

# Unleashing Entrepreneurship



Annual Report **2004-2005**



## Mission

To promote the economic growth of the Aboriginal and non-Aboriginal peoples in Canada, developing nations and emerging market economies, through the transfer of knowledge by Volunteer Advisers.

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## UNLEASHING ENTREPRENEURSHIP

**E**nding poverty is the overarching development goal of our century. Yet, despite great progress made since the end of World War II, one-fifth of the world's population still lives on less than \$1 a day. Increasingly, those of us working to improve living standards in Canada and abroad understand that we must marshal our full array of intellectual and organizational resources to this pressing task. This is the commitment of the Millennium Development Goals, to which Canada is a signatory.



It is against this compelling backdrop that CESO operates. As we implement our new strategic plan, we continue to ask three key questions: How can we help unleash the potential of entrepreneurship in all its forms – be it through the private sector, cooperatives, associations or even state owned enterprises – at home and in developing countries? How can we more effectively engage the private sector to help meet these challenges? And how can we support and strengthen governments and public-sector agencies to enable progress?

Some answers are clear. We are committed to focusing on what we do best – providing management, technical, and policy advisory services to small- and medium-sized enterprises and government agencies. Also, because we know that none of us can act alone, we are determined to partner with others who bring complementary expertise and resources

to address needs that often require complex solutions.

Other answers require time and the patience to trust that the best solutions will emerge slowly, as we engage the creativity and passion of all CESO Board, staff, volunteers and partners.

We have named this year's annual report *Unleashing Entrepreneurship*, a title first coined by the UN Commission on the Private Sector and Development. To us, this dynamic phrase reflects the new strategic directions set by the Board in 2004. For nearly 39 years, CESO has established itself as a valued Canadian assistance agency that provides timely, relevant, and affordable advisory services to our client partners. We are convinced that the key to reducing poverty is to help individual businesses and organizations grow, to create jobs and wealth, and to support the development of vibrant and flourishing economies. We must and can do more.

*CESO is one of the finest expressions of the Canadian values of service, commitment and practicality.*

Maurice Strong, CESO Co-founder

In 1967, when Maurice Strong, Claude Hébert, Cy Peachey, Paul Martin Sr., and Mitchell Sharp, among many others, helped create CESO, little did they suspect that they were launching a world leader. Today, CESO is Canada's largest volunteer cooperation agency and the third largest internationally, when we consider the number of volunteers we engage in the field.

In this report we would like to share this year's successes and challenges, and also to acknowledge the many partners with whom we share our mandate: volunteers; international, Aboriginal and Canadian client partners;

governments; the private sector; and other civil-society organizations.

Since the beginning, CESO's primary partners have been the Canadian International Development Agency (CIDA) and Indian and Northern Affairs Canada (INAC). With their ongoing support, CESO has been able to complete nearly 40,000 assignments since 1967 – 15,000 internationally and 25,000 in Canada.

CESO is proud of the continuing confidence these two agencies have shown in our work, and we thank them for their guidance and cooperation. They have given us an excellent foundation upon which to build additional government partnerships such as the youth entrepreneurship programs sponsored by Economic Development Canada in Quebec, and Aboriginal Business Canada in Ontario, Saskatchewan, Alberta and British Columbia.

As well, CESO is proud of the private-sector partners who have helped expand the scope of our work. In this report, we profile several Aboriginal projects that we could not have accomplished without their support.


We wish to acknowledge and thank the nearly 3,200 members of the CESO roster. In 2004/2005, CESO completed 596 international assignments, 861 aboriginal assignments and 111 assignments under the CESO At Home program for a total of 1,568. A dedicated 513 volunteers gave magnificently of their time, skills and knowledge on these overseas or national postings.

*“The objective of poverty alleviation leads us to focus on developing businesses that create domestic employment and wealth by unleashing the capacity of local entrepreneurs.”*

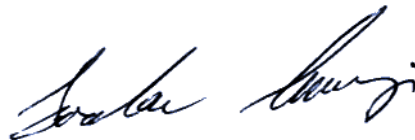
*Unleashing Entrepreneurship:  
Making Business Work for the Poor  
Report of the UN Commission on the  
Private Sector and Development 2004*

As well, more than 150 volunteers work with us as in-house or special project staff, helping with responsibilities as varied as recruitment for assignments, volunteer intake, public relations, website development, database upgrade and the CESO Knowledge Exchange. The latter is a multi-year project to capture and share CESO knowledge and expertise about the regions in which we operate and the services we provide.

It is through the dedication of these volunteers that CESO is able to achieve so much and still be among the most cost-effective volunteer cooperation agencies in the world.



Ginette Gagné-Koch, Chair



Gordon Cummings, President & CEO

## AGENTS FOR POSITIVE CHANGE

As agents of positive change, we at CESO constantly monitor political, social, and environmental conditions in Canada and all over the world in order to enhance or adapt our operations. A lot happened in the world in 2004 internationally and in Canada. Events such as the Asian tsunami, and political upheavals in Georgia and Ukraine can be frightening, but they also have the potential to energize economies, strengthen the political institutions and social fabric of nations, and focus global attention on regions that need aid or effective intervention.

At home, we witnessed significant economic and business development in many Aboriginal communities. We saw solid progress in the governance, social, and health-management areas. We also saw the continuing growth of a large Aboriginal youth population that, with guidance and education, represents the business leadership of the future. As well, the increasing migration of Aboriginal peoples to urban centers demands new and innovative thinking. Within this environment of progress and challenge, government and Aboriginal leaders have been rethinking their approaches and asking the question, "Where do we go from here?"

CESO is responsive to all of these changes. In order to make the greatest positive impact, we must maintain a delicate balance between offering assistance where our expertise can have optimal benefit and identifying new opportunities. We often face tough choices and must make hard decisions in order to adapt to fast-changing global and national events with limited dollars and resources. But we will always be dedicated to providing outstanding service wherever we go.

## CONTRIBUTING TO ECONOMIC GROWTH AND EMPLOYMENT



"More often [successful programs] include lesser known but innovative approaches implemented by the private sector – both by companies and civil society organizations. Those approaches rely on market mechanisms and private sector incentives . . .

