

STRONGER ECONOMIES FOR BETTER LIVES

Annual Report 2019/20



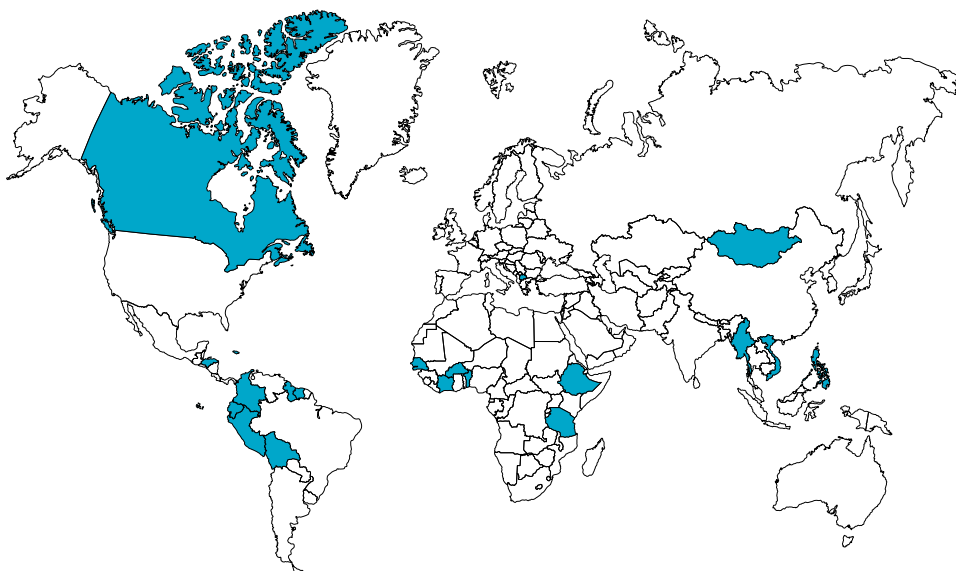
CESOSACO



WHO WE ARE

By sharing the right expertise and experience, CESO empowers people, businesses, communities and institutions to drive economic development and improve lives. For over 50 years, our 1,500 expert CESO Advisors have been collaborating with local partners to build inclusive businesses and strengthen governance in Canada and over 120 countries around the world.

WHERE WE WORK



LEADERSHIP MESSAGE

The past year marked the successful completion of CESO's five-year Volunteer Cooperation Program (VCP) STRIVE (Strengthening capacity and Innovation through Volunteer Expertise), funded by Global Affairs Canada. We are proud that our work, in partnership with our local clients, resulted in almost 2,000 initiatives promoting economic prosperity through strengthening small and medium-sized businesses and improving governance structures. All of this work was done with a lens to strengthening gender equity, women's economic empowerment and environmental sustainability.

Through our new VCP AWE (Accelerating Women's Empowerment) program we are expanding our work to 21 countries over seven years, effectively doubling the size of our program. This is a testament to our funder's confidence in CESO's strong track record of effective program management and delivering solid results for our developing country partners.

This year, more than ever, strong connections and reciprocal learnings were made between our Indigenous and International programs, specifically between our MERIT (Mongolia: Enhancing Resource Management through Institutional Transformation) project in Mongolia and our work with Indigenous clients in Canada. Both face serious challenges in managing their natural resources. The goal of our work in this area is to strengthen the effectiveness of managing the extractive sector to drive sustainable and inclusive economic growth, build capacity, create jobs and reduce poverty.

COVID-19 brought unique challenges and prevented our CESO Advisors from working in person with our clients. However, the need for our work didn't diminish. Our clients told us of the urgency they felt to improve organizational agility and economic resilience to help withstand and ultimately recover from the social and economic disruption caused by the pandemic. We took this as a challenge to innovate and to continue our work through virtual assignments. We thank our clients for their flexibility and are very pleased with the quality of work that has been achieved.

