



Collective Commitment:

Sustaining Efforts Towards
Anti-Racist Change
in Canada's International
Cooperation Sector

2022

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“ Racism is a global concern, a root cause of exclusion, and one of the greatest barriers to achieving Agenda 2030... All of us, particularly managers and leaders, must work diligently to fight against systemic racism, discrimination and prejudice in the context of delivering international aid. ”

Anita Vandenbeld

Parliamentary Secretary for the Minister of International Development and
Minister responsible for the Pacific Economic Development Agency of Canada

Launch of Cooperation Canada's Antiracist Cooperation Hub project

July 21, 2022

A word from from the Co-Chairs

As Black women navigating Canada's international cooperation sector, we are acutely aware that the ability to decide whether to confront racial inequality is a privilege.

We are conscious that the work of undoing centuries of harm can be challenging, slow-moving, and uncomfortable. Further, the burden of undoing racial oppression often falls on the shoulders of the most marginalized among us; those for whom racial discrimination intersects with other identities that are systemically disadvantaged such as Indigenous peoples, Queer and Trans folk, people living with disabilities, immigrant and displaced people, and/or the impoverished among us. We feel a responsibility to use the platform we have as Co-chairs of the Anti-Racist Cooperation (ARC) Taskforce on Accountability to ensure that the concern for fostering an equitable future, represented by the ARC Framework, is not just a trend, but a collective priority.

In the face of this exhausting reality, we found energy in the ways that the sector has mobilized around the commitments outlined in the ARC Framework. We were especially energized to have worked with the racially diverse group of women on the Taskforce for Accountability, negotiating details, learning from each other, and honoring each other's experiences. We were encouraged to see senior leaders use their power and privilege to confront racial inequality by signing the Framework on behalf of their organizations, making staff time available to participate in the process and championing the Framework with peers.

For the first time in our lifetimes, we witnessed an encouraging shift in international cooperation. The responsibility of naming and dismantling racism and its structural underpinnings being transferring from the oppressed individual to institutional representatives.

As a result, in the second year of this initiative, we see an increase of signatories; 83 organizations signing on to commit to anti-racist change! We've seen this work attract media interest and receive concrete endorsement from the Government of Canada in the form of funding for the Anti-Racist Cooperation Hub hosted by Cooperation Canada.

Sustaining Efforts Towards Anti-Racist Change in Canada's International Cooperation Sector acknowledges the bold commitments made across the sector while recognizing the critical need for ongoing, deliberate, and strengthened action towards confronting racism in Canada's international cooperation work.

Thank you for committing to this journey towards racial justice.

Sincerely,

Tiyahna Ridley-Padmore (World Vision)
Musu Taylor-Lewis (Canadian Foodgrains Bank)
ARC Taskforce Co-Chairs



Executive Summary

Important systemic change requires concerted and intentional investments of time, resources, and humility.

Two years ago, organizations from across the Canadian International Cooperation sector established the Anti Racist Cooperation project to guide and support the sector on this collaborative journey towards confronting and deconstructing our colonial histories and practices.

Now in its second year this study continues to inform our collective efforts and experiences in fighting to revolutionize the way we do our work and to ground us in collective commitments to promoting human rights, achieving equitable outcomes and addressing the sector's legacy of racial bias. This knowledge drive allows for the confrontation of our sector's past to produce evidence based strategies for a sustainable and responsible future. In 2021, 71 organizations committed to evaluating and working towards integrating anti-racist ideals and practices by evaluating 3 commitment areas outlined by the Anti-Racism Framework for Canada's International Cooperation Sector (1) administration and human resources, (2) communication, advocacy and knowledge management and (3) program design, monitoring, evaluation and learning,

and operations. In 2022 that number rose to 83 organizations further committed to this journey. The now resourced and staffed ARC Hub alongside the ARC Taskforce on Accountability will deliberately and comprehensively continue to collaborate with the sector to make the necessary changes and establish the strategy needed to build from our benchmark towards the successes we are all looking forward to.

Last year's findings noted that:

- Currently, there is a widespread lack of coherent, accountable and specifically anti-racist efforts across signatory organizations.
- The sector has not prioritized anti-racism in its core operations and at leadership levels and has largely been reactive rather than proactive on issues related to racial inequality.
- A recent uptake in varying anti-racist initiatives being developed and implemented among survey respondents suggests fertile grounds and an increasingly pressing need for an emergent whole-of-sector strategy.



While these points continue to be true we found that in many ways the sector took the opportunity of the 2021 survey and reflections to concretize their efforts at establishing anti-racism as one of the pillars of their work. It is important to note however that there were decreases in many areas related to establishing policies and practices to sustain anti-racism efforts. There are hopes that with the next 3 years of funding by Global Affairs Canada the ARC Hub will be able to create fertile ground for sustained application of the principles of anti-racism and intersectional feminism. The 5 recommendations you see below will build on existing guiding principles for the ARC Hub co-leads as well as the Task Force for Accountability in the creation of knowledge sharing spaces, resources and tools, data and other supports to help the sector usher in this important new way of work.

This report will conclude with the following set of five foundational and comprehensive recommendations on which the ARC Hub staff will lean to help support the sectors efforts:

1. Create a collaborative and intentional organizational anti-racism strategy
2. Invest human and financial resources to create inclusive, safe, and sustainable work environments
3. Center the experiences of people from Indigenous, Black and/or other communities who have been disadvantaged due to race
4. Measure, monitor and use qualitative and quantitative data to inform workplace structures, people and culture
5. Redefine communications and reporting strategies to reverse harmful dominant narratives that uphold and are key to racially biased and colonial architecture



Introduction

In 2021, the Anti-Racist Cooperation (ARC) project launched the inaugural *Collective Commitment: Emerging Anti-Racist Practice for Canadian International Cooperation* report, a baseline study on the state of emerging anti-racist practices across organizations in Canada's International Cooperation sector. This 2022 annual progress report, *Collective Commitment: Sustaining Efforts Towards Anti-Racist Change in Canada's International Cooperation Sector*, follows up on the 2021 report in an effort to encourage progress and maintain accountability for sector commitments towards dismantling racism in Canada's work in international cooperation.

The Canadian International Cooperation sector operates within a country founded on racist structures and ideas that dispossessed Indigenous peoples of their land, suppressed their culture and denied their right to self-determination. The same ideas of racial and cultural superiority have under-girded approaches to the work of the International Cooperation sector and have been embedded into the dominant narratives and systems that it operates from.

The historical record shows that Europeans saw their way of life as superior to that of other cultures and created racial categories that reinforced a cultural and social hierarchy. In the context of international cooperation, peoples, countries and cultures have since been assessed through a Western European worldview by their Canadian descendants. The history of international cooperation is one that has continued to replicate similar patterns. Identifying need, defining problems and determining solutions have often been undertaken without full understanding or consideration of communities' self-determination, cultural priorities, expressed needs, or expertise.



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In 2020, following consultation with its members and their guidance, Cooperation Canada set out to examine the legacy of racism in the sector, and through a sector-wide initiative began to chart



a coordinated and transformative way forward. Cooperation Canada started by convening an advisory group of staff from within the sector who volunteered to devise a platform for a collective approach to combating racism.

Guided by the principle of collective action, the advisory group finalized a framework in January 2021 to reflect institutional commitments and guide the sector's progress towards an anti-racist future. The Framework was developed through a highly consultative process: convening forums, discussions and informal networks of specialists, colleagues, friends, heads of International Cooperation agencies, coalitions and allies. After months of deliberative consultation, the Anti-Racism Framework for Canada's International Cooperation Sector was finalized. The Framework was composed of a set of tangible anti-racist commitments alongside accountability indicators in three areas of work, including:

1. Administration and Human Resources;
2. Communication, Advocacy and Knowledge Management
3. Program Design, Monitoring, Evaluation and Learning, and Operations

In addition to the Framework, the advisory group agreed on an organizing structure for collective action made up of the Task Force for Accountability and a Working Group¹. Organizations were invited to join the collective anti-racism effort by assigning representatives to one or both groups. The Task Force for Accountability is the body responsible for producing annual progress reports on the Framework. Organizations within the sector offer in-kind support by joining the Task Force

for Accountability and supporting the work of producing the annual progress reports with data collection, data analysis, report drafting, graphic design, note-taking, report translation and communications. The annual progress reports produced by the Task Force for Accountability include a set of tangible recommendations for signatory organizations.

The inaugural report was based on survey responses from 71 International Cooperation organizations who signed on to the Framework in 2021. The survey was developed by inviting a range of monitoring and evaluation experts in the sector, along with individuals experienced in measuring anti-racism practice to contribute to a list of possible indicators. Indicators were refined and grouped into the three thematic areas and the results acted as a baseline on the state of anti-racism within Canada's International Cooperation sector.

The 2021 baseline report found that signatory organizations across Canada's International Cooperation sector did not have a clear or consistent definition of what anti-racism is, or what it should be achieving. This kind of uncoordinated approach can often dilute anti-racism efforts within a more general equity agenda. Second, data showed that organizations had not prioritized anti-racism in core operations or leadership. For example, two-thirds of surveyed organizations had no staff with explicit anti-racist objectives in their job descriptions. Encouragingly, however, the survey found that signatories had taken recent anti-racist actions, likely prompted by a 2020 global uprising against Anti-Black Racism following the public murder of George Floyd in the United States.

¹ The Working Group is to be reconvened and will work with the ARC Hub staff to help the sector implement the recommendations of the report.



The baseline report made seven recommendations for tangible first steps for sector organizations to integrate explicit and intentional anti-racist practices into their work. The report recommended that organizations:

1. Define a coherent organizational anti-racism strategy.
2. Create an enabling environment for productive dialogue within organizations.
3. Collaborate with international partners in the design, development and implementation of new approaches.
4. Measure, monitor and use data disaggregated by race at all staffing levels.