The private sector can alleviate poverty by contributing to economic growth, job creation and poor people's incomes . . . small and medium enterprises can be the engines of job creation – seedbeds for innovation and entrepreneurship."

*Unleashing Entrepreneurship:  
Making Business Work for the Poor*  
Report of the UN Commission on the  
Private Sector and Development 2004

# CESO GLOBAL SNAPSHOT: 2004

## Canada

The year 2004 saw the continued reassessments of Canada's role in international development and in Aboriginal affairs.

While notable progress has been made for Aboriginal peoples, issues remain in governance, social affairs and health management. Key topics are the rising urban Aboriginal population, the need for new government policies, and serving First Nations, Inuit and Métis peoples in a more integrated fashion. Internationally, government attention was focused on completing the first integrated and comprehensive international policy framework.

CESO continues to work in support of both Aboriginal and non-Aboriginal client partners, aware that different groups have different opportunities and needs.

## A LOOK AT THE EVENTS THAT SHAPED OUR WORLD

## Latin America

In December 2004, 12 countries created the South American Community of Nations, modeled on the European Union. Such initiatives help the movement toward stronger economies and political institutions.

CESO continues to monitor the situation in Bolivia, where conflicting interests brought about the resignation of the president in 2003. CESO's strong programs to improve municipal government operations have been affected by changing national priorities, particularly related to the Bolivian Hydrocarbons Law.

In Honduras CESO provides meaningful support in the country's evolution towards better governance. And in Colombia, despite ongoing safety concerns, CESO continues to operate in regions where we can guarantee the well-being of our volunteers.

### CESO CANADIAN OFFICES

#### Operations Centre

Toronto

#### Nunavut Region

Ottawa

#### BC & Yukon

Vancouver

#### Alberta & NWT

Edmonton  
Calgary

#### Saskatchewan

Saskatoon

#### Manitoba & NW Ontario

Winnipeg

#### Ontario

Toronto

#### Quebec

Montreal  
Sherbrooke  
SACO-EST Québec

#### Atlantic Region

Dartmouth

### Central & Eastern Europe

Peaceful democratic revolutions in Georgia in 2003 and in the Ukraine in 2004 focused the world's attention on these key Eastern European nations. We at CESO believe that although much critical work remains, these recent events will strengthen regional economies and political institutions.

Also, on May 1, 2004, the European Union grew to 25 members from 15. This unprecedented expansion included Estonia, Latvia, Lithuania, Poland, Hungary, Slovakia, The Czech Republic and other countries in which CESO has had a significant stake. We are proud that our contributions – no matter how small in the greater scheme of things – may have helped launch an era of increased economic opportunity and political freedom for these regions.

### Asia

At year-end 2004 the unimaginable became real when a massive earthquake and subsequent tsunami caused one of the worst disasters in modern history. All told, an estimated 290,000 people were killed in a crescent spanning Sri Lanka, India, Bangladesh, the Maldives, Burma, Thailand, Malaysia and Indonesia all the way to Somalia.

Following presidential, legislative, and local elections, incumbent President Macapagal-Arroyo won a new six-year term in the Philippines, where CESO's work continues unimpeded. The tail end of the SARS epidemic seriously affected our placements in China. Volunteers were understandably reluctant to travel there, and our clients were embroiled in efforts to contain this unprecedented epidemic.

### Africa

In 2004, the debate on international commitments to help African nations reached a higher global profile than ever before. Although nothing is certain regarding the many promises that have been made, continuing dialogue on how to effectively fight famine, improve water quality, and help stem the spread of HIV can only increase pressure to help regions in need.

The relatively peaceful environments in Cameroon, Senegal, and Burkina Faso formed the backdrop of CESO's operations in Africa, where our volunteers have made tremendous contributions. We continue to monitor the situations in other African countries.

### CESO OVERSEAS OFFICES

**Armenia**  
Yeravan

**Azerbaijan**  
Baku

**Bolivia**  
La Paz

**Burkina Faso**  
Ouagadougou

**Cameroon**  
Douala

**China**  
Beijing

**Colombia**  
Bogota

**Georgia**  
Tbilisi

**Honduras**  
Cortes

**Philippines**  
Bulacan & Davao City

**Russia**  
Moscow

**Senegal**  
Dakar

**Serbia & Montenegro**  
Belgrade

**Sri Lanka**  
Colombo

**Trinidad & Tobago**  
Petit Valley

**Ukraine**  
L'viv

## DRIVING LOCAL ECONOMIES FORWARD

CESO's mandate is both global and local. We pride ourselves on our proven ability to monitor economic, social, and political conditions wherever we work in order to identify partners that can best benefit from our assistance. When called upon, we can send volunteers with the specific, targeted expertise needed to bring a project from the preliminary phases through to successful completion. Ultimately, the advice and consultations we provide help energize local economies, spread the benefits of innovative business practices and support government policy frameworks that foster entrepreneurship.

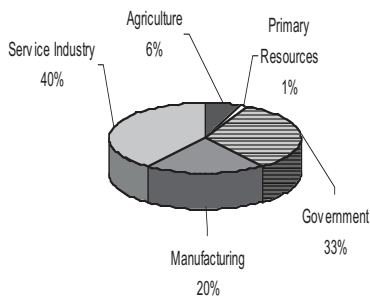
*CESO services are prized wherever we go because we help people to help themselves.*

CESO works in a range of sectors including manufacturing, tourism/hospitality and agriculture, and focuses to some considerable degree on local small- and medium-sized businesses; that is, local employers, entrepreneurs and small firms.

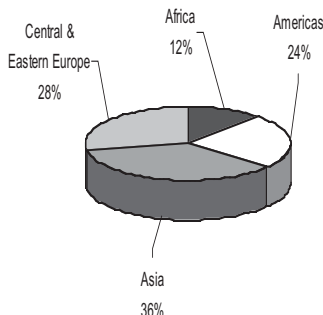
Two of our key industries include food production and furniture manufacturing. We find that entrepreneurs often start in these businesses because they can begin at a micro level, making a food product in their own kitchen or building furniture out of a garage. Such enterprises have good growth potential and, typically, CESO is called in when these businesses have progressed from the micro level and need help to continue to expand.

