



Collective Commitment:

Emerging Anti-Racist Practice for
Canadian International Cooperation

2021

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Acknowledgments

This report was produced by a team of colleagues working for signatory organizations of the Anti-Racism Framework for Canada's International Cooperation Sector, who formed the Task Force for Accountability. The Task Force, co-led by Musu Taylor Lewis (Canadian Foodgrains Bank) and Tiyahna Ridley Padmore (World Vision Canada) produced this report based on the entirely voluntary engagement of members outlined below, who generously contributed their time, expertise, and institutional resources and collaborated on principles of empathy, mutual trust, and discretion, including in relation to the ethical management of baseline surveys signatories had submitted in a confidential manner.


Task Force members recognize the support of a group of peer reviewers, Dara Dillon and Maggie Zeng, who have volunteered their insight based on the draft report and with complete dedication to joint efforts of propelling an inclusive, accountable, and data-informed antiracist action.

The Task Force is also grateful to the members of the Advisory Group convened by Cooperation Canada, who led sector-wide consultations that resulted in the Framework document and laid the groundwork for the collective effort resulting in the baseline report. A sincere thank you is also directed at the group of informally labeled 'executive director ambassadors', who provided strategic advice and advocated for a collective sector-wide engagement around the Anti-Racism Framework. Special thanks go to the Canadian Foodgrains Bank and Inter Pares for sponsoring the translation and the design of the report and CanWaCH for their support with the elaboration of baseline methodology and data analysis.

Task Force members: Halimah Ahmed (Oxfam Canada), Rachel Barr (VIDEA), Nancy Burrows (Association québécoise des organismes de coopération internationale), Jessica Ferne (CanWaCH), Vaisnavi Gnanasekaran (Oxfam Canada), Katelynne Herchak (VIDEA), Heather MacIntosh (Global Health Projects, University of Calgary), Stephanie Nichols (Equitas), Tiyahna Ridley-Padmore (World Vision Canada), Maïka Sondarjee (Canadian Association for the Study of International Development), Musu Taylor Lewis (Canadian Foodgrains Bank), Aminata Wurie (CanWaCH).

Advisory Group members: Hugues Alla (Cooperation Canada), Nancy Burrows (Association québécoise des organismes de coopération internationale), Mariétou Diallo (Inter Pares), Jessica Ferne (CanWaCH), Rachel Logel Carmichael (Save the Children Canada), Odette McCarthy (Equitas), Gloria Novovic (Cooperation Canada), Tiyahna Ridley Padmore (World Vision Canada), Aislynn Row (Cooperation Canada), Maïka Sondarjee (Canadian Association for the Study of International Development), Simran Singh (CARE Canada), Musu Taylor-Lewis (Canadian Foodgrains Bank), Unyime Abasi Odong (Cooperation Canada).

Executive director ambassadors: Zaid Al-Rawni (Islamic Relief), Julia Anderson (CanWaCH) Michèle Asselin (Association québécoise des organismes de coopération internationale), Chris Eaton (WUSC), Barbara Grantham (Care Canada), Andy Harrington (Canadian Foodgrains Bank), Nicolas Moyer (Cooperation Canada), Dorothy Nyambi (Mennonite Economic Development Associates), Kevin Perkins (Farm Radio International), Richard Veenstra (Mission Inclusion).



“ I would like to begin by congratulating all of you on the very hard work of the last year as your organizations shared knowledge, identified commitments and pledged to recognize and take action to address systemic racism in Canada’s International cooperation sector. As a White woman I recognize and acknowledge the privilege that I hold and carry and the privilege that I also have to be part of this really important conversation. We only have to look at recent events here in Canada to know and quite frankly to feel the urgency of this work. Racism is real and it is here at home. [...]

Racism is a global concern, a root cause of exclusion and one of the greatest barriers to progress, development and our collective well-being. On the international scene, Canada defines inclusion as “full and meaningful participation of all, without discrimination in social, economic, cultural, and democratic life”. So where do we start? First of all we start by recognizing that we have work to do ourselves. That the institutions we operate in need to improve and that we as representatives of Canada have to see systemic racism for what it is, and what it has meant and continues to mean in our country. We have to approach this conversation, this work, from a place of humility and honesty, and quite frankly we have a lot of work to do.

We must recognize systemic racism, and work around the unique challenges that Indigenous, Black and other racialized Canadians continue to face. But recognizing that there is a problem is only the first step. A society free from racism and discrimination requires tireless commitment, and greater public political will. Silence and annexation have no place in this fight for inclusion, belonging and justice. We must mobilize to initiate changes to eradicate systemic racism. And what’s important at home is also important in our work abroad. This is why GAC welcomes the work undertaken by the Advisory Group to establish a global framework for anti-racism efforts in Canada’s international cooperation sector, and recognizes that we are part of this work too. ”

Minister Gould, June 21st, 2021
Opening Address at ARC Report Launch



Executive Summary

Systemic racism exists everywhere, including in the international cooperation sector, which aims to contribute to building a better and fairer world.

The Anti-Racism Cooperation (ARC) was formed from a coalition of organizations in the international cooperation sector in an effort to address the legacy of racism and injustice that has permeated the sector through collaborative, proactive and quantifiable anti-racist measures.

This study acts as the inaugural baseline report to assess the extent of anti-racism efforts in Canada's international cooperation sector and build collaborative and evidence-based strategies to promote human rights, achieve equitable outcomes and address the sector's legacy of racial bias. Using data collected from 70 organizations who have committed to the 2021 ARC Framework, this report examines existing commitments to anti-racism in (1) administration and human resources, (2) communication, advocacy and knowledge management and (3) program design, monitoring, evaluation and learning, and operations among signatory organizations. The report establishes a benchmark from which to make meaningful anti-racist shifts.

The findings include the following:

- 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.

This report concludes with the following set of seven tangible recommendations and proposes ways for the ARC Working Group to support these efforts:

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.



Introduction

In 2020, international mobilization against anti-Black racism challenged peoples, organizations and sectors to critically examine their individual and collective roles in creating unequal outcomes and upholding systems of racial injustice. Within this context, Cooperation Canada set out to examine racism within the Canadian international cooperation sector.

The sector operates within a country founded on structures and ideas of racial and cultural superiority that dispossessed Indigenous peoples of their land, suppressed their culture and denied their right to self determination. The same ideas of racial superiority have undergirded development approaches internationally; based on assumptions that people from a “White” cultural perspective can provide superior solutions for challenges in historically disadvantaged countries. Today, these racial biases and colonial attitudes have been tacitly embedded in narratives, systems, and structures that constitute the foundations of Canadian society, resulting in pervasive inequality, particularly against Indigenous, Black and/or other people from historically and globally disadvantaged groups. As a sector rooted in this racially biased colonial history, making a commitment to becoming anti-racist is a necessary prerequisite to move beyond symbolic statements of solidarity and towards the meaningful undoing of its legacy.

To begin, Cooperation Canada surveyed its members to determine the role it could play in coordinating firm and collective recognition



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and dismantling of systemic racism in the sector. As a result, it convened an advisory group to identify sources of racial inequality in the sector and to recommend coordinated action for transformative change. Through collaborative and open consultation with sector stakeholders, the advisory group developed an organizing structure, a framework for anti-racism and invited organizations to join in a collective sector-wide effort against racism.



