



Canadian Council
for Refugees

Conseil canadien
pour les réfugiés

Members' Handbook

• **January 2023**

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1. Mission Statement

The Canadian Council for Refugees is a leading voice for the rights, protection, sponsorship, settlement, and well-being of refugees and migrants, in Canada and globally. CCR is driven by member organizations working with and for these communities from coast to coast to coast.

Committed to social justice and transformation by challenging racism, colonialism and intersecting oppressions, we undertake policy monitoring, advocacy, network building, and public education to empower members and communities to bring about systemic change.

Approved in August 2021 by the Executive,
subject to nuances that might need to be adapted as the French is finalized.

2. Overview

Working Groups

There are three working groups through which the CCR addresses issues: 1) Overseas Protection and Resettlement (previously named “Overseas Protection and Sponsorship) (ccrweb.ca/OPR), 2) Inland Protection (ccrweb.ca/IP) and 3) Immigration & Settlement (ccrweb.ca/IS). All members are encouraged to participate in any or all working groups. Working group minutes are available on the respective Working Group page. Working groups are led by co-chairs, elected by each working group, for two year terms (see page 55 for criteria and page 56 for job description). Working Groups are supported by a Steering Committee (see page 57).

Youth Network

The CCR has a Youth Network. It is guided by a Core Group. The Youth Network exists to provide a space and facilitate leadership for newcomer youth to work alongside others to promote the rights and protection of youth refugees and migrants, and to create a safe space for networking and information-exchange for youth doing this work. The terms of reference are available at page 59.

Since 2012 there has been a Youth Action Gathering most years to bring together newcomer youth from across Canada. For information on Youth Network activities, see ccrweb.ca/en/youth/welcome. Information updates are sent through the Youth Network listserv: to sign up, send an email to yn@ccrweb.ca.

Executive Committee

The CCR is governed by an Executive Committee elected by the membership. Members serve terms of two years. Elections are held at the Annual General Meeting each fall.

Policy

The CCR's policy base is established through resolutions adopted at each General Meeting. Resolutions are available online at ccrweb.ca/resolutions.

Membership

Non-governmental organizations are warmly encouraged to consider joining the CCR. Associate (non-voting) membership is also available for individuals. There are categories for observers, non-Canadian organizations and supporters. (See page **Error! Bookmark not defined.**).

<http://ccrweb.ca/en/join>

ccrlist

The CCR has a listserv (email discussion group) which offers NGO participants an opportunity to receive updates and exchange information. The CCR listserv (ccrlist) is intended for NGOs involved in the protection and resettlement of refugees and in the settlement of refugees and immigrants in Canada. It is maintained for the Canadian Council for Refugees by the Centre for Refugee Studies at York University.

The list is open to NGO representatives and others with an interest in the issues. In order to allow free discussion on strategy, however, the list is closed to representatives of the government and the media.

CCR website

The CCR has a web site: ccrweb.ca where you can find information about meetings, documents, press releases, etc. We are increasingly posting information reserved for CCR members. Please make sure that you have a member account – go to ccrweb.ca/register to open an account.

Meeting cycle

The CCR meets 4 times a year. Two of these meetings are consultations (conferences), in late November/early December and in late May/early June. The consultations move about to different cities. A General Meeting is always held at these consultations (the Annual General Meeting is the one at the fall consultation).

The other two meetings are working group meetings and are held in Toronto in late February, and in Montreal in early September.

CCR-IRCC-CBSA roundtables

The CCR meets twice a year with a range of officials from Immigration, Refugees and Citizenship Canada (formerly Citizenship and Immigration Canada) and Canada Border Services Agency to discuss a variety of issues of current concern. These roundtables are usually held after the

February and September Working Group meetings. The CCR is primarily represented by Executive and Working Group chairs.

Anti-Oppression Policy

The CCR is committed to anti-oppression. The membership adopted a policy in May 2009 (page 21). More resources are found at ccrweb.ca/en/anti-oppression.

Anti-racism Policy

The CCR is committed to combating racism in all its activities. It has adopted an Anti-Racism Policy (page **Error! Bookmark not defined.**).

Refugee Participation policy

The CCR is committed to promoting the full participation of refugees in the CCR and has adopted a policy to this effect (page 29).

Amina Malko Refugee Participation Fund

In recognition of the financial barriers which often prevent refugees from participation, the CCR has a fund to cover some of the travel expenses for refugees to attend CCR meetings (see page 30).

Guidelines for inclusion

The CCR promotes the active participation of all members in its meetings and other activities. In recognition of the barriers that exist to participation, especially for newcomers, the CCR proposes “Guidelines for inclusion” (page **Error! Bookmark not defined.**).

Bilingualism

The CCR promotes the use of both French and English within the organization. It has adopted a policy on official languages (page 33).

Indigenous peoples

The Canadian Council for Refugees recognizes the Indigenous Peoples of Canada as its original inhabitants. (See guiding statement at page 24)

3. Membership

Categories of membership

| CATEGORY | INTENDED FOR | PRIVILEGES |
|---------------------|---------------------------------------|--|
| MEMBER | NGOs in Canada | Vote, election to Exec., mailings, conf. rates |
| ASSOC. MEMBER | Individuals | Mailings, conf. rates |
| NON-CANADIAN MEMBER | NGOs outside Canada | Mailings, conf. rates |
| OBSERVER | Institutions (not fed. /prov. gov'ts) | Mailings, conf. rates |

NB representatives of all categories of members are eligible to move or second resolutions at General Meetings.

Membership information

To be eligible to become a voting member of the Canadian Council for Refugees an organization must be a Canadian non-profit organization concerned for refugees and for the settlement in Canada of refugees and immigrants. Applications for membership are subject to approval by the CCR Executive Committee.

4. Mailings to members

Organizations paying \$100 or less cannot have mailings by post (unless they pay the costs).

5. Policy on Approvals of Application for Membership

The following are required to complete an application for membership in the CCR:

- Completed application form
- A copy of the group's constitution or mission statement, if one exists, or a description of the agency's work relating to refugees and immigrants
- A copy of the last complete financial report
- Confirmation that the Board, Executive Committee or Executive Director, depending on the organization's structure, has endorsed the application for membership in the Canadian Council for Refugees.

- A formal letter (example: on letterhead), signed by an organizational signing authority, or
- An excerpt from the Board meeting that includes the motion approving membership in the Canadian Council for Refugees (if applicable)
- A cheque for the first year's membership. Fee is determined according to the group's budget.

AND

- Review of application by staff for any issues of concern:
 - Organization's statements, policies or activities are contrary to CCR goals and policies
 - Fundamental orientation of organization is contrary to CCR Anti-Oppression Policy (e.g. in mission statement)
 - Organization's activities raise ethical concerns
 - Organization exists only on paper
 - Any other serious issues that might make the organization unsuitable for membership in the CCR.

The review will be based on the documents submitted, as well the organization's website, if any, and personal knowledge of staff members. If that review uncovers concerns, the application will be referred to the Membership Committee for consideration and further research as appropriate.

All applications will be presented to the Executive Committee for decision, either directly or by the Membership Committee. Where the review has identified any concerns, these will be presented to the Executive to make a decision on a case-by-case basis.

Approved by Executive, December 2009, revised March 2020

It was agreed that the Executive could vote electronically on memberships, especially when there is a deadline for conference registration coming up.

Approved, June 2018

6. Policy on new membership application payments

For organizations applying for CCR membership later in the calendar year, the following considerations can be made:

- If the application is approved* after the CCR Spring Consultation a 50% reduction in the membership fee can be offered.

- If the application is approved* after the CCR Summer Working Group meetings, a 75% reduction in the membership fee can be offered.

* For this purpose, the date of approval is deemed to be the date at which the organization was informed by staff that they were eligible for certain membership benefits, such as webinars and membership rates, as described below (for organizations to whom this applies.)

This arrangement can be made for new CCR member organizations only¹ and on the understanding that the full membership fee will be due for January - December of the following year.

7. Policy on membership benefits for applicants awaiting approval

Staff may offer certain membership benefits to organizations who have submitted a complete membership application (fulfilling all criteria and payment) and whose applications do not raise any issues of concern (see *Policy on approvals of application for membership*), in advance of approval by the Executive Committee. Such benefits could include free participation in webinars and membership rates at consultations.

Such organizations would not be entitled to any of the formal benefits of membership, notably, the right to vote at CCR meetings, the right to have representatives run for election or take on positions reserved to member representatives, and access to the member-only area of the CCR website (ccrweb.ca)

8. Protocol for lapsed members

After *Spring Consultation* (membership renewal deadline), CCR staff compiles organizations that haven't renewed in present year.

- CCR office mails letters and send emails to organizations that haven't renewed in present year
- User accounts of lapsed members blocked and email message sent to associated email addresses, re. discontinuing online accounts and listing on CCR website (end June)
- List of organizations that haven't renewed is divided geographically for Membership Committee members to follow up by phone over the summer (after messages sent from CCR office)

¹ This arrangement does not apply to organizations that benefit from the subsidized membership fees of \$50 per year.

- Survey questions and script for phone calls could include these questions:
 - Are there any changes to the present contact information on file with the CCR office? (note: include instructions on how to change this information with the organization's account on the CCR website)
 - How do you participate in the Canadian Council for Refugees (CCR)?
 - What do you value most about the CCR and your participation?
 - What would you change? What opportunities would you like to see develop?
 - Mention any special outreach initiatives in regions with upcoming CCR Consultations, events? (see: <http://ccrweb.ca/en/meetings> for upcoming CCR events)
- Share information with the Member Services Coordinator by email as follow up
- CCR office to provide list of organizations to still renew to renew 1-2 weeks before each quarterly Membership Committee meeting for regional follow-up by Committee members

After Fall Consultation (end of year - or January - to start the year off?), CCR staff drafts list of organizations that haven't renewed in present year and/or previous year. Invitations sent by email to invite these groups and organizations to rejoin CCR in coming year (note: membership is from 1 January – 31 December)

Ask for experienced, volunteer CCR members (eg. former Executive members, others?) to help with follow up phone calls, emails to lapsed members?

Approved by the Executive, September 2014

a. Members lapsed 5 years or more

Members who have lapsed for 5 years or more will be asked to submit a re-application form, which will include updating information and requiring new financial statements. Lapsed members re-applying in this manner must be approved by the Executive, like new members.

Approved by the Executive, March 2015

b. Renewals of long-lapsed Associate members

Renewals of long-lapsed Associate members will be treated on a case-by-case basis.

Executive, July 2017

9. Policy on for exemptions from fee scale

Requests to pay less than the fee scale

The following criteria will be considered by the Membership Committee in assessing requests by organizations to pay less than the fee scale:

- Whether the organization is providing in-kind contributions to the CCR (e.g. SAISIA helping to organize Saskatoon consultation)
- How much money they have in the bank.
- How much over the fee scale their budget is.

Any special exemptions granted should be reviewed after a year.

Requests to pay according to a part of their budget, rather than the whole budget

Where a sub-unit of the organization has a clearly distinct identity (e.g. designated staff and a budget of its own), this could be considered. However, in this case, the sub-unit should be the CCR member, not the organization as a whole (as provided for in the CCR bylaws: “the refugee issues sub-unit of any Canadian non-governmental organization or institution”).

We should mention to organizations that the advantage of the whole organization being a member is that all staff can benefit from membership (e.g. reduced rate registration fees).

Adopted by the Executive, February 2016

10. Associate members

Mailings to Associate Members are available in electronic form only. We will facilitate applications online. Applicants for Associate Membership will be screened by staff and, unless there is a red flag, they should be given provisional access to member privileges, pending formal approval by the Executive. In the rare cases that the membership application is refused by the Executive, we will refund the membership dues.

References for applicants will be asked the following questions:

- What is your relationship with the person?
- How long have you known them?
- Can you say how their work and actions match with the stated goals and policies of the CCR?
- Do you recommend that they be an Associate Member?

Associate members should acknowledge that they will have access to member-only information.

The staff other than ED be allowed to join as Associate Members, if they can't persuade their organization to join, for one year only, on the understanding that they will try to use their experience to convince the organization to join. The Executive also decided that Board members should count as persons affiliated with an organization, for the purpose of the Associate member policy.

Approved by the Executive, March 2015, November 2015 and September 2016

11. Access to user accounts as representative of a member organization

PRINCIPLES

1. The purpose of access to privileges is to advance the CCR mandate of information-sharing, networking and advocacy.
2. Representatives of members should have access as relevant to promote the organization's participation in the CCR's information-sharing, networking and advocacy
3. Creating and managing accounts takes CCR staff time: we don't want to take on lots of accounts with high turnover (e.g. short-term interns)
4. We recognize the diversity of our membership: some have large staff, some are volunteer-led.
5. We need to assure accountability for the confidential nature of member-only information.
6. The number of user accounts/representatives of a member should be broadly in proportion to the membership dues paid (i.e. those paying at lower rates are not expected to have large numbers of accounts).

Who can be a representative of a CCR member:

- staff of the organization
- volunteers who are playing a role equivalent to staff (e.g. Executive committee of a purely volunteer organization, or a volunteer that acts as staff (normally for a period of at least 6 months), or volunteers in a leadership role (e.g. President of the Board).

Note that if a sub-unit of the organization, rather than the organization as a whole is the member of the CCR, only individuals who are staff or relevant volunteers **of that sub-unit** can enjoy member privileges.

Approved by Executive, October 2017 with request to specify the numbers of accounts at each fee level, which will help organizations to decide who should have an account.

| Fee | Max number of user accounts (in addition to admin) |
|-------------|--|
| 100 or less | 3 user accounts |
| \$250 | 10 user accounts |
| \$500 | 15 user accounts |
| \$750 | 25 user accounts |
| \$1 100 | 40 user accounts |
| \$1 500 | 60 user accounts |
| \$2 000 | 100 user accounts |

12. Resolutions Process

1. Resolutions must **first be adopted by a CCR Working Group or by the Executive**. Resolutions may be brought forward by representatives of member organizations, or by individual members. Before the resolution is adopted, designated members of the Working Group or the Executive should endeavour to ensure that the resolution conforms with the following required criteria:
 - a) facts are correct;
 - b) a policy position is stated;
 - c) purpose and effect are clear;
 - d) resolution is not repetitive of previously-adopted resolutions;
 - e) resolution does not unintentionally contradict previously established CCR policies;
 - f) wording is constructive and consistent with CCR goals;
 - g) names of the mover, seconder and source Working Group (or Executive) are listed;
2. **Resolutions must be submitted in a legible format to the Resolutions Committee by 5:30 p.m.** on the day before the general meeting, except in the case of an emergency resolution.
3. The **Resolutions Committee** shall consist of at least four members of the Executive, selected to ensure that there is representation from each of the Working Groups. Additional Resolutions Committee members can be appointed by the Executive if required.
4. The Resolutions Committee shall review all resolutions before they are submitted to the membership at the General Meeting to ensure that the resolutions procedures have been followed, and that the resolutions conform with the criteria listed above. Should there be concerns regarding a resolution, the Resolutions Committee may take the following steps:
 - a) If appropriate, the Resolutions Committee may suggest minor amendments to the movers and seconders. With the agreement of the mover and the seconder, a resolution will go forward as amended.
 - b) If the mover and seconder do not agree to proposed amendments, or are not available for consultation, and the concerns are judged to be minor, the Resolutions Committee may reserve the right to raise the concerns at the general meeting to ensure informed decision-making.
 - c) If concerns regarding the required criteria are major, or the proper procedures were not followed, the Resolutions Committee may withdraw a resolution. If a proposed

resolution was properly adopted by a Working Group or the Executive, the Resolutions Committee shall make reasonable attempts to consult with the mover, seconder and a Working Group Chair prior to withdrawing the resolution.

5. The Resolutions Committee shall forward all resolutions found to meet the required criteria to the general meeting. If there is concern that there will not be adequate time to deal with all of the resolutions, the Committee may prioritize the order in which the resolutions come forward to the general meeting.
6. At the general meeting, dissatisfied movers or seconders of resolutions that have been withdrawn may raise a request to the membership to have the resolution considered.
7. An emergency resolution must be based on information that became available after the resolution submission deadline. Before an emergency resolution can be debated at a general meeting the membership must vote on whether or not the resolution will be entertained.
8. A resolution coming out of a workshop held after the deadline for submitting resolutions must have been proposed at such a workshop and have been approved by a majority of those persons attending the workshop.

