largest portion of funding:	Membership fees, sponsorship from members and government and the occasional grant

Name of coalition:	Canadian Association for the Study of International Development (CASID)
CASID is a national, bilingual, interdisciplinary and pluralistic association devoted to the promotion of new knowledge in the broad field of international development. It is a membership-based organization.	
Website:	https://casid-acedi.ca/
Thematic focus:	Health, climate human, rights, gender equality, education/academia
Geographic scope:	Both domestic and international
Founding date:	1 January 1989
Registration status/host organization:	Charitable status
# of members:	80
Key activities:	Advocacy, learning, coordination, campaigns, capacity-strengthening
Largest portion of funding:	Membership fees, conference funding and registration fees, institutional grant

Name of coalition:	Canadian Association of International Development Professionals (CAIDP)/Regroupement des professionnels canadiens en développement international (RPCDI)
CAIDP/RPCDI is a non-profit corporation that was federally registered in February 1993 under the name Canadian Association of International Development Consultants. At the meeting of the members in November 2012, the name of the association was changed and a certificate of continuance was obtained from Industry Canada to continue its operation under the new Canada Not-for-Profit Corporations Act, including new by-laws. CAIDP/RPCDI is a completely voluntary organization, run for and by international development professionals out of Ottawa, Ontario.	
Website:	https://www.caidp-rpcdi.ca/
Thematic focus:	Association of professionals whose members (both corporations and individuals) offer services in health, climate, human rights and gender equality
Geographic scope:	International
Founding date:	15 December 2006
Registration status/host organization:	Not for profit
# of members:	80
Key activities:	Advocacy, learning, capacity-strengthening, networking, webinars, annual conferences
Largest portion of funding:	Membership fees

Name of coalition:	Canadian Biotechnology Action Network (CBAN), MakeWay Charitable Society
---------------------------	---

CBAN brings together 15 groups to research, monitor and raise awareness about issues relating to genetic engineering in food and farming. Members include farmer associations, environmental and social justice organizations and regional coalitions of grassroots groups.

CBAN is a project on the shared platform of the MakeWay Charitable Society, which provides operational supports, governance and charitable expertise for changemakers. The shared platform enables more time and money to go towards achieving greater impact. MakeWay is a registered national charity that builds partnerships and solutions to help nature and communities thrive together.

Website:	https://cban.ca/
Thematic focus:	Agriculture, environment
Geographic scope:	Domestic (Canada)
Founding date:	1 January 2007
Registration status/host organization:	Charitable status/MakeWay Charitable Society
# of members:	15
Key activities:	Campaigns
Largest portion of funding:	Private grants, individual donors, member fees

Name of coalition:	Canadian Civil Society Working Group on Sudan
---------------------------	--

In recognition of the escalating crisis in Sudan, Inter Pares and Sudanese Women Rights Action are coordinating a new working group on Sudan for Canadian civil society, to act as a forum for solidarity, exchange and action. The **Canadian Civil Society Working Group on Sudan** is open to participants from across all sectors of civil society, including NGOs, Sudanese diaspora groups, students and activists.

Website:	https://www.interpares.ca/news/inter-pares-and-suwra-launch-canadian-civil-society-working-group-sudan
Thematic focus:	Human rights, gender equality, humanitarian assistance, foreign policy
Geographic scope:	Domestic (Canada)
Founding date:	25 June 2024
Registration status/host organization:	Not formally registered/the Women, Peace and Security Network Canada hosts the working group
# of members:	50
Key activities:	Advocacy, coordination, campaigns
Largest portion of funding:	Some small-scale funds provided by Inter Pares (as Inter Pares staff founded the group and currently co-chairs it)

Name of coalition:	Canadian Coalition on Climate Change and Development
The Canadian Coalition on Climate Change and Development is a coalition of international development and environmental organizations working together to share knowledge and take concerted action to address climate change. It was formed in 2006.	
Website:	https://climatechangeanddev.ca/
Thematic focus:	Climate and development finance
Geographic scope:	Both domestic and international
Founding date:	1 January 2006
Registration status/host organization:	Not formally registered/co-chaired by Climate Action Network Canada and Canadian Foodgrains Bank
# of members:	55
Key activities:	Advocacy, learning, coordination, campaigns, capacity-strengthening
Largest portion of funding:	Some member organizations dedicate funding to facilitate the workings of the coalition and for specific events (communities of practice, annual general meetings, strategy meetings, etc.)