The framework that emerged consists of a statement composed of a commitment to continuously taking responsibility for and dismantling problematic structures of inequality across the sector, supported by three sub-commitments that build towards this overarching goal. Signatories of the framework were asked to commit to change in three areas:

1. Administration and Human Resources

Measuring the ways in which employees experience the workplace unequally and acting upon this data to construct more diverse and inclusive work spaces;

2. Communications

Recognizing and eliminating racism in storytelling, advocacy, fundraising, and knowledge sharing, and using owned platforms to support the anti-racist agenda;

3. Program Operations

Implementing anti-racism efforts into the design and delivery of context-specific,

culturally competent programming and continuously improving the way work is designed, implemented, and evaluated.

It was determined that a new Anti-Racism Cooperation (ARC) hub would be created to support and hold accountable signatory organizations in honouring these stated commitments. An ARC Task Force was formed to conduct an annual survey that would measure the state of anti-racism in the sector and monitor the progress of signatories against the commitments made.

This report acts as the inaugural baseline, measuring the extent of existing anti-racism efforts in Canada's international cooperation sector and offering concrete steps for organizations to advance the promotion of human rights, social justice and racial equality. Based on the survey findings, the report also provides initial strategic steps that can be taken among signatory organizations and with the support of ARC for a collective way forward.



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Methodology

To develop the survey, a range of monitoring and evaluation experts in the sector, along with individuals experienced in measuring anti-racism practice were invited to contribute to a list of possible indicators. Indicators were refined and grouped into three thematic areas: 1) administration and human resources; 2) communications, fundraising, and advocacy; and 3) program design, and operations. A set of prospective indicators were developed from the sector contributors and a final list chosen based on feasibility, appropriateness and alignment with the area of measurement.

For each of the selected indicators, specific questions were developed to determine whether or not anti-racist processes and practices were present among responding organizations and to what degree. The survey was developed by ARC, and reviewed for suitability and feasibility of completion by members of the Anti-Racism Advisory Group, monitoring and evaluation specialists, and select heads of organizations before being sent out. The survey was initially developed in English, with translation reviewed by several francophone representatives. The results from this survey act as a baseline to measure the current state of anti-racism within Canada's international cooperation sector and can be used to inform priority setting for signatory organizations. Subsequent analysis can focus on indicators of progress and best practice specific to the various subsections.

The appropriate inclusion criteria for the survey sample extended to organizations who had signed on to the ARC 2021 Framework. To become a signatory of the Framework, organizations had to (1) work in international cooperation (2) have operations in Canada and (3) indicate their endorsement of the ARC Framework no later than March 2021. Individuals without an affiliation to an eligible organization did not meet the criteria to become signatories.



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Invitations to sign on to the framework were extended through an open call to eligible organizations through email outreach to ARC members' networks and social media promotion. Additionally, a dozen information and consultation sessions and many more individual discussions were held for organization staff and CEOs to gain a deeper understanding of the Anti-Racism Framework, to allow for input in shaping the final version and to address any outstanding questions or concerns that may have impeded organizational sign-on. 78 unique organizations in Canada's international cooperation sector initially signed on to the Anti-Racism Framework and each signatory received a copy of the survey sent to an assigned representative via email. ARC received a total of 70 completed surveys. Organizations were considered official signatories after the survey was received; therefore, the survey sample represents the entire population of the ARC Framework.

The survey was issued in an Microsoft Excel format to offer a low-tech, user-friendly software option to respondents. The survey was made available for download and sharing in an offline format to facilitate input from multiple staff across each participating organization. Further Microsoft Excel allowed for automatic aggregation to reduce human error and

the level of manual analysis that would be required. Completed surveys were submitted by email to an account that was restricted to six individuals to protect confidentiality.

Designated ARC Task Force members were responsible for retrieving all submissions, assigning a unique code to each organization, removing organization names from responses, and reviewing all qualitative answers to remove identifying information without compromising the meaning of submitted answers. Data and open text answers were then reviewed and, if needed, re-coded for clarity and intended meaning. To further ensure confidentiality, a subcommittee of the Anti-Racism Task Force composed only of four members had access to the cleaned data. Analysis of the data was undertaken by the subcommittee to cross-reference understanding and identify findings of interest.

The final report was developed by members of the Task Force, and reviewed by external individuals who were not employed by organizations that had signed on to the framework and who have not been involved in the data collection or analysis to reduce bias, provide diverse perspectives and strengthen the report.



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Findings

Considerations

The survey was strictly distributed and completed by organizations who had signed on to the 2021 Anti-Racism Framework. A potential bias of the sample is that organizations who were already involved in or considering anti-racism work may have been more prepared to sign on. On the other hand, the distribution of organizational size and areas of focus include, among others, institutions, associations, organizations, and foundations involved in international development, humanitarian assistance, peacebuilding, trade partnerships, conservation efforts, and more, which suggests a wide set of perspectives coming out of the survey.

A total of 70 unique survey responses were received representing 71 signatory organizations, whose membership encompasses 350 organizations across Canada.“

The survey was composed of 39 closed content questions about respondents' policies and practices, with accompanying open ended sub-questions. Though deliberate recognition of how multiple social identity factors overlap is a necessary component to effective anti-racist practice, none of the survey questions explicitly asked about intersectional practices. Some respondents leveraged the open ended questions to volunteer information about their organizational policies on gender

and/or ability. However, future ARC surveys would be strengthened by explicitly surveying signatories on the degree of intersectional consideration in their anti-racism work.

The average response rate of questions was 99% with the lowest response rate per question 65/70 and the highest response rate 70/70. 85% of the questions had a response rate of 69/70 or higher. Considering the high response rate per question, survey responses can confidently be considered to be representative of the sample.

Respondents were given the option of completing the survey in either official language. A total of 13% of survey responses were completed in French and 87% were completed in English.





Organizations were invited to self-identify the size of their organization (small, medium, or large), and whether or not they were part of a global federation.

TABLE 1

Question	Result
1.e. Is your organization a member of an international federation?	30% of respondents described themselves as being a part of a federation, while 70% did not.
1.f. According to your own definition, do you consider your Canadian office to be a small, medium, or large organization?	46% of orgs described themselves as small, while 46% described themselves as medium. The rest 8% were large.

SIZE



AFFILIATION



The responses provided by organizations to these questions show that there is no consistent definition of size. For example, one organization might describe themselves as medium, while another organization with a larger budget and number of staff might describe themselves as small.

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, several participating organizations indicated in their survey results that they were too small to reasonably adhere to the question criteria. In other cases, organizations considered themselves "too small" to need a hiring policy or "small enough" that tracking identity of staff and board

members may not be needed, presumably as respondents assume that this information could be 'readily known'. Subsequent surveys may benefit from a more consistent definition of size for consistent assessment of resource availability.

Additionally, there was some discussion about the use of the term "federation" in the development of the survey. Interestingly, it appeared that there was divergent interpretation of this term by respondents. Some organizations did not identify as being part of a federation, but would later refer to the network of other organizations or the secretariat with which they were affiliated. Refinement and clarification of this question would be needed in future surveys to ensure consistent responses.

Administration and Human Resources

From workforce planning to people development, the priorities set at the administrative and human resource level shape organizational culture and subsequently determine how employees experience the workplace. As such, workplaces that build their human resource and administrative practices and policies around sound anti-racist principles, can expect to see more



equal outcomes among employees of different races. Conversely, in the Canadian context — where systemic racism has been ingrained into social fabric, workplaces that adopt colour-blind approaches to the management of employee experiences can expect to reproduce racial disparities within their organizations. Moreover, a passive approach to confronting racial inequality in the workplace can lead to a culture of silence whereby employees do not report on incidents of discrimination out of fear of repercussion.