Adopted May 1995, amended June 1996 and June 2005

13. Rules of Order for General Meetings

1. The Chairperson of a General Meeting is responsible for preparing the agenda for that meeting. Members at the meeting shall be given an opportunity to suggest amendments to the agenda and to vote to accept or reject it.
2. The term “delegate” is defined as a person who is a delegate of a member agency. The term “member” is defined as a delegate of a member agency who holds that member agency’s right of vote.
3. Minutes shall be kept of each meeting.
4. A delegate at a General Meeting may propose a resolution and, provided that the resolution is seconded by another delegate, the resolution shall be accepted by the Chairperson for debate. Once the Chairperson accepts the resolution it cannot be withdrawn or amended without the approval of a majority of the members at the meeting.
5. Once a resolution is on the floor for debate, the mover or seconder of that resolution shall speak to it first. Thereafter the Chairperson shall, to the extent possible, recognize delegates who wish to speak to the resolution in the order which the delegates expressed their wish to speak but:

- A. shall alternate between delegates wishing to speak to the resolution and those wishing to speak against; and
 - B. shall recognize delegates who have not yet spoken to the resolution ahead of those who have already spoken.
6. If a speaker to a resolution proposes an amendment to that resolution, the proposed amendment, if seconded, shall be debated and voted on before there is any further debate on the resolution. While a proposed amendment is being debated no other amendment may be proposed. All proposed amendments, even friendly ones, must be voted on by all the members at the meeting.
7. Debate of a resolution, proposed amendment, or other motion may be limited at the discretion of the Chairperson if she/he is satisfied that there has been sufficient debate to allow the members to make an informed decision. Any delegate may move to limit debate or to challenge the Chairperson's decision to limit debate and, provided there is a seconder, such a motion shall be voted on by all the members at the meeting immediately without debate. Such a motion must have the approval of a simple majority of the members at the meeting to be adopted.
8. Any delegate may move to table or to defer debate on a resolution or motion to a specified time, with or without instructions, and, provided that there is a seconder, such a motion shall be voted on immediately by all members at the meeting without debate. Such a motion must have the approval of a simple majority of the members at the meeting to be adopted.
9. Any delegate at a meeting may interrupt the debate of a resolution, motion or amendment to ask for a point of clarification or to seek enforcement of these rules of order. Such remarks shall be addressed to the Chairperson and the Chairperson shall, at her/his discretion, respond or recognize someone else to respond.

Adopted by CCR members May 2007, Rev July 2007 as instructed by Members, and May 2011 by members

14. Filing a Complaint of Harassment or Discrimination

Policy

The Canadian Council for Refugee is committed to providing in its workplace and meeting spaces an environment free of harassment and discrimination for all of its employees, volunteers, executive members, members, conference/consultation/workshop/working and core group participants, guest speakers, resource persons, observers and all other persons associated with the CCR and its activities. The CCR expects that its member organizations are similarly committed.

The CCR will establish a committee to deal with complaints. This committee will be known as the CCR Equity Committee and will have three members with good skills and expertise in areas of racism, gender issues, other forms of discrimination, and conflict resolution. Informal complaints

will be dealt with by the members of the Equity Committee; however, when a formal complaint is received, the Equity Committee will work with the members of the Executive to establish an ad hoc committee known as the Equity Sub Committee to address the specific complaint.

The relevant policies and the complaint procedures and the names of the Equity Committee members should be posted visibly or included in consultation and working group meetings materials and on the CCR website.

Definitions

Harassment is an attempt by one person or persons to assert abusive, unwarranted power over another person or persons. Harassment takes many forms but can generally be defined as comment, conduct, or gesture directed toward an individual or group of individuals which is insulting, intimidating, humiliating, malicious, degrading, or offensive to assert abusive and unwarranted power. Harassment can be linked to issues of race, gender, faith, sexual orientation, gender identity or expression, age, class, ability et al.

Sexual harassment is defined as unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature if:

- a) decisions affecting the individual are made, or might reasonably be thought to be made based made, based on the individual's reaction to the conduct;
- b) the conduct interferes with the individual's performance, role and/or participation in the CCR; or
- c) the conduct creates an intimidating, hostile or offensive environment.

Racial harassment is defined as unwelcome attention of a racially oriented nature, including remarks, jokes, gestures, slurs, innuendoes, or other behaviour, verbal or physical, which is directed at an individual or group by another person or group.

Discrimination is defined as the differential treatment of an individual or group that is not based on individual or group performance, but arises from group membership, whether the group be defined by race, gender, faith, sexual orientation, gender identity or expression, age, class, ability et al.

Confidentiality

The CCR is committed to ensuring the confidentiality of the complaint process. Disclosure of information will only be on a need to know basis and will be determined by the Equity Committee and the Equity sub committee dealing with the specific complaint.

Complaint Procedures

Any individual or individuals who believe that they have been subjected to harassment or discrimination, as defined by this policy, may initiate the following informal or formal procedures for complaint resolution.

The burden of filing and pursuing a complaint may be particularly exacting for person(s) or members of groups who have been historically subjected to harassment and discrimination. In such situations, it is not required that the person(s) affected must make the complaint. Others may do so in their stead or as witnesses to the harassment or discrimination they have encountered.

The CCR Executive and Working Group Co-Chairs are responsible for ensuring an environment free of all forms of discrimination, racism and harassment. They may file a complaint as witness to the harassment, or on behalf of, and with the consent of the harassed person(s). The CCR leader should: consult with the harassed/discriminated person to: a) see if s/he wants a complaint to be filed, b) ask whether they want to remain anonymous and c) get a sense of the kind of resolution that should be sought. When the complaint is filed in this manner the CCR leader will take the role of the complainant and may, when appropriate, consult with the person(s) who have been harassed/discriminated against.

Informal Procedures

This option provides an opportunity to mediate a mutually acceptable resolution between parties. Complainants who may not wish to file a formal complaint may consult with one or more of the CCR Equity Committee members to seek intervention for the purpose of ending conduct that the complainant believes to be in violation of the CCR policy against harassment. After consultation with members of the committee, the committee may discuss the alleged conduct with the person or persons complained against, remind them of CCR policies, and seek their commitment to comply with this policy. Complainants may request that, whenever possible, such a conversation will be held without revealing his or her identity directly to the person complained against.

The complainant and the person complained against are encouraged to use the informal procedure prior to a formal complaint procedure. If a complaint cannot be resolved informally, the formal procedure is the next option available.

Formal Procedures

Making a Formal Complaint

The person or persons making the complaint (the Complainant) should provide a written statement outlining the nature and circumstances of the complaint to the President of the CCR within 30 days of the incident or incidents provoking the complaint.

The text should:

- Provide a description of the incident or incidents that are the subject of the complaint, and include:
 - the names of the persons involved,
 - the date of the event
- provide information on the context
- identify how the incident fits the relevant criteria enunciated in the relevant CCR policies.
- Include a summary of steps already taken to resolve the problem, if any.
- Describe what resolution and/or outcomes the complainant hopes for and from whom. E.g. from the CCR, the member organization, the person or persons involved.

Please note: Complaints involving the CCR staff should be directed to the Executive Director for response under the staff complaints policy.

The Equity Committee and the Sub Committee

Within 14 days of the receipt of the written complaint, the President and the Equity Committee will appoint an ad hoc Equity Sub Committee of at least 3 persons to investigate the complaint. Members of the Equity Sub Committee should be members of the Executive and may also include Past Presidents of the CCR. Also they may be members of the Equity Committee. The President, as the appeal mechanism (see below), is not a member of the Equity Sub Committee.

Members of the Equity Sub Committee must declare any conflict of interest at the earliest possible stage and the Equity Committee will decide to excuse the member declaring the conflict or to proceed.

Investigating the Complaint

The Equity Sub Committee will outline its plan and timelines for investigation and will report back to the Executive with recommendations within 60 days of being convened.

The Equity Sub Committee will notify the person(s) against whom the complaint has been lodged and will outline the process and timelines to be followed.

Wherever physically possible, the Equity Sub Committee will meet at least once with each of the Parties in order to investigate the facts of the complaint, receive input from each Party, develop an analysis of the nature of the complaint against the relevant policies and discuss options for resolution with each of the Parties.

Upon completion of its investigation and within 60 days of being convened, the Equity Sub Committee will provide a written report to the Executive of the CCR along with recommendations for follow-up.

Resolving the Complaint:

The Executive will consider the report and recommendations from the Equity Sub Committee as well as any other relevant information provided directly to them and will decide on the follow-up actions to be taken.

Notification of the Executive decisions will be communicated in writing to each of the Parties within 14 days of the Executive Committee meeting.

Appeal of the Executive Decision

If any Party is dissatisfied with the outcome of the investigation and/or follow-up steps, they will provide a written request for appeal to the CCR President within 14 days of receiving the concluding letter from the Executive. The President will consider all the facts and analysis of the complaint as well as any new information provided and will render a decision within 30 days of receiving the request for appeal. The President's decision is final.

Guidelines for the investigation of a formal complaint by the Equity Sub Committee:

The Equity Sub Committee will contact the person(s) against whom the complaint has been made, to provide full information regarding the complaint.

When making contact with an individual, the Equity Sub Committee must be sensitive to the individual's right to privacy. Ideally, the person should be contacted through their home address and not at their place of work, unless there is a clear reason for involving the member organization before the investigation is completed: for example, if the individual was acting as a representative or speaking on behalf of the organization when the subject of the complaint occurred.

Wherever possible, the Equity Sub Committee should have at least one face to face meeting with each of the Parties in order to ensure a clear understanding of the nature of the complaint, the circumstances and context of the complaint and that it meets the criteria as described in CCR policies. At this meeting, the Sub Committee should also seek clarification from the Complainant on the expectations for resolution and outcomes following the investigation by the Equity Sub Committee. Additionally, the Sub Committee should provide clear information on the nature of the complaint and how it meets the grounds for a complaint. Every opportunity to respond should be made available, including the submission of additional information, a written response and postponement of the meeting if needed.

As appropriate the Sub Committee may also discuss the options for resolution and outcomes requested by the Complainant as well as other options that present themselves during the investigation.

Following the meetings with both Parties, the Equity Sub Committee will report on its findings to the CCR Executive, including an analysis of the complaint and whether it meets the criteria to be in violation of CCR policies. The report may also include relevant information on similar actions committed by the person(s) about whom the complaint is made. The report should include recommendations for next steps to be taken by the Executive and could include suggestions for sanctions.

Guidelines for the Executive in following up on Equity Sub Committee Reports

If the Equity Sub Committee is convinced that the complaint is well-founded, the Executive must take into account the expectations for outcome of the complainant as well as any additional actions to be taken by CCR.

If the violation was committed by a person or persons in leadership within the CCR and therefore held to a higher test, this may also guide resolution.

Consideration should also be given to the opportunities for awareness building and sensitivity training rather than taking a punitive approach. The benefits of a positive outcome that satisfies both parties is preferable to a win-lose conclusion.

Nevertheless and depending on the severity of the complaint, sanctions along a broad continuum of options may be the only solution. Resolutions may also involve others than the original parties especially if it is reflective of a member organization's practices not in keeping with CCR values and policies.

Purpose of this Document:

This document provides individuals associated with CCR the mechanism to pursue a complaint of any sort of harassment or discrimination against individuals associated with CCR. This document supersedes all other complaints mechanism previously available at the CCR.

This document does not apply to staff related complaints. Staff is governed by existing Human Resource guidelines that exist at the CCR and managed by the executive director.

Approved by the Executive February 2008

15. Anti-oppression policy

INTRODUCTION AND DEFINITIONS

1. CCR Mission Statement

The Canadian Council for Refugees is a non-profit umbrella organization committed to the rights and protection of refugees in Canada and around the world and to the settlement of refugees and immigrants in Canada. The membership is made up of organizations involved in the settlement, sponsorship and protection of refugees and immigrants. The Council serves the networking, information-exchange and advocacy needs of its membership.

2. CCR Organizational Principles

The CCR is guided by the following organizational principles:

- The membership of the Canadian Council for Refugees reflects the diversity of those concerned with refugee and settlement issues and includes refugees and other interested people in all regions of Canada;
- The work of the Council is democratic and collaborative;
- Our work is national and international in scope.

3. Definitions

For the purpose of this Policy, the CCR uses the following definitions:

- *Discrimination* is the treatment or consideration based on class or category rather than individual merit and that can be used to privilege (special treatment in favour of) as well as disadvantage (special treatment against) a particular group or individual.
- *Oppression* is the use of power or privilege by a socially, politically, economically, culturally dominant group (or groups) to disempower (take away or reduce power), marginalize, silence or otherwise subordinate one social group or category.
- *Systemic Oppression* consists of practices, policies, laws and standards that disadvantage a particular group or category of people.
- *Individual Oppression* is demeaning and oppressive behaviour towards and treatment of a particular group or category of people, expressed through individual attitudes, beliefs and values.

- Anti-Oppression is the work of actively challenging and removing oppression perpetuated by power inequalities in society, both systemic oppression and individual expressions of oppression.

POLICY STATEMENT

The CCR recognizes that certain people in our society face oppressive experiences because of individual and systemic unequal power related to race, colour, culture, ethnicity, language and linguistic origin, ability, socio-economic class, age (children, youth, seniors), ancestry, nationality, place of birth, religion or faith or other forms of conscientiously held beliefs, sex, gender (including gender identity and expression), sexuality (including sexual orientation), family status (including marital status), and residency/migratory status in Canada.

We recognize that these forms of unequal power have impacted in particularly harsh ways on the Aboriginal population in Canada. We also acknowledge that the CCR is a reflection of the society in which we live, and that these uses of power exist within the CCR.

The CCR recognizes that individuals may have power in some way, sometimes in more than one way, even though they can experience oppression in another way, or multiple combined ways. For example someone who experiences oppression because of race, may have some degree of privilege and power because of gender.

The CCR recognizes that unequal power operates both at a personal level in interactions between people, and at a systemic level through rules, structures and practices. We recognize that refugees' flight is the result of experiences of oppression, and that refugees and immigrants are subject to various forms of discrimination and oppression within Canada. We come together in the CCR because we recognize the need for broad change, and the need for combating oppression in and through our work, so that all refugees and immigrants are treated with dignity and their rights are recognized and protected.

The CCR values the contributions of every individual who belongs to our membership and our network, and who supports us in fulfilling our mission. The CCR recognizes that discriminatory and oppressive acts and mechanisms can prevent individuals in our membership and our network from engaging with the CCR in a way that fully reflects their ability, experience and contributions. We recognize that such barriers can limit not only their contributions, but also their potential to engage with the CCR at all levels, particularly at the levels of leadership.

The CCR recognizes that individuals and groups who are disempowered and marginalized because of discrimination have the capacity to make choices and act on their own behalf to bring about change that will eliminate oppression for themselves and others.

The CCR also recognizes that understanding, acknowledging and working to eliminate oppression is a learning process for us all. We recognize that different people can be at different stages in the learning process. We recognize that we all need to make the effort to learn, create opportunities for learning and assist each other in the learning process.

CCR'S COMMITMENT

The CCR is therefore making a commitment to anti-oppression in all the areas of our work focused externally on changing our society and internally on eliminating oppression within the CCR. This commitment takes ground in our belief that change is not only necessary but possible, through an intentional process of organizational learning and change.

The CCR will therefore ensure that its work accurately reflects and uses the variety of knowledge of all peoples as the basis for all of our activities; that it recognizes the leadership of disempowered and marginalized individuals and groups to bring about anti-oppressive change; and that it acknowledges the existence of discrimination and makes a conscious effort to challenge oppression. The CCR will work towards ensuring that:

1. The membership of the CCR accurately reflects the range of groups that form our society; and that our process to develop and select our leadership is free of bias and that it promotes equitable representation of the diversity of our membership;
2. The CCR's consultations and meetings are organized and conducted in an accessible way, so that all participants can contribute in a manner free from obstacles, barriers and oppression. This involves a particular leadership role and responsibility among CCR leaders (Executive Committee, Working Group chairs and Core Group chairs) and staff, as well as the ongoing commitment among CCR members to offer each other an environment where oppression is challenged and countered;
3. The CCR's networking, information sharing and strategizing endeavours are informed by the goal of identifying and countering the impact of the various and combined forms of oppression affecting refugees and immigrants;
4. The CCR's work in areas such as advocacy with government and parliamentarians, and communications with the media and the public addresses the diverse and combined forms of oppression facing refugees and immigrants, and promotes change to counter such oppression;
5. Our capacity and the capacity of our membership is strengthened to challenge unequal power and biases that lead to oppression;
6. We strengthen our capacity and the capacity of our membership to develop individual leadership potential;
7. The CCR has an effective process for resolving concerns and complaints that may arise from members' experience of unfair, inequitable or oppressive treatment within the CCR;

8. Financial and human resources are sought to support the CCR's commitment to anti-oppression;
9. A process is put into place to develop policies and practices that promote anti-oppression, and to implement, periodically review and improve such policies and practices where necessary.

