

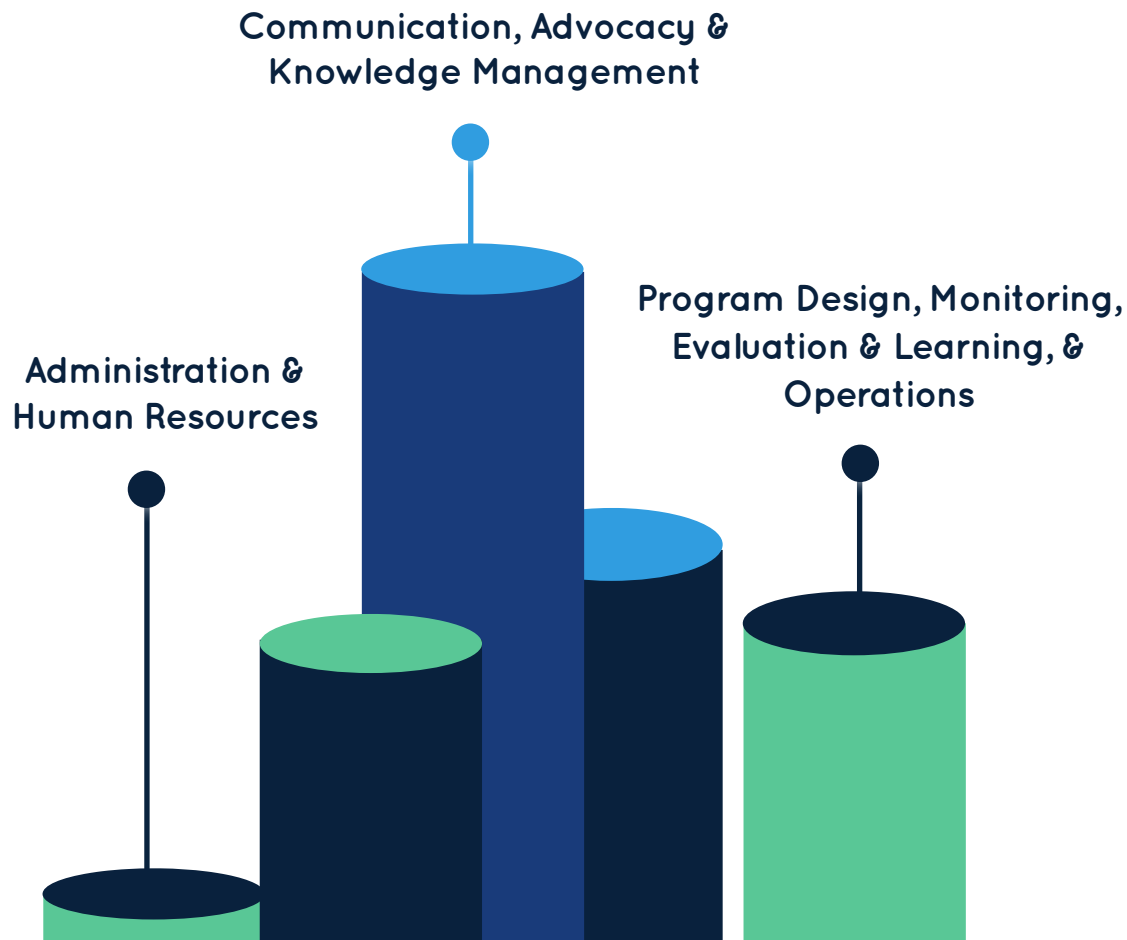
Collective Commitment

Pulse Check on Progress Towards Anti-Racism
in Canada's International Cooperation Sector

2025



In **2021**, the Anti-Racist Cooperation (ARC) Framework was launched to guide a collective commitment within Canada's international cooperation sector to address the legacy of colonialism and systemic racism. The Framework focuses on the sector's commitment to integrating anti-racism into three categories listed below:



Signatories to the Framework publicly acknowledge that racism is a problem worth prioritizing within Canada's international cooperation sector and dedicate themselves to being part of the solution. Since the Framework's launch, the global social and political landscape has changed dramatically.

The ARC Hub itself has also changed and, rather than operating as a separate entity, is currently in the process of being integrated into Cooperation Canada's broader operations.

The four previous ARC reports have documented global transformations alongside changes within the sector, including climate change, the COVID-19 pandemic, and other influential factors. As of the writing of this report, the world has seen a shift in white supremacist politics that highlight the need for anti-racist action.

Methodology

Starting in 2023, the ARC annual survey has followed a bi-annual rotation reporting cycle characterized by a full, regular survey every two years and an abridged pulse survey every other year. 2025 marks the second abridged survey with the purpose of doing a “pulse check” on the sector’s anti-racism progress.

This year’s survey was composed of 30 questions including 6 basic preliminary questions strictly for data collection purposes (ie: Name of Organisation). The other 24 questions, including both main and follow-up questions in both closed- and open-ended formats, were related to each section of the ARC Framework and the key indicators for each.

This Collective Commitment report is informed by the data gathered via the survey to monitor progress and identify gaps in the sector’s anti-racist action. The annual report has seen variations in sector participation and survey questions over the years and thus comparisons between years must be made considering these factors.



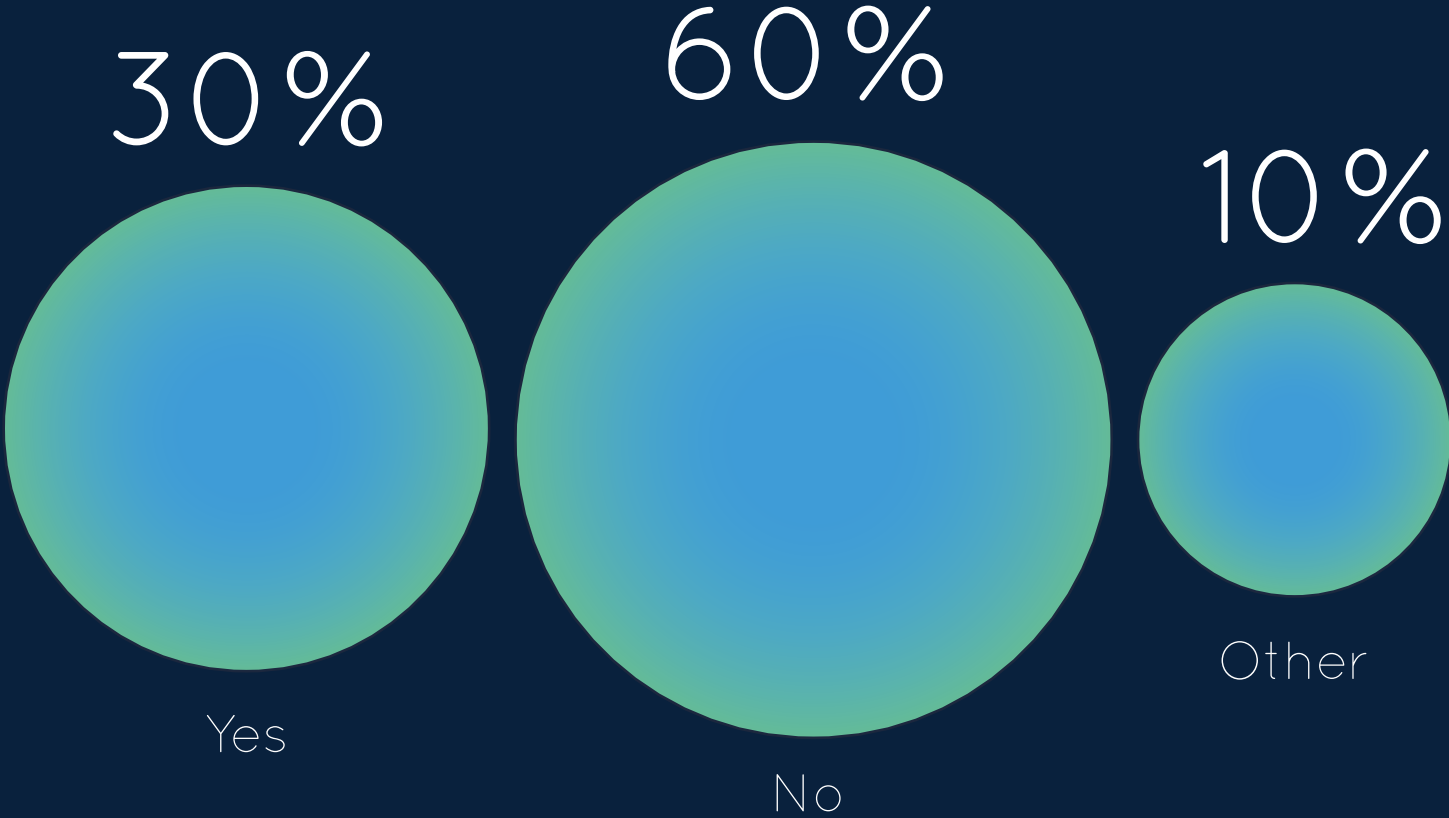
Limitations

While the survey may not fully represent the Canadian international cooperation sector, it provides valuable insights from organizations engaged in anti-racist work. Shared through the ARC newsletter and Cooperation Canada’s platforms, it likely reached organizations already committed to these issues. Their feedback highlights both strong sectoral engagement and common barriers—such as limited time, funding, and staff—that reflect broader challenges to advancing anti-racism.

