

ANNUAL REPORT

2021-22



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OUR VISION, MISSION, AND VALUES

VISION



We are committed to inclusive and collaborative communities of inquiry and practice. We envision a world in which evaluative thinking and evaluation practice empowers individuals and enhances community well-being.

MISSION



We work to enhance capacity for evaluative thinking and evaluation practice across Ontario. We share knowledge and engage practitioners and users of evaluation by:

- Partnering and collaborating with individuals, organizations, networks, and communities;
- Creating accessible opportunities for professional development across key learning objectives;
- Supporting excellence in the field by informing public policy and promoting ethical and rigorous evaluation standards and practices;
- Curating, sharing, and embracing diverse ways of knowing and systems of knowledge.

VALUES



1. Equity and social justice
2. Diverse ways of knowing and systems of knowledge
3. Evidence-informed and ethical decision making
4. Continuous Quality Improvement (CQI)
5. Innovation

LAND ACKNOWLEDGMENT

Let us begin by acknowledging the land on which CES-ON's work, and the work of our members, takes place is traditional Indigenous territories covered by Treaties with many First Nations, Inuit, and Métis communities.

CES-ON acknowledges all Treaty peoples (including those who came here as settlers) as migrants, either in this generation or in generations past.

We acknowledge those of us who came here involuntarily, particularly forcibly displaced Africans, brought here as a result of the Transatlantic slave trade and slavery.

We recognize that systemic racism and oppression exists in our Province and the practice of evaluation takes place within these systems. We acknowledge the responsibility that CES-ON holds as a professional association in dismantling systems of oppression.

OUR VALUES

CES-ON values diverse ways of knowing and systems of knowledge. We value collaborative evaluation of knowledge and strive to create synergies across knowledge systems.

We seek to co-produce and share knowledge that is inclusive of multiple ways of knowing, including scientific, Indigenous and local knowledge systems, and practitioners' knowledge.

CES-ON DENOUNCES RACISM

View the full statement of [CES-ON's Commitment To Denouncing Racism against Black and Indigenous Communities, Increasing Diversity and Promoting Inclusion](#)

CES-ON denounces all racist behaviors, acts, and communications. We exist as an organization, and evaluation exists as a field, to improve conditions for all through the practice of evaluation (i).

Call to CES-ON Members:

CES-ON calls on evaluators to take on a leadership role in advancing diversity, equity and inclusion and to commit to carrying out the following acts given our collective responsibility to eradicate systemic racism and its consequences:

1. Do the individual-level learning that will help us recognize the ways that evaluation can cause harm (ii).
2. Turn the lens on ourselves as individual professionals and as a field, looking at the ways our field and our practice perpetuates injustice (iii).
3. Use our unique skills to dismantle racism and systems of oppression while creating healing and safe spaces to build bridges to a more equitable, democratic, and just future (iv).

Actionable Anti-Racist Commitments by CES-ON Board of Directors:

CES-ON shall enact an anti-racist agenda through the practice of culturally-responsive and equitable evaluation (v). The Board shall be guided by an intersectional approach that recognises that multiple intersections exist in endless combinations, and that they can lead to both privilege and discrimination (ix). An important element of culturally-responsive and equitable practice is evaluation teams led by people from communities that are the intended beneficiaries of programs. To meet this important prerequisite, we need to cultivate more evaluators of colour.

[i] American Evaluation Association – Statement on Systemic Racism: <https://www.eval.org/d/do/5007>

[ii] American Evaluation Association: <https://www.eval.org>

[iii] Ibid

[iv] Ibid

[v] Michigan Association for Evaluation: <https://www.maeeval.org/>

CES-ON DENOUNCES RACISM

[CES-ON's Commitment To Denouncing Racism against Black and Indigenous Communities, Increasing Diversity and Promoting Inclusion](#)

The CES-ON Board of Directors should come to better reflect the diversity of our province. For these reasons, the CES-ON Board of Directors will take the following actions in support of anti-racism within our organization and report on their progress annually:

Supporting Black and Indigenous Evaluators

1. *Provide a \$250 annual training bursary to an evaluator who identifies as Indigenous.*
2. *Introduce a \$250 annual training bursary to an evaluator who identifies as Black.*