Name of coalition:	Canadian Foodgrains Bank Association
Canadian Foodgrains Bank is a partnership of 15 Canadian churches and church-based agencies working together to end global hunger. It works with locally based organizations in developing countries to meet emergency food needs, achieve long-term solutions to hunger and foster informed action by Canadians and governments to support this international cause.	
Website:	https://foodgrainsbank.ca/
Thematic focus:	Health, climate, gender equality, humanitarian assistance, food security
Geographic scope:	International
Founding date:	1 May 1983
Registration status/host organization:	Charitable status/host organization for its members
# of members:	15
Key activities:	Advocacy, campaigns, capacity-strengthening, funding humanitarian assistance and food security projects; project monitoring and evaluation; mobilizing Canadian churches to respond to global hunger
Largest portion of funding:	Institutional donors, individual donations, public fundraising events, private grants, membership fees

Name of coalition:	Canadian International Education Policy Working Group (CIEPWG)
The CIEPWG is a coalition of Canadian and international NGOs that advocates for policies and programs to improve global access to quality education for all children and youth, especially those in crisis situations. The group works to mobilize Canadian and international support for global education initiatives, such as advocating for funding at G7 summits and collaborating on campaigns like the Refugee Education Council.	
Website:	N/A
Thematic focus:	Human rights, education
Geographic scope:	International
Founding date:	1 January 2016
Registration status/host organization:	Not formally registered/current co-chairs Right To Play International and Results Canada; current Treasurer World Vision Canada (these positions rotate every two years)
# of members:	20
Key activities:	Advocacy, learning, campaigns
Largest portion of funding:	Membership fees

Name of coalition:	Canadian Network on Corporate Accountability/Réseau canadien sur la reddition de comptes des entreprises (CNCA/RCRCE)
CNCA/RCRCE brings together Canadian civil society working to end corporate abuse in the global operations and supply chains of Canadian companies. It represents Canadians who are concerned about the environmental and human rights impacts of Canadian corporate activity overseas. The network supports communities, workers, Indigenous peoples and environmental and human rights defenders around the world by advocating for policy and law reform to hold Canadian companies accountable.	
Website:	https://cnca-rcrce.ca/
Thematic focus:	Human rights
Geographic scope:	A network of Canadian organizations working on policy reform to ensure Canadian companies respect human rights internationally
Founding date:	1 July 2005
Registration status/host organization:	Charitable status/Steelworkers Humanity Fund
# of members:	41
Key activities:	Advocacy, learning, coordination, campaigns, capacity-strengthening
Largest portion of funding:	Private grants and membership fees

Name of coalition:	Canadian Partnership for Women and Children's Health (CanWaCH)
<p>CanWaCH is a proud membership organization of more than 100 NGOs, CSOs, academic institutions, health professional associations and private companies committed to advancing the health and rights of women, children and adolescents globally.</p>	
Website:	https://canwach.ca/
Thematic focus:	Health
Geographic scope:	Domestic (Canada)
Founding date:	30 November 2010
Registration status/host organization:	Registered non-profit
# of members:	114
Key activities:	Advocacy, learning, coordination, capacity-strengthening
Largest portion of funding:	Public donors, private grants, membership fees

Name of coalition:	Coalition for the Human Rights of Indigenous Peoples
<p>The Coalition for the Human Rights of Indigenous Peoples promotes the full and effective implementation of the United Nations Declaration on the Rights of Indigenous Peoples. The coalition urges that:</p> <ul style="list-style-type: none"> • Governments, in conjunction with Indigenous Peoples, use the Declaration as the basis for reviewing and reforming laws and policies to ensure that Indigenous Peoples' rights are upheld without discrimination. A legislative approach to implementation ensures the ongoing commitment to the Declaration. • Courts and human rights tribunals use the Declaration as a relevant and persuasive source in interpreting Indigenous human rights and related state obligations. • Indigenous Peoples and their institutions use the Declaration as a principled framework for advancing their rights, in their own policy- and decision-making and in their negotiations with governments and other third parties. • CSOs work cooperatively with Indigenous Peoples, in promoting and implementing their human rights and maintaining the Declaration as a living instrument. • Educational institutions include the Declaration in their curriculum, including teacher training. • Corporations and investors ensure their human rights policies and business practices incorporate the standards in the Declaration. 	
Website:	https://www.declarationcoalition.com/
Thematic focus:	Human rights
Geographic scope:	Both domestic and international
Founding date:	1 June 2000
Registration status/host organization:	Not formally registered
# of members:	65
Key activities:	Advocacy, coordination, campaigns
Largest portion of funding:	Not reported

