

Bob Rae to speak at AGM



Former Premier of Ontario and author to address CESO audience

Bob Rae will be the keynote speaker at the CESO Annual General Meeting (AGM) on Saturday, June 14, 2003.

The AGM will be held at the Delta Chelsea Hotel in Toronto. For more information, please see the registration form on Page 16.

Mr. Rae is a partner at the Goodmans law firm. His clients include companies, trade unions, charitable and non-governmental organizations and governments.

He is the chairman of the Ottawa-based Forum of Federations, a non-profit, international organization that seeks to strengthen democratic governance by promoting dialogue on and understanding of the values, practices, principles, and possibilities of federalism.

He also serves as chairman of the Royal Conservatory of Music and the Institute for Research on Public Policy. He is a director of the Canadian Ditchley

Foundation and is a member of the International Council of the Asia Society.

Mr. Rae is an adjunct professor at the University of Toronto and Senior Fellow of Massey College. He is the author of *From Protest to Power*, a political memoir, and *The Three Questions*, a book on public good and Canada's future political and economic status.

Mr. Rae served as Ontario's 21st Premier (1990-1995) and was elected eight times to federal and provincial parliaments before his retirement from politics in 1996.

He was appointed to Her Majesty's Privy Council for Canada in 1998 and was appointed an Officer of the Order of Canada in 2001. He has a B.A. and an LLB from the University of Toronto and was a Rhodes Scholar from Ontario in 1969. He obtained a B.Phil. degree from Oxford University in 1971 and was named a Queen's Counsel in 1984.

[Click here for the AGM Registration Form](#)

Charles Beer resigns

After guiding CESO through five years of change, President and CEO Charles Beer will step down in the late spring or early summer.

"I believe it is the right time to turn over the reins of leadership to a new CEO who will take the organization to yet another level of achievement," Mr. Beer said in a message to staff.

"We have together faced many critical challenges during this five year period. It has indeed been a time of almost constant change but I believe we have emerged the stronger for it."

Robert Dickson, Chair of the CESO Board of Directors, said that on March 1, 2003, the Board accepted Mr. Beer's resignation with regret and is moving quickly to begin the process of recruiting a new CEO. He said Mr. Beer has agreed to stay on until a suitable replacement is found.

"All the members of the Board want to thank Charles for his dedicated leadership over the past five years. We are all saddened by his leaving. It has been a real pleasure and a privilege to work with him."

New Feature

With this issue we introduce our New VA Forum Page. [Click here](#) for Mr. Beer's special report entitled CESO/SACO Now starting on page 12.

Shared Success with Shell

CESO and Shell Canada have the same goal in mind. They want Aboriginal communities to have greater self-sufficiency and growth. Since 1974, Shell has donated \$50,000 in support of CESO Aboriginal Services.

"CESO helps Aboriginals become more competitive and engaged in business. This is a

positive involvement which we see as really necessary," says Shell Canada Representative Catherine Freeman.

According to Ms Freeman, cross-cultural

awareness is very important. "One of Shell's goals for its Aboriginal Affairs program is to promote trust and understanding. We see CESO as an organization which helps to meet this goal."

But Shell's support hasn't only been monetary. The company promotes a culture of volunteering among its employees, which for some has extended into retirement.

Jean-Marie Côté, a resident of St-Lambert, Quebec., worked in various sales management positions at Shell for 26 years. He left to pursue other career opportunities before his retirement. Since joining CESO in 1994, Jean-Marie has completed 12 Aboriginal assignments. "I think I learned a lot about the First Nations and the way they think and work," he says.

Jean-Marie has worked with the Ministry of Aboriginal

Affairs and with a mentoring program in Montreal to help young engineers. On one CESO assignment, he helped to set up a service station in LaRomaine, Quebec. He contacted suppliers and gave them the information they needed to build and run their own station.

"I'm an engineer, so you think in a certain way, you look at the facts in a certain way. My engineering background helped me help others," he says.

Dr. Michael Prior, from Calgary, worked at Shell for 25 years in management training and development. His work included a position with Shell International in London working with people from Africa and the Middle East. "It allowed me to gain important cross-cultural exposure," says Michael. After retiring in 1995, he went on to complete a PhD in Human and Organizational Development. He put these skills to good use as a VA on his recent assignment in Moldova.

Michael worked with an NGO on a feasibility study of their programs. He also introduced them to the same organizational and development skills he taught at Shell. "They have book learning but not much practical application of it. As a learning facilitator, my goal is reality in the workplace," he says.

Whether here in Canada or abroad, Michael echoes the Shell philosophy on volunteering. "Shell culture encouraged folks to be a part of their community, to take an active role. We learn an awful lot in the Shell system and we have a responsibility to share that with the rest of the world."

New Manager for Ontario and Nunavut

CESO welcomes Dwayne Pamajewon as the new Regional Manager for Ontario and Nunavut.

"Dwayne brings a background in economic development and extensive management experience," said Lee Morrison, Vice-President and COO of CESO Aboriginal Services. "He is well-positioned to meet the challenges and grow the business."

Dwayne is a former Chief of the Shawanaga First Nation, located north of Parry Sound, ON.

He has also served as the band's Economic Development Officer and was formerly Health Liaison Worker for the Independent First Nations of Ontario.

Dwayne and his wife, Lisa, have two children Brook, 11, and River, 8.

What's new on our site

Highlights of recent additions to the CESO Web site:

■ FAQs (Frequently Asked Questions)

A list of frequently asked questions has been added to the main navigation listing on the CESO Web site. Separate FAQs for VAs only have been added to the Bulletin Board page.