Commitment to Organizational Change

1. *Establish a DEI leadership position in the organization and dedicate resources to support that role.*
2. *Dedicate 1 volunteer Board of Director position to an individual who identifies as Black.*
3. *Dedicate 1 volunteer Board of Director position to an individual who identifies as Indigenous.*
4. *Develop a DEI framework/ lens that actions our values and mission across the organization, and systematically review policies and procedures and implements improvements.*
5. *Establish processes for sourcing talent from diverse racial backgrounds for CES-ON committees and Board of Director positions, facilitators, contractors, staff and/or professional service providers*
6. *Require all board members and committee volunteers to participate in DEI professional development opportunities.*
7. *Work with CES National, Chapters, our members, Black and Indigenous organizations, allies and partners to further our capacity to enact an anti-racist agenda both internally and externally.*

Supporting Capacity Building in DEI for Evaluators

1. *Provide access to Diversity, Equity, and Inclusion (DEI) professional development learning for evaluators.*

LETTER FROM THE PRESIDENT



It is my great honor to share that after twenty-five years, CES, Ontario Chapter officially registered as an incorporated nonprofit on February 1, 2022. This year's Annual General Meeting on June 22, 2022 will be the first official members' meeting for CES, Ontario Chapter. Members will elect the Board of Directors and approve our foundational bylaw. The Board has invested time thinking deeply about our history, present-day realities and future hopes for the Chapter. Our governance team has reviewed the bylaw to ensure our lawyers have meaningfully reflected our perspectives in it. I hope our membership will unanimously approve the bylaw as presented.

The Chapter stabilized its financial situation through 2021-22 and saw a modest growth of 11% in revenues over 2020-21. Our auditors have given us a clean bill of health. The Chapter has over two years of operational funds in reserve. However, we remain attentive to new opportunities to raise revenues, grow the Chapter, and meet the needs of our membership. The Board is engaged in a business planning process to guide our next phase of work.

Our core challenge areas remain marketing and sales, declining membership numbers (an issue across CES) and reduced board capacity.

In this last year, the PD Committee expanded their offerings and the Membership Committee welcomed the second cohort into their Mentorship Program and held topical webinars. The newly formed Diversity, Equity, Inclusion and Anti-Oppression (DEIAO) began integrating a DEIAO lens into operations. The Finance Committee ensured a smooth and efficient audit process.

After twenty-five years, CES, Ontario Chapter officially registered as an incorporated nonprofit on February 1, 2022.

LETTER FROM THE PRESIDENT



Volunteer directors and committee members have stepped up to support the Chapter even as they are overstretched with the demands of their health, jobs, families and communities. I would like to thank outgoing directors, Marion Trent-Kratz and Marisha Holmberg, our PDC co-chairs, who have steadfastly steered us through the challenge of pivoting to online learning during this pandemic and launching new professional development training for our members. I thank them for their creativity, dedication and tireless work for the Chapter. We will miss working with you, and wish you the best for your next venture.

I also thank the current Board of Directors that is going to serve as the first elected Board for our incorporated Chapter for their leadership and perseverance.

Sincerely,

Nikhat Rasheed

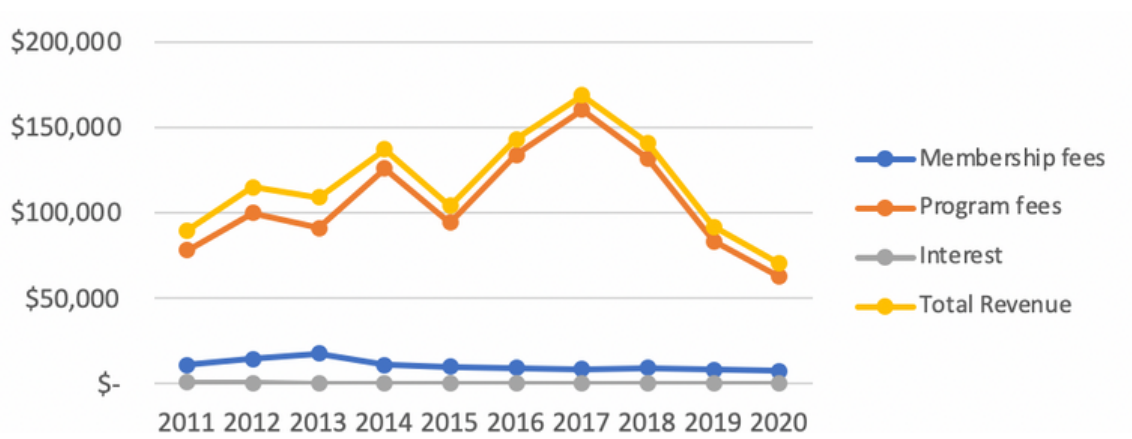
TREASURER'S REPORT

NOTE

This report is presented in conjunction with our prepared Audited Financial statements, and aligned to our Strategic Direction III , Goal III.3 (financial capacity).

