



CCIC | AGM2025

PARTICIPANT PACKAGE

Welcome

We're looking forward to seeing you at OCIC's 2025 Annual General Meeting (AGM), September 26, 2025. Hosted by OCIC's Board of Directors and staff, this virtual gathering will include presentations on the governance and financial aspects of our work, including the launch of our 2025-2023 Strategic Plan, presentation of new members, election of Board Directors, presentation of our Audited Financial Statements, and recognition of key contributors. We will also be sharing stories of impact from key program activities supported by Global Affairs Canada (GAC).

Land Acknowledgement

OCIC recognizes and honours the Indigenous peoples who have historically, and do presently, live and work on the traditional, both treaty and unceded territories that we operate on. These include the Huron Wendat and Petun First Nations, the Seneca, the Haudenosaunee, the Anishinaabe, the Mississaugas of the Credit River First Nation, and many others. We acknowledge that our staff, Board, volunteers, members and broader community operate on the treaty and unceded territories of these and numerous other Indigenous peoples and nations.

As we reflect on our role within a settler-colonial context, we acknowledge the importance of naming the Indigenous peoples and nations on whose lands we live, work and play, and understand the importance of framing our engagement in the international cooperation sector and beyond through the lens of reconciliation and decolonization. We recognize that we have a responsibility to stand in solidarity with Indigenous peoples who have and continue to fight for social justice on their own lands.

Code of Conduct

OCIC is committed to creating a safe and inclusive space. We ask all participants to commit to the following Code of Conduct, inspired by those of the Inter-Council Network (ICN) and Amnesty Canada, and adapted for OCIC's content and approach to this event.

- 1 RESPECT**, I COMMIT to being respectful to all participants regardless of language, race, national or ethnic origin, age, sex, gender, sexual orientation, marital status, ability, and any other identity or belief, throughout this event. I understand that any discrimination or harassment will not be tolerated.
- 2 INCLUSION**, I COMMIT to creating space for all to contribute and participate, to give prominence to the voices and stories of those who might be systemically excluded, and to make space for those that are more appropriately positioned to contribute.
- 3 HUMILITY**, I COMMIT to participating with a spirit of openness to learn and a recognition of the broad diversity of participants. I recognize that creating space for lived experiences to inform this space is necessary and that hearing others' stories is a privilege.
- 4 SAFETY**, I COMMIT to ensuring the physical, emotional, mental, sexual and spiritual safety of all participants in the sessions, and reporting any incidents of harassment and discrimination to the organizers.
- 5 SOLIDARITY**, I COMMIT to seeking common ground and inspiration to support collective action.
- 6 PATIENCE**, I COMMIT to being patient with technology, organizers, and each other. I recognize that everyone is on their own journey of learning.
- 7 OPENNESS**, I COMMIT to bringing an open heart and an open mind to my involvement in this event. I commit to being open to caring for others and myself, including taking space to decompress and realign my energy if needed.

Zoom Engagement

OCIC's AGM will be held on Zoom in regular Meeting mode, allowing participants to engage with video and to interact in the chat box. For best user experience we encourage you to connect by computer rather than on a phone.

Zoom Meeting Link or Meeting IDs

Join the Zoom meetings by clicking the meeting URL or entering the meeting ID into the Zoom Web Portal, your desktop app, or mobile app. The links and meeting ID will be shared with you via a Zoom reminder email prior to the events. Please sign in 10 minutes before the session is scheduled to begin so that we can start in a timely manner.

Video & Audio Connection

Video connection is not required to participate, but is warmly invited. Feel free to turn your camera on or off by selecting "Stop Video" in the bottom left of your meeting screen.

Please remain on mute during the session unless prompted otherwise by the host. You can mute and unmute yourself and access other audio settings in the bottom left of your zoom meeting screen.

Display Name

For security and reporting purposes please ensure that your display name matches your registration details. Once you've entered the room we encourage you to add your pronouns and organizational affiliation by clicking on the participant list to the right, selecting "more" and selecting "rename."

Closed Captioning

Closed captioning will be available and can be accessed via the "Show Captions" button.

Tech Support

OCIC staff will provide tech support on Zoom, as needed. Please feel free to send a private message on Zoom to request assistance.

Proposed Agenda

Friday, September 26, 2024

10:00 am - 1:00 pm (including health breaks)

Voting Member Poll Everywhere and Zoom Platform Sign-In & Tech Support
Participant Zoom Sign-In and Tech Support

OCIC Annual General Meeting

Welcome
Land Acknowledgement
Review of Voting Process
Approval of the Proposed 2025 AGM Agenda
Approval of the 2024 AGM Minutes
Chair's Report
Executive Director's Report
Presentation of OCIC's 2025-2030 Strategic Plan
Governance Committee Updates
Membership Committee Updates and Presentation of New Members
Presentation of Slate of Candidates to the Board of Directors
Approval of Slate of Candidates to the Board of Directors
Presentation of Audited Financial Statements
Approval of 2025-2026 Auditor
Personnel Committee Updates
Board, Volunteer and Staff Recognition
Business Arising
Adjournment of Business Meeting

OCIC 2024 Annual General Meeting Minutes

Held virtually on Zoom - September 25, 2024 - 11:00 a.m. to 1:00 p.m.

Welcome & Introductions

- 1.1 Jacquelyn Wright, OCIC Board President, welcomed the membership to OCIC's 2024 Virtual AGM, called the business meeting to order, and explained the voting procedure.
- 1.2 Voting members did a test motion and poll using the Poll Everywhere voting platform. Moved by Su Mcleod (PWRDF) and seconded by Isabelle Hachette (World Accord).
- 1.3 Quorum was met, allowing us to proceed.

Business Meeting

2.1 Approval of the Proposed 2024 AGM Agenda (Jacquelyn Wright)

- i. *Motion to approve the proposed 2022 AGM Agenda moved by Bella Lam (Jane Goodall Institute). Seconded by Hyang Cho (Good Neighbours Canada). **Motion carried.***

2.2 Approval of 2023 AGM Minutes (Jacquelyn Wright)

- i. The minutes from the 2023 AGM were presented to the membership.
- ii. *Motion to approve the 2023 AGM minutes as presented moved by Su Mcleod (PWRDF). Seconded by Lindsay Sheridan (Results Canada). **Motion carried.***

2.3 Chair's Report (Jacquelyn Wright)

- i. The Executive Committee focused on setting Board meeting agendas, providing feedback to management on emerging issues, and guiding strategic discussions. The Ad Hoc Strategic Planning Committee developed their Terms of Reference, launched a call for consultant proposals, and will next work on selecting a consultant, expanding committee participation, and contributing to ongoing planning efforts.
- ii. **Personnel Committee Update (Kristin Douglas):**
The Personnel Committee provided HR support throughout the year, including staff hiring, evaluations and exit interviews, while also reviewing and improving interview processes. They led key policy updates, supported by a policy consultant, resulting in revised Personnel and Respect in the Workplace Policies. Additionally, they recommended a 3% cost of living increase and explored health and wellness benefits for staff. Looking ahead, the committee will focus on supporting hiring processes, updating employment contracts, and revising the Volunteer Policy.