Of the hundreds of stories we can share, here are just three representative examples of how we help drive local economies forward:

### CESO International Services Completed Assignments (by Sector)



### CESO International Services Completed Assignments (by Region)



#### Armenia

A bakery employing 12 people asked CESO to help improve quality and recommend new products to increase sales. The VA assessed the baking techniques and tools, trained staff, and introduced recipes for bread, confectionery and pasta. The new products proved so popular that customers would stop the VA on the street to thank him. As a result, bread production increased to 800 loaves a day from 650, overall sales increased by 30% and three new employees were hired.

#### Colombia

A dairy company in Colombia needed help to improve and increase production. The VA reviewed the company's operations, helped to revise and correct the ice

cream formulation being used by the client, and trained four staff members. As a result, the company's production improved, new products were developed, ice cream yield increased from 70% to 90%, one person was promoted and wages were increased.

#### Sri Lanka

A 93-room hotel with five banquet halls and a restaurant asked CESO to help upgrade its kitchen staff's skills. The VA analyzed kitchen operations, provided recommendations on improving product and service quality and trained 22 cooks and 14 waiters. As a result of the new cooking and serving techniques introduced, efficiency improved, 44 new dishes were developed, and foreign tourist bookings at the hotel increased.

## STRENGTHENING ABORIGINAL BUSINESSES AND COMMUNITIES

Given the varied opportunities and needs of Canada's Aboriginal peoples, CESO's strategy since 1969 has been to support Aboriginal communities by developing innovative and effective joint approaches to economic development and better governance with government, other organizations and the private sector. These partnerships allow us to use our resources, while giving us access to specific, practical expertise and capabilities from other sectors.

CESO's core Aboriginal program, funded since 1969 in partnership with Indian and Northern Affairs Canada (INAC), allows CESO to work with on-reserve First Nations peoples across the country to complete an average of 900 assignments per year, all aimed at increasing Aboriginal self-sufficiency and fostering self-reliance. An example from 2004 of the new partnerships we have created with the Federal government is CESO's Woman of Tomorrow Leadership Program in Western Canada.

*Give a man a fish and you feed him for a day. Teach a man to fish and you feed him for a lifetime.*

Chinese Proverb

As well, partnerships with the private sector allow CESO to respond to the broader range of needs associated with Aboriginal peoples. For example, with support from CIBC, CESO has developed two popular financial training workshops for bands, councils and entrepreneurs: *Advanced Aboriginal Financial Management* and *Understanding Basic Bookkeeping*. Since these began in 2004, CESO has conducted three train-the-trainer sessions and ten workshops from Atlantic Canada to Alberta. As an example of our work with the Royal Bank of Canada (RBC) – our longest-standing corporate partner – we highlight two projects that could not have been undertaken without their vision and participation.

### Métis Development Fund

The CESO Métis Development Fund, supported by the Royal Bank Foundation and the Government of Alberta, has helped CESO provide services for Métis peoples, who account for 30% of the population that has Aboriginal identity.

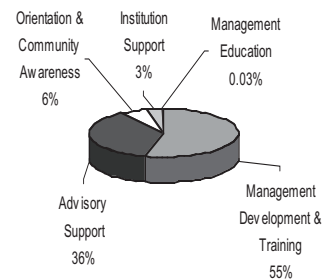
Since 1999, the Fund has allowed CESO to complete 38 Métis projects in the areas of governance, organizational development, strategic planning, forestry planning, fundraising and business development. An additional 22 projects are slated for 2005-2006.

### MBA Experience Program

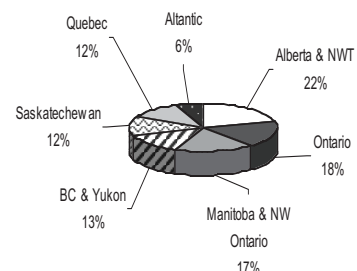
Through the MBA Experience Program, CESO and RBC provide a unique volunteer solution that goes directly to Aboriginal communities in every province and territory in Canada. By bringing Aboriginal communities together with MBA students, the program provides an opportunity for tomorrow's business leaders to gain practical experience and cultural knowledge while helping Aboriginal communities and businesses improve.

Since the program's inception in 1994, over 400 students, in more than 100 teams, have participated and more than 100 CESO VAs have served as team mentors.

### CESO Aboriginal Services Completed Assignments (by Sector)



### CESO Aboriginal Services Completed Assignments (by Region)



## WORKING AS MENTORS AND COACHES AT HOME

**W**hile Aboriginal Services is the oldest and largest of CESO's national programs, CESO At Home is our newest. Launched in 1999, CESO At Home serves Canadian businesses and organizations with limited financial resources. Mentoring has emerged as the program's most popular service.

We have found that mentoring accelerates knowledge development for entrepreneurs by providing them with an objective person with whom to communicate on business issues. During this fiscal year, a total of 111 CESO At Home assignments were completed. Currently, CESO At Home encompasses:

### Mentoring Quebec's Youth Entrepreneurs

Support to SME (Small and Medium Enterprises) Youth Quebec started as a pilot project that ran from 1999-2002, in partnership with Canadian Economic Development. As a result of the pilot's success, it has become a full out project and since 2003 CESO has worked with nearly 100 entrepreneurs a year in Montreal.

The program offers rising entrepreneurs, aged 18 to 35, mentorship services, technical advice and management support in developing their businesses. It helps these young people take their place in Quebec's economy and allows society to benefit from their energy, ingenuity, and dynamism.

### Government of Nunavut Partnership

CESO has been assisting the Government of Nunavut since 2001. Today, the Government of Nunavut Partnership is a robust program involving most agencies, departments and a number of hamlets. The goals of this innovative partnership are to help the people of Nunavut improve their social and economic environment, develop a strong and skilled public service, and increase Inuit participation in the territorial government. In this fiscal year, 14 assignments were completed.