Adopted by the membership, May 2009

16. Guiding Statement on Indigenous Peoples

The Canadian Council for Refugees recognizes the Indigenous Peoples of Canada as its original inhabitants.

The CCR recognizes that refugees, migrants and the Indigenous Peoples of Canada may share similar experiences with injustice due to persecution, oppression, colonization, discrimination, stereotyping and exclusion.

Some refugees are historically or currently persecuted in their country of origin due to their status as Indigenous Peoples.

Some refugees, like some Indigenous Peoples, are displaced by extraction of natural resources (oil, gas, timber, water).

The CCR is committed to:

1. Promoting education and raising awareness among our membership about historical and current issues affecting Indigenous Peoples. We believe immigrants and refugees in Canada should be provided with honest and accurate information about historical and current injustices relating to Indigenous Peoples.
2. Recognizing and appropriately acknowledging the traditional territory of the local Indigenous Peoples at meetings and consultations.
3. Initiating dialogue and striving to build respectful relationships with Indigenous Peoples in order to learn about issues of common interest and discuss potential strategies and solutions.

Adopted by the Executive Committee, November 2013

17. Anti-Racism Policy

PREAMBLE:

The Canadian Council for Refugees recognizes that racism is systemic in Canadian society. Racism is more than obvious racially motivated acts such as violence or segregation of ethnoracial groups. It is embedded in the dominant culture and social institutions in a way that is so pervasive that it is often invisible.

Racism also affects everyone. It affects the perception of the world of those who knowingly or unknowingly carry around the baggage of racist attitudes or stereotypes which make them prejudge individuals and situations. These perceptions lead to behaviours that validate and propagate racism. Racism affects the everyday reality of people of colour.

Racism, like sexism, causes pain and humiliation and has far-reaching consequences. It reinforces xenophobia, increasing the obstacles to participation faced by refugees and immigrants. It prevents equality in opportunity and access to asylum, immigration opportunities, education, jobs, housing, health care and social services, and limits participation in decision-making bodies. The CCR recognizes that women of colour face specific additional barriers.

CCR ANTI-RACISM POLICY:

The CCR is an organization committed to:

- * The elimination of racism and all forms of discrimination by identifying and eliminating the barriers that may prevent refugees and immigrants from participating fully in Canadian society;
- * The principles of equity for all races, languages, faiths and cultures reflected in the organization's policies, procedures and relations with staff, members and the society; where the communities that we serve, members of our organization, staff of our member agencies and those with whom we do business see themselves valued and reflected within the organization;
- * Increasing awareness of and appreciation for the racial, cultural, religious and linguistic diversity of Canada;
- * Modelling anti-racism practices to its member agencies and offering opportunities for training and education in anti-racism;
- * Promoting through all of its processes, practices and structures, an environment which is free of discrimination and bias.

The CCR acknowledges its responsibility to:

- * Provide an environment which is free of racism, sexism, discrimination and bias, where all individuals are treated with respect and dignity;
- * Provide an anti-racism policy that outlines the organization's commitments to and expectations of its members, together with a complaint procedure to address any perceived violations.

APPLICATIONS:

Governance:

1. Membership

As an organization that is dedicated to the rights of refugees in Canada and internationally and to the settlement of refugees and immigrants in Canada, the CCR's membership should reflect Canada's refugee and immigrant communities.

As representation from the refugee and immigrant communities has long been a challenge within the organization, the following measures will be adopted to achieve this aim:

- a) The CCR will reach out to refugee and immigrant groups and actively seek to attract them as active members within the CCR. Such outreach and recruitment work will be part of the responsibility of Executive members.
- b) In addition, each CCR working group will develop outreach, recruitment and integration strategies to increase refugee and immigrant participation in the working groups.
- c) Rates of membership dues will be established and administered with flexibility in order to facilitate participation from refugee and immigrant communities.
- d) Refugee and immigrant participation at conferences will be encouraged through active publicizing of the event among refugee and immigrant communities in the city and through free registration where appropriate.
- e) The CCR will research and develop other policies and initiatives to encourage and effect greater participation of refugees and immigrants from all parts of Canada (eg scholarships, travel subsidies)

2. Structure

Recognizing the principles of equity and the organization's commitment to increasing appreciation of Canada's diversity, the following guidelines will be followed to ensure that there is representation of refugees, immigrants and people of colour at all levels of the organization:

- a) Participation of refugees, immigrants and people of colour will be integrated in the nomination and election of the Executive Committee.

- b) Participation of refugees, immigrants and people of colour will be integrated in the nomination and election of working group chairs.
- c) Introductory sessions will be offered at conferences to orient first-time participants and make the functioning of the organization transparent.
- d) The CCR will continue to adapt its structures and functioning to promote refugee and immigrant participation.
- e) All members will receive a copy of the anti-racism policy.

3. Decision-making

To ensure that decisions are made equitably and reflect the organization's commitment to anti-racism and equality, decision-making processes should be transparent. The following guidelines will be followed when decisions are to be made:

- a) Representation of refugees, immigrants and people of colour should be considered when organizing consultation workshops and panels and when selecting CCR participants for meetings, press conferences, missions, etc. Every effort will be taken to ensure that financial considerations are not a barrier to participation.
- b) Full participation of all members at meetings will be facilitated through measures acknowledging the cultural and linguistic diversity.
- c) Co-chairs and regional contacts of all working groups will be responsible for ensuring that appropriate measures are developed to promote inclusiveness in the resolutions process. Such measures may include, but are not limited to, a formalized system of support and mentoring; pre-consultation meetings and telephone contacts to explain the process and facilitate in the development of resolutions; and ensuring that advisors are available at the consultations.
- d) The Anti-Racism Core Group will be consulted in the development and amendment CCR policies or bylaws.

Advocacy and Anti-racism Education:

In view of the organization's commitment to advocacy and anti-racism education, and recognizing the need for ongoing education, the CCR will:

- a) Analyze government policies for racially-biased intent or effect.
- b) Include anti-racism analysis in its representations to government and in its communication with media.
- c) Address anti-racism issues at working group meetings.

- d) Hold workshops at conferences on issues relating to racism.
- e) Network with other groups committed to anti-racism.
- f) Develop and maintain active links with ethno-racial communities through networking and active solicitation of their participation, views and concerns.
- g) Monitor and respond to negative media portrayal of refugees and immigrants.
- h) Undertake proactive media work to demonstrate why Canada must protect refugees and welcome immigrants.
- i) Support members and other organizations involved in public education and seek opportunities to extend the CCR's own programme of public education.
- j) Develop an anti-racism "convention" and encourage member organizations to endorse it.

Employment:

In keeping with the organization's commitment to employment equity and promoting anti-racism, the following practices are recommended in the various selection processes and other human resource areas:

- a) In all hirings the CCR will seek candidates from refugee and immigrant communities and from people of colour. With equal qualifications the CCR will hire preferentially individuals with a refugee or immigrant background or people of colour, ensuring representation at all levels of the organization.

Communications:

In keeping with the CCR's commitment to anti-racism, the following guidelines are provided in the area of communication:

- a) All communications, both external and internal, will be consistent with and promote the organization's anti-racism policies.
- b) The Anti-Racism Core Group will be consulted on all written public communications dealing with issues of racism or where an anti-racism perspective might be called before finalization.
- c) The CCR will, in all its publications, policies and communications with members, other settlement and advocacy organizations and the general public, use language and images which are inclusive, reflecting Canada's racial and ethnic diversity.

COMPLAINTS PROCEDURE:

[The original complaints policy was replaced by the Complaints policy adopted by the Executive (page 15)]

MONITORING

One year after the adoption of this policy and thereafter every two years, the CCR will audit the functioning of the organization to monitor compliance with this policy and to ensure that the complaints mechanism is accessible and effective. The Anti-Racism Core Group and at least 3 members of the Executive will be responsible jointly for conducting the audit. This will involve looking at:

- a) representation by refugees, immigrants and people of colour on panels, Executive, working group chairs and general attendance at meetings;
- b) membership recruitment;
- c) survey of members;
- d) existence of supporting policies and structures within the CCR, in member organizations and commitment to CCR policy;
- e) number of workshops held at conferences on issues related to racism and attendance at these workshops.
- f) the existence of the anti-racism convention and the number of member organizations endorsing it.

Adopted at the Annual General Meeting, November 1996

18. Policy Statement on Refugee Participation

1. The CCR affirms its collective intention to take into consideration refugee representation when nominating and electing the Executive Committee;
2. The CCR will develop Executive Committee job descriptions which will include the responsibility of the Executive to do outreach and recruitment in their community including visits with interested groups of refugees to encourage participation;
3. Each CCR working group will develop outreach, recruitment and integration strategies to increase refugee participation in the working groups;
4. When organizing consultation workshops and panels, the Executive and the Working Groups will be sensitive to refugee representation along with French/English and male/female representation;
5. The CCR will make a “three for one” offer on consultation registrations for the first consultation of a new refugee-based group, recognizing that the consultation can be intimidating for a newcomer;

6. The CCR will develop introductory materials, such as the list of acronyms, to help reduce the information gap between “newcomers” and “old hands”;
7. The CCR will develop introductory sessions, to be held at the beginning of each consultation, to explain the resolutions process and the structure of the CCR and to answer questions about the organization and how to participate;
8. For all future hiring of staff the CCR will seek candidates from refugee communities and with equal qualifications will hire preferentially individuals with a refugee background.

Adopted May 1992

19. Amina Malko Memorial Refugee Participation Fund

The Canadian Council for Refugees has a fund to promote refugee participation, in recognition of the financial barriers to participation in CCR meetings. The fund offers some financial assistance, covering the travel and accommodation expenses of persons with refugee experience, in order to allow them to participate in CCR meetings.

The funding covers air/train fare to the meetings and accommodation (but not other costs such as food or ground transportation). They must have the support of their organization for the rest of the expenses. The registration fee is waived.

Applicants must:

1. Be people who have had the experience of being a refugee.
2. Be affiliated with an organization that is a CCR member.
3. Be at least 18 years old.
4. Submit the completed application (with letter of support from member organization)

The Fund is divided into two categories (as of March 2014):

- **Refugee participation:** for participation in one consultation.
- **Refugee leadership:** for participation in three meetings during one year. Recipients must have attended at least one CCR meeting and wish to prepare for a potential leadership position. Normally the person would be expected to have a position at a member organization. Applications could be received at any time of the year.

Note: Amina Malko, who came to Canada as a refugee from Somalia, served as a member of the CCR Executive and was a long-time advocate within the CCR. She died at a far too young age in March 2001. In memory of Amina and as a tribute to her own activism and promotion of refugee participation, the Executive decided to name the Refugee Participation Fund in her honour.

20. Policy on participation of minors

The policy is intended to address:

- Concerns about CCR legal liability in relation to minors attending CCR events.
- The fact that the consultations are not designed for minors whereas Youth Action Gatherings are for youth.

Preamble: The following policies may need to be adjusted in compliance with the laws of the province in which the event is being held (notably regarding the age).

Policy for consultations

1. Promotional information about the consultations will include wording to suggest that the program may not be appropriate for minors.
2. The registration form will ask whether registrants are over 18.
3. We will not accept registrations from minors under 16.
4. Registrants under 18 (but over 16) will be required to submit, together with their registration, a signed declaration from an accompanying adult who will be responsible for the minor, as well as a signed consent from the minor's parent or legal guardian.
5. The accompanying adult should preferably register at the same time as the minor (if the adult is not already registered for the consultation).
6. An adult may take responsibility for a maximum of 4 minors.
7. The CCR will not offer travel subsidies to any youth under 18 years.

Policy for YAG (or other youth specific event)

1. Minors over 16 years are welcome at YAGs (but not younger minors).
2. The same procedures as for consultations apply for registrations: Registrants under 18 (but over 16) will be required to submit, together with their registration, a signed declaration from an accompanying adult who will be responsible for the minor, as well as a signed consent from the minor's parent or legal guardian.
3. The accompanying adult should preferably register at the same time as the minor.
4. An adult may take responsibility for a maximum of 4 minors.
5. The CCR may offer travel subsidies for minors over 16 years. The subsidy will not be approved until the above documents (signed declaration from accompanying adult and parental consent) are received by the CCR.

Approved by the Executive, March 2014, amended November 2015

21. Guidelines For Inclusion (for use in CCR meetings)

Principles

- * The CCR recognizes that there are many barriers to full participation in CCR meetings, including linguistic and cultural barriers and unfamiliarity with CCR ways of working.
- * The CCR values inclusiveness and full participation of all and commits itself to measures that promote this.

Guidelines for chairs

- * Offer a particular welcome to new participants and encourage them to contribute to the discussion, emphasizing that their input is valued.
- * Ensure that all participants have an opportunity to express themselves in the course of the meeting (e.g. by making a point of asking for interventions from people who have not already spoken).
- * Offer brief explanations of acronyms, programs, CCR procedures, and anything else that may be obscure to newcomers.
- * Make use of small group discussions and other techniques that make participation easier.
- * When groups of volunteers are being formed (e.g. to work on a project or draft a resolution) encourage a mix of “new” and “old” members.

Guidelines for new members

- * Express your point of view. Your input is valued.
- * Ask for an explanation of anything that is not clear to you.
- * Propose agenda items of concern to you.
- * Volunteer for any activities that interest you. You do not need to be an “expert” or an old hand to be able to contribute.

Guidelines for “old members”

- * Offer to sit next to newcomers and explain things to them as necessary.
- * Avoid speaking in code (using acronyms, making “in” references).
- * If you have been participating actively, keep it up, but bear in mind that the longer you have been around the CCR, the less time you should need in meetings to get your points across.
- * If your participation has been more passive, consider getting more involved (give your opinions on issues, volunteer for activities).

22. General Policy on Official Languages

1. Operating in both official languages is a priority of the Canadian Council for Refugees;
2. The Canadian Council for Refugees will strive to operate in both official languages at all levels of the organization;
3. No employees will be negatively affected by these initiatives.

STRUCTURAL POLICY ON OFFICIAL LANGUAGES

A. Policy on official languages for the executive committee:

1. All external verbal or written information requests concerning the business of the Executive Committee shall be answered in the language of the request.
2. The members of the Executive can express themselves in the language of their choice during Executive meetings.
3. The Executive Committee shall decide on its working language or languages (minutes, notice of meeting, reports).
4. The nominating committee shall ensure that members of both official languages are nominated for the Executive Committee. The CCR will consider that an anglophone or a francophone is someone whose first language is English or French or an allophone whose second language of choice is English or French.

B. Policy on official languages for working groups:

1. Notice of national meetings, shall be made available in both official languages.
2. The members of the Working Groups can express themselves in the language of their choice during Working Group meetings.
3. All external verbal or written information requests concerning business shall be answered in the language of the request.
4. Each Working Group shall decide on its working language or languages (minutes, reports).
5. All Working Groups shall ensure that members of both official languages are represented or will develop regional groups to allow the Working Groups to function nationally.

C. Policy on official languages for general meetings and communications with member groups:

1. All documents for general distribution, including notice of meetings, agendas, minutes, resolutions and reports shall be made available in both official languages.
2. The members of the Canadian Council for Refugees can express themselves in the official language of their choice during general meetings.
3. All external verbal or written information requests concerning business shall be answered in the language of the request.
4. The Canadian Council for Refugees shall ensure that member organizations working in both official languages are well represented in the general membership.

D. Policy on official languages for press relations

When an issue is pertinent to both English and French Canada, all information for scheduled press conferences and press releases shall be provided in both official languages.

E. Policy on official languages for staff positions

The following staff positions are hereby designated as bilingual: Executive Director, Working Group Coordinator, and Administrative Assistant.

Adopted by the Executive Committee February 2, 1992.

23. Policy on bilingualism at consultations

That both consultations have approximately 50% of sessions with simultaneous translation, that the totality of working group meetings have translated note taking, and that CCR documentation for WGs and consultations be bilingual (handouts, conference materials).