2.4 Presentation of Audited Financial Statements and Approval of 2024-2025 Auditor (Courtney Mollenhauer)

- i. The Finance Committee provided oversight on OCIC's financial health, receiving quarterly financial reports, reviewing and recommending budgetary decisions, and supporting OCIC's independent audit. Plans for a 'Service Provider' fund diversification initiative were put on hold due to legal considerations, with hopes to revisit it in the coming year. Looking ahead, the committee will continue supporting financial management, recruitment of a new Accountant, and reviewing financial aspects of OCIC's next Global Affairs Canada (GAC) proposal.
- ii. OCIC had a strong financial year, closing with a surplus of \$15,330. A clean, unqualified audit was completed with no follow-up needed, and the Board approved a \$43,000 transfer to the restricted reserve. Revenue increased by 25% from the previous year, largely due to expanded GAC-funded activities, while expenses rose accordingly, including salary costs, legal fees, and professional development investments. The organization remains in a solid financial position.
- iii. The Board of Directors was satisfied with the work of Pennylegion Chung LLP as OCIC's auditor and has recommended renewing their services for the upcoming financial year. Special thanks were extended to the audit team, finance staff, and retiring Accountant, Eric Plato, for their contributions.
- iv. *Motion to approve Pennylegion/Chung LLP as auditors for the 2024-2025 financial year moved by Courtney Mollenhauer (Transforming Faces). Lindsay Sheridan (Results Canada). **Motion carried.***

2.5 Governance Committee Report (Molly Grove)

- i. The Governance Committee focused primarily on supporting OCIC's transition from the Ontario Not-for-Profit Corporations Act (ONCA) to the Canada Not-for-Profit Corporations Act (CNCA). This work involved updating bylaws and policies with guidance from Blumbergs and other committee members.
- ii. Key activities included organizing a Member Information Session on April 30 to outline the transition process and legal rationale and supporting the Special Members Meeting on June 12, where members passed the new By-Laws (By-Law No.7). Additionally, the committee developed and presented new OCIC Board Member Objectives, a Board Mandate, and a Code of Conduct for Board approval.
- iii. In the year ahead, the committee plans to finalize the Whistleblower Policy, including a reporting mechanism, and develop a Privacy Policy. Members interested in joining the Governance Committee are encouraged to connect with Lisa.

2.6 Resolution on Number of Board of Directors (Jacquelyn Wright)

- I. As part of OCIC's new By-Laws, two motions were brought forward regarding the composition of the Board of Directors. According to OCIC's new Articles of Incorporation, the Board shall consist of a minimum of 3 and a maximum of 20 directors. By-Law 5.02 further clarifies that the fixed number of directors within this range must be determined from time to time either by an Ordinary Resolution of the members or, if empowered, by a resolution of the Board.

- II. *Motion to fix the number of Board Directors to 13 for the 2024/2025 board year moved by Isabelle Hachette (World Accord). Seconded by David Bock (Compassion Canada). **Motion carried.***
- III. *Motion to empower OCIC's Board of Directors to determine the fixed number of directors for the 2025/2026 board year, by resolution of the board, moved by Maria Malik (Raising the Village). Seconded by Esperanza Monsalve (YMCA of GTA). **Motion carried***

2.7 Presentation & Election of Candidates to OCIC Board of Directors (Jacquelyn Wright)

- i. Jacquelyn Wright explained the OCIC Bylaws and Articles of Continuance regarding the composition of the Board of Directors, which is now structured with the following guidelines:
 - The Board shall consist of a minimum of 3 and a maximum of 20 directors (By-Law 5.02).
 - Director terms are staggered, ensuring approximately half of the directors are elected for a two-year term, with the remaining half serving a one-year term to maintain continuity (By-Law 5.03).
 - A Nominating Committee is responsible for proposing a list of candidates for election each year, ensuring at least 60% of candidates are affiliated and endorsed by member organizations (By-Law 8.02).
- ii. The Board of Directors put forward a slate of 13 candidates for the 2024-2025 year and recommends:
 - for a 1-year term:
 - i. Hyang Cho - Good Neighbours Canada
 - ii. Aysha Dawood
 - iii. Kristin Douglas - World Accord
 - iv. Soofia Mahmood - Raising the Village
 - v. Alice Ng Bouwma
 - vi. Helen Ray
 - for a 2-year term:
 - i. Emily Antze - Partners In Health Canada
 - ii. Molly Grove
 - iii. Bella Lam - Jane Goodall Institute
 - iv. Christina Muia
 - v. Efemena Stephenie Ozugha - Rooftops Canada
 - vi. Dr. Helena Shilomboleni - University of Waterloo
 - vii. Jacquelyn Wright - Canadian Feed the Children
- iii. The 4 new candidates shared their credentials and motivation for becoming members of the OCIC Board of Directors.
- iv. Since no other nominations were received prior to the deadline and that all candidates had been endorsed by two or more OCIC members in good standing, the Board put forward a recommendation to acclaim and ratify the full slate of Organizational Members and to vote on the Associate Member candidates. Voting results were shared after the ED Reports.
- v. *Motion to approve the slate of candidates for the Board of Directors, as presented. Moved by Maria Malik (Raising the Village). Seconded by Su McLeod (PWRDF). **Motion carried.***

- vi. *Motion for OCIC to delete the electronic voting results after 30 days, moved by Bella Lam (Jane Goodall Institute). Seconded by Isabelle Hachette (World Accord). **Motion carried.***

2.8 Membership Committee Updates and Presentation of New Members (Hyang Cho)

- I. The Membership Committee focused on strengthening OCIC's membership processes. Key activities this year included:
- Reviewing and approving new member applications.
 - Revising the Membership Policy and Membership Committee Terms of Reference to align with OCIC's transition to the CNCA.
 - Supporting Board calls and OCIC's Membership Renewal Campaign.
- Looking ahead, the committee will:
- Review member feedback from surveys, Board calls, and programs to improve member retention and attract new members, with a focus on SMOs and relevant academic institutions.
 - Set membership growth targets and recommend new member applications.
 - Establish a Nominations Committee to lead Board recruitment and orientation for 2025-2026.
- II. Under the new Bylaws, the Board of Directors now has the authority to approve new members without requiring ratification by the general membership, streamlining the membership process. Hyang invited three new members whose information was provided in the AGM Participant Package, to share an overview of their work and why they are joining OCIC: ACTED Canada; NEXIM International Development Organization; and ONE Global.