- In 2021-22, the Chapter increased revenue by 11% revenue (\$78,008) and net assets (reserve fund) increased by 2.8% to \$130,310. Revenue pressures remain as revenue has fallen by 44% (\$140,994) since 2018. We present the Audited Financial Statements for your review

REVENUE SOURCES 2011-2021



Finance Committee Highlights

- For the upcoming year, the Finance Committee has determined to put an investment strategy in place after discussion with our bank and to review/control auditing and accounting/ bookkeeping costs. Audit costs have risen 75% since 2019 and an initial quote from other auditors has shown that audit costs have increased across the industry substantially since 2020. Our accounting/ bookkeeping fees have also risen to 15% of total revenue since 2018. Further, these professional fees have increased as a percentage of our revenue, as revenue has fallen

\$159,669

net assets at the
end of the Fiscal
year

TREASURER'S REPORT

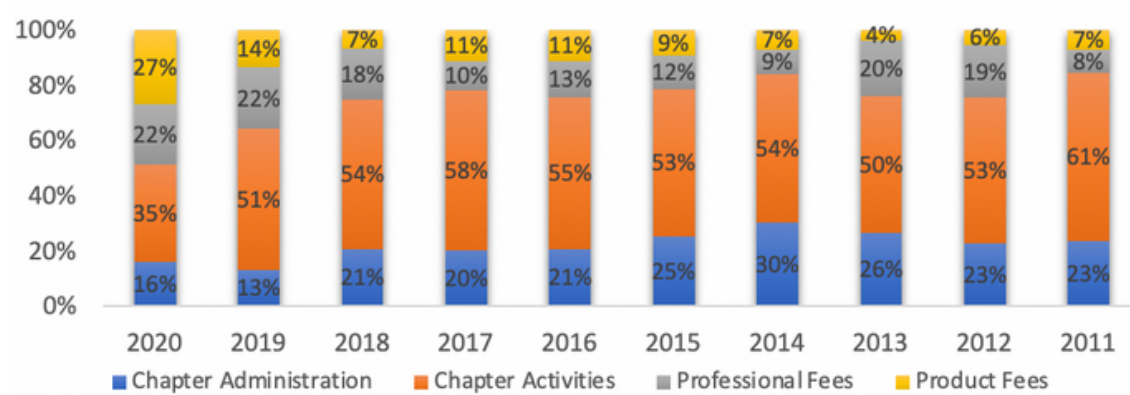
NOTE

This report is presented in conjunction with our prepared Audited Financial statements, and aligned to our Strategic Direction III , Goal III.3 (financial capacity).

Finance Committee Highlights

- The Finance Committee has developed a detailed budget for FY 2022 with contributions from each committee. The Chapter is projecting a breakeven budget with a total revenue of \$112,649, expenses of \$112,329 and an operating margin of 0.28%. We estimate professional development to bring in 75% of the revenue this year, with the rest being generated from membership events, event sponsorships and the membership fee rebate from National
- With declining membership fee revenue, the Chapter strongly urges CES National and other Chapters to review the percentage that Chapters receive, and advocates an increase from the current 16% to at least 25% or more

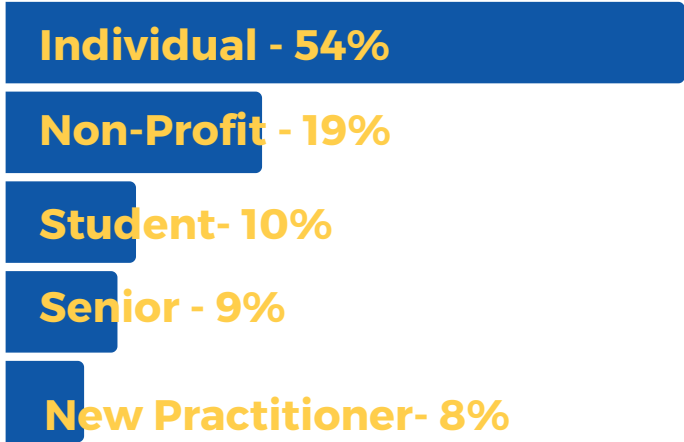
PERCENTAGE CONTRIBUTIONS TO TOTAL EXPENSES