Snapshot of this year's
signatories



Organizations with
headquarters in **Canada**

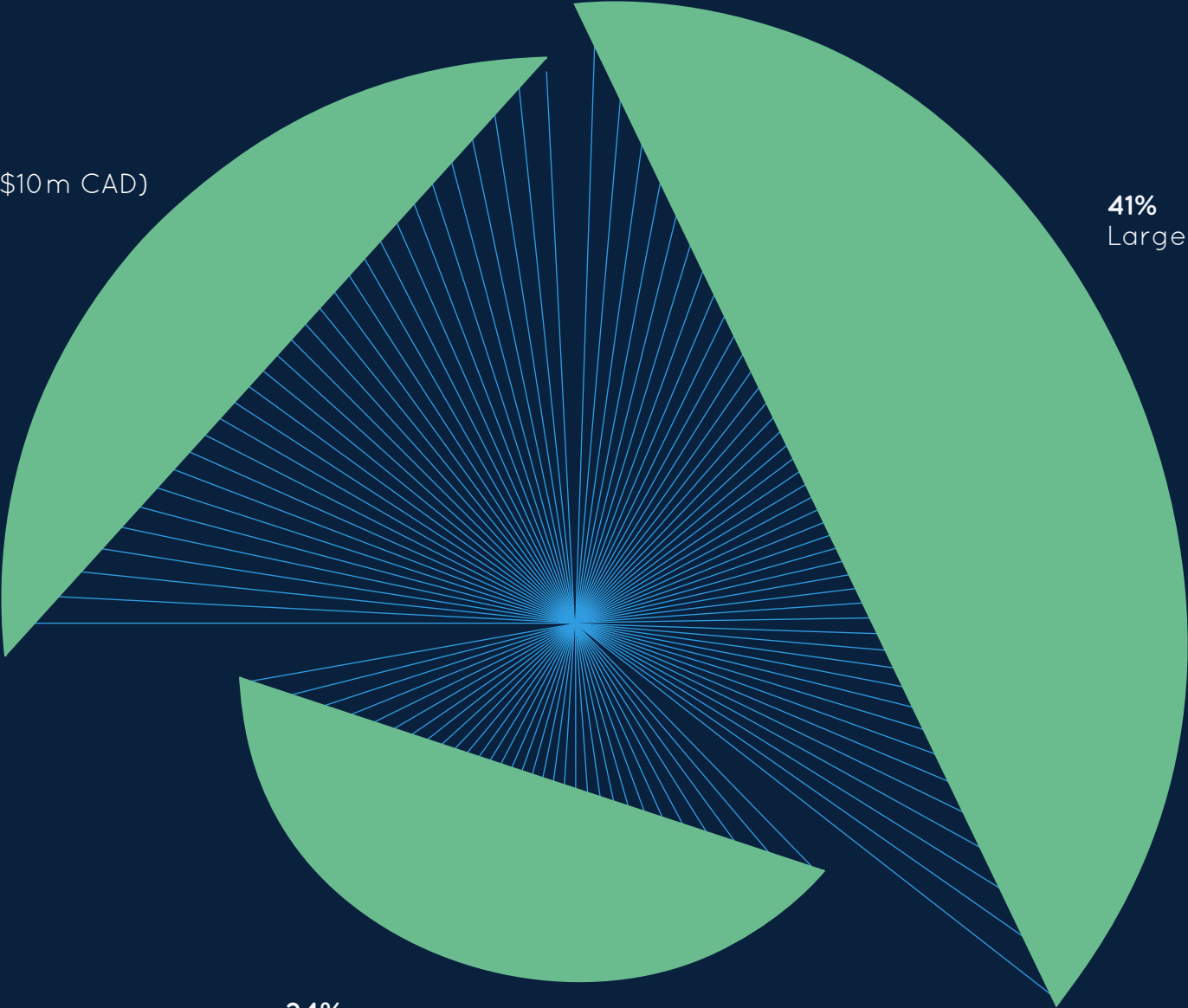


Annual Operating Budget

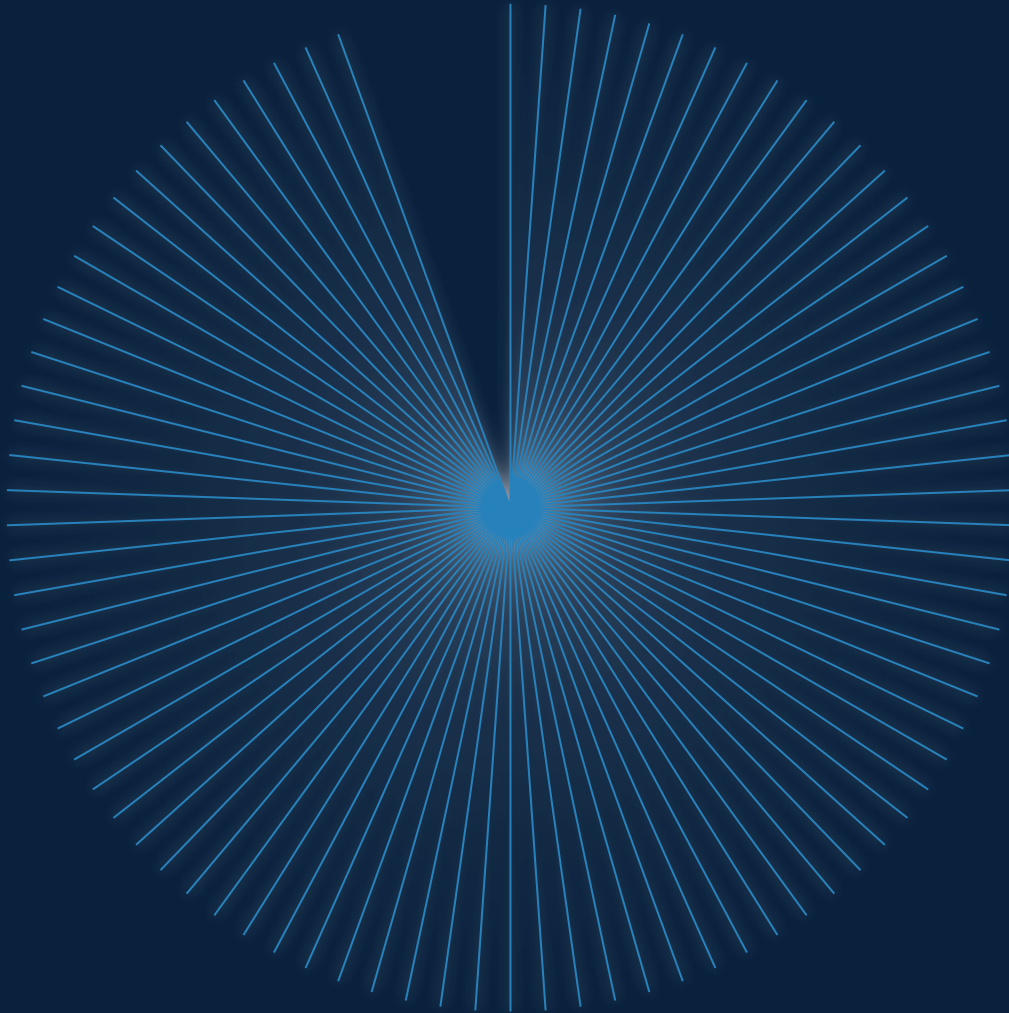
34%
Medium (\$1m - \$10m CAD)

41%
Large (Over \$10m CAD)

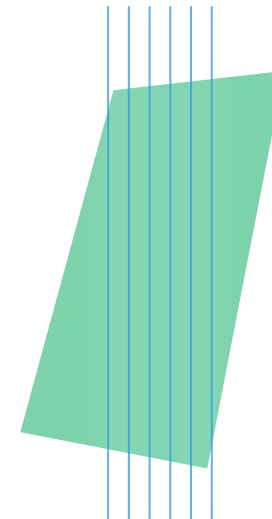
24%
Small (Under \$1m CAD)



95% Non-profit / Charitable Organization

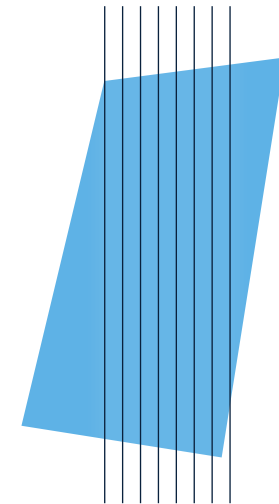


2%



Academic /Research Institution

3%



Other

Organisation
primary **purpose**

Findings

Overview

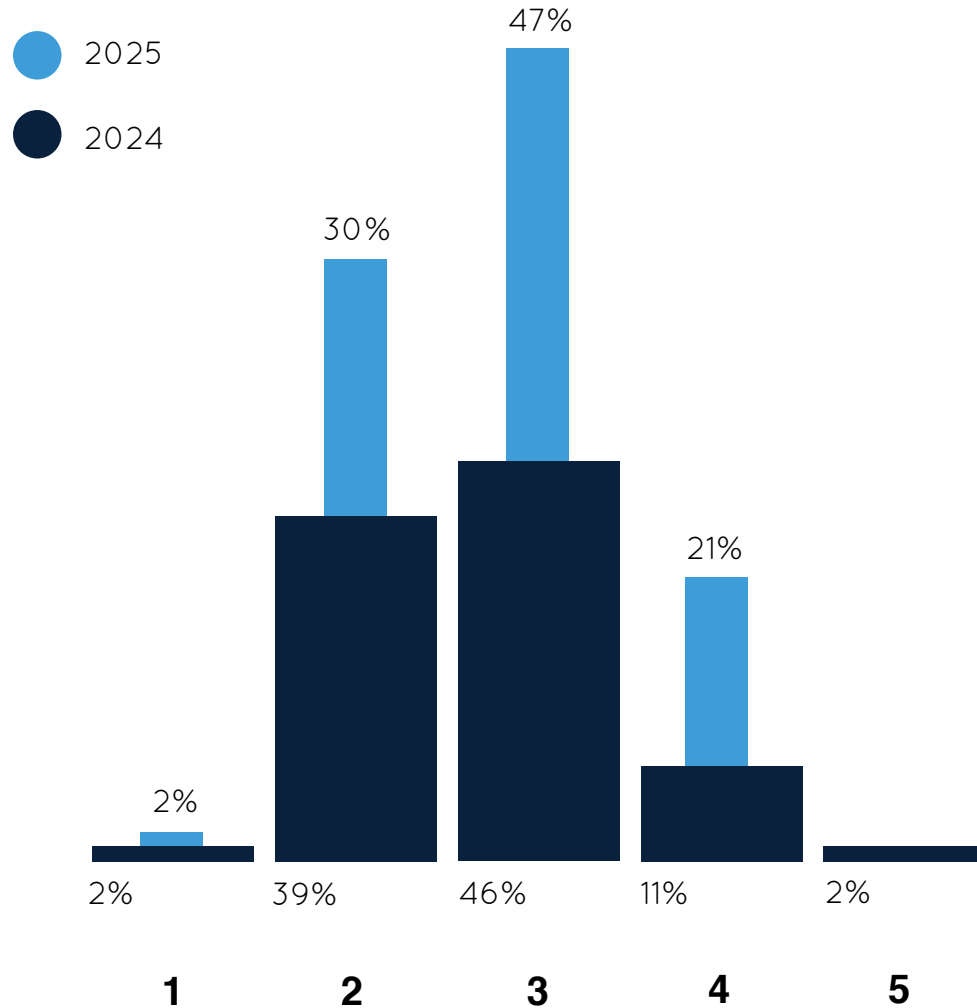
2024
survey participants



2025
survey participants

Comparing survey years, we have observed relative stability in participation between 2024 and 2025 (63 and 61 participants respectively), in contrast with the downward trend in commitment from previous years. Reasons for this decline may range from changes in the global political climate, to evolving priorities, to dwindling resources for anti-racist work.

The top three themes observed among the responses in the 2025 survey to question 5.c. about barriers to integrating anti-racism concerned a general lack of access to resources. Similar barriers were cited between both years. While this could possibly indicate no improvement in these areas, it is important to realize that this equally points to no decline. Even so, growth in capacity remains a goal for the sector.

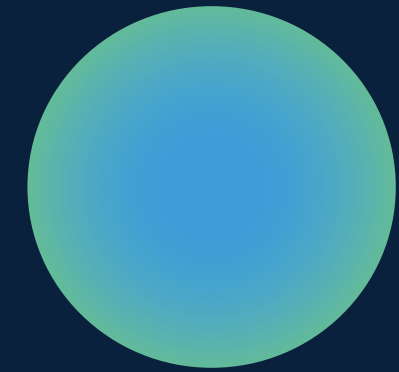


- 1 Anti-racism not at all integrated
- 2 Limited degree of anti-racism integrated
- 3 Moderate degree of anti-racism integrated
- 4 High degree of anti-racism integrated
- 5 Racial justice fully integrated

Organizational overall integration of **anti-racism**

An integral part of anti-racism work is taking the time to reflect on progress and barriers. We asked all organizations to rate their current overall integration of anti-racism within their operations and activities.

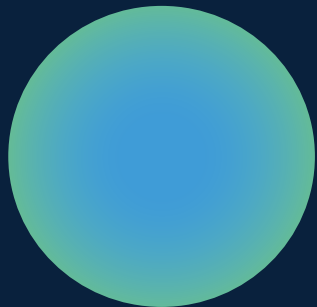
We asked them to share an overall impression, based on their self-assessment of their objectives and progress.



47% said they had a moderate level of racial justice integration

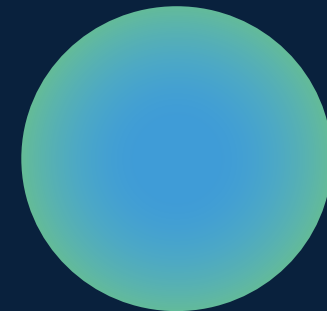
Nearly half of organizations (47%) said they had a moderate level of racial justice integration, similar to last year's result (46%). Other results also suggest some progress, as organizations with limited integration decreased from 40% in 2024 to 30% in 2025. Meanwhile, high integration increased from 11% last year to 21% in 2025, showing some progress and increased confidence from the sector in antiracism work. Staff consultation also improved — 49% said staff were consulted, and 41% of those noted BIPOC staff input.

staff are part of the decision-making process. In order of frequency, the most common ways that anti-racism principles are being integrated are via policies and operational culture; consultation with a committee, board, or other community; and finally, trainings and other resources. The barriers reported indicated an overall lack of the resources necessary to do this work.

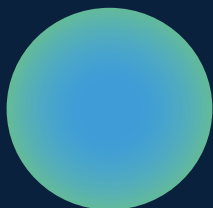


30% organizations with limited integration decreased in 2025

The sector has altogether made strides, but there remains room for improvement. More organizations are implementing anti-racism in their internal policies and practices, in public communications, fundraising, advocacy, and their program development, monitoring, and evaluation processes.

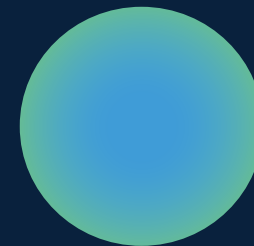


49% said staff were consulted



21% high integration increased

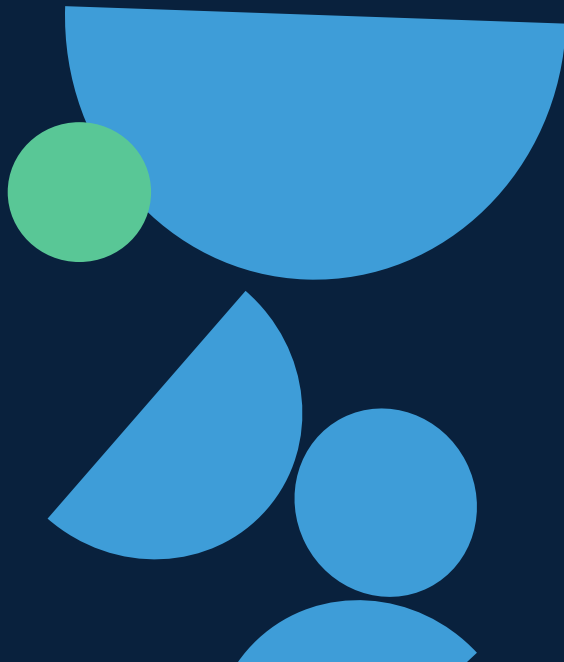
Organizations voiced a moderate degree of integration of anti-racism into their operations, processes and other activities. Of those who indicated some amount of integration, many shared that BIPOC



41% of those noted BIPOC staff input

- **Top three barriers** are related to general lack of resources, including funding, time, and capacity. Other frequently mentioned barriers were internal resistance to change and a need for further guidance.