The racial bias that has permeated international cooperation has resulted in a sector that overwhelmingly extends aid globally to people from various racial groups but does not reflect that same diversity in governance structures.

Several studies of international cooperation work in North America have attempted to highlight this alarming pattern of exclusion. For example, a recent study of organizations working in international development and humanitarian assistance found that the representativeness of a workforce decreases at higher levels in the organizational hierarchy and even further when considering intersections of employees such as their gender and race.

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

TABLE 2

Question	Result
2.1.a. Does your organization consistently disclose salary ranges for internal and external job postings?	<ul style="list-style-type: none"> • N/A = 4% • No = 53% • Yes = 43%
2.1.b. Does your organization consistently include diversity statements in job advertisements which includes a reference to anti-racist commitments?	<ul style="list-style-type: none"> • N/A = 1% • No = 71% • Yes = 27%
2.1.c. Does your organization have hiring policies and practices that include explicit reference to anti-racist principles?	<ul style="list-style-type: none"> • N/A = 1% • No = 60% • Yes = 39%
2.1.d. In the past 24 months, has your organization conducted an internal audit of hiring practices that specifically analyzes racial bias?	<ul style="list-style-type: none"> • N/A = 3% • No = 84% • Yes = 13%
2.1.e. Have any of your human resource staff/staff responsible for hiring undertaken racial bias awareness or anti-oppression training?	<ul style="list-style-type: none"> • N/A = 4% • No = 44% • Yes = 51%
2.1.f. Does your organization have operational policies and practices...that include explicit reference to anti-racist principles, diversity, inclusion, and/or anti-oppression?	<ul style="list-style-type: none"> • N/A = 0% • No = 34% • Yes = 66%
2.2.a. Does your organization deliver internal anti-racism and/or anti-oppression training to staff and/or volunteers (that is, training developed by or with your own organization or staff)?	<ul style="list-style-type: none"> • N/A = 1% • No = 61% • Yes = 37%





TABLE 2 (contd')

Question	Result
2.2.b. Does your organization provide material support (such as covering costs) for external professional development in regards to anti-racism for staff and/or volunteers (that is, training developed by a third party)?	<ul style="list-style-type: none"> • N/A = 1% • No = 43% • Yes = 56%
2.2.c. Is professional development and/or training in anti-racism mandatory for staff and/or volunteers in supervisory or leadership roles within the organization?	<ul style="list-style-type: none"> • N/A = 0% • No = 80% • Yes = 20%
<p>2.3.a. Does your organization currently collect race-based data about:</p> <p style="text-align: center;">Staff and volunteers at all levels:</p> <p style="text-align: center;">Staff and volunteers in leadership roles:</p> <p style="text-align: center;">Board members:</p>	<ul style="list-style-type: none"> • Other = 10% • No = 63% • Yes = 26% • Other = 9% • No = 64% • Yes = 27% • Other = 8% • No = 55% • Yes = 38%
2.3.b. Does your organization currently collect and analyze salary data disaggregated by race?	<ul style="list-style-type: none"> • N/A = 6% • No = 93% • Yes = 1%
2.3.c. Does your organization currently collect and analyze promotion and retention trends among staff disaggregated by race?	<ul style="list-style-type: none"> • N/A = 6% • No = 91% • Yes = 3%
2.3.c. Do you have dedicated personnel (such as staff or consultants) within your organization who promote diversity and inclusion as part of their official duties and responsibilities?	<ul style="list-style-type: none"> • N/A = 1% • No = 54% • Yes = 44%
2.3.d. Do any staff 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"> • N/A = 1% • No = 65% • Yes = 35%
2.4.b. In the past 24 months, has your organization undertaken a formal diversity, equity, or inclusion audit?	<ul style="list-style-type: none"> • N/A = 1% • No = 86% • Yes = 13%
2.4.c. Does your organization have safe, transparent, and formal reporting and redress mechanisms with explicit reference to experiences of racism and discrimination?	<ul style="list-style-type: none"> • N/A = 1% • No = 54% • Yes = 44%
2.4.d. 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?	<ul style="list-style-type: none"> • N/A = 1% • No = 14% • Yes = 60%



Photo: Amy Elting

The majority of organizations surveyed do not collect and monitor race-based data about their employees, board members and volunteers. Only 27% of respondents reported collecting race-based data among employees in supervisory and/or leadership roles and only 26% reported collecting race-based data about staff and/or volunteers at all levels. A slightly larger proportion of respondents (38%) indicated that they collect race-based data about members of their Board of Directors. Several respondents noted that they do not formally collect race-based data, but they do keep track of racial diversity within their organizations. Presumably, organizations who informally track racial diversity without standardized tracking mechanisms do so based on visual assessments and personal knowledge of fellow employees and not based on employee self-identification. Furthermore, only 1% of those surveyed reported collecting and analyzing salary data disaggregated by race, and only 3% reported collecting and analyzing promotion and retention trends among staff disaggregated by race.

In regards to job postings, 53% of the organizations surveyed indicated that they did not disclose salary for internal and external

listings. An even larger proportion (71%) of respondents, reported that they do not include an explicit reference to anti-racist commitments in job advertisements. Several respondents noted, however, that they do include diversity statements in their job advertisements, some of which include a reference to race. One respondent mentioned that statements on equal opportunity, affirmative action and non-discriminatory practices appear on their job advertisements, but that there is no explicit reference to anti-racism.

To the question of hiring policies and practices, 60% of respondents reported not having explicit reference to anti-racist principles. Further, 51% of respondents indicated that the staff responsible for hiring within their organizations have completed racial bias awareness or anti-oppression training. In other words, roughly half of respondents have hiring staff trained in anti-racism yet most organizations do not have hiring policies in place to reduce racial bias. Further, some respondents who indicated that hiring staff did receive anti-racism or anti-oppression training noted that staff actually completed “intercultural competency” or “diversity” training instead. Despite this, only 13% of organizations have



completed an internal audit of racial bias in their hiring practices and/or a general diversity, equity and inclusion audit in the past two years. Pending audits, audits that were in progress at the time of survey and audits that only took place at an international headquarters level were not included. Overall, audits were conducted externally, internally, or a combination of both at comparable rates among respondents.

When it comes to training, just 37% of respondents offered internal anti-racism and/or anti-oppression training to staff and/or volunteers at the time of survey. In several cases, anti-oppression training was a specific module within a broader training topic such as gender equality training. Further, the findings revealed that the internal training offered were rarely mandatory and most commonly delivered by an organization's own board members or staff. 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. One respondent noted that they only hire candidates who are already equipped with anti-racism training and/or values.

Findings show that a large majority of organizations (84%) have staff and/or volunteers who participate in equity, inclusion, and anti-racist groups, either within or external to their organization. Many respondents reported that these working groups related to diversity and inclusion but were not specifically focused on anti-racism.

Despite a high rate of organizations with staff participating in some form of equity, inclusion and/or anti-racism initiative, only 44% of respondents reported having dedicated paid personnel within the organization who promote diversity and inclusion as part of their official duties and responsibilities and only 35% of respondents indicated having staff positions with explicit anti-racist or anti-oppression objectives as part of their official duties and responsibilities. These

findings suggest that a notable percentage of the staff across the sector who are working towards anti-racism within their workplaces are doing so on a volunteer basis and in addition to their hired roles and responsibilities.