■ Inuktitut language page

The CESO Web site now offers users information in 5 languages. The new Inuktitut page at www.ceso-saco.com contains information about the CESO At Home Nunavut program.

■ FOCUS as a PDF file

We have always offered FOCUS in text form. Visitors may now download a PDF version of FOCUS. Have a look at www.ceso-saco.com/focus_archives.htm.



"
One of
Shell's
goals... is
to promote
trust and
under-
standing.
"

Prison inmates see brighter future

Three Quebec VAs went to prison last summer... to help inmates develop business plans.

It was in July that Professor Roby Lanctôt of Cegep Marie-Victorin (a Quebec college) asked CESO Aboriginal Services to help six inmates of La Macaza Penitentiary, 30 kilometres North of Mont-Tremblant, as part of the program of the Collegial Studies Certification for Aboriginals in La Macaza.

Andrew Cave was the Lead VA for this assignment and his VA colleagues were Martial Dansereau and Jacques Dagenais.

Mr. Cave made 10 trips to the prison. The first two were to meet with the professor and prepare an outline of the business proposals, including what type of specialists would be required.

One business plan needed the intervention of a poultry industry specialist, two needed a tourism specialist and the other three students chose to do general business plans. Mr. Cave then visited with each inmate to discuss his business plan.

Mr. Dansereau, the poultry industry specialist, made a very professional presentation. He answered all the questions of his student and he felt the student would be successful.

Prof. Lanctôt said: "He had the best skills for this situation and demonstrated a clear picture of this industry."

Mr. Dagenais, the tourism specialist, was able to answer many of the students' questions on Aboriginal tourism in Quebec. He trained two people and commented that his students were very committed.

On Nov. 27, each inmate made a PowerPoint presentation of his business plan in the presence of about 50 people, including other inmates, professors, administrators and the Warden of La Macaza.

After the presentations, each inmate graduated and received his diploma.

CESO is pleased to have been able to help these students in preparing their future. We are looking forward to working with Cegep Marie-Victorin on similar projects in the future.



New logo for Aboriginal Services

To more thoroughly capture the essence of CESO Aboriginal Services (CAS), the development of a new logo was commissioned by Lee Morrison, Vice-President of CAS.

This new logo, developed by Thomas Deer, (his Mohawk name is Teiowí:sonte and his e-mail is teyowisonte@hotmail.com) of Revolutionary Creations, incorporates our original Aboriginal Services logo with the circular image of people holding hands and a superimposed feather. The "holding hands" image represents "unity" and the "feather" symbolizes "one mind".

Board to meet in Winnipeg

At its regular winter meeting on February 28 - March 1, CESO's Board of Directors agreed to hold their Fall meeting in Winnipeg on November 14-15.

The Board members want to take one of their three meetings on the road to help provide more contact and discussion with VAs. More information on the Winnipeg meeting will be available after the AGM in June.



With the help of CESO VAs, 6 inmates of La Macaza Penitentiary graduate from the Collegial Studies Certification for Aboriginals program.

Action plan for police in Costa Rican capital

CESO VA Dave Cassels of Edmonton was just the person the municipal police department in San Jose, Costa Rica, was looking for.

The retired Police Chief of Winnipeg is a consultant to police

police department under the microscope.

"Accompanied by a driver and an interpreter, I visited every police facility in San Jose and interviewed officers and supervisors at each," says Mr. Cassels. "In addition to police

personnel, I met with the Canadian Ambassador to Costa Rica, Louise Leger, interviewed government and political officials and attended one community meeting."

community-based one, as well as problem-oriented policing as an operational strategy for patrol officers.

"I was able to provide the director with an Organizational Assessment that included an analysis of existing community programs and policing practices and an Action Plan which has been implemented and which I believe will contribute to much-needed change in San Jose."

This assignment in 2002 was a follow-up to an earlier assignment undertaken by CESO VA Kevin McCaffery of the Ottawa Police Service in 2001. During his time in Costa Rica, Mr. McCaffery carried out a needs assessment, primarily focused on training needs, and instruction in crisis negotiation and emergency planning.

"I am proud of my contribution and found it very rewarding - personally. I look forward to other similar assignments."

Not unusual for CESO VAs, Mr. Cassels went above and beyond the assignment. When he returned to Canada, he went in search of supplies for his new friends in Costa Rica. "The Edmonton Police Service made a donation of 650 pounds of excellent used equipment such as uniform pants, holsters, belts and handcuff pouches."



Pictured here, from left to right, are Police Director Manuel Garro Chacon, Maria Teresa Casa, CESO Resident Representative, Canadian Ambassador Louise Leger and VA Dave Cassels.

services in Canada and internationally.

CESO sent him to the Central American nation at the request of Manuel Garro Chacon, director of the municipal police department in the Costa Rican capital, who is determined to develop programs and practices to improve police relationships with the people of San Jose.

Mr. Cassels put the 282-person

He also conducted a two-day workshop for 20 police officers. This workshop provided an opportunity for him to acquire information relating to the capacity of the San Jose police, including information on existing practices and programs.

The workshop also provided an overview of policing in a democracy, including a comparison between the traditional (paramilitary) model and a

WE WANT TO HEAR FROM YOU.

FOCUS is your newsletter and we want your submissions:

- Letters to the editor
- Your first-person stories about CESO assignments
- Photos and travel tips gathered from your years of globetrotting
- Reports from the CESO clubs

Send them to: **John Gibson** at jgibson@ceso-saco.com or fax them to 416-961-4878.