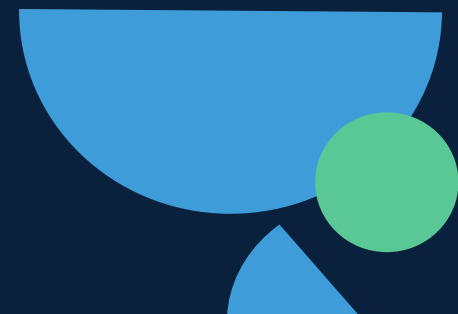
Resources



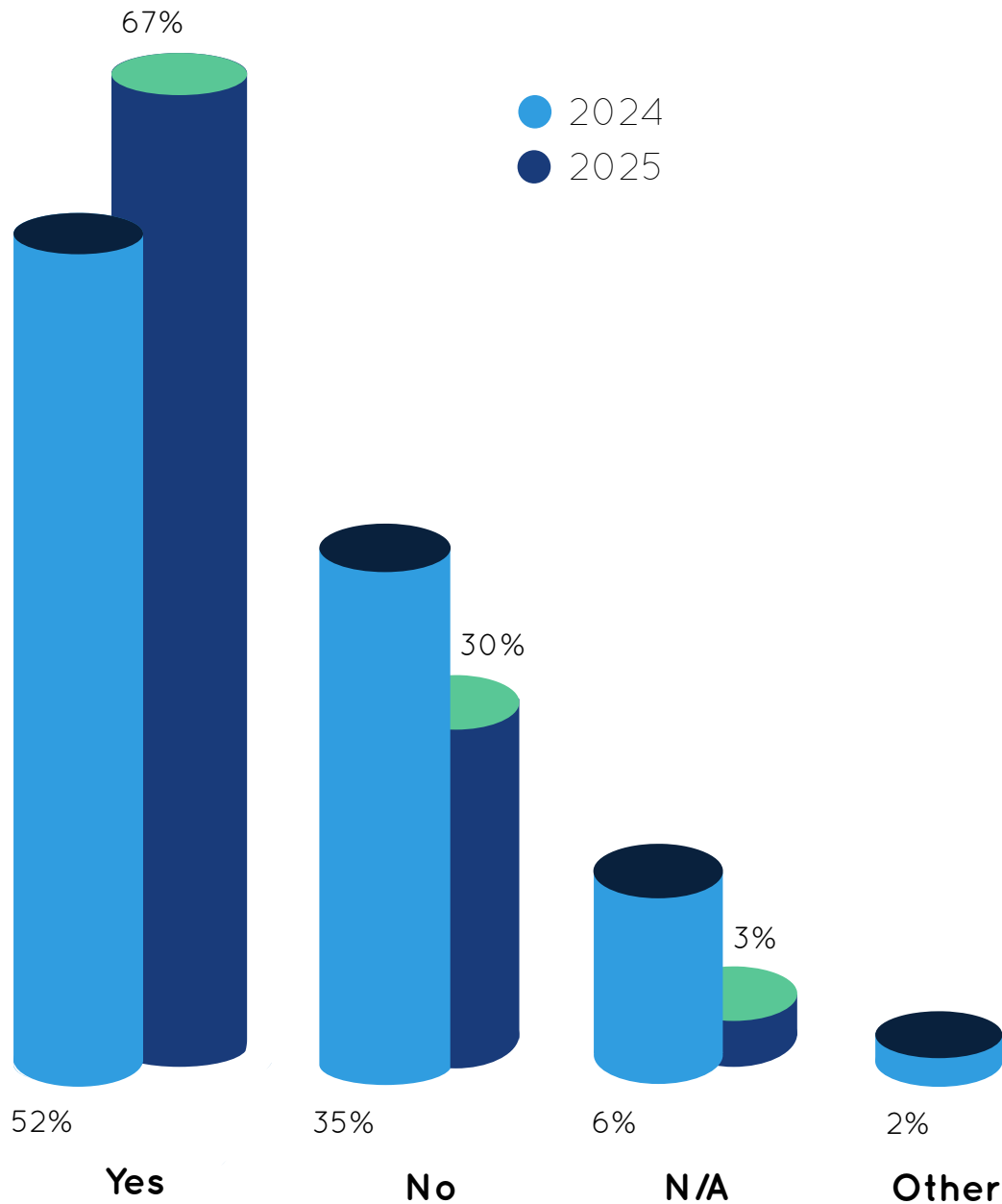
Capacity Constraints



Resistance to Change



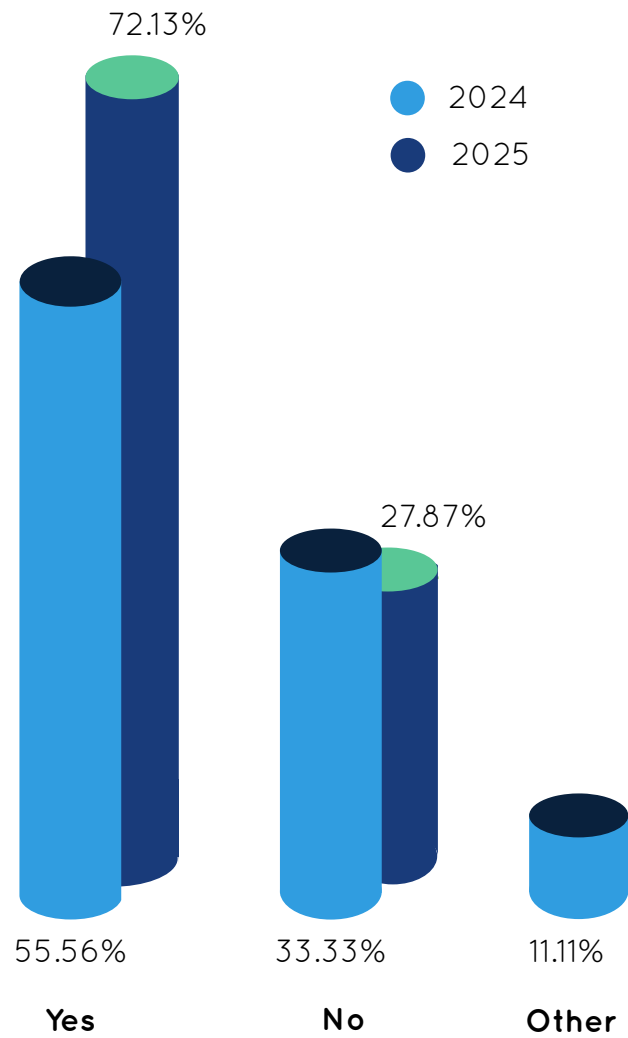
Administration & Human Resources



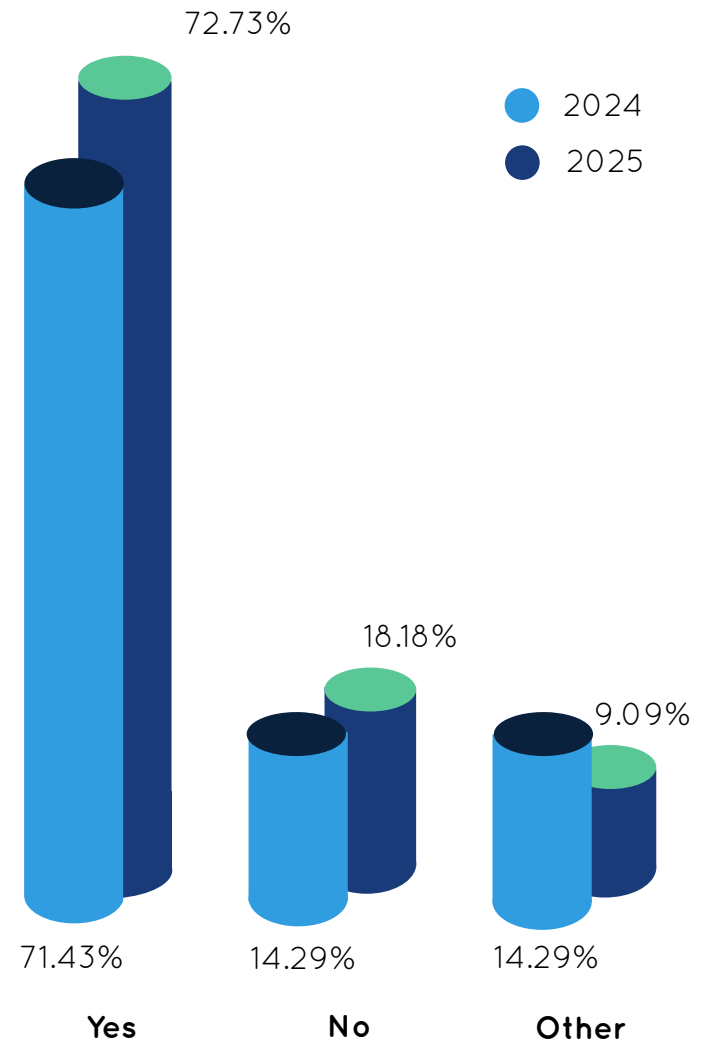
Human resources and administrative policies shape an organization's culture and infrastructure, making the integration of anti-racist principles essential for building diverse and equitable workplaces. Financial and human resources reflect organizational priorities; they offer key insight into operational commitments to racial equity.

When organizations remain neutral in managing employee experiences, they risk reinforcing systemic inequalities. The first pillar of the framework explores how anti-racism measures and practices are integrated into administrative and HR systems—including hiring, audits, policies, professional development, data collection, dedicated personnel, and reporting mechanisms—to assess progress in advancing racial equity across the sector.

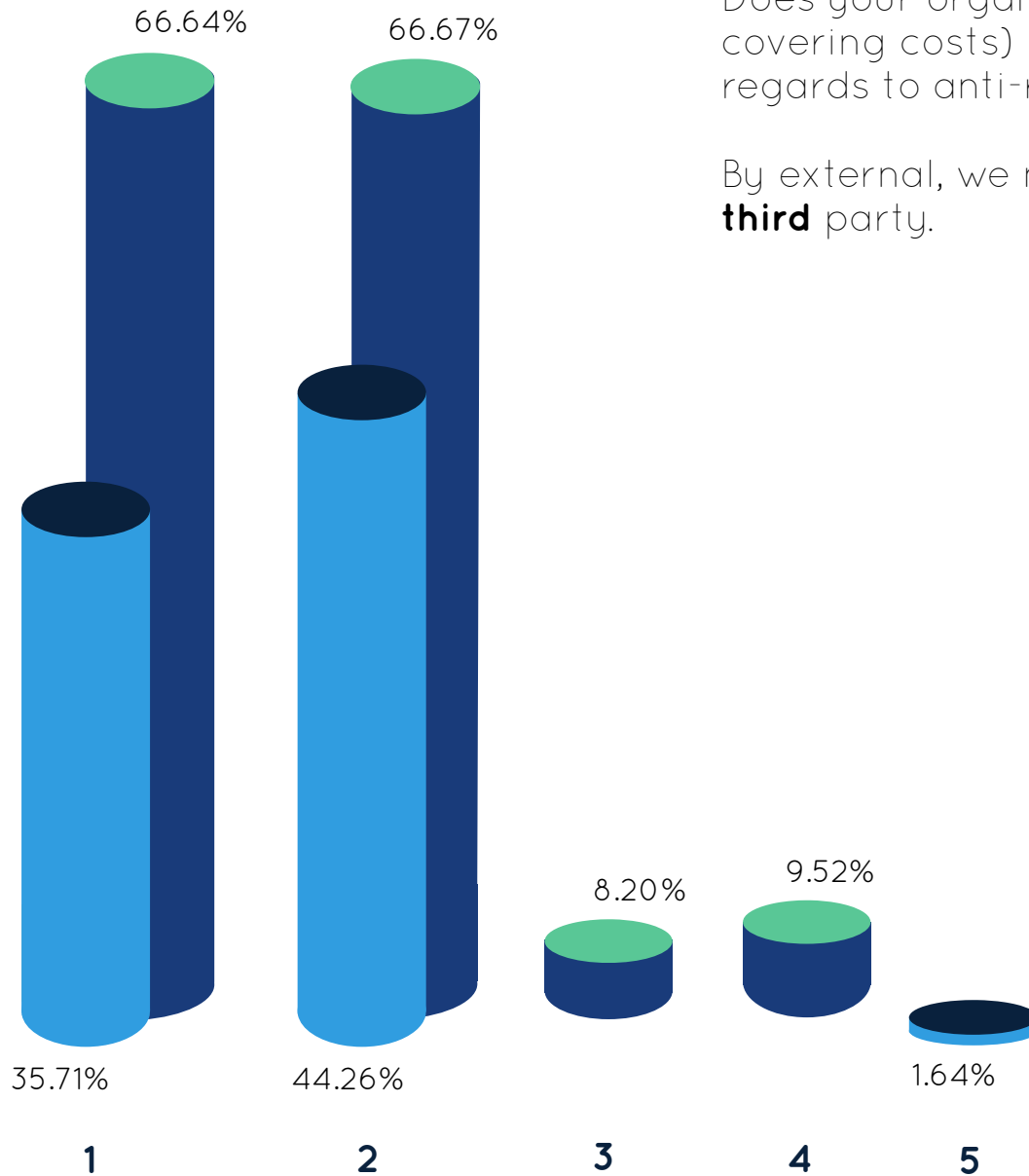
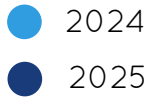
Does your organization have hiring or recruitment policies and practices that include explicit **reference** to anti-racist principles?



Does your organization have operational policies and practices that include **explicit** reference to anti-racist principles?



If yes, did your organization consult with **Indigenous, Black** and/or staff from **other communities** who have been disadvantaged due to race, to inform these policies and practices?



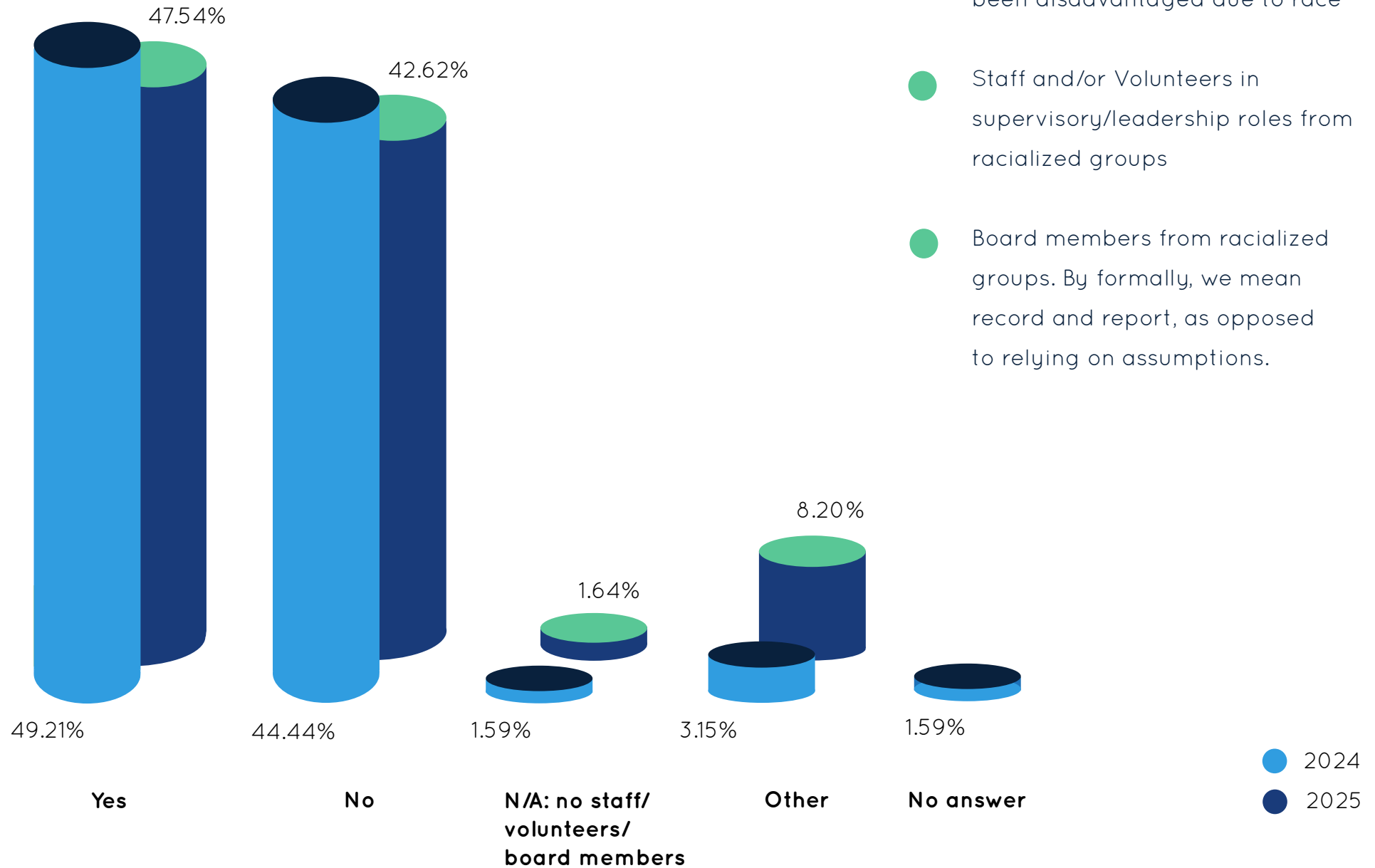
Does your organization provide material support (such as covering costs) for external professional **development** in regards to anti-racism for staff and/or volunteers?