When it comes to reporting mechanisms, 71% of respondents admitted that they do not have an established mechanism for obtaining confidential feedback regarding organizational adherence to anti-racist policies and only 44% of respondents indicated having safe, transparent, and formal reporting and redress mechanisms with explicit reference to experiences of racism and discrimination within their organizations. A large number of respondents answering in the negative noted that they had mechanisms for general discrimination but were not specific to racial discrimination. Other respondents with general anti-discrimination mechanisms may have answered yes to this question even if their mechanisms did not specifically include race, making interpretation of answers to this question difficult.

Discussion

The results from the Administration and Human Resources section of the survey reveal a widespread lack of anti-racist approaches to administration and operations among respondents. The majority of the organizations surveyed reported that they do not collect race-based data among their employees and volunteers and a number of respondents reported that they do not have explicit anti-racism policies. Furthermore, nearly all organizations who do collect race-based data do not have standardized processes for analyzing the disaggregated data. In other words, even when race-based data is collected, it is often not used to identify, monitor and address disparities in hiring, salary distribution, promotion and retention in a workplace.

Additionally, survey responses revealed a lack of coherence in approaches to and understanding of anti-racism principles among respondents



in the sector. For example, several respondents referenced diversity statements that mention “race” in the open text submissions as examples of their anti-racism statements. Similarly, some of the responses received to questions about training and resources point to initiatives on “intercultural competency”, “communication”, or “diversity” and organizations responded differently as to whether or not they considered these to be interchangeable with anti-racism training.

Lastly, an observable percentage of the anti-racism practices reported by respondents have been led internally by employees and volunteers who may not have been hired to roles with explicit anti-racism objectives. This suggests that the anti-racism work being carried out in many organizations is likely being done without adequate training, proper considerations for time requirements and/or without concrete institutional buy-in.

Communications, Advocacy and Knowledge Management

Power imbalances on global, regional and local scales have long determined who gets to be the story-teller, whose stories are shared and how a story will be told. When individuals from historically 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 become complicit in perpetuating inequality.

A history of colonialism has resulted in global structures that systematically de-emphasize the legitimacy and credibility of most knowledge that falls outside of a White-dominant standard.



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Further, 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 for an organization’s revenue generation and operational capacity. As a result, international cooperation has often featured language and imagery that perpetuates harmful narratives and reduces the agency and dignity of individuals from historically 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. Moreover, the negative impact of internal and external communications that feature problematic racial stereotypes and biases extends beyond any single piece of content and often feeds into long-lasting assumptions about racial groups.

Decolonizing international cooperation requires a commitment to anti-racist principles and to diverse and inclusive representation in communication, advocacy and fundraising. It will require equitable storytelling practices that value different types of knowledge as well as different ways of coming to and sharing knowledge and ongoing critical examination of racial biases and implicit messaging.

Survey Results

TABLE 3

Question	Result
3.1.a. Does your organization have policies or procedures that guide your public communications practices?	<ul style="list-style-type: none"> • N/A = 1% • No = 31% • Yes = 68%
3.1.b. Does your organization have policies or procedures that guide your fundraising and/or fund solicitation practices?	<ul style="list-style-type: none"> • N/A = 6% • No = 29% • Yes = 65%
3.1.c. Does your organization have policies or procedures that guide your advocacy and/or stakeholder engagement practices?	<ul style="list-style-type: none"> • N/A = 3% • No = 51% • Yes = 46%
3.1.d. In the past 24 months, has your organization undertaken an official audit regarding the number/percentage of communications, fundraising, or stakeholder engagement materials produced which meet the above guidelines?	<ul style="list-style-type: none"> • N/A = 22% • No = 68% • Yes = 10%
3.2.a. Is professional development and/or training 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"> • N/A = 1% • No = 80% • Yes = 19%
3.3.a. In the past 24 months, has your organization shared communications collateral captured directly by in-country content producers (such as national photographers, writers, or staff)?	<ul style="list-style-type: none"> • N/A = 4% • No = 18% • Yes = 78%
3.4.a. In the past 24 months, has your organization undertaken communications, advocacy, or knowledge-sharing activities which have (an) explicit anti-racist objective(s)?	<ul style="list-style-type: none"> • N/A = 1% • No = 37% • Yes = 62%
3.4.b. In the past 24 months, has your organization received or allocated funding specifically for anti-racist or anti-oppressive communication or knowledge sharing activities or capacity strengthening?	<ul style="list-style-type: none"> • N/A = 1% • No = 54% • Yes = 45%



In respect to public communications practices, 68% of respondents indicated that they had policies or procedures in place. 65% of respondents indicated that they had formal guidelines for fundraising and/or fund solicitation practices and 46% indicated guidelines for advocacy and/or stakeholder engagement practices, in some cases these guidelines were shared publicly. Most respondents specified that these policies, while sometimes addressing “respect and dignity”, “non-discrimination”, “accessibility” and/or “ethical fundraising” did not specifically include anti-racist communication principles. One organization reported that commitments to “inclusion” were incorporated into their guidelines for event planning but did not specifically incorporate anti-racism.


Most organizations (68%) responded having not undertaken an official audit in the past 24 months regarding the number of communications, fundraising, or stakeholder engagement materials produced which meet their guidelines, including anti-racist commitments, if any. 80% admitted that they did not require professional development and/or training in anti-racism for staff, volunteers, or consultants engaged in communications, fundraising, and/or stakeholder engagement roles. As one responder put it, training is often “encouraged, but not required.” That said, several respondents indicated that staff and volunteers who have travelled internationally to collect content are required to complete training.

Where respondents did report on training, it was often framed as anti-discrimination/anti-bias training rather than with a clear focus on anti-racism. Further, some organizations did mention offering training in “intercultural sensitivity”, “cultural competency”, “ethical communication”, “anti-oppression”,

“unconscious bias”, “feminist principles”, and “power, intersectionality, oppression”. Feminist (intersectional or otherwise) or gender trainings were substantially more frequent in respondents’ answers than anti-racist modules.

In terms of content, 62% of organizations said they shared communications with an explicit anti-racist objective in the past 24 months, but it varied between a one-off statement in support of Black Lives Matter to a general assembly on anti-racist topics or the creation of an institute on racial inequalities.

Interestingly, 78% 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 at the varying degrees to which in-country content producers were engaged. In most cases, respondents indicated that in-country content producers played a more limited role - oftentimes collecting content but not being involved in approval prior to publication. However, some respondents reported that content producers were involved at all stages of content creation.



“Local staff and partners play a limited role in producing communications but rarely approve communications collateral associated with activities in their country.”
Another responded, “Local journalists write much of our content and local staff write blog posts. In both cases, they are not released before they sign-off.”

- SHARED BY A RESPONDENT



Discussion

The results show widespread but often ad-hoc efforts to improve power imbalances in the sector's communications, fundraising and advocacy practices. Many organizations reported sharing content with an explicit anti-racist focus despite not having anti-racist guidelines. Numerous responses also reported collecting stories from in-country content producers without involving them in the review and approval of the content. Further, an overall lack of recent communications audits, including but not limited to anti-racist communications audits, suggests that the effectiveness and impact of most communication activities across respondents are not being tracked beyond basic reporting.

There are a number of avenues for potential improvement of anti-racist communications, fundraising and advocacy practices. When it comes to training, for example, respondents' answers made clear that various types of training related to anti-racist principles were available to personnel, but may not be required. However, many organizations reported having mandatory training in a variety of topics (cultural sensitivity, gender, etc.), so the idea of mandatory training is familiar to the sector, but not for anti-racist practices.