2.9 Executive Director & Programs Report (Kimberly Gibbons, Shehara Athukorala, Mishka Watin, Pragma Tikku and Lisa Swainston)

- i. Kimberly Gibbons (Executive Director) provided an overview of OCIC's key program activities over the past year, guided by the organization's Theory of Change and Strategic Plan. This included:
- Supporting ICN Policy Research on Feminist, Decolonial and Anti-Racist Public Engagement.
 - Advocating for an extension of the ICN Fund for Innovation and Transformation (FIT) and Spur Change program for SMOs.
 - Contributing to Global Affairs Canada's Civil Society Partnerships Policy Advisory Group (CPAG) and Cooperation Canada initiatives.
 - Advancing partnerships with Indigenous leaders, academia, and civil society on knowledge-sharing and participatory action research.
 - Kim noted the importance of these efforts in promoting sustainable development, equity, and collaboration among diverse actors.
- I. Shehara Athukorala (Learning & Impact Specialist) highlighted OCIC's capacity-strengthening activities over the past year, including:
- Hosting OCIC's 35th Anniversary Symposium and a community-centric fundraising webinar.

- Facilitating training on Project Implementation Planning (PIP) and supporting cross-sector collaboration.
 - Developing two new Communities of Practice (CoPs) focused on Equitable Partnerships and Leadership, shaped by member feedback emphasizing decolonization, localization, and skills-building.
 - Shehara also invited members to join upcoming events, including a knowledge-sharing session with Crossroads International and the launch of OCIC's new Advocacy Incubator program in partnership with Results Canada.
- II. Mishka Watin (Membership & Administration Coordinator) reflected on OCIC's multi-sectoral dialogue initiatives, emphasizing climate change and water justice. Key activities included:
- Co-hosting the Spur Sparks Wasan Regional Retreat focused on water, environment, and climate change.
 - Organizing International Development Week (IDW) events, including a youth Innovation Lab on water challenges.
 - Developing a World Water Day e-zine, co-hosting a Storytelling Night, and facilitating a community arts workshop.
 - Mishka highlighted the importance of creating accessible spaces for diverse actors to connect, co-learn, and build meaningful collaborations.
- III. Pragya Tikku (Community Engagement & Gender Equality Specialist) shared updates on OCIC's efforts to engage and amplify youth voices through the Youth Policy Makers Hub (YPH). Highlights from the past year included:
- Delivering a six-part 'Policy Matters' webinar series focused on Canada's Feminist International Assistance Policy (FIAP).
 - Supporting YPH members to participate in key policy events, including CSW68 in New York, where they contributed a youth-led report on gender equality.
 - Organizing an in-person retreat, youth-led projects, and engagement in high-level policy discussions.
 - Pragya noted that OCIC will continue prioritizing youth engagement, including supporting a new delegation for CSW69 and deepening partnerships with academic institutions like Lakehead University - Orillia.
- IV. Lisa Swainston (Director of Operations) shared closing remarks, emphasizing the collective impact of OCIC's programs in strengthening capacity, fostering dialogue, and advancing youth leadership. She thanked members, staff, and partners for their contributions and invited continued collaboration in the year ahead.

2.10 Volunteer/Staff/Board Recognitions (Christina Muia, Lisa Swainston)

- i. Christina Muia expressed gratitude to fellow Board Directors for their commitment and hard work over the past year, including supporting OCIC's transition from ONCA to CNCA, strengthening OCIC's financial health, approving key governance, personnel, and membership

policies, and welcoming new members. Christina also acknowledged the personal and professional milestones of board members during their tenure. Special recognition was given to outgoing Board members for their service:

- Courtney Mollenhauer (Transforming Faces) – Treasurer and Finance Committee member
 - Charanya Thiyanavadivel (Results Canada) – Personnel and Membership Committees
 - Martina Coraci (World Renew) – Governance and Membership Committees
- ii. Lisa Swainston expressed deep appreciation for the Board’s leadership and support – especially during the CNCA transition, acknowledging the increased time and effort required – and recognized the dedication of OCIC’s current staff team:
- Pragya Tikku – Community Engagement and Gender Equality Specialist
 - Sarah Judd – Communications and Content Specialist
 - Shehara Athukorala – Learning and Impact Specialist
 - Mishka Watin – Membership and Administration Coordinator
 - Eric Plato – Accountant, who is retiring this year after many years of service and sector-wide contributions. A Kudoboard link was shared for attendees to leave messages of appreciation for Eric

Lisa also welcomed and acknowledged the contributions of OCIC’s new Lead Volunteers:

- Victoria Ho and Negin Kamvish – Communications Lead Volunteers
- Favour Francis Ejiasa and Nishita Panwar – Programs Lead Volunteers
- Krishna Tessa Absin – MEAL Lead Volunteer

Additionally, Lisa recognized past staff members and volunteers who contributed significantly to OCIC over the past year, including:

- Former staff: Arabelle Arcaina, Vlad Gómez
- Past lead volunteers: Sagarika Bose, Hilena Gebregiorgis, Srijain Shrestha, and Mishka Watin (now full-time staff)
- Board committee volunteers: Agatha Dudzinski, Susan James, Ruth Taylor, and Brian Waters

Lisa concluded by thanking all staff, volunteers, and Board members for their ongoing dedication and contributions to OCIC.

2.11 Business Arising (Jacquelyn Wright)

- i. No issues raised.

2.12 Adjournment of Business Meeting (Jacquelyn Wright)

- i. *Motion to adjourn the business meeting moved by Emily Antze (Partners in Health Canada). **Meeting adjourned.***

2024 AGM Participants

Racha Abou Chakra	Ontario Council for International Cooperation Associate
Krishna Tessa Absin	Ontario Council for International Cooperation Volunteer
Koku Selom Agbavito	
*Rasha Al-Baiyatti	Inter Pares
Jennifer Amuah	OCIC Youth Policy-Makers Hub Member
*Emily Antze	Partners in Health Canada
Arabelle Arcaina	Former OCIC Staff
*Heather Arnold	CME Trust
Shehara Athukorala	Ontario Council for International Cooperation
Germaine Basita	Canada for Africa Group
*David Bock	Compassion Canada
Patrick Newton Bondo	The Outreach Social Care Foundation
Yagiz Boran	OCIC Youth Policy-Makers Hub Member
Sacha Bunting	Compassion Canada
*Maria Carmona	Presbyterian World Service & Development
MaryAnn Chathanat	Canadian Feed The Children
*Hyang Cho	Good Neighbours Canada, OCIC Board Director
Jesse Clarke	JN Clarke Consulting
Aysha Dawood	CAFID; OCIC Board Director
Kristin Douglas	World Accord; OCIC Board Director
Illa Dru	
Bob Garthson	Council of Canadians, Seniors for Climate Action Now
Kimberly Gibbons	Ontario Council for International Cooperation
Molly Grove	Salanga, OCIC Board Director
Isabelle Hachette	World Accord
Victoria Ho	OCIC Lead Volunteer
Susan James	Ontario Council for International Cooperation Volunteer
Sarah Judd	Ontario Council for International Cooperation
Negin Kamvizi	Ontario Council for International Cooperation Volunteer
Malvika Kathpal	
Noor Khan	Holistic International Development
Allison Kingston	Rayjon Share Care
*Rodrigo Konigs	Horizons of Friendship
*Bella Lam	Jane Goodall Institute of Canada; OCIC Board Director
Simon Leonidis	
*Mark Lubuulwa	NEXIM International Development Organization
*Maria Malik	Raising The Village
*Rano Mansurova	Acted Canada
*Su Mcleod	The Primate's World Relief and Development Fund
*Kiddy Mengesha	Beautiful World Canada
David Mhyre	My Oral Village
*Courtney Mollenhauer	Transforming Faces; OCIC Board Director
*Esperanza Monsalve	The YMCA of Greater Toronto