By external, we mean training developed/delivered by a **third** party.

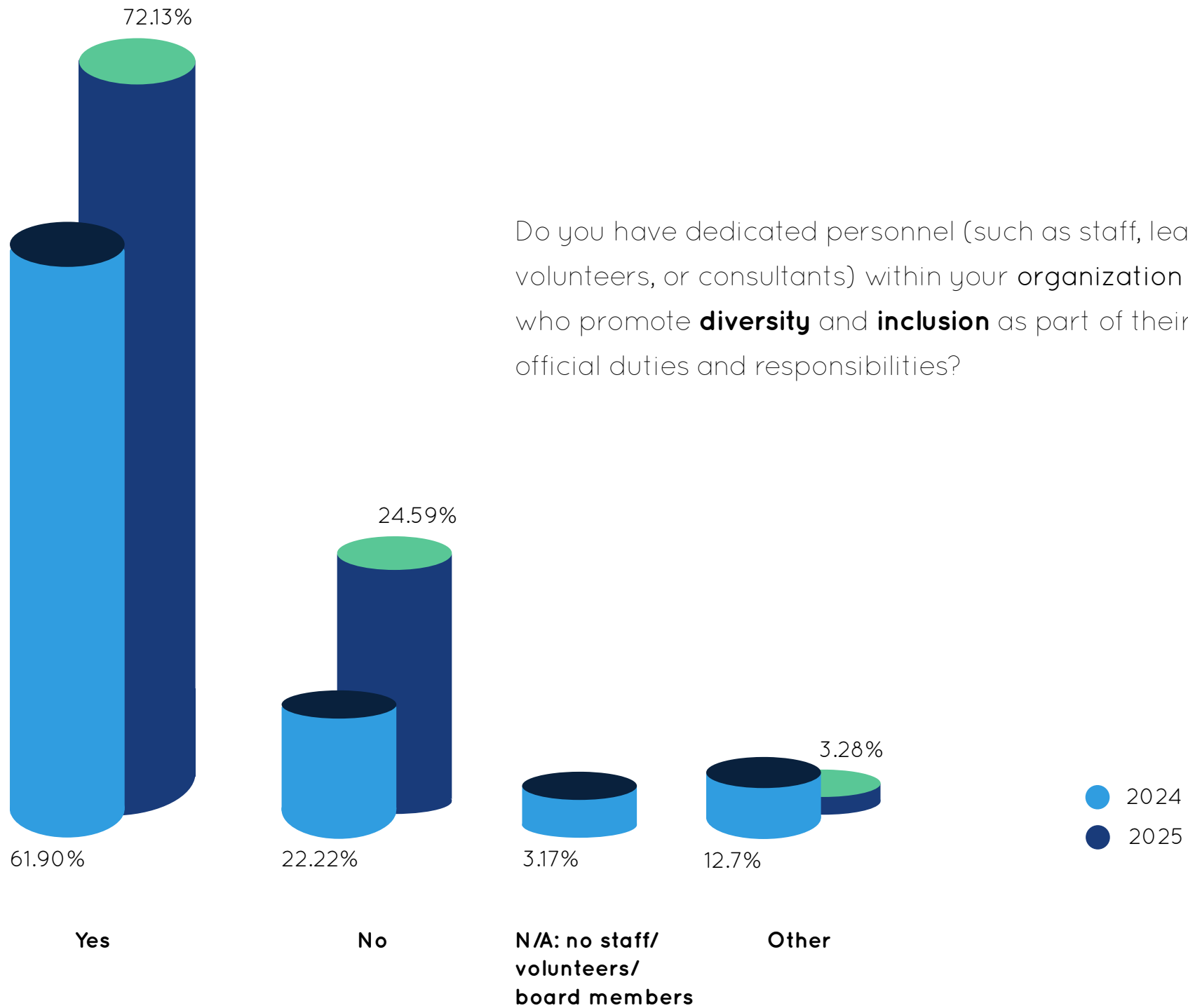
- 1** Yes, specific support for anti-racism development is provided
- 2** Our organization provides general development support, such as non-specific funds to be used at employee/employer discretion
- 3** No development support is not available
- 4** Other
- 5** No answer

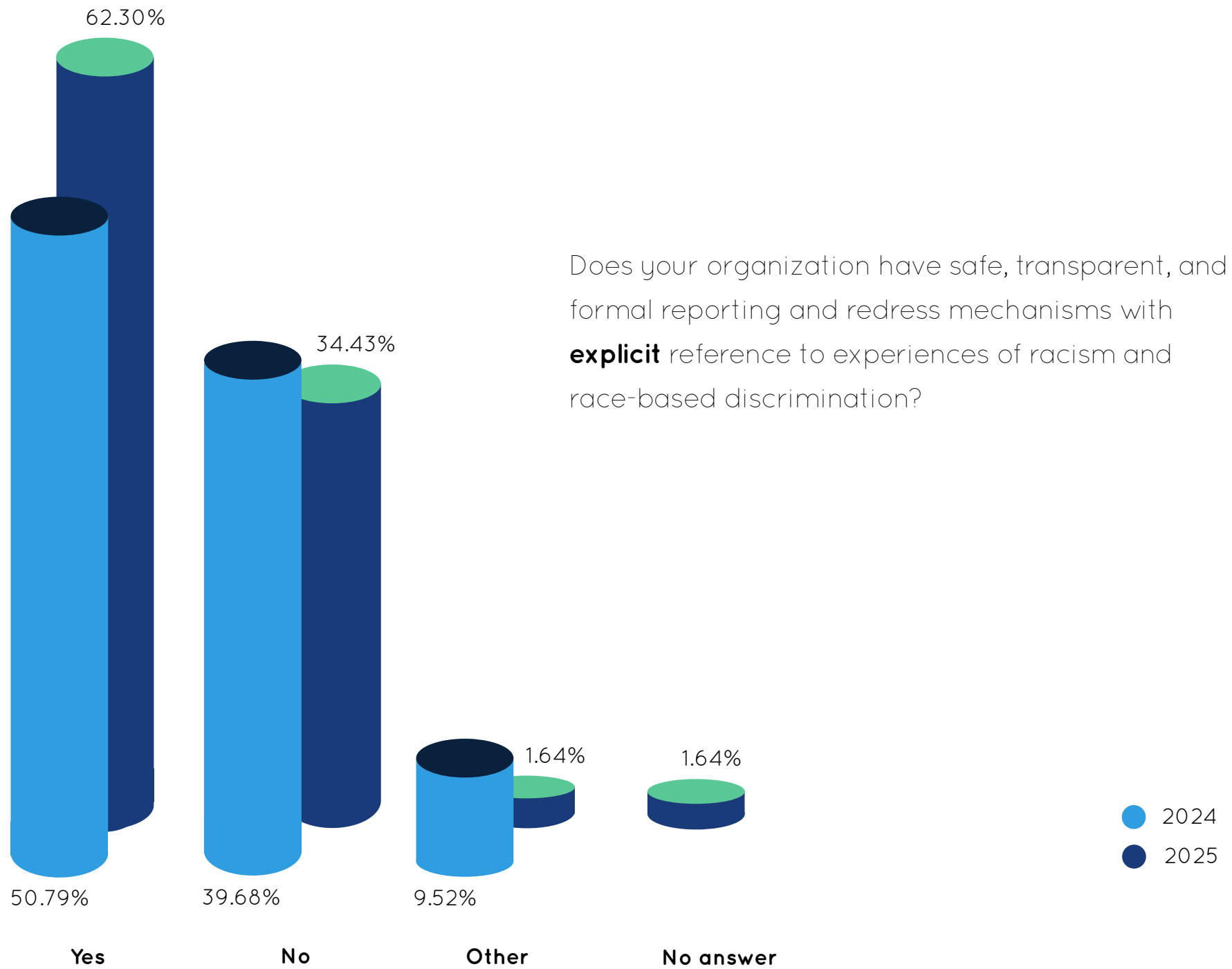
Does your organization formally collect and **analyze** data on numbers or percentages of:

- Staff and/or Volunteers at all levels from Indigenous Black and/or staff from other communities who have been disadvantaged due to race
- Staff and/or Volunteers in supervisory/leadership roles from racialized groups
- Board members from racialized groups. By formally, we mean record and report, as opposed to relying on assumptions.



● 2024
● 2025

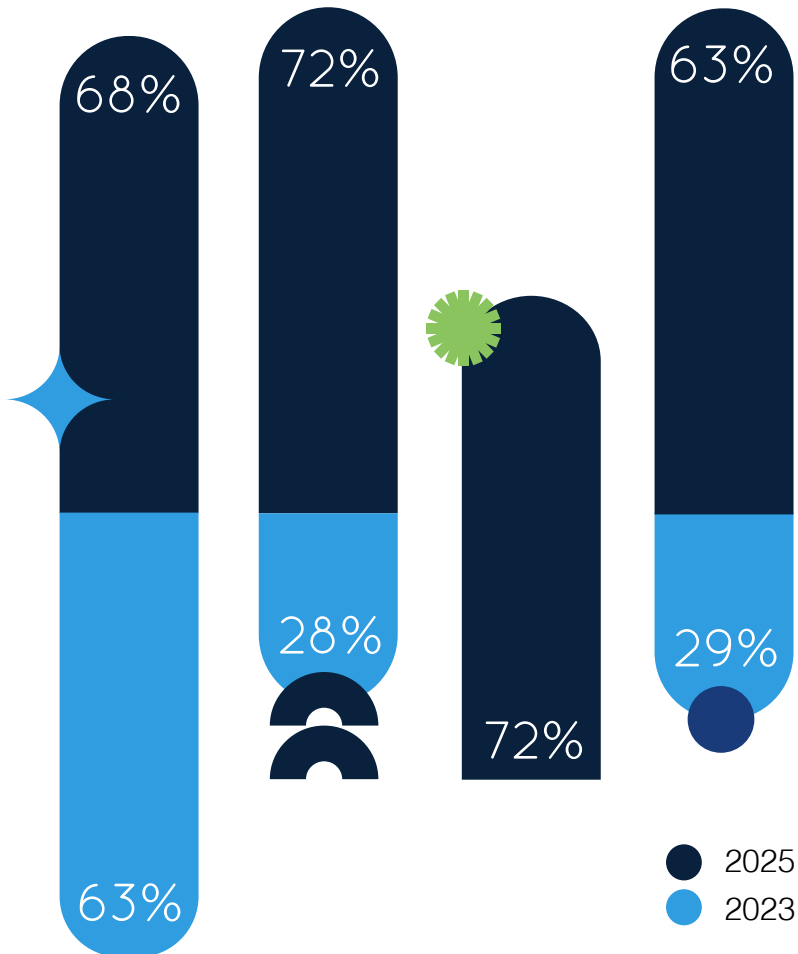




Pillar 1

Beyond the Numbers

Compared to **two years ago**, more organizations are embedding anti-racist principles directly into their policies and practices.



In 2025, 63% of organizations said their hiring and recruitment policies explicitly reference anti-racist values—up from 52% in 2024.



Similarly, 72% reported operational policies that include anti-racist principles, while the share of organizations without such references dropped to a record low of 28%. These findings point to a growing sector-wide effort to make commitments to racial justice more visible, fostering greater accountability to staff, applicants, and the public.