Program Design, Monitoring, Evaluation and Learning, and Operations

Context

International cooperation has long been beset with a White Saviour Complex, a phenomenon whereby individuals who benefit from privilege, usually from White-dominated cultures, provide ultimately self-serving aid in historically disadvantaged countries. This practice has 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, paid and unpaid international cooperation workers may cause harm by overlooking racially equitable and culturally appropriate ways of working with people from historically disadvantaged countries. In too many cases, unchecked power imbalances in international cooperation have enabled situations of exploitation, manipulation and abuse.

In recent years, localization, the practice of 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 marginalized stakeholders be 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 approaches and has 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

TABLE 4

Question	Result
4.1.a. Does your organization have policies or procedures that guide your project development practices?	<ul style="list-style-type: none"> • N/A = 4% • No = 33% • Yes = 63%
4.1.b. Does your organization have policies or procedures that guide your monitoring and evaluation practices?	<ul style="list-style-type: none"> • N/A = 5% • No = 35% • Yes = 60% <p>There were only 3 instances where respondents said yes and also agreed that anti-racism was explicit in these policies, with no additional information provided.</p>
4.1.c. Does your organization’s safety and security policies, training, and protocols for operations include explicit assessments of risk based on diversity factors including race?	<ul style="list-style-type: none"> • N/A = 6% • No = 75% • Yes = 19%
4.2.a. Is professional development and/or training in anti-racism and/or anti-oppression required for staff, volunteers, or consultants engaged by your organization in project management or operational roles?	<ul style="list-style-type: none"> • N/A = 3% • No = 70% • Yes = 28%
4.2.b. In the past 24 months, has your organization supported the capacity strengthening efforts of stakeholders or partners in regards to anti-racism and anti-oppression (for example: providing training, sharing resources, etc)?	<ul style="list-style-type: none"> • N/A = 3% • No = 52% • Yes = 45%
4.3.a. 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"> • N/A = 15% • No = 37% • Yes = 48%
4.3.b. Does your organization currently collect disaggregated data on gender, age, race, and/or other identities of in-country partners and/or staff who occupy decision-making roles?	<ul style="list-style-type: none"> • N/A = 17% • No = 55% • Yes = 28%
4.3.c. Does your organization have an established mechanism for obtaining feedback from relevant in-country stakeholders ...regarding adherence to anti-racist guidelines in project activities and operations?	<ul style="list-style-type: none"> • N/A = 16% • No = 71% • Yes = 13%
4.4.a. In the past 24 months, has your organization received or allocated funding specifically for anti-racist projects, or activities within projects, as part of your program delivery work?	<ul style="list-style-type: none"> • N/A = 6% • No = 58% • Yes = 36%
4.4.b. In the past 24 months, has your organization implemented any projects which have performance measurement indicators directly related to race and racism?	<ul style="list-style-type: none"> • N/A = 3% • No = 86% • Yes = 12%




When asked about programmatic guidelines, 63% of respondents indicated that they had a policy that guides their project development practices and 60% indicated that they had policies that guide their monitoring and evaluation practices. Despite this, only three respondents indicated that anti-racism was explicit in either of these types of policies.

In terms of an organization's guidelines regarding safety and security, the majority (75%) of respondents indicated that they do not have a policy, training or protocol that explicitly assesses risks based on diversity factors including race. Many organizations have safety protocols that consider some diversity factors but do not consider race. For example, one respondent confirmed that their organization's safety and security policies apply to operations where diversity factors affect vulnerability (e.g. language, citizenship, gender, age etc.), but that racial differences have yet to be considered as one of the factors in the assessment. Interestingly, open-text responses to this question appear to suggest that some respondents do consider safety and security related to race if and when an affected individual identifies and raises the potential risk.

The majority (70%) of respondents 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. The open-text responses revealed a number of organizations that did, however, require mandatory training on gender equality, feminist principles and/or social inclusion. While most organizations do not require that stakeholders working in project management and operations complete anti-racism training, more than half (52%) of signatories indicated that they have provided anti-racism training and/or resources to personnel in the past 24 months.

As for localization, of the organizations that have country partners outside Canada, nearly half (48%) have an official procedure in place for staff and partners in decision-making roles who are involved in project activities and operations. A few organizations that do have this in place indicated that leadership and decision making power in their program and operations is shared with in-country partners. In the cases where organizations have formal feedback mechanisms for in-country staff, anti-racist objectives were not explicitly referenced and one organization revealed that their feedback mechanisms only pertained to community accountability and compliance.

36% of respondents indicated having received funds specifically for anti-racist projects in the past 24 months. Several of the examples provided for these projects were for work happening in Canada, and not internationally. For example, one organization shared an example where their in-country partners received project funds to lead activities in the promotion of local rights, knowledge and practices with international partners, including Canadian project management and operations staff.



“Anti-racism is not explicit but those are definitely embedded within our values, there is an opportunity to make these explicit.”

- SHARED BY A RESPONDENT



55% of organizations collect disaggregated data on gender, and less commonly on race, age and/or other identities in-country partners and/or staff. Most organizations that do collect disaggregated data, do so in a standardized manner and data collected about social identity factors depend on the country and populations served by the partners and projects. Only 12% of respondents indicated that they had implemented performance measurement indicators directly related to race and racism in the past 24 months. Though the proportion of signatories with these indicators is minimal, the examples provided of why and how these indicators were being used was substantive.

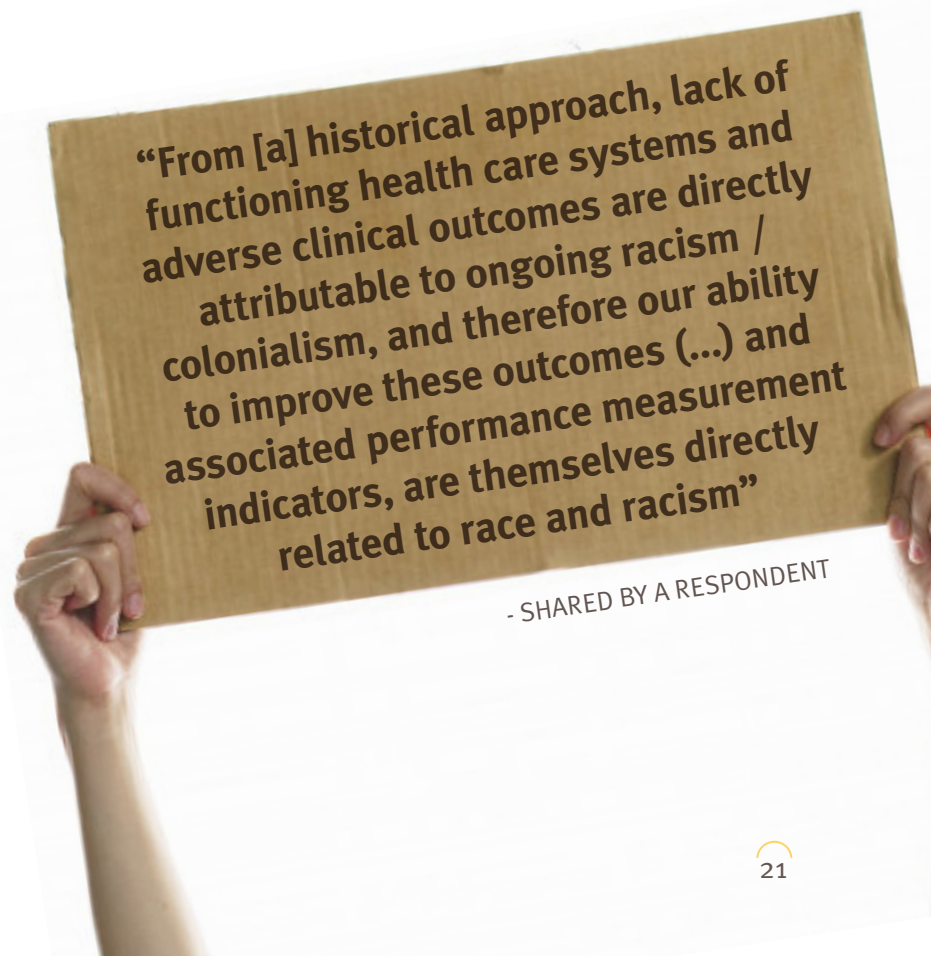
For example, one organization responded, “From [a] historical approach, lack of functioning health care systems and adverse clinical outcomes are directly attributable to ongoing racism / colonialism, and therefore our ability to improve these outcomes (...) and associated performance measurement indicators, are themselves directly related to race and racism”. Another respondent reported that some of their projects collect and disaggregate data about women from various ethnic groups and, in some contexts, race.