Name of coalition:	Collectif québécois des féminismes en dialogue (CQFD) de l'Association québécoise des organismes de coopération internationale (AQOCI)
<p>The CQFD is not a separate coalition but a large working group within AQOCI that brings together around 50 gender equality coordinators. It includes several committees, such as the <i>Feminist School</i>, <i>Sexual and Gender-Based Violence</i> and the <i>Feminist Dialogue Coordination Committee</i>, and actively contributes to AQOCI's weekly global meetings.</p>	
Website:	https://aqoci.qc.ca/droits-des-femmes-et-egalite-des-genres/#cqfd
Thematic focus:	Human rights, gender equality
Geographic scope:	Both domestic and international
Founding date:	3 March 1984
Registration status/host organization:	AQOCI
# of members:	40
Key activities:	Advocacy, learning, coordination, campaigns, capacity-strengthening
Largest portion of funding:	Individual donations (via AQOCI)

Name of coalition:	Cooperation Canada
<p>Since 1968, Cooperation Canada (formerly the Canadian Council for International Cooperation) has united CSOs dedicated to international development and humanitarian action. It strengthens Canada's global impact by convening leaders, shaping policy and equipping organizations with the tools and expertise for impact. Cooperation Canada works alongside governments, communities and change-makers – both in Canada and abroad – to advance practical solutions that create a fairer, safer and more sustainable world. Every partnership is driven by a commitment to maximizing human potential, fostering innovation and delivering results that matter.</p>	
Website:	https://cooperation.ca/
Thematic focus:	Human rights, gender equality, advancement of Canada's global leadership and advocacy on international cooperation, including humanitarian assistance, shifting power, advancement of civic space and strengthening organizational resilience of CSOs in international cooperation
Geographic scope:	Both domestic and international
Founding date:	12 June 1968
Registration status/host organization:	Charitable status
# of members:	106
Key activities:	Advocacy, learning, coordination, campaigns, capacity-strengthening, working groups/communities of practice, dialogues, events
Largest portion of funding:	Institutional grants, membership revenues, private grants, events revenue, other revenues (interest, job postings), individual donations

Name of coalition:	Dignity Network
<p>Dignity Network Canada is a group of CSOs across Canada involved in supporting the human rights of people regardless of sexual orientation, gender identity and expression and sex characteristics globally. It is governed by a Board of Directors and has several working groups to advance its collective work.</p>	
Website:	https://dignitynetwork.ca/
Thematic focus:	Human rights
Geographic scope:	International
Founding date:	20 January 2020
Registration status/host organization:	Non-profit
# of members:	65
Key activities:	Advocacy, learning, coordination, capacity-strengthening, government relations
Largest portion of funding:	Private grants/major gifts, institutional grants (GAC through partners), event sponsorship, membership fees

Name of coalition:	Food Security Policy Group
<p>The Food Security Policy Group is a broad and diverse working group comprising 42 organizations across Canada, including NGOs, universities and a private sector member. Operating by consensus, it is recognized by the Canadian government as a key civil society voice on food security and is frequently consulted for policy input. The group provides a unified platform to advance equitable and sustainable food security policies both domestically and internationally.</p>	
Website:	N/A
Thematic focus:	Food security and food system security
Geographic scope:	Domestic (Canada)
Founding date:	1996
Registration status/host organization:	Not formally registered
# of members:	43
Key activities:	Advocacy, Learning, coordination, capacity-strengthening
Largest portion of funding:	Membership fees

Name of coalition:	Future Planning Initiative
<p>The Future Planning Initiative is a coalition of Canadian organizations working together to advocate for Canadian leadership on sexual and reproductive health and rights. Recognizing these rights as central to good health and sustainable development, the Future Planning Initiative strives to push the agenda forward.</p>	
Website:	https://www.actioncanadashr.org/fpi/about
Thematic focus:	Health, human rights, gender equality
Geographic scope:	Domestic (Canada)
Founding date:	1 January 2015
Registration status/host organization:	Not formally registered
# of members:	6
Key activities:	Advocacy
Largest portion of funding:	Private grants