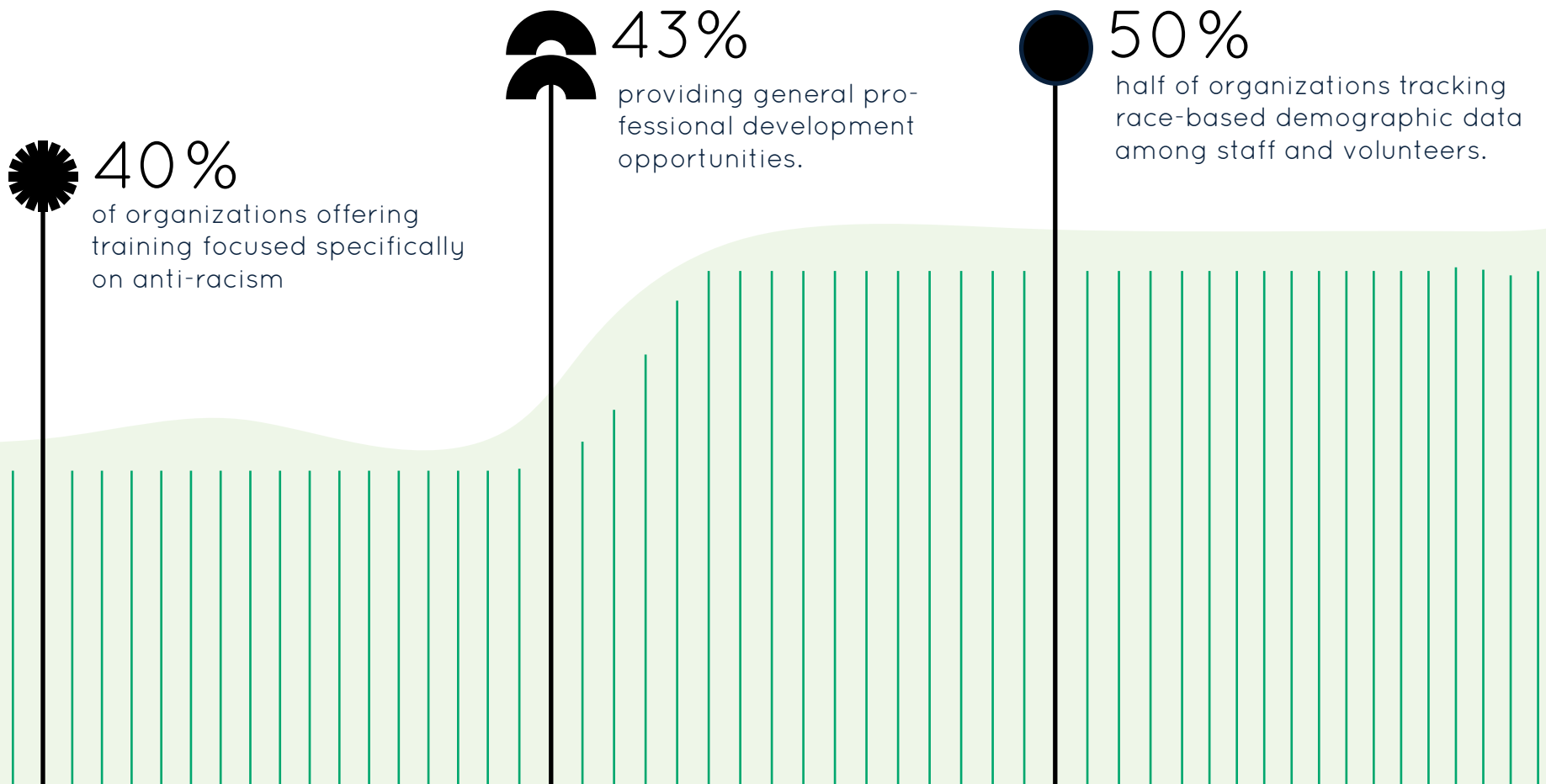
This year also saw significant growth in consultation with racialized staff, with 72% of organizations reporting a they seek inputs from BIPOC employees when shaping or reviewing policies - maintaining 2024 gains.



At the same time, the proportion of organizations with formal reporting and redress mechanisms has more than doubled since 2022 (from 29% to 63%), creating safer and more transparent processes for addressing workplace concerns. Many organizations are also dedicating specific personnel to advance diversity, equity, and inclusion, demonstrating a deeper institutional commitment to this work.

Support for staff development remains steady, with 40% of organizations offering training focused specifically on anti-racism and 43% providing general professional development opportunities. Encouragingly, no organization reported offering no support at all. Data collection practices have also held consistent, with half of organizations (50%) tracking race-based demographic data among staff and volunteers.

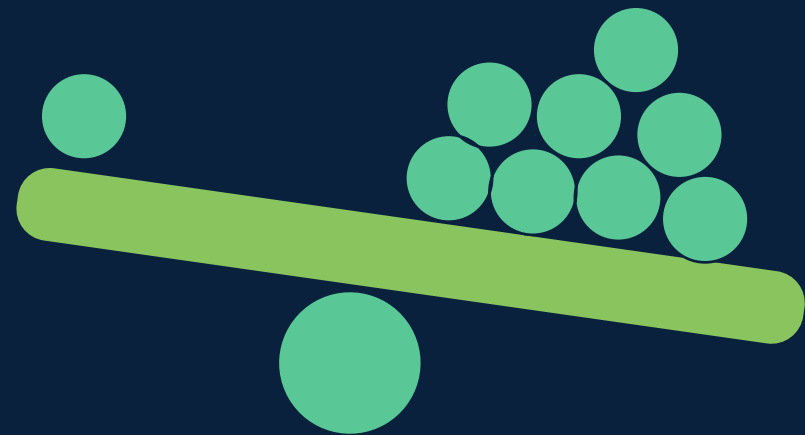
Taken together, these results highlight steady and meaningful progress toward building more equitable and accountable organizations across the international cooperation sector, with clearer policies, stronger consultation, and sustained efforts to address systemic racism. It is encouraging to see strengthening anti-racist policies and practices across organisations in the sector.

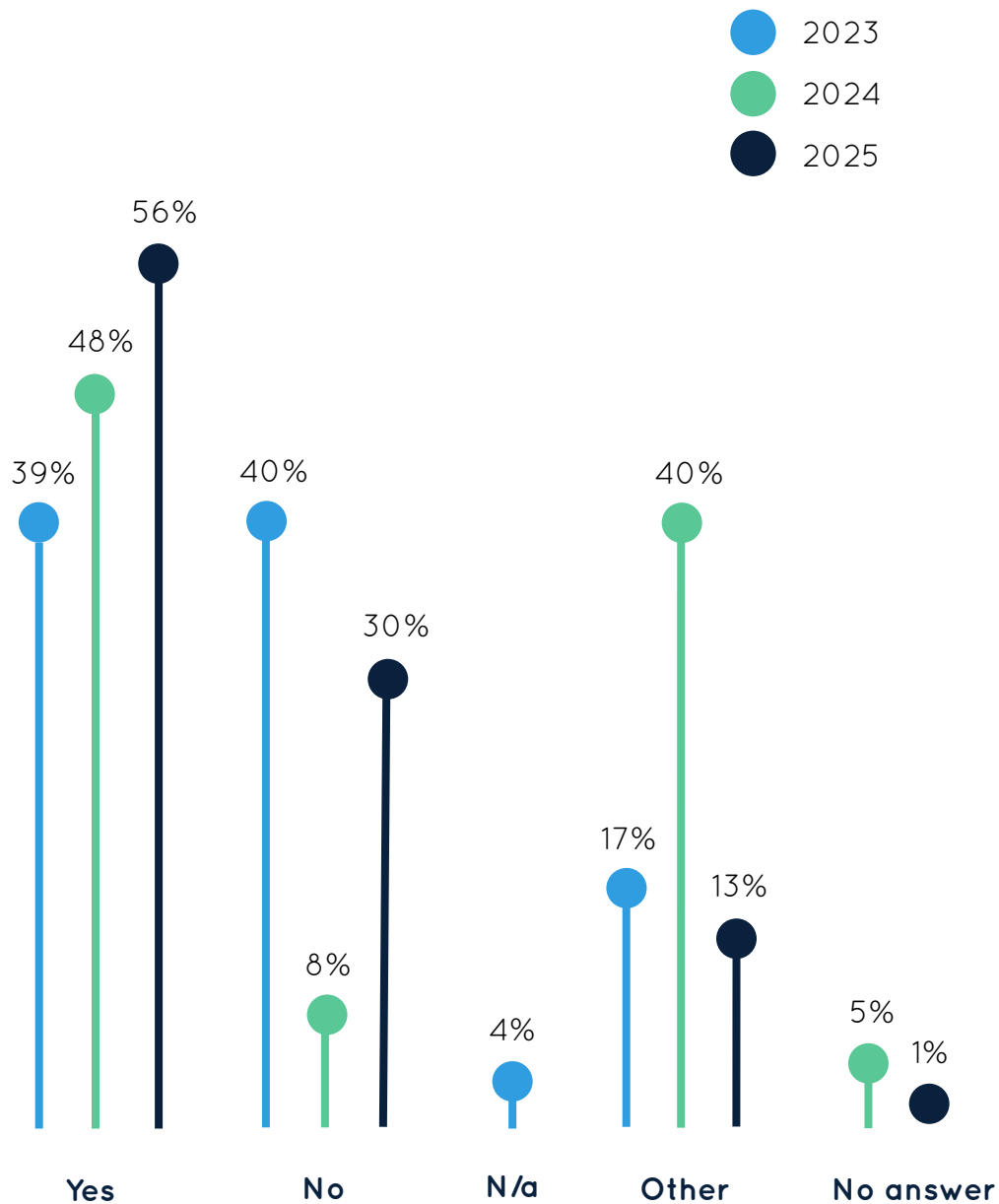


Communication, Advocacy & **Knowledge** Management

Decolonizing international cooperation requires a firm commitment to anti-racist principles and inclusive representation in communication, advocacy, and fundraising.

This involves redistributing power so communities from historically and currently disadvantaged countries can control their own narratives and share their experiences, wisdom, and solutions without tokenization or stereotyping. Doing so enhances agency and dignity, shifting away from exploitative fundraising toward anti-racist international cooperation. A key priority of the ARC Framework, the second pillar examines how organizations integrate anti-racist practices into policies, audits, professional development, funding, and feedback mechanisms, while promoting equitable storytelling and challenging harmful racial stereotypes in sector communications.

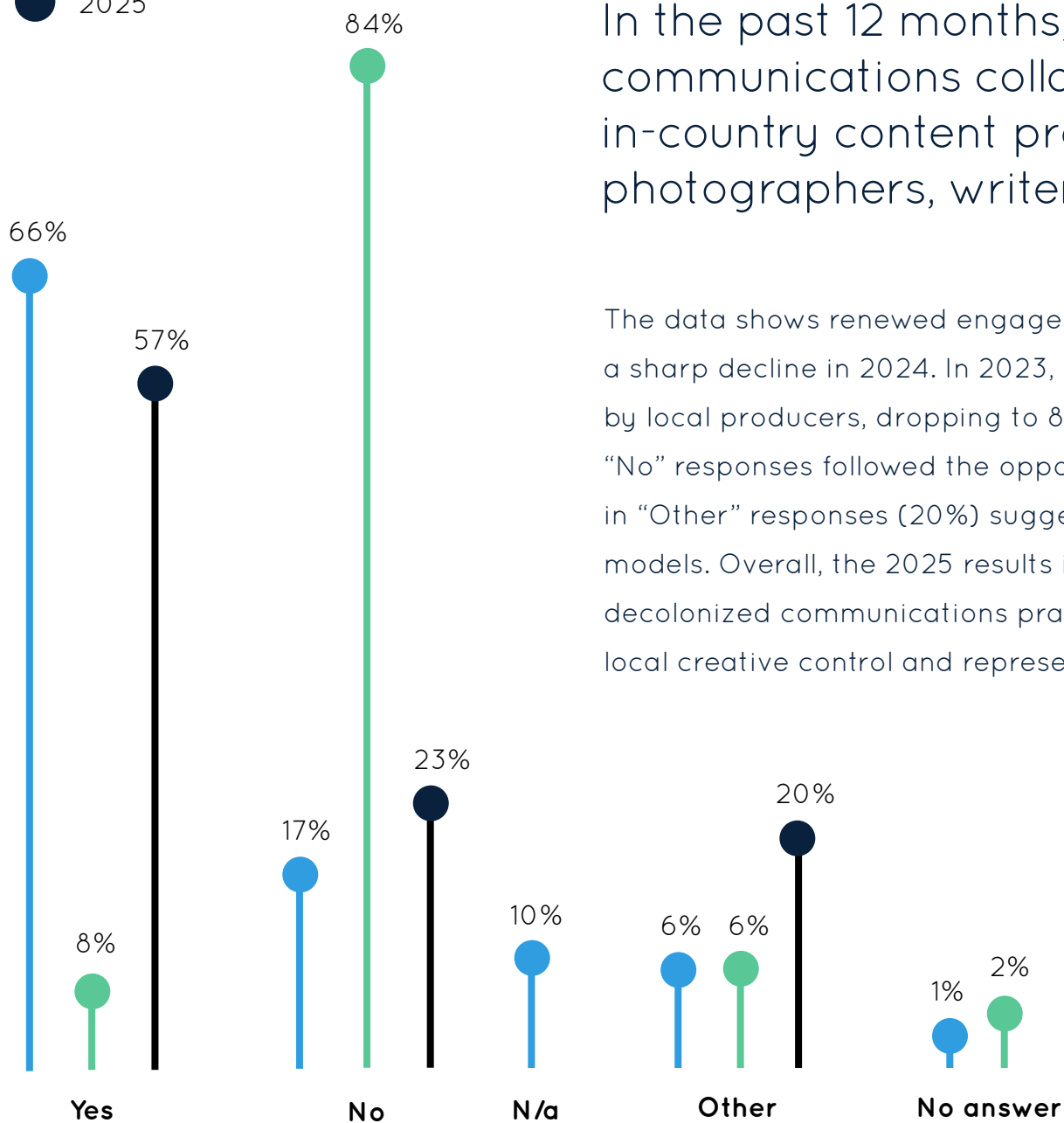
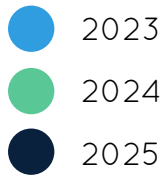




Does your organization have explicit reference to anti-racism in policies or procedures that guide your **communications practice**:

The data shows steady progress in organizations explicitly referencing anti-racism within their communications, fundraising, and advocacy policies. In 2025, 56% of organizations reported having such references, up from 48% in 2024 and 39% in 2023.