Discussion

Although a minor percentage of organizations have embedded anti-racism approaches into program management and operations, the findings reveal enabling conditions for anti-racist shifts in this arena. Most organizations reported that they had in place guidelines and procedures pertaining to their project operations, safety and security and monitoring

and evaluations. These findings suggest that although anti-racism is not yet incorporated into most respondents’ programmatic guidelines, at least half of signatories already have clear mechanisms in place that may be revised to incorporate these principles. Further, the report points to a few organizations that have deep experience incorporating anti-racism into their programs and operations and that may be positioned to offer learnings.

The results also found an uptake in organizations that have recently started or continued to offer anti-racism training and resources to staff, volunteers and/or consultants in project management or operational roles. Anecdotally, this occurrence may, in part, be attributed to an increase of organization and employee-led actions against racism taken during the height of the Black Lives Matter movement in 2020. In any case, interpreted together, the findings suggest that there is opportunity to build off existing momentum in the sector.



Recommendations

The survey results indicate notable opportunity for the development of anti-racist practice in the international cooperation sector. The journey will not be quick and with little experience within the sector, there are many unknowns. Nevertheless, signatory organizations show a willingness to get started and survey responses suggest a sector-wide recognition that change is needed.

Signing on to the framework is a good first step in acknowledging the pervasive existence of racism across Canada's international cooperation sector. However, symbolic recognition is insufficient to bring about the change required to undo years of harm. The work of acknowledging systemic racism in international cooperation must continue with active internal examination, clear positions against racism and meaningful commitment to a continuous and transformative process of anti-racist change. Actively acknowledging systemic racism and the oppressive legacy of colonialism, even when it is uncomfortable and inconvenient, is a necessary prerequisite to implementing the recommendations of this report. Organizations who dispute or minimize the impact of racism will not only be unable to make meaningful change but will also risk exacerbating existing social injustice.

The recommendations offered in this report serve to set a foundation from which to build new structures and systems that fully embrace, respect

and benefit from the contributions of people of all races. The idea is not to provide comprehensive or sweeping recommendations but rather initial strategic steps that can be taken collectively among signatory organizations and with the support of ARC.



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1. Define a coherent organizational anti-racism strategy

Across the sector, and even within organizations, respondents have adopted varying, siloed and incoherent approaches to anti-racism efforts. For example, several organizations reported sharing public-facing anti-racism statements despite not having a clearly defined anti-racism strategy, objectives and/or guidelines in place. Additionally, terms such as “diversity”, “accessibility” “inter-cultural sensitivity” and “anti-discrimination” and their accompanying approaches were sometimes used interchangeably with “anti-racism” in survey responses. While each of these principles can be important components of, and related to, anti-racism work, none are sufficient on their own. A lack of cohesion in terminology and approach to anti-racism risks obscuring its meaning and stunting the potential for collaborative, meaningful and transformative shifts in the sector.

► ORGANIZATIONS NEED TO DELIBERATELY DEFINE AND ADOPT A COHERENT, CRITICALLY REFLECTIVE AND INTERSECTIONAL ANTI-RACIST STRATEGY. THIS STRATEGY SHOULD BE INFORMED BY EMERGING PRACTICES IN ANTI-RACISM AND ACCOMPANIED BY CLEAR GOALS AND BENCHMARKS.

Organizations should begin by researching both the systemic and historical underpinnings of colonialism and racial injustice that permeate international cooperation as well as the leading conceptualizations of anti-racism that have emerged as a deliberate practice to counter these legacies. This research should be globally informed and should feature multiple perspectives, especially those led by Indigenous, Black and/or people from historically disadvantaged countries. Next, organizations are encouraged to critically reflect on the role their practices and policies may be playing in sustaining the sector’s legacy of racial bias, both through their actions and inaction. From there, organizations can begin to define what their firm institutional positions

and specific commitments to anti-racism are. Building a theory of change framework or attaching strategic, measurable, attainable, results-based, and time sensitive (SMART) goals to an organization’s anti-racism commitments will move statements into actionable strategy. Signatory organizations are urged to consider the commitments they made to the ARC framework as they develop their anti-racism strategies.

Organizations who have already begun their anti-racism journey are also encouraged to take time to self-reflect and clearly define (or re-define) their anti-racism strategy in the context of the survey findings and their commitment to the ARC Framework. Those organizations with deep experience in anti-racism efforts are invited to share learnings, case studies and/or resources with ARC in an effort to strengthen sector capacity in this space.

ARC can support this recommendation by supplying a list of appropriate external consultants that signatories can hire to support anti-racism strategy building, implementation and/or evaluation. Additionally, ARC can develop a knowledge-sharing hub whereby signatory organizations can access resources such as a glossary featuring sector-adopted terminology and definitions, anti-racism resources, anti-racism statement examples and suggested practices for implementation.

2. Create an enabling environment for productive dialogue within organizations

Anti-racism, as a proactive struggle against racial discrimination, remains the responsibility of all members of the Canadian international cooperation sector. However, in environments where employees do not feel invited, let alone safe, to participate, a culture of silence is formed and employers miss opportunities to co-create solutions informed by multiple perspectives. This is particularly true in the case of people who have



experienced racial injustice in the international cooperation sector, particularly Indigenous, Black, and/or people from historically disadvantaged countries, and whose insight is necessary to build more equitable ways of working. Despite this, most organizations take a reactive approach to hosting discussions about race and racism. In fact, more than half of respondents indicated that their organizations did not have safe, transparent and formal reporting and redress mechanisms on racism and discrimination.

► SIGNATORIES NEED TO CREATE AN ENABLING ENVIRONMENT FOR PRODUCTIVE DIALOGUE WHEREBY ALL STAKEHOLDERS, AND PARTICULARLY INDIGENOUS, BLACK, AND/OR PEOPLE FROM HISTORICALLY DISADVANTAGED COUNTRIES, CAN MEANINGFULLY CONTRIBUTE TO AND PARTICIPATE IN AN ORGANIZATION'S TRANSFORMATIVE CHANGE.

Dialogue strategies should be centred around bringing people together to discuss anti-racism, to co-create meaning and to build mutually informing relationships.

In implementing this recommendation, organizations must recognize that discussions about racial injustice can feel physically and/or psychologically unsafe as well as emotionally laborious, especially for those who have been negatively impacted by racism. As such, in addition to forums for dialogue, there are several necessary practices that can determine the outcome. First and foremost, organizations must clearly communicate that dialogue is taking place within an environment with zero-tolerance for harassment and discrimination and with stated redress policies in place. Confidential reporting and feedback mechanisms should also be in place and well socialized so employees are aware of their options. To increase safety, organizations should offer anti-racism training so that employees can better understand issues of structural racism, how to respectfully speak to these issues and what role they can play towards change.