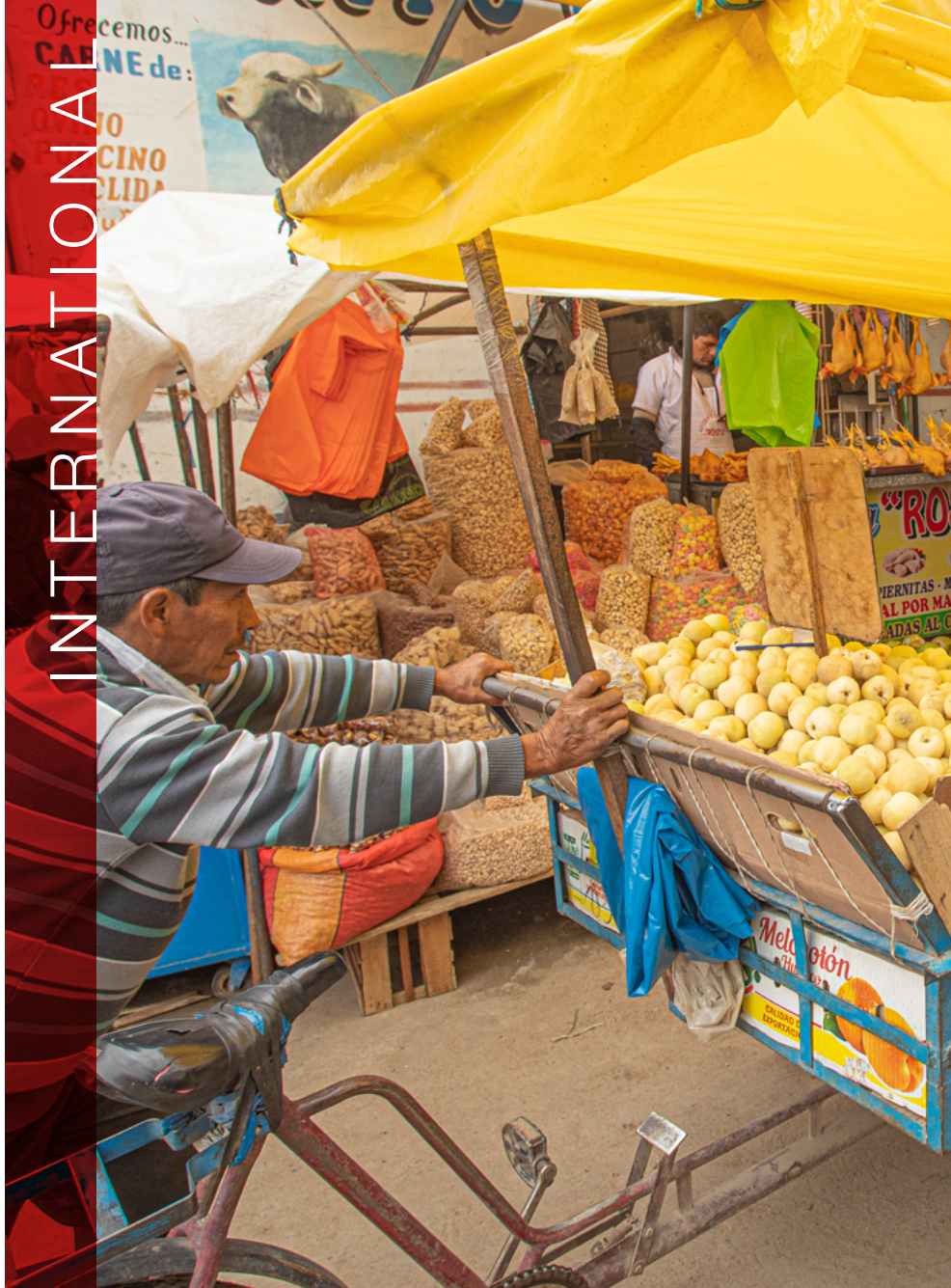
We could not have realized these achievements without the hard work, support and dedication of our partners, Advisors, staff and supporters. Together, we will emerge with a stronger commitment to an inclusive and prosperous world.



Wendy Harris, CPA, CA
CEO & President



**Chief Glenn Nolan of the
Missanabie Cree First Nation**
CESO Board Chair



Toward Economic Prosperity

This past year marked the completion of our **STRIVE** (Strengthening capacity and Innovation through Volunteer Expertise) five-year Volunteer Cooperation Program. Since 2015, we've empowered 690 unique organizations across 17 countries to promote sustainable economic development. Our partnerships delivered 1,863 assignments that build knowledge and skills to achieve greater economic and social well-being and equitable environments where businesses and communities can thrive.

In alignment with the **Feminist International Assistance Policy (FIAP)**, our interventions empowered women-led businesses and organizations that advance women's rights and gender equality.

Our Impact / 2015-2020

1,863

economic empowerment assignments

79%

of beneficiaries reported improved economic conditions

32,591

people trained
(51% women)

53%

of assignments resulted in greater self-esteem among women

90%

of beneficiaries reported greater social well-being

52%

of assignments led to increased levels of responsibility for women

*Results taken from the 2015-2020 STRIVE Project Completion Report.
All other statistics reported are results from the 2019-20 fiscal year.*



CHECK OUT THIS VIDEO that showcases what we've accomplished together.