### ABC-CESO Partnership

In 2004, CESO and Aboriginal Business Canada (ABC) launched a two-year pilot project aimed at significantly increasing the number of successful Aboriginal entrepreneurs. Studies have long recognized that access to capital and mentoring are two key elements of entrepreneurial achievement. Through this partnership, ABC and CESO will put these two important elements together. ABC will assist carefully vetted Aboriginal entrepreneurs with startup loans, while CESO will provide two years of personalized mentoring to each entrepreneur.

The pilot will operate in British Columbia, Saskatchewan, Manitoba and Ontario. ABC will select 15 clients from each participating province and CESO will assign a VA mentor team to each of them. The VAs must make a two-year commitment to spend an average of ten days per year with the entrepreneurs.

*The program is a wonderful means to bridge generation gaps and give young entrepreneurs the opportunity to gain from the knowledge and skills of their CESO mentors.*

### SME-Youth Entrepreneurs tell us:

*This is an excellent program with great and continued potential for any SME or entrepreneur who has some difficulties but needs advice and direction in certain areas – things that the average person would never be able to afford in order to get his or her plan off the ground. Bravo!!*

Gavin Mills, President, Lollyland Confectionery Inc.

*CESO is an excellent resource for the young entrepreneur seeking hard-working professionals who have an equally widespread experienced network of veteran-calibre contacts. Most important is CESO's willingness to provide step-by-step guidance . . . CESO can help in a way rarely found via traditional channels. A true gem every bit worth that extra effort.*

Julian Herten-Greaven, President, POPNT.COM

# BUILDING PARTNERSHIPS

Contributions made by Aboriginal and International client partners, Volunteer Advisers, and Canadian corporations and foundations provide significant funding to meet program demands.

We thank all our client partners for their generous support and friendship and are especially grateful to the following:

## Aboriginal Services Client Partners Clients-partenaires des services autochtones

**Alberta**  
Aboriginal Financial Officers Assn. Alberta  
Alberta Aboriginal Affairs & Northern Dev.  
Alberta Indian Investment Corporation  
Blueridge Log Homes Limited  
Consultation Referral and Coordination  
NWT Department of Resources, Wildlife & Economic Development  
Duncan Canvin  
Goodfish Lake Economic Development  
Government of the Northwest Territories  
Grey Goose Lodge  
J & P LENNIE SERVICES INCORPORATED  
Kapawe'no First Nation  
Kitikmeot Economic Development  
Lesser Slave Lake Management Services  
Niwichihaw Acceptance Limited  
Peigan Crafts Limited  
Saddleback, Cameron  
Siksika Small Business Centre  
Smith's Landing First Nation  
Stoney (Chiniki) Band  
Village of Fort Simpson  
Whitefish Lake Band No. 128  
Yamoga Land Corporation

**Atlantic  
Atlantique**  
Atlantic Policy Congress of First Nation Chiefs  
Secretariat Incorporated  
Daniel Basque  
Eskasoni Economic Development  
Howard Johnson Jr.  
Madawaska Maltiseet First Nation  
Netukulink Fisheries Limited  
Saint John River Valley Tribal Council  
We' Kogma' Q First Nation Education  
Shubenacadie Band  
Elsjopogtog First Nation  
Chapel Island Fisheries  
Saint Mary's Band  
Tobique Economic Development Corporation  
Waycobah Band  
Lennox Island Band  
Acadia Band  
Miawpukek Band

**British Columbia  
Colombie-Britannique**  
Atlas Manufacturing Limited  
Adams Lake Band  
Burns Lake & District Community Economic  
Development Association  
First Clip Clipping Services  
First Nation of Na-cho Nyak Dun  
Heiltsuk First Nation  
Kanaka Bar Band  
Kaska First Nation Economic Inc.  
Mayo Bigway Foods  
Nuxalk First Nation  
Native Courtworkers & Counselling  
Qqs (Eyes) Society  
Seabird Island Band  
Sechelt First Nation Info.Tech. Revision  
Sechelt First Nation  
Sechelt First Nation Gas Bar  
Skeetchestn Band  
Teslin Tlingit Council

Tsawataineuk Band  
Vancouver Native Housing Society  
William Deveau  
Williams Gabe  
Wayne Clark  
Wlilp Si Sabw Healing Centre  
**Manitoba**  
Aiyawin Corporation  
Anishinabe Mazaska Capital Corporation  
Brokenhead Ojibway Nation  
Bunibonbee Cree Nation  
Chemawawin Cree Nation  
Community & Econ. Dev. Training  
Cree Nation Tribal Health Centre Incorporated  
Cross Lake Education Authority  
Cross Lake First Nation Health Services  
Dauphin Friendship Centre Incorporated  
Eyaa-Keen Centre Incorporated  
First Voice Multimedia Incorporated  
Freshwater Fish Marketing Corporation  
Hollow Water First Nation  
INFONEX Incorporated  
Junior Achievement of Manitoba Inc.  
Lake Manitoba First Nation  
Little Black River First Nation  
Manitoba Association of Native Firefighters  
Manitoba Métis Federation  
Marcel Colomb First Nation  
Nee-Ack Confectionary  
Northern Forest Diversification Centre  
Peguis Development Corporation Limited  
Peguis Healing Foundation & Training Centre  
Pickereel Narrows Construction  
Roseau River Anishinabe First Nation  
Skownan First Nation  
Swan Lake First Nation  
Town of Leaf Rapids  
Treaty Land Entitlement Committee  
Tribal Wi-Chi-Way-Win Youth Fund  
WEC Resources Incorporated

**N. W. Ontario  
N.-O. de l'Ontario**  
Bimose Tribal Council Incorporated  
C. Bob's Pro Fishing Shop  
Dryden Native Friendship Centre  
GCT #3 Representative Services  
Iskatewizaagegan No. 39 Independent  
First Nation  
Kasabonika Lake First Nation  
Minnow-Say-Win Incorporated  
Neskantaga First Nation  
Nicickousemenecaning First Nation