5. Prioritize and establish a regular cycle of anti-racism audits.
6. Invest finances, staff time and a demonstrated commitment from leadership.
7. Integrate anti-racism into internal structures across all operations and management.

The report was launched at the virtual Cooperation Canada Forum held June 21st to 23rd 2021, with an opening address by the Honorable Karina Gould, Canada's former Minister of International Cooperation, who strongly affirmed the need for sector progress on anti-racism.

This year's annual progress report is based on the survey responses of the 83 organizations who either signed on to the Framework or recommitted to it in 2022².



Photo: Kateryna Kovarzh/iStock

² See Annex 2 for List of 2022 Signatory Organizations.



Methodology

Building on the template designed in 2021, the ARC Task Force for Accountability used several strategies to refine the 2022 survey. This included a review of the written feedback received from 2021 respondents, detailed discussion with Task Force members and circulation of the 2021 survey to past respondents to solicit feedback. Designated Task Force for Accountability members also examined answers that were submitted in the first survey to identify common areas of confusion for clarification in the new survey.

Of note, the survey was modified to incorporate a deeper consideration for intersectional identities, enabling the Task Force for Accountability to draw stronger linkages between anti-racism and the broader equity and inclusion work of respondents. This included the addition of qualitative response options throughout the survey, so that participants could share more detail and put their responses in context. Additionally, definition text boxes were added to the survey to encourage shared understanding of terms such as ‘anti-racist’, ‘federation’, ‘explicit reference’, ‘in progress’, etc. As with the baseline survey, responses to all questions were optional, excluding the name and mandatory authorization.

These modifications resulted in a longer survey than at baseline. In total, the survey consisted of five sections as follows:

- general organizational information,
- administration and human resources,
- communications, fundraising and/or stakeholder management information,

- programming, and
- final reflections.

In total, there were 68 closed-ended questions (compared to 39 questions in the baseline survey), with optional additional accompanying open-ended questions. More questions were added this year to expand on related questions from the previous survey. In some cases the questions were modified to provide additional information and context to capture nuances while others were made more granular allowing for disaggregated, clearer and more specific responses.

Invitations to sign on to the Framework were extended to eligible organizations through email outreach, Cooperation Canada newsletters and social media promotion. Some 2021 signatory organizations also conducted outreach within their networks to eligible peer organizations. To be eligible to sign on to the Framework and respond to the survey, organizations had to work in international cooperation and have operations in Canada. Individuals without an affiliation to an eligible organization could not sign on to the Framework. Organizations



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were only confirmed signatories of the Framework for 2022 once they had completed the survey, therefore, the results of this report represent the entire sample of signatories.

This year the survey was administered using a digital JotForm platform instead of the Microsoft Excel format used at baseline. This allowed for automatic skip logic branching which only displayed questions that were relevant to each respondent given their previous answers. For example, respondents who indicated that they did not have program operations could bypass questions relating to program operations. A small number of respondents elected to submit their survey as a separate document. Survey results were then exported to a Microsoft Excel format for cleaning and analysis. There was no criteria for who responded to the survey within signatory organizations; participating organizations self-selected staff to complete the survey.

The 2022 signatory period was initially open for a one-month period, beginning on February 17th and closing on March 18th, 2022. However, due to unanticipated challenges and multiple requests for extensions the signatory period was extended for an additional two weeks to April 1st 2022.

While the data presented in this report aggregates all 2022 responses, each organization respondent has been assigned a unique identifier in addition to a survey year code. This will allow subsequent analysis of variations from each respondent's 'baseline' if desired. These codes are maintained separately from the database and managed by designated Task Force for Accountability members. Designated Task Force for Accountability members also reviewed submissions to remove any identifying information such as names or links before sending the content on for anonymous analysis of responses. Responses were reviewed and where required, selectively re-coded for clarity and obvious intended meaning.



Findings

Considerations

In 2022, there was a net increase of 11 organizations signing onto the *Anti-Racism Framework for Canada's International Cooperation Sector*. A total of 81 unique responses were received this year compared to 70 at baseline³. Eighty-four percent (59/70) of respondents from the baseline survey also completed the year two survey. While 11 organizations did not renew their commitment to the Framework this year, there were 22 new organizations who signed onto the Anti-Racism Framework for the first time in 2022. Some of the reasons that organizations opted not to renew their commitment in year two include not having the time and/or capacity to complete the survey by the deadline, as well as organizations who indicated that they did not feel sufficiently ready to meaningfully invest in carrying out the ARC Framework commitments. The overall response however, represents positive momentum for collective action on anti-racism in the sector.

It is important to note that the sample of respondents in 2022 does not match the exact sample at baseline, as such, direct comparisons cannot be made between baseline and year two for all respondents. These changes in questions and respondents makes it difficult to make exact direct comparisons between baseline and 2022 survey responses. Also, small increases and decreases in percentages are not considered significant due to the changes in the respondents.

Twelve of the 81 respondents completed the survey in French and the other 69 in English. The average question response rate of questions was 77%. The highest response rate per question was 81/81 while the lowest response rate was 41/81. Unsurprisingly, open-ended questions asking for general comments had a lower response rate. Ninety percent (90%) of the questions had a response rate of 76/81 or higher. Considering the general high response rate per question, survey responses can be considered to be representative of the sample.

Responding organizations varied in size and included focus in a wide range of areas including international cooperation and solidarity work, humanitarian assistance, peacebuilding and more. This suggests that the survey responses yield a diverse set of perspectives across the sector from the survey responses. Respondents also included several networks, coalitions and councils who comprise multiple organizations or members, but who were reporting on their own secretariat activities. The majority of organizations were non-profit/charitable organizations (91%), others included academic and research institutions and private enterprises. Twenty-five percent (25%) of respondents described their organization as being a part of a federation.

³ Representing 71 organizations in total. In 2021, two organizations who share a substantial proportion of resources submitted their survey responses together.



SURVEY RESULTS: BREAKDOWN OF ORGANIZATION SIZES

Organization Size	Percentage
Small	30%
Medium	49%
Large	31%

Following inconsistencies in organizations' self-assessment of size at baseline, this year, respondents were asked to specify their number of staff as well as their organization's annual operating budget. Responses show that, on average, the higher the operating budget, the higher the number of staff per organization. This information was comparable to organizations' assessment of how big or small they considered themselves based on their responses to certain questions. Organizations' identification of size may be seen as an indicator of the perceived financial and/or human resources they had available to undertake anti-racism work. For example, smaller organizations were more likely to quote small staff size and funding resources as major barriers to doing anti-racism work. However, some larger organizations also indicated funding and staff capacity as constraints, along with lack of time, expertise and/or dedicated leadership within their teams.

Administration and Human Resources

Workplaces that build their human resource and administrative practices and policies around sound anti-racist principles can expect to see more representative workforces and equitable outcomes among employees across backgrounds. Conversely, in the Canadian context — where systemic racism has been ingrained into social fabric, workplaces that adopt neutral approaches to the management of employee experiences can expect to reproduce racial disparities within their organizations. Moreover, a passive approach to confronting organizational racism can lead to a culture of silence whereby employees do not report on incidents of discrimination out of fear of repercussion. Creating safe and equitable work environments requires approaches that are conscious of - and responsive to - racial inequality and bias in recruitment, compensation, promotion, retention, reporting and feedback mechanisms.

Survey results: Administration and Human Resources

No.	Question	Result
2.a	Does your organization consistently publish salary ranges for internal and external job opportunities in your postings?	<ul style="list-style-type: none"> • Yes - 51% • No - 43% • N/A - 6%
2.b	Does your organization consistently include diversity statements in job or volunteer advertisements? For example, a diversity statement could include encouraging diverse?	<ul style="list-style-type: none"> • Yes - 69% • No - 29% • N/A - 2%
2.c	Does your organization have hiring or recruitment policies and practices that include explicit reference to anti-racist principles?	<ul style="list-style-type: none"> • Yes - 35% • No - 62.5% • N/A - 2.5%



SURVEY RESULTS: ADMINISTRATION AND HUMAN RESOURCES (cont'd)

2.d	In the past 12months, has your organization conducted an internal audit of hiring/ recruitment practices that specifically analyzes?	<ul style="list-style-type: none"> • Yes - 15% • No - 63% • Other - 22%
2.e	Do any of your human resource staff/staff responsible for recruitment undertake formal racial bias awareness or anti-racism training? By formal, we mean that any form of learning with a verifiable assessment or completion requirement, as opposed to a general expression of values on the part of the candidate?	<ul style="list-style-type: none"> • Yes - 30% • No - 55% • Other - 15%
2.f	Does your organization have operational policies and practices that include explicit reference to anti-racist principles?	<ul style="list-style-type: none"> • Yes - 40% • No - 60%
2.g	In the last 12 months, has your organization delivered internal training with an explicit anti-racism component to staff and/or volunteers? By internal we mean training developed by or with your own organization or staff.	<ul style="list-style-type: none"> • Yes - 39% • No - 60% • N/A - 1%
2.h	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.	<ul style="list-style-type: none"> • Yes, specific support for anti-racism development is provided- 20% • Organization provides general development support - 66% • No - 12% • Other - 2%
2.i	Is professional development and/or training in anti-racism undertaken by staff and/or volunteers in supervisory or leadership roles within the organization?	<ul style="list-style-type: none"> • Yes - 25% • No - 50% • Other - 25%
2.j.a	Does your organization formally collect and analyze data on numbers or percentages of: By formally, we mean record and report, as opposed to relying on assumptions. ► Staff and/or Volunteers (at all levels) from racialized groups.	<ul style="list-style-type: none"> • Yes - 32% • No - 62% • N/A - 6%
2.j.b	Does your organization formally collect and analyze data on numbers or percentages of: By formally, we mean record and report, as opposed to relying on assumptions. ► Staff and/or Volunteers (in supervisory / leadership roles) from racialized groups.	<ul style="list-style-type: none"> • Yes - 29% • No - 65% • N/A - 6%
2.j.c	Does your organization formally collect and analyze data on numbers or percentages of: By formally, we mean record and report, as opposed to relying on assumptions. ► Board members from racialized groups.	<ul style="list-style-type: none"> • Yes - 40% • No - 51% • N/A - 9%
2.k	Does your organization formally collect and analyze other identity data on staff, volunteers, and board members (such as gender, ability, etc.)? By formally, we mean record and report as opposed to relying on assumptions or your personal knowledge.	<ul style="list-style-type: none"> • Yes - 37% • No - 61% • N/A - 2%
2.l	Does your organization currently collect and analyze salary data disaggregated by race?	<ul style="list-style-type: none"> • Yes - 3% • No - 93% • N/A - 4%