Our Impact / 2019-2020

Through **386 assignments** across Asia, Latin America, the Caribbean and Africa, we helped build the skills and capacity of **6,235 people** to deliver sustainable development results in response to local needs. CESO's activities were geared towards inclusive private sector development in industries such as tourism and hospitality, agribusiness and microfinance.

Examples of what our efforts accomplished:



With operational and marketing support, the Santos Women Weavers Association in the Philippines engaged new clients, boosted their sales and expanded by 22 members. Some members' monthly wages rose by 150%.



In Honduras, CESO's partnership with the Bay Islands Tourism Bureau in Roatan led to a new landfill strategy, a ban on single-use plastics and the creation of a composting and recycling program.



CESO and the Centre national d'Assistance et de Formation pour les Femmes (CENAF) in Senegal provided leadership training to 25 women. Equipped with the confidence to create social change, these women look forward to pursuing candidacy in upcoming municipal elections.



In Ethiopia, Zemen Tefera was supported to strengthen her leather goods manufacturing business, Amour Leather. She established a presence in export markets in North America, tripled her revenues and provided secure employment to 12 more women.



“

These changes have made a very big difference in the lives of the workers and in their community as a whole.”

Salvacion A. Castillejos
Santos Women Weavers Association

“

CESO has a strong support system through mentorship —a system that has helped me become a successful businessperson.”

Zemen Tefera
Amour Leather



Explore **CESO STORIES** to see what we can achieve by empowering people in Canada and around the world.



Fostering Economic Opportunity in Canada's Indigenous Communities

Over the past year, CESO's advisory services, mentorships and workshops helped support Indigenous communities, small and medium-sized enterprises and entrepreneurs to strengthen capacity in planning, operations, management and governance.

Eighty active assignments took place in 2019-2020, with the majority of new assignments concentrated in the Northern, Atlantic and Quebec regions.

CESO's work has often included a remote component, such as e-mentoring. Positioned well for the virtual delivery of assignments, CESO is equipped to support organizations to pivot and embrace success in a post-COVID-19 environment.

Our Impact / 2019-2020

80 active assignments

183 beneficiaries
(57% are women)

74% of beneficiaries reported acquiring new knowledge and skills

95% of beneficiaries reported that CESO was efficient, available and communicative

5 new businesses created

10 business plans

11 strategic plans

17 marketing strategies

Top Areas of Work



31% > Tourism & Hospitality



19% > Economic Development & Finance



16% > Health Care & Social Services

E-Mentoring for Economic Growth

Due to COVID-19, Marissa Mercurio—Economic Development Officer for Kugluktuk, Nunavut—received online mentorship support from her CESO Advisor, Kathy. After the experience, Marissa wrote successful grant proposals that led to funding for culture and heritage programs in her community. She also wrote a proposal for federal funding for food security related to the COVID-19 pandemic.



“Between Kathy in Ottawa and my work here in Kugluktuk, every moment we had was a milestone on the path to success in my new job.”

Marissa Mercurio, Economic Development Officer



Our Impact / 2019-2020

54
assignments delivered

2,822
public servants and
community members trained

57%
of beneficiaries are women

24
small business owners trained

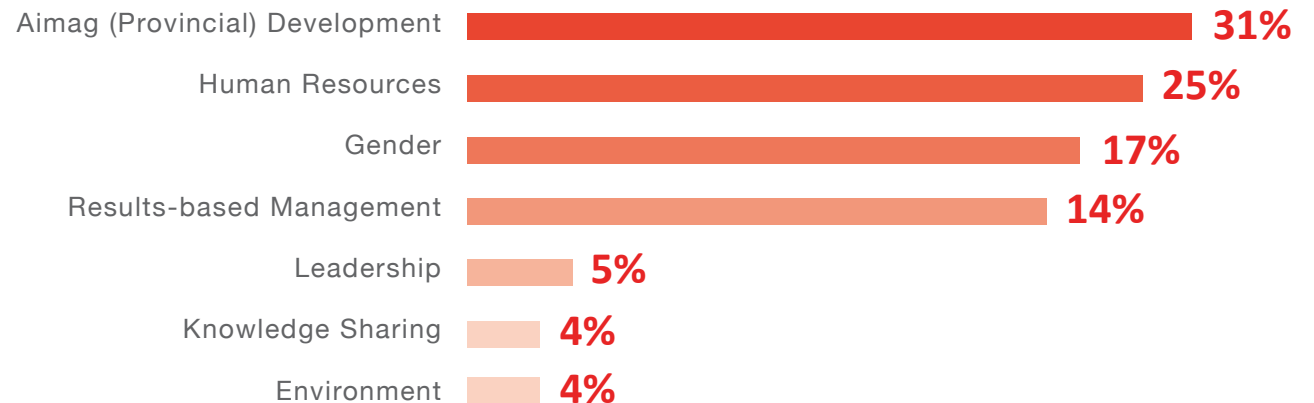
Promoting Sustainable Economic and Social Development Through Responsible Resource Management in Mongolia