NEW E-MAIL ADDRESS?

Do you have a new e-mail address? Would you like to receive an e-mail notification when FOCUS is available on the CESO web site?

Please get in touch with Roster Assistant, Crengutza Viscun who is responsible for keeping your personal information up-to-date.

Her e-mail address is: cviscun@ceso-saco.com.

CRYPTIC ANSWERS

ACROSS

1. Rotten egg
8. Neptune
9. Omega
10. Inbred
13. Chutes
14. Nickle
15. Amoeba
16. Inward
18. Smyrna
21. Extol
22. Lasagna
24. Raspberry

DOWN

1. Rap
2. Taupe
3. Eked
4. Epoch
5. Great bear
6. Indian giver
7. Cat's pajamas
11. Backwater
12. Dread
13. Clans
17. Rales
19. Miser
20. Slab
23. Guy

Special ed teacher gets special status in Cameroon

Retired Ste-Thérèse Special Education Teacher Bertrand Robert was accorded very special status by the 150 sisters of the Congrégation Soeurs de Marie-Douala following a three-week stay at their Cameroon convent.

A CESO Volunteer Adviser (VA) since 1994, Bertrand has completed assignments in Costa Rica, Guatemala, and Honduras. His assignment in Cameroon was his first opportunity to visit Africa. "It was

the nuns how to use it so they could enhance the education and health-care programs they provide for the women and children in their community.

Bertrand learned of the need for help when the Mother Superior of the convent visited Montreal in 2000 speaking eloquently of the many advantages she envisioned for her community if they had the use of more up-to-date technology and the skills to use it effectively.

The Centres Missionaires of Ste-

Soeurs de Marie-Douala contact CESO to submit a request for someone to come to install the equipment and provide teaching assistance.

Who better than Bertrand Robert to take on the task? "Everything came together beautifully," says Bertrand. "It was very satisfying to make the trip to Cameroon to complete an assignment I had been involved in right from the very earliest stages."

During his three-week stay at the convent, Bertrand not only installed the new hardware and software, he also upgraded the community's existing computer equipment. He held classes every day, teaching a group of thirty nuns and novices how to use the computers to carry out their own work more efficiently and enabling them to pass their new high tech skills on to others in the community.

Bertrand is pleased with the results. "I hear from the sisters every month or so and am happy to know they are continuing to use the equipment well, gaining new knowledge every day, and now training others in its use. This assignment had special value because the computers have great potential for improving working conditions and the quality of life for the entire community."

"Every CESO assignment is a special experience," says Bertrand, "and every assignment wins many new friends for Canada."

Not one to stay at home for long, Bertrand has since completed assignments in the Philippines and another in Salvador. In both cases he worked with teenagers, giving them new skills and crafts that will create opportunities for a more productive future.



Bertrand Robert of Ste-Thérèse is considered, "one of us" by his new friends in Cameroon.

the rainy season while I was there," he said. "The roads were all washed out which made getting around a bit complicated, but I was so well looked-after by the sisters that every day felt sunny to me."

For their part, the sisters are delighted to have adopted a new Canadian friend whom they now consider "one of us" - a Cameroon African.

Bertrand's assignment was to install new computer equipment and teach

Thérèse went into action to raise money for the new equipment by holding a car wash event and selling calendars featuring photographs taken by the sisters in Cameroon.

Bertrand approached the Roncalli Canada Foundation and secured their support for two new computers, a scanner, a printer, additional monitors and a variety of cables and adapters were purchased and ready for the trip to Africa. Bertrand Robert, in the meantime, had suggested that the

Marine reserve in the Philippines gets eco-tourism boost

Gilles Ouellette was careful not to come down with an attack of the "midnight munchies" while he was on a volunteer assignment for CESO in the Philippines.

And there was a very good reason why. He just might have run into the "island cat".

The "island cat" is what everyone nicknamed a frequent nightly visitor - a

It was Gilles' field of expertise, fisheries and coastal management that led him to a remote part of the Philippines to provide assistance to the Reef and Rainforest Foundation in Bacalod.

"I worked with staff on the Danjungan Island Marine Reserve to provide them with guidelines for coastal protected area management," he says. "It was an amazing experience to visit the reserve."

Gilles lived in a cabana on the island attached to the staff house. He gave lectures and organized workshops for local community representatives and staff about park planning and practices.

"I feel I provided a background for what is a good park protected area and how to plan for accommodating visitors in such a delicate environment," says Gilles. "It was a boost to the area's eco-tourism."

One of the extra-curricular joys for Gilles during his three-week assignment was the opportunity to photograph the people going about their daily lives.

"I literally shot hundreds of photos of the people and the way they lived in the remote area of Negros," he says. "I hope to try to raise funds to produce a short documentary to help the foundation in its international awareness program."

Gilles is no stranger to adventure or to CESO assignments.

He joined the organization in 1991 and has completed two other overseas assignments.

His first volunteer assignment came not long after joining, when he went to Malaysia to give advice on a fisheries project and a marine park. A second assignment followed in China.

Not one to sit still for long, Gilles is planning his own project in Cuba, where he would like to film documentary footage of the island's history, archeology and natural history.



VA Gilles Ouellette poses with palm sap gatherer in Bulata, Philippines.

12-foot python.

"It was a rather chilling experience," says Gilles. "The staff kitchen was visited almost every night by this huge python as it came out to hunt for rats and mice after sunset."

Gilles, 55, works full-time for the Quebec government in coastal and fisheries management in Quebec City and does his volunteer duties during vacation time.