SURVEY RESULTS: ADMINISTRATION AND HUMAN RESOURCES (cont'd)

2.m	Does your organization collect and analyze salary data based on other identity data on staff, volunteers, and board members (such as gender, ability, etc.)?	<ul style="list-style-type: none">• Yes - 12%• No - 85%• N/A - 3%
2.n	Does your organization currently collect and analyze recruitment, promotion and, or retention trends among staff, volunteers, and/or board members disaggregated by race?	<ul style="list-style-type: none">• Yes - 6%• No - 91%• N/A - 3%
2.o	Does your organization collect and analyze recruitment, promotion and, or retention trends based on other identity data among staff, volunteers, and/or board members (such as gender, ability, etc.)?	<ul style="list-style-type: none">• Yes - 8%• No - 89%• N/A - 3%
2.p	Do you have dedicated personnel (such as staff, lead volunteers, or consultants) within your organization who promote diversity and inclusion as part of their official duties and responsibilities?	<ul style="list-style-type: none">• Yes - 46%• No - 52%• Other - 2%
2.q	Do any staff or lead volunteer positions within your organization have explicit anti-racist or anti-oppression objectives as part of their duties and responsibilities?	<ul style="list-style-type: none">• Yes - 39%• No - 60%• Other - 1%
2.r	Does your organization have an established mechanism for obtaining confidential feedback (including specifically from racialized staff and/or volunteers) regarding organizational adherence to anti-racist guidelines and practices?	<ul style="list-style-type: none">• Yes - 11%• No - 29%• Other (Our organization has a general complaint mechanism) - 60%
2.s	In the past 12 months, has your organization completed a formal diversity, equity, or inclusion audit?	<ul style="list-style-type: none">• Yes - 29%• No, never - 59%• No, but an audit has been conducted previously - 12%
2.t	Does your organization have safe, transparent, and formal reporting and redress mechanisms with explicit reference to experiences of racism and race-based discrimination?	<ul style="list-style-type: none">• Yes - 29%• No - 71%
2.u	Does your organization currently directly enable staff and/or volunteers to participate in equity, inclusion, and anti-racist committees or working groups, either within or external to your organization? By directly enable, we mean that these individuals can complete this work as part of their recognized duties ('on work time') as opposed to in addition to their workload, or are compensated in some way.	<ul style="list-style-type: none">• Yes - 86%• No - 14%



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In 2022, a majority of organizations surveyed reported that they do not collect and monitor race-based data regarding their employees, board members and volunteers. In 2022, the proportion of organizations confirming that they collect race based data about staff in leadership or supervisory roles remained relatively unchanged (29% in 2022 compared to 27% at baseline) and 40% of 2022 respondents mentioned that they collect data about the racial composition of their board members. A slightly higher number (32%) than at baseline (26%) confirmed that they collect race-based data of staff and/or volunteers at all levels. Beyond race, only 37% of the organizations collect data about other social identity factors (ex. gender, ability) about their staff, volunteers and board members.

To the question of hiring policies and practices, 60% of respondents at baseline and 62.5% this year reported not having explicit reference to anti-racist principles. Even in the small number of cases where the organization has explicit anti-racist principles embedded in hiring practices, most do not make these policies public to job seekers, especially to those applying externally.

Five of the respondents mentioned that they have non-discriminatory or inclusive policies in place. A majority of organizations do include general diversity statements in job or volunteer advertisements and there was a negligible increase in the number of respondents who reported including an explicit reference to anti-racist commitments in job advertisements.

Only 13% of organizations at baseline and 15% in 2022 had completed an internal audit of hiring and recruitment practices that specifically analyzed racial bias. In the past 12 months, 29% of the respondents had completed a formal diversity, equity, or inclusion audit and for those that had, the majority employed an external auditor. Some of the organizations that have not done such an audit in the past 12 months pointed out that financial resources are a key obstacle to executing this task.

Though there is a very long way to go in the sector on the practice of collecting and analyzing salary data, promotion, and retention rates disaggregated by race, it is interesting to see noticeable movement forward in the number of organizations adopting this practice. At baseline, only 1% of those surveyed reported collecting and analyzing salary data disaggregated by race and other identity data (such as gender, ability etc). In 2022, 7% of respondents indicated they were doing so. Six percent (6%) reported collecting and analyzing promotion and retention trends among staff disaggregated by race in 2022 compared to only 3% at baseline.

In 2022, a much lower percentage of organizations (30%), indicated that staff responsible for hiring had completed racial bias awareness or anti-oppression training; at baseline (2021) 51% were doing so. Some of the respondents commented that staff had completed a more broad inclusion focused training.

Just 37% at baseline and 39% in the 2022 survey responded that they offer internal anti-racism and/or anti-oppression training to staff and/or



volunteers. External consultants offered half of the training in the last 12 months. At baseline, 20% of respondents indicated that professional development and/or training in anti-racism for staff and/or volunteers in supervisory or leadership roles within their organization is mandatory. This data point has shown no change in the past 12 months.

In the 2022 survey, only 19% of staff and/or volunteers in supervisory or leadership roles completed professional development and/or training in anti-racism. Unlike for existing staff in hiring roles, this training is required for new staff in leadership or supervisory positions in only 6% of the organizations surveyed. Other respondents mentioned individuals can choose to use their professional development allowance to complete such training based on their own interest, though it was not mandatory or pro-actively advertised.

Only 44% at baseline and 46% in the 2022 survey reported having dedicated paid personnel within the organization who promote diversity and inclusion as part of their official duties and responsibilities. Thirty-five percent (35%) at baseline and 39% in the 2022 survey indicated having staff positions with explicit anti-racist or anti-oppression objectives as part of their official duties and responsibilities. The 2022 survey data shows that over half of these positions (68%) are paid positions and the rest are staff across the sector who are working towards anti-racism on a voluntary basis, in addition to their hired roles and responsibilities. Examples of positions that have explicit anti-racist or anti-oppression objectives as part of their responsibilities are human resources, board members and other staff positions.

Findings show that a large majority of organizations enable staff and/or volunteers to participate in equity, inclusion and anti-racist groups, either internally or external to their organization, the percent of organizations increased from 84% at baseline to 86% in 2022. A working group is the most common internal group where staff engage in diversity,

equity, inclusion and anti-racism work. A common example of external engagement is the Anti-Racism Task Force for Accountability and other similar anti-racism networks.

Some of the common challenges organizations face in regards to implementing anti-racism practices are access to validated templates for policies and procedures, resources on how to engage with staff on anti-racism and limited human and financial resources to dedicate to anti-racism work. The majority of respondents who stated limited financial resources were small and/or medium sized organizations (84%). However a couple of large organizations also indicated limited funds as barriers to carrying out this work with one stating that there was no explicit funding dedicated to this work.

Discussion

Though the survey results reveal some decrease in the breadth of anti-racist practices across administration and human resources in Canada's International Cooperation sector, they raise encouraging considerations about the depth of practice. For example, in 2022, the percentage of organizations who indicated hiring staff that had completed racial bias awareness and/or anti-oppression training dropped by 21%. Interestingly, however, a majority of the organizations who reported that staff did complete the training also indicated that the training was mandatory. There was a 2% increase in the percentage of organizations with staff and/or volunteers who participated in equity, inclusion and/anti-racist groups such as equity, diversity and inclusion committees, and there was also a 4% increase in the number of organizations who had staff positions with explicit anti-racist objectives as part of their official duties. An interesting finding from last year's report was the number of organizations who had employees participating in equity, inclusion and anti-racist initiatives such as committees (84%) despite the low number of paid positions for anti-racism work (35%), this year's results found a slight increase in participation



overall with an increase in the number of paid employees assigned to this work. Additionally, this year, there was a 6% increase in the number of organizations who reported collecting race-based data of their staff and/or volunteers and a 6% increase (up from 1% in 2021) in the number of organizations using that data to analyze compensation distribution.

In addition to results variations that may be caused by slight differences in the survey sample, these findings can also point to the quality of commitment towards anti-racist practice being made across the sector. While anti-racist initiatives undertaken in 2021 may have been the result of reactions to the urgency of trending global discussions concerning Anti-Black Racism across systems, initiatives in 2022 may demonstrate more long-term and meaningful commitment. The findings on increases in paid personnel whose official duties include objectives related to diversity, inclusion and explicit anti-racist objectives demonstrate a shift towards institutional resource investment into this work. Further, the findings on race-based data not only demonstrate that more organizations are collecting data about race, but also reveal an encouraging increase in the practical use and application of that data to advance anti-racist objectives.

