



Canadian Evaluation Society: 2021-2022 Annual Report

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About the Canadian Evaluation Society

The Canadian Evaluation Society (CES) is dedicated to the advancement of evaluation theory and practice. We promote leadership, knowledge, advocacy and professional development in the field of evaluation.

We currently have 1,485 members, with 24 per cent holding the Credentialed Evaluator (CE) designation. Our membership is highly diverse, composed of self-employed, provincial and federal government, university, private business, student and non-profit evaluators. The large majority is located in Canada and maintains membership in one of our 12 regional Chapters, which provide regional services and connections. In addition to our Chapters, we have a robust structure of committees, working groups and affiliated organizations, creating a strong sense of community among all evaluators. We also have a membership category for Fellows to recognize individuals who are championing evaluation, the profession and the CES through their achievements and services.

2021-2022 Board of Directors

President: Doaa Saddek

Vice President: Beth Snow, CE

Treasurer: Harry Cummings, CE

Past President: Sarah Farina, CE

Secretary: Nicole Michaud

Director, e-Institute: Marla Steinberg, CE

Student and Emerging Evaluator Representative (SEER): Cassandra Parsons

Directors & Chapter Representatives

Brice Dikoume (Société québécoise d'évaluation de programme)

Krista Brower, CE (Alberta-Northwest Territories; Chair, Equity, Diversity, Inclusion and Sustainability Committee)

Nancy Carter, CE (Nova Scotia)

Andrealisa Belzer, CE (Nova Scotia; Chair, Professional Learning Committee)

Micheal Heimlick, CE (Saskatchewan; Chair, Professional Learning Committee)

Susan Hollett, CE (Newfoundland & Labrador; Chair, Governance & Process Committee)

Nick Petten (Ontario)

Stephen Kester (National Capital)

Lisa O'Reilly, CE (British Columbia, Chair, Communication & Marketing Committee)

Sarah Boorman CE (British Columbia)

Beth Garner, CE (British Columbia)

Bobby Thomas, CE (Prince Edward Island)

Brenda Wedge, CE (Prince Edward Island)

Brenda Stead, CE (New Brunswick)

Diane Billingsley, CE (Yukon, Chair, Communication & Marketing Committee)

Maria Reyes (Manitoba)

Our Vision

Advancing excellence in evaluation across Canada and internationally.

Our Mission

Through our national operations and a network of chapters, members and partners, we:

- Promote the development of evaluation theory and practice;
- Lead the professionalization of evaluation;
- Build awareness of evaluation; and
- Advocate for the use of quality evaluation.



Update from the President

2021-22 was another year full of events and activities for CES.

We started the year with an increase in membership back to where it was before the pandemic. With the increase in membership and the revenue accumulated from the C2021 conference we started the new fiscal with a solid financial position that enabled us to resume working on our special projects that aim to respond to members' professional development needs as well as providing them with a quality and seamless membership service. The largest project of all was the creation and implement of a new Association Management System (AMS) and website to better serve members and streamline administrative tasks. The new system and website should be up and running, early 2023. Stay tuned.

We continued to support chapters with seed funding in addition to endorsing a new membership rebate formula that raised their share of the membership revenue and helped them sustain their activities.

CES' first Student and Emerging Evaluator representative (SEER) worked hard in her first year on Board to connect with students and emerging evaluators across Canada and be able to identify their professional development needs and cater for them.

In its first year as a new CES Standing Committee, the Equity, Diversity and Inclusion and Environmental Sustainability (EDI&ES) Committee attracted many volunteers who have been eager to strengthen CES' approach to social

responsibility, and to incorporating the guiding principles of sustainability and diversity, equity, and inclusion into CES operations and governance, in response to the CES 2019-2024 Strategic Plan. The EDI&ES Committee spent the year developing the list of principles and way of working for the committee and building relationship and communication mechanisms with other committees and other CES stakeholders. The committee, in collaboration of the Governance and Policy Committee reviewed all crafted policies in the year to ensure the incorporation of the EDI&ES lens.

CES Professional Learning Committee continues to work toward elevating the professionalization of evaluation through offering professional development opportunities that responds to members' needs. The e-institute Director continues to work with Chapters to discuss leveraging the e-institute courses and the alignment of virtual learning opportunities across Chapters.

The Professional Designation Program (PDP) continued to strengthen the profession of evaluation and increase the number of Credentialed Evaluators (CEs). As of April 2022, 538 persons had been awarded the CE designation.

Our Communication and Marketing Committee conducted social media analysis this year to improve CES social media presence. The committee continues to update CES members regularly about strategic changes and sharing conference news, professional development opportunities and other CES events through our weekly newsletter and the social media.

CES continues to support research and critical reflection in the field of evaluation through the Canadian Journal of Program Evaluation (CJPE). This year CJPE welcomed Jill Chouinard as the new Editor-in-Chief. CES would like to thank Isabelle Bourgeois for her dedication and contributions to advancing the Journal since 2017.

CES also continues to play an active role in the international evaluation community. CES is a proud supporter of the International Organization for Cooperation in Evaluation (IOCE), the Eval-partners and the Francophone Evaluation Network (RFE). We actively participated in the Evidence Matters Campaign that reconfirms the commitments to the Global Evaluation Agenda (EvalAgenda) and aims at maximizing innovation to evaluate the Sustainable Development Goals (SDGs).

To support the implementation of the CES Ethics Guideline, the CES hired “AND *implementation*” in 2021 to study current attitudes, perspectives, and practices related to evaluation ethics as well as the acceptability and perceived utility of the reflective and value-based approach to ethics. The consultants have solicited stories from CES members and conducted

a member wide survey to elicit reflections on the ethical values relative to applicability and utility in practice. The consultants also met with Chapter Boards and the Diversity, Equity, Inclusion and Environmental Sustainability Committee to understand what is needed for a successful implementation of the ethics values with their members. A final report is currently being drafted and will be used to inform CES next steps.

2021-2022 has been another busy year full of achievements, which could not have been realized without the dedication and collaboration of CES volunteers, Fellows, Chapters, Committees, Working Groups and Task Forces. We appreciate the support of everyone and we are looking forward to another productive year full of collaboration.

A handwritten signature in black ink, appearing to read 'DOAA SADDEK', with a horizontal line drawn through it.

Doaa Saddek, PhD
CES President



Update from the Vice President

As the Society for program evaluation in Canada, one of CES's key roles is to elevate the professionalization of evaluation practice. This means providing high-quality, relevant professional development focused on the CES Competencies for Canadian Evaluation Practice and emerging areas of interest in the field of evaluation.

Through the Professional Designation Program (PDP) we offer the Credentialed Evaluator (CE) designation, which is designed to support professionalization efforts by defining, recognizing and promoting the practice of ethical, high-quality and competent evaluation in Canada. The CES PDP is becoming recognized as a marker of professionalization by employers and commissioners of evaluations, building on the increasing professional recognition of evaluators. As of April 2022, 538 people have been awarded the CE designation. There are also more than 100 people currently working on their applications.

All of the CE applications are reviewed by the hardworking Credentialing Board, from which two to three members carefully consider each application to determine if it meets the criteria to be granted the designation and provide feedback to applicants. In addition to reviewing applications, this year the Credentialing Board has initiated a Credentialing Process Review Working Group to review the credentialing process with the aim of improving its effectiveness and efficiency. They are undertaking a process to gather information about the current process, including its strengths and weaknesses, and provide recommendations on how to enhance the process to better meet the needs of applicants, the Credentialing Board, and the evaluation community.

There are currently 14 members of the Credentialing Board, some of whom are close to the end of their terms on the board. We are seeking new members to join the Credentialing

Board, so please reach out if you would like to learn more about this important role.

One of CES's Guiding Principles is to provide a seamless member experience. To this end, CES has been hard at work developing a new Association Management System and part of that system will be an improved portal for CE applications and maintenance. This will provide a much better experience for those applying for the CE designation, for Credentialing Board members reviewing the applications, and for all CEs to log their continuing education hours to maintain their CE designation.

In addition to the PDP, we have continued to work with the Consortium of Universities for Evaluation Education (CUEE), discussing ways in which CES and CUEE can partner to further our mutual interests. I look forward to what the future holds for our two organizations.

I would like to sincerely thank the Credentialing Board for the critical work that they do – they are the heart of the PDP. I would also like to thank Vicky Van Massenhoven, who administers the application process and provides support to prospective CEs with the application system, and to CEs with the maintenance requirements. Her attention to detail and professionalism is an asset to the program. And thanks to the CES membership for all that you do to promote the professionalization of evaluation across the country.