**Ontario**  
Attawapiskat Development Corporation  
Beausoleil First Nation  
Canadian Aboriginal Science and Tech.  
Gezhtoojig Employment & Training  
Gull Bay First Nation  
I.N.A.C. Nunavut Regional Office  
Mitigaawaaki Forestry  
Miziwe Biik  
Mnaamodzawin-Noojmowin Health  
Nokee Kwe Occupational Skills Dev.  
Ogemawahj Tribal Council  
Pallas Communications

Serpent River First Nation  
Tembec Industries  
Wasauksing First Nation  
Weenusk First Nation  
**Québec**  
Art Huron International  
Ataro  
Conseil de Bande des Montagnais d'Essipit  
Eastmain Band Council  
Ferme Josée Ethier  
Innu Takuikan  
John St. Denis  
Kanien'keha Aorihwasa'shon:a  
Kateri Foundation  
Labrador Inuit Association  
Makivik Corporation  
Mihchisin Nesht Machcunish Ataawaakamik  
Mohawk Council of Kahnawake  
Naskapi Development Corporation  
Native Friendship Center  
Petit Moteur Michel Enregistre  
Police régionale de la Nitassinan  
Robertson Fournures  
Tembec  
Terres en Vues  
Tewatohnh'i Saktha  
Wapmagoo'stui Eeyou Enterprise  
Development Corporation  
Société de Communication Atikamek-  
Montagnaise

**Saskatchewan**  
Ahtahkakoop First Nation Econ. Dev.  
Ahtahkakoop First Nation Education  
Carry the Kettle First Nation  
Cowessess First Nation Urban Store  
Economic Development  
Federation of Saskatchewan Indian Nations  
Economic Development

Gary Favel  
Gordon First Nation Restaurant  
Gordon Retail Centre  
Gerald Davis  
Herb Ahenakew - Herb's Landscape  
Jason Bear  
Jeff Bird  
Joe Munroe  
Lorraine Penner  
Muskeg Lake First Nation Property  
Management Centre  
Muskoday First Nation Store  
Muskoday First Nation  
Muskowekwan First Nation  
Muskowekwan Store  
Okanese First Nation  
Pelican Lake First Nation Store  
Pelican Narrows (Peter Ballantyne)  
Peter Gardippy  
Saskatchewan Indian Equity Foundation  
Standing Buffalo First Nation  
Starblanket First Nation  
Thunderchild First Nation Econ. Dev.  
Touchwood Agency Tribal Council  
Treaty 4 Governance Institute  
Waskoosis Safe Shelter  
Whitebear First Nation Econ. Dev.  
Yellow Quill Development Corporation

# ÉTABLIR DES PARTENARIATS

La contribution des clients-partenaires autochtones et internationaux, des entreprises et des fondations canadiennes constitue une source de financement importante qui nous permet de répondre aux exigences des programmes.

Nous tenons à remercier tous nos clients-partenaires pour leur généreux appui et leur amitié. Nous sommes particulièrement reconnaissants aux clients-partenaires suivants :

## International Services Client Partners Clients-partenaires des services internationaux

**Africa  
Afrique**  
Capital Finance  
Commune Rurale de Wum  
Ferme Royale  
Institut Universitaire de Fyvet (IUF)  
MARGACAM  
Media Monde  
Résidence Hôtelière la Falaise  
Société d'Exploitation Clinique des Mamelles  
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**Asia  
Asie**  
Ateneo De Naga University  
Bavarian Barn Restaurant Pvt. Limited  
Cooperative Bank of Tarlac  
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Hikkaduwa Beach Hotel  
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Northwestern University  
Sansu Advertising Service  
State Administration of Foreign Experts Affairs (SAFEA)  
Tangalla Bay Hotel  
Thilanka Hotels Limited  
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VL Makabali Memorial Hospital Incorporated

**Caribbean  
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National Bank of Dominica  
Organisation of American States

**Central America  
Amérique centrale**  
Alcoholmujer - Honduran Women Cooperative  
Canada Fund  
COCESNA  
Credicorp Bank S.A.  
Hotel Puerto Libre  
Molino Oro Del Norte

**Central & Eastern Europe  
Europe centrale et Europe de l'Est**  
Tigar Mountain House  
Tigar Rubber Footwear  
Tigar Trade

**South America  
Amérique du Sud**  
Asociacion de Productores de Plantas Medicinales  
Nalsani S.A.

# DONATING FOR A BETTER TOMORROW

# CONTRIBUER EN VUE D'UN AVENIR MEILLEUR

## Supporters

CESO is proud to recognize the following supporters:

## Partenaires

SACO est fier d'identifier les défenseurs suivants :

## Individual and Family Sustaining Members

CESO sincerely thanks the following individual and family sustaining members who have made contributions of \$100 or more in the past year, ending March 31, 2005.

### Ontario

#### Individual / Particuliers

## Corporate Supporters

### Sources de financement privées

Aliant Telecom  
Aon Reed Stenhouse Inc.  
BMO Financial Group  
Banque de développement du Canada  
Bata Limited  
Bell Canada  
Border Paving Limited  
CG&B Financial Services Incorporated  
Canadian Imperial Bank of Commerce  
Cassels Brock & Blackwell LLP  
Delta Hotels & Resorts  
Edmonton Journal  
EnCana Corporation  
Great-West Life Assurance Company  
Inco Limited  
Ingersoll-Rand Canada Inc.  
Manitoba Hydro  
Municipal Insurance Association of British Columbia  
National Life Assurance Company of Canada  
Navigant International/Canada Inc.  
Nexen Incorporated  
Power Corporation of Canada  
PPG Canada Inc.  
Pratt & Whitney Canada  
Procter & Gamble Inc.  
Royal Bank of Canada  
Shell Canada Limited  
TD Canada Trust  
The Bank of Nova Scotia  
The North West Company  
The Wawanesa Mutual Insurance Company  
Upper Lakes Group Inc.