Approved by the Executive September 2019

24. Francophone Committee Terms of Reference

Mandate

The mandate of the Canadian Council for Refugees Francophone Committee (FC) is to:

1. Promote bilingualism and the inclusion of francophone members within the CCR
2. Promote issues and challenges specific to francophone CCR member organizations through greater participation of francophone members within the CCR.

Goals

Regarding promotion of bilingualism and inclusion of francophones

1. As part of the CCR's anti-oppression policy, work towards greater inclusion of francophone members, taking into account race, age, gender, sex and geographical representation.
2. Ensure the improvement of bilingualism through better access in French to CCR services, events, meetings, tools and resources for francophone members.
3. Ensure a greater presence and involvement of francophone members.
4. Support the CCR Youth Network to have more francophone youth members.

Regarding participation of francophone members and issues and challenges specific to them

5. Provide advice, suggestions, expertise and support on issues related to the protection (overseas and Canada) and settlement in Canada of francophone immigrants and refugees through the CCR Working Groups and / or their respective Steering Committee.
6. Ensure that the issues identified by the Working Groups include the specific issues and needs of francophone immigrants and refugees, and where appropriate propose to the Working Groups priorities and recommendations as a response to the issues identified.
7. Ensure information sharing on member organizations' issues and best practices relating to francophone immigrants and refugees through FC meetings and other virtual meetings as needed.

Members

- Are eligible to join the FC, each member organization or associate member of the CCR that provides services in French to newcomers (immigrants and refugees) or any member of the CCR who is concerned about the FC's mandate.
- The membership is established with the formal expression of the desire to be part of the FC. An official list of members will thus be established and will allow the identification of active members of the FC-CCR.
- The FC can identify individuals from external agencies to be invited to act as resource persons. These individuals are not members of the CCR's FC, but may be invited to attend relevant meetings of the Committee without the right to vote.

Roles and responsibilities

1. One person is elected co-chair by the FC.
2. One person is elected as responsible for Networking. This person does the liaison with the Membership Committee (subcommittee of the Executive Committee) and relays the suggestions and recommendations of the FC regarding the recruitment of francophone members.

3. One person is elected as responsible for bilingualism and inclusion. This person does the liaison with the Executive Committee to relay the FC's suggestions for greater bilingualism and greater francophone inclusion.
4. Three persons are elected as responsible for francophone issues in the three CCR Working Groups. These people do the liaison with each of the Working Groups so that the FC's priority issues are reflected in the CCR structure.
5. The FC will be logistically supported by the CCR office through the francophone outreach coordinator.

Meetings

- Meetings of the FC will be exclusively in French.
- The FC will meet in a francophone caucus during each CCR Consultation (twice a year during National Consultations) whether this is during the official program or outside of it.
- The FC will meet at Working Group meetings (twice a year).
- The FC will meet via teleconference as needed, every 3 months (August, November, February, May).

Elections

- The elections will take place during CCR's autumn Consultations, among the members present at the FC meeting
- All mandates will last 2 years and will be renewable once. Although, for the first elections, the position as responsible of networking and bilingualism and inclusion as well as one of the position as responsible for francophone issues will be for a one year mandate, to allow staggering rotation.

Reviewing the Terms of Reference

- One year after the first elections, the terms of reference will be subject to evaluation by the FC and will be amended accordingly.

Approved by the Executive Committee, May 2018

25. Policy on photography, filming and audio-recording

The policy is intended to protect the anonymity and privacy of those persons who do not want to be photographed, filmed or audio-recorded, and to ensure free discussion at meetings.

- Photography, filming and audio recording is permitted outside the CCR sessions (e.g. in the coffee area or lobbies, or before or after a workshop session) ONLY after explaining the purpose and obtaining permission of each person photographed, filmed or recorded.
- Photography, filming and audio recording is not permitted during CCR sessions (workshops, plenaries, working group meetings) except for people acting for CCR, or for a purpose specifically approved by CCR in advance; in which case such persons will:
 - abide by instructions regarding announcing the purpose of the recording at the beginning of the session,
 - provide opportunities for people to discreetly request exclusion from recording, and
 - erase any recording on request.

Adopted by the Executive, December 2009, amended June 2010

26. Policy on honoraria for speakers

The Canadian Council for Refugees' general policy is that we are unable to provide honoraria to speakers presenting at our twice-yearly Consultations. This is due to the organization's limited resources and also because we try, as an umbrella organization, to draw expertise from among our membership's resources.

However, in recognition of:

- Canada's colonial history;
- The current Canadian context further to the Truth and Reconciliation Commission's Calls to Action which has prompted many national organizations to regularly reach out to indigenous groups;
- the CCR's Strategic Plan, which seeks to intentionally strengthen ties between indigenous groups and newcomers to Canada;
- Our belief that it is important to recognize the time and resource commitment that we regularly ask of indigenous speakers, and to recognize the important educational value this regular contribution brings to CCR members,

We can make exceptions for indigenous speakers in the event that a speaker is coming in a personal capacity and does not, for any reason, have organizational support. In such a case we ask the speaker to let us know their circumstances and we can, on a case by case basis, consider an honorarium **up to a maximum of \$250**.

Note that we always provide a **\$100 honorarium [or the norm in the local region]** to elders who are invited to CCR events to provide a traditional welcome.

Approved by Executive September 2017

27. Privacy policy

As part of our work, the Canadian Council for Refugees (CCR) frequently gathers and uses personal information from donors, members, participants at consultations, webinars and other CCR activities, individuals purchasing resources or signing up for electronic communications and individuals affected by Canadian immigration policies and practices. Personal information is any information that can be used to distinguish, identify or contact a specific individual, including name, email address, address and financial information.

The Canadian Council for Refugees is committed to carefully protecting all personal information and using it only for the purpose for which it was collected, subject to the individual's consent.

Accountability – The CCR recognizes that we are responsible for all personal information under our control.

Identifying Purposes – The CCR will identify the purposes for which personal information is collected at or before the time the information is collected.

Consent – The CCR will ensure that the knowledge and consent of the individual are obtained for the collection, use, or disclosure of personal information, except where inappropriate.

Limiting Collection – The CCR will only collect personal information that is necessary for the purposes identified. Information will be collected by fair and lawful means.

Limiting Use, Disclosure and Retention – The CCR will ensure that personal information is not used or disclosed for purposes other than those for which it was collected, except with the consent of the individual or as required by law. Personal information will be retained only as long as necessary for the fulfillment of those purposes.

Accuracy – The CCR will ensure that personal information under our care is as accurate, complete, and up-to-date as is necessary for the purposes for which it is to be used.

Safeguards – The CCR will protect personal information by security safeguards appropriate to the sensitivity of information. The CCR is conscious of the particular need for sensitivity with regard to personal information of individuals who have fled persecution or who do not have permanent status in Canada.

Openness – The CCR will make readily available to individuals specific information about its policies and practices relating to the management of personal information.

Individual Access – Upon request, an individual will be informed by the CCR of the existence, use, and disclosure of their personal information and will be given access to that information. An individual will be able to challenge the accuracy and completeness of the information and have it amended as appropriate.

Provide Recourse – The CCR will ensure that an individual is able to address a challenge concerning compliance with the above principles to the designated individual or individuals accountable for the organization's compliance.

Adopted September 2014

APPLICATION OF PRIVACY POLICY

Privacy officer

Responsibility for ensuring that CCR complies with the Privacy Policy lies with the Director of Operations.

Participation at CCR meetings

1. In the registration process, we only collect from participants personal information necessary for registration, meeting planning and networking purposes.
2. A printed list of participants with contact information is given to participants to facilitate networking. The registration process offers participants the option to decline to have their contact information included in the participants' list. The participants' list will not be posted online.
3. During CCR meetings, CCR photographers may take photos for the purposes of documenting the meeting. Participants have the option of sitting in a "no photo" part of the meeting, in which case they will not be photographed.
4. CCR's policy on *Photography, filming and audio recording* prohibits participants from recording or taking photos during CCR sessions. Photos or recordings may be made outside the CCR sessions, but ONLY after explaining the purpose and obtaining permission of each person photographed, filmed or recorded.
5. Resource persons at CCR consultations are given the option of not having their name included in the consultation report published online.

Personal case information

6. We receive personal information related to individual cases, for the purpose of intervening on behalf of the individuals or providing advice. The information will only be disclosed to persons within the CCR who need access to it for the intended purpose and will not be disclosed to anyone outside the CCR without the consent of the individual.
7. We collect and publish personal stories for the purposes of illustrating issues of concern to the CCR. The CCR will not publish any personal stories without the consent of the individual. We will usually use a pseudonym. In certain circumstances (e.g. when the case is already in the public domain) we may use the person's real name, but only with the person's consent.
8. We store personal case information securely.
9. An individual has the right to withdraw consent but must be aware that it may be impossible for the CCR to erase a photo (or other information) from all materials.
10. We regularly receive individual case information from member organizations: in these situations, we communicate clearly the need for consent to the member organization, which will be responsible for obtaining consent.

Payment information

11. Credit cards: We receive payments by telephone, in person or through the mail. The information about the card is kept in a safe place and destroyed :
 - 60 days after the transaction is approved for a one-time payment (donation, registration or)
 - Until credit card number expires or the donor withdraws his consent for monthly donorsOnline payments: While using Beanstream for processing credit card payment, we have restricted access to credit card information and no information on card numbers.

On-line information

Limiting Collection

12. Through its website CCR collects only personal information that is necessary for the purposes for which the information is collected. Any information collected is done in a straightforward and honest manner and with the individual or organization's consent.

Use of personally identifiable information

13. We use personally identifiable information to customize the site and give access to the member section.

Online registrations

14. Individuals may register online for webinars and consultations. We may email them about their registration and the event for which they registered. We may subsequently email them about other opportunities to participate in the CCR (such as becoming a member or

upcoming consultations or webinars). We do not share their personal information with any person or organization outside the CCR.

Newsletter Subscriptions

15. Persons subscribing to one of the CCR newsletters you need only supply an email address. They may also provide (optionally) their name. The email address is used to deliver the newsletter. The email address is not used or known by any other newsletter subscriber, organization, Web site or government agency.

Polls and Surveys

16. Occasionally CCR members and allies will have the opportunity to respond to an online poll or survey. Responses are private. We may give respondents the option to provide their email address, in which case we will clarify the potential use that might be made of the address (e.g. to send the final report, or to ask for further information). If a respondent opts to provide their email address, we only use it for the purposes indicated. Any report of polls or surveys presents all responses completely anonymously.

Storage of personally identifiable information

17. Personally identifiable information collected online by CCR is securely stored and is not accessible to third parties. It is used by CCR only for purposes for which it is collected.

Donors

18. All information concerning donors or prospective donors, including their names, addresses and telephone numbers, the names of their beneficiaries, the amount of their gift, etc., is kept strictly confidential by the CCR, unless permission is obtained from donors to release such information.
19. Donor information may be accessed only by CCR employees who have a need to know in order to perform a “fundraising activity” and members of the fundraising committee. Donor information is used only for development or recognition purposes.

Employee information

20. We collect and maintain different types of personal information in respect of those individuals who are, or were employed by us, including the personal information contained in:
 - resumes and/or applications;
 - references and interview notes;
 - letters of offer and acceptance of employment;
 - payroll information; including but not limited to social insurance number, pay cheque deposit information
 - wage and benefit information;
 - forms relating to the application for, or in respect of changes to, employee health and welfare benefits; including, short and long term disability,

21. Personal information contained in the files of candidates who have not been admitted to the final selection will be kept only for 3 months, then destroyed.
22. The personal information collected is used and disclosed for “business purposes” including establishing, managing or terminating the employment relationship.
23. Privacy laws do not generally require CCR to obtain the employee’s consent for the collection, use or disclosure of personal information for the purpose of establishing, managing or terminating an employment relationship.
24. Employees’ personal information is kept in a safe place in order to prevent personal information from loss and unauthorized access, copying, use, modification or disclosure.
25. CCR keeps employees’ personal information as long as required by law (see <http://www.portailrh.org/protection/fiche.aspx?p=345633>).

Volunteer access to personal information

In the course of their work for the CCR, Executive Committee members, Working Group chairs and volunteers may have access to personal information. Before having such access, volunteers must review and state that they intend to respect the Privacy Policy.

PRIVACY BREACH

Definition

26. A privacy breach involves improper or unauthorized collection, use, disclosure, retention or disposal of personal information.

Reporting the Breach

27. Any employee who becomes aware of a possible privacy breach will immediately inform the Director of Operations.

Containing the Breach

28. Whenever a possible or actual breach is identified, the CCR will do a preliminary assessment and if necessary take immediate action to contain the breach. The CCR will then conduct a full assessment. If a breach has occurred, the CCR will make reasonable efforts to identify the individuals affected by the breach. If this is not possible, efforts should be made to identify the groups of individuals likely to have been affected. The CCR will take appropriate action to mitigate the breach and prevent similar breaches in the future.

Breach of confidentiality

29. A breach of confidentiality involves the improper or unauthorized disclosure of personal information. A breach of confidentiality by an employee will result in disciplinary action up to and possibly including immediate dismissal for cause.

Signature

30. Staff must sign the privacy policy to acknowledge that they have read, understood and will comply with the requirements to carefully protect all personal information.

Individual recourse

31. Information will be made available on the CCR website and upon request by telephone, email or in person about how to contact the Director of Operations in order to address a challenge concerning compliance with the Privacy Policy.

32. The CCR will make every effort to respond openly to inquiries or complaints regarding its management, collection and disclosure of personal information. The CCR will ensure that every complaint is investigated and that the appropriate actions required to rectify the situation are taken.

Approved by Executive March 2015

28. Representation at Meetings

Considerations for selection of representatives to attend events on behalf of CCR.

In order to allow for proper process and preparation, the CCR normally requires two months advance notice of an invitation to an event, especially for events outside Canada.

DELEGATE SELECTION CRITERIA:

A delegate must:

1. Represent a CCR member organization.
2. Have attended CCR meetings.

Where circumstances warrant, an exception may be made to the above requirements.

In selecting between eligible applicants, the following factors will be considered:

1. People in positions of responsibility i.e. Executive, Working Group Chairs, Staff.
2. Leadership development and refugee participation.
3. Knowledge of the issues being addressed at the event.
4. Where policy issues are important, experience of active participation in CCR policy development.
5. Ability to represent CCR policy and views of the membership as reflected in the mandate, resolutions and activities of the CCR
6. Members living in the region or who will be travelling to the region where the event is to be held.

7. Members whose expenses will be paid / shared with another agency where there is no conflict of interest in representation.

Selection is made by the President and Executive Director in consultation with relevant Working Group or Core Group chairs, but excluding from the process anyone who is a candidate. Where a number of those involved in the decision are candidates, the Vice-President, Secretary and Treasurer should be included in the decision-making process.

Normally, notice of an invitation will be sent to the cclist. However, in cases where the President and Executive Director consider that it is appropriate to send high level representation, the Vice-President, Treasurer and Secretary will be consulted, and with their approval the usual process of inviting candidacies from the cclist may be bypassed.

DELEGATE RESPONSIBILITIES:

1. Full attendance.
2. Delegate will identify him/herself as representative of CCR and promote only CCR policies and interests.
3. Copies of handouts, information and materials to be sent to CCR office within one month of return.
4. A written report to be submitted to CCR office within one month of return.
5. Possible request for an oral report at a consultation or Working Group meeting where appropriate.
6. All financial statement of expenses to be submitted to CCR office within one month of return where CCR is assuming cost.

Revised by Executive March 2009

29. Government participation in CCR consultation sessions

Workshops at consultations should be open. Exceptions can be made only with Executive approval (which must be requested at least one month before the consultation).

Approved by Executive March 2015

30. Guidelines on Participation of Government and Political Representatives

In order to create a safe space for discussion at WG meetings and on the CCR list the Executive has adopted the following guidelines.

Who is (and is not) a government or political representative?

1. In the present guidelines the term, "government and political representatives" includes: Members of parliament, their staffs, persons employed by political parties and persons employed by any level or branch of government (e.g. armed forces) or crown corporation

(e.g. Canada Post) as well as persons employed on temporary contracts with any of the foregoing.

2. Persons providing direct services to refugees and immigrants as part of their employment at government-funded services such as legal aid offices, local community health and social service clinics and community organizations are **not** considered “government or political representatives” for the purposes of these guidelines, so long as the person is not involved in policy making.