Beth Snow, CE
CES Vice President



Update from the Treasurer

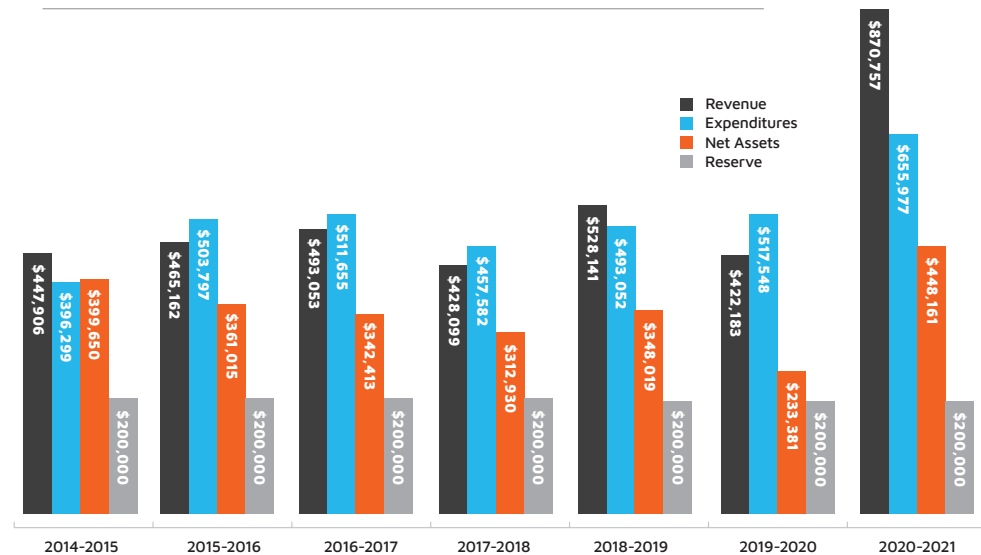
The draft audited financial statements for 2020-2021 were prepared by Andrews & Co, Chartered Professional Accountants. Based on the statements, as of June 30, 2021, CES has assets in the amount of \$648,161, which includes a restricted reserve amount of \$200,000. The audited

financial statements revealed that the total revenues for 2020 – 2021 were \$870,757 while expenses were \$655,977. Special projects amounted to \$14,901 during this period (See Figure 1.)

With the organization's financially stable position, in 2021-2022, CES was able to use its retained earning to fund special projects again after being paused in 2020-2021 due to the loss of revenue resulting from the cancellation of the CES 2020 conference and decreased membership.

Harry Cummings, PhD CE
CES Treasurer

Figure 1: Summary of CES Financial Performance 2014- 2021





Update from the Past President

At CES, the two main responsibilities of the Past President are to represent CES internationally and to provide broad guidance in the best interests of the organization.

This year continued to assume the role of Treasurer at the International Organization for Cooperation in Evaluation (IOCE) and as a representative on the EvalPartners Executive Committee. I was also the chair of the Evidence Matters campaign to broaden the uses and users of evaluation. These roles all reinforced the key contributions that Canadians make internationally and the importance of collaborative approaches to global challenges. I was honored to share information about approaches to evaluation in Canada through presentations at international conferences hosted by our fellow VOPEs and network partners.

Voluntary Organizations for Professional Evaluation (VOPEs) like CES have been key to building an enabling environment for evaluation, while also supporting institutional and individual capacity development in evaluation. Through relationship-building and collaboration dating back to the 80's, VOPEs have set the stage for creating an evaluation community,

building evaluation competencies, sharing learning, and advocating for evaluation.

The networks we are part of grapple with the thorny challenges that arise as we work towards the Sustainable Development Goals (SDGs), gender equity, recognition

of the different world views and valuing the strengths of Indigenous evaluation practices in advancing the contribution of Indigenous evaluation to global evaluation practice, and we recognize the urgency of giving youth a prominent place in our organizations. CES continues to work with colleagues from regions across the globe, appreciating the spirit of collegiality while working on these important topics.

Sarah Farina, CE
Past President



Students & Emerging Evaluators Representative

At CES, the Student and Emerging Evaluator Representative is mandated to support student and emerging evaluators within CES and to represent their interests on the Board and advise the Board on all issues as they may affect emerging evaluators.

This was the first full year of having a student and emerging evaluator representative on the CES Board. During this fiscal, CES has started see an increase in outreach and connection with the student and emerging evaluator (SEE) population of Canada. In this role, I've provided SEE perspectives and advocacy at both the Executive Committee meetings and Board meetings to encourage continued CES operations that supports new and upcoming evaluators. I also initiated a new CES student and emerging evaluator national network which is currently in its early stages but will grow over time as a way to reach new evaluators interested in the field.

In the last year as SEER, I provided avenues for engagement to connect interested students and emerging evaluators across Canada with CES-related endeavours. As part of this outreach I liaised with multiple CES partners such as CJPE and the 2022 National Conference team to scope out opportunities for students and emerging evaluators, such as participating in book reviews or peer-reviewing journals.

In this role, I also contributed to various projects within sub-committees at the Board level. For example, I sat on the Communications & Marketing Committee where I led the Volunteer Appreciation Social Media Campaign. I also supported the Mentorship Initiative through the Professional Learning Committee and will be increasing SEER involvement in these committees as relevant opportunities arise.

In the Fall of 2021, I released a needs assessment survey to SEE across Canada. In total, 130 respondents from a variety of provinces and territories Coast to Coast participated in the survey to share their experiences and needs as new evaluators. This data was analyzed to support decision-making for the creation of a new

student and emerging evaluator network. Results from this survey will be presented in more detail at the upcoming CES2022 National Conference in Winnipeg.

In early 2022, I recruited a team of six volunteers to support the creation of a new CES student and emerging evaluator national network. This team worked to develop a scope and set of objectives for implementing the new SEE national network. We have published two newsletters to date and intend to continue this outreach with expanded opportunities for engagement in the coming fiscal.

I also represented CES in the international evaluation sphere this year. This involved a contribution to the Eval4Action Twitter Campaign on behalf of CES, where I shared the great work CES is doing to encourage equitable and influential evaluation practices. I also attended the first ever Voluntary Organizations for Professional Evaluation (VOPE) Leadership Bootcamp offered by International Organization for Cooperation in Evaluation (IOCE), a 7-week intensive program geared toward building capacity amongst VOPE members. Though the Bootcamp and additional networks, I fostered new relationships between CES and evaluation organizations in North America and around the world.

The SEER would like to thank all individuals who supported the addition of this new position to the CES Board and took time this year to meet and discuss SEE initiatives. A special thank you to the C&M Board and our new volunteers supporting the SEE national network: Sarah Piwowarczyk, Emma Stetson, Mel Michener, Teresa Orbillo, and Rea Mishaxhiu. We look forward to continuing to build engagement and outreach in the coming year!

Cassandra Parson
Students & Emerging Evaluators Representative

2019-2024 Strategic Plan

The 2019-2024 CES Strategic Plan is our roadmap to advance evaluation theory, knowledge and practice within Canada and abroad. Under the 2019-2024 Strategic Plan, CES will be focusing on the following three priorities, with their related objectives and guiding principles over the next five years:

1 Elevate the professionalization of evaluation.

Objective 1.1: Broaden the range of CES professional development opportunities and evaluation knowledge that caters to the diverse needs of membership.

Objective 1.2: Increase uptake and maintenance of CE credentials by evaluators and by client-users.

Objective 1.3: Support research and critical reflection in the field of evaluation.

Objective 1.4: Promote and uphold CES standards, ethics and values.

Objective 1.5: Increase the capacity for sustainability-ready evaluation within the evaluation community.

2 Engage, attract and retain members.

Objective 2.1: Foster the growth of a diverse membership.

Objective 2.2: Provide exceptional and valued member service that is responsive to diverse member needs and takes into consideration organizational sustainability.

Objective 2.3: Ensure meaningful engagement and connection with and among members through an integrated communication strategy.

3 Advocate for evaluation among evaluation users.

Objective 3.1: Promote the value of evaluation directly, in collaboration with Chapters, in Canada and worldwide.

Objective 3.2: Encourage enabling environments and institutional capacities for the demand side of evaluation among policy makers, commissioners of evaluations and employers.

Objective 3.3: Support the transformation of the practice through the implementation and promotion of evaluation-specific reconciliation activities.

Objective 3.4: Collaborate to advance sustainability-ready evaluation theory and practice.

Our Guiding Principles: The actions we take to accomplish our priorities will adhere to the following three principles.

» **Diversity, Equity and Inclusiveness:** We support an inclusive organization where a diversity of members thrive and evaluation practice grows in this spirit. This is achieved through engagement, transparency and fairness. Embedding diversity within CES includes consideration of people's social identities, world views, ideas and ways of working, as well as institutional and enabling environments.

» **Sustainability:** We take a leader role in sustainability, building opportunities to align work in diverse sectors in support of sustainability, and incorporating increasingly sustainable practices as an organization.

» **Seamless Member Experience:** We provide a seamless service for members, including activities such as membership management and engagement, events, virtual collaboration, professional learning and communication through coordinated technical systems.

Priority 1: Elevate the Professionalization of Evaluation

In response to the first strategic priority, the following are the key activities CES undertook to elevate the professionalization of evaluation in 2021-2022.

2021-2022 Activities of National Committees and the Canadian Journal of Program Evaluation

Professional Learning Committee (PLC)

- The Professional Learning Committee engaged with the C2022 Co-Chairs to support in conference planning.
- The PLC revitalized the CES webinar series and worked closely with the Chair of the Fellows executive committee to line-up speakers for the series, which will cover topics that are beneficial to members.
- The PLC is leading a special project for reviewing the ESS course – the project is implemented through a contractor together with an advisory committee from CES volunteers.

e-Institute

- e-Institute continues to gain momentum. Revenues were a little less than \$100,000.
- Close to 200 people enrolled in e-institute courses.
- Two courses were pilot tested: Economic Evaluation; and Inferential and Descriptive Statistics in Excel. These courses will be launched in early summer 2022.
- A third new course, Truth and Reconciliation for Evaluators is being launched at C2022.

- Lauren Weiss was hired as a part-time contracted manager to oversee day-to-day operations and communications and marketing.

Communications & Marketing (C&M) Committee

- C&M continues to initiate outreach and promotion activities in line with CES' Strategic Plan and the Board's Communications Strategy to advocate for the profession of evaluation.
- There is a cross promotion of CES events across multiple platforms.