CESO honours trio

The CESO Operations Centre in Toronto has named three of its meeting rooms in honour of significant individuals in our history.

The seventh floor boardroom has been named for The Hon. Leonard S. Marchand, P.C., C.M., O.C. who made history in 1968 when he became the first Aboriginal elected to Parliament. A proud member of the Okanagan First Nation in British Columbia, Mr. Marchand served 11 years as a Liberal MP and Cabinet Minister. He was a Member of the Senate of Canada from 1984 to 1997. Mr. Marchand, a former research scientist with the federal Department of Agriculture, served as a member of CESO's Advisory Council from 1986 to 1999.

The boardroom on the eighth floor has been named for The Hon. Maurice F. Strong, P.C., C.C., LL.D., the internationally-renowned businessman and public servant. Mr. Strong was the first president of the Canadian International Development Agency (CIDA) from 1966 to 1970 and helped found CESO in 1967. A long-time supporter and leader in the United Nations, Mr. Strong is Under-Secretary General and Special Adviser to the Secretary General of the UN.

The meeting room on the seventh floor has been named for the late Vivienne Clarke who was the first woman to join CESO as a Volunteer Adviser. Mrs. Clarke, a former restaurateur and co-owner of Galiano Lodge in the Gulf Islands of B.C., signed on as an adviser to the tourism industry in 1968, one year after CESO was founded. Fifteen years later, she wrote a book about her CESO experiences and those of her husband, Allen, in which she stated: "CESO is the best thing that happened to us in all our lives."

Yellowknives Dene training is a success

For Volunteer Adviser Donald Cheeseman, the picturesque view of Great Slave Lake can be a distraction. But, he didn't let it interfere with his work with the Yellowknives Dene First Nation in N'Dilo, Northwest Territories.

Recently, the Yellowknives' economic development arm, the Deton' Cho Corporation, asked CESO Aboriginal Services to help conduct a three-day seminar for its new Directors.

The Corporation has grown steadily since 1993, experiencing profitability and building a new three-story office building to house the operations of their diamond mine. Training has become an important part of their strategic plan.

Cheeseman, retired after more than 20 years in the Telecommunications industry, has the experience in training and business development the Corporation was looking for. He has worked on over a dozen CESO Aboriginal assignments since becoming a VA in 1995.

"During breaks in the seminar, I found myself wandering over to the doorway and reflecting on the beauty of the area. From the boardroom there is a view of the

lake and the building itself is built into the bedrock of the Cambrian Shield," says Cheeseman.

The first day of the seminar outlined the duties of each Director, a Code of Ethics, and the board structure.

The second day focused on the expectations of new board members, how to write and use job descriptions and the correct process of selecting suitable Directors.

The last day of the seminar was devoted to understanding various types of financial statements. "In order to make the training more relevant, I used examples that directly applied to their own corporation's present financial situation," says Cheeseman.

The Directors will be able to use the seminar manual and worksheets in the daily operation of the Board. Their positive feedback is encouraging for more sessions in the future.

According to Cheeseman, "The success of the seminar was a result of the cooperation between CESO staff and the Corporation. By clearly outlining their needs, I was then able to prepare a seminar which dealt with specific elements they wanted to focus on."



View of Great Slave Lake from the Deton' Cho Corporation offices.



From left to right: Kevork Kololian, Janet Farrell, Donna Johnson and Al Farrell

Computers for Armenia

Volunteer Advisers (VAs) Janet and Al Farrell of Burlington, ON, recently returned from Armenia where they had a dual CESO assignment.

Janet assisted the spinal cord injury program there through a strategic planning process, while Al attended to wheelchair problems of the spinal cord injured and provided advice on establishing a wheelchair workshop.

While there, they learned that spinal cord disabled in Armenia, encounter numerous difficult problems and their needs are beyond the fiscal capacity of the government. Therefore, one of the goals of the project included obtaining computers to establish a computer-training program to assist spinal cord injured individuals to achieve meaningful skills and become self-sufficient by attaining employment.

While in Armenia, the Farrells met CESO VA Alan Edmonds, who was involved in a different project. Through Alan's connections in Canada, he was instrumental in helping the Farrells obtain 15 computers, which will be shipped to the spinal cord program in Armenia.

In addition, the Farrells are accepting donated wheelchairs that may be shipped in the same container.

Kevson & Company, owned by CESO VA Kevork Kololian and highly respected in the Toronto Armenian community, has generously offered to provide storage and arrange for the shipping for the computers.

On follow-up communication with the President, Mr. Mkrtchyan Mitayel, of "Veratsnund" Armenian Charity Fund for Spinal Cord Disabled in Armenia, it is learned that the Mayor of the City of Yerevan ensures smooth entry of this humanitarian property into Armenia.

Helping a dream come true in Kyrgyzstan

Kamloops VA Don Fraser writes about his work with an NGO dedicated to helping orphans.

Gulmeerin is a 10-year-old girl who could easily pass for a six year old.

I met her one cold, bleak morning on a dusty street in Balikshy, Kyrgyzstan.

It was the fall of 2002 and I was working as a CESO Volunteer Adviser (VA) after retiring from my teaching position in Kamloops, BC.

Gulmeerin (not her real name) was tending a makeshift sales table outside the Soviet-built concrete apartment block where she lives in a

fourth floor flat. She was sitting behind a row of empty vodka bottles, all neatly displayed in the dirt beside her table.

Along with these, she had a few candies for sale and some cigarettes. Her business was to trade a cigarette worth half a som for a bottle that she could then recycle for one som, a business that might yield a few cents a day.