Communication, advocacy and knowledge management

Power imbalances on global, regional and local levels have long determined who gets to be the storyteller, whose stories are shared and how those stories are told. When individuals from historically and currently disadvantaged countries

are tokenized, represented as stereotypes, exploited for their trauma and denied the right to own and interpret their experiences, the organizations distributing these stories are complicit in perpetuating inequality.

In a sector composed largely of organizations that rely wholly or in-part on public and private financing, visual and verbal expressions of “need” can be determining factors of an organization’s revenue generation and operational capacity. As a result, international cooperation has often featured language and imagery that perpetuates harmful and stereotypical narratives and reduces the agency and dignity of individuals from economically disadvantaged countries in the name of fund generation and awareness raising.

Harmful racial stereotypes in communications are mutually reinforcing — unchecked racial biases shape the way a story is written and stories written with embedded racial biases fortify harmful narratives and racist outcomes.

To be anti-racist, the sector needs to reverse the practice of communicating that economically disadvantaged communities need external assessments of their problems, cannot find solutions to their own felt needs and have nothing to offer wealthy countries in resolving their own inequalities. Workers in the International Cooperation sector in Canada learn from the encounters with workers and program participants in other countries and need to tell the stories of mutual learning and benefit. The need for cooperation to the benefit of all must be communicated rather than simply reinforcing a worldview of superiority and a world outside of Canada that needs pity and generosity.



Survey results: Communications, Advocacy and Knowledge Management

No.	Question	Result
3.a.i	Does your organization have policies or procedures that guide: ▷ Your public communications practices and/or brand guidelines?	<ul style="list-style-type: none"> • Yes - 81% • No - 19%
3.a.ii	Does your organization have policies or procedures that guide: ▷ Your fundraising and/or fund solicitation practices?	<ul style="list-style-type: none"> • Yes - 74% • No - 24% • N/A - 2%
3.a.iii	Does your organization have policies or procedures that guide: ▷ Your advocacy and/or stakeholder engagement practices?	<ul style="list-style-type: none"> • Yes - 57% • No - 38% • N/A - 5%
3.b	In the past 12 months, has your organization undertaken an official audit reviewing racial bias and/or explicit anti-racism in your communications, guidelines, or stakeholder engagement content?	<ul style="list-style-type: none"> • Yes - 14% • No, never - 61% • No, but an audit has been conducted previously - 5% • Other - 20%
3.c	Is professional development and/or training specifically in anti-racism required for staff, volunteers, or consultants engaged by your organization in communications, fundraising, and/or stakeholder engagement roles?	<ul style="list-style-type: none"> • Yes - 16% • No - 62% • N/A - 22%
3.d	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)? By 'directly' we mean that the original producer retains ultimate creative or editorial control of the final product.	<ul style="list-style-type: none"> • Yes - 58% • No - 26% • N/A - 16%
3.e	How often does your organization publicly share communications or collateral captured directly by in-country content producers (such as national photographers, writers, or staff)? By 'directly' we mean that the original producer retains ultimate creative or editorial control of the final product.	<ul style="list-style-type: none"> • Always - 3% • Mostly - 21% • Sometimes - 42% • Rarely - 14% • Never - 8% • N/A - 12%
3.f	Does your organization have an established mechanism for obtaining confidential feedback from relevant stakeholders regarding adherence to anti-racist guidelines in communications collateral and knowledge sharing activities?	<ul style="list-style-type: none"> • Yes - 3% • Our organization has a general feedback mechanism (does not specifically address anti-racism) - 36% • No - 54% • Other - 6%
3.g	In the past 12 months, has your organization undertaken proactive communications, advocacy, or knowledge-sharing activities for which you had (an) explicit anti-racist objective(s)? By proactive, we are referring to content your organization produced yourself, rather than or in addition to amplifying content produced by others.	<ul style="list-style-type: none"> • Yes - 53% • No - 43% • Other - 4%



SURVEY RESULTS: COMMUNICATIONS, ADVOCACY AND KNOWLEDGE MANAGEMENT (cont'd)

3.h.i	In the past 12 months, has your organization: Received additional funding specifically for anti-racist or anti-oppressive communication or knowledge sharing activities or capacity strengthening?	<ul style="list-style-type: none"> • Yes - 9% • No - 91%
3.h.ii	In the past 12 months, has your organization: Allocated existing funding specifically for anti-racist or anti-oppressive communication or knowledge sharing activities or capacity strengthening?	<ul style="list-style-type: none"> • Yes - 45% • No - 53% • Other - 2%

With respect to public communication practices, the vast majority of signatories reported defined approaches to their communication practices. Ninety-five percent (95%) of respondents indicated that they communicate with stakeholders, and 81% had general policies or procedures in place to guide communications strategies. In some cases, these guidelines were shared publicly. Those who reported having policies frequently noted, however, that there was no inclusion of race or anti-racist practices in their policies.

One of the organizations who had general communications policies and procedures in place mentioned delivering a dedicated training session on power, poverty and privilege while another mentioned a feminist approach to writing and a third stated that they subscribed to the Istanbul Principles, including “a commitment to end discrimination based on race, gender and economic status”. When asked about consultation with relevant groups such as Indigenous, Black and/or staff from other communities who have been disadvantaged due to race one organization mentioned having an Indigenous consultant and another spoke of a dedicated consulting group which included some members who identified as being from a marginalized racial group.

Most organizations (61%) responded that they have not undertaken an official audit in the past 24 months regarding the number of communications, fundraising, or stakeholder engagement materials produced which meet their own guidelines, including anti-racist commitments. Fifty-seven (57%) do not require professional development and/or training in anti-racism

for staff, volunteers, or consultants engaged in communications, fundraising and/or stakeholder engagement roles. Last year, 80% of signatories said they did not have such training, so this year’s results represent a significant improvement from baseline (23% increase). Some organizations did mention that such training is new to their organization and that ad hoc committees had been formed in 2021 or 2022, suggesting that sector organizations are putting structures in place to support anti-racist change. As one respondent put it, training is often “encouraged, but not required” and comments shows that most organizations offer an anti-racist component in their wider training rather than as focused training.

Fifty-eight percent (58%) of respondents indicated that their organization had shared communications collateral captured directly by in-country content producers in the past 24 months. Open text responses to this question hinted that most of the organizations practice peer-to-peer content sharing and revision, however, a number of organizations do not do this. One organization commented that, “we do share content produced by in-country content producers; however, the product becomes “owned” by our organization.”

To the question “How often does your organization publicly share communications or collateral captured directly by in-country content producers (such as national photographers, writers, or staff)”, only 3% of organizations reported always, 21% reported mostly, 42% reported sometimes and 22% reported rarely or never (with 12% having no in-country partners or operations). Finally, in terms of content, only 53% of organizations said



they shared communications with an explicit anti-racist objective in the past 24 months compared to 62% last year.

Only 39% of organizations reported having mechanisms for obtaining confidential feedback from relevant stakeholders regarding adherence to anti-racist guidelines in communications collateral and knowledge sharing activities, such as an online complaints portal, an institutional level ombudsperson or a confidential email address to receive complaints, and 54% have no such mechanisms. In the past 12 months, a little more than half (53%) reported having undertaken proactive communications, advocacy, or knowledge-sharing activities with an explicit anti-racist objective. These took the form of symposiums, conferences, booklets, videos, workshops on reconciliation, webinars, roundtables or monthly luncheons.

Finally, only 9% of organizations received additional funding specifically for anti-racist communication, knowledge sharing activities or capacity strengthening, but encouragingly, 45% allocated existing funds for those objectives.

In sharing their existing anti-racist communication strategies, some respondents mentioned the hiring of an inclusion, diversity, equity and accessibility specialist, the development of a multimedia anti-racist or advocacy campaigns for youth in Indigenous, Black and/or other communities who have been disadvantaged due to race. One organization also mentioned a course for staff on “Powerful Storytelling and Ethical Content Gathering.” Another organization mentioned asking their communications staff to devote 20% of their time to “update strategy per the ARC guidelines and to revamp our ethical photos guidelines and consents to avoid bias, stereotyping, racist imagery”.

Discussion

Overall, the results show a promising increase in anti-racist practice across communications, advocacy and knowledge management work in

Canada’s International Cooperation sector. The results showed a 7% increase in organizations who completed an audit of their communication practices against their anti-racist commitments and a 23% increase in organizations that require staff, volunteers, or consultants involved in communications to participate in anti-racism training. Further, some organizations did mention that such training is new to their organization and that ad hoc committees had been formed in 2021 or 2022, suggesting that sector organizations are putting structures in place to support anti-racist change.

It appears that there remain large gaps in explicit, consistent and long-term approaches to applying anti-racist practice to communications across the sector. The overwhelming majority of organizations who communicate with stakeholders indicated that they do have policies that guide their communication practices and those policies do not include explicit consideration for race or anti-racist practice. In short, the policies exist, but are not tailored to anti-racist objectives. This suggests that existing policies could potentially be updated to include anti-racist language if language was suggested. Further, only 3% of organizations reported that all of their content is captured directly by in-country content producers while the largest proportion (42%) report sometimes sharing content captured directly by in-country partners. These findings suggest that the practice of sharing content from in-country producers (photographers, videographers or others) is still not clearly embedded in Canadian organizations’ protocols and consistently applied. Similarly, there was an 11% decrease in organizations who reported sharing communications with an explicit anti-racist objective in the past 24 months. In 2021, some organizations reported one-off statements in support of Black Lives Matter, likely due to the response to the global conversations that were taking place through 2020 and 2021, which could explain the decrease.