Canadian Journal of Program Evaluation (CJPE)

- Secured funding for CJPE through to 2025, marking the Journal's 40th anniversary.
- A new Editor in Chief, Jill Chouinard, was successfully recruited.

Equity, Diversity and Inclusion & Environmental Sustainability (EDI &ES) Committee

- Participated in the ESS course review group to make sure the EDI-ES perspective is adopted.
- Participate in meetings and planning across the organization to inform other subcommittees and work groups and the board, including planning for C2022
- Reviewed policies to make sure they take into consideration EDI&ES and reconciliation principles.
- Developed an Inclusion Diversity Equity Advocacy and Sustainability (IDEAS) rubric, building upon prior CES Conference Greening Rubrics, for use in C2022 and future conferences.

Priority 1: Elevate the Professionalization of Evaluation

2020-2021 Activities of Chapters

Alberta & Northwest Territories (AB & NT) Chapter

- In the past year, the Professional Development Committee provided online learning and engagement professional development offerings as a way of engaging new members, providing additional value for existing members, and contributing to the professionalization of evaluation.
 - ▶ June 23, 2021 - Making Your Evaluation & Research Findings Sticky (speaker: Kylie Hutchinson) 13 participants (9 CES Members, 4 Non-members)
 - ▶ September 24, 2021 - Diverse Voices Webinar: The First Nations principles of OCAP® (speaker: Kristine Neglia and the First Nations Information Governance Centre) 44 participants (43 CES Members, 1 Non-member)
 - ▶ November 23, 2021 - Vicarious Trauma: What is it and what does it mean for evaluators? (speaker: Laurie McCaffrey) 15 participants (all CES Members)
 - ▶ February 10, 2022 - A New Stance for Evaluators: A Call to Action (speaker: Gail Barrington) 10 participants (all CES Members)
 - ▶ March 10/11, 2022 - Diverse Voices Workshop: The First Nations principles of OCAP® (speaker: Kristine Neglia and the First Nations Information Governance Centre) 30 participants (20 CES Members, 10 Non-Members)
 - ▶ Fall 2021 - hosted a 10-week online/facilitated Essential Skills series 5 participants (all CES members).
- The board issued an RFP to request proposals for guest speakers and has secured a roster of speakers for diverse topics that will be presented throughout 2022.

- Our peer mentorship program, which piloted in 2020-2021, was successful and evaluation results provided useful feedback. The evaluation results were positive overall, with the majority of our 7 mentees successfully achieving their CE designation. A new round of mentees and mentors will be engaged to continue the 1:1 mentorship program. Feedback indicated that a group mentee/mentor program may be beneficial for motivated and independent members. The Advocacy Committee is exploring creating a group mentorship program to be piloted in the upcoming year.
- Our new website includes a page for the CE designation that outlines the benefits and encourages applications.

British Columbia (BC) Chapter

- Over 150 participants attended six webinars that aimed to engage new, emerging, mid-career and experienced evaluators including:
 - ▶ 2021 October: Alix Wadeson, Process Tracing
 - ▶ 2021 November: Sandra Sellick, Applied Learning from Evaluation Failures
 - ▶ 2022 January: Marissa Hill, Creating an Indigenous-centred monitoring, evaluation and learning system for innovation
 - ▶ 2022 March: Sutton, Meagan, From the Funder's Perspective: Different Ways to Think about Assessing Impact
 - ▶ 2022 April: Linzi Williamson, Causality vs. Contribution: How should we evaluate a service dog organization serving Canadian veterans with PTSD?
 - ▶ 2022 June: Alfiya Battalova, Measuring impact of advocacy - from theory to practice of change.
- As of April, 2022 the BC Chapter has 54 CEs (38% of BC members). Credentialed evaluators based in BC benefited from the PD events organized to contribute to their continuing education credit.

Priority 1: Elevate the Professionalization of Evaluation

Manitoba (MB) Chapter

- In 2021-22 CES MB was focused on planning the 2022 CES Conference. The Conference's theme "Diversity our Interwoven Experience" was chosen because History teaches us that valuing past experiences can not only enrich the present, but also guide us into the future. As a community of evaluators, we also are well aware that meaningful investment into fostering diversity, equity, and inclusion – in any profession – is a proven approach to encourage innovative methods, for adapting and thriving.
- To reach out to community members and increase awareness about evaluation, the Chapter organized virtual events for new evaluators in the fall as well as a presentation to the Government of Manitoba New Professional Employees Network in the spring.
- In the area of professional development, the Chapter reviewed content from previous offerings to create a more focused curriculum. The goal for MB Chapter is to work with British Columbia and Saskatchewan Chapters on offering TRC and evaluation training. An Institute of Evaluation for new and emerging evaluators is being planned for fall 2022.

New Brunswick (NB) Chapter

- Organized virtual panel discussion on governmental evaluation policies in Atlantic Canada and some other jurisdictions.
- Organized virtual presentation *?EKONĖKE GAH TONLU: THE PATH FOR THE YOUNG PEOPLE: Program Description and the Approach to Developmental Evaluation* by Debbie Delancey.
- NB has a standing offer to inform potential CE applicants on the requirements for the CE and for the approaches and expectations for the written responses. One session was held with a government agency on the CE purpose and the process of the application.

- One of the PD events of the year centered around the institution of evaluation policy in provincial/territorial governments in Canada. Discussions centered around the content of policies and their implementation, and how policies encouraged evaluation activities with the objective of having the provincial government consider such a step. It appears that formal evaluation policies across Canada are localized to the provinces. Many jurisdictions are without a policy. As there were only a few attendees from the NB government it is unlikely that a policy would be considered.
- CES NB has reached out to indigenous evaluators who are advising us on the best way to involve provincial indigenous agencies. Discussions are underway to determine the best way forward for the Board to invite participation and recognition. One way would be to invite an indigenous advisor to join our board with membership paid for by the Chapter and another idea is to determine how to open up an invitation for a representative to attend a CES conference.

National Capital (NC) Chapter

- CES-NCC held two strategic planning sessions over the summer months to discuss how best to serve members, namely how to adapt our professional development and networking activities to respond to members' needs that continue to evolve with the changing environment. A proposed calendar of events and activities was developed and implemented to offer members a variety of activities aligned with membership needs information collected over the last two years through different channels.
- The Partnership Agreement between the CES-NCC and the Performance and Planning Exchange (PPX) continues to be implemented. We have a CES-NCC representative who participated in PPX Board of Directors meetings, and a PPX representative attending our Board meetings. This year, under that agreement we organized a joint webinar on GBA+ in program evaluation.

Priority 1: Elevate the Professionalization of Evaluation

- ▶ Feb.17, 2022: Stocktaking on Gender-Based Analysis Plus (GBA Plus) In Program Evaluation (300 attendees). This learning has helped members build their competencies to better position them to apply for their CE, or to maintain their CE. More information on this sessions can be found here: [Stocktaking on Gender-based Analysis Plus \(GBA Plus\) in program evaluation. Tickets, Thu, 17 Feb 2022 at 12:00 PM | Eventbrite](#)
 - In 2021-22, the professional development portfolio continued to deliver online offerings. Some highlights from our activities in the past year include the following webinars:
 - ▶ Feb.17, 2022: Using Technology to Improve Diversity and Inclusion in Evaluation (Registrations:122)
 - ▶ Jan.27, 2022: How to make the most of your qualitative data with NVIVO (Registrations: 94)
 - ▶ Nov.18, 2021: Co-creation Framework for Indigenous Evaluation of Federal Policy & Program (Registrations: 127)
 - We also offered a multi-day, intermediate-level online training in arts-based evaluation methods, facilitated by And Implementation (8 registrants)
 - CES-NCC also brokered a targeted one-day training offering on interviewing techniques with a federal government evaluation department at PWGSC. CES-NCC matched the client with a facilitator on our roster, established a contract, and provided training to the client in partnership with the consulting facilitator. 12 participants attended the session, all of whom became CES members.
 - We continued to offer our Virtually Facilitated Essential Skills Series using the e-institute platform, including two tailored specifically for evaluators in the Federal Government; and one bilingual session:
 - ▶ Federal government: Oct 3 - Dec 10, 2021 (20 registrants)
 - ▶ Bilingual: Jan 17 - Apr 2, 2022 (5 registrants)
 - ▶ Federal government: Apr 11 - Jun 2, 2022 (25 registrants)
 - Arts Based Data Collection was attended by 8 registrants, a mix of Federal Government and Independent (contractor) and non-profit sector evaluators from Canada and the USA. Feedback from registrants (communicated by the facilitators) was that the format of 4 sessions provided an excellent opportunity to learn, reflect and apply the new techniques in their work. The student to instructor ratio provided ample opportunities for all participants to engage with facilitators and each other. Future sessions should consider a minimum number of registrants (8) and maximum (20) to maintain this ratio. This training responded to a demand for training in alternative qualitative methods identified in previous member engagement.
 - Our professional development offerings, outlined above, helped develop and maintain skills aligned with the CE competencies. Professional development events allowed for discussion of emerging approaches and insights in the field of evaluation.
 - Two board members participated in the external consultations on the revamping of CES' stance on ethical evaluation practice, held on April 27, 2022.
- ## Newfoundland & Labrador (NL) Chapter
- NL held one PD event during the 2021-2022 year, "Evaluation and Performance Measurement Frameworks: Avoiding Known Pitfalls" (20 persons attended), with another potentially in June. All events were/will be delivered online. One in-person session was scheduled but was canceled due to low registration.
 - Opportunities to participate in PD events were also shared with other Chapter.
- ## Nova Scotia (NS) Chapter
- We offered a Monthly Journal Club that was restarted in January of 2022. This group is open for free to all those interested in the Atlantic Region and we are open to submissions for journal suggestions and to rotate facilitators. (5 Journal club sessions, with approximately 53 registrants)