Christina Muia	Skills for Change; OCIC Board Director
Alice Ng Bouwma	Canadian Red Cross; OCIC Board Director
Jean-Marie Niangoran	Canadian Feed The Children
ADM Leslie Norton	Global Affairs Canada
Mohamed Othowa	Community Aid Network
*Efemena Ozugha	Rooftops Canada
Eric Plato	Ontario Council for International Cooperation
Khalil Rantissi	OCIC Youth Policy Makers Hub Alumni
Helen Ray	
Peniel Rwendeire	Canadian Network for International Development-CANID
Minerva Saddler Grey	ONE Campaign
Dr. Vida Shehada	Centennial College
*Lindsay Sheridan	Results Canada
Dr. Helena Shilomboleni	University of Waterloo
Ayesha Siddiqi	OCIC Youth Policy-Makers Hub
Sanjeev Singh	CDF Canada
Amal Smaili	University of Toronto
Dilesha Stelmach	Equity First HR
Lisa Swainston	Ontario Council for International Cooperation
*Tina Sweeney	Cuso International
Pragya Tikku	Ontario Council for International Cooperation
Sabere Traore	World Health Organization
Pallavi V	
Mia Valliere	OCIC Youth Policy-Makers Hub Member
Mishka Watin	Ontario Council for International Cooperation
Dr. Yinka Williams	African Emergency Humanitarian Foundation
*Jacquelyn Wright	Canadian Feed The Children; OCIC Board Director

Audited Financial Statements

ONTARIO COUNCIL FOR INTERNATIONAL COOPERATION

STATEMENT OF FINANCIAL POSITION

AS AT MARCH 31, 2025

	2025	2024
ASSETS		
Current assets		
Cash	\$ 334,427	\$ 167,228
Term deposits (note 3)	42,607	41,762
Amounts receivable	17,196	36,643
Prepaid expenses and deposits	<u>9,149</u>	<u>1,446</u>
	<u>\$ 403,379</u>	<u>\$ 247,079</u>
LIABILITIES AND NET ASSETS		
Current liabilities		
Accounts payable and accrued liabilities	\$ 45,705	\$ 45,755
Deferred contributions (note 5)	<u>163,552</u>	<u>40,324</u>
	<u>209,257</u>	<u>86,079</u>
Net assets		
Internally restricted (note 6)	100,000	100,000
Unrestricted	<u>94,122</u>	<u>61,000</u>
	<u>194,122</u>	<u>161,000</u>
	<u>\$ 403,379</u>	<u>\$ 247,079</u>

FOR THE YEAR ENDED MARCH 31, 2025

	2025	2024
REVENUE		
Government grants (note 7)	\$ 832,093	\$ 702,810
Membership fees	26,338	29,915
Inter-Council Network (ICN) Spur Change Program	15,923	71,166
Investment income	1,526	1,866
Donations	830	2,876
Other	<u>4,194</u>	<u>2,725</u>
	<u>880,904</u>	<u>811,358</u>
EXPENSES (note 8)		
Program		
Global Affairs Canada	742,940	627,509
ICN Spur Change Program	16,424	66,360
Administration	<u>88,418</u>	<u>102,159</u>
	<u>847,782</u>	<u>796,028</u>
EXCESS OF REVENUE OVER EXPENSES FOR THE YEAR	33,122	15,330
Net assets, beginning of year	<u>161,000</u>	<u>145,670</u>
NET ASSETS, END OF YEAR	<u>\$ 194,122</u>	<u>\$ 161,000</u>

New Members to be Presented



Help Lesotho

Help Lesotho is a mental health NGO igniting hope and resilience in Lesotho's young people. Registered in Canada and Lesotho, local staff in Lesotho deliver grassroots mental health support and life skills training programs in rural communities. Our approach is rooted in empowering the people of Lesotho to help themselves as they navigate challenges and help build thriving families and communities. Over the last 21 years, more than 300,000 people have engaged with Help Lesotho's work to foster resilience, reduce the spread of HIV, and curb gender-based violence.



Groupe Canada Pour l'Afrique
Canada For Africa Group

Canada for Africa Group

The Canada for Africa Group | Le Groupe Canada Pour l'Afrique is a network of women and men whose purpose is to empower young African Canadians by fostering their success, while connecting them to their cultural roots. The long-term goal is to carry internationally the good values of diversity and inclusion as a brand of Canada by participating in international development work.



University of Waterloo - School of Environment, Resources, and Sustainability

The School of Environment, Resources and Sustainability (SERS) brings together experts from different disciplinary backgrounds who have the vision, commitment, skills and knowledge needed to protect, restore, reform and transform the social and ecological systems that we all depend on. Their faculty and students are united by a desire to work towards a sustainable future. They are distinctive in their commitment to transdisciplinary teaching, learning and research:

- They're focused on ecologically and socially significant issues at scales ranging from the community to the globe.
- They work within, between and across disciplines and ways of knowing; the knowledge we draw on comes from many sources, perspectives, fields and disciplines rather than just one.
- They work closely with the people who are affected by the issues that concern us to make sure their work is relevant and effective.

Candidates to the Board of Directors

Current Board Directors In-Term

Emily Antze, Partners In Health Canada

Emily has a bachelor's degree in Anthropology and International Development Studies from McGill University, and a Masters degree in Sociology and Equity Studies from OISE, University of Toronto. She has worked in the international co-operation sector for 18 years, beginning with a CIDA internship and going on to program and project management roles at World Literacy Canada, IDRF, the York University Centre for Refugee Studies, and now Partners In Health Canada. Emily has subject matter expertise in education, health, and gender equitable and gender-transformational approaches, and very extensive experience overseeing Global Affairs Canada-funded work. Her skill set includes strong capacity in monitoring and evaluation, financial management, and reporting. She is passionate about promoting partner-led anticolonial approaches and applying an intersectional feminist lens in our sector, and is guided in all her work by a deep commitment to the principles of social justice.

Emily has served on the OCIC board for the past year and has served as Chair of the Membership Committee.

Molly Grove

Molly is passionate about building connections, sharing ideas, and creating tools and processes that help bring projects and initiatives to life. She has been connected with OCIC for many years, including as part of the GE Hub and as a Board Director helping to amplify OCIC's work.

She first got involved in international development by planning conferences and volunteering with Oxfam and Engineers Without Borders (EWB). Since then she has worked with a wide range of inspiring NGOs and government bodies, including Aga Khan Foundation Canada, Journalists for Human Rights, Grand Challenges Canada, and Global Affairs Canada, as well as overseas on an education project in Tanzania. Along the way, she has built her expertise in gender equality, education, project management, and MEAL.