Participation of government and political representatives in WG meetings and on the CCR list

3. Members of parliament and their staffs as well as persons employed by political parties shall not be allowed to participate in WG meetings nor to join the CCR list and no requests for exceptions shall be considered.
4. If a government employee (other than those mentioned in par 3) is involved in policy-making or administration of programs affecting refugees and immigrants (e.g. municipal employee who administers an integration program, a legal aid employee who is involved in policy-making) an exception may be granted where it is determined that there is no real conflict of interests and that the participation of the person would be beneficial to the WG or the CCR list.
5. If a government employee (other than those mentioned in par 3) is far -- or completely -- removed from policy-making or administration of programs affecting refugees and immigrants (e.g. employee of a provincial hydro authority), an exception may be granted where they have demonstrated a genuine interest in refugee or immigration issues and it is determined that their participation would be beneficial to the WG or the CCR list.

Request to participate in a Working Group

6. Where an exception is requested regarding participation in a WG meeting, it should be submitted to the Secretary of the CCR as early as possible prior to the WG meeting in question.
7. The Secretary will determine whether the applicant is entitled to request an exemption (ie. not covered by par. 3, above). If the applicant is entitled to request an exemption, the Secretary will forward the request to the relevant WG Co-chairs for consideration by the WG Steering Committee in question.
8. If a request is received too late to be considered by the WG Steering Committee (i.e. it is not practicable to hold a Steering Committee meeting prior to the WG meeting in question), the request will be examined by the CCR Executive, either at the Executive meeting held on the evening prior to a consultation in a phone or electronic meeting.
9. If, for any reason, it is not practicable for the Executive to discuss the request prior to the WG meeting in question, the request will be referred back to the WG Steering Committee to be decided before the following WG meeting (i.e. the person will not be able to attend the WG meeting for which the request was made and will have to await the next one).

10. Once an exception to participate in a WG has been granted, it applies to all working groups (i.e. the person is free to circulate among the working groups) and there is no need to request an exception for future WG meetings, so long as the person's employment status does not change.

Requests to join the CCR list

11. Where an exception is requested to join the CCR list, the request should be submitted to the Secretary of the CCR.
12. The Secretary will determine whether the applicant is entitled to request an exemption (i.e. not covered by par. 3, above). If so, the Secretary will place the request on the agenda for discussion at an Executive Meeting as soon as reasonably practicable.
13. Once an exception to join the CCR list has been granted, there is no need to renew the request, so long as the person's employment status does not change.

Approved by the Executive September 2013

31. Attendance at Roundtables

Participation will be limited to Executive members and Working Group chairs, with others on invitation by the Executive. People might be invited because of their expertise on specific agenda items or for developmental purposes.

Adopted by the Executive, February 2010

32. Schedule of Working Group meetings

February/March

IP on Friday

OPR and I&S on Saturday

Sept

OPR on Friday

IP and I&S on Saturday

33. Spokespersons for CCR in media

1. The spokespersons for the CCR are the President and the Executive Director. In order to ensure strong, consistent messaging, the policy is to limit the official voice of the CCR to these spokespersons.

2. In some situations where it is appropriate, the CCR spokespersons may designate someone to speak to media about a specific initiative (for example, Youth Network leaders about the Youth Action Gathering). In such cases, the matter on which they may speak will be clearly defined and training offered.
3. CCR members and individuals in leadership positions within CCR who are speaking to media are encouraged to express support for CCR positions. They are welcome to identify their link to CCR (e.g. that their organization is a member, that they are on the Executive) as long as it is not the primary identification and it is clear that they are not speaking on behalf of the CCR.

Approved by the Executive, December 2017

34. Policy on Public Representation of the CCR

WHEREAS

1. Members of the Canadian Council for Refugees are often asked by the media, government and public organisations to speak on behalf of the CCR;
2. Members of the CCR are also frequently asked to represent the CCR at government and public forums;
3. It is in the best interests of the CCR that its policies and positions be presented in a clear and consistent manner;

IT IS PROPOSED THAT a series of guidelines be established to regulate who may speak on behalf of or represent the CCR and what obligations this imposes on them.

IT IS FURTHER PROPOSED THAT the CCR adopt the following guidelines:

1. Without prior consultation with the CCR Executive or Staff no member or member organization of the CCR is to initiate contact with any other person or organization as a representative of the CCR.
2. Where a member is contacted by some other person or organization and asked to comment on or make representations on matters related to CCR policies and positions, she/he/it should:
 - a) Determine whether the contact has been made because of CCR or in some other capacity;
 - b) Familiarize her/him/itself with relevant CCR resolutions and position papers; and,

- c) Contact CCR staff/or the appropriate Working Group Chairperson to discuss an appropriate response.
3. It is recognized that in some extraordinary circumstances there may be insufficient time to follow the guidelines in Paragraph 2 but members are required to make their best efforts to comply.
 4. When a member does make comments or representations in her/his/its capacity as a member of the CCR or where the member was approached to make such comments or representations in large part because of her/his/its role in the CCR:
 - a) The member should present positions and policies contained in CCR resolutions.
 - b) Where the member is required to comment on or make representations on matters not covered by a CCR resolution she/he/it should be guided by the spirit of the resolutions and the member should make it known that she/he/it is making speculation based on personal interpretation of the CCR resolutions.
 - c) Under no circumstances should the member make comments or representations which contradict CCR resolutions.
 5. Where a member is in a position of making public comments or representations in her/his/its own personal/organizational capacity on matters which fall within the concerns of the CCR:
 - a) The member should ensure that the persons or organizations with whom she/he/it is dealing understands the capacity in which the member is speaking.
 - b) The member is encouraged to promote CCR policies and positions.
 6. Members of the CCR executive and chairpersons of CCR Working Groups have a higher duty of care in making public comments and representations because of their leadership role in the organization. Even where such persons are speaking in their own capacity or are speaking for some other organization there is the danger that her/his comments or representations could be seen as being an expression of a position of the CCR itself. Members of the CCR executive and chairpersons of the Working Groups shall:
 - a) Be bound by the guidelines in the above Paragraph 4 in making any public comment or representation regardless of the capacity in which she/he is speaking;
 - b) If speaking for her/himself or for another organization refrain from speaking to the media on issues within the CCR purview.

7. Where a member or Executive member has participated in a meeting, the content of which the CCR has agreed is to be confidential in whole or in part, the member or Executive member shall not discuss the confidential content of the meeting with anyone else except with:
 - a) other participants of the same meeting;
 - b) the CCR Executive at an Executive meeting; or
 - c) the express permission of the CCR Executive.

The CCR will inform the parties at the meeting that confidential information may be shared with the Executive. Executive members will respect the confidentiality of information so shared.

Adopted by the Executive, September 1994, amended Sept. 2006

35. Policy on signing on to statements

WHEREAS the Canadian Council for Refugees is frequently asked to sign onto positions and statements of allied organizations, and

WHEREAS the decision to sign onto statements includes a time-intensive consideration of many factors including:

- how much time we have to respond,
- whether the CCR was involved in drafting the statement,
- whether it addresses a core CCR issue, and
- the extent it aligns with CCR policy.

The Executive committee agrees to delegate this vetting responsibility and signing authority to the Executive Director's discretion, understanding that where the ED in their judgement seeks guidance, they will consult with and may defer to the President and/or Executive Committee. The ED will report immediately to the CCR Executive whenever we sign on.

Adopted by the Executive, November 2018

36. Guidelines for endorsing events

1. The CCR does not generally endorse events that it is not involved in organizing. The CCR encourages those organizing events to quote from published CCR positions (e.g. resolutions, media releases) where appropriate to demonstrate the link to the CCR. Where the CCR considers it warranted, the CCR may also provide a written text that can be used at the event.

2. The CCR may nevertheless endorse an event where the following criteria are met:
 - a) Endorsing the event would clearly benefit the CCR and/or advance the CCR's goals.
 - b) The event is organized (i) by a CCR member or (ii) by another organization with which CCR has worked closely.
 - c) Based on knowledge of the event organizers and plans for the event, it is clear that the event will respect CCR policies, including the Anti-Oppression Policy.
 - d) Sufficient time is available to review the request.

Adopted by the Executive, December 2009

37. Guidelines for approaching organizations to host the CCR consultation

1. CCR will invite one or more member organizations in the city to take the lead in forming the local organizing committee.
2. The lead organization(s) will be asked to invite all other CCR member organizations in the region as well as other potentially interested organizations to join the local organizing committee.
3. Where there is a member organization that is active in the CCR and that plays a leading role in the region, the CCR will invite that organization to take the lead.
4. Where there are several or no member organizations that fit the definition in 3) the CCR will consult among CCR members in the region, especially those that are active in the CCR, to determine how best to form the local organizing committee.

Adopted by the Executive, December 2009

38. cclist policy

- 1) **Regular messages:** That we send a regular message to cclist (once every month or two) reminding people of rules, expectations, how to leave the list, how they can get a digest, or filter messages.
- 2) **Clarifying rules:** That the rules for messages to cclist be clarified as follows:
 - A. Messages should be of broad interest.
 - B. No messages to advertise local events.
 - C. No fundraising messages (except from CCR)
 - D. No messages that are partisan (i.e. in support of a political party or candidate).
 - E. Messages should not contain any confidential information, such as information identifying a client
 - F. Job ads only if the job is of national interest, rooted in the field.
 - G. Posters may not forward someone else's email without their permission (unless it is clearly a public announcement.)
 - H. Pursuing a particular thread over many messages is not likely to interest all list members.

If you wish to keep a dialogue going on a specific topic, follow up directly with the list members who have shown interest in the debate.

- 3) **Anti-Oppression Policy:** That we update to refer to Anti-Oppression Policy the current statement: “Users of the CCR listserv must comply with the organization’s policies, including the CCR Anti-Racism Policy.”
- 4) **Intervention protocol:** That we develop a protocol for what to do when an inappropriate message sent, or messages on list get out of hand, so that the ccrlist committee doesn’t necessarily need to be consulted. In general, if an inappropriate message is sent, a message would be sent to the individual, and a message to ccrlist (to remind people of rules).
- 5) **Action in case of serious problem:** That if discussion on the listserv really gets out of hand (e.g. multiple and acrimonious messages on a topic), we temporarily set the listserv to “moderated” meaning messages are not automatically sent on. A message would be sent declaring the discussion closed and if anyone still tries to continue the discussion, the moderator could prevent those messages going to the list.

Approved by the Executive, August 2010, amended September 2014 and August 2021

39. Internal guidelines for referring cases to Case Management

Background

Since the beginning of 2007, the CCR has been submitting specific cases to CIC, first on separated children and then on 117(9)(d) cases. The Deputy Minister encouraged this again at the recent meeting we had with him (attended by Liz and Janet). This is not a role that the CCR traditionally wants to take on and there is the risk of the CCR becoming a gatekeeper. On the other hand, it provides a solution for a few particularly serious cases and gives the CCR detailed information about the problems requiring systemic solutions (on which we have had some success for both separated children and 117(9)(d) cases). There is also the issue of pushing for a mechanism at Case Management to review egregious PSR errors (decided at the OPS meeting).

This matter was discussed at the May 2008 Executive meeting (with WG chairs). Concern was expressed about publicizing the option of referring cases to the CCR. On the other hand, should we not in fairness make known the opportunity? It was agreed that one solution is to invite organizations (as we do in the Family Reunification practical guide) to send certain types of cases to the CCR, without necessarily promising to take them to Case Management.

It was decided that we should develop internal guidelines for compelling cases to be presented to CIC (with a view to seeking systemic change).

Guidelines

1. We will continue to submit cases of separated children overseas of refugees in Canada where an intervention seems appropriate because of delays, urgency of case or problems in processing to date.
2. We will continue to submit 117(9)(d) cases involving children where an intervention seems appropriate because of delays, urgency of case or problems in processing to date.
3. We will submit cases of family reunification cases involving children overseas (not necessarily separated) who are at significant risk.
4. We will intervene in other refugee family reunification cases where there is a particular problem of concern to CCR and where intervention might help us advocate for systemic solutions (e.g. DNA testing, security-related delays).
5. After consultation with relevant WG chairs and representatives of the Executive, we will intervene in other cases where there is a compelling problem of concern to CCR and where intervention might help us advocate for systemic solutions.
6. A report on cases submitted will be provided to the Executive at least every 6 months.

Approved by the Executive, September 2008, revised November 2010

40. Term limits: Executive and Working Group chairs

People elected to a one-year term (to fill out a term and ensure that each year half the Executive positions are open for election) should not have the term count, consistent with the rule for people appointed. The wording of the bylaw refers to two-year terms, implying that one-year terms do not count:

Executive members shall hold office for one two-year term commencing in November or December. Each year half (five) the Executive position will be open for election.

No Executive member shall be eligible for re-election for more than two (2) consecutive terms other than for election to the office of President.

This interpretation should also apply to WG chair positions.

Approved by the Executive, April 2019

41. Policy on leaders running for election

Whereas:

1. The CCR fully supports members participating in democratic process, including by seeking public office;
2. Candidates for public office at federal and provincial levels are usually representing a political party, and the CCR must strictly maintain its independence from all political parties;
3. At all levels, including municipal, candidates must declare themselves on policies, leading to potential of conflict with CCR policies;
4. A candidate for election who is a CCR leader may be perceived as having the endorsement of the CCR, even though the CCR cannot endorse any candidates for political office;

Therefore be it resolved that a CCR Executive member or Working Group co-chair running for political office (federal, provincial or municipal) must take a leave of absence from their leadership role during the election campaign. Persons on a leave of absence must not present themselves as having a current association with the CCR. At the conclusion of the campaign, they may return to their role if not elected, or must resign if elected.

Approved by the Executive, March 2019

42. Working Group Terms of Reference

The Working Groups provide a forum to exchange information, network and develop policy positions in the area of:

Overseas Protection and Resettlement

- the protection needs of refugees and other forcibly displaced people around the world;
- the resettlement of refugees to Canada and internationally;
- the needs and challenges experienced by refugees prior to resettlement to Canada (whether resettled through government programs or private sponsorship);
- the needs and challenges experienced by resettled refugees in Canada during the period of the sponsorship undertaking, in collaboration with the I&S working group;
- the needs and challenges experienced by private sponsors.

Inland Protection

- The protection of refugee claimants in Canada at all stages of the refugee process, including:
 - access to asylum in Canada
 - in-Canada refugee determination
 - post-claim recourses
 - family reunification
 - detention
 - removals
 - the regularization of persons with precarious status in Canada.

Immigration and Settlement

- all issues related to the settlement and integration of refugees, immigrants and other migrants in Canada, including:
 - provision of settlement services;
 - broader social justice context related to newcomers in Canada, for example: systemic racism, racialization of poverty, employment and income security, housing and homelessness, health, family reunification, and equitable access to services and basic entitlements.

The Working Groups will collaborate with each other when issues affect more than one Working Group, and will respect the leadership of another Working Group on issues that fall primarily within that WG's mandate.

Working Group Activities

Each working group is responsible for:

1. Following, analyzing and advising the Executive on policy on issues of concern to the Working Group;
2. Encouraging members to reach out to the general public and support local and national advocacy to create positive perceptions of and attitudes towards refugees and vulnerable migrants;
3. Providing members with information and resources relevant to their work on issues of concern to the Working Group;
4. Encouraging ongoing involvement of all CCR members in WG activities and issues;
5. Encouraging learning and cohesion within the WG through collaboration and sharing of lessons learned;

6. Ensuring that the Working Group's priorities and concerns are appropriately reflected in the CCR's activities and positions;
7. Organizing three workshops and one caucus at each CCR consultation and one anti-oppression workshop a year and collaborating with other Working Groups on joint workshops;
8. Reviewing and approving proposed resolutions on issues related to the Working Group for consideration by the CCR membership;
9. Recommending actions for CCR and CCR members on issues related to the Working Group;
10. Identifying issues of mutual concern between WGs and addressing them through information exchange, dialogue, and joint planning where appropriate.

43. Guidelines for Election of Working Group Co-Chairs

Revision approved by Executive, September 2007

WORKING GROUP ON OVERSEAS PROTECTION AND RESETTLEMENT AND WORKING GROUP ON INLAND PROTECTION

1. The Working Groups on OPS and Inland Protection will strike a nominating committee at the August/September meeting to seek nominations for the position of chair (and any other positions available).
2. Vacancies will be announced in mailings to members and on the ccrlist in September and/or October.
3. The nominating committee will present the slate of nominees at the Working Group meeting in November/December. Nominations from the floor may be accepted.
4. In the event of an election, all representatives of CCR member organizations present at the working group meeting have the right to vote, by majority vote.