Name of coalition:	Humanitarian Response Network (HRN)
<p>The HRN is a national community of practice made up of 50 Canadian humanitarian organizations. HRN members work in over 140 countries, supporting people affected by crises and emergencies around the world. Originally formed in 1999 as the Policy Action Group on Emergency Response, the HRN has evolved significantly, in both scope and size. In 2023, the HRN completed a major strategic review involving all members and stakeholders, leading to its first-ever Strategic Plan (2024–2029).</p>	
Website:	https://humanitarianresponse.ca/
Thematic focus:	Humanitarian
Geographic scope:	International
Founding date:	1 January 1999
Registration status/host organization:	Not formally registered/HRN is hosted by Cooperation Canada, which provides secretariat support and connects it with key advocacy and policy initiatives
# of members:	49
Key activities:	Advocacy, learning, coordination, capacity-strengthening
Largest portion of funding:	Institutional grants (i.e., public donors, e.g., GAC/IDRC)

Name of coalition:	Humanitarian Coalition
--------------------	------------------------

The **Humanitarian Coalition** brings together leading aid organizations to provide Canadians with a simple and effective way to help during international humanitarian disasters. Member agencies join forces to raise funds by mobilizing media, businesses and individual Canadians.

Website:	https://www.humanitariancoalition.ca/
Thematic focus:	International humanitarian assistance (natural disasters and human-caused emergencies)
Geographic scope:	International
Founding date:	2 October 2009-
Registration status/host organization:	Public foundation
# of members:	12
Key activities:	Advocacy, coordination, campaigns,
Largest portion of funding:	GAC, individual donations, membership fees, corporate and foundation grants

Name of coalition:	Humanitarian Policy and Advocacy Group (HPAG)
--------------------	---

HPAG is an interagency working group that seeks to facilitate coordination, discussion and consultation within the humanitarian sector and with GAC on shared priorities and challenges around humanitarian policy and advocacy.

Website:	https://cooperation.ca/humanitarian-assistance/
Thematic focus:	Issues related to humanitarian policy and advocacy inclusive of health, climate, human rights and equality
Geographic scope:	International
Founding date:	No founding date
Registration status/host organization:	Not formally registered/Coordination support from Cooperation Canada
# of members:	28
Key activities:	Advocacy, learning, coordination
Largest portion of funding:	HPAG receives support in the form of organizational and administrative support through a staff person from HRN. HPAG is not funded (apart from the personnel support through HRN) and there is no membership fee. There are opportunities that are funded by Cooperation Canada/HRN that at times members from HPAG have engaged in.

Name of coalition:	Informal Women’s Rights Policy Group
---------------------------	---

The **Informal Women’s Rights Policy Group** is an unregistered collective of organizations and individuals focused on gender equality in both domestic and international contexts. With about 25 active members and over 200 on its listserv, the group engages in advocacy, learning, coordination and campaigns without formal membership or external funding.

Website:	N/A
Thematic focus:	Gender equality
Geographic scope:	Both domestic and international
Founding date:	3 February 2015
Registration status/host organization:	Not formally registered, informal group of organizations and individuals with no formal memberships
# of members:	25 active members and 200 names on listserv
Key activities:	Advocacy, learning, coordination, campaigns
Largest portion of funding:	Volunteer-run with no funding

Name of coalition:	Inter-Council Network (ICN)
---------------------------	------------------------------------

ICN is a coalition of the eight Provincial and Regional Councils for International Cooperation. These independent member-based Councils are committed to global social justice and social change and represent more than 350 diverse CSOs from across Canada.

Website:	https://icn-rcc.ca/
Thematic focus:	Public engagement
Geographic scope:	Domestic (Canada)
Founding date:	2006
Registration status/host organization:	Not formally registered
# of members:	8
Key activities:	Advocacy, learning, coordination, campaigns, capacity-strengthening, research
Largest portion of funding:	Donors (GAC)

Name of coalition:	International Civil Liberties Monitoring Group (ICLMG)
---------------------------	---

ICLMG is a national coalition of Canadian CSOs that was established after the adoption of the Anti-Terrorism Act of 2001 in order to protect and promote human rights and civil liberties in the context of the so-called “war on terror.” The coalition brings together 45 NGOs, unions, professional associations, faith groups, environmental organizations and human rights and civil liberties advocates, as well as groups representing immigrant and refugee communities in Canada.