Although only 9% of organizations received additional funding specifically for anti-racist communication, knowledge sharing or capacity strengthening activities, 45% allocated existing funds for those objectives. This points to an overall lack of funding of organizations in the International Cooperation sector for anti-racist communications objectives. Yet, the possibility of rerouting funds for intersectional or anti-racist purposes was emphasized in responses.

Program Design, Monitoring, Evaluation and Learning and Operations

Addressing global poverty and inequality through international cooperation efforts involves engagement across race, cultures, nations and other intersections. Dismantling systemic racism requires examination across structures, including a close look at international cooperation and the ways in which assumed Western European superiority continues to underline funding and programming structures. International cooperation programs have both normalized and enabled the growth of exploitative programmatic conventions that undermine the rights, agency and knowledge of marginalized peoples across the globe.

Organizations with good intentions to promote human rights may unwittingly exacerbate existing inequalities and dependencies by treating the priorities, knowledge and values that they have defined, as superior and absolute. Similarly, despite good intentions, technical expertise and years of experience, international cooperation workers may cause harm by overlooking culturally appropriate ways of working with people in economically disadvantaged countries. In recent years, localization, the practice of ensuring local initiatives and organizations are provided funding, or locally-led development, the focus on centering local expertise in the design, implementation and monitoring and evaluation of programming, has gained popularity in the sector. And while it is critical that stakeholders within communities where programs are taking place are involved in the decisions that affect them, Peace Direct's 2021 report titled *'Time to Decolonise Aid'* found that this shift towards localization continues to privilege western European based approaches and have often been used to maintain the status quo. Decolonizing international cooperation requires an intentional commitment to anti-racism that acknowledges that the global hierarchies that continue to characterize inequality in international aid are the same power imbalances that have created the conditions necessitating aid.

Survey results: Program Design, Monitoring, Evaluation and Learning and Operations

No.	Question	Result
4.a	Does your organization have policies or procedures that guide your project or program development practices?	<ul style="list-style-type: none"> • Yes - 82% • No - 16% • Other - 2%
4.b	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 your assessment of your work as a whole.	<ul style="list-style-type: none"> • Yes - 10% • No - 75% • Other - 15%
4.c	In the past 12 months, has your organization implemented any projects which have performance measurement indicators directly related to race and anti-racism? Here, we are talking specific metrics within a given project(s).	<ul style="list-style-type: none"> • Yes - 12% • No - 74% • Other - 10% • N/A (Do not program) - 4%



SURVEY RESULTS: PROGRAM DESIGN, MONITORING, EVALUATION AND LEARNING AND OPERATIONS (cont'd)

4.d	Does your organization have policies or procedures that guide safety and security considerations?	<ul style="list-style-type: none"> • Yes - 79% • No - 13% • Other - 8%
4.e	Is professional development and/or training in anti-racism required for staff, volunteers, and/or consultants engaged by your organization in project management or operational roles?	<ul style="list-style-type: none"> • Yes - 20% • No - 64% • Other - 16%
4.f	In the past 12 months, has your organization supported the capacity strengthening efforts of program partners in regards to anti-racism and anti-oppression (for example: providing training, sharing resources, etc.)?	<ul style="list-style-type: none"> • Yes - 35% • No - 52% • Other - 13%
4.g	Does your organization have official guidelines or procedures regarding the decision-making roles of local staff and partners in regards to project activities and operations?	<ul style="list-style-type: none"> • Yes - 45% • No - 37% • Other - 18%
4.h	Does your organization currently collect and analyze disaggregated race-related data for program participants?	<ul style="list-style-type: none"> • Yes - 12% • No - 72% • Other - 16%
4.i	Does your organization currently collect and analyze other disaggregated identity data for program participants (gender, age, ability, etc.)?	<ul style="list-style-type: none"> • Yes - 72% • No - 12% • Other - 16%
4.j	Does your organization currently collect and analyze disaggregated race-related data for in-country partners and/or staff?	<ul style="list-style-type: none"> • Yes - 7% • No - 68% • N/A - 14% • Other - 11%
4.k	Does your organization currently collect and analyze other disaggregated identity data for in-country partners and/or staff? (gender, age, ability, etc.)?	<ul style="list-style-type: none"> • Yes - 28% • No - 47% • N/A - 14% • Other - 11%
4.l	Does your organization have an established mechanism for obtaining confidential feedback from relevant in-country stakeholders regarding adherence to anti-racist guidelines in project activities and operations?	<ul style="list-style-type: none"> • Yes - 3% • No - 41% • Our organization has a general mechanism (does not specifically address anti-racism) - 34% • Other - 22%
4.m	In the past 12 months, has your organization received or allocated funding specifically for anti-racist projects or activities within projects, either in Canada or internationally?	<ul style="list-style-type: none"> • Yes, Canada and International - 7% • Yes, Canada only - 19% • Yes, international only - 4% • No - 69% • Other - 1%



Photo: Kateryna Kovarzh/iStock

When asked about programmatic guidelines, 63% at the baseline assessment and 82% of the respondents in the 2022 survey indicated that they had a policy that guides their project development practices, showing a significant increase. In the 2022 survey, when asked for further details about the policies and procedures, 37% indicated that they explicitly included anti-racism and 82% mentioned that they reference other identities such as gender, ability, etc. A little less than half of these respondents (47%) mentioned that stakeholders from communities who have been negatively affected by racism, were consulted while developing their policies and procedures. Other respondents more commonly mentioned that anti-racism and other intersectional identities are implicit in their programmatic work, as shown in the following illustrative quotes:

- “ We do not “discriminate” but do not always use the term “anti-racism or anti-racist” in our policies.”
- “ There are guidelines and expectations/ requirements around inclusion.”
- “ Not specifically to my knowledge but it is embedded in the structure of decision making and the work.”

Examples of how organizations have integrated identities across intersections in their policies and procedures included:

- “ The code of ethics...makes explicit reference to gender, anti-racist, etc. considerations.”



“ Gender heavily embedded into our programmatic policies and practices.”

At baseline, 60% of respondents indicated that they had policies that guide their monitoring and evaluation practices. The survey question was adapted and made clearer in the current assessment, asking if monitoring and evaluation metrics explicitly examine racial justice or anti-racism within programmatic practices. Only 10% of respondents indicated that their organization's monitoring and evaluation metrics did so. Examples of metrics used are the ones set out by the United Nations, and the most common example offered is the collection of identity disaggregated data. One respondent shared that they rely on a variety of methodologies ranging from storytelling, reports, strategic indicators and benchmarks, surveys, etc. Following is an illustrative quote that shows how anti-racism metrics can be practically embedded in monitoring and evaluation activities:

“ In projects in Canada and those specifically dedicated to anti-racism, we conduct an evaluation by asking questions about how the programs have contributed to addressing racism in communities.”

“ ...[data] disaggregated by identity, including racialized or visible minority; Indigenous.”

Similarly, only 12% of respondents mentioned that they have implemented projects which have performance measurement indicators directly related to race and anti-racism in the past 12 months. One organization expanded on how their projects are working to support staff, volunteers and external stakeholders to incorporate anti-racism work in this illustrative quote⁴:

“ Increased awareness, understanding and capacity of partner organizations and youth leaders to identify barriers and support the active participation of youth who are Black, Indigenous or of colour and newcomers in communities.”

In terms of organizations' guidelines regarding safety and security, the majority of respondents at baseline (75%) and during the 2022 survey (69%) indicated that they do not have a policy, training, or protocol that explicitly assesses risks based on diversity factors including race. Similar to baseline results, organizations continue to have safety protocols that consider diversity factors other than race. For example, one of the respondents confirmed that in one of the projects they take into account sexual orientation, due to the context of the work underway and safety risk associated with the project, but not explicitly the issue of race.

An increased majority of respondents (80%) indicated that professional development and/or training for staff, volunteers, or consultants engaged in project management or operational roles did not include anti-racism training, up from 70% at baseline. The open-text responses revealed that 38% of signatory organizations had anti-racism or cultural sensitivity training for staff, though not for volunteers and consultants. In some organizations, anti-racism training is not required, though encouraged. Of the organizations that did include anti-racism training, the majority make it a mandatory all-staff training.

In the 2022 survey results, 35% of respondents indicated that their organizations had supported capacity strengthening efforts of program partners in regards to anti-racism and anti-oppression in the past 12 months. Most of the open-text responses on types of support mention sharing of information ranging from material on decolonization and workshops to practical tools. There was no mention of financial resources being made available for program partners, indicating

⁴ Translated from French



that partners' ability to carry out anti-racism and anti-oppression work may be limited. Four of the respondents mentioned that partners have undergone training; one training example is Gender Equality and Social Inclusion (GESI), which includes, but is not explicitly focused on, principles of inclusion and anti-racism.

As for localization, of the organizations that have country partners outside of Canada, nearly half at baseline (48%) and 45% in the 2022 survey have an official procedure in place for staff and partners in decision-making roles who are involved in project activities and operations. Most of these respondents shared that those roles and responsibilities are laid out, in alignment with compliance requirements of donors, contribution agreements, partnership agreements, project documents or project implementation plans. Organizations without this in place indicated that they work collaboratively with local partners on programmatic design and decisions. On the other hand, organizations that have an official procedure in place for localizing decision-making power, provided highly participatory approaches and gave examples of community and partner-led approaches.

At baseline, 55% of organizations collected disaggregated data on gender and less commonly on race, age and/or other identities of in-country partners and staff. In the 2022 survey, this question was modified specifically to ask about disaggregated data regarding project participants. In the 2022 survey, 72% of respondents indicated that they do not collect and analyze disaggregated race-related data. For those that do collect disaggregated data, this information is mainly used for program monitoring and evaluation, strategic planning and advocacy.