## Foundations

### Fondations

F.K. Morrow Foundation  
Fondation Jean-Paul Tardif  
Royal Bank Financial Group Foundation  
The Allan and Shirley Taylor Foundation  
The McCain Foundation  
The McLean Foundation

### Ontario

#### Individual / Particuliers

Marie-Helene Abboud  
Anab Ali  
Robert Allen\*  
James Austin\*  
C. Mitchell Banks  
John Barry  
Viviane Bergevin  
Vinod Bhalla  
John Blanchard  
Aug Bolté\*  
Terry Brackenridge\*  
Willy Brand  
Peter Cheng\*  
Mabon Cunningham\*  
Karen Daigle\*  
Barnett Danson\*  
John Davis  
Allison Deer  
Martin Den Haring\*  
Paul Di-Lauro\*  
Robert Dickson\*  
Adele Dobkowski  
Phil Donnelly  
Ros Donnelly\*  
Wilfrid Dugas\*  
Lorne Duquette\*  
Keith Eady  
Ray Eaton\*  
Jeffrey Edelson  
Derek Edwards\*  
Anna Eloi Francis  
Goldy Fisher\*  
Arthur Fletcher  
Alex Frirdich\*  
Chris Full\*  
Ronette Gaba\*  
Fred Giessmann\*  
Violeta Gomez  
John Haberer\*  
Henry Hackenspiel\*  
Dan Haggerty\*  
Ron Hamanaka  
George Hansman\*  
Robbert Hartog\*  
Cora Hinds  
Mike Jenkinson  
Suzanne Justin  
Peter Kemerer\*  
Victor Koby\*  
Paul Kozma\*  
John Kuiper\*  
Howard Langstaff  
Leo Leering\*  
Aruna Li\*  
Murray MacKenzie\*  
Stewart Malcolm\*  
Edward Malek  
Josie Marchese  
John Martin\*  
Vimla Mehra  
Lee Morrison  
Ray Oster  
Navin Parekh  
Ed Peppler\*  
Jorgen Poschmann\*  
Johanne Ratz\*  
Timothy Reid\*  
O.J. Reynolds\*+  
Jeffrey Rouse  
John Schmied  
Clayton Scott\*

### Ontario

Mary Slavik\*  
Dick Stackhouse\*  
Maria Stebelsky\*  
Jarvis Stoddart\*  
Neal Stoskopf  
Eudene Stuart\*  
Mego Svadjian  
Maril Swan  
Raymond Tan\*  
Zigfrids Upitis\*  
Hyacinth Vidal  
Howard Walker\*  
Rosemary Webber\*  
Susan Wetmore  
Forrest Wilson\*  
Zen Zlotnik\*

### Family / Familles

Charles & Mary Anna Beer\*  
William & Cindy Chiang\*  
Bert & Betty Ann Cowan\*  
Gordon & Barbara Cummings  
Robert & Mary Dale\*  
Jake & Helene Dick\*  
Bob & Rina Dickson  
Cliff & Maxine Elliott\*  
Gene & Donnie Farley\*  
John & Ann Marie Gibson\*  
Alan & Robby Gray\*  
Scott & Krystyne Griffin\*  
Stan & Barbara Hiseler\*  
Tibor & Lucia Horbász  
Helen & Douglas Johnson  
Anne & Andy Joyce  
Clarence & Pauline King\*  
Don & Christina MacLeod\*  
Keith & Helen McKerracher\*  
Bill & Sandy Miles  
Joanne & C. Arthur Miller\*  
Robert & Janet Mitchell\*  
Gunter & Ann Otto\*  
Andy & Rita Phillips  
Joe & Janet Pokluda\*  
Roger & Clare Purdue  
Galer & Enid Robinson  
Jeffery & Carol Stinson  
Don & Jill Stuart\*  
Doug & Donna Summerhayes  
Andrew & Dorothy Tapajna\*  
John & Ruby Van Esch\*  
Bill & Patricia Whiteside  
Dave & Mary Willis  
Art & Ella Witt\*

### Québec

#### Individual / Particuliers

Louise Alary  
Gaston Allard\*  
Robert Blain\*  
Stan Britton  
Jean Duchesne\*  
Marcel Fradette\*  
Robert Frigière  
Pierre Guertin  
Eugenia Humchack\*  
André Joyal  
Roger Lacoste\*  
Roger Laplante  
Michel Lavoie  
Robert Leclerc  
Renaud Levesque\*  
Shyrl London\*  
Warwick Matthews\*

## Les particuliers et les familles partenaires

SACO remercie sincèrement les familles et les particuliers commanditaires qui ont versé 100 \$ et plus au cours de l'exercice terminé le 31 mars 2005.

Jean Morand  
Eugène Moreau\*+  
Gérard Paradis\*  
Ian Park\*  
André Racine  
Raja Rajagopalan\*  
René Robitaille\*  
Rick Sala  
Yvon Savard\*  
Hugh Slater\*+  
Harold Thuringer\*  
Donald West Sr.

### Family / Familles

Jean-Louis Castonguay & Dawn Duquet\*  
Robert & Christine Guay  
André & Carol Hoffmann  
Jacques & Michèle Latulippe\*  
Gabriel & Jacqueline Meunier  
Hugh & Mary Thomson\*

### British Columbia

#### Colombie-Britannique

#### Individual / Particuliers

Marie-Belle Bulmer  
Jim Caudle\*  
Marg Csapo  
Jag Dhillon\*  
Victor Fernandes\*  
Fred Holl\*  
Nick Humeniuk\*  
Clarence Jules\*  
Jim Karpoff\*  
Nick Kicey  
Keith MacDonald  
Charles Nash  
John Parker  
Uli Reichardt  
Monique Scott\*  
Dean Struble  
Chris Trunkfield  
Elaine Ward  
Bob Wingen

### Family / Familles

Bill\* & Maxine Draper\*  
Caspar & Fopkje Beuk\*  
Ken & Yvonne Thomas\*  
Vern & Maureen Tompkins  
Tony & Sharon Wood\*