Priority 1: Elevate the Professionalization of Evaluation

- Monthly blog post, tweet and YouTube series “Asking for a friend” #AFF. This series addresses those sometimes uncomfortable questions that you might have through conversation with various experts. There were 48 blog posts about evaluation, PD and networking events, sent to 181 email blog subscribers. Our YouTube channel received 426 views. Seven new videos were posted – Asking for a Friend videos and previous CESNS events. The channel has 23 subscribers.
- In-person Evaluative Thinking Workshop with Dr. Thomas Archibald, which was coordinated with CES PEI hosting the same Workshop – April 19, 2022. Evaluative Thinking Workshop had positive feedback from student-level to CES Fellow-level participants, specifically for the “open and engaging environment” to provide “a thorough understanding of evaluative thinking” that “evaluative thinking is a way of doing business” and “evaluation is not a toolkit.” This strengthened partnerships with Inspiring Communities, Turtle Island Institute, DBDLI Learning Institute, and the Atlantic Indigenous Evaluation Stewardship Circle.
- In-person workshop on music in Indigenous and Africentric knowledge systems, applied to decolonizing evaluation methods and post-normal evaluation, in partnership with Inspiring Communities, Turtle Island Institute, DBDLI Learning Institute, and the Atlantic Indigenous Evaluation Stewardship Circle, featuring Terrellyn Fearn, Bo Diaw, and Thomas Archibald – April 20, 2022
- CE applicant Peer Support Group, with compiled supportive guides and resources on Google Drive. Newly created CE peer support group will work together to support each other to submit their CE applications
- Virtual Workshop with Dr. Nicole Bowman on Indigenous Evaluation was organized. Monthly Study/Discussion Group on Foundations for Creating Cultures of Diversity, Equity, and Inclusion in Evaluation, working through the 9-module self-study – Nov 30 & Dec 1, 2021. 33 registrants: Indigenous Evaluation with Dr. Nicole Bowman. In addition, funds were raised for Peace and Friendship Bursary that offers financial support with CES membership and professional development costs of young and emerging evaluators who participate in the Atlantic Indigenous Evaluation Stewardship Circle.
- Independence, Integrity, Impact: Integrating core workplace values into the work of the OAG – April 28, 2021. 42 registrants: Independence, Integrity, Impact: Integrating core workplace values into the work of the OAG.
- We offer a variety of professional development opportunities which CEs can participate in as part of maintaining their CE. By offering a variety of PD, CEs can access our PD to support their CE maintenance.
- A CE applicant Peer Support Group has been newly developed based on demand. CES NS support includes compiling supportive guides and resources on Google Drive and administrative/tech support for the group to meet virtually and mentoring support when require. This is a new group beginning to support each other. The initial peer group is in response to interest from five participants. A broader invitation is being prepared for circulation to other Atlantic Chapter members.
- Organized monthly Study/Discussion Group on Foundations for Creating Cultures of Diversity, Equity, and Inclusion in Evaluation, working through the 9-module self-study. 11 participants signed up for these sessions, while attendance can vary, there is good discussion and engagement during the sessions.
- Ubuntu Bursary founded to offer financial support with CESNS membership and professional development costs of NS-based young and emerging evaluators who are Black or People of African Descent. Ubuntu Bursary was recently created and is underdevelopment at this time with guidance from DBDLI Director of Research and Evaluation.
- February Black History Month blog post and interview with George Maringapasi on epistemological justice. 107 views on #evalAFF video.
- CESNS Promotion of Recorded C2021 Anti-Racism workshop with [Amanuel Melles, Executive Director of the Network for the Advancement of Black Communities](#).
- In person workshops with Thomas Archibald were coordinated with PEI for travel efficiency.
- Most professional development was remote and the two in-person events promoted zero-waste principles for refreshments and information shared.

Priority 1: Elevate the Professionalization of Evaluation

Ontario (ON) Chapter

- The ON Chapter diversified online PD opportunities by delivering foundational and intermediate/ advanced workshops during 2021/21.
- Organized six different foundational and intermediate/ advanced courses were delivered, including 3 e-ESS, and 3 Infographics sessions. A total of 179 participants attended the courses.
 - e-ESS - 34
 - Infographics - 73
 - Feminist MEAL - 28 : Feminist MEAL: This workshop guided participants through Oxfam Canada's Seven Foundations to Feminist Monitoring, Evaluation, Accountability and Learning (MEAL)
 - Interactive Dashboards - 8: Interactive Dashboards: This workshop developed technical skills to create interactive dashboards in Excel and Google Sheets.
 - Rapid Impact Evaluation - 25: Rapid Impact Evaluation: Workshop with the creator of the Rapid Impact Evaluation (RIE) process, Andy Rowe.
 - Facilitation Skills for Monitoring and Evaluation Practitioners - 11: Facilitation Skills for Monitoring and Evaluation Practitioners: A highly interactive workshop with role-play and simulations to develop skills for evaluators to communicate M&E work to different stakeholders.
- In response to our members' requests for support with the credentialing application, CES Ontario launched 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.
- For our 2021-2022 cohort, we had 9 CE Mentors, and 12 Mentees who are part of the program. The second cohort launched in February 2022 with 10 CE Mentors and 17 Mentees. In this cohort we also introduced a group mentorship model. CES Ontario is currently planning for the process evaluation of the Mentorship program.

- Established the Diversity, Equity, Inclusion and Anti-Oppression (DEIAO) committee and worked to operationalize the committee. Culturally Responsive Evaluation workshops coming in fall 2022.

Prince Edward Island (PEI) Chapter

- PEI Chapter hosted guest speaker Dr. Brittany Jakubiec who spoke on Equity, Diversity, and Inclusion at our AGM in November
- PEI is providing an ESS Workshop in a hybrid format in April/May 2022 – five full-time students are participating
- Dr. Thomas Archibald provided a workshop on Evaluative Thinking in April 2022.

Société québécoise d'évaluation de programme (SQÉP)

- Built a training plan based on a survey of members done in 2021 regarding training interests and needs.
- Regular trainings offered including trainings free of charge to members as well as fee-based.
- Approximately 175 SQEP members participated in a training during 2021/22. Two training were offered during SQEP Colloque with 75 members attending.
- Launched an online seminar for Professional Development in the fall of 2021 to promote CE designation within the CA of the SQEP and to meet Quebec CEs for the valorization of the designation.
- Supported the review of the Ethical Guidance Review and provided financial continuation toward the Review to provide reflections among evaluator on ethical evaluation practices.

Yukon (YT) Chapter

- The Yukon is now home to three credentialled evaluators.
- The Yukon Chapter continued to offer input to the Yukon Government's Evaluation Unit for the development of a government-wide evaluation policy to support effective public policy decision-making.

Priority 2: Engage, Attract and Retain Members

In response to the second strategic priority, the following are the key activities CES undertook to engage, attract and retain members in 2021-22.

2021-2022 Activities of National Committees and Canadian Journal of Program Evaluation

Professional Learning Committee (PLC)

- The committee is working closely with the AMS working group to make sure the new system will incorporate all the necessary PLC services such as, PDP process, website review, and other functionality.
- The PLC has engaged a working group to determine member needs for our informal self-directed mentoring initiative. The present stand-alone mentoring platform was developed for CES after significant involvement from volunteers in the Canadian evaluation community and with financial contributions from many Canadian Evaluation Society Chapters. With the move to a new association management system, CES has the opportunity to revitalize this initiative. The working group is conducting a survey of members and an environmental scan of existing mentorship platforms. This information will be used to determine how best to support mentoring for CES members.

Communications & Marketing (C&M) Committee

- The C&M established an online communications community of practice for Chapters to engage, support and generate synergies to prompt CES and evaluation.
- Transitioned website to updated more secure platform to address immediate security and interaction issues.
- C&M Committee in conjunction with the Secretariat to support the preparation and distribution of the weekly newsletter “E-Blast”
- Leveraged CES social media presence to increase outreach across platforms (Twitter, Facebook, LinkedIn) to connect the evaluation community while continuing to optimize our weekly E-Blast directed to the CES community.

- Developed a social media strategy, including planning and promotional tools to support meaningful engagement.
- This year, CES Twitter account reached 976 followers and the LinkedIn company page reached 1142 Followers, adding more than 100 new followers in the last quarter of the fiscal year. CES Facebook followers reached 2704. On average a post on Facebook attracts around 4000 interactions.
- The C&M Committee is working on creating a social media and a Look Ahead planning calendars to maximize coordination of communication and marketing opportunities across CES entities.

Equity Diversity and Inclusion & Environmental Sustainability (EDI&ES) Committee

- Reviewed members’ feedback from last year’s survey on the terms of reference for the EDI&ES committee to incorporate into development of EDI&ES workplan and priorities for the year.
- Participated with the AMS working group to incorporate EDI&ES perspectives to the new system and reviewed the member intake form.

2021-2022 Activities of Chapters

Alberta & Northwest Territories (AB & NT) Chapter

- Created a new board role “Director, Students and Emerging Evaluators” to create better linkage between our chapter and student bodies and post-secondary institutions, and to connect with newer Evaluators in the field who may benefit from additional networking, mentoring and professional development opportunities. The new role has enabled a greater student perspective on our board, and our Director brings attention to how our chapter can better engage and connect with students to ensure their perspectives and needs are being addressed through our activities.
- The Chapter hosted virtual Eval Cafés to engage those (members and non-members) with an interest in evaluation. Eval Cafés are chapter-supported networking and learning forums for evaluators and those with an interest in evaluation in Alberta and Northwest Territories. Members

Priority 2: Engage, Attract and Retain Members

and non-members with similar interests meet to share their passion for the profession and aspirations for future development, either broadly or around a specific topic, in a casual, conversational setting.