Those without these policies declined from 40% in 2023 to 13% in 2025, while partial or developing approaches increased to 30%. These results suggest growing awareness and institutionalization of anti-racist principles across key external-facing functions, marking an important shift toward more equitable, accountable, and inclusive sector practices.



In the past 12 months, has your organization shared communications collateral captured **directly*** by in-country content producers (such as national photographers, writers, or staff)?

The data shows renewed engagement with in-country content producers after a sharp decline in 2024. In 2023, 66% of organizations shared materials created by local producers, dropping to 8% in 2024 before rebounding to 57% in 2025. “No” responses followed the opposite trend, decreasing again in 2025. The rise in “Other” responses (20%) suggests growing use of hybrid or collaborative models. Overall, the 2025 results indicate a positive shift toward anti-racist and decolonized communications practices, with more organizations supporting local creative control and representation in storytelling.

* By ‘directly’ we mean that the original producer retains ultimate creative or editorial control of the final product.

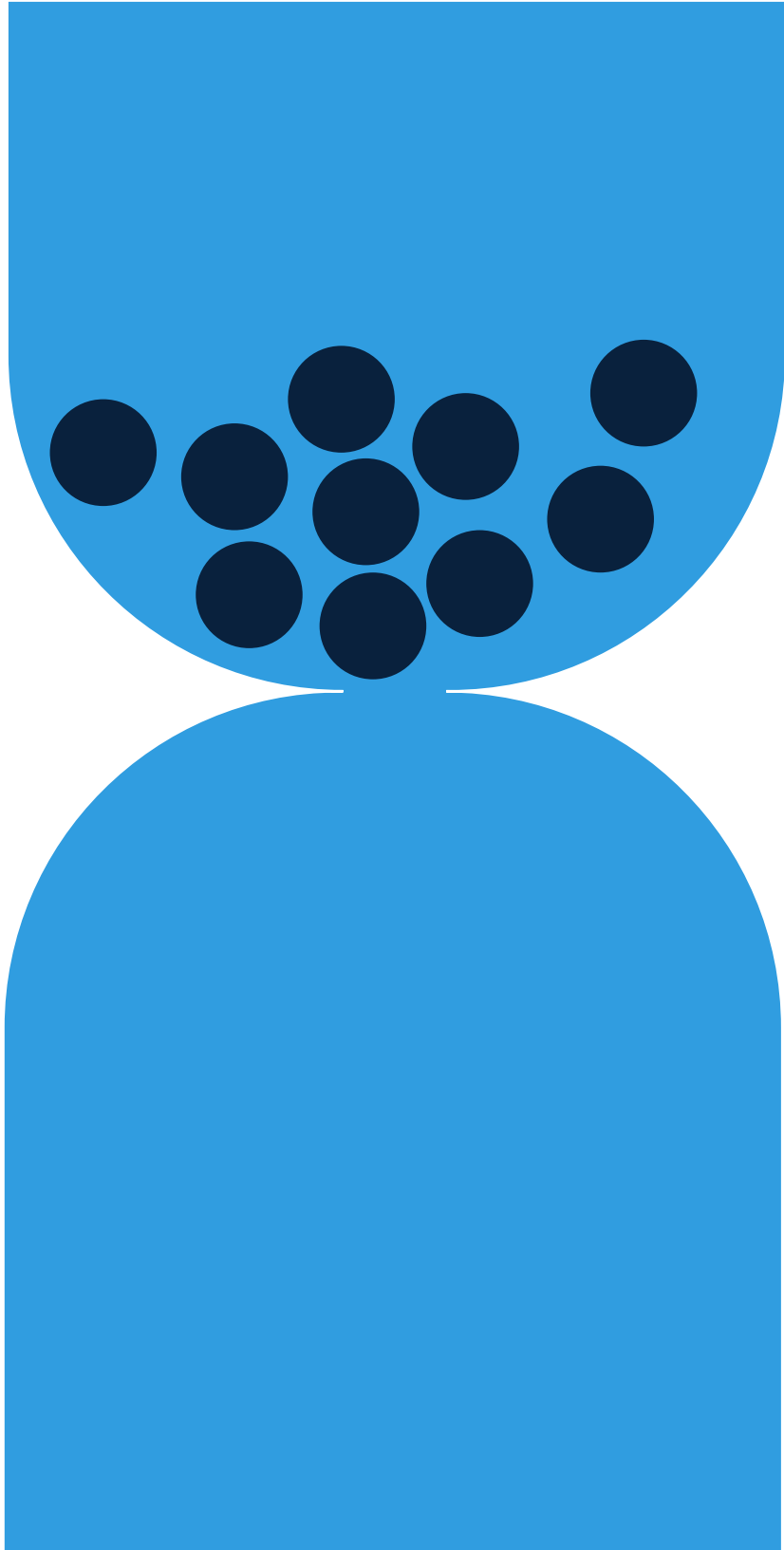


Pillar 2

Beyond the Numbers

The 2025 findings suggest that the international cooperation sector is deepening its commitment to anti-racism across Communication, Advocacy, and Knowledge Management, even amid an increasingly complex and politicized environment. With over half of organizations now referencing anti-racism explicitly in their public-facing policies, there is clear progress toward embedding equity, transparency, and accountability into institutional systems. This shift reflects a growing awareness that communication and advocacy are not neutral activities—they actively shape narratives, power relations, and public understanding of global issues.

The renewed engagement with in-country content producers points to further progress toward decolonized storytelling, where communities have greater ownership of their narratives and control over how knowledge is produced and shared. The rise in hybrid and collaborative approaches suggests that organizations are adapting to external pressures while maintaining commitments to inclusive, contextually grounded storytelling. This evolution also reinforces the link between ethical communications and effective knowledge management—ensuring that information flows are equitable, participatory, and respectful of lived experience.



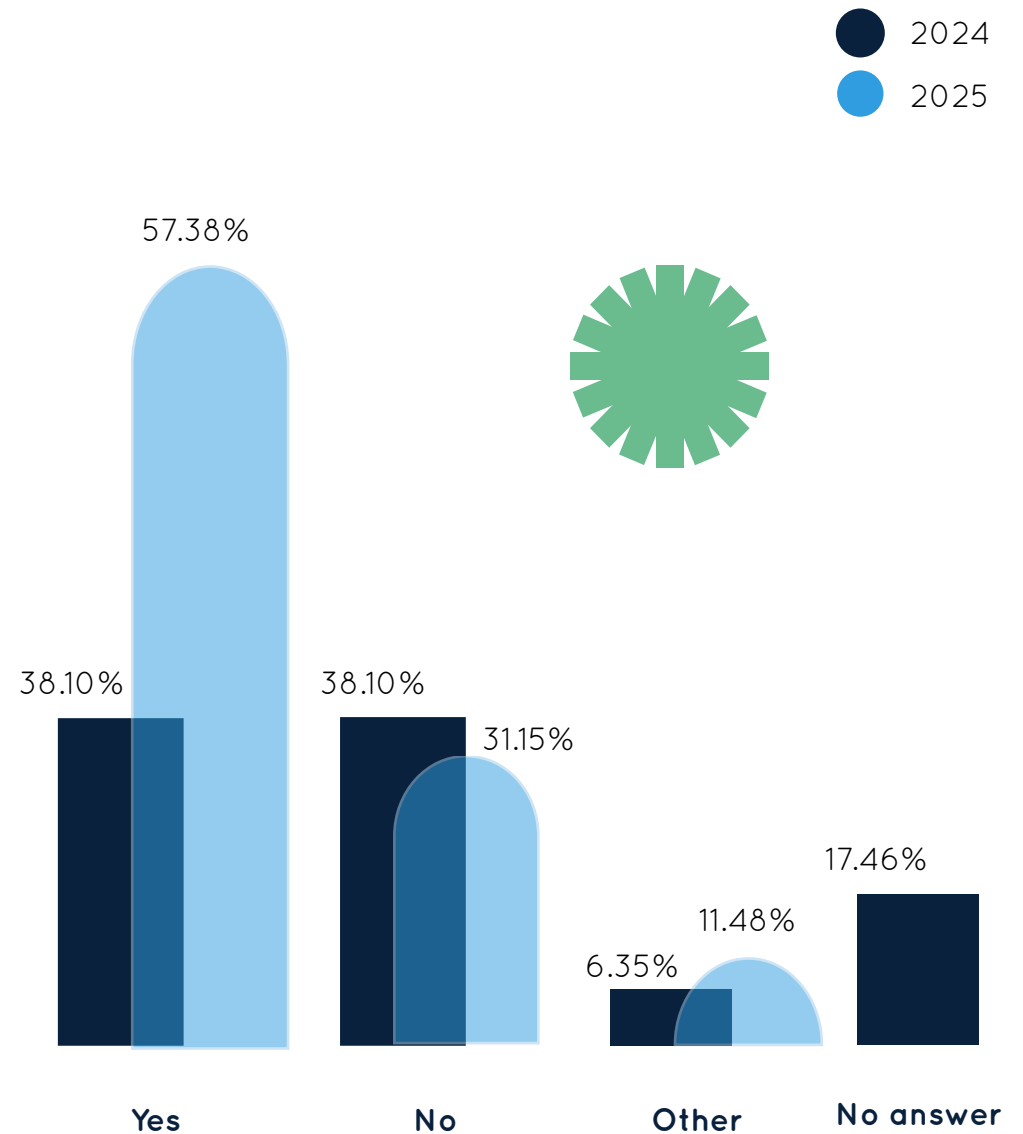
However, the sector faces new challenges. There are increasing concerns about the potential funding risks of explicit anti-racism work, particularly in light of recent events involving USAID initiatives. As political sensitivities grow, some organizations may become more cautious in how they publicly articulate their anti-racist commitments, even as internal work continues.

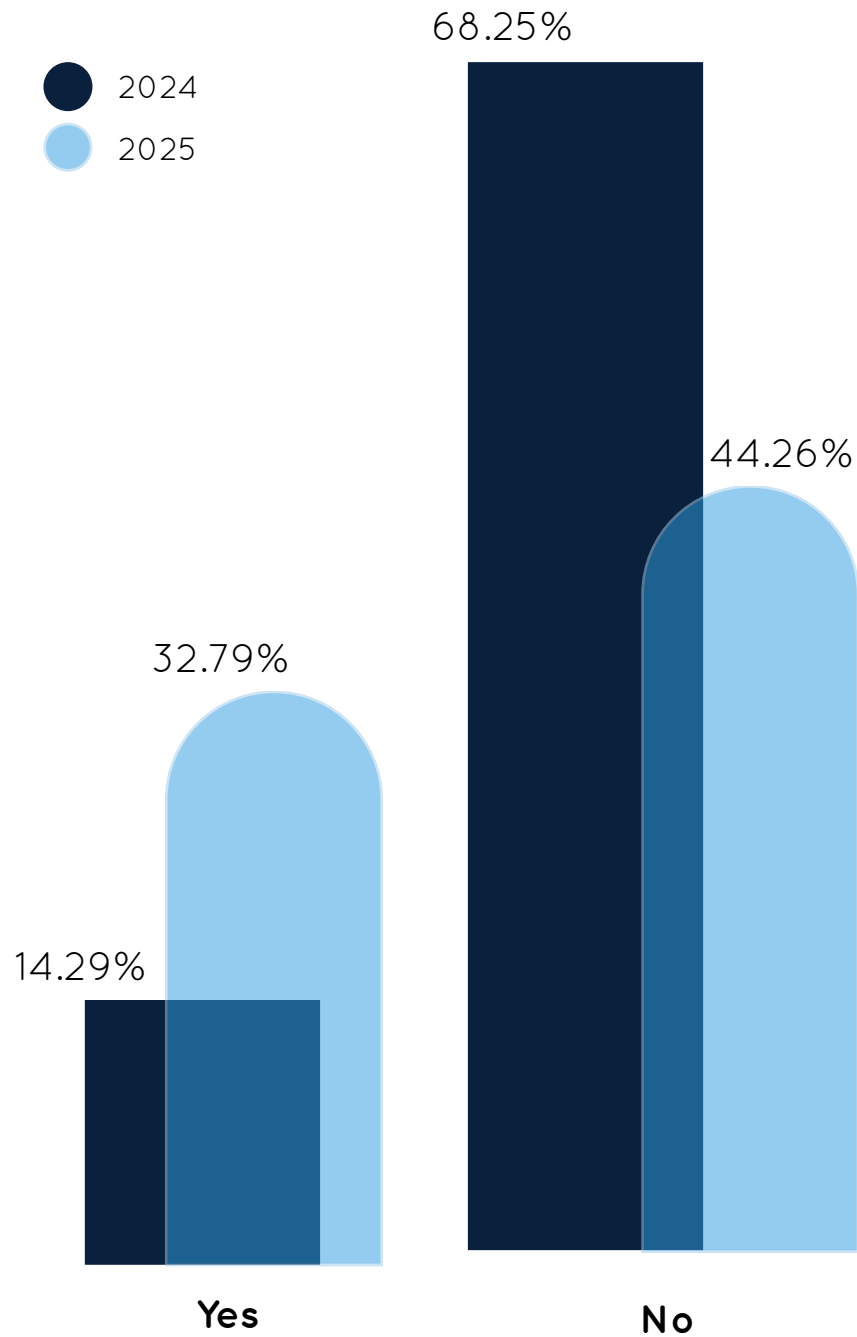
Looking ahead, sustaining progress will require courage, coordination, and strategic communication. By grounding Communication, Advocacy, and Knowledge Management in anti-racist principles, organizations can uphold the ARC Framework's vision of equitable and ethical cooperation—ensuring that storytelling, advocacy, and knowledge production advance justice, dignity, and meaningful systemic change.