Bugu-Ene, the NGO with which I was working, has been trying since its incorporation in 1998 to care for and protect the rights of orphans such as Gulmeerin.

Kerimova Tursunbubu Sartovna (Tamara), the chairperson of the Society, her Executive Board of four and her membership of over 40 are well respected for their work with orphans and their guardians in Balikshy town.

After meeting Gulmeerin, Tamara led me up the cold dark dirty concrete stairwell to Gulmeerin's fourth floor home. Her eldest sister, a tall skinny girl of 14 answered the door.

Their father had died in May 2002 of stomach cancer and their mother was in hospital with a heart condition. These circumstances have left the 14-year-old to care for five younger siblings, the youngest of whom is a four-year-old boy.

Their flat, inherited from grandparents, has three rooms. With sub-zero winter temperatures approaching, the only heat comes from a single burner hotplate. Two of the six children are struggling to

attend a nearby public school. They wear clothes provided by Bugu-Ene.

Balikshy is a city of 50,000 situated on the west end of Lake Issyk-Kul. There is high unemployment and 78% of the residents live below the poverty line, which is defined as \$7US income per month. Businesses and industries have collapsed. Problems of alcohol abuse are rampant.

Balikshy is similar to many towns in Kyrgyzstan. The country has suffered great social and economic difficulties during the transitional period from central Soviet planning to a free market economy.

Widespread corruption is one of them. Health and educational services have badly deteriorated and children who compose 43% of the republic's inhabitants are the most vulnerable segment of the population. They are struggling with great resilience through an economic, social and spiritual crisis.

I first met Tamara in an old kindergarten classroom that Bugu-Ene was using as a meeting and drop-in centre for orphans. Tamara, who has taught school in Balikshy, supervises the centre after school hours. The furniture consists of a couch and two chairs that she personally donated.

I met subsequently with the Society members, a very strong and dedicated group of volunteers largely made up of women. They included teachers, doctors, police



Gulmeerin and Tamara at the little girl's makeshift sales table where she trades candies for bottles.

Continued on page 9

CESO working with the Kuna in Panama

Vancouver VA Jag Dhillon reports on his assignment with the Kuna Indians of Panama.

My visit to Achutupu gave me an interesting glimpse of a traditional culture in conflict with the modern times.

Although the people live in thatched straw huts, partially barter with coconuts and other produce, they consume Coca-Cola and the school children wear Western clothes and not the traditional garb.

One third of the population has moved out to the city for better education of the children and for better economic opportunities. Some members of the community who have worked overseas or in the city have come back with television sets and have brick houses rather than the traditional huts.

The community still carries on with the great spirit of communal living and shared communal work. We in the so-

called civilized and advanced society could learn from them what community pride and community sharing of responsibilities is.

The chiefs provide the leadership on community matters, but do not have the education or expertise to tackle growth and social problems. They wish to learn community development techniques.

Due to lack of formal training, the community is not able to develop administrative, accounting and management policies and procedures to improve its financial resources so necessary for better employment and business development.

There is a great need for strengthening the administrative capability of the chiefs, and a great need to provide assistance in setting up administrative and accounting systems for the

community without upsetting its culture and traditions.

The Community Plan prepared by CESO has created a desire in the community to take initiatives to improve its economic and social well-being. Community mobilization is needed to bring needed improvements.

Micro-financing would be beneficial for the promotion of the world famous molas handicrafts produced in the community. The Kuna women are famous for their molas, fine reverse-applique needlework decorations made with techniques handed down from generation to generation.

Helping dream come true

Continued from page 8

service members, adult educators, adoptive parents, elders, an accountant, a psychologist and a large group of youth who had developed a "Kids helping Kids" program under the guidance of a Peace Corps volunteer.

I heard from the members that the most urgent need of the orphans was a safe house, a place for temporary shelter from physical hardship or abuse.

From this starting point, we began to envision a larger dream. Bugu-Ene would establish and manage a multi-functional support centre for orphans in Balikshy.

The membership elected a project planning committee of six. They discussed plans to provide educational and medical services as well as temporary shelter. The centre would be sustainable with both income-producing components and employment opportunities. Ideas surfaced for a farm, a bakery, a computer service and a banya business.

After a year of operation, the centre would no longer be dependent on donor aid.

I said farewell to the planning committee on October 8, 2002. At the final meeting, we studied the requirements to complete a request for a Canada Fund grant.

The committee will now do feasibility studies and gather input from the membership. They will then write the proposal and along with my letter of support submit it to the Canadian Embassy in Almaty.

Perhaps Bugu-Ene's dream will be realized.



VA Jag Dhillon, right, receives a gift from Achutupu leader Everisto Mandez.

Wonderful group at God's Lake Narrows

Winnipeg VA Joan Clasen was delighted with what happened when she went to God's Lake Narrows First Nations to conduct a workshop on secretarial skills.

Jim Clark, the Director of Education, had requested CESO's help in honing the skills of four secretaries from the Education Department, the Band office, Welfare office, Skyward Aviation and a substitute for the Education Department.

Joan described the five women as a "wonderful group" each of whom was willing to put herself out to learn. They were exceedingly cooperative and assumed that part of the job was helping each other and improving their relationship with people on the reserve.

The five women concentrated on organization, information flow, mutual support, computer skills and presenting a professional service to the community.

As a result, the women felt an added sense of pride in their work. They could see how to be more efficient and more effective. Files have become more orderly and accessible, writing skills improved, and each woman has a strong desire to improve herself. As a result, future training is enthusiastically anticipated - especially in using computer potential, and more particularly the word processing program.