Molly works at Salanga, a values-driven company that provides tools, training, and technology services in MEAL and community-led development, globally. As Manager for Global Impact, she focuses on growing the reach of Salanga's community-led approach and supporting organizations and funders as they shift their systems and structures.

Outside of work, Molly's perspective and drive are shaped by her life experiences—like living on a sailboat in the Caribbean for a year when she was 10, competing nationally in swimming, volunteering in

her community, and traveling. She loves learning, collaborating, and finding creative solutions. Molly holds a Master's degree focused on program management and gender from Carleton University's Norman Paterson School of International Affairs, and a Bachelor's in Peace, Conflict and Justice and International Relations, with a minor in African Studies, from the University of Toronto.

Bella Lam, Jane Goodall Institute

Bella (she/her/elle) has over 25 years of experience in international cooperation and sustainable development, partnering with local communities across regions of Latin America, South Asia, and Sub-Saharan Africa. She was appointed as the CEO of the Jane Goodall Institute of Canada in 2022, to lead the organization in amplifying and scaling community-led actions to protect nature, address biodiversity loss and climate change. Bella has in-depth experience with community-led conservation, combining local knowledge with conservation science to promote a holistic approach that recognizes the well-being of people, animals and the environment are deeply interconnected. She supports a team at JGI Canada that engages youth across the country, empowering young leaders to take actions on sustainability issues, and collaborating with Indigenous-led partners on reconciliation and decolonization.

Bella is a strong advocate for climate and gender justice. She believes in the power of working with a multi-stakeholder framework, leveraging collaborative partnerships to scale up impact.

Bella has served on OCIC's Board of Directors since 2021 on the Governance and Personnel Committees, and on the Executive Committee as Vice-Chair.

Christina Muia

Born in Kenya, Christina Muia grew up seeing a clear gap between the wealthy and the poor. Her passion for poverty alleviation began early and continued into her adult life in Canada. This led her to work and volunteer with the United Nations and several Canadian non-profits on projects related to women's empowerment, youth employment, food security, sustainable agriculture, and climate change. Her experiences also led her to co-found BiaSHEara, an enterprise that showcased stories of Canadian women entrepreneurs of East African descent and engaged youth volunteers in documentary production. She also explored how youth from marginalized and poor communities are involved in poverty reduction in her master's thesis.

Christina has worked and volunteered with five Canadian international development organizations, including World Renew (OCIC member), TakingITGlobal (OCIC member), Mennonite Economic Development Associates, Canadian Samaritans for Africa, and Paradigm Shift Project. She has also served as a board advisor for the Canadian Samaritans for Africa.

As a board member for OCIC, Christina has been a part of the Governance and Finance Committees, served as co-chair of the Membership and Nominations Committee, and on the Executive Committee as Board Secretary and currently as Treasurer. She was also involved with the OCIC Youth Policy-Makers Hub. Christina is looking forward to continuing her work on the board to help shape the future of international development in Ontario and to contribute to anti-oppression and anti-racism policies.

Christina holds a Master's degree in Strategic Foresight and Innovation from OCAD University and a Bachelor of Arts Honors degree in Agricultural Economics and Environmental Studies from the University of Guelph. She currently works as a Manager of Social Enterprise at Skills for Change, where she manages programs designed to diversify non-profit funding to better assist immigrants, refugees, and underrepresented communities.

Efemena Stephenie Ozugha, Rooftops Canada

Efemena is an international development expert distinguished by her proficiency and qualifications at the crossroads of law, human rights, project and human resource management, and community organizing. With eight years of experience in the non-profit sector, she has successfully led large and mid-scale projects and programs across North America, Africa, and Europe. Her expertise is in protecting and promoting human rights, gender equality, democratic governance, social justice, and equitable human settlements. She has held mid-senior leadership roles, offered policy advisory and training, managed projects and programs, drafted legal documents and frameworks, conducted social audits, and managed strategic partnerships.

Currently, Efemena is a Program Manager at Rooftops Canada where she manages Women Spaces; a 5-year project co-funded by the Government of Canada, designed to reduce poverty and deliver meaningful change to poor and vulnerable women and girls in sub-Saharan Africa. Additionally, she is a pro bono coach and trainer at the African Coaching Network, where she frequently delivers training and strategic learning opportunities to communities and organizations.

With a profound commitment to global social justice, Efemena is eager to contribute to OCIC's multifaceted approach to addressing fundamental human rights, poverty reduction, equality, and global stability and peace. She is drawn to this position by the importance of diverse perspectives in shaping decisions, policies, and practices that impact OCIC's vision, strategic plans, and the members and communities OCIC serves. Within the Board, she aims to collaborate in enhancing innovation around the SDGs, facilitate dialogues with Pan-Canadian networks, advance member development, foster knowledge exchange, and strengthen networks for strategic partnerships. With and beyond OCIC's membership, she intends to foster increased member engagement, strategic collaborations, transformative organizing, and public engagement.

Efemena's extensive leadership, advocacy, strategic planning, and community organizing skills, honed through competence and experience in implementing projects with a FIAP lens, position her to contribute effectively as an OCIC Board member. She considers serving on the OCIC Board of Directors to be an honor and an opportunity to deepen her involvement with the international cooperation community in Ontario.

Dr. Helena Shilomboleni, University of Waterloo

Dr. Helena Shilomboleni is an Assistant Professor in the School of Environment, Resources and Sustainability and the Department of Geography and Environmental Management at the University of Waterloo. She is also a Faculty member at the Balsillie School of International Affairs in Waterloo. Dr. Shilomboleni is an applied researcher with extensive experience working in international development. Her areas of expertise are agriculture and food security, climate smart agriculture, scaling innovations in smallholder farming systems, and food systems sustainability, and has worked with small-scale farmers and practitioners in East and Southern Africa. She previously held a Post-doctoral Fellowship with the formerly Consultative Group of International Agriculture Research based in Nairobi, Kenya, and a Professional Development Award with Canada's International Development Research Center in Ottawa. Her research and work also enabled her to engage different policy networks, including Global Affairs Canada and the Namibian Permanent Mission to the United Nations.

Dr. Shilomboleni is keen to continue expanding her network to Ontario-based international development focused organizations and stakeholders through the Ontario Council for International Cooperation. She would like to contribute to OCIC's mission to create a strong network of international cooperation-focused organizations and stakeholders committed to promoting impactful people-centered development and social justice.

Current Board Members Recommended for a Two-Year Term

Hyang Cho, Good Neighbours Canada

Hyang Cho is the Executive Director of Good Neighbours Canada, a Canadian-registered charity affiliated with an international humanitarian network. With over 15 years of experience in the nonprofit and international development sector, Hyang leads programs focused on gender equity, community empowerment, and sustainable development. Hyang holds a master's degree in Global Political Economy from Sussex University, where she focused on the impacts of economic colonization in sub-Saharan Africa.