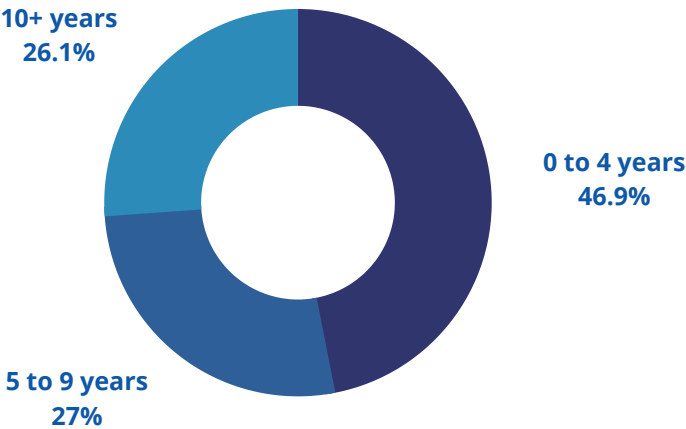
WHO ARE OUR MEMBERS?

333 CES-ON members as of May 2022

Membership Type



Membership Length



HOW DO MEMBERS ENGAGE?

Professional development brings in

75-80%

Of the revenue with the remainder being generated from:

- Membership events (webinars, virtual conference)
- Event sponsorships
- Membership fee rebate from National (16%)

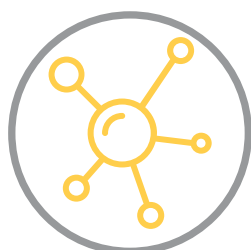
On average, events attract 42% non-members and 58% members

STRATEGIC DIRECTIONS



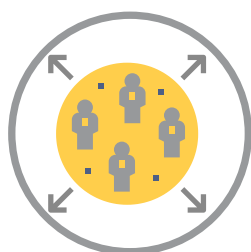
Strategic Direction I

CES-ON facilitates increased access to relevant services and supports for evaluation learners, practitioners, researchers, and users across Ontario.



Strategic Direction II

CES-ON engages with key stakeholders to strengthen the culture of evaluation and promote the value of evaluative thinking for enhanced public benefit.



Strategic Direction III

CES-ON will strengthen internal organizational capacity to support our Mission & Vision.

STRATEGIC DIRECTION I

GOAL I.1

We will enhance diversity, inclusiveness, accessibility, and relevance of Professional Development (PD) offerings for learners, practitioners, researchers, and users of evaluation across Ontario.

- We have built relationships with new facilitators expanding PD offerings
- We have provided flexibility for facilitators and members to attend workshops virtually
- CES-ON continues to proactively offer cost-effective high-quality PD workshops for to meet the needs of CES-ON members and align with the Chapter's commitment to diversity, equity and inclusion
- We have diversified workshops to include Advanced and Intermediate options



NEW PD WORKSHOP OFFERED FOR 2021-22

Evaluation by Design
Principles-Focused Evaluation
Feminist Principles in MEAL
Interactive Dashboards
Rapid Impact Evaluation
Facilitation Skills for M&E Practitioners

GOAL I.2

We will significantly increase delivery and delivery options for CES-ON PD offerings for learners, practitioners, researchers, and users of evaluation across Ontario.

PD PARTICIPANTS - BY THE NUMBERS

73 Infographics
34 E-Essential Skills
28 Feminist Principles in MEAL
25 Rapid Impact Evaluation
15 Principles-Focused Evaluation
12 Evaluation by Design
8 Interactive Dashboards
195 Total

- In our continual response to COVID-19, we transitioned all PD workshops to a virtual format
- Additional PD workshop development is anticipated for Fall 2022
- The PD and Membership Committees will continue to collaborate to offer PD workshops that built on membership webinar topics

STRATEGIC DIRECTION I

GOAL I.3

We will promote evaluation standards, and support competency-based evaluation and the Credentialed Evaluator (CE) designation.