Walter awarded Order of Canada

Walter Bushuk has been named a Member of the Order of Canada, our country's highest honour for lifetime achievement.

A resident of Winnipeg, Walter has been a CESO Volunteer Adviser (VA) for almost 10 years and has completed five assignments overseas.

Walter's appointment reads as follows:

"His investigations have been integral in improving wheat quality around the world.

He is a renowned cereal scientist and Professor Emeritus in the Department of Food Science at the University of Manitoba. His pioneering research has resulted in practical developments for the agricultural industry.

"A popular speaker and active member of numerous agricultural and food research projects, he was only the second Canadian to serve as president of the American Association of Cereal Chemists. Respected by students and colleagues alike, he has been a mentor to generations of aspiring scientists."



NEW NIAGARA CESO CLUB

Volunteer Adviser (VA) William Payne (wpayne3@cogeco.ca) of St. Catharines is the president of the new Niagara CESO Club. His VA executive team includes Willard Miller, treasurer; John Kwekkeboom (jdk@itcanada.com), communications/recorder; and directors Keith Eady, Helen Johnson and Bill Sears.

The first meeting was held on Feb. 4 with 20 VAs in attendance along with Wendy Stratton, CESO's Director of Volunteer Services.

The next meeting will be held on May 6, 2003 at the St. Catharines Golf and Country Club, 70 Westchester Avenue. All VAs from the Niagara Peninsula, Dunnville, Fort Erie and Stoney Creek are invited to attend with a start time of 9:30 a.m.

The guest speaker will be Steve Krar of Welland who has spent 44 years in educational and industrial research. Steve has also coordinated and co-authored 64 books, with translations in four languages and sales of over one million copies.

Lee Morrison, Vice-President and COO of CESO Aboriginal Services, will also be in attendance at the May 6th meeting.

QUEEN'S JUBILEE MEDAL RECIPIENT DIES

Louise Chadwick, a much-loved CESO Volunteer Adviser (VA) for 12 years, died on Jan. 20, 2003.

Mother to five grown children, Louise died unexpectedly at her home in Caistor Centre, ON. Her husband, Ted, also a VA, was at her side.

Louise completed six assignments with Aboriginal organizations in the housing area and supported Ted as his interpreter on assignments in Latin America.

She worked in the Operations Centre in Toronto for many years and together with Joan Zeijdel, Louise led the Spouse Program, designed to encourage spouses to do volunteer work while accompanying VAs on assignments. The program is now called Support and Orientation Service. As well, Louise was part of the team that started the VA debriefing service.

Both Louise and Joan were among 20 VAs nominated by CESO to receive the Queen's Jubilee Medal, which was presented to them on Dec. 13, 2002.

CESO LOSES "HAT MAN" ARMAND JEANSON

Well-known within CESO for his smile and his hats, Volunteer Adviser (VA) Armand Jeanson, died at his home in Bishopton, Quebec, on Dec. 8, 2002.

A tall, imposing man, Armand always had a smile on his face and hat on his head. He had an impressive range of hats collected during his travels.

Armand joined CESO in 1987 and completed seven international assignments and one for Aboriginal Services. He was an adviser on heavy construction, construction materials, business planning and marketing.

The retired construction company owner was the father of three grown children.

Pat and Dave redefine retirement

Volunteering with CESO gave Toronto residents Pat and David Evershed an opportunity to do something they had never done before - work professionally together. Despite the fact that they both have degrees in social work, their areas of expertise are different.

night school to obtain her social work degree.

Both have been CESO VAs since 1999.

"When David encouraged me to put in my application to become a VA I didn't think that I had any skills that CESO would need. I was surprised to

be the first one to get an assignment," says Pat.

Together, they travelled on their first CESO assignment to Peru where they worked on a national program that serves victims of family violence.

"David was going to come with me as a spouse but I knew that his

organizational expertise would be an asset, so he was put on the assignment as well," says Pat.

The Eversheds were also sent to Armenia where they worked on separate assignments, but both made a connection with the people. David helped two NGOs improve their management structure. Pat helped to establish a Family Court and worked on another project involving women's programs.

"The people were so wonderful. I will never forget the conditions and poverty they had to overcome," recalls Pat.

David agrees but notes: "They had a spirit and a generosity that I find gives me a lift. We really got to know the

people. In Armenia they like learning about your family and they make you a part of theirs. It's an added bonus to be treated that way."

The Eversheds' work with CESO did cause some concern amongst family members.

"Our four children asked, Why would you want to go there? Why would you want to go to dangerous places," says Pat. "But, assignments provide a lot of interest and I enjoy the challenge."

"We have 11 grandchildren. Our kids were upset because we weren't playing the role of the grandparent," adds David. "I think they are gradually getting used to our travels."

The Eversheds enjoy travelling together, because as David puts it: "It's just more fun!"

However, David has completed two assignments in Armenia by himself and Pat says she would travel without David "but only if it is to a place I know, or a big city."

Both believe that volunteering with CESO is important, "you get to use your skills where they are valued."

Not wanting to waste their retirement years sitting around the house, the Eversheds decided that they would also volunteer at the CESO Operations Centre in Toronto. Both work with Roster Services.

"I like working with people. I love going to new places. I have a real fear of having nothing to do. I'm not ready for the rocking chair," David says.

“
...you get
to use
your
skills
where
they are
valued.
”



CESO VAs David and Pat Evershed.

"It was interesting; we bring similar skills to a project, but we have different strengths." Says David, 69. "We have the ability to discuss things together.