Her career began at a Korean government Economic Research Institute, where she co-authored a policy paper on LNG pricing. With over a decade at Good Neighbors International, she led sustainable development projects, notably in the Dominican Republic, and provided consultancy services to the Korea International Cooperation Agency, advising on strategic partnerships in Haiti.

Transitioning to Canada's aerospace industry as a finance manager, Hyang managed budgets multiple million, showcasing her financial expertise. Her leadership has been pivotal in expanding Good Neighbors Canada, establishing offices in London and Toronto, and strengthening the organization's humanitarian mission.

An OCIC Board Director since 2023, Hyang has contributed her time and insights to the Membership Committee.

Aysha Dawood

Aysha's commitment to social equity stems from her intersectional identities and transformative experiences working alongside populations made vulnerable in the UK, Southern Africa, and Canada. Rooted in research, lived experience and curiosity, she focuses on unpacking the interconnected systemic drivers of poverty and inequality.

Aysha is the Director of Programs and Operations at the Canada Forum for Impact Investment and Development (CAFIID), a network advancing global impact investing by bringing together professionals who believe financial returns and social and environmental good should go hand in hand. In this role, she manages the organization, fosters collaborative learning, and encourages initiatives that strengthen impact investing ecosystems in emerging and developing economies. She brings over a decade of expertise in operational leadership, strategic planning, program implementation, and governance. Aysha holds a master's degree in Local Economic Development, a bachelor's in Urban and Regional Planning, and diplomas in Architectural Technology, Urban Planning, and Geographical Information Systems (GIS).

Since joining OCIC's Board of Directors in 2019, Aysha has contributed to the Finance & Sustainability, Membership & Nominations, Personnel, Governance, and Executive Committees, serving four years as Board Secretary. She values the opportunity to help steward OCIC's mission and support its evolving strategy. Looking ahead, she is eager to continue collaborating with fellow Board directors, staff, and members to deepen OCIC's impact and strengthen the collective voice of Ontario's international cooperation sector.

Alice Ng Bouwma

Alice brings over 20 years of leadership experience in international development, with a strong track record in financial sustainability, fund diversification, and strategic partnerships with government, foundations, corporations, and academic institutions in Canada and internationally. She has held senior roles at the Canadian Red Cross, World Renew, World Vision, and now Power to Change, where she works in Strategy and Innovation - Fund Development.

Her expertise spans grant acquisition, results-based management, and program leadership in climate adaptation, gender equality, and technology-enabled fundraising. She has successfully directed cross-functional teams, enhanced business systems, and secured significant funding from institutional and philanthropic donors. Alice is also deeply committed to anti-racist and anti-oppressive practices, supporting decolonization, localization, and advancing gender equality and intersectional program approaches.

Beyond her professional roles, Alice serves as International Ambassador for Compassionate Hearts, an organization restoring dignity, hope, and opportunity to vulnerable families and children in Northern Uganda through its Family Food and Nutrition Program and Hope for a Child Education Program.

Alice holds an MSc in Rural Planning & International Development (University of Guelph, SSHRC scholarship recipient) and a BA (Hons) in Environmental Studies & Development (University of Waterloo). Since 2023, she has served on OCIC's Board of Directors and Finance & Sustainability Committee, and she is eager to continue contributing her experience and systems-level perspective to advance OCIC's mission and strategic priorities.

Kristin Parmera, World Accord

Kristin Parmera is a committed, enthusiastic professional with more than ten years of experience in the non-profit sector and seven years of experience working with SMO's in the international cooperation space. She has navigated complex funding environments, strengthened organizational resilience, and supported the leadership of global partners. She is currently the Executive Director at World Accord, was the previous Executive Director at Ethiopiaaid Canada, and has held management positions at Plan Canada, Cystic Fibrosis Canada, and the Welcome Centre Shelter for Women & Families. She graduated with a BA in Philosophy, Minor in Social Justice, and an MSc in Human Rights & International Politics, which has led her down a career path in which she is focused on positions that make an impact both locally and globally. Kristin specializes in fund development, fund diversification, relationship management and community engagement. An OCIC Board Director since 2019, Kristin has served on the Executive Committee, as President of the OCIC Board of Directors, and is currently on the Personnel Committee and a member of the Finance Committee.

Kristin shares OCIC's commitment to fostering collaboration, diversity, and innovative approaches to global challenges. Continuing on the OCIC Board of Directors will allow her the opportunity to contribute her skills, sector knowledge and passion to advance our shared vision of a more just, sustainable, and interconnected world.

Jacquelyn Wright, Kinvia

Jacquelyn Wright, President and CEO of Kinvia (previously known as Canadian Feed The Children), is really enjoying her time serving on the OCIC Board of Directors as a member of the Governance Committee, and currently as Chair of the Executive Committee and Board. She brings a depth and breadth of international development and humanitarian experience to these roles, after dedicating nearly 35 years to her career.

Jackie, as she is known to many, has been the CEO of Kinvia for the past seven years, where she supports a Board of Directors and manages the strategic directions and governance processes of the organization. At Kinvia she champions approaches that shift power, amplify community leadership, and foster solutions to long-term food security. Jackie is a dedicated advocate for women, children, and communities worldwide, with a deep commitment to advancing human rights and creating a more just and equitable future. She is passionate about reconciliation, anti-racism, anti-oppression, and protecting and upholding the rights of Indigenous Peoples in Canada and globally.

As CARE Canada's Vice President, Partnerships for Global Change, Jackie built a diversified program portfolio by strengthening strategic partnerships and growing revenue through evidence-based best practices, innovation, and future-ready programming. Prior to that, as Vice President, International Programs, she led CARE Canada's development and humanitarian programming in 35 countries and strategically positioned CARE with key stakeholders, including the Government of Canada and the academic and civil society communities.

Prior to joining CARE in 2013, Jackie spent more than 25 years in humanitarian response and international development with the Canadian Red Cross and with the International Committee of the Red Cross (ICRC) and International Federation of Red Cross and Red Crescent Societies (IFRC) internationally.

Strongly committed to the study and practice of leadership, Jackie has a Master's Degree in Leadership and Training from Royal Roads University in Victoria, BC, where she is past co-chair of the Advisory Council of the School of Humanitarian Studies.

New Board Members Recommended for a First Term

Safa Shahkhalili

I am a professional communicator with over 10 years of experience in nonprofit and corporate settings, with deep expertise in using communication tools and public engagement strategies to foster dialogue and build community. In my current role as an Audience Engagement Specialist, I lead knowledge exchange and community-building initiatives for corporate podcast clients.

My connection to OCIC spans the past five years. I first participated in the inaugural cohort of the Youth Policy Makers Hub in 2020, where we organized virtual policy workshops, authored an op-ed in the Toronto Star, and actively advocated for youth perspectives during the early stages of the COVID-19 pandemic.