INTERIM CHAIRS

1. Where a vacancy arises mid-term, an interim chair will be elected by the working group/core group to act as chair until the return of the chair or until the next November/December meeting, at which time a permanent chair will be elected.
2. Interim chairs must meet all the criteria below, except that they are not required to make the two-year commitment.
3. Interim chairs will be elected at the next meeting of the group after the need for an interim chair becomes known.

4. In the case of the Working Groups on Inland Protection and OPS, wherever feasible, members will be notified in advance of the meeting (by mail and/or cclist) that an interim chair is being sought.

CRITERIA FOR CHAIRPERSONS

Chairpersons of Working Groups must:

1. Represent a member organization of the CCR that supports him/her in the candidacy.
2. Have participated in at least two full meetings of the working group.
3. Have experience in the issues of the working group.
4. Commit to attending upcoming meetings of the group, for a two-year term, subject to unavoidable constraints.
5. Be willing to undertake the various duties of the Working Group Chair, as outlined in the job description.

44. Working Group Chairs: Job Description

Each Working Group Chair is elected or acclaimed for a term of two years, unless filling a position on an interim basis, and is responsible to the Working Group and the CCR in the following manner:

1. Be responsible for the development of the Working Group agendas.
2. Ensure that all working group meetings are chaired.
3. Ensure that the Working Group and any of the work it undertakes reflect the policies, resolutions and key campaigns of the CCR.
4. Provide leadership within the CCR for the issues relevant to the working group and monitor the activities, projects and key campaigns undertaken by the Working Group.
5. Promote membership participation in Working Group meetings and activities.
6. Promote refugee participation and bilingualism in Working Group meetings and activities.
7. Ensure issues of gender, anti-racism, anti-heterosexism and homophobia are addressed by the Working Group in collaboration with the Core Groups on Gender and Anti-racism
8. Be responsible for aiding in the development of resolutions coming out of the Working Group.
9. Work with staff to ensure ongoing communications between meetings, especially on issues, action items and resolutions.

10. Take on specific tasks concerning the Working Group and the CCR as appropriate.
11. Work with the Executive Director and the President in order to determine CCR representation at events relevant to the Working Group for which the CCR has been invited.
12. Represent the CCR in appropriate venues such as meetings with government officials and other venues as is needed and as is possible.
13. Attend all Working Group meetings or give notice of impossibility of attending
14. Work in cooperation with the CCR Executive Director.

TRAVEL EXPENSES

If necessary, the CCR will cover some costs for Working Group chairs to attend meetings, although members are encouraged to see these costs as far as possible as part of their participation and membership. The costs covered by the CCR are air or train costs and accommodation.

45. Guidelines for Working Group Steering Committees

Overview

The Working Groups are the base for the activities and priorities of the CCR and an entry point for new members to get involved as well as long-term members to continue to support the work of the CCR. Although each Working Group functions in slightly different ways, they all have a broad agenda of issues with which they are concerned including new directions and initiatives as well as issues with which the CCR has been engaged for a long time.

The Co-Chairs of the Working Groups are responsible for ensuring that the work agenda is moved forward and that Resolutions and Action Items are acted upon. This is a challenging task, especially when the Co-Chairs may not have particular expertise in all areas and when they find it difficult to sustain such a broad range of initiatives. On the other hand, there are persons in the Working Group who have much to offer even though they may not be elected to leadership.

After consultation with the membership and with the Working Group Co-Chairs, the CCR Executive is recommending that we develop Steering Committees for each Working Group. This initiative will be evaluated in February 2009 and may be revised as appropriate.

Working Group Steering Committees offer an opportunity to draw on the wealth within the membership to advance the work of the Working Group, promote inclusion and participation and support the WG Co-Chairs to the benefit of the CCR. Membership in the steering committee may be a good way for people to prepare for a possible term as a co-chair, as well as allowing past Co-Chairs to continue to share their expertise.

The Steering Committee – Structure and Term

In general, the Steering Committee is intended to engage the broad base of expertise within the WG membership in order to advance the issues and initiatives undertaken by the Working Group.

The recommended size for a Steering Committee is 5 or 6 persons in addition to the WG Co-Chairs.

Steering Committee Members are appointed by the Co-Chairs with a term of 2 years, renewable once, beginning and ending in November. Working Group Co-Chairs should recruit Steering Committee Members through an applications process that is accessible to all the members and they may also invite individuals to join the Steering Committee. Regional representation as well as linkage with Core Groups should also be considered when appointing members.

Expectations of Steering Committee members

Steering Committee members work closely with the Co-Chairs to realize the tasks undertaken by the Working Group, including on Resolutions, Action Items, new initiatives and strategic thinking, preparation for consultations, attendance at meetings with government etc. In addition, members are expected to

- Provide advice to the Co-Chairs on working group business (agenda setting, follow up to meetings, developing strategies to advance WG priorities, promoting participation, etc);
- Provide input on CCR response to issues relevant to the WG that emerge in between WG meetings;
- Report to Co Chairs information that may be relevant to the WG, including from the member's region;
- Take on specific tasks related to WG follow up
- Participating in meetings with government, as feasible and appropriate:
- Participate in all meetings of the WG, where possible given funding constraints (NB CCR is not able to provide funding for travel expenses of Steering Committee members).

Adopted by the Executive November 2007

46. Terms of reference for CCR Youth Network

PART 1: GENERAL STATEMENTS

Mandate

1. The Youth Network will provide a space and **facilitate leadership for newcomer youth** to work alongside others to promote the rights and protection of newcomer and refugee youth, and to create a **safe space for networking and information-exchange** for youth and their projects. The CCR Youth Network aims at a long term strengthen of youth leadership through its actions.
2. This goal is rooted in the **CCR mission statement** which commits the CCR to the rights and protection of refugees and other vulnerable migrants in Canada and around the world and to the settlement of refugees and immigrants in Canada. The CCR meets the networking, information-exchange and advocacy needs of its members.

Principles

1. The Youth Network is guided by the principle of being **youth-led**, therefore, it will promote youth leadership in the work of CCR as a whole and among member organizations.
2. The Youth Network is an expression of the CCR's commitment to **anti-oppression**, recognizing that youth face systemic barriers. The Youth Network is guided by the CCR Anti-Oppression Policy. Therefore, the Youth Network is a space that prioritizes the voices of racialized migrant/refugee youth.
3. Members of the Youth Network commit to speak from their own lived experiences and acknowledge different ways that privilege and oppression impact intersecting identities.
4. The Youth Network is committed to work in solidarity building bridges between indigenous and refugee/migrant youth.

Diverse Representation

The Youth Network is committed to diversity in its leadership and projects to ensure that as many perspectives as possible are represented and that one voice is not dominant. In particular the youth network commits to promote the representation of historically underrepresented groups, including but not limited to the following: refugees, undocumented migrants, refugee claimants, immigrant, migrants, undocumented migrants, refugee claimants, refugees, individuals with limited education, people with disabilities, women and LGBTQ+ newcomer community.

Structure

1. The Youth Network is an integrated and valued component of the CCR.

2. The Youth Network is led by a **core group** (7 or 9 members) which is responsible for communicating with the CCR Executive and the CCR Office, and for coordinating all actions of the Youth Network on a national level.
3. The Youth Network's regional presence across Canada is established through its **provincial branches** in coordination with the **core group**
4. Each provincial branch is led by a small **steering committee** (Approximately 5 members) in charge of coordinating the Youth Network action in their respective province and to ensure the liaison with the national core group.

Membership guidelines

Participation as a member is done on a voluntary basis and is free.

The Youth Network youth members are:

- Primarily newcomer youth (that are not born in Canada and that are either immigrant, migrants, undocumented migrants, refugee claimants and refugees), and
- Self-identified youth from 16-25 years old

Youth can be members whether or not they are part of a CCR member organization.

[The following text was added in September 2019]

Participation in the Youth Network

1. Participation and membership in the Youth Network and the Core Group is voluntary and free of charge.
2. For the purposes of participating in the Youth Network, we understand newcomer youth as any migrant, temporary migrant, undocumented migrant, refugee claimant, refugee and/or any other self-identified migrant between the ages of 16 to 30 inclusive. However, only those from the ages of 16 to 25 inclusive will be able to hold formal leadership positions and apply for funds restricted to youth ages 16 to 25.
3. The Youth Network is committed to creating safe and open spaces for youth ages 16 to 30 to fully participate and address developmental delays and barriers created by experiences of migration. Newcomer youth ages 26 to 30 who do not qualify to hold formal leadership roles will be encouraged to take on mentorship roles and opportunities presented by branch activities in their respective provinces.

Leadership

Core Group members will be elected according to the following procedure:

1. **Call for applications:** a call to apply for any position opening to serve at the Core Group will

be posted on the various social media venues of the Youth Network (email list, Facebook, Instagram, etc.). Enough time will be given for interested participants to fill out a questionnaire, asks questions about the role and send in their applications via email to be screened.

2. **Selection:** Once the deadline is met, the Core group will meet and evaluate the submission and will select 3 candidates per position for an interview.
3. **Interview:** Current members of the Core Group will conduct a series of interviews of the selected candidates in order to assess their overall interest, skills and contributions. If any conflict of interest were to arise the Core Group member affected by the such will be excused from the selection process.
4. **Election:** New members are voted in by the current core group members after selection and interview process have concluded.

Terms

1. Core Group member, except for Co-Chairs, will serve a term of 2 years in total.
2. Core Group members have the opportunity to become Co-Chairs once they have completed at least one year of service.
3. Co-chairs will be elected by the Core Group and are required to serve a 2-year term. After the completion of their 2-year term, they will be asked to remain as part of the Core group for an extra year to fulfill a mentorship role for the newly elected co-chairs to ensure a smooth and successful transition.
4. Core group members who are between 26 to 30 years old will still be able to be part of the core group and finish their terms regardless of their age; however, funding for their participation will be limited according to the current Youth Network funding agreements. The Youth Network in partnership with the CCR will research, seek and apply for funding to ensure youth over the age of 25 can continue participating.

[end of text added in September 2019. The Executive noted that they understand that the last sentence means that the YN will take the lead and the CCR will play a supporting role.]

Bilingualism

The Youth Network is committed to have official communications in English and French. During activities and events, the Youth Network will offer a safe space open to all languages, according to its members. To the best of the Youth Network capacity such communications will be interpreted into French and/or English.

Budget

1. The Youth Network has been assigned a budget by the CCR Executive each year (currently 5000).
2. The Core Group is responsible for deciding how to spend it.
3. The expenditure of this budget is managed by the core group "Finances Coordinator).
4. Other funds available will depend upon external grants and funding (and will be managed by the CCR office, in consultation with the Core Group).

Approved in principle by the Executive Committee, September 2018

47. African Refugee Network

Introduction: Today, there are over 60 million refugees and internally displaced people in the world with a disproportionate percentage found in Africa. Most of those refugees have been driven from their homes by armed strife, displacing people to search for better lives for themselves and their children in settings that fail to meet standards for even basic human dignity. Protection of the human rights of these people is highly uncertain and unpredictable.

According to the United Nations High Commission for Refugees (UNHCR) it is estimated that Africa is home to 26% of the world's refugee population, estimated at 18 million people.

Theories are not in short supply as to why the plight of African refugees has not received the same attention as that of other refugees for a very long time. When Immigration, Refugees and Citizenship Canada (IRCC) released highlights in August 2017 from Visa Office Specific Information on PSR processing, the average processing time in all the African missions that have been capped since 2011 remains deeply troubling. African Visa posts historically and even now have some of the longest processing time in the world.

Mandate: The mandate of the African Refugee Network (ARN) of the Canadian Council for Refugees is to serve as a national network of concerned individuals with a passion to link hands with African refugees, immigrants, and victims of human rights abuses such as human trafficking and to highlight their rights and need for protection to the Canadian Government and the public. The ARN will address settlement support as well as the challenges of family reunification of African refugees. The ARN will advise the CCR to ensure these concerns have a strong national voice.

Objectives: Working within the structures of the CCR, the ARN will:

1. Advocate for just and fair policies on the protection of African refugees.
2. Engage in advocacy campaigns for African refugees who are detained or confined to camps for decades.
3. Engage in public education campaigns around root causes of conflicts and how Global Affairs Canada can play a role in addressing the conflicts as well as the effects.

4. Mobilize and empower African diasporas, including the youth, to engage further in advocacy, cultivate a strong and united national voice within the CCR in the best interests of African refugees.

Working with the CCR: The network will be an integral part of the CCR, linked to the Overseas Protection and Resettlement (OPR) Working Group and tasked with raising issues about African refugees. As a subcommittee of the CCR, the advocacy of ARN will be guided by CCR policies. The ARN will bring recommendations for public statements to the OPR, which in turn will bring them to the Executive to speak on behalf of CCR.

Leadership: The leadership of ARN will comprise of representatives from all the Canadian provinces and territories and will work in collaboration with OPR leadership.

Approved by the Executive March 2018, for review in one year

48. Process for appointment of interim Exec members

In the case of a vacancy on the Executive:

- The Executive will review the vacancy and see where the gaps in terms of representation are;
- The Executive will form an ad hoc committee from among Exec and possibly pulling in chairs of relevant WG to bring forward a minimum of two names (ranked). If agreed by Exec, someone from that committee will contact the top candidate (or someone else from the Exec may be asked to make the approach if they know the candidate best).

Approved by the Executive, September 2019

49. Executive Job Description

The Executive Committee of the Canadian Council for Refugees is elected by the membership of the Council and is responsible to the membership of the Council.

Members of the Executive agree to:

- Attend all Executive Meetings and Conferences or give notice of impossibility of attending.
- Represent the interests and opinions of the organization and/or the region which the member is elected to represent in the Executive meetings.
- Help create a liaison between the working groups and the Executive Committee for those Executive members involved in the working groups.
- Disseminate information about the CCR and CCR activities.
- Recruit new members.

- Communicate with existing members in one's region to elicit feedback and share expertise.
- Take on specific tasks as appropriate and as they come up in Executive meetings.
- Monitor the work of the CCR office, especially with regards to areas of one's particular expertise.
- Review policy documents (letters, statements, etc) as circulated and provide input in a timely manner.
- Represent the CCR in appropriate venues including but not limited to: meetings with government officials, conferences, speaking engagements, relevant committees.
- Participate in at least one Executive sub-committee.

Adopted by the Executive Committee, 24 January 1994.

50. Annual Expectations of CCR Executive Members

As amended, May 2003

Mandatory:

- Active participation in a Working Group
- Serve as a mentor to new participants
- Participate in the organization/development of at least one workshop annually
- Be a friend to the CCR (where the person is able)
- Respect CCR policies
- Attend all Executive meetings

Optional – 2 of 5 suggested:

- Make 2 presentations on refugee and immigrant issues or generate 2 Op Ed pieces
- Send out CCR releases to at least 3 regional media outlets
- Recruit at least 2 new friends of the CCR
- Recruit 2 new members of the CCR
- Undertake 1 fundraising activity each year

NB in the case of new members of the Executive, expectations are tempered during their first year.

51. Structure of Executive meetings

Face to face meetings

At the face to face meetings, the Executive will focus on:

- dialogue with WG chairs and YN reps (with focus on points relevant to the Executive, as already outlined)
- policy decisions
- financial reports (given the importance of this responsibility)
- strategic plan updates (given the importance of this responsibility)
- any other agenda items that will benefit from face to face discussion (e.g. orientation of new members, planning processes where we need exec members to volunteer, brainstorming e.g. consultation themes)

NB we will take into account that face to face discussions are an important way for the Executive to develop a common identity and for members to learn about the CCR and its issues. This is particularly important for some Exec. members from outside Central Canada who only have an opportunity to participate at CCR meetings once they join the Executive)

Evaluation of consultation

For the consultation evaluation at face to face meetings we will ask for comments that are FORWARD looking, i.e. answering the questions:

- what should we do differently/ the same in the future?
- what follow up do we need to do?

Comments should relate to either Structure (e.g. this time - concluding plenary) or Content. Other comments should be given through the consultation evaluation form.

Executive conference calls

We will use conference calls to:

- give reports from Exec committees
- approve new members etc
- review status of action items from last meeting
- make decisions that don't require face to face discussion

During these discussions, we will identify issues that could benefit from face to face discussion, in which case they will be placed on the agenda of the next meeting.

Approved by the Executive November 2014

52. Finance Committee: Terms of Reference

Under the Chairmanship of the Treasurer, the Finance Committee advises the Executive Committee on the annual budget, the financial status of the organization and policies in the area of financial planning, monitoring and control.