ARC can scale up sector-efforts by creating opportunities for inter-organizational dialogue by organizing anti-racism forums, discussion and learning sessions and working groups. Samples of zero tolerance anti-harassment and anti-discrimination policies that incorporate anti-racist principles can also be include in the ARC knowledge hub.

3. Collaborate with international partners in the design, development and implementation of new approaches

Responses from the international cooperation sector to issues faced by historically disadvantaged peoples and countries continue to be primarily led by ideas and initiatives from the Global North. There has been minimal examination of the agency of in-country partners to solve self-identified problems within their own countries and/or to determine priorities requiring international cooperation. Less than half of organizations that have country partners outside of Canada, have an official procedure in place for centering project staff and partners in decision-making roles.

► IT IS CRITICAL THAT ORGANIZATIONS WORK WITH INTERNATIONAL PARTNERS TO UNDERCUT GLOBAL HIERARCHIES AND TAKE TANGIBLE STEPS TO SHIFT POWER LOCALLY. ORGANIZATIONS MUST COLLABORATE WITH INTERNATIONAL PARTNERS IN THE DESIGN, DEVELOPMENT AND IMPLEMENTATION OF ANTI-RACISM WORK.

In-country staff, in areas where Canadian organizations are working, must be involved in determining the type and shape of interventions at every stage of program development, communications and reporting. Those strategies must include a continual process of collaboration and knowledge-



sharing with global stakeholders. Solutions-building through dialogue and joint decision making will help avoid the chronic mistake of creating initiatives that are rooted in and actively reinforce a singular dominant worldview.

Beyond this, organizations should adopt a transition mindset whereby a strategy for the gradual transfer of power and resources to local stakeholders is outlined. Organizations should also establish formal feedback mechanisms for international and domestic stakeholders. Though it is not always comfortable, being challenged by partners from the Global South builds more equitable practice, strengthens programming and improves communications.

ARC can assist sector organizations by collecting and creating best practices for developing accessible feedback mechanisms in an international context. It may, for example, build and strengthen international networking and learning platforms to bridge facilitation for collective knowledge sharing, learning and knowledge promotion in Canada and globally. Research that includes a survey of recent attempts to improve feedback on improving gender outcomes and prevent sexual exploitation and abuse would be useful for establishing lessons learned and adapting those initiatives to improve racial equity. In addition, ARC can convene forums for consultation with international partners to engage in dialogue on agency and power, and how Canadian NGOs can operationalize their commitments to anti-racism in the three areas covered by the framework.

4. Measure, monitor and use data disaggregated by race at all staffing levels.

Data about race is a critical component to anti-racist practice as it enables evidence-based strategies that acknowledge and pro-actively confront trends of inequality within a workplace. Despite this, 71% of organizations reported not

disaggregating data about employees by race. Further, only 1% of respondents tracked salary data based on race and only 3% reported, collected or analysed promotion and retention rates of staff disaggregated by race. A colour-blind approach to monitoring and addressing gaps in hiring at decision-making levels, promotion, retention, termination and salary enables racial disparities to persist. To be anti-racist, the international cooperation sector must necessarily reflect the the multi-racial, multi-ethnic community it sets out to serve and the multi-cultural community within which it is located in Canada.

► THE SECTOR NEEDS TO PROACTIVELY MEASURE AND MONITOR DATA DISAGGREGATED BY RACE AT ALL LEVELS OF THE ORGANIZATION TO INFORM EVIDENCE-BASED ANTI-RACISM STRATEGIES.

Collecting data on race, gender, ability, age, religion and sexual orientation can enable organizations to measure the extent to which they are attracting and retaining a representative workforce who can bring the necessary cultural interpretations and social perspectives needed to reverse the history and practice of privileging White-centered knowledge.

Appropriate approaches to data collection and analysis vary depending on the context of the organization including size and structure. There are certain measures that an organization can take to improve employee comfort in self-identification including, clearly communicating why the information is being collected and how it will be used, keeping the data anonymous throughout the process and allowing for options to opt-out. Before undertaking this work, organizations should consult legal expertise to understand their responsibilities concerning the collection of social identity data.

It is possible that organizations are not collecting and using data about race to attain more equitable outcomes because they do not understand the value or do not know where to



begin. ARC can support organizations seeking to collect data by developing and compiling helpful materials into an ARC knowledge hub including; survey templates, legal guidelines, and monitoring and evaluation tools. It may be further helpful for ARC to organize a virtual learning session where sector organizations can better understand the value of data collection, ask questions and take away practical tips for building their data collection strategy. Additionally, ARC can play an instrumental role in developing resources and activities that help address any racial disparities observed through the collected data. For example, to address issues of attracting more racially diverse staff into vacant positions, ARC can, among other interventions, put together standard anti-racist language that organizations can choose to include in their job postings, and offer training in recruitment practices that proactively attract diverse candidate pools.

5. Prioritize and establish a regular cycle of anti-racism audits

Two thirds (68%) of respondents had not conducted recent audits of their communications, fundraising or advocacy content to confirm whether they meet their own guidelines and anti-racist commitments. In a sector that has a history of perpetuating harmful narratives of Indigenous, Black and peoples from historically disadvantaged countries, it is necessary that organizations undertake regular and comprehensive review of their communications materials and practices. In addition, while 59% of responding organizations indicate evaluation practices to monitor policies and procedures, these evaluations generally did not include evaluating anti-racist practices. For example, 75% of respondents did not have any protocols to explicitly assess risks based on racial differences and a very low number had performance measurements that included factors based on race.

► ORGANIZATIONS SHOULD SCHEDULE AN AUDIT WITHIN A SPECIFIED TIMEFRAME AND ESTABLISH A REGULAR CYCLE OF ANTI-RACISM AUDITS IN ALL THREE COMMITMENT AREAS.

Organizations are encouraged to commit to a target date for completing a first audit. Subsequent anti-racism audits of human resources, communications and programs should be scheduled on a regular cycle, such as annually or bi-annually, depending on organizational capacity and needs.

There are multiple ways audits can be conducted, and may vary depending on the behaviour and anti-racism priorities of the organization. Organizations can begin this process by defining the scope of an audit including the time frame being studied and areas to be included. For example, a communications audit might include indicators about recurring narratives, layered terminology, voice/perspective featured and/or content approval. Auditors may decide to incorporate relevant qualitative feedback received, for example, from social media comments, complaints and/or email replies that can further help illustrate the findings. Once the data has been collected and analyzed, organizations can use this evidence to inform specific learnings and opportunities to improve their communications.

ARC can support this recommendation by providing training in and templates for communications and program audits, providing a list of anti-racist consultants who facilitate audits, and contributing to the development of monitoring and evaluation measures. In addition, ARC can facilitate connections with academic institutions and other organizations who are conducting research on Indigenous monitoring and evaluation practices in order to help shape different ways of measuring program success that emerge from respect for various ideas of self determination.



6. Invest finances, staff time and a demonstrated commitment from leadership

Anti-racism work takes time, money, emotional labour and expertise. Most organizations in the sector do not have staff with job roles and responsibilities that include anti-racism work, yet a significant portion of the responses show that anti-racism efforts are being led by internal staff. Only 37% of organizations offered anti-racism training to staff or volunteers and what is offered is most often optional and delivered by organizations own staff or board. Very few respondents had a designated anti-racism officer or staff whose responsibilities included monitoring anti-racism practice and policy. Despite not making such training mandatory, a large majority (84%) reported having staff or volunteers participate in anti-racism related training. The sector needs to prioritize this work, leverage the willingness of its staff, and demonstrate institutional support by investing in anti-racism efforts.