- CES-ON participated in networking events with WaterWell, a growing network of evaluators in the Waterloo and Wellington region, in collaboration with Evalcafe
- The CES-ON National Representative has been revising and editing policies and bylaws of CES National with the intent to expand membership opportunities for evaluators that are working towards the Calls to Action from the Truth and Reconciliation Commission
- In strengthening collaborations with CES National, CES-ON Board Member Nick Petten, continues to represent the chapter at the CES National Board
- The CES-ON National Representative also currently sits on the Governance and Process Committee and the Equity, Diversity, Inclusion and Environmental Sustainability Committee, as well as the incoming chair of the Governance and Process Committee
- The CES-ON National Representative has been promoting the newly established DEIAO committee at CES-ON and connecting the chairs with other chapter's equivalent group on similar issues

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**OF OUR CES-ON MEMBERS
ARE CREDENTIALED
EVALUATORS**



**CES-ON has launched the
second cohort of the
Credentialed Evaluator (CE)
Mentorship Program!**

- The CE Mentorship program connects those applying for the CE designation with experienced CEs, to provide mentorship support as they navigate through the process
- The program originally launched in March 2021, and after much positive feedback and interest, a second cohort was launched in February 2022, linking 17 mentees to 10 mentors, assisting mentees in their process in completing their CE designation
- The Membership Committee continues to evaluate the successes and areas to improve of the CE Mentorship program for future cohorts

STRATEGIC DIRECTION I

GOAL I.4

We will increase access for our members to networks that can support their evaluation practice.

- In 2021, CES-ON increased access to CES-Ontario events and activities to members outside the Greater Toronto Area via use of webinars as opposed to in-person networking for members, despite the pandemic
- The CES-ON National Representative has been working with the Equity, Diversity, Inclusion and Environmental Sustainability Committee at CES National to develop content designed to appeal to populations that have been historically marginalized and underrepresented
- Outreach efforts included giving a presentation on critical reflexivity when working with marginalized populations and sourcing potential speakers for CES-ON
- In 2022, CES-ON plans to offer a two-part online workshop to support culturally responsive evaluations through a reconciliation lens
- CES-ON will be sponsoring the formation of a Community-Led MEAL CoP organized by Elaine Stavitzky, with a tentative launch for Fall 2022, stay tuned for details

2021-2022

SOCIALSUITE GOLD SPONSOR

In 2021-2022, Socialsuite sponsored webinars for CES Ontario members, including one on Non-profit Impact Measurement: Using Tech for Powerful Results.



- For the May CES National C2022 Conference, CES-ON offered a draw for complimentary registration to attendees from equity-seeking groups including evaluators who identify as Indigenous, Black, Visible Minorities, People with Disabilities, 2SLGBTQ+ or other minorities
- In summer 2022 CES-ON will release a call out for applicants to award two bursaries:
 - A \$300 training bursary for an individual that identifies as Indigenous
 - A \$250 training bursary for an individual who identifies as Black.
- Disbursement will occur in Fall 2022
- The 2021 Indigenous bursary was donated to the Indigenous Residential Schools Survivors Society



STRATEGIC DIRECTION II

GOAL II.1

We will significantly increase our awareness and capacity building efforts with non-profit and public sector organizations across diverse sectors.

- CES-ON continues to sponsor of Evaluation Café Ontario (EvalCafé) - which provides informal networking and knowledge sharing events for Evaluators and those interested in evaluation within Ontario
- In building evaluation capacity, Maria Mardirosian, VP, represented CES Ontario at the Planning and Evaluation Day, Access Alliance Multicultural Health and Community Services
- Nikhat Rasheed, President, represented CES Ontario in the first participatory grantmaking process in Peel Region, through Tamarack Institute and the WES Mariam Assefa Fund on Building Equitable Economies for Immigrants and Refugees grant
 - Evaluative thinking was woven through the participatory grant making process, and this initiative disbursed a total of \$600,000 to six immigrant-serving organizations in Peel Region
- Building on CES-ON's 2021 virtual conference, CES-ON is planning to host its second annual virtual conference in fall 2022. This will allow increased accessibility for members who cannot attend in person
- The Membership Committee of CES-ON is developing a strategy to engage members through relevant social media platforms. Our LinkedIn group currently has 1.6K members and chapter e-blasts have a clickthrough rate of 60%
- We look to increase our intentional use of social media to expand our online community, share evaluation-related resources and opportunities, and sustain engagement with our members

CES-ON will continue to deliver the annual conference virtually!

The 2022 Virtual Conference is scheduled for:

October 2022

Building Better Evaluation -

Increasing Diversity and Promoting Inclusion

"Nothing about us, without us"



STRATEGIC DIRECTION III

GOAL III.1

We will strengthen our capacity for access and inclusion in our decision-making, processes, and operations.