The Finance Committee is made up of the Treasurer, other members of the Executive Committee and ex officio Executive Director (non-voting).

Among its areas of concern, the Finance Committee:

1. Proposes an annual budget for approval by the Executive Committee.
2. On an ongoing basis, monitors and recommends improvements regarding:
 - a) the budgetary system;
 - b) financial/banking activities;
 - c) accounting systems;
 - d) the means of financial reporting and controls;
 - e) other matters related to financial planning and management.
3. On a regular basis:
 - a) reviews the operating statements and brings to the attention of the Executive Committee any highlights which might require its attention;
 - b) monitors the cash status, and if necessary, advises the Executive Committee in good time on possible action, including borrowing.
4. As required:
 - a) reviews the present and future financial status of the Organization, and presents its opinions to the Executive Committee;
 - b) Advises the Executive Director on financial matters;
 - c) participates or is consulted in the external audit of the annual financial statement; reviews the audited statements and highlights any concerns for the Executive Committee;
 - d) considers any matters pertaining to the financial aspects of the Organization which the Executive Committee may refer to it.

Approved by Executive Committee, May 2009

53. Responsibility/authority of the Treasurer

ACCOUNTABILITY: Accountable to the Membership (and on a regular basis to the Board).

AUTHORITY: Formal authority is derived from the by-laws, but in practice it is in keeping with the traditional role of the Treasurer as the monitor of the financial health and practices of the Organization.

RESPONSIBILITIES: The Treasurer monitors the financial health of the Organization by ensuring that effective financial practices, reporting, monitoring and controls are in place and operating properly. Appropriate activities are:

- present the budget to the Executive Committee;
- report quarterly to the Executive Committee on the financial state of the Organization;
- watch for problems, trends, and generally any substantial deviation from financial plans, and report in good time to allow for effective corrective measures;
- chair the Finance Committee and report findings and recommendations to the Executive Committee;
- from time to time, perform internal audits to review such areas as financial, accounting and bookkeeping practices, inventory controls, cash administration, etc., and report to the Executive Committee accordingly;
- report to the Members at the Annual General Meeting on the financial state of the Organization and on the findings of the Auditors;
- Subject to the endorsement of the executive, recommends to the Membership the appointment of Auditors.

Approved by Executive Committee, May 2009

54. Investment Policy: CCR Endowment Fund

Objective

The objective of the fund is to provide a secure income to support and sustain the mission of the Canadian Council for Refugees.

Restriction of capital

The capital of the fund is to be preserved. Only the income from the investments will be available for use by the CCR to support its mission. From time to time additional amounts may be added to the capital, by donation or bequest, or by decision of the Executive Committee.

Overall investment objectives

The overall objective in investing the capital is to strike a balance between generating income for the CCR and maintaining the security of the capital. Where possible consistent with these objectives, we also seek growth in the capital.

Transparency

Investment policies and practices are to be fully transparent.

Investment Principles

Investments will be made in a manner consistent with the mission of the Canadian Council for Refugees. Capital will be invested in a balanced and diversified portfolio to consist of a mix of quality stocks, bonds and cash equivalents.

Ethical guidelines

The CCR seeks to invest the capital in ways that respect and promote the human rights of all people. The CCR seeks to avoid investments which are inconsistent with the mission of the organization, because they contribute to the forced displacement of people or to the mistreatment of migrants. In particular, the funds will not be invested in bodies whose activities include:

- the manufacture, sale, importation or distribution of military hardware
- association, openly or tacitly, with governments involved in massive human rights abuses
- detention or deportation operations
- failure to observe the human rights of all persons
- operations that lead to the forced displacement of populations
- environmental degradation, including where it leads to forced displacement.

Investment Advisory Committee

The Executive Committee will create an Investment Advisory Committee to provide advice. The role of the Investment Advisory Committee is to monitor the management of the funds and advise the Executive Committee on decisions with respect to the fund, including through development of an investment plan and suggesting amendments to the ethical guidelines. The Treasurer will be an ex officio member of the Investment Advisory Committee.

Investment manager

The CCR will contract with an agent to manage the investments. The Executive Committee will choose the agent, such as an investment broker, based on their experience in ethical investment, their interest in developing an investment strategy compatible with the mission and values of the CCR, their track record in managing investments, the credibility and reliability of the institution for which they work, and the level of security of the funds they can offer. The performance of the investment manager will be reviewed annually, based on these criteria and compliance with the Investment Policy and Investment Plan.

Decision-making

Day-to-day decisions on the portfolio will be made by the Treasurer and Executive Director, in consultation with one other member of the Investment Advisory Committee.

Decisions to transfer money to the Fund, other than donations or bequests already so designated, will be made by the Executive Committee, on the advice of the Finance Committee. For example, the Executive could decide to transfer an undesignated major donation or bequest, or part of a year-end surplus.

Investment plan and reporting

The Investment Advisory Committee will present to the Executive Committee on an annual basis the investment plan. The investment plan must be approved by the Executive Committee.

The Investment Advisory Committee will present to the Executive Committee a quarterly report on the investments.

Approved by the Executive, 23 November 2011

55. Investment Advisory Committee: Terms of Reference

Purpose

To advise the Executive Committee on the investment of the Endowment Fund to best achieve the objective of the fund, in a manner compatible with the mission and values of the CCR.

Responsibilities

The Investment Advisory Committee will:

1. Monitor the management of the funds, including by reviewing monthly reports from the Investment Manager and meeting at a minimum once a year with the Investment Manager. At least in the first three years of the fund, the Investment Advisory Committee will meet with the Investment Manager at least 3 times a year. Meetings may be by conference call.
2. Provide a quarterly report to the Executive Committee on the funds.
3. Provide to the Executive Committee an annual report on the management of the funds. The annual report will include:
 - a) a recommendation either to maintain the existing investment plan or to make modifications to the investment plan.
 - b) a review of the performance of the investment manager.
4. Monitor the application of the ethical guidelines and, where appropriate, recommend to the Executive Committee modifications to the ethical guidelines.
5. Provide other advice to the Executive Committee on the investment of the fund, as requested by the Executive Committee or deemed relevant by the Investment Advisory Committee.

Membership

1. The Treasurer will be an ex officio member of the Investment Advisory Committee.
2. Up to three other members of the Executive Committee may be appointed by the Executive Committee during their term.
3. Up to six other members may be appointed by the Executive Committee from the following:
 - a) Former Executive Committee members;
 - b) Individuals recommended by a CCR member organization who:
 - Have relevant experience or expertise;
 - Are committed to the mission and values of the CCR.

Appointments by the Executive Committee will be for a two year term, renewable. The Executive Committee will ensure that at least 3 committee members have relevant financial or investment experience or expertise.

Chair

The Committee will be chaired by the Treasurer or by another member of the Committee appointed by the Executive Committee.

Approved by the Executive, 23 November 2011

56. Policy and Procedures for CCR Endowment Fund Allocations**Purpose:**

To provide direction of procedures in relation to allocation of funds from the Endowment Fund

Objective:

The objective of the Endowment Fund is to provide a secure income to support and sustain the mission of the Canadian Council for Refugees.

Restriction of Capital:

The capital of the fund is to be preserved. Only the income from the investments will be available for use by the CCR to support its mission. From time to time additional amounts may be added to the capital, by donation or bequest, or by decision of the Executive Committee.

Overall Investment Objectives:

The overall objective in investing the capital is to strike a balance between generating income for the CCR and maintaining the security of the capital. Where possible consistent with these objectives, we also seek growth in the capital.

Procedure:

Each year at the annual budget planning cycle, the Executive Director, in consultation with the Treasurer will establish the spending limits from the Endowment Fund and make recommendations to the Executive Committee for approval of spending limits and allocation of expenditures. This will be reflected in the form of a revenue line item specified in the income side of the annual operating budget as Endowment Proceeds.

The total amount to be allocated in any given year will be drawn from only the investment funds which have exceeded the principal of the endowment, i.e. the total amount donated to the Endowment Fund (original donation + any additional donations or transfers made by Executive).

Amendments to the Endowment Fund allocation during the budget year must be approved by the Executive, on recommendation by the Executive Director and Treasurer in consultation with the Finance Committee.

Approved by the Executive, 29 November 2014

57. Work plan for Nominating Committee

| Timeline | Action |
|--|--|
| End May /beg. June | Nominating Committee members elected at Spring General Meeting |
| At the General Meeting | Nominating Committee identifies Chair. |
| By end June | Nominating Committee agrees on letter to send out to members inviting them to submit nominations. |
| July | Office sends letter out to members. |
| By end August (before Sept. WG meetings) | Nominating Committee holds conference call and identifies plan for recruiting nominees |
| September WG meetings | Nominating Committee makes announcement at WG meetings and sends brief written report to Executive on progress. |
| September | Chair of Nominating Committee sends message to cclist calling for nominations |
| September | Office sends letter out again to members. |
| By end September | Nominating Committee holds another conference call to review progress. |
| End October | First deadline for nominations. Nominating Committee reviews nominees and if there are insufficient candidates develops plan for further recruitment. Office sends lists of candidates to members. |
| End November (week before AGM) | Candidates' bios due in. Office prepares document with bios for members at AGM. |
| End November (Thursday before AGM) | Deadline for any further nominations |
| End November | Nominating Committee presents candidates at the AGM. |

Approved by Executive, March 2014

58. International Affairs Activities

Effective, Inclusive, Engaged

Background:

For some years the CCR have been seeking a more formal, structured approach to our participation in various international meetings and activities. Our goal is to be more efficient with our own resources, to use the opportunities to build networking with like-minded NGOs in other countries, to increase our effectiveness in domestic dialogues and to provide a forward look on developing trends in refugee protection and resettlement.

We have tried an International Affairs Committee, and then a less structured format that would engage individuals interested in particular issues or fora. Members were asked to sign-on for specific 'dossiers'. Some were picked up, others were not, thereby leaving it to the staff to take up the slack, seek out and coordinate input on an ad hoc basis, or discontinue CCR participation.

The revised structure is designed to learn from our past experiences. We aim to:

- Be more **effective** within our limited resources,
- Be **inclusive** of CCR members who want to develop expertise,
- **Engage** committed individuals who will provide consistency to our work while striving to build expertise within the broader membership.

The International Affairs Steering Group and the IA Clusters

The structure is made up of a Steering Committee and Clusters:

Steering Group

- provides support, coordination and oversight to the work of the Clusters
- is responsive to requests for input from staff
- liaises with the Working Groups via their WG Steering Committees
- reports to the Executive

Membership: From each of the Working Group Steering Committees, plus at least one Executive Member. Term of commitment: 2 years minimum, renewable. Steering Group members may also be involved in one or more clusters.

Clusters

- The active core of the International Affairs work of the CCR
- Each cluster takes on specific issues or themes such as Children's Rights, Trafficking, Resettlement, Puebla, UNHCR Executive Committee Affairs, etc.
- Clusters may also exist for a time with a specific event or theme; e.g. celebrating the 60th anniversary of the Refugee Convention.

- Reports to Steering Group

Membership: Volunteers from membership. Term of commitment: 2 years minimum, renewable. People who attend a meeting on behalf of the CCR will be expected to stay engaged in the Cluster for at least two years.

Use of website

The dossiers associated with these issues provide a wealth of information and policy background to inform future work and include papers, reports of meetings, correspondence and dialogues. These dossiers can be made available on the CCR website and will be important resources for persons interested in learning more about CCR's work as well as those preparing to attend international meetings.

Selection of delegates

Recruitment of persons to attend meetings will be transparent and open to those who meet the required criteria. One of those criteria is a commitment to stay engaged in the Cluster for at least two years, to take on responsibilities for follow-up and to assist in briefing the next attendees.

Reporting

The IA Steering Group reports to the Working Groups via the WG Steering Committees as well as directly to the Executive.

Approved by Executive, September 2011

59. Legal Affairs Committee

Background

The goal of the committee is to seek opportunities to encourage development in the law towards better protection of the human rights of refugees, immigrants and other non-citizens.

The committee can consider:

- encouraging strategic litigation to address policy concerns
- starting a legal action
- applying for leave for judicial review
- intervening at the Supreme Court of Canada and other jurisdictions.
- joining a coalition of other groups who are challenging a legal policy or development before the courts.
- launching or participating in complaints or petitions to international human rights bodies.

Roles and Responsibilities of the Legal Affairs Committee

Legal Affairs Committee (LAC) members have decision-making functions, subject to approval by the Executive Committee of the CCR, about whether to intervene or play a role in litigation. LAC members commit to active involvement in at least two cases per year.

The Legal Affairs Committee is supported by an Ancillary Legal Support Group (ALSG), which is more of an honorary council, for senior lawyers who seek to make a lighter contribution of time, and for junior lawyers who seek to learn more about the CCR’s LAC for possible future participation.

The work of the LAC and ALSG are facilitated by the LAC Co-Chairs. Most communication takes place electronically.

For more information and list of current LAC and ALSG members, see <http://ccrweb.ca/en/legal-affairs-committee>

| | 1. Legal Affairs Committee | 2. Ancillary Legal Support Group |
|---------------------------------|--|--|
| Mandatory Criteria: | Members must: <ul style="list-style-type: none"> ○ Support the policies of the CCR and be committed to furthering respect for the rights of refugees and immigrants. ○ Have a law degree. ○ Have experience in Canadian immigration and/or refugee law that can be useful to the Committee. ○ Not have other involvements that would create a fundamental conflict of interest (Committee members may of course declare a conflict of interest in individual cases where necessary) | |
| Expectations of members: | <ul style="list-style-type: none"> ○ Monitor communications from the LAC and attend twice-yearly meetings. ○ Work on two cases per year (either as a member of a review committee or as counsel). ○ Respond to requests for input on decisions to be made in a timely manner, or advise the co-chairs if they are unable to do so. | <ul style="list-style-type: none"> ○ Monitor communications from the LAC and attend twice-yearly meetings. ○ Be willing and available to take on, from time to time, tasks associated with LAC litigation, drawing on specific areas of expertise. ○ Be willing and available to give input on strategic decisions regarding litigation trends. |

| | | |
|-------------------------------|---|--|
| | <ul style="list-style-type: none"> ○ Be willing and available to give input on strategic decisions regarding litigation and on draft memoranda. ○ Declare membership in the LAC in any litigation discussions where CCR is or might be participating. | <ul style="list-style-type: none"> ○ Declare membership in the ALSG in any litigation discussions where CCR is or might be participating. |
| Special Considerations | <ul style="list-style-type: none"> ○ Priority consideration will be given to contributions that candidates can make to committee work, but we will also seek regional representation and inclusion of persons active within CCR. | <ul style="list-style-type: none"> ○ ALSG members may be invited on recommendation of co-chairs to serve as counsel or on review committees for CCR cases, or to provide comments from the perspective of their particular expertise. This could include administrative law and international human rights law. |
| Terms | 3-year renewable. | |

Roles and responsibilities of LAC co-chairs

Mandatory criteria:

- Have a strong familiarity of the work of the CCR, support its policies and be committed to furthering respect for the rights of refugees and immigrants.
- Have a law degree.
- Have experience in Canadian immigration and/or refugee law that can be useful to the Committee.
- Not have other involvements that would create a **fundamental** conflict of interest (Committee members may of course declare a conflict of interest in individual cases where necessary)

Expectations of Co-Chairs:

- In cooperation with the CCR’s Executive Director, ensure that cases are identified for potential intervention.

- In cooperation with the CCR's Executive Director, recommend signing letters in support of proposed interventions.
- In coordination with the Executive Director and in consultation with the LAC, recommend obtaining instructions from the Executive Committee about any proposed legal actions, applications, interventions, petitions or complaints mechanisms whereby CCR would get on the record.
- Build the counsel team to represent the CCR as appropriate, weighing the following considerations:
 - Expertise of lead counsel;
 - Consideration of an effective counsel team, taking lead counsel's recommendations into account;
 - Inclusion of CCR member organizations to provide logistical support;
 - Capacity of lead counsel to mentor a second chair, with a view to supporting participation of the LAC membership.
- Determine which of the Co-Chairs takes the lead for each CCR case. In collaboration with the ED, that person is responsible for communications with counsel and review committee.
- Recruit review committees from the LAC in a timely manner, set internal deadlines, and liaise with the review committee and counsel to ensure these are met.
- Determine questions around conflicts of interest.
- Co-Chairs communicate quarterly with the LAC and ALSG in the form of twice-yearly conference calls and/or quarterly email updates. To also facilitate communication generally.