Virtual Eval Cafés hosted

- ▶ July 6, 2021 - Welcome to new CES Members. 7 participants (all CES Members)
- ▶ December 17, 2021 - Cruising Ahead with Fellow Evaluators. 20 participants (all CES Members)
- ▶ Upcoming in May 2022 - Welcome to new CES Members
- ▶ Upcoming in June 2022 - Conference Experiences Post 2022 CES National Conference
- Our new website launched in 2021. There are new sections to enable engagement with our membership. Our Communication Strategy has been enacted, and Our Director, Communications ensures our social media accounts are active on a regular basis, have linkage to National CES events and activities, and provide meaningful content to our members. We have good following on our social media accounts.

British Columbia (BC) Chapter

- Continued CESBC Diversity, Equity and Inclusion Fund: <https://evaluationbc.ca/DEI-Fund> and approved fund distribution to 2 applicants
- Continued to develop CESBC DEI community resource document – more than 30 resources identified/shared https://drive.google.com/file/d/16pEsEpMZ_CImCh1M2rI94KBjLbLVkPIS/view?usp=sharing
- Student and Emerging Evaluators Network held monthly meetings.
- CESBC has a newsletter reaching all BC members and more than 1,300 people interested in evaluation. Events and opportunities are shared through the newsletter, CES website and newsletter, and online through social media channels.

- CESBC AGM included a presentation by the British Columbia Office of the Human Rights Commissioner speaking about a report on “Exposing systemic racism and improving human rights for marginalized people in B.C: The role of disaggregated demographic data” by Commissioner Kasari Govender & Executive Director of Research and Policy, Trish Garner 2020 Nov 20.
- CESBC co-hosted with CES-SK a number of webinars in 2020-21:
 - ▶ 2020 Sep 11: Learning to “see with two eyes”: Insights from applying culturally-responsive evaluation strategies to an Indigenous health initiative.
 - ▶ 2020 Nov 5 Finding Our Way to Equitable Practices - Where to Begin?
 - ▶ 2021 Apr 16: Community-based Approaches to Making Evaluation Attainable & Equitable
 - ▶ 2021 May 18: The First Nations principles of OCAP®
- CESBC DEI community resource document can be found here: https://drive.google.com/file/d/16pEsEpMZ_CImCh1M2rI94KBjLbLVkPIS/view?usp=sharing
- CESBC Student and Emerging Evaluators Network held monthly meet-ups.
- Regional meetings and meet-ups were held in person and later online across the three working regions of CESBC (Vancouver Island, Interior, and the Lower Mainland).
- Bursaries for students and emerging evaluators at the CESBC Jan 2020 conference were provided.
- CESBC has a newsletter reaching all BC members and more than 1,000 people who are interested in evaluation. Events and opportunities are shared through newsletter, with CES nationally through CES website and newsletter, and online through social media channels.

Priority 2: Engage, Attract and Retain Members

Manitoba (MB) Chapter

- In the organizing of the C2022 conference, CES MB was supported by many volunteers from across Canada both CES members and non-members.

New Brunswick (NB) Chapter

- Kept members up to date with emails on key events, sharing information through CES National e-blast and started a twitter account. This led to good attendance at our virtual PD events.
- The NB Chapter has also partnered with SQEP and the National Capital region Chapter to invite members to a short speed networking session.

National Capital (NC) Chapter

- The NCCs membership numbers have remained relatively stable over the last two years of the pandemic. After a moderate decline in early 2020, there was a 15% bump up in numbers from early 2021 through early 2022, with a high of 487 members. As of the April 2022 count, however, we had 408 members, close to the early 2020 figures.
- The temporary increase in 2021-22 was likely to have been due to the then upcoming National Conference and a CES promotion from August to December 2020, whereby new members were offered 15 months of membership for the price of 12. It is also likely that this is behind the subsequent retreat back to 2020 levels. The hypothesis is that many of the new members declined to renew post-conference. The timing of the retreat corresponds roughly with the end of the 15 month period, post-conference.
- CES-NCC held an online networking event in February 2022, attracting 18 participants. This was pitched to new evaluators, and was based on a recorded National Conference presentation: "Deepening Understanding: Examining the Evaluation Design as an Entry Point for New Evaluators." The presenter, Dr. Michelle Searle (Queen's University Faculty of education), participated and engaged with participants following the presentation. While the participants clearly

were interested and engaged, there was little interaction between them during the event. An attempt to create a shareable email address list was met with little interest. We can conclude from our experience that virtual networking is difficult to make effective. Accordingly, we are holding off on the next networking event until it is feasible and advisable to do so in-person. Plans exist to deliver this session in collaboration with PPX. As for outcomes and achievements, we believe that we have managed well to retain membership and member engagement, particularly with professional development events, in the context of the pandemic.

- As a new initiative beginning in late 2021, we have asked our secretariat to send a welcome letter to new members and an acknowledgement letter to members whose membership expired. The letters ask, respectively, for suggestions as to what the recipients would like to see offered, or why they are no longer members and what they would suggest.
- So far, there has been only a modest return of responses; not approaching any statistical significance. Respondents have likely been either keen new members or unhappy former members.
- Responses to the new member letters have suggested a number of preferences and will be useful, along with our recent member survey data, in focusing/broadening the Chapter's offerings.
- Exit survey respondents have been few and mostly moderately satisfied or unsatisfied. Lack of engagement and networking etc. was cited several times.
- Our flagship activity was the creation of an EDI Fund which provides individuals up to \$250 to attend professional development events organized by our chapter. Though open to all, the EDI Fund prioritizes applications from underrepresented groups.
- The EDI&S subcommittee also had the opportunity to collaborate with a member of C2022's IDEAS committee on the matrix they had developed to guide the national conference from an inclusion, diversity, equity, accessibility and sustainability lens. This matrix will help to inform future actions of the CES-NCC Board.

Priority 2: Engage, Attract and Retain Members

- The EDI&S subcommittee has begun developing a list of local venues to host future professional development and networking events that employ sustainable practices. The list also includes information on locally-sourced food and catering options.
- Communication documents - e.g. newsletters, announcement of elections for board positions, etc. - were reviewed by the EDI&S subcommittee to ensure that the language being used is inclusive and accessible (e.g. creating an EDI statement for workshop presenters or for Board nominees).

Newfoundland & Labrador (NL) Chapter

- NL promotes membership through offering discounted PD opportunities to members.
- NL promotes membership through offering discounted PD opportunities to members.
- We moved registration for our events to EventBrite, enabling easier registration for participants.
- NL will continue the practice developed in 2020 to provide free CES NL membership to a select number of registrants to our AGM held virtually in June as a "door prize". These memberships are transferable if the individual is already a CES NL or National member. Feedback from our 2020 AGM was that this was valuable to recipients and an opportunity to grow our memberships among colleagues through transfer of the prize.
- NL continued its outreach to local and national members whose membership was expiring to remind them of the value of memberships and encourage them to renew. These members were contacted through a tailored reminder email.
- NL posts regularly on its social media accounts (Twitter, Facebook, and LinkedIn), including sharing tips, opportunities and resources.
- NL circulates its PD events to its membership via email, in addition to posting on its social media accounts and on the Chapter's webpage.
- NL is developing a newsletter for our members.

Nova Scotia (NS) Chapter

- Streamlined communication through blog and Twitter
- Easy virtual registration for events using EventBrite and Zoom
- Send out seasonal direct to member newsletter with updates on activities past and upcoming encouraging all to sign up to the blog for updates.
- Continue to hold funds dedicated for use by Atlantic Indigenous Evaluation Stewardship Circle
- Ubuntu Bursary founded to offer financial support with CESNS membership and professional development costs of young and emerging evaluators of African Descent in Nova Scotia.
- February Black History Month blog post and interview with George Maringapasi on epistemological justice
- CESNS Promotion of Recorded C2021 Anti-Racism workshop with Amanuel Melles.
- Offered financial support for CES Conference attendance.
- Providing financial support for membership fees to reduce barriers (Strong membership (60 members)).

Ontario (ON) Chapter

- Eventbrite is used for all membership and PD events, and since 2022, event platform and credit card processing fees are being absorbed in order to reduce friction at purchase. Pilot to be completed at 12/31 to determine if change in purchase process increased sales volume.
- On average, events attract 42% non-members and 58% members. Professional development brings in 75-80% of the revenue with the remainder being generated from membership events (webinars, virtual conference), event sponsorships and the 16% membership fee rebate from National.

Priority 2: Engage, Attract and Retain Members

- The Board has intentionally recruited BIPOC members to the Board, will be disbursing an annual bursary for Black and Indigenous evaluators, and offered complimentary registration to Indigenous evaluators for their annual virtual conference. Membership numbers have been level through the pandemic, however, with increased efforts in 2022, we hope to realize a 5% increase.
- The Chapter sponsors Eval Cafe, a community of practice in the GTA, that holds bi-monthly events for evaluators. Meet-up in May 2022 with Water Well Group presenting on Outcome Harvesting Design, in collaboration with Eval Cafe.
- The Chapter sends regular e-blasts and uses social media updates to engage with members. Our LinkedIn group has 1.6K members. Click through rates for our communications e.g. e-blasts is 60% on average.
- New website launched in 2021 that better informs members and the public, and showcases our updated branding. We had 5,245 unique visitors to the new website (2021-22) vs 2,005 for the year prior. We saw a 106.86% increase in page views to 11,700 vs 5,656 the year prior.