- CES-ON developed and finalized Terms of Reference for establishing CES-ON DEI and Anti-Oppression Committee. The committee has had a call-out for volunteers from equity-seeking groups since May 2022 to bring forth their professional and lived experience as evaluators to guide the operationalization of the commitments laid out in the Board's Statement Denouncing Racism Against Black and Indigenous Communities, Increasing Diversity and Promoting Inclusion
- CES-ON Board of Directors plan to attend a CES-specific diversity, equity and inclusion training by the CES National DEIWG

GOAL III.2

We will review and strengthen our governance and operational model to ensure that we can execute our goals and achieve long-term sustainability.

- All volunteer call-outs whether for the Board of Directors or Board Committee participation are now explicitly seeking evaluators from equity-seeking groups (e.g. Indigenous, Afro-Indigenous and Black communities) in Ontario. Deadlines are rolling until positions are filled
- The Chapter is reaching out beyond its own membership and also inviting other organizations in the DEI space to contribute
- The CES-ON National Representative gave a recorded online presentation on Critical Reflexivity to CES National members as a way to better work with and represent the diversity of human experiences
- CES Ontario Chapter incorporated in Feb 2022 as a registered non-for-profit to allow it to access different revenue sources such as grants, increase accountability and better protections for our directors and members
- In fall 2021, CES-ON began exploring more sustainable revenue structures through business planning workshops, led by CES-ON Board Director, Tanya Darisi



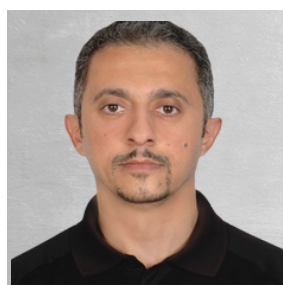
BOARD OF DIRECTORS



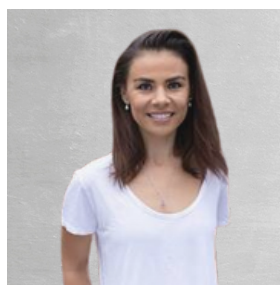
Nikhat Rasheed
President



Maria Mardirosian
Vice-President



Hossam Bakir
Treasurer



Valentina Latorre
Secretary



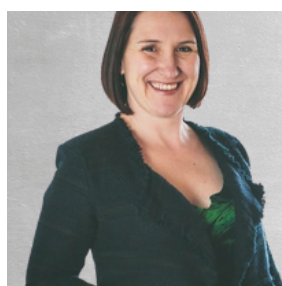
Nick Petten
National Representative



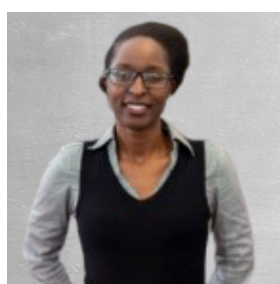
Nicole Heaney
Membership Committee
Co-Chair



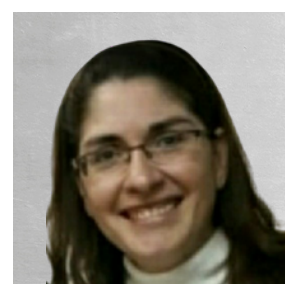
Antoine Vandemoortele
Membership Committee
Co-Chair



Tanya Darisi
Director



Betty Onyura,
PhD, CE
Director



Lina Hammad
Director



Marion Trent-Kratz,
OCT, CE, MA
Professional
Development
Committee Co-Chair



Marisha Holmberg
Professional Development
Committee Co-Chair



Anabelle Ragsag
Director

VOLUNTEERS OF 2021-22

Membership Committee

Taryn Eickmeier
Jessica Habkrik
Courtney Kupka
Rachel Laxer
Olamide Sadare

A sincere thank you to our former Membership Committee Co-Chair Yasir Dildar for his services on the board in 2021.

Professional Development Committee

Antonia Berlingeri
Meaghan Costa
Sara Khodayari
Kalyani Vartak
Sarah Wallace

We would like to express our gratitude to past and present volunteers for their time, commitment, and professionalism they contribute to the field of evaluation and to CES-ON.

EXTERNAL CONTRACTORS

CES-ON Administrative Coordinator: Kaitlyn Kochany
 Information Technological Support: Shiraz Khan
 Bookkeepers: Raghurai Inc.
 Auditors: Hogg, Shain & Scheck Professional Corporation

A sincere thank you to all our facilitators, for your time, commitment and for sharing your expertise with CES-ON.