Sixty-eight percent (68%) of organizations do not currently collect and analyze disaggregated race-related data for in-country partners and/or staff. Some organizations collect disaggregated data on gender, age, ability, indigeneity and whether staff are local or international. These data points feed into recruitment metrics to ensure that staff from diverse backgrounds are recruited, retained and provided opportunities to move up into leadership positions.

Only 3% of organizations have an established mechanism for obtaining confidential feedback from relevant in-country stakeholders regarding adherence to anti-racist guidelines in project activities and operations. These organizations have established a confidential and systematized process of receiving complaints or concerns. Twenty-eight percent (28%) of organizations have a general feedback mechanism that is not explicit to receiving feedback on anti-racism efforts.

At baseline, 36% of respondents indicated having received funds specifically for anti-racist projects in the past 24 months. That dropped in the 2022 survey to 31% of respondents indicating they'd received funds specifically for anti-racist projects in the past 12 months. Interestingly, at baseline, there were several examples of anti-racism work happening in Canada, while the most recent survey revealed examples of work happening both in Canada and internationally. An example of a Canadian project includes:

“ We have federal funding from Canadian Heritage focused on anti-racism. Our funding [...] also focuses on working with Black, Indigenous and youth of colour and newcomer and refugee youth.”



Respondents were asked to mention barriers they face when incorporating anti-racism and anti-racist approaches in their programming. One of the top barriers identified is limited financial and human resources available to work on truly incorporating anti-racism in programming. This was reported mostly by both small and medium sized organizations with 2 large organizations also noting limited resources as a barrier.

Discussion

This year's report reveals a concerning decrease in the application of anti-racist practices in program design, monitoring, evaluation and learning and operations. Compared to baseline, this year saw a 10% decrease in the number of signatory organizations whose staff, volunteers, or consultants engaged in project management or operational roles received anti-racism training, a 17% decrease in organizations who collect and analyze social identity data of in-country partners, a 6% decrease in the number of organizations whose safety and security guidelines assessed risk based on diversity factors including race. The proportion of organizations who have policies that formalize decision-making by local partners and in organizations who have received funds specifically for anti-racist projects in the past 24 months remained statistically stagnant (3% decrease).

There are a number of reasons that could help explain the decrease in anti-racist practices across programs and operations. First, this year saw a 41% difference in the sample of signatory organizations, which includes differences in programming and procedures being studied. Second, this year's survey was improved upon to allow for clearer and more nuanced survey responses which could explain why organizations who may have reported anti-racist practice in

the previous year may not have done so again this year. For example, in the baseline, 60% of respondents indicated that they had policies that guide their monitoring and evaluation practices. After the survey question was adapted and made clearer in the current assessment, asking if monitoring and evaluation metrics explicitly examine racial justice or anti-racism within programmatic practices, only 10% of respondents indicated that their organization's monitoring and evaluation metrics did so.

Beyond reporting limitations, the survey results may also point to the challenges of incorporating anti-racist practices into program design, monitoring, evaluation and learning and operations in international cooperation. Programming and operations in the sector often run over multiple years and do not always have the flexibility to be adjusted mid-project. Furthermore, meaningful coordination with local partners and localization practices with international organizations with bases in Canada may require more time. Additionally, funding for new projects is often delayed, suggesting that even if organizations are beginning to intentionally incorporate anti-racist practices into their programming and grants, this may only be visible in reporting in the years to come. Finally, as we've seen with other sections of the report, it is possible that ad-hoc anti-racist practices such as training which were made available during global uprisings against Anti-Black Racism in 2020 have since been deprioritized or discontinued. Overall, these findings suggest a continued and increasingly pressing need for intentional, long-term and sustained incorporation of anti-racist practices in programs and operations across Canada's International Cooperation sector.



Updated Recommendations

In 2021, the *Collective Commitment* baseline report presented a set of seven actionable recommendations for signatory organizations across Canada's International Cooperation sector. These recommendations served as a foundational roadmap to meaningfully progress on the commitments made in the ARC Framework.

While these commitments can continue to inform the sector's engagement on the Framework, this report presents a set of updated recommendations. These updated recommendations build on the initial seven; adding clarity, expansion and more tangibility, re-framing actionable steps to respond to this year's survey findings and, ultimately, encouraging organizations to move forward and remain committed to anti-racist change.

This year's survey asked organizations to reflect on their responses and self-assess their overall integration of racial justice within their operations and activities. In total, 83% of the respondents indicated that they had a limited (43%) or moderate (40%) degree of racial justice integrated within their operations and activities. Creating anti-racist workplaces and ways of working are no longer negotiable action pieces in imagining the future of international cooperation. Effectively fostering longstanding and transformational change requires clear process, intention and accountability.

A significant proportion (40%) of organizations reported activities that show efforts to incorporate anti-racist practices such as gender, diversity, equity and inclusion and anti-racism audits, consultations, focus group sessions and webinars to inform anti-racist and anti-oppression practices and policies. This year's survey findings

have denoted a strong interest from sector organizations in embarking on this journey, but only a slight improvement from last year's survey on a clear direction of how to get there. The Framework and its ensuing commitments acts as an important guide, however, it needs to be seen as more than a checkbox activity or symbolic piece of literature to be effective. The sustainability of anti-racism work in the sector will require that leaders take action, interrogate their personal and collective investment in racially-biased and colonial work structures and the ways in which those structures have negatively impacted staff and international partners from systematically disadvantaged racial groups which have affected the success and reputation of the sector.



Photo: Kateryna Kovarzh/iStock



Equity, and more specifically anti-racism, act as a foundation of human rights and provides a pathway to realizing more effective, more respectful, and more sustainable work. The following recommendations act as building blocks to integrating anti-racist principles and practices across organizations and building a more robust, innovative and aware sector. To be successful on delivering on anti-racist commitments and strengthening social justice globally, the sector must be open to taking bold and brave stances against old ways of work. This includes prioritizing positive growth, rewriting harmful status quos and challenging power imbalances. Anti-racism must be integrated across the sector's work from budgets and communications to programs and human resources.

1. Create a collaborative and intentional organizational anti-racism strategy

Collaboration is key to breaking down ineffective hierarchical structures that have historically reproduced narratives, systems and structures that have been harmful to staff and partners. Addressing racism across workplaces requires intentional strategy. This year's survey has outlined that many workplaces are still struggling with this piece of the puzzle. For example, though the majority of signatory organizations reported having clear hiring, communications and project development practices, few reported having incorporated explicit anti-racist principles into these practices.

The process of committing to anti-racist transformation must run on cycles of accountability and reflection. These processes must grow throughout the organization with the input and guidance of affected communities, such as employees, international partners and other stakeholders from communities that have been historically disadvantaged due to race. Transparency is a key piece to doing this work intentionally.

► WHERE TO START?

IT IS ESSENTIAL TO MEANINGFULLY INTEGRATE STAFF AT ALL LEVELS OF CREATING ANTI-RACIST STRATEGIC THINKING. THIS CAN BE AS SIMPLE AS REGULARLY SHARING UPDATES INTERNALLY ABOUT THE ORGANIZATION'S ANTI-RACIST PROGRESS AND CREATING AN ONLINE ANONYMOUS FORM FOR FEEDBACK AND CO-CREATION.

2. Invest human and financial resources to create inclusive, safe and sustainable work environments

For a long time, pockets of workers from the Indigenous, Black and/or staff from other communities who have been disadvantaged due to race, have invested time, efforts and expertise into supporting the application of anti-oppression, anti-racism principles and ways of work into the sector with little to no recognition of their work. The sector's advances and thought leadership leading up to and since the events of summer 2020 are built on the foundations laid by these workers and thinkers. When workplaces are not invested in understanding and improving the work experiences of these workers, it can result in the reproduction of harmful, racist and colonial workplace structures and interpersonal dynamics.

Creating and sustaining effective connections requires financial and human resources. In 2021, with support from Global Affairs Canada, the ARC Hub was created with an investment of 1 million over three years to help support the sector in strengthening its emerging anti-racist practices. This sectoral investment is a starting point, especially considering that a number of survey respondents highlighted that resources, especially financial resources, have stalled their ability to progress on their commitment to anti-racist change. All of the activities and offerings developed by the ARC Hub will be accessible to any sector organization. This will offer the sector



the ability to learn and evolve together however, this investment will not be sufficient to make sector-wide transformation in and of itself. It is the responsibility of each individual organization and coalition to prioritize, invest in and sustain anti-racism efforts in their workplaces and the work that they do. Financial and human investments will indicate a shift in priorities in a clear and non-negotiable way that anti-racism work is not a fad, but essential and central to Canada's International Cooperation sector moving forward.

► WHERE TO START?

WHETHER COMPLETING AN ANNUAL BUDGET REVIEW OR SUBMITTING THE BUDGET FOR A NEW GRANT, CONSIDER INCORPORATING AN EXPLICIT AND INTENTIONAL ANTI-RACIST LENS TO RESOURCE ALLOCATION. EXPLORE OPPORTUNITIES FOR ANTI-RACISM WORK TO BE FURTHER SUPPORTED/ FUNDED. COULD SOMEONE'S TIME BE PARTIALLY DEDICATED TO ADVANCING EQUITY ISSUES IN THEIR RESPONSIBILITIES? IS SOMEONE ALREADY DOING THIS WORK BUT NOT BEING COMPENSATED FOR THEIR EFFORTS? ARE STANDARDS, BENCHMARKS AND RESOURCE ALLOCATIONS UP TO DATE AND ALIGNED WITH OUR COMMITMENTS TO CONFRONTING RACIAL BIAS IN THE SECTOR?