Prince Edward Island (PEI) Chapter

- With Covid lockdown during many periods throughout the year preventing in person networking sessions the PEI chapter sent notes by mail to members and provided gift cards to let them know we were thinking of them:
 - In the summer we provided a gift card to support a local ice cream shop
 - In the fall we provided a gift card to support a local coffee shop
 - In the winter we provided a scratch ticket
- CES PEI continues to offer a renewal subsidy to PEI members
- A reduced rate is provided to all CES members for any workshops that are held

- A reduced rate for workshops is also provided to full-time students hoping to interest them in the CES

Société québécoise d'évaluation de programme (SQEP)

- Active participation of CA members in the governance of SQEP to prepare the SQEP Strategic Plan 2021-2024, draft the contract & financial management policy and draft the Policy on registration fees for SQEP activities applicable to Board member.
- A harassment policy was approved by the SQEP Board.
- Offered a bursary to 10 emerging evaluators from the SQEP and French speaking Africa to enable them to participate in the CES annual conference. The bursary was associated with the late Marie Gervais in recognition to her international contribution to emerging evaluators.
- Disseminated training opportunities through several platforms: LinkedIn, Facebook, etc. and channels (university settings, government institutions, community networks).
- Maintained contact with retired CA administrators to invite them to disseminate across their network
- Trainings costed to include cost of membership to increase membership.
- Implemented the administrative and management system platform ViGlobe rendered the SQEP administration more efficient, increased availability of the SQEP administrative assistant for members and the CA, simplified the process of registration and renewal of memberships and Simplified the training registration and payment methods for members.
- Since June 2021, a monthly newsletter summarizing all relevant information is sent to all SQEP members.

Priority 2: Engage, Attract and Retain Members

Yukon (YT) Chapter

- CESY held its Annual General Meeting in-person on 15 September 2021 at the Yukon Inn.
- Continued to work towards implementation of our Chapter Strategic Plan according to strategy implementation lead.
- CESY has continued to implement its social media strategy on LinkedIn and Twitter to better communicate with members of the Yukon's evaluation community.
- Participation at the National Council level in discussions on diversity, equity and inclusion, evaluation ethics, social media communications and the design of CES's new information management system.
- Membership in the Yukon Chapter was stable over the year, averaging 13 members.

Priority 3: Advocate for Evaluation among Evaluation Users

2021-2022 Activities of National Committees and the Canadian Journal of Program Evaluation

Professional Learning Committee (PLC) Committee

- The Vice President who is also a PLC member represented CES on Evidence for Policymakers: Closing Panel at the Strengthening & Transferring Evidence for Policies & Politics Society (STEPPS) conference in December 2021.

Communication and Marketing (C&M) Committee

- Created targeted social media posts promoting opportunities to collaborate and celebrating contributions of CES members.
- Celebrate achievements of CES members advancing sustainability evaluation considerations.

Equity Diversity and Inclusion & Environmental Sustainability (EDI&ES) Committee

- Connected and collaborated with other stakeholders (e.g., Indigenous Evaluators, Blue Marble Evaluation) and key resources and interest groups.
- Respond to requests to collaborate or provide input/work with other standing committees.

2021-2022 Activities of Chapters

Alberta & Northwest Territories (AB & NT) Chapter

- The Advocacy Committee (created May 202) engaged in interviews with users of Evaluation (non-Evaluator members) and literature review (grey and peer-reviewed) to better understand the issues and opportunities in Alberta/NWT relevant to professional evaluation practice. They searched for tools that orient a non-Evaluator to the evaluation process and what constitutes a “good” evaluation.

- The Committee did not find tools that were explicitly grounded in the CES CE core competencies, nor easily available resources that provide a simple overview of what to expect from a “good” evaluation.
- The Committee identified a need to develop a tool aimed at those who commission evaluations or use evaluation results yet are new to evaluation or unfamiliar with evaluation. The proposed tool to be developed will:
 - Provide a succinct and understandable overview of the evaluation process
 - Be relevant across a range of settings and types of evaluations
 - Enable realistic expectations about what ‘should be’ happening
 - Allow users to access more robust information about underpinning evaluation concepts
 - Guide users in identifying key evaluation questions

New Brunswick (NB) Chapter

- Built relationship with strategic partners in the province.
- Targeted recruitment of new CES members through professional development activities.
- Increased awareness about CES among Indigenous communities. MEKTU evaluators joined CES.
- Reached out to Indigenous communities in the province. One PD session this year was an on the land evaluation implementation in an indigenous community in the NWT. The purpose was to highlight the uniqueness of a traditional program and the considerations that it requires.
- Held a well-attended virtual panel discussion on experience with the federal and provincial government policies on evaluation with representatives from Atlantic provinces and beyond.
- The Maritime Collaboration worked to host a session with IPDET (International Program for Development Evaluation) to explore what the state of evaluation is and what trends are emerging across Europe.

Priority 3: Advocate for Evaluation among Evaluation Users

National Capital (NC) Chapter

- This year, we have also negotiated an agreement with Carleton University's School of Public Policy and Administration Student Society. It aims to promote knowledge exchange by creating a direct link between emerging evaluators in the Diploma in Public Policy and Program Evaluation and experienced evaluators in the CES-NCC. Its implementation should start in the Fall of 2022 with the establishment of events and activities to support its realization.

Newfoundland (NL) Chapter

- Four board members engaged with local students as part of a student evaluation career day.
- NL Chapter participated in consultations on the Big Reset Report (PERT Report), an economic recovery document submitted to the NL government. The report included recommendations regarding the evaluation of programs and services as part of its focus on government and governance. The NL chapter submitted a letter and Chapter President attended a stakeholder consultation session on behalf of the NL Chapter.

Nova Scotia (NS) Chapter

- Dedicated professional development on the topic of Indigenous evaluation for Indigenous evaluators and to support non-Indigenous evaluators to understand and create supportive spaces for Indigenous-led evaluation.

Ontario (ON) Chapter

- 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.**

Prince Edward Island (PEI) Chapter

- In the fall of 2021 PEI launched a "PEI Evaluator Spotlight Series" to build an online identity for evaluation practice in PEI.
- PEI Chapter collaborated with CES-NS to bring Dr. Thomas Archibald of Virginia Tech to PEI/NS to present a workshop on Evaluative Thinking.
- PEI is collaborating with CES Atlantic chapters on PD Initiatives.
- PEI is collaborating with CES NS on their book club.

Société québécoise d'évaluation de programme (SQÉP)

- Participate on the administrative council of the Réseau francophone d'évaluation (RFÉ)
- CA member is on the Board of the International Development Evaluation Association (IDEAS)
- Initiation of collaboration alliances with other National evaluation associations and Networks.
- Offer essential skills training targeting non-evaluators two times annually.

Yukon (YT) Chapter

- Engaged with Yukon Government's Organizational Development Branch to explore opportunities for evaluation-related professional development.
- A CESH Board member facilitated an offering of the Essential Skills Series course in partnership with the Continuing Education Division of Yukon University from February to April 2022. The ESS offering was delivered in hybrid fashion with students completing the 10-module on-line version of the course through the CES e-institute while also participating in one-hour in-person session held at lunch hour once per week over eleven weeks. Nine students participated in the course.

Appendix A: Diversity, Equity and Inclusion

Evaluators play a crucial role in addressing systemic issues of diversity, equity and inclusion, as they are often in positions to influence the decisions of governments, service providers and other social organizations. Evaluators must work to dismantle systems and structures of oppression that produce social injustices and inequities in order to support equity for communities that have faced historical and ongoing marginalization.^{1,2}

Equity refers to the active removal of barriers and biases that limit the meaningful participation of all people and that perpetuate unequal distributions of power, resources and opportunities.

CES is committing to reflecting on how dynamics of power and privilege create systemic inequities, intentionally working to dismantle these systems, and finding pathways to provide opportunities for redistributions that redress historical and continued disparities.^{3,4,5}

Diversity captures the distinct life experiences, identities and knowledge of people and communities. In the Canadian context, factors such as ability, age, race, ethno-cultural background, Indigeneity, citizenship, language, socioeconomic status, gender, sexual orientation, religion and beliefs, among others, are examples of how diversity is categorized. Particular consideration is given to how these elements intersect and affect relations of power and privilege differently in people's lives and communities.

CES is committing to respecting and supporting a diversity of perspectives and life experiences, and promoting culturally-responsive evaluation, which values multiple knowledges and approaches contingent on context, and collaborative relationships with communities.

Inclusion supports and maintains a diversity of members, voices and perspectives by ensuring that all individuals feel that they belong, that they are valued and that they are comfortable to participate as their full selves.

CES is committing to creating a culture of inclusion through the active and intentional process of critically reflecting on biases, identities and relations of power to create spaces that are welcoming and supportive.

CES is also supported by its Diversity, Equity and Inclusion Working Group, through its efforts at active reconciliation, rooted in but not limited to the following resolutions, as presented by the Diversity Working Group and adopted by the board on May 4, 2016:

- *Resolved*, that the Diversity Working Group supports the CES in implementing consideration for reconciliation in its activities.

¹ Thomas, Veronica G., Anna Madison. (2010). "Integration of Social Justice Into the Teaching of Evaluation." *American Journal of Evaluation*. 31 (4), 570-583.