The MERIT project supports responsible resource management focused on sustainable economic and social development in Mongolia. MERIT works in partnership with leaders at multiple levels of government, communities and the private sector to build local capacity for collaboration and improve gender equality.

Over the past year, 54 assignments were delivered across Mongolia. Through the MERIT project, 2,822 public servants and community members were mentored, trained and reached. Of these beneficiaries, 57% were women.

From a gender audit at the Ministry of Mines and Heavy Industry to the piloting of Small and Medium Enterprise training, MERIT serves to improve the livelihoods of individuals in communities throughout Mongolia.

Activities by Thematic Area



CESO's good financial standing positions us to meet our strategic objectives to expand our programs and services, deliver client service excellence and build our global profile. We will continue to ensure funds are used with great discretion to deliver services and programs that build a more inclusive and sustainable world.

Summary Financial Statements

Canadian Executive Service Organization (the "Organization") has prepared these summary financial statements to be included as part of its annual report. These summary financial statements present the same information as the audited financial statements, except for the statement of cash flows and the notes to the audited financial statements. Complete audited financial statements are available upon request.

Summary statement of financial position As at March 31, 2020

	2020 \$	2019 \$
Assets		
Current assets		
Cash and cash equivalents	44,635	782,327
Operating advances to representatives	119,089	160,888
Accounts receivable	1,477,324	279,543
Prepaid expenses	148,705	224,614
	1,789,753	1,447,372
Long-term investments	1,367,678	1,335,069
Capital assets	106,873	177,270
	3,264,304	2,959,711
Liabilities		
Current liabilities		
Bank indebtedness	1,180,000	-
Accounts payable and accrued liabilities	366,649	343,643
Amounts due to partner	83,732	111,598
Deferred revenue	250,120	1,257,664
	1,880,501	1,712,905
Net assets		
Unrestricted funds	1,383,803	1,246,806
	3,264,304	2,959,711

Summary statement of operations

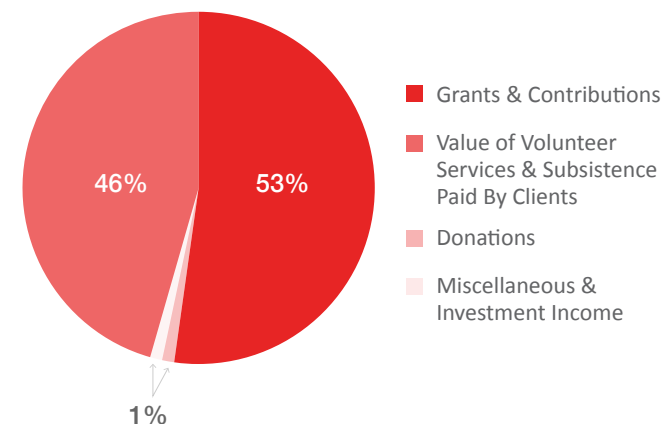
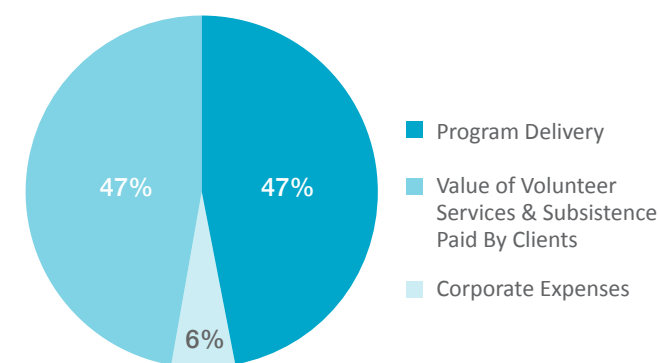
Year ended March 31, 2020