3. Center the experiences of people from Indigenous, Black and/ or other communities who have been disadvantaged due to race

This is an action and reflex that bears reminding and emphasizing in a sector defined by power imbalances that have historically disenfranchised already marginalized communities. As the sector embarks on the journey of learning and applying anti-racist principles and practices to its work and structures, it is imperative to question and dismantle the harmful assumptions and biases that inform the ways in which individuals and

organizations engage with the work and each other. It is important to continuously reflect on who is present, who is able to contribute, and who should take a step back.

This year's survey results identified gaps in intentional mechanisms to center the experiences of peoples from communities that have been disadvantaged due to race in anti-racist practices and across areas of work. For example, despite increased discourse on localization efforts, this year's sample reported a 3% decrease in official localization procedures that guide decision-making roles for international staff and partners in project activities and operations. Furthermore, the overwhelming majority of organizations again this year reported not have an established mechanism for obtaining confidential feedback regarding experiences of racism and adherence to anti-racist guidelines.

The idea of centering negatively affected communities in the design, development, implementation and evaluation of organizational structures is essential to anti-racist progress. It is integral that the sector's leadership treat the experiences and expertise of staff and partners from historically disadvantaged communities as an asset, intrinsic to building potential for innovation. Taking learnings from the gender-based analysis processes, organizations must meet the sector at its intersections and ensure that approaches to viability are founded in a holistic view and approach to correcting colonial history.

► WHERE TO START?

LEAN ON EXISTING TOOLS AND ADAPT THEM: MOST ORGANIZATIONS HAVE ANALYSIS AND PLANNING TOOLS FOR DIFFERENT EQUITY CONSIDERATIONS. IN CONSULTATION AND COLLABORATION WITH AFFECTED COMMUNITIES, IT BECOMES POSSIBLE TO ADD TO THESE TOOLS BY REFRAMING QUESTIONS TO HIGHLIGHT THE POSSIBLE GAPS, ACKNOWLEDGE INTERSECTIONALITY AND WORK TO FORMULATE PLANS TO SUPPORT OUR TEAMS. CREATIVITY IS KEY!

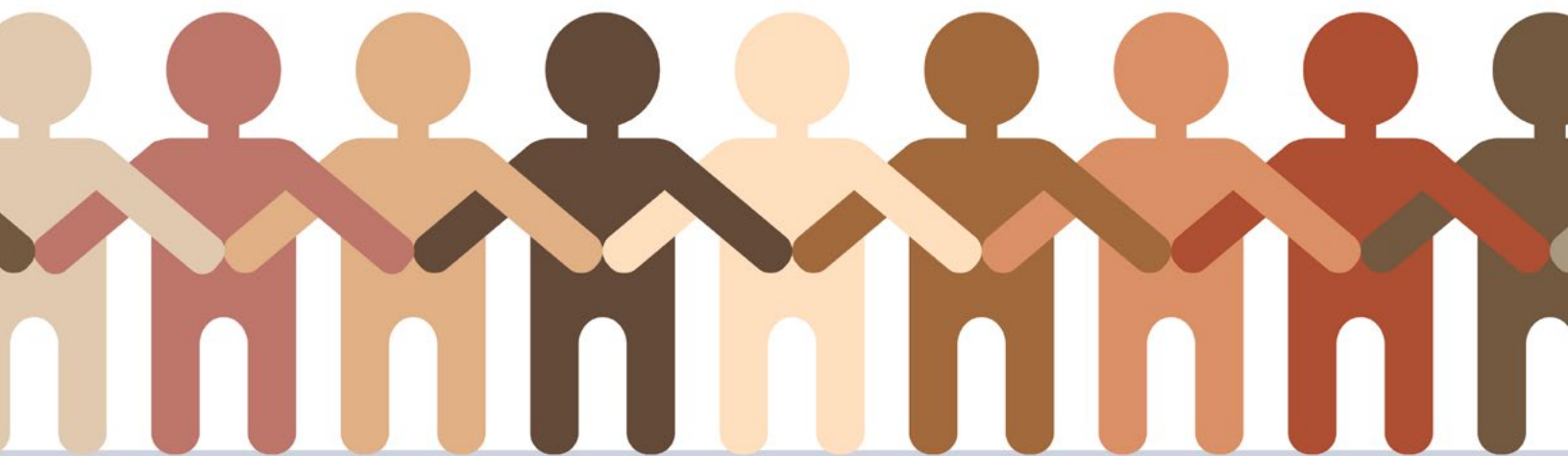


Photo: Mingshu Lin

4. Measure, monitor and use qualitative and quantitative data to inform workplace structures, people and culture

The sector has embraced measuring and monitoring as key in many aspects of its every day work to better address needs in different communities. As anti-racism work continues to be scaled up, these same evidence-based practices can be used as a foundation for anti-racism efforts across organizations and the entire sector. This year, there was a slight increase in the number of organizations collecting and using race-based data to inform their practices. For example, there was a 6% increase in the number of organizations that collect race-based data of staff and/or volunteers at all levels as well as a 6% increase in the number of organizations who are using this data to analyze staff salary. While this increase shows promising movement, the majority of organizations still do not collect and monitor race-based data regarding their employees, board members, volunteers and international partners. What gets measured, gets prioritized. It is important to collect transparent, honest and intentional data, guided by the ethical

considerations of why the data is collected, how the data is collected, shared and stored, as well as the potential effects of collecting the data.

Additionally, it is essential to expand understanding of what type of data is seen as valuable and credible. Quantitative data has long been considered the benchmark and though it serves a critical purpose, its overemphasis can often deprive the sector of a holistic view of the effects and outcomes of international cooperation work. When this type of data is privileged and given more weight because of its perceived tangibility, it reinforces the harmful perspective that numbers come before people. As the sector rethinks its interactions with harmful systems, it is critical to create more space for qualitative data, storytelling, oral histories and international Indigenous approaches to information. The human experience isn't always quantifiable; honoring different paths to knowledge gathering can only make international cooperation work and relationships richer. Understanding and honoring lived experiences and testimonies of both staff, international partners and program participants has allowed a more fulsome comprehension of the nuances and intricacies of the sector. This in turn, builds a more robust set of established



benchmarks against which the sector can report and support intentional and sustainable anti-racist change.

► WHERE TO START?

PRIORITIZE AND ESTABLISH A REGULAR CYCLE OF ANTI-RACISM AUDITS. AUDITS ARE AN ESSENTIAL PART OF SUCCESSFUL ANTI-RACISM WORK: THEY PROVIDE AN INTENTIONAL SNAPSHOT OF WHERE THINGS STAND AND ALLOW ORGANIZATIONS TO ANALYZE IMPACT AND HEAR DIRECTLY FROM DIFFERENT PARTICIPANTS AND THE TEAM. IT IS IMPORTANT FOR AUDITS TO BE MORE THAN A ONE-TIME EVENT - REGULAR CHECK-INS TO UNDERSTAND PROGRESS AND CONTINUOUSLY ASSESS THE IMPACT OF CHANGES.

5. Redefine communications and reporting strategies and outputs to reverse harmful dominant storytelling, framing and reporting that uphold and are key to racially biased and colonial architecture

International Cooperation has earned a negative reputation for the use and exploitation of incredibly damaging reporting and narratives that undermine dignity and respect and feed a racial power imbalance. From a community perspective, storytelling is a vital tool to building, sustaining and passing down tradition, culture and belonging. The historic practices of Canada's International Cooperation sector have depended on, built on and fed into systems that uphold European superiority complexes, running on cycles of harm. In an effort to build decolonization, anti-racist and localization agendas, the sector must invest an intentional and equivalent amount of care and resources in equitably re-defining narratives. The survey revealed a persistent inconsistency in the participation of individuals with lived

experiences to define and tell their own stories. Only 3% of organizations reported always sharing communications products captured directly by in-country content producers while 22% reported rarely or never sharing communications captured directly by in-country content producers.

To reinstate and support communities' autonomy and ownership over their own stories and realities is to recognize their expertise, prioritize their efforts and right to self-determination. Rebuilding the sector's reputation and credibility, requires a deep examination of marketing, fundraising and advocacy efforts as well a revision of terminology and reporting practices. Decolonizing and anti-racism are not buzzwords but a community owned practice that is integral to rebuilding reporting structures and standards. This work will require the positioning of marginalized community members in the spaces where their voices shape the stories that are told about them.

► WHERE TO START?

REVIEW COMMUNICATIONS PLANS AND STRATEGIES WITH AN INTENTIONAL EQUITY LENS AND COMMITMENT TO ANTI-RACISM. WHO IS HIGHLIGHTED FREQUENTLY? WHO ISN'T? WHO HAS THE POWER TO TELL STORIES? HOW IS THE ORGANIZATION WORKING TO ENSURE COMMUNICATION PRODUCTS ARE REFLECTIVE AND RESPECTFUL OF AUDIENCES AND PARTNERS? THINK ABOUT LANGUAGES, IMAGES AND FORMATS: WHAT IS THE IMPLICIT MESSAGING? HOW ARE INDIVIDUAL AND ORGANIZATIONAL COMMITMENTS TO ANTI-RACIST PRINCIPLES INTEGRATED ACROSS COMMUNICATION PRODUCTS? WHAT IS NEEDED TO FEEL BETTER SUPPORTED TO DO THIS WORK? WHAT IS THE GOAL IN CREATING THESE COMMUNICATIONS MATERIALS AND HOW DOES IT CONNECT TO LARGER ANTI-RACIST GOALS HELD BY THE ORGANIZATION? WHAT IS BEING COMMUNICATED AND WHY?



Conclusion

The [Framework](#) and the ARC Task Force for Accountability have offered the sector a roadmap to move commitments to anti-racist change into intentional and coordinated action. With clear objectives and markers for success, these efforts are fostering an enabling environment for transformational change.