² Caldwell, Leon D., Katrina L. Bledsoe. (2018). "Can Social Justice Live in a House of Structural Racism? A Question for the Field of Evaluation." *American Journal of Evaluation*. 40 (10), 6-18.

³ Mertens, Donna M. (2007). "Transformative Considerations: Inclusion and Social Justice." *American Journal of Evaluation*. 28 (1), 86-90.

⁴ House, E. R. (1993). *Professional evaluation: Social impact and political consequences*. Newbury Park, CA: Sage Publications.

⁵ Dean-Coffey, J. (2018). "What's Race Got to Do With It? Equity and Philanthropic Evaluation Practice." *American Journal of Evaluation*. 39 (4), 527-542.

Appendix B: Sustainability

The CES Sustainability Working Group (SWG) is informed by the following sustainability concepts:

...development that is sustainable in terms of social progress, equity and inclusiveness, and economic development without undermining the natural resource base and ecosystems that we all depend on.

- Juha Uitto, personal correspondence, 2018

Indigenous peoples are caretakers of Mother Earth and realize and respect her gifts of water, air and fire. ... Everything is taken and used with the understanding that we take only what we need, and we must use great care and be aware of how we take and how much of it so that future generations will not be put in peril.

- "Honouring Earth," Assembly of First Nations. Retrieved September 5, 2018: <http://www.afn.ca/honoring-earth/>

The SWG describes sustainability-ready evaluation as the evaluation of coupled human and natural systems for equitable mutual benefit within and among these systems.

Additional guideposts within CES's broader context include:

- 1) The United Nations (UN) Sustainable Development Goal (SDG) progress on valuing the intrinsic rights of non-humans within equity-focused evaluation: The UN's 2030 Agenda for Sustainable Development led to new guidance on the Inclusive Systemic Evaluation for Gender equality, Environments and Marginalized voices (ISE4GEMs) that acknowledges the marginalized voices of flora and fauna.
- 2) Canada's *Federal Sustainable Development Act*: This Act informs the preparation of Canadian evaluators to generate and mobilize decision-relevant evidence on interconnected human and natural systems. Intergenerational equity and the unique role of Indigenous Canadians (UNDRIP, TRC, Active Reconciliation) is explicit in the Act, as is the role of results-based management.

The purpose of this Act is to provide the legal framework for developing and implementing a Federal Sustainable Development Strategy that will make decision making related to sustainable development more transparent and subject to accountability to Parliament, promotes coordinated action across the Government of Canada to advance sustainable development, and respects Canada's domestic and international obligations relating to sustainable development, with a view to improving the quality of life of Canadians.

In section 5, the Act specifies:

- (a) ... the **need for the Government of Canada to integrate** environmental, economic and social factors in the making of all of its decisions;
 - (b) the **principle of intergenerational equity**, which is the principle that it is important to meet the needs of the present generation without compromising the ability of future generations to meet their own needs;
 - (c) the **principle of openness and transparency**, which is the principle that the release of information should be encouraged to support accountability and public engagement;
 - (d) the **principle that it is important to involve Aboriginal peoples** because of their traditional knowledge and their unique understanding of, and connection to, Canada's lands and waters;
 - (e) the **principle of collaboration**, which is the principle that it is important for stakeholders to collaborate in the pursuit of common objectives; and
 - (f) the principle that **a results and delivery approach** — that allows for developing objectives, developing strategies for meeting those objectives, using indicators for reporting on progress towards meeting those objectives and establishing accountability — is key to meeting measurable targets.
- 3) Cross-disciplinary progress to mainstream interspecies and intergenerational equity as well as social equity, within the discourse and conceptual framing of equity and ethics (e.g., Justice Brian Preston's "What's Equity Got to Do with the Environment?"): The distribution of the benefits and burdens of developing the environment raises issues of equity. The notion of equity concerns evenness, fairness and justice. The members of the community of justice comprise people of the present generation, people of future generations and non-human nature, present and future. Extending equity to these members involves intragenerational equity, intergenerational equity and interspecies equity. These three principles of equity fix not only the process of decision making concerning development of the environment but also the results of decision making.
 - 4) Increasing recognition of colonization, land dispossession and cultural genocide as root causes of an extractive, rather than regenerative culture that drive degenerative design in finance, politics and environmental management.

⁶ Preston, Justice Brian J. (2018). "What's Equity got to do with the Environment?" *Australian Law Journal*. 92(4), 257.



Appendix C: Thank You to our Members!

Thank you to our hundreds of volunteers from across the country and abroad for your dedication and leadership in evaluation, helping to position and advance our practice and profession!

National Board Committees

Executive Committee

This committee oversees the direction and management of the property, business and affairs of CES between meetings of the Board of Directors.

Chair: Doaa Saddek
Sarah Farina, CE
Krista Brower, CE
Beth Snow, CE
Diane Bilingsley, CE
Andrealisa Belzer, CE
Harry Cummings, CE
Susan Hollett, CE
Cassandra Parsons
Micheal Heimlick, CE
Lisa O'Reilly, CE
Nicole Michaud

Audit Committee

This committee assists the Board of Directors in fulfilling its oversight responsibilities in the areas of financial reporting, internal control systems and the annual audit processes.

Chair: Harry Cummings, CE
Stephen Kester

Communications & Marketing Committee

This committee assists the Board of Directors in fulfilling its oversight responsibilities regarding communication to members, and the promotion of CES and its membership services.

Chairs: Diane Bilingsley, CE; Lisa O'Reilly, CE
Cassandra Parsons

Equity, Diversity, Inclusion and Environmental Sustainability Committee

The purpose of the Standing Committee is to support CES as it strives to demonstrate leadership in the areas by modeling, advocating for, and implementing the adoption of practices, policies, and principles for Equity, Diversity, Inclusion and Environmental Sustainability.

Chair: Krista Brower, CE
Vanessa Anatasopoulou, CE
Andrealisa Belzer, CE
Rachel Braun
Victoria E. Diaz
Nick Petten
Narpinder Rehallu
Marcela Tapia, CE
Brenda Wedge

Fellows Executive Committee

This committee represents the voices of the Fellowship and draws upon their leadership and experience in furthering the objectives of CES and advising the National Council on various matters, including policies, procedures and awards.

Chair: Larry Bremner, CE, FCES
François Dumaine, CE, FCES
Natalie Kishchuk, CE, FCES
Steve Montague, CE, FCES

Governance & Process Committee

This committee ensures the Board of Directors fulfills its legal, ethical and functional responsibilities through adequate governance policy development and monitoring of Board activities and processes.

Chair: Susan Hollett, CE
Kewir Dufe
Nick Petten
Marcela Tapia, CE
Maria Reyes

Professional Learning Committee

This committee identifies training needs and provides opportunities for evaluators to gain knowledge and skills for professional practice of evaluation in Canada.

Chairs: Andrealisa Belzer, CE; Micheal Heimlick, CE
Brice Dikoume
Nicole Michaud
Beth Snow, CE
Brenda Stead, CE
Marla Steinberg, CE

Chapter Boards

Alberta–Northwest Territories Chapter

President: Allison Larsen, CE
Treasurers: Judith Krajnak
National Representative: Krista Brower, CE
Director, Professional Development (Edmonton):
Ana Karbajian

Director, Professional Development (Calgary):

Jana Lait & Randy Thornhill

Director, Advocacy: Sharlene Wolbeck-Minke, CE

Director, Events: Rita Yembilah

Director, Communications: Christine Vandenberghe

Director, Students & Emerging Evaluators: Brittany Molner

Director at Large/NWT: Terrilyn Chiasson

Director at Large: Grace Shen-Tu

Director at Large: Guy Innes

Chapter Administrator (Non-Executive Member):

Carla Beirnes

British Columbia Chapter

President: vacant

Vice President: Slavica Stevanovic, CE

Treasurer: Jeanne Legare

Secretary: Megan Ondr-Cooper

National Representative: Beth Garner, CE;
Sarah Boorman, CE

Past President: Beth Snow, CE

Diversity, Equity & Inclusion Committee: Chair, Slavica Stevanovic, CE

Members-at-Large: Kasra Hassani (Conference); Golareh Habibi, CE (Membership); Julia Langton (Professional Development & Communications)

Lower Mainland Coordinators: Reilly Baldwin & Damien Chen

Vancouver Island Coordinator: Michelle Vanchu-Orosco

BC Interior Coordinator: Don Murray, CE

Student and Emerging Evaluator Coordinator:
Cassandra Parsons

Many thanks to outgoing members of council:

Vice President: Sheila Matano; Secretary: Kile Brokop;
National Representative: Lisa O'Reilly, CE; Past President:
Sarah Farina, CE; Member-at-Large (Conference):
Colleen Craig; Member-at-Large Professional Development
& Communications) : Marla Steinberg, CE; Student Mentee:
Dana Prymak

Manitoba Chapter

President: Ryan Catte, CE
Vice President: Andrew Buchel, CE
Treasurer: Marianne Krawchuk, CE
Secretary: Kate Dubberley
National Representative: Maria Reyes
Past President: Gerry Kaplan
Professional Development Chair: Mathew Sanscartier
New & Emerging Evaluator Officer: Gerry Kaplan
Membership Development Officer: Andrew Buchel, CE

New Brunswick Chapter

President: Katerina Lysenko, CE
Past-President (Ex-Officio): Karyn Hicks, CE
Vice-President: Greg Lutes, CE
National Representative: Brenda Stead, CE
Secretary: Helene LeBreton