Since then, I've supported OCIC and its member organizations as a podcast producer and coach. I led the production of the first season of the Tapestry 2030 series, where I worked with eight OCIC member organizations and their partners to share their stories of global solidarity. I later provided training to OCIC members on podcasting as a tool for public engagement through the Innovation Lab.

My academic background in Cultural Anthropology and Equity Studies included training in disability studies, critical anti-racism, and women and gender studies. These important perspectives continue to shape how I approach my work and relationships in both professional and personal contexts.

Earlier in my career, I interned and consulted in the global development sector, including roles with UNESCO Indonesia and UNICEF Cambodia. I later served as policy consultant for the Ministry of

Education in Cambodia on early childhood education reform and supported the development of virtual results-based management (RBM) training courses for the UNICEF East Asia and Pacific Regional Office.

Outside of these formal roles, I created and hosted Rethinking Development, a podcast that explores ethical questions in the international development sector. It ran for four seasons, engaged a global audience, and continues to be used as a valuable resource in international development university courses.

Currently in my local community, I volunteer at the farmers market of the The Stop Community Food Centre, a non-profit advancing dignified food access and policy advocacy to address the structural causes of poverty and hunger in Toronto.

Brief Statement of Interest in Serving on the Board of Directors

I am deeply committed to OCIC's mission and values, and I admire the Council's commitment to local community-led engagement and knowledge exchange in service of inclusive global development. With OCIC currently launching its new strategic plan, I would be excited to support its refinement and implementation.

I'm particularly interested in contributing to the Membership Committee to help strategically deepen engagement with member organizations and partners in ways that reflect OCIC's mission and strategic priorities. I especially value the opportunity to work directly with the council's small and medium-sized member organizations, as I did during my time as producer of Tapestry 2030. I am excited about the opportunity to creatively contribute to the priorities of this committee.

Over the past decade, I've developed strong skills in strategic planning, goal setting, progress monitoring, and cross-functional collaboration. I bring a depth of experience in communications, public engagement, and capacity building, as well as a strong understanding of the importance of inclusive, equity-focused leadership.

I believe my academic training, professional and volunteer experience, and deep personal commitment position me to contribute meaningfully as a Board Director.

Piera Spinelli Barrile, Rayjon Share Care

I was born and lived in Haiti for 10 years, and from a very young age I was exposed to the inequalities and unequal opportunities that too many people face. Pushed by the desire to close this gap and contribute to building a more fair and equal world, I undertook studies in Political Science, with a focus on International Cooperation, and a masters degree in Development Studies. Post university I worked on ESG projects in the DR Congo, specifically focusing on the living wage of the local employees. Currently I am leading the partnership with communities in Haiti and the Dominican Republic, recently focusing on

the MEAL program. I am fluent in four languages and have worked in communications roles for a number of organizations over my career.

Brief Statement of Interest in Serving on the Board of Directors

Oftentimes when asked about my nationality I say I am a citizen of the world. I see my global experiences, both personal and professional, as a key benefit to the OCIC Board, especially around global citizenship and public engagement. I love to connect with people from around the world, learning from new cultures and sharing experiences. My work in stakeholder management, collaborating with global partners, and corporate reporting both in French and English, mean I can contribute to the partnership building at the Board level for OCIC. Given my story to date, the mission of OCIC and the focus on "sustainable, people-centred development in a peaceful and healthy environment" resonate with how I feel I am as an individual and how I want to give back to others.

Contributor Bios

Paul Galipeau, Global Affairs Canada

Paul Galipeau is Deputy Director at Global Affairs Canada's International Assistance Partnerships and Programming Branch, where he oversees national public engagement initiatives that connect Canadians with international assistance priorities. With over 15 years' experience in strategic communications, stakeholder engagement, and program management, he has held leadership roles at Global Affairs Canada, Aga Khan Foundation Canada, and The ONE Campaign. He has led national campaigns such as International Development Week and managed multi-million-dollar partnerships advancing Canada's Feminist International Assistance Policy and the Sustainable Development Goals. Bilingual in English and French, Paul is pursuing a Master's in Sociology at the University of Ottawa.

Taryn Russell, Results Canada

Taryn Russell is the Executive Director at Results Canada, a grassroots advocacy organization whose mission is to create the political will to end extreme poverty. Taryn has previously worked as Head of Policy and Advocacy at Save the Children Canada and has also held positions with Global Affairs Canada (in the Parliamentary Affairs unit) and the United Nations Development Programme in Nepal. Taryn grew up across Canada but currently lives in Ottawa where she originally came to pursue her master's in International Affairs at the Norman Paterson School for International Affairs at Carleton University.

Muzhda Akbari

Muzhda Akbari is a passionate young activist for education and refugee rights. She is the Founder of CodeGreen Afghanistan, a youth-led initiative supporting Afghan girls' access to education, and a first-year student at the University of Toronto studying Political Science and Peace, Conflict & Justice. Muzhda serves as a Youth Adviser with the Aga Khan Development Foundation, a National Youth Advocate with UNICEF Canada, and a Systemic Change Fellow with Plan International Canada, and she previously served as a Youth Policy-Maker Hub member with OCIC. Her work has been recognized globally, including with the prestigious Diana Award, highlighting her dedication to creating meaningful change for young people around the world.

Muskaan Waraich

Muskaan Waraich is a youth advocate who has always been eager to give back to the community while building relationships and connections rooted in empathy. Her perspective as a first-generation Canadian and her identity as a Sikh-Punjabi woman have profoundly shaped her commitment to service. She is currently pursuing a Master's degree at the Norman Paterson School of International Affairs in the

Diplomacy and Foreign Policy stream, with a specialization in Data Science. Muskaan serves as a Plan Canada Youth Council Member and was recently named a 2025 Eureka Fellow, a fellowship partnered with Plan Canada and AstraZeneca. Her interests and work span a range of issues, one of which is menstrual equity. She is passionate about highlighting that access to products and education alone is not enough, as menstruation is often confusing, overwhelming, and deeply personal. To address this, Muskaan has led national campaigns, launched the Red Chest Project to distribute sustainable products, and developed a Best Practices Guide for Brock University informed by the voices of more than 60 students.

OCIC Strategic Plan 2025-2030

Guided by our mission to strengthen the effectiveness and collective impact of Ontario-based organizations, institutions, and individuals engaged in universal sustainable development, OCIC is committed to fostering fair, equitable international cooperation and meaningful public engagement that inspires action for social justice, in our shared efforts towards global social justice, human dignity, and participation for all.

Our 2025–2030 Strategic Plan is both a reaffirmation of these commitments and a forward-looking response to the times we are in. In an era marked by uncertainty, conflict, and deep systemic inequities, this plan positions OCIC as a catalyst for hope and action—strengthening relationships, amplifying underrepresented voices, and creating accessible pathways for engagement. It is grounded in our belief that civil society, particularly diverse and community-led actors, plays an essential role in shaping a just, resilient, and sustainable future.