### Alberta

#### Individual / Particuliers

Andy Antoniu\*  
Jeff Brown\*  
Allan Charles\*  
Bertha Davis\*  
Bea Empey\*  
Paul Evaskevich\*  
Hans Garde-Hansen  
Bill Gillespie\*  
Joseph B. Gurba\*  
Mac Harvey\*  
Yasu Hiratsuka\*  
William Malcolm Hunter  
Ann Kennedy\*  
Dan Kyba  
Norma Letal  
Eldon Loucks  
Ray McHugh  
Lu Piening\*

Simon Pronk\*  
Donald Seaman\*  
Norman Simmons\*  
Margaret Smith  
William Strojich  
George Van Dyk\*  
Harry Vandervelde\*  
Harold Webber\*  
John Wiebe\*

### Family / Familles

Ken & Huguette MacKell\*  
Felix & Jeanne Michna  
Glenn & Margaret Sundstrom\*  
Phil & Eleanor Thomas  
Vic & Wendy Walls\*

### Saskatchewan

#### Individual / Particuliers

Audrey Ahenakew  
Thomas Gentles\*  
Walter Gumphrich\*  
Maurice Pardoe\*

### Family / Familles

Mary & Philip Reeves

### Manitoba

#### Individual / Particuliers

Peter Dyck\*  
John Gavloski  
Morley Globerman\*  
Yude Henteleff\*  
Jacob Sawatzky  
Harold Stewart  
Harlyn Thompson

### Family / Familles

Monty & Mary Beth Flom

### Nova Scotia

#### Nouvelle Écosse

#### Individual / Particuliers

Mike Dempster\*  
Don Fraser  
Kris Pruski\*  
Brian Smith

### New Brunswick

#### Nouveau Brunswick

#### Family / Familles

Ginette & Edmond  
Gagné-Koch\*

### Nouveau Brunswick

#### Terre-Neuve

#### Individual / Particuliers

Normand Péladeau\*

### Navavut

#### Individual / Particuliers

John Hickey

\*Donors who have contributed for 5 or more years.

+Donateurs depuis cinq ans et plus

\*Deceased

+Décédé

## Auditors' Report

To the Members of  
Canadian Executive Service Organization

We have audited the statement of financial position of Canadian Executive Service Organization as at March 31, 2005 and the statements of operations, changes in net assets and cash flows for the year then ended. These financial statements are the responsibility of the organization's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the organization as at March 31, 2005 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles. As required by the Canada Corporations Act, we report that, in our opinion, these principles have been applied on a basis consistent with that of the previous year.

KRIENS-LAROSE, LLP  
Chartered Accountants

Toronto, Ontario  
April 29, 2005

## Rapport des vérificateurs

Aux membres du  
Service d'assistance canadien aux organismes

Nous avons vérifié le bilan du Service d'assistance canadien aux organismes (SACO) au 31 mars 2005 ainsi que les états des résultats, de l'évolution de l'actif net et des flux de trésorerie pour l'exercice prenant fin à cette date. Ces états financiers sont la responsabilité de la direction de l'organisme. Notre responsabilité consiste à formuler un avis sur ces états financiers en nous basant sur notre vérification.

Nous avons effectué notre vérification en respectant les normes de vérification normalement reconnues. Conformément à ces normes, nous devons planifier et effectuer une vérification de manière à obtenir une assurance raisonnable que les états financiers ne contiennent aucune inexactitude majeure. Une vérification comprend l'examen, sur une base d'échantillon, des pièces justificatives à l'appui des données et des montants figurant dans les états financiers. Elle prévoit également une vérification des conventions comptables utilisées et des principales prévisions faites par la direction ainsi qu'une évaluation de la présentation générale des états financiers.

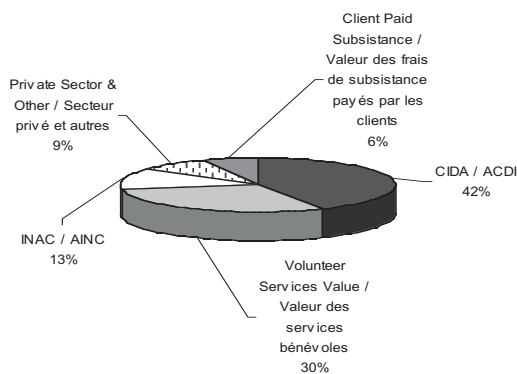
À notre avis, les états financiers ci-après présentent avec justesse, à tous égards, la situation financière de l'organisme au 31 mars 2005 ainsi que les revenus et dépenses de fonctionnement et les flux de trésorerie pour l'exercice prenant fin à cette date, conformément aux principes comptables généralement reconnus. Suivant la Loi sur les corporations canadiennes, nous déclarons être d'avis que ces principes ont été appliqués d'une manière correspondant à celle de l'an dernier.