Conflicts of interest

- Members will disclose/declare and discuss any real or perceived conflict of interest with the Co-Chairs.
- Conflicts of interest to be addressed on a case by case basis through discussion with Co-Chairs. The following are non-exhaustive examples:
 - LAC or ALSG members on a CCR review committee must not play a role with another organization on that particular case.
 - Prior or ongoing involvement in a case by a LAC or ALSG member may be a conflict, such as having sworn an Affidavit in a particular case, or being involved in pre-litigation discussions with another organization in a particular case.

Fundamental conflicts of interest that would preclude membership or require resignation from the LAC include serving in a litigation leadership role in another organization that advances

immigrant & refugee rights. Such individuals may be invited to the ALSG or to participate on an ad hoc subcommittee for particular case expertise.

Approved by the Executive March 2021

60. Guidelines for counsel representing the CCR

The CCR is deeply grateful to counsel who undertake to represent the organization before the courts. The following clarify expectations of the CCR for counsel.

1. Counsel should communicate with the CCR on the case through the Legal Affairs Committee co-chair assigned to the case and the Executive Director. Counsel should keep them informed of any developments in the case, such as motions, timelines and decisions by the Court.
2. Early in the process, counsel should provide a summary of proposed arguments/directions so that the Legal Affairs Committee can review and give feedback/approval. This summary should normally be provided within 30 days of agreeing to serve as counsel (this timeline may need to be adjusted depending on the needs of the specific case).
3. Before submission of any pleadings (motions to intervene, final application, etc), a draft must be shared with the Legal Affairs Committee (or relevant sub-committee) for consultation, allowing **at least 5 working days** for comment.
4. An outline of oral submissions should be shared for comment, if possible at least 5 working days in advance of the hearing.
5. Final decisions on arguments rest with the relevant co-chair and Executive Director (in consultation as appropriate with the Legal Affairs Committee and/or CCR Executive Committee).
6. Services offered will be pro bono, unless funding is obtained by the CCR to cover counsel costs.
7. Counsel is responsible for ensuring that costs of disbursements are covered. The CCR has a limited annual budget for legal affairs costs.² Counsel may make a request for use of some or all of this budget for disbursements only, subject to approval by the Executive Committee.
8. Counsel is expected to consult with the CCR before making media comments on the case and to conform to CCR policies and strategies in any media comments.

Approved by Executive Committee, September 2009, amended March 2015

² \$2,500 in 2014.

61. Conflict of Interest Policy

WHEREAS a fiduciary relationship exists between the Canadian Council for Refugees (CCR)

and its Members of the Executive Committee, Working Group and Core Group chairs, its appointees, and its staff (as defined herein), and

WHEREAS said fiduciary relationship requires all Members of the Executive Committee, Working Group and Core Group chairs, appointees, and staff to exercise their best skill and independent judgment on behalf, and for the benefit of, CCR in a loyal and faithful manner, and

WHEREAS it is in the best interests of CCR to implement and enforce a strict policy prohibiting conflicts of interest between CCR and all Members of the Executive Committee, Working Group and Core Group chairs, appointees, and staff;

NOW THEREFORE, BE IT RESOLVED by the Executive Committee that CCR hereby adopts the following policy on Conflicts of Interest:

1. All Members of the Executive Committee, Working Group and Core Group chairs, appointees, and staff shall conduct their personal business and private affairs to avoid any potential conflict of interest between themselves and CCR, and shall take immediate and appropriate action to resolve any conflict of interest which actually arises.
2. Recognizing the value and right of individuals to be involved in other activities as citizens of the community, the intent of this policy is to control, rather than prohibit, any actual or potential conflict of interest situation. Each individual, therefore, is responsible for his or her conduct within the letter and spirit of this Policy.

Definitions

3. "Members" means all members of the Executive Committee of CCR.
 - (i) "Working Group and core group chairs" means all persons elected as chairs by the CCR Working Groups and Core Groups.
 - (ii) "appointees" includes all persons appointed by the Executive Committee to represent the CCR or to participate in the work of the Executive Committee.
 - (iii) "staff" includes any person employed by the CCR for pay or as a volunteer.

4. Avoiding Potential Conflicts

In order to avoid situations which potentially give rise to a conflict of interest, Members of the Executive Committee, Working Group and Core Group chairs, appointees, and staff shall not engage in any of the following activities, except as authorized by a prior, written

resolution of the Executive Committee following full disclosure by the affected Member, Working Group and Core Group chair, appointee, or staff.

- (i) Use their position as a member, Working Group and Core Group chair, appointee, or staff or any knowledge or information obtained therefrom, for personal gain, except as they are otherwise compensated by CCR;
- (ii) Directly or indirectly engage in any activity (whether as director, officer, principal, employee, agent, or consultant) or directly or indirectly own an ownership interest in any entity (whether as a shareholder, member, partner or sole proprietor) which opposes the policies of the CCR;
- (iii) Own any ownership interest either directly (whether as a shareholder, member, partner or sole proprietor) or indirectly (whether through an immediate family member, trust or other arrangement) in any entity which supplies goods or services to CCR; provided, however, that stock ownership in a publicly traded corporation shall be permitted if the ownership does not exceed one percent of the outstanding stock of the corporation;
- (iv) Accept any gift of goods or services which is intended to, or which may, influence or affect the judgment of the member, Working Group and Core Group chair, appointee, or staff concerning CCR's affairs; or
- (v) Engage in any other activity, or take any other action not enumerated herein where the interests of the member, appointee, or staff may compete or conflict with the interests of CCR.

Members of the Executive Committee, Working Group and Core Group chairs, appointees, and staff are expected to conduct their activities to avoid entering, or appearing to enter, into a position where their personal interests might be, or appear to be, in conflict with those of the CCR because of their knowledge or influence regarding a decision or activity of the CCR. They shall conduct themselves within the objectives of this policy.

A conflict of interest is defined as any situation in which a person has competing motivations or responsibilities (real or perceived), the resolution of which could be to the detriment (real or perceived) of one of his or her responsibilities to the CCR.

"Detriment" includes, but is not limited to, circumstances where either an individual or an outside interest may gain, or appear to gain.

Conflict of interest includes, but is not limited to:

- (i) Any direct or indirect competition, negotiation or business dealings with the CCR;
- (ii) Any direct or indirect position or financial interest held in any outside concern that competes, negotiates or does business with the CCR;
- (iii) Any gifts, monetary awards, payments services or special privileges that are dispensed to, or received or solicited from any outside concern that competes, negotiates or does business with the CCR which would result in personal gain;
- (iv) Any disclosure or use of information relating to the CCR for the benefit, advantage or profit of either the individual or outside concern.

For more certainty, a conflict of interest is deemed to exist where a member, appointee or staff;

- (i) personally receives material benefits from a government department or agency which deals with refugee or immigration policy, legislation or enforcement; or
- (ii) personally receives material benefits from any person or organization whose policies are opposed to the basic policies of the CCR or which publicly expresses opposition to the policies of the CCR; or
- (iii) is in the process of applying to obtain employment or other personal benefit from any government department, agency, person or organization dealt with in (i) and (ii) above.

Each Member of the Executive Committee, Working Group and Core Group chair, appointee, or staff member is responsible for immediate disclosure to the President, any situation where a potential or actual conflict of interest may arise. These individuals will then be required to cease their involvement in the situation immediately, unless determined otherwise by the President.

Once disclosure of an actual or perceived conflict of interest situation is received, the Executive Committee will determine if a situation does exist and the appropriate action to be taken.

A request for a conflict of interest determination may be initiated by an Executive Member, Employee, Appointee, or Member of the CCR. Each request will be reviewed individually by the Executive Committee. Requests made to the Executive Committee shall be in writing and be sent to the President. The request must be signed and dated. The Executive Committee may request additional information from any individual to assist in making a decision.

Requests will include the following:

- (i) The name and position of the individual appearing to be in a conflict of interest situation;
- (ii) The name and position of the person seeking the determination; and

- (iii) A description of the situation giving rise to the conflict (real or perceived).

Upon receiving disclosure under Paragraph 10 above or a request under Paragraph 12 above, the President shall strike an ad hoc committee to investigate the situation and to prepare a report for the Executive Committee. This report shall set out the facts of the situation and identify what, if any, actual or potential conflicts of interest exist.

The Executive Committee, having the responsibility for the interpretation and enforcement of this policy, is authorized to take whatever action it deems appropriate in its sole discretion to resolve potential or actual conflicts of interest, to resolve appearances of impropriety, and to address intentional or unintentional violations of this policy including, but not limited to:

- (i) Prohibiting the affected member, chair, appointee, or staff from participating in any CCR discussions or decisions involving the conflict of interest;
- (ii) Modifying or redefining the duties and responsibilities of the affected member, chair, appointee, or staff; or
- (iii) Requiring the resignation of the affected member, chair, appointee, or staff.

Once a determination of conflict of interest has been made by the Executive Committee, the determination is effective unless altered circumstances or new developments warrant a review and evaluation.

Effective Date. This policy shall become effective upon its adoption to all current and future Members of the Executive Committee, chairs, appointees and staff. No activity, action or state of affairs of any member, chair, appointee, or staff in existence at the time this policy is adopted shall be considered exempt from, or "Grandfathered," by this policy.

Adopted 10 September 2000, amended March 2001

62. Protocol for Honorary Patrons

* Suggest that we replace 'Patron' with something else unrelated to \$\$*

Patron Role

Among the general public: to help enhance CCR's image; promote CCR and its work; lend credibility and glamour; and attract financial supporters.

Patron Activities

Patron activities should not be too onerous so that they discourage potential patrons. They should be clearly articulated and should be planned in conjunction with CCR's overall objectives and strategies.

Patrons shall lend their name to CCR initiatives (ie. Trafficking of Women and Girls) where relevant and if it would add value/strengthen the CCR activity; agree to be listed/mentioned at CCR events; speak at a CCR event if necessary, and write at least one letter of support per year for fundraising purposes.

CCR Obligation to Patrons

CCR shall, through Past Presidents, keep Patrons informed of CCR priorities and activities; and provide a broad overview of the key issues. Past President will act as key liaison with Patron.

Patron Selection Process

CCR shall check the credentials and background of the Patron to ensure that it is consistent with CCR's human rights and equity policy, and does not contradict the Council's core values and mission.

Patron Term

Patrons may be appointed for a lifelong term, or for a term of 2-5 years with an option to renew if both parties agree.

Approved by Executive September 2005

63. Francisco Rico-Martinez Access to Justice Award

Summary

The Francisco Rico-Martinez Access to Justice Award is created to honour and continue Francisco's leadership over three decades within the CCR.

The award will be given on an annual basis to an individual, group of individuals or organization to support them in pursuing a project aligned with Francisco's core commitments.

Applicants

Applicants may be an individual, a group of individuals or an organization in Canada.

Applications must be:

- Submitted by a member organization of the CCR, OR
- Supported by a member organization of the CCR.

Any applicant who is not a member organization must have a letter of support from a member organization which outlines the nature of their engagement with the project.

Eligible projects

Applicants can propose projects designed to advance access to justice in an area within the mandate of the CCR in one or both of two fields:

- Capacity building
- Advocacy

Project activities must take place in Canada.

The following are some more specific areas for consideration based on Francisco's commitments:

- Building leadership of people with lived refugee experience
- Supporting youth leadership
- Developing political understanding of how to effect change
- Advocating for rights for refugees and the forcibly displaced
- Advocating for access to education for all
- Advocating for access to status

Applicants will submit a description of their project with a budget. They may request up to the maximum grant amount of \$10,000.

Award

Normally one award will be made each year. The recipient(s) will be asked to make a presentation to the CCR at the end of the year.

Decision-making

The Executive Committee will strike a small committee of 3-4 people to select the recipients of the award. Members of the committee should be people with established knowledge and commitment to the organization (such as former Executive members or Working Group chairs), but not normally currently in a leadership position.

The award committee will also oversee the application process and could make recommendations to the Executive in relation to the Award – for example to establish priorities for the coming year.

Funding the award

The award is created for an initial period of 5 years, renewable. The CCR will do fundraising to cover the first 5 years.

To fund the first 5 years, we will need to raise \$50,000.

Suggested sources for funds:

- CCR Executive has voted \$5,000 (10%)
- An appeal could go out to CCR member organizations, asking them to consider a donation (suggested amount \$1000 for those who have the capacity)
- We can make a general appeal to individuals who knew Francisco (there are people who have already been asking for some way to honour Francisco)
- We can approach other organizations that worked with Francisco (e.g. unions, Maytree Foundation)

Approved by the Executive 16 November 2021, amended November 2022

64. Awards

Framework for Awards at CCR

Objective:

- To promote CCR and build its national profile by recognizing a person or organization that has made an extraordinary contribution that is consistent with CCR's mission, ...”commitment to the rights and protection of refugees in Canada and around the world, and to the settlement of refugees and immigrants in Canada.

- To consider annually, an individual or organization that has made such a contribution and granting a CCR Award should recognize that. This is not an annual award.

Criteria

- Should be physically present in Canada
- Should meet the objectives
- The impact of the contribution must be beyond the individual
- An award may be granted posthumously

Process

- Establish a search committee at the Spring consultation
- Committee shall present recommendations to the Executive at or before the Summer Working Group meetings (Montreal).
- Executive makes final decision on selection.
- Award shall be presented at the Fall consultation.
- If no suitable candidates are found, no award will be given that year.

Selection Committee considerations/composition

- 1 from the CCR Executive
- 2 from CCR general membership
- Members should have CCR history/experience; and as much as possible reflect race, gender, geography, lived experience as a refugee/immigrant, and bilingualism.

The Award

- This is not a financial award.
- Should cost less than \$100.
- Selection Committee shall recommend to the Executive the form of the award (ie. Token gift, plaque, certificate, letter, etc.)

65. Articles of Continuance (transition)

In 2014 CCR applied for continuance, as required under the provisions of the *Canada Not-for-profit Corporations Act*. The Articles of Continuance replace the letters patent, by which the CCR was first legally incorporated in 1986.

Articles of Continuance (transition)

1. Current name of the corporation: Canadian Council for Refugees | Conseil canadien pour les réfugiés
2. If a change of name is requested, indicate proposed corporate name: N/A
3. Corporation number: 206225-9
4. The province or territory in Canada where the registered office is situated: Quebec
5. Minimum and maximum number of directors: Minimum number 10, Maximum number 13
6. Statement of the purpose of the corporation

The purpose(s) of the corporation is/are:

- a) To enable the constituent member organizations to come together for discussions of matters of common interest in work for refugees, while keeping their own organizational identities;
 - b) To facilitate the collection and exchange of information on matters affecting the welfare of refugees;
 - c) To promote cooperation among its member organizations with the view to the reduction to a minimum of overlapping activities, and also by considering how the work of its member organizations or by any group of them, can best be forwarded in the interests of refugees in Canada and abroad;
 - d) To act as a focal point for information-sharing regarding specific fund-raising appeals for general or particular categories of refugees.
7. Restrictions on the activities that the corporation may carry on, if any: None
 8. The classes, or regional or other groups, of members that the corporation is authorized to establish

The corporation is authorized to establish Class A members and Class B members as follows:

1. The Class A members shall be entitled to receive notice of and to attend all meetings of the members of the Corporation and each Class A member shall have one (1) vote at each such meeting, except for meetings at which only members of another class are entitled to vote separately as a class.

2. Except as otherwise provided by the *Canada Not-for-profit Corporations Act*, S.C. 2009, c.23 the Class B members shall not be entitled to receive notice of, attend or vote at meetings of the members of the Corporation.

9. Statement regarding the distribution of property remaining on liquidation

Any property remaining on liquidation of the Corporation, after discharge of liabilities, shall be distributed to one or more qualified donees within the meaning of subsection 248(1) of the *Income Tax Act*.

10. Additional provisions, if any: See schedule 1

11. Declaration: I hereby certify that I am a director or an authorized officer of the corporation continuing into the NFP Act.

Schedule 1s

Additional provisions

1. Directors shall serve without remuneration, and no director shall directly or indirectly receive any profit from his or her position as such, provided that a director may be reimbursed for reasonable expenses incurred in performing his or her duties.
2. The directors may appoint one or more additional directors who shall hold office for a term expiring not later than the close of the next annual meeting of members, but the total number of directors so appointed shall not exceed one-third (1/3) of the number of directors elected at the previous annual meeting of members.