Program Design, Monitoring, Evaluation & Learning

Dismantling systemic racism in international cooperation requires examining how assumed Western superiority continues to shape funding and programming structures. Despite good intentions, organizations may reinforce inequities by privileging their own priorities, knowledge, and values, often overlooking culturally appropriate approaches. Applying anti-racist principles to program design and implementation is essential to redistribute power, prevent harm, and build mutual trust. Growing movements toward locally-led development reflect this shift. The third pillar of the ARC framework explores how organizations integrate anti-racist principles into their program design, monitoring and evaluation, and learning including in their data collection, and feedback mechanisms.

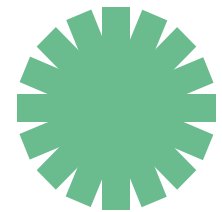
Does your organization have explicit reference to anti-racism in policies or procedures that **guide** your project or program development practices?

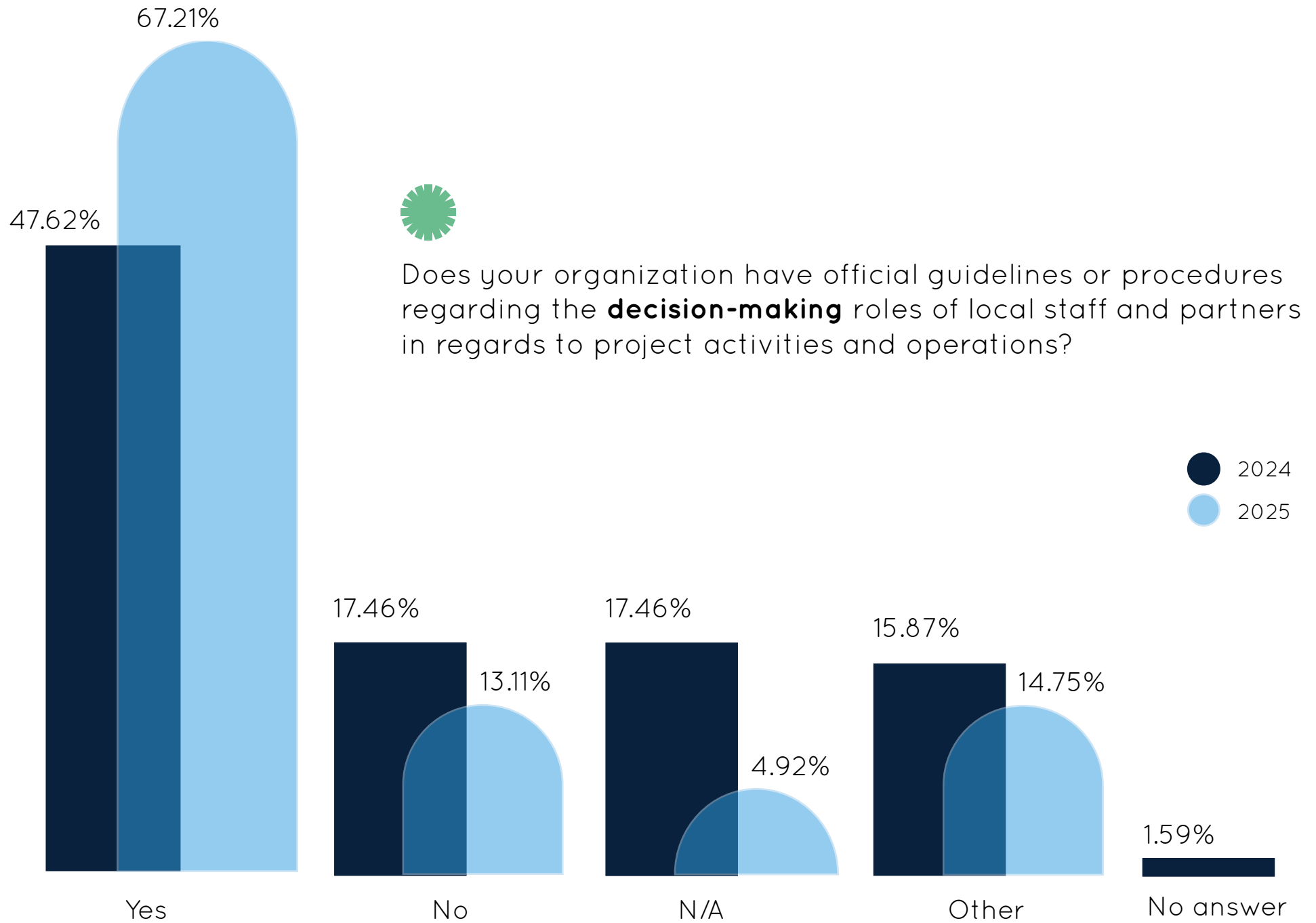




Does your organization use monitoring and evaluation metrics which **explicitly** examine racial justice or anti-racism within your programming portfolio overall?

Here, we are talking about the assessment of your work as a **whole**.





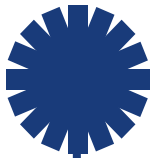
Pillar 3

Beyond the Numbers

The 2025 results indicate measurable progress in integrating anti-racist principles within Program Design, Monitoring, Evaluation, and Learning (MEL) across the Canadian international cooperation sector.

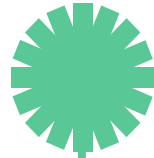
The proportion of organizations with explicit references to anti-racism in program design policies rose sharply—from 38% in 2024 to 57% in 2025—signaling a growing institutional awareness that anti-racism must inform not only communications and advocacy, but also the core processes through which programs are conceived, delivered, and assessed. This evolution suggests that more organizations are beginning to approach development work as both a technical and ethical practice, one that must actively confront structural inequities and question the assumptions that have historically shaped international cooperation.

38%



anti-racism in
program design
rose sharply

57%^

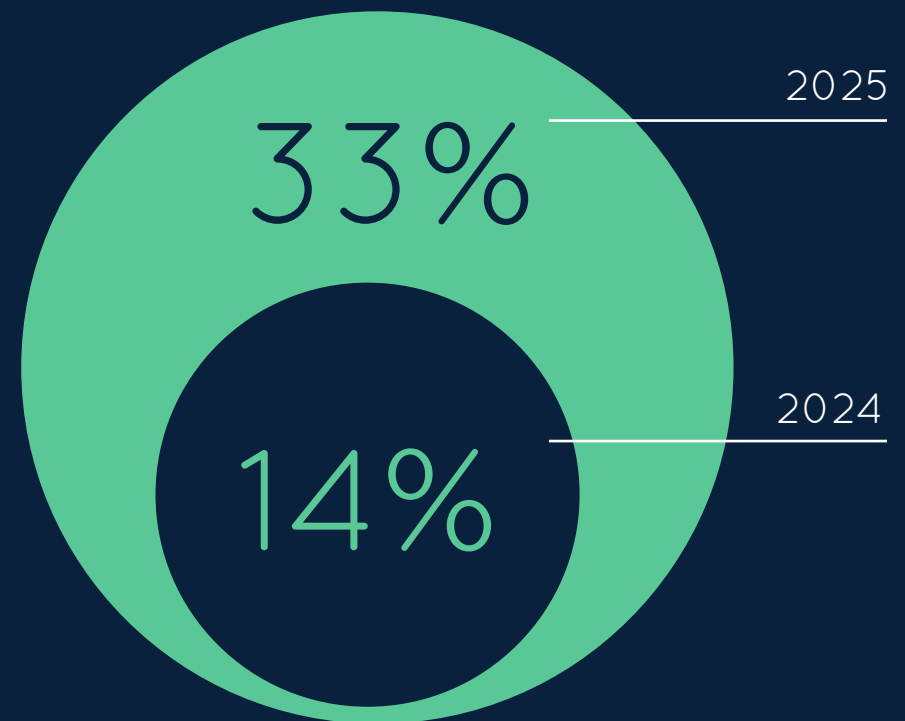


Progress is also evident in how organizations assess and measure racial equity outcomes. The share of organizations using monitoring and evaluation metrics explicitly addressing racial justice more than doubled, from 14% in 2024 to 33% in 2025. This shift reflects a sector-wide move toward evidence-based accountability, where anti-racist commitments are not only articulated in principle but operationalized through measurable indicators. Developing and applying such metrics allows organizations to better understand who benefits from their interventions, where inequities persist, and how to adapt strategies to strengthen inclusion and justice in tangible ways.

Equally important is the increased attention to decision-making roles for local staff and partners, which reinforces broader commitments to localization, equity, and shared power. By formalizing mechanisms for local leadership in project planning and implementation, organizations are beginning to address historical imbalances in authority and to recognize the critical value of local expertise and lived experience.

Looking ahead, the sector appears to be entering a new phase of reflective implementation—moving beyond policy adoption toward sustained practice and learning. However,

this progress will require continued capacity building, leadership support, and organizational reflection to ensure anti-racism becomes embedded in all aspects of program cycles. In an increasingly complex and politically sensitive environment, as global narratives around equity and justice face resistance, maintaining this momentum will be essential to uphold credibility, strengthen partnerships, and ensure that justice, dignity, and accountability remain central to Canada's international cooperation efforts.



Organizations using monitoring and evaluation metrics addressing racial justice

Recommendations

In the years since the ARC survey's launch in 2021, we have witnessed important shifts in international cooperation. The results of the baseline survey pointed to great interest in finding ways to incorporate anti-racist principles into everyday practices and operations. The survey results reveal many areas where progress has been made; but there is still a way to go.

Recommendations over the years have remained largely similar, emphasizing the importance of creating and maintaining a space where anti-racist work can develop. It is important for organizations to keep an open dialogue both internally and with their external partners to prioritize self-reflection, thereby identifying the existing barriers and co-developing solutions. This is especially important given the colonial structures which persist and colour all interactions between the Global North and South. Dismantling these structures requires meaningful engagement with anti-racist principles rather than a checkbox exercise. The overall recommendation of this report is for organizations to continue these reflections and conversations beyond the limits of this report. **The ARC Framework exists to help guide these actions, in addition to the following questions:**



1 What does this **fight** mean to you personally?

2 What will keep you committed in the face of historical and personal **challenges**?

3 Who are you **accountable** to? If racialized communities are not among those to whom you feel accountable in this work, failure is inevitable.

4 Do you recognize what aspects of the journey are personally **challenging** to you? Systemically? Institutionally?

5 What measures are you **implementing** to mitigate these challenges?

6 How much **space** are you willing to create for ideas and perspectives that you may not fully understand?





Pillar 1

Administration & Human Resources

Develop a coherent **organizational** anti-racism strategy

It is imperative that organizations develop clear, intersectional anti-racism strategies, distinct from broader **Anti-racism Equity Diversity Inclusion and Justice (AEDIJ)** frameworks. These strategies should include actionable benchmarks, regular audits, and robust accountability mechanisms to ensure long-term effectiveness and sustainability. Above all, these processes must be validated by racialized staff and relevant stakeholders.

The foundation of this effort should be a thorough and honest assessment of the organization's current practices, identifying where and how it upholds legacies of racial bias both through explicit actions and systemic inaction. By confronting these issues head-on, organizations can develop strategies that not only address existing inequities but also lay the groundwork for lasting meaningful change.

Create an enabling environment for productive dialogue

Organizations must proactively address inherent racism by providing racialized staff and program participants with safer spaces to engage openly and honestly, without fear of reprisal. Trust must be built to ensure that needs, expectations, and feedback offered through safe and reliable mechanisms, will be integrated. The bridge between diversity and inclusion is intention and action, and organizations must commit to a zero-tolerance approach to racism. This involves the establishment of policies that acknowledge and protect physical, psychological, and emotional safety.

Mandate regular anti-racism organizational audits

Regular anti-racism audits should be mandated, with organizations continuously measuring, monitoring, and adjusting their strategies based on evolving contexts and feedback. More than a checkbox exercise, these audits should create a direct link between what is being measured and the organization's commitment to meaningful change. Transparency is crucial throughout this process, with clear communication about findings and actions taken. Moreover, staff should be adequately resourced and empowered to actively participate in the organization's transformation. Importantly, the benchmarks used in these audits should be developed

with guidance from affected communities, ensuring that the metrics reflect their needs, experiences, and expectations. By doing so, organizations can ensure that their anti-racism efforts are not only effective but also genuinely inclusive and accountable.

Integrate anti-racism principles into every aspect of your organization

Anti-racism must be deeply embedded into every facet of organizational operations, from administration to program design, and from human resources to advocacy. In this sector this work cannot be compartmentalized; it must be clearly reflected, measured, monitored, and adjusted consistently across the organization. A clear definition of what anti-racism looks like for the organization is essential, along with a commitment to adopting these principles contextually and comprehensively.