	2020 \$	2019 \$
Revenue		
Grants and contributions		
Global Affairs Canada	8,090,788	7,222,389
Other	634,208	511,863
Donations	95,232	106,744
Miscellaneous and investment income	142,672	100,158
Value of volunteer services and subsistence paid by clients	7,674,129	7,183,056
	16,637,029	15,124,210
Expenses		
Program delivery		
Salaries and benefits	2,819,410	2,638,775
Assignment costs	5,016,760	4,377,151
Corporate expenses		
Salaries and benefits	493,743	533,918
Administration	495,990	458,698
Value of volunteer services and subsistence paid by clients	7,674,129	7,183,056
	16,500,032	15,191,598
Excess (deficiency) of revenue over expenses for the year	136,997	(67,388)

Summary statement of changes in net assets

Year ended March 31, 2020

	2020 \$	2019 \$
Net assets, beginning of year	1,246,806	1,314,194
Excess (deficiency) of revenue over expenses for the year	136,997	(67,388)
Net assets, end of year	1,383,803	1,246,806

Revenue**Expenses**

In the spirit of transparency and accountability, a complete summary of our audited financial statement is available at:

ceso-saco.com/annualreport/2019-20

THANK YOU DONORS

We gratefully acknowledge our longstanding funding partnership with Global Affairs Canada and Indigenous Services Canada. We also extend our gratitude to our other funding partners, and the many individuals and groups who supported our work through their generosity and donations.

\$5,000 & Up

152245 Canada Inc.
Grieve, Ian
Hayes, Meredith

\$1,000 to \$4,999

Evans, Wendy
Gow, William
Harris, Wendy
Latulippe, Jacques
Munarriz, Beatriz
Nolan, Glenn
Normand, Martine
Robinson, Ian
Schemmer, Darren
The Audrey Loeb & David Ross Foundation
Tun, Maung

\$250 to \$999

Ayotte, Danièle
Chakraborty, Shovan
Conlon, Charles
Gervais, Raymond
Gill, Louis
Graafland, Puck
Hickes, John
Hutchison, Julie
Ihaza, Mushidi Apollinaire
Irvine, Michael
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Karass, Larry
Katsof, Ellis
Kean, Stacia
Lampkin, Vibert
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Lee, Gale
Naumovski, Lou
Ng, Michelle
Noront Resources Ltd.
Reid, Timothy
Robertson, Timothy
Sandler, Stanley
Schofield, Debra
Scott, Gwen
Simpson, Brian
Van Esch, John

Up to \$250

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Bailly, Vincent
Barroso, Marcia
Beer, Charles
Benjamin, John
Bilz, Rodney
Brazeau, David
Brown, William
Chomienne, Marie
Clark, Kerry
Coles, Pamela
Comfort, Kathryn

Copf, Nadine
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Dann, Abina
Dietrich, Theresa
Dumas, Michel
Evans, Robert
Faubert, Claude
Fearon, Peter
Foucher, Bernard
Fulop, Miklos
Gessess, Amanuel
Gosselin, Remi
Graves, Wendell
Harvey, Roch
Haynes Graham, Janet
He, Emily
Homulos, Peter
Illsley, Garth
Innes, Trina
Jalbert, Anny
Kabiri, Ngeta
Kemerer, Peter M
Khan, Haseen
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Labrie, Sylvie
Lafreniere, Michel
Levasseur, Claire
Li, Aruna
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Mbatya, Paul
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Noonan, Anne
O'Connor, Gerard
Ouellette, Yvan
Pagano, Anthony
Pardoe, Maurice

Postma, Hazel
Quinlan, Kevin
Reed, Susan
Rowles, Shelagh
Schwieder, Sara
Skirrow, Chris
Snyder, Tom
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Thomas, Phillip
Timmers, Beth
Vega, Alexander
Verbeek, Margaret
Webber, Rosemary
Williams, Geoffrey
Zhong, Lily

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CESO Board of Directors 2019-2020

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DRIVING ECONOMIC AND SOCIAL CHANGE TOGETHER.



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STRONGER ECONOMIES **FOR BETTER LIVES**

Volunteer

Join our dedicated team of CESO Advisors—together we are making a positive global impact. [Learn more: ceso-saco.com/volunteer](https://ceso-saco.com/volunteer)

Partner

Let's work together to build better lives in Canada and around the world. [Learn more: ceso-saco.com/our-work](https://ceso-saco.com/our-work)

Donate

Support initiatives that strengthen economies and empower women in Canada and around the world: ceso-saco.com/donate

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CESO gratefully acknowledges financial contributions from
Global Affairs Canada and Indigenous Services Canada.