Website:	https://iclmg.ca/
Thematic focus:	Human Rights
Geographic scope:	Both domestic and international
Founding date:	1 May 2002
Registration status/host organization:	Not registered/MiningWatch Canada
# of members:	44
Key activities:	Advocacy, coordination, campaigns
Largest portion of funding:	Membership fees, non-member organizations (i.e., other civil society groups that are not members), individual donations, private grants/foundations

Name of coalition:	Kentro Christian Network
---------------------------	---------------------------------

Kentro Christian Network, formerly known as the Canadian Christian Relief and Development Association, started as a working group of the Canadian Centre for Christian Charities in 1984. Having evolved into its own organization in 2007, it continues to be the central place for Canadian Christian agencies and individuals involved in international relief and development to encourage one another, cooperate and share expertise and experience.

Website:	https://kentronetwork.ca/
Thematic focus:	Other
Geographic scope:	Network of organizations that are registered in Canada but work both domestically and internationally
Founding date:	1 January 1981
Registration status/host organization:	Charitable status
# of members:	59
Key activities:	Coordination
Largest portion of funding:	Membership fees and contributions, events, donations, private foundations

Name of coalition:	Locally Led Working Group
---------------------------	----------------------------------

The **Locally Led Working Group** is exploring how to shift from localization to genuinely locally led development, focusing on questions of power, equity and partnership between Global North and Global South actors. While its full value is still emerging, the group provides an important space for Canadian CSOs to reflect on their own practices, engage meaningfully with GAC on evolving guidelines and contribute to international peer learning on equitable, locally driven development.

Website:	N/A
Thematic focus:	Reforming the power dynamics in Canadian CSO relationships with counterparts in the Global South
Geographic scope:	International
Founding date:	N/A
Registration status/host organization:	No formal registration/Cooperation Canada as the host organization, co-facilitated by Brian Tomlinson and Marlen Mondaca from Kinvia
# of members:	1
Key activities:	Learning, capacity-strengthening
Largest portion of funding:	No funding

Name of coalition:	Manitoba Council for International Cooperation (MCIC)
---------------------------	--

MCIC envisions a just world and works to support, connect and amplify the efforts of its members and partners while engaging Manitobans in global sustainability. Guided by the Istanbul Principles and the SDGs, MCIC's 2018–2025 Strategic Plan focuses on connecting and strengthening its network, supporting international cooperation and engaging the public as active global citizens.

Website:	https://www.mcic.ca/
Thematic focus:	Public engagement, capacity-strengthening, funding of CSO international projects (Government of Manitoba funding), funding of SMOs (Government of Canada funding on behalf of ICN)
Geographic scope:	Both domestic and international
Founding date:	19 April 1974
Registration status/host organization:	Charitable status, public foundation
# of members:	42
Key activities:	Advocacy, learning, coordination, campaigns, capacity-strengthening, public engagement, funding
Largest portion of funding:	Institutional grants (i.e., public donors, e.g., GAC/IDRC)

Name of coalition:	Monitoring, Evaluation & Learning Community of Practice
---------------------------	--

The **Salanga-coordinated MEAL Community of Practice** in Ottawa began under an IDRC-funded initiative and has since evolved into an unfunded, community-led network. It brings together practitioners across NGOs, government and academia to exchange tools, troubleshoot real-world monitoring and evaluation challenges and share learning on MEAL. Regular virtual meetups keep the group practical, inclusive and focused on improving evidence-informed programming across the sector.

Website:	https://salanga.org/ (host organization)
Thematic focus:	Monitoring, evaluation, accountability, research, learning
Geographic scope:	Domestic (Canada)
Founding date:	No founding date
Registration status/host organization:	No registration status/Salanga helps host the community of practice and coordinates meetings, everything is virtual
# of members:	100
Key activities:	Learning, capacity-strengthening
Largest portion of funding:	No funding

Name of coalition:	Multisectoral Nexus Working Group
---------------------------	--

The **Multisectoral Nexus Working Group** is an initiative hosted by Acted Canada to foster collaboration across humanitarian, development and peacebuilding actors. It aims to promote integrated approaches and innovative partnerships to address complex global challenges.