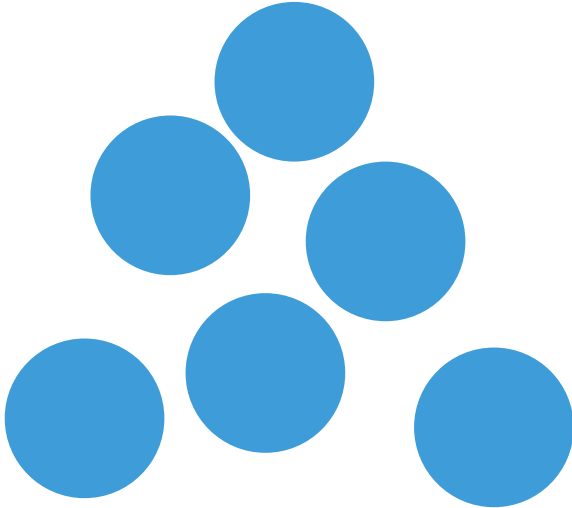
Pillar 2

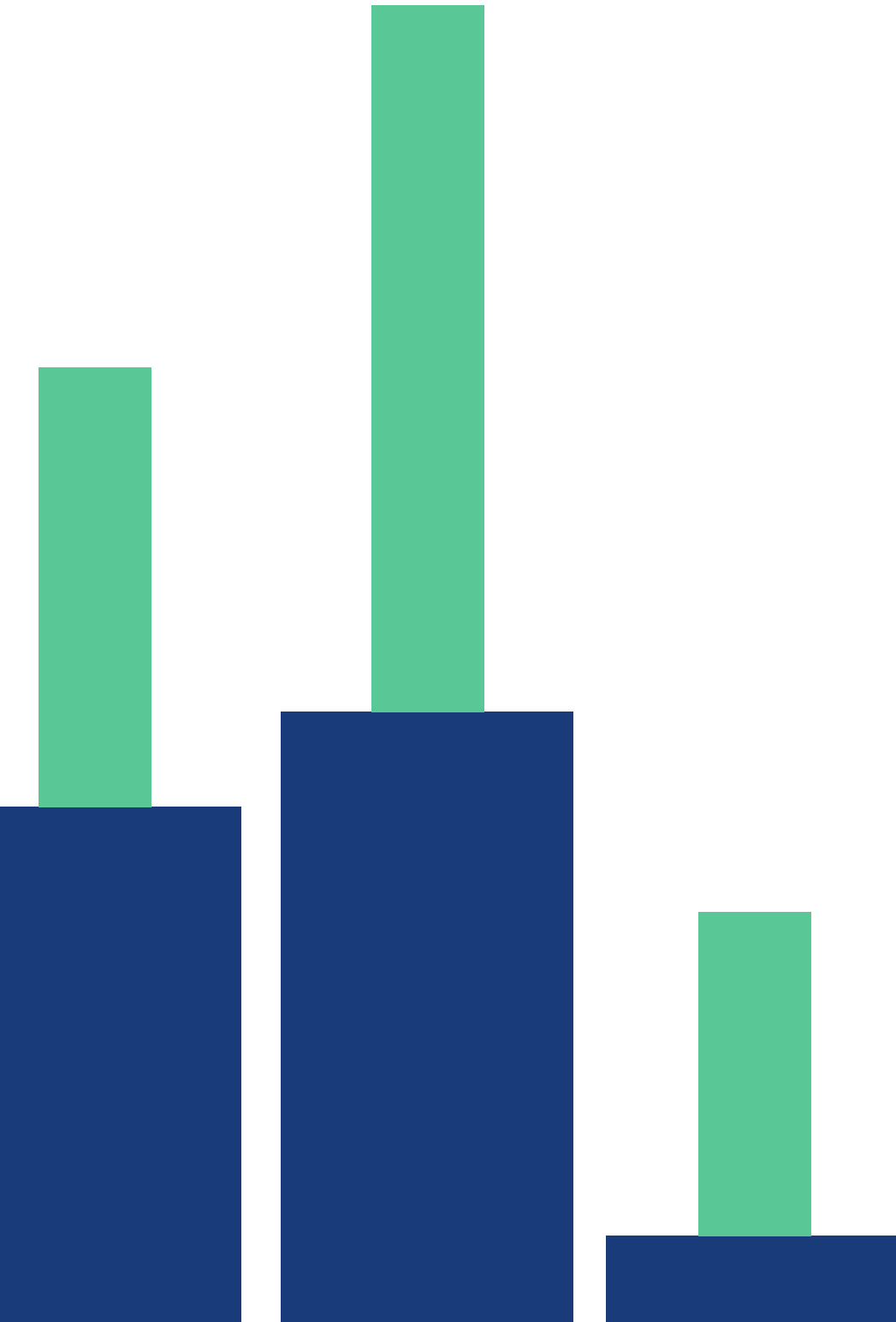
Communication, Advocacy & Knowledge Management

Redefine **communications**
and reporting strategies and outputs

Organizations should revise their communication and reporting strategies, along with their outputs, to dismantle the dominant storytelling, framing, and reporting that uphold racially biased and colonial structures. To achieve this, they should adopt transparent approaches that amplify racialized voices, ensuring that the narratives told reflect the true realities and complexities of the communities they serve and represent.

This shift can help organizations move beyond superficial storytelling and foster a deeper, more accurate understanding of the issues at hand. By countering harmful stereotypes and misconceptions this approach not only challenges existing biases but also empowers communities by acknowledging their experiences, perspectives, and contributions. Transparency, accountability and continuous engagement with affected communities must be at the core of these revised strategies, ensuring that communication serves as a tool for equity and justice rather than perpetuating existing biases.





Pillar 3

Program Design, Monitoring, Evaluation & Learning, & Operations Collaborate with international partners in design, development, and implementation

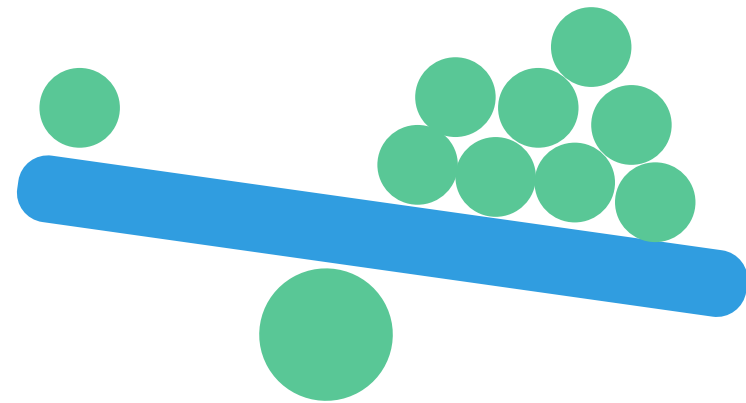
The sector must move beyond Western-centric ideals and actively challenge racial hierarchies by collaborating with international partners in programming design, communication, implementation and reporting. There is still a lot of work to be done in the integration of international partners in our work, which has us far from achieving important transfers of power and resources to local stakeholders. This is important when wanting to achieve anti-racism, but furthermore it's crucial to achieving success in all aspects of our work.

Organizations developing historical understandings of the contexts they are working with, as well as deep cultural competency and learning communication styles, is important to achieving success in this pillar. While this process challenges many normalized biases, as well as the system of power that was built to uphold them, it is important to build structures and supports to mitigate these challenges.

Overarching Recommendations

Invest in resources, building staff capacity, and **leadership** commitment

Sustained investment in resources, staff development, and leadership commitment is crucial for driving anti-racist change. Organizations must regularly check in with staff to assess and adjust capacity-building efforts, ensuring that they are responsive to evolving needs. Organizations should allocate consistent resources towards building capacity; from comprehensive training, to ensuring that participation in anti-racism initiatives is integrated into work plans at all levels and roles throughout the organization. Leadership must demonstrate a strong commitment by embedding accountability mechanisms that actively address power imbalances and promote equitable practices. This prioritizes fostering an environment where anti-racism is not just an initiative but a core organizational value, reflected in every decision, action, and policy contributing to long-lasting systemic change.



Center affected communities/ relevant groups in **anti-racism** work, in all things

The voices of affected communities and relevant groups must be at the center of all anti-racism initiatives, guiding and informing every decision. This also means that racialized staff should not only be well-represented but also fully integrated into decision-making roles across the organization, far beyond anti-racism and broader AEDIJ initiatives. Their lived experiences, needs, and expectations should be woven into the fabric of the organization's culture, processes, and policies to ensure authentic representation and prevent tokenism. This approach challenges existing power structures and entrenched norms, fostering a more inclusive and equitable organizational culture. Mechanisms should be put in place to mitigate these challenges and support and sustain this integration.



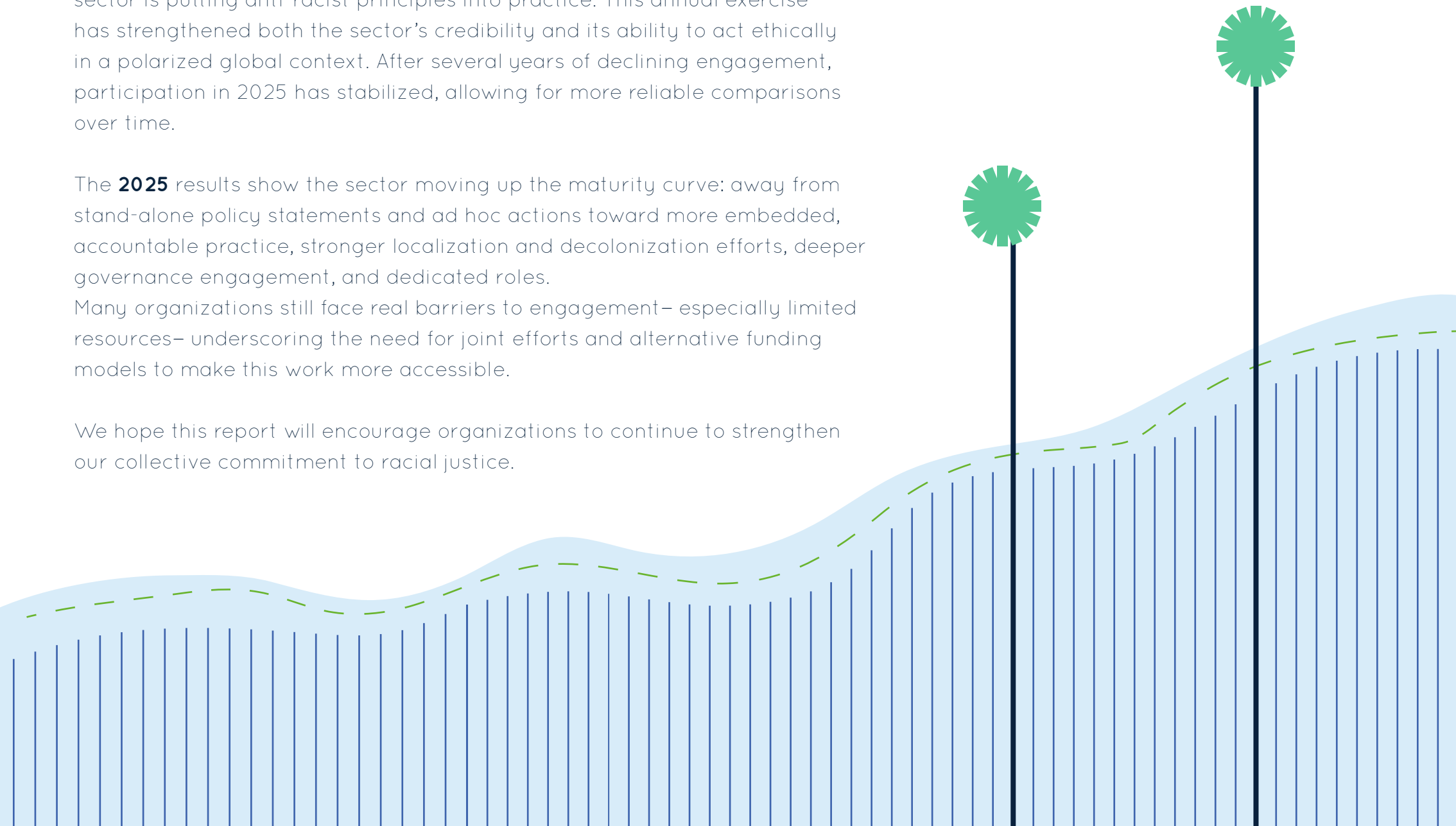
Reflections

Since the launch of the ARC survey in **2021**, the Collective Commitment report has offered a clear snapshot of how the Canadian international cooperation sector is putting anti-racist principles into practice. This annual exercise has strengthened both the sector's credibility and its ability to act ethically in a polarized global context. After several years of declining engagement, participation in 2025 has stabilized, allowing for more reliable comparisons over time.

The **2025** results show the sector moving up the maturity curve: away from stand-alone policy statements and ad hoc actions toward more embedded, accountable practice, stronger localization and decolonization efforts, deeper governance engagement, and dedicated roles.

Many organizations still face real barriers to engagement— especially limited resources— underscoring the need for joint efforts and alternative funding models to make this work more accessible.

We hope this report will encourage organizations to continue to strengthen our collective commitment to racial justice.



Acknowledgements

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Cooperation Canada used an artificial intelligence (AI) tool to assist with drafting and translating this report in a secure environment where content remains confidential and is not used to train AI models. The tool is configured to align with Cooperation Canada's inclusive language policy. All AI-assisted content has been reviewed by Cooperation Canada for accuracy, clarity, and completeness.



Annex

One organisation has requested that we don't include their name in our report.

Actions Communautaires pour le Développement de la Femme (ACODEFEM)

Adventist Development and Relief Agency (ADRA) Canada

Alongside Hope

AMOUR EN ACTION" AEA"

Association For Promotion Sustainable Development

Association québécoise des organismes de coopération internationale (AQOCI)

Atlantic Council for International Cooperation

Canadian Baptist Ministries

Canadian Foodgrains Bank Ass'n

Canadian Lutheran World Relief

CARE Canada

Carrefour international Bas-

Laurentien pour l'engagement social

CECI

CHILD & WOMEN INTERNATIONAL DEVELOPMENT

Coady Institute

CODE

Cooperation Canada

Crossroads International

Cuso International

Développement et Paix - Caritas Canada

Dignity Network Canada

Emergency Relief & Development Overseas

Equality Fund

Fairtrade Canada

Farm Radio International

FH Canada (Food for the Hungry)

Grand Challenges Canada

Humanitarian Coalition

Inter Pares

International Teams Canada Inc.

Jane Goodall Institute of Canada

Kayros

Kentro Christian Network

Kinvia

Manitoba Council for International Cooperation

Mennonite Central Committee Canada

Mennonite Central Committee

Manitoba

Mennonite Economic Development

Associates of Canada (MEDA)

Mission inclusion

Ontario Council for International Cooperation

Oxfam Canada

Oxfam-Québec

PEGASUS Institute

PIH Partners In Health Canada

Plan International Canada

Presbyterian World Service and Development

Rainbow Faith and Freedom

Rayjon Share Care Sarnia Inc.

Results Canada

Save the Children Canada

Savie ASBL NGO LGBTQ DRC

Terre Sans Frontières

The Canadian Audit and Accountability Foundation

The United Church of Canada

Trade Facilitation Office (TFO) Canada

WaterAid Canada

World Renew

World University Service of Canada (WUSC)

World Vision Canada