*Kriens-Larose, LLP*

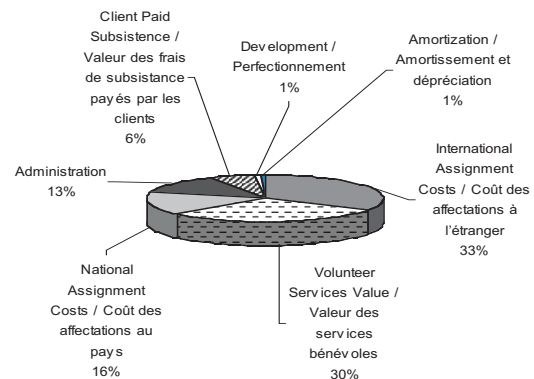
KRIENS-LAROSE LLP  
Comptables agréés

Toronto (Ontario)  
Le 29 avril 2005

### Revenues 2004-2005 Revenus 2004-2005



### Expenses 2004-2005 Dépenses 2004-2005



**STATEMENT OF FINANCIAL POSITION** (AS AT MARCH 31, 2005)  
**BILAN** (AU 31 MARS 2005)

	2005	2004
<b>ASSETS</b>		
<b>ACTIF</b>		
<b>CURRENT ASSETS</b>		
<b>ACTIF À COURT TERME</b>		
CASH AND OPERATING ACCOUNTS		
ENCAISSE ET COMPTES TEMPORAIRES	\$ 934,179	\$ 673,244
CASH & SHORT-TERM INVESTMENTS		
ENCAISSE ET PLACEMENTS À COURT TERME	228,193	134,428
SHORT-TERM INVESTMENTS - DESIG.		
PLACEMENTS À COURT TERME - FINS PART.	55,500	55,500
OPERATING ADVANCES TO REPRESENTATIVES		
AVANCES AUX FINS DE REPRESENTATION	192,696	312,231
ACCOUNTS RECEIVABLE		
COMPTES CLIENTS	305,850	377,348
PREPAID EXPENSES		
CHARGES PAYÉES D'AVANCE	55,798	106,012
	<u>\$1,772,216</u>	<u>\$1,658,763</u>
<b>LONG-TERM INVESTMENTS - DESIG.</b>		
<b>PLACEMENTS À LONG TERME</b>		
- FINS PART.	\$1,345,360	\$1,468,765
<b>EQUIPMENT</b>		
<b>MATÉRIEL</b>	317,577	387,606
	<u>\$3,435,153</u>	<u>\$3,515,134</u>
<b>LIABILITIES</b>		
<b>PASSIF</b>		
<b>CURRENT LIABILITIES</b>		
<b>PASSIF À COURT TERME</b>		
ACCOUNTS PAYABLE AND ACCRUED LIABILITIES		
COMPTES FOURNISSEURS ET CHARGES À PAYER	\$ 329,606	\$ 549,795
DEFERRED REVENUE		
CONTRIBUTIONS REPORTÉES	1,199,023	1,133,616
	<u>\$1,528,629</u>	<u>\$1,683,411</u>
<b>PROVISION FOR EMPLOYEE RETIREMENT ALLOWANCES</b>		
<b>PROVISION POUR PRESTATIONS DE RETRAITE</b>	\$ 159,476	\$ 168,144
<b>RENT EQUALIZATION</b>		
<b>COMPENSATION LOCATIVE</b>	159,784	130,173
	<u>\$1,847,889</u>	<u>\$1,981,728</u>
<b>NET ASSETS</b>		
<b>ACTIF NET</b>		
OPERATING FUND		
FONDS DE FONCTIONNEMENT		
GENERAL		
GÉNÉRAL	\$(373,652)	\$(512,098)
INVESTED IN EQUIPMENT		
INVESTISSEMENTS EN MATÉRIEL	317,577	387,606
DESIGNATED FUNDS		
FONDS AFFECTÉS À DES FINS PARTICULIÈRES	1,643,339	1,657,898
	<u>1,587,264</u>	<u>1,533,406</u>
	<u>\$3,435,153</u>	<u>\$3,515,134</u>

**STATEMENT OF OPERATIONS** (FOR THE YEAR ENDED MARCH 31, 2005)  
**ÉTAT DES RÉSULTATS** (POUR L'EXERCICE PRENANT FIN LE 31 MARS 2005)

	2005	2004
<b>REVENUES</b>		
<b>REVENUS</b>		
VALUE OF VOLUNTEER SERVICES		
VALEUR DES SERVICES BÉNÉVOLES	\$ 4,217,045	\$ 5,104,400
VALUE OF CLIENT PAID SUBSISTENCE		
VALEUR DES FRAIS DE SUBSISTANCE		
PAYÉS PAR LES CLIENTS	905,878	1,126,909
CIDA		
ACDI	5,909,097	6,793,735
INAC		
AINC	1,767,760	1,738,000
PRIVATE SECTOR, CLIENTS AND OTHER		
SECTEUR PRIVE, CLIENTS ET AUTRES	1,196,224	1,523,008
	<u>\$13,996,004</u>	<u>\$16,286,052</u>
<b>OPERATING FUND EXPENSES</b>		
<b>DÉPENSES DE FONCTIONNEMENT</b>		
VALUE OF VOLUNTEER SERVICES		
VALEUR DES SERVICES BÉNÉVOLES	\$ 4,217,045	\$ 5,104,400
VALUE OF CLIENT PAID SUBSISTENCE		
VALEUR DES FRAIS DE SUBSISTANCE		
PAYÉS PAR LES CLIENTS	905,878	1,126,909
INTERNATIONAL ASSIGNMENT COSTS		
COÛT DES AFFECTATIONS		
À L'ÉTRANGER	4,635,276	5,561,109
NATIONAL ASSIGNMENT COSTS		
COÛT DES AFFECTATIONS		
AU PAYS	2,197,936	2,466,248
ADMINISTRATION*		
ADMINISTRATION *	1,780,837	1,998,404
DEVELOPMENT		
PERFECTIONNEMENT	109,864	63,618
AMORTIZATION/DEPRECIATION		
AMORTISSEMENT ET DÉPRÉCIATION	80,751	83,987
	<u>\$13,927,587</u>	<u>\$16,404,675</u>
<b>EXCESS (DEFICIENCY) OF REVENUES OVER OPERATING FUND EXPENSES</b>		
<b>EXCÉDENT (INSUFFISANCE) DES REVENUS PAR RAPPORT AUX DÉPENSES DE FONCTIONNEMENT</b>	\$ 68,417	\$ (118,623)
<b>DESIGNATED FUND REVENUES</b>		
<b>REVENUS - FONDS AFFECTÉS À DES FINS PARTICULIÈRES</b>	75,271	160,736
<b>DESIGNATED FUND EXPENSES</b>		
<b>DÉPENSES - FONDS AFFECTÉS À DES FINS PARTICULIÈRES</b>	89,830	278,568
<b>NET DESIGNATED FUNDS</b>		
<b>SOLDE NET - FONDS AFFECTÉS À DES FINS PARTICULIÈRES</b>	(14,559)	(117,832)
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENSES</b>		
<b>EXCÉDENT (INSUFFISANCE) DES REVENUS PAR RAPPORT AUX DÉPENSES</b>	\$ 53,858	\$ (236,455)

\*Administration includes Corporate & Communications costs.  
 \*Administration inclut coût de Siège social & des Communications

APPROVED ON BEHALF OF THE BOARD:



Director/administratrice

APPROUVÉ AU NOM DU CONSEIL D'ADMINISTRATION :



Director/administrateur