Website:	https://www.acted.ca/ (host organization)
Thematic focus:	Triple nexus programming (nexus of humanitarian response-sustainable development-peace and stabilization)
Geographic scope:	Domestic (Canada)
Founding date:	1 March 2023
Registration status/host organization:	Not formally registered/Acted Canada is host organization, administering the group and currently serving as co-chair of the meetings
# of members:	35
Key activities:	Advocacy, learning, coordination, campaigns, capacity-strengthening
Largest portion of funding:	The group does not receive any external funding. It operates entirely based on the voluntary efforts and contributions of its members. There are no membership fees, individual donations, institutional grants, or private grants supporting the group. All coordination, advocacy and resource development activities are carried out collaboratively by participating organizations, reflecting a strong commitment to shared ownership and sectoral solidarity.

Name of coalition:	Northern Council for Global Cooperation (NCGC)
---------------------------	---

NCGC is a non-profit organization based on the traditional territory of the Kwanlin Dün and Ta’an Kwäch’än Council, in Whitehorse, Yukon, in northern Canada. It creates pathways for individuals and organizations to be part of the ever-evolving and dynamic global movements for social justice. It works to challenge implicit paradigms, to understand history to make sense of the present and influence the future. It welcomes and supports all peoples and organizations that share its values and vision to address global inequalities worldwide.

Website:	https://www.ncgc.ca/
Thematic focus:	Health climate, human rights, gender equality, Indigenous rights
Geographic scope:	Both domestic and international
Founding date:	1 January 1988
Registration status/host organization:	Charitable status
# of members:	N/A
Key activities:	Advocacy, learning, coordination, campaigns, capacity-strengthening
Largest portion of funding:	Not reported

Name of coalition:	Ontario Council for International Cooperation (OCIC)
---------------------------	---

OCIC is an expanding community of Ontario-based international cooperation and global citizenship-focused organizations, institutions and individuals committed to working for global social justice, human dignity and participation for all.

Website:	https://ocic.on.ca/
Thematic focus:	Human rights, gender equality, SDGs, engaging Canadians, supporting capacity-strengthening
Geographic scope:	Domestic (Canada)
Founding date:	14 June 1988
Registration status/host organization:	Non-profit, federally incorporated July 2024
# of members:	41
Key activities:	Advocacy, learning, coordination, capacity-strengthening
Largest portion of funding:	GAC, membership fees, donations, other

Name of coalition:	Saskatchewan Council for International Cooperation (SCIC)
<p>SCIC is a coalition of organizations and individuals working to advance sustainable global development. SCIC was formed in 1974 by international development and emergency relief agencies active in Saskatchewan.</p>	
Website:	https://www.saskcic.org/
Thematic focus:	Climate, human rights, gender equality, SDGs
Geographic scope:	Domestic (Canada)
Founding date:	1 September 1974
Registration status/host organization:	Charitable status
# of members:	35
Key activities:	Advocacy, learning, coordination, capacity-strengthening
Largest portion of funding:	98% public donors

Name of coalition:	Women, Peace and Security Network-Canada (WPSN-C)
<p>The WPSN-C supports and monitors implementation of the United Nations Security Council Resolutions on women, peace and security. This includes UNSCRs 1325 and 1889 on the participation of women in peace processes; UNSCRs 1820, 1888 and 1960 on sexual violence in conflict; and UNSCR 2122 on women's leadership in conflict resolution and peacebuilding.</p> <p>As the Government of Canada has agreed to implement these resolutions and created a National Action Plan for the Implementation of United Nations Security Council Resolutions on Women, Peace and Security, the WPSN-C engages with civil society and the Government of Canada to ensure the Resolutions and the National Action Plan are fulfilled.</p>	
Website:	https://wpsn-canada.org/
Thematic focus:	Women, peace and security
Geographic scope:	Both domestic and international
Founding date:	12 January 2012
Registration status/host organization:	Non-profit
# of members:	68
Key activities:	Advocacy, learning, coordination, campaigns
Largest portion of funding:	Membership dues, contracts with government (GAC)



Contact Cooperation Canada

123 Slater Street, Suite 800
Ottawa, Ontario, K1P 5G4
613-241-7007

For additional information on Cooperation Canada: info@cooperation.ca

Cooperation Canada Charitable Registration: #12971 6866 RR0001

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.

All rights reserved.

© Cooperation Canada 2025

www.cooperation.ca