► ORGANIZATIONS NEED TO INVEST RESOURCES TO SUPPORT AND ADVANCE THEIR COMMITMENTS TO REALIZING ANTI-RACIST CHANGE.

Prioritizing funding for this work could enable organizations to hire expert consultants and/or specialists, conduct audits, create campaigns, build monitoring and evaluation tools, participate in learning activities and equip volunteer working groups with the budget needed to effectively carry out anti-racist change. Financial resources are also needed to provide training and materials to existing staff.

The investment needed to create sustained and lasting change is more than financial in nature. A genuine and committed investment is also needed from leadership teams at the highest level of an organization. While all staff can participate in grassroots anti-racist efforts, when an organization's leaders champion their commitment to this work, they set a powerful tone that can work to create necessary cultural shifts within their organizations and establish anti-racism as normative within the international cooperation sector.

ARC can support this recommendation by undertaking fundraising to unlock resources for training and resource development and to provide grants for smaller orgs to complete anti-racism work. ARC can also build anti-racist caucuses at the executive level whereby CEOs engaged or interested in this work can connect to discuss issues and approaches at a higher level.

7. Integrate anti-racism into internal structures across all operations and management

Anti-racist principles must become embedded into every level of organizational operations and not treated as an optional, complimentary or a side project. The overwhelming majority of international cooperation organizations have yet to integrate anti-racist principles across their core operation processes and practices. The majority of the sector already have formal guidelines, policies and/or procedures that inform how they approach their work. Despite this, a small minority of respondents reported having anti-racist principles in any, let alone all, of their core policies and guidelines.



► ORGANIZATIONS NEED TO ADOPT A SYSTEMIC APPROACH THAT BUILDS ANTI-RACISM INTO INTERNAL STRUCTURES ACROSS ALL OPERATIONS AND MANAGEMENT INCLUDING, BUT NOT LIMITED TO THEIR POLICIES, GUIDELINES, PROCEDURES, MONITORING AND EVALUATION TOOLS AND FEEDBACK MECHANISMS.

While this recommendation may need to follow preceding recommendations of this report, it is included because the work of integrating anti-racism at a structural level is critical to fundamental change. Further, this process looks different depending on the size, structures, capacity and needs of a given signatory. Once some of the preceding steps of this report have been taken, they should be closely followed with a move to integrate anti-racist policies and practices across the board.

Organizations can begin by reviewing and updating their most current operational and management processes, policies and guidelines. This review should be a collaborative process

involving the stakeholders who work most closely with these governing structures. In some cases, policies may simply require a revision of existing language or an addition of specific anti-racist principles, in other cases, they may require completely new frameworks be built. The effectiveness of governing structures, relies on the acceptability and understanding of those engaging with them. As such, organizations will have to socialize information about their updated policies and procedures among staff and offer training sessions as appropriate.

ARC can support this recommendation by assembling relevant case studies and examples of sector-specific anti-racist implementation in an ARC knowledge-sharing hub. Sector learnings from the collaborative shift towards mainstreaming gender equality across programs, operations and management to improve gender outcomes may help establish a pathway for improving racial equity through a similar approach.



Photo: Gerd Altmann Pixabay



Conclusion

Embarking on a collective journey of anti-racism is important for the international cooperation sector if it is to embody values of justice, equality and dignity. In starting off with this honest pulse check on anti-racism in the sector, we should not get stuck on the findings of the survey but rather focus on what we will do with those findings to move forward as individual organizations and collectively as a sector.

The report will be distributed to signatory organizations for their own self examination and internal anti-racism work. There is a lot of good will in the sector and organizations that have started doing the work often find that it is a lonely process. This initiative allows organizations in the sector to journey together, stronger and more effectively.

The framework provides steps that strengthen each other. The ARC statement helps organizations outline tangible anti-racist outcomes to achieve, the ARC survey reports and measures progress against those commitments, and the ARC Working Group will leverage the priorities and recommendations identified in the survey to develop support mechanisms and resources to facilitate anti-racist transformation.

The reality is that anti-racism work is challenging, slow-moving and continual. It requires a committed effort and a willingness to integrate anti-racist principles into core modes of operation, champion anti-racist work at all levels within an organization and routinely examine organizational impact. This initiative has the potential to herald a cultural shift in the sector that may only begin to be

felt three, four or five years from now, if individual organizations and ARC remain persistent and resolute in their efforts to effect change.

Although the process may be slow, the potential will be realized if organizations take the posture that it is not acceptable to perpetuate racism on individual or systemic levels. Acknowledging the existence of racism within the international cooperation sector and actively and collaboratively working to dismantle it will serve to put individual organizations and the sector as a whole on a path to being pro-actively anti-racist.



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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 signatory organizations

- ADRA Canada
- Aga Khan Foundation Canada
- Alberta Council for Global Cooperation
- Alternatives
- Association québécoise des organismes de coopération internationale (AQOCI)
- Atlantic Council for International Cooperation
- British Columbia Council for International Cooperation
- Canada World Youth - Jeunesse Canada Monde
- Canadian Association for the Study of International Development
- Canadian Audit and Accountability Foundation
- Canadian Christian Relief & Development Association (CCRDA)
- Canadian Feed the Children
- Canadian Foodgrains Bank
- Canadian Lutheran World Relief
- Canadian Partnership for Women and Children's Health (CanWaCH)
- Canadian Red Cross
- CARE Canada
- Carrefour international bas-laurentien pour l'engagement social (CIBLES)
- CECI (Centre d'études et de coopération internationale)
- Children Believe
- Coady International Institute
- CODE
- Cooperation Canada
- Crossroads International / Carrefour International
- Cuso International
- Développement, Expertise et Solidarité Internationale (DESI)
- Doctors Without Borders/ Médecins Sans Frontières (MSF) Canada
- Engineers Without Borders Canada
- Equitas
- Ethiopiaid Canada
- Farm Radio International
- Global Health Projects, University of Calgary
- Grand Challenges Canada
- Humanitarian Coalition
- Inter Pares
- Inter-Council Network
- Interagency Coalition on AIDS and Development
- International Teams Canada
- IRIS Mundial
- Islamic Relief Canada
- Manitoba Council for International Cooperation
- MEDA
- Mennonite Central Committee Canada (MCC)
- Mission inclusion
- Northern Council for Global Cooperation
- Ontario Council for International Cooperation
- Operation Eyesight
- Oxfam Canada
- Oxfam-Québec
- Partners in Health Canada
- Peace Africa Alliance Consulting, Educating and Training Centre (PAACET)
- Plan International Canada
- Presbyterian World Service & Development
- Rayjon Share Care of Sarnia, Inc.
- Results Canada
- Saskatchewan Council for International Cooperation
- Save the Children Canada
- SUCO - Solidarité Union Coopération
- Teach Peace Development
- The Dallaire Institute for Children, Peace and Security
- The Equality Fund
- the Jane Goodall Institute of Canada
- The Wellspring Foundation for Education
- Trade Facilitation Office Canada/Bureau de promotion du commerce Canada
- Ujeengo Global Community
- United Church of Canada
- VIDEA
- World Renew
- World University Service of Canada (WUSC)
- World Vision Canada
- YMCA Canada



Annexes

ANNEX 3: ARC Framework 



**ANTI-RACIST
COOPERATION**



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