This plan was co-created through a process of strategic reflection and consultation led by a Strategic Planning Committee of Board Directors, staff, and volunteers, with facilitation by experienced external consultants. We launched in January 2025 at our Annual Symposium—*Positioning for the Future*—bringing members and partners together to explore key values, trends, and drivers of change, informed by strategic foresight research and sector-wide dialogue. Over subsequent months, we engaged members, program participants, youth leaders, civil society collaborators, and global partners through surveys, focus groups, interviews, thematic think sessions, and regional dialogues. Across these consultations, participants consistently underscored the need for:

- Greater inclusion of historically marginalized voices in global cooperation.
- Accessible, tailored capacity-building and leadership development.
- More collaborative, decolonial, anti-racist, and feminist approaches.
- Stronger links between community experience, public narratives, and policy processes.
- Public engagement that moves beyond awareness to sustained action.

These insights directly informed our strategic priorities, reinforcing OCIC’s role as a connector, convenor, and catalyst for transformative change.

Catalyzing Change

OCIC's Theory of Change recognizes that transformative progress toward a just and sustainable world depends on two interlinked dynamics:

- **An enabling environment for civil society**, especially community-led, youth-driven, and equity-seeking organizations; and
- **An informed and engaged public** equipped with the skills, relationships, and motivation to participate and take action as global citizens.

From Inspiration to Engagement

Through our four strategic pillars OCIC seeks to spark curiosity, deepen understanding, and open spaces for diverse voices—motivating people to move from awareness to sustained, values-driven action as global citizens. These pillars are interconnected approaches intended to inspire and engage diverse members, partners, and individuals in Ontario and beyond. Through these, OCIC seeks to:

1. Influence and Inspire Global Citizenship

We create and open values-based, inclusive, and accessible spaces that spark curiosity, deepen understanding, and motivate sustained action. Our broad definition of global citizenship includes the knowledge, attitudes, and skills needed to understand global systems, value diversity, and take ethical, collective action. By drawing on global frameworks and grounding them in Ontario's diverse realities, we inspire people—especially those historically excluded from such conversations—to see themselves as active participants in building a just, resilient, and sustainable future.

2. Facilitate Knowledge Exchange and Capacity Strengthening

We convene diverse actors to co-create knowledge, share learning, exchange with promising practices, and build the skills needed to design and implement inclusive, rights-based approaches. This includes fostering cross-cultural understanding, supporting peer-to-peer collaboration, and curating resources that can be adapted and applied in diverse contexts. Our capacity strengthening efforts are designed to meet people where they are, tailoring content and formats to the needs of small and medium-sized organizations, youth leaders, and community-led groups, while centering feminist, decolonial, and anti-racist approaches.

3. Foster Collaboration and Community-Led Action

Rooted in our conviction that transformative change emerges when communities lead, we nurture relationships and create opportunities for collaborative, community-led initiatives to flourish—both within Ontario and in partnership with national and global actors. We help connect grassroots and institutional leaders, bridge geographies, and facilitate shared strategies that reflect lived experience and collective priorities. This includes supporting long-term partnerships, coordinated advocacy, and joint

initiatives that tackle complex issues such as gender equality, climate justice, decolonization, and equitable partnerships.

4. Ample Diverse Experiences, Perspectives, and Priorities

Through storytelling platforms, strategic communications, and public engagement campaigns, we shift narratives about Canada's role in global cooperation. We center the voices and priorities of those historically underrepresented—youth, racialized communities, newcomers, diaspora groups, grassroots organizers, civil society organizations and communities in the Global South—ensuring that their lived experiences and knowledge shape public understanding and sector priorities. By doing so, we challenge outdated narratives and elevate messages rooted in dignity, solidarity, and justice.

From Engagement to Collective Strength

Grounded in our four strategic pillars, OCIC supports members, partners, and individuals in strengthening skills, expanding reach, and amplifying influence as global citizens. Through engagement with OCIC diverse people in Ontario build collective strength to:

- **Understand, adopt, and implement** frameworks and good practices in their work as global citizens.
- **Apply lessons learned to increase effectiveness** in delivering inclusive global citizenship initiatives in Ontario and globally, especially for underrepresented communities.
- **Increase visibility, build networks, and extend reach** to engage more people as global citizens locally and globally.
- **Enhance capacity for policy and advocacy**, influencing priorities and decisions that advance justice-oriented international cooperation.
- **Nurture meaningful connections** with diverse global citizens—youth, community members, and professionals—who share their values and vision.

From Collective Strength to Global Transformation

The collective strength experienced by those engaging with OCIC creates ripple effects far beyond any one person or organization. By fostering shifts in power and strengthening collective action, OCIC enables more inclusive, transformation-focused practices and equitable partnerships among diverse global citizens, building more resilient networks for change.

Ultimately, these changes maximize the contributions of people in Ontario toward advancing global frameworks—including the Sustainable Development Goals and the 2030 Agenda— accelerating progress toward a more just, resilient, and sustainable future for all.



STRATEGIC PLAN 2025-2030

FROM INSPIRATION TO ENGAGEMENT

OUR EXPERTISE AND VALUES DRIVE OUR

STRATEGIC DIRECTIONS



Influence and inspire global citizenship



Facilitate knowledge exchange and capacity strengthening



Foster collaboration and community-led action



Amplify diverse experiences, perspectives and priorities

FROM ENGAGEMENT TO COLLECTIVE ACTION

Through participation in OCIC, we enable our members to:

- Better understand, adopt and implement frameworks and good practices as global citizens
- Apply lessons to increase effectiveness in delivering inclusive global citizenship initiatives for people in Canada and globally, including underrepresented people
- Increase the visibility of collective efforts, the strength of our network, and our collective reach to more people in Canada and globally
- Enhance capacity to design and implement policy and advocacy initiatives
- Meet diverse youth, community members and professionals in Ontario with global citizenship perspectives and values

Through delivery of our programs, we aim to:

- Create and open spaces for people to access learning, advocacy and leadership roles as global citizens, including youth and others from underrepresented populations
- Reach and involve people in Ontario and beyond in global citizenship activities, including those in under-reached areas
- Amplify the voices and perspectives of local communities, especially those connected to our members and partners, through innovative communications, public engagement and influencing opportunities
- Support members, youth and community-led organizations to navigate and influence policy and advocacy spaces, contributing meaningfully as global citizens

FROM COLLECTIVE ACTION TO GLOBAL TRANSFORMATION

We aim to spark COLLECTIVE ACTION & SHIFTS IN POWER

through:



Stronger, more inclusive and transformative practice



More equitable development partnerships



Maximizing the contribution of people in Canada

Progress on global frameworks:



ULTIMATE GOAL

A more just, resilient and sustainable future for all

Thank You

OCIC's work is undertaken with support from many members and partners, particularly the Inter-Council Network of Provincial and Regional Councils for International Cooperation (ICN), the Fund for Innovation and Transformation (FIT), the Spur Change program, and the Government of Canada through Global Affairs Canada.

Many thanks for your engagement with and commitment to our collective efforts towards universal sustainable development for all.