And even though we weren't used to it, we could play things off one another."

Adds Pat, 65, "We have an understanding of each other's work."

David began his career as a Family Services social worker before moving into management positions. "My father was a farmer and I was expected to be the same, but I knew that it wasn't the job for me. I wanted to work with people," he says.

Pat was a Justice of the Peace in Newmarket. She saw a need for qualified counsellors within the Family Court system and decided to go to

Welcome to the VA Forum page. As the name suggests, this page will be a forum where VAs can discuss hot topics, raise issues, ask questions of CESO management and get answers.

A number of VAs have asked that we find a way to permit a better policy and issues dialogue within the broader CESO family. That is the intent of the VA Forum Page.

Charles Beer, CESO's President and CEO, launches this new space with a very interesting article, written in

January 2003, entitled "CESO/SACO Now: Challenge and Response in a Fast-Changing World."

Your feedback would be most welcome and we'll publish a selection of your comments in the Summer edition of FOCUS. The deadline for submissions is May 30.

We would also welcome your ideas on how we might make the best use of the "VA Forum Page".

Please E-mail your ideas to wstratton@ceso-saco.com or jjgibson@ceso.saco.com.

CESO/SACO Now: Challenge and response in a fast-changing world

BY CHARLES BEER

By the late 1990s, CESO faced a major challenge: How could we remain true to our mission, when we now had to function in a very different world? Every other non-profit, volunteer organization in Canada faced this challenge as well, and we all reached the same



Charles Beer
CESO President
and CEO

conclusion. The world had changed, and we too had to change. The alternative, almost certainly, was a steady decline in resources, capacity, and relevance.

That is why today's CESO is in significant ways a new CESO - not in mission or core values, but in how we carry out that mission and live those values. We continue to "promote and extend the economic and social

growth and well-being of the Aboriginal peoples of Canada and of the peoples of the developing nations and emerging market economies." Indeed, we have expanded our reach to other communities in Canada. And we remain committed to our traditional values: volunteerism, accountability, the transferring of skills, and respect.

Even so, there is profound change underway. We now take a more focused, businesslike approach - both to our program choices, and to the

internal structures and processes we use to carry them out. We are equipping ourselves to operate effectively in today's environment.

Results so far suggest that we're on the right path.

- * Key structural changes are now being put in place. As intended, they are transforming us into "One CESO," with the ability to work in a unified manner throughout the organization.

- * Procedural changes are now underway. Consistent with the structural changes, they will create CESO-wide systems that will allow us to coordinate resources and meet today's higher performance expectations.

- * At the program level, funding remains constant, despite an external environment of shrinking budgets, and our initiatives are supported by our chief donors, CIDA (Canadian International Development Agency) and INAC (Indian and Northern Affairs Canada).

These results explain my deep respect and gratitude toward the staff, volunteers, and Board members of this organization. We are engaged in a huge team effort, and nothing would be possible without the skill, focus and sheer energy of everyone, both here in Canada and overseas. My first goal in this brief report, therefore, is to thank

everyone. I feel extremely fortunate to work with people of this calibre, at such an important time in CESO's history.

However, I also know that change brings with it some uncertainty and even a sense of loss. It can be hard to give up old systems and habits, even when we're excited about the changes, and the benefits they will bring.

That's why my second goal in this report is to review our key choices to date, our reasons for making them, and our progress in implementing them. I hope you will agree that the "new" CESO is really the "old" CESO, equipped for today's world - and a cause for renewed pride.

THE CHALLENGE: TIGHTER MONEY, HIGHER EXPECTATIONS

I remember very clearly attending the first meeting of the Task Force which the Board had set up to review CESO's international program in the early spring of 1998. The events of that meeting have shaped our agenda ever since. Based on some solid research provided by Clare Bonnell, Vice-President of International Services, then-chair Bob Farquharson held up a chart that showed our funding plunging from some \$10 million that year to about \$3 million. "This," he said, "is what will happen to this organization by 2002, if present

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CESO/SACO Now

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trends continue and we do nothing to address them." We had to move from being a reactive organization to one that was highly proactive in searching out new program and new funding possibilities.

Nobody had a crystal ball, but nobody disputed his prediction, either. By then our NGO world was feeling the same changes that had already hit the private and public sectors. In broad terms, we were all receiving less money, with more restrictions on it, and much higher requirements for reporting on its use. We were also, and most importantly, working in a much more competitive world.

At CESO specifically, we also faced rising costs for our work overseas and at home, greater expectations on the part of our partners and clients (a good thing, in fact); and a new, contract-driven environment at CIDA. By "contract-driven," I mean a growing emphasis on awarding specific contracts through a well-developed bidding system in which we have to compete with other NGOs and the private sector and be much more accountable for the funds we receive.

THE RESPONSE: SAME MISSION, MORE FOCUS, MORE PROFESSIONALISM

Looking back, I'm convinced that Bob Farquharson was right. Without prompt and profound change, we would have dwindled by now to a small and marginalized organization, a relic of another age. Instead, we have moved systematically from analysis, to a new corporate structure and program focus, to a set of strategic directions that will guide our further evolution.

THE ANALYSIS

As of the late 1990's we knew we had to learn to do more, better, on less. However, we also knew that we

couldn't determine structures, systems, and focus until we had settled an even more basic question. What kind of organization did we now want to be?

In 1999-2000, through a series of exercises at different Board levels, we answered this question. First, CESO would remain one organization, instead of splitting into its international and Aboriginal component parts. Second, we were committed to our existing mission, and to volunteerism. And third, we had to sharpen our skills and develop new approaches, because we were operating in an increasingly demanding and contract-driven world.