Progress on anti-racism requires cross sector connections and a collective responsibility to streamline and create new standards of workplace experience in particular. Several respondents noted that completing this survey served as a reminder on how much work there is to be done and also made it very clear that they needed to do more work in being more intentional and explicit with their organizations' anti-racist policies and practices. Some indicated a lot of the work is underway, either in progress or in development, while others said they did not necessarily have formal policies and procedures in place and provided feedback on ways the survey could capture information relevant to their contexts. A number of respondents expressed interest in receiving more information on best practices and resources that could help guide the application of the Anti-Racism Framework to policies and practices.

Following the baseline survey, funding was secured from the Government of Canada to staff the Anti-Racist Cooperation Hub (ARC Hub) proposed by the sector over the course of consultations and development of the Framework. The ARC Hub is hosted by Cooperation Canada and will work to provide resources and opportunities to support the sector's anti-racist transformation. The initial financial investment into sector-wide anti-racism work in Canada's International Cooperation sector is significant.

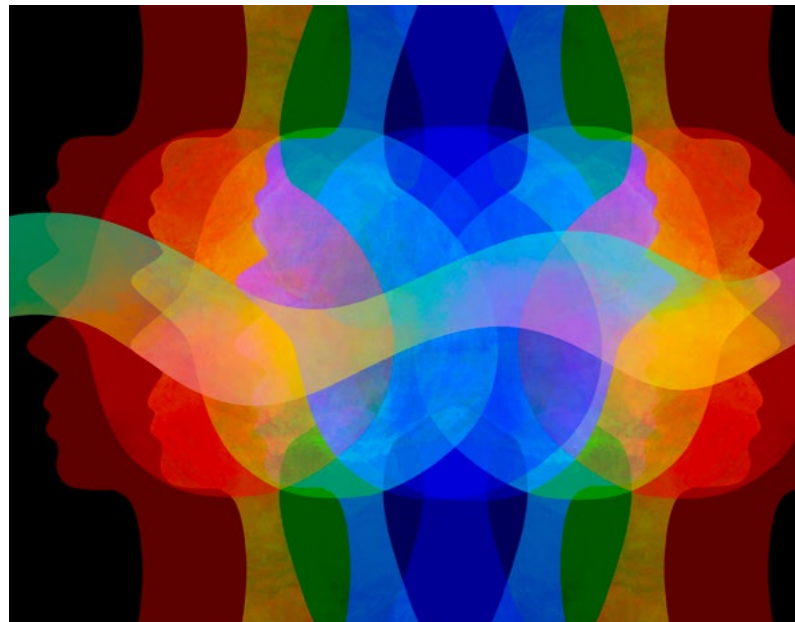


Photo: Kateryna Kovarzh/iStock

The work in the lead up to the 2021 *Collective Commitment: Emerging Anti-Racist Practice for Canadian International Cooperation* was entirely completed on a donation and volunteer basis, the result of dedicated staff across the sector who contributed their expertise, time and resources on the side of their desks. This year, however, investment into this work will enable the Task Force for Accountability, and sector, to scale up work. Cooperation Canada has hired a racial justice expert and program coordinator who worked in collaboration with the ARC Task Force



for Accountability to develop the year two report. Additionally, the ARC Hub will offer support and guidance to help organizations and individuals take steps to implement the report recommendations. ARC Hub staff will leverage a robust workplan and intentional budget to respond to the findings of the report and create opportunities to develop responsive, impactful and accessible resources that invite the sector to move on their anti-racism commitment.

Change is complicated and has to be intentionally committed to and managed properly for it to be impactful. Additionally, meaningful and transformational change is slow moving and continual. It is important that organizations keep in mind that change at a sector-wide level that the ARC Framework imagines and articulates, will require sustained and transformational organizational change management. This year, the report revealed the ways in which some of the reactive and ad-hoc anti-racist initiatives

have not been sustained. The survey shed light on a decrease in the breadth of some initiatives whilst also suggesting that the organizations who have remained committed to anti-racist change may be investing in deep work. Respondents have acknowledged that this work requires effort and investment, some have begun collecting and using race-based data, others have made anti-racism training mandatory for staff and volunteers. Anti-racist transformation requires an ongoing commitment to reflecting, challenging, growing, advocating and doing better, even when it's not trendy, and especially when it's inconvenient. The intentional work that is being done and the investments that are being made now have the power to actively shape the future of the sector. It is up to organizations, leaders, staff and international partners across Canada's International Cooperation sector to wholly commit and sustain that commitment to realizing the anti-racist vision of tomorrow.





Annexes



Annex 1: Definitions

• Systemic Racism

The policies and practices entrenched in established institutions, which result in the exclusion or promotion of designated groups. It differs from overt discrimination in that no individual intent is necessary.

- *Alberta Civil Liberties Research Centre*

• Anti-racism

The conscious, deliberative and on-going process of identifying, challenging, and changing the values, structures and behaviours that perpetuate systemic racism. Anti-racism is an approach, not an end-point, and thus provides a useful frame for an organizational change process.

- *Communitywise Resource Centre*

• Racial Equity / Racial Justice

The systematic fair treatment of people of all races, resulting in equitable opportunities and outcomes for all.

- *Racial Equity Tools*

• Intersectionality

A term coined by Kimberle Crenshaw to describe a prism that examines how identity factors such as race, age, gender, ability and sexual orientation overlap and intersect with systems of power.

• Organizational Racism

The way seemingly neutral organizational policies and systems (e.g. the people are hired, how board members are recruited,

etc.) can create disparities in access and outcomes for Indigenous, Black and people from historically disadvantaged countries.

- *Communitywise Resource Centre*

Diversity, Equity and Inclusion

• Diversity:

The wide array of differences among people and their perspectives on the world.

• Equity:

Where advantage and disadvantage are not distributed on the basis of social identity factors such as race and ethnicity.

• Inclusion:

Reflected in environments that enable diverse peoples to participate fully, be respected and feel valued.

- *Communitywise Resource Centre*

• Decolonization

“Decolonization is the dismantling of the process by which one nation asserts and establishes its domination and control over another nation’s land, people and/or culture.”

- *BC Office of Human Rights Commissioner.*

Privilege Unearned social power accorded by the formal and informal institutions of society to ALL members of a dominant group (e.g. white privilege, male privilege, etc.).

- *Racial Equity Tools*



Annexes

Annex 2: List of 2022 signatory organizations

- ACTED
- Action Canada for Sexual Health and Rights
- ADRA Canada
- Aga Khan Foundation Canada
- Alberta Council for Global Cooperation
- Alternatives
- Association for Promotion Sustainable development
- Association québécoise des organismes de coopération internationale (AQOCI)
- Atlantic Council for International Cooperation
- British Columbia Council for International Cooperation
- Canadian Audit and Accountability Foundation
- Canadian Baptist Ministries (CBM)
- Canadian Feed the Children
- Canadian Foodgrains Bank
- Canadian Lutheran World Relief (CWLRL)
- Canadian Partnership for Women and Children's Health (CanWaCH)
- Canadian Red Cross
- CARE Canada
- Carrefour international bas-laurentien pour l'engagement social (CIBLES)
- CASID
- CECI (Centre d'études et de coopération internationale)
- CHILD & WOMEN INTERNATIONAL DEVELOPMENT (CHIWD)
- Christian and Missionary Alliance
- Coady International Institute
- CODE
- Cooperation Canada
- Cuso International
- Doctors Without Borders/ Médecins Sans Frontières (MSF) Canada
- Engineers Without Borders Canada
- Equality Fund
- Equitas
- ERDO - Emergency Relief & Development Overseas
- Ethiopiaid Canada
- Evangelical Missionary Church of Canada
- Farm Radio International
- Fondation Paul Gérin-Lajoie
- Food for the Hungry Canada
- Global Health Projects, University of Calgary
- Grand Challenges Canada
- Heart-Links Lazos de Corazón
- Humanitarian Coalition
- ICODEH Haiti
- IDRF - International Development and Relief Foundation
- Indigenous Peoples Global Forum for Sustainable Development, IPGFforSD (International Indigenous Platform)
- Inter Pares



ANNEX 2 (cont'd)

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| <ul style="list-style-type: none">● International Teams Canada● IRIS Mundial● Islamic Relief Canada● Jane Goodall Institute of Canada● JN Clarke Consulting● KAIROS● Kentro Christian Network (formerly Canadian Christian Relief & Development Association (CCRDA))● Manitoba Council for International Cooperation● MEDA (Mennonite Economic Development Associates)● Mennonite Central Committee Canada (MCC)● Mennonite Central Committee Manitoba● Northern Council for Global Cooperation● Ontario Council for International Cooperation● Operation Eyesight | <ul style="list-style-type: none">● Oxfam Canada● Oxfam-Québec● Pacific Peoples' Partnership Association● Partners in Health Canada● Peace Africa Alliance Consulting, Educating and Training Centre (PAACET)● PEGASUS Institute● Plan International Canada● Presbyterian World Service & Development● Primate's World Relief and Development Fund● Rayjon Share Care of Sarnia, Inc.● Santé Monde● Saskatchewan Council for International Cooperation● Save the Children Canada● savie asbl NGO PGEL LGBT DRC● The Equality Fund | <ul style="list-style-type: none">● The Wellspring Foundation for Education● Trade Facilitation Office Canada (TFO)/Bureau de promotion du commerce Canada● Ujeengo Global Community● United Church of Canada● VIDEA● World Accord - International Development Agency● World Renew● World University Service of Canada (WUSC)● World Vision |
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Annexes

Annex 3: Anti-Racism Framework for
Canada's International Cooperation Sector





**ANTI-RACIST
COOPERATION**



Photo: Priscilla du Preez on Unsplash