CORPORATE STRUCTURE

Next we examined corporate governance. Given the kind of organization we wanted to be, what structure would serve us best? After a series of internal discussions and some work with an outside consultant, we agreed that "one CESO" required one Board.

We would therefore eliminate the three-Board system, with its two subsidiary Boards (one each for our International and Aboriginal services), and main Board. That structure had served a useful purpose but it had increasingly become, in the view of Board members, an obstacle to the new challenges we were facing. Instead, we would create a single, smaller, more focussed Board made up of fourteen members, half of whom would be Aboriginal. This new Board would also have an appropriate linguistic, gender and regional balance.

The new structure was approved at the September 2001 Annual General Meeting in Victoria, and implemented before the end of the 2001-02 reporting year - a tremendous achievement, given the complexity of the task. The newly constituted single Board held its first meeting in November, 2001, and began laying the groundwork for its 2002-2003 objectives: to develop a concise, focused set of strategic directions for the organization, and to review our

operations in light of those criteria.

PROGRAM FOCUS

While we were settling governance issues, we were also making key decisions about program focus - and equipping ourselves to meet those challenges.

Following the completion of the work of the Board's Task Force on International Services we underwent a major CIDA review in 1999-2000 with a particular focus on our private sector activities. It was a positive (if time-consuming) process, because it helped us identify our own priorities for further improvement in roster development, volunteer preparation, financial and project management, and reporting procedures. We immediately began to implement the recommendations of both the Task Force and the CIDA evaluation.

During the same period the Aboriginal program also went through a major review. An outside evaluation funded by the federal Department of Indian Affairs and Northern Development had been carried out in 1997-98. Some of the same pressures that the international program was facing were also now being experienced in the Aboriginal program. Our sponsors were looking for a more focussed and programmatic approach. Change was required. We had to become more strategic and more cost effective. We could no longer depend on one traditional funder, INAC. We had to find other sponsors.

As the 1990's came to an end, CESO also began looking at what other activities we could be carrying out. In 1999 the Board approved a pilot project entitled CESO At Home. This pilot was to determine if CESO could play a larger role within Canada in the sectors of community development, youth entrepreneurship and capacity building for NGOs. In the spring of 2001 the Board approved this new field of activity for CESO. Now we have yet another way to be of

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"As of the late 1990's we knew we had to learn to do more, better, on less."

Clubs Update continued...

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Club meets monthly for a luncheon at the RA Centre, 2451 Riverside Drive. Upcoming luncheon dates are: May 6 and June 3, (Tuesdays). It is essential to reserve a seat at least a week in advance by calling Penny Edwards at the CESO office at extension 306. For further information, contact Stanley J. Squires or Len Nylund.

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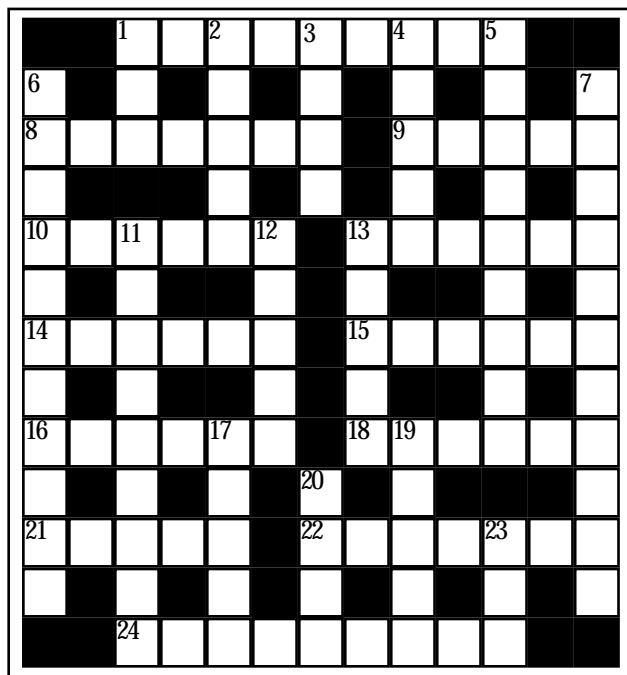
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CESO CRYPTIC CROSSWORD By Aug Bolté

ACROSS

- The regent got confused and became spoiled -- but not at CESO surely (6,3)
- He ruled below -- in space too (7)
- Final of a Greek ring game, maybe (5)
- Inherent in an excited Northern bride (6)
- New growth, we hear, by the rapids (6)
- Plugged or not, it's almost worthless on a VA's expense account (6)
- Somehow, Moe is in a degree of protoplasm (6)
- Not out, but appearing self-absorbed (6)
- Yarn manuscript about an old Turkish port (6)
- The next Olympic games should have praise for the athletes (5)
- Pasta eaten with Lana's silver (6)
- Derisive fruit? (9)



ANSWERS ON PAGE 4

DOWN

- Average up when you take this (3)
- Grayish brown hose -- for water? No, eat up (5)
- Made ends meet with a quick deke (4)
- Period that had hope rise with some (5)
- Big dipper in this lake (5,4)
- He wants it back after a transfer (6,5)
- The very best in bed wear (4,7)
- Stagnant kind of thinking (9)
- Dared turned into fear (5)
- Societies of many of the first part of 6d. (5)
- Rattling sounds heard on the tracks (5)
- Stocker goes southeast in the space station (5)
- Eat a piece of cake in the morgue (4)
- Wiry male (3)



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