National Capital Chapter

President: Emily Brennan, CE
Secretary: Susanna Beaudin, CE
Treasurer: Stephen Kester
VP Professional Development: Allysa Olding
Co-VP Professional Development: Lulu Li
VP Communications: Stéphanie Jolette
VP Equity, Diversity, Inclusion and Sustainability: Susanna Beaudin, CE
VP Networking: John Burrett, CE
Memberships: John Burrett, CE
Partnerships: Marc Riopel
Chapter Representative to National: Stephen Kester
TBS Ex-officio: Cédric Ménard, CE
Performance and Partnership Exchange (PPX) representative (Ex-officio): Steve Montague, CE
Student Representative: Brian Case
Student Representative: Eric Franke

Nova Scotia Chapter

President: Dorian Watts CE
Vice President: Melissa Neil
Treasurer: Clare Levin, CE
Secretary: Zahra Take
Past President: Andrealisa Belzer CE
Program Chairs: Wendy Kraglund-Gauthier
Membership Chair: Nicole Saulnier, CE
National Representative: Evan Poncelet, CE
Technology Chair: Evan Poncelet, CE
Member at Large: Scott Christian CE

Newfoundland & Labrador Chapter

President: Allison Mullaly, CE
Vice President (Professional Development Chair): Demi Gibson
Treasurer: Janelle Skeard
Secretary: Michael Ryan
National Representative: Susan Hollett, CE
Director-at-Large (Membership & Communications): Maria Learning
Director-at-Large (Professional Development): Tracy Rideout-Fitzpatrick & Tracy Gulliver
Student Directors-at-Large: Margaret Tran
Administrative and Accounts Manager: Felicia Rice

Ontario Chapter

President: Nikhat Rasheed
Vice-President: Maria Mardirosian
Treasurer: Hossam Bakir
Secretary: Valentina Latorre-Franky
National Representative: Nick Petten
Co-Chairs, Membership Committee: Nicole Heaney; Antoine Vandemoortele
Co-Chairs, Professional Development Committee: Marisha Holmberg; Marion Trent-Kratz, CE
Co-Chairs, Diversity, Equity, Inclusion and Anti-Oppression Committee: Lina Hammad; Anabelle Ragsag
Directors: Tanya Darisi; Betty Onyura, CE

Prince Edward Island Chapter

President: Tess Mille, CE

Vice President & Professional Development Committee

Chair: Brenda Wedge

Treasurer: Jenna Lee

Secretary: Dr. Charlene VanLeeuwen

National Representative: Bobby Thomas Cameron

Past President: Sandra Currie

Membership Committee Chair: Carolyn MacPhail

Société québécoise d'évaluation de programme

President: Jean Serge Quesnel, CE

Vice-President (Quebec): Anna Gueye, CE

Vice President (Montreal): Kenza Bennani,

Treasurer: Isabelle-Ann Leclair Mallette

Secretary: Marie-Philippe Lemoine, CE

Directors-at-Large: Aïcha Ibrahim Ahmed; Brice Dikoume; Denise Charline; Teikeu Ngnintewe; Loïc Nsabimana; Yamina Oulhaci

Past President: Sherri Bissett, CE

Administrative assistant: Laval Villeneuve

Saskatchewan Chapter

President: Micheal Heimlick, CE

Vice President & PD Rep: Brian Hoessler

Treasurer: Carolyn Hoessler, CE

National Chapter Representative: Micheal Heimlick, CE

Members-at-Large: Karen Lawson, CE; Shaneice Fletcher-Hildebrann (Social Media)

Past President: John Marshall

Administrative Assistant: Jeenal Patel

Task Forces, Working Groups and Other Boards

AMS Project Working Group

This year the board approved an upgrade to our association management system and website. CES is working with BizZone and their product Association DNA to implement our new association management system and website to better serve members and streamline administrative tasks. The new system and website should be up and running in early 2023.

Chair: Marla Steinberg, CE

Benoit Gauthier, CE

Beth Snow, CE

Michael Heimlick, CE

Harry Cummings, CE

Diane Billingsley, CE

Canadian Journal of Program Evaluation Editorial Board

The Canadian Journal of Program Evaluation is published three times a year by the Canadian Evaluation Society to promote the theory and practice of program evaluation in Canada.

Editor-in-Chief: Isabelle Bourgeois

Editorial Coordinator: Stéphanie Maltais

Associate Editor, Practice Notes: Jill Chouinard

Associate Editors, Roots and Relations: Nicky Bowman and Larry Bremner, CE

Associate Editor, Book Reviews: Jane Whynot

Associate Editor, Marketing: Johann Jacob

Social Media Coordinator: Christine Vandenberghe

Board Members

Acree, Jeremy - University of North Carolina at Greensboro

Amo, Courtney, CE - Atlantic Canada Opportunity Agency

Aubry, Tim, CE - University of Ottawa

Bentayeb, Naïma - École nationale d'administration publique
 Bowman, Nicole - Bowman Performance Consulting
 Researcher/Evaluator, LEAD & WEC Centers, University of WI-Madison
 Boyce, Ayesha - University of North Carolina at Greensboro
 Carter, Nancy, CE - Evaluation Scientist
 Cousins, Brad, CE - University of Ottawa
 Earl, Sarah - YMCA GTA
 Favaro, Paul, CE - York University
 Jacob, Steve - Université Laval
 Kishchuk, Nathalie, CE - Université de Montréal
 Laeubli, Marlène - LAUCO Evaluation & Training
 Lovato, Chris, CE - University of British Columbia
 McDavid, James - University of Victoria
 Myers, Anita, CE - University of Waterloo
 Obrecht, Michael, CE - Consulting
 Perrin, Burt, CE - Independent Consultant
 Poth, Cheryl, CE - University of Alberta
 Rey, Lynda, CE - École nationale d'administration publique
 Richard, Lucie - Université de Montréal
 Ridde, Valéry - Université de Montréal
 Rist, Ray - The World Bank
 Seasons, Mark - University of Waterloo
 Schwartz, Robert - University of Toronto
 Schröter, Daniela - Western Michigan University
 Sridharan, Sanjeev - The Melinda and Bill Gates Foundation

Certified Evaluator Credentialing Board

This board is the decision-making body for the Professional Designations Program, and is tasked with considering the merits of members' application for credentialed status and making fair decisions on applications and appeals for the designation using guidelines and criteria established by CES National Board.

Chair: Beth Snow, CE
 Michelle Anderson-Draper, CE

Frederic Bertrand, CE
 Francois Dumaine, CE
 Benoit Gauthier, CE
 Marthe Hurteau, CE
 Allison Kerry, CE
 Keiko Kuji-Shikatani, CE
 Birgitta Larsson, CE
 Judy Lifshitz, CE
 Martha McGuire, CE
 Hubert Paulmer, CE
 Martine Perrault, CE
 Janice Remai, CE
 Wendy Rowe, CE
 Simon Roy, CE

Credentialing Review Process Working Group

Frederic Bertrand, CE
 Keiko Kuji-Shikatani, CE
 Birgitta Larsson, CE
 Judy Lifshitz, CE
 Martine Perrault, CE
 Wendy Rowe, CE
 Simon Roy, CE

Culturally Responsive Reference Group

This group supports course development and review of specialized e-Institute courses.

Chair: Marla Steinberg, CE
 Vanessa Anastasopoulos, CE
 Larry Bremner, CE
 Deborah Delancey, CE
 Natalie Gagné
 Kim van der Woerd
 Lillian Howard (elder)
 Diane Billingsley, CE

Curriculum Advisory Board

This board supports e-Institute course selection, development and review, and the evaluation of the e-Institute.

Chair: Marla Steinberg, CE
Shelley Borys, CE
Eliana Clay, CE
Karen Lawson, CE
Nick Petten
Kelly Skinner
Florence Tarrant

Ethics Working Group

Doaa Saddek
Sherri Bissett, CE

Mentorship Initiative Working Group

The Professional Learning Committee has engaged a working group to determine member needs for our informal self-directed mentoring initiative.

Chair: Cassandra Parsons
Brenda Stead, CE
Marla Steinberg, CE
Andrealisa Belzer, CE
Vanessa Anastasopoulos, CE
Natalie Kischuk, CE
Evan Poncelet, CE
James Coyle, CE

C2022 Volunteers

C2022 would like to acknowledge and thank all of the amazing volunteers who made this journey possible and so generously shared their time and expertise to make this conference a reality.

Co-Chairs, C2022 Conference: Ryan Catte, CE;
Matthew Sanscartier,

C2022 Committees

*Chair or Co-chair

Craig Adolphe
Gonzalo Agrimbau
Caroline Alberola
Natalie Baydack
Denise Belanger, CE
Jennifer Birch-Jones, CE
Brigitte Bouchard-Morris*, CE
Rachel Braun
Larry Bremner, CE
Krista Brower, CE
Andrew Buchel*, CE
Brian Case
Hannah Cooke
Harry Cummings, CE
Lena Dedyukina
John Deitz
Kate Dubberley
Teresa Dukes
Taryn Eickmeier, CE
Ahmed Elkabbany*
Nikkie Galeos
Benoit Gauthier, CE
Naomi Gichungu
Arsena Gjipali
Christina Halliday
Sarah Heath
Micheal Heimlick, CE
Sara Hermida
Aynslie Hinds
Susan Hollett, CE
Erin Huck, CE
Ilene Hyman
Augustina Illimoe

Anna Janik-Kelly
Gerry Kaplan
Judith Krajnak*
Marianne Krawchuck, CE
Linda Lee, CE
Clare Levin, CE
Lin Lim
Karen Lind
Charloette Lwanga-Makondo
Samandar Mahmodi
Martin Michalak
Javier Mignone*
Maria Montenegro, CE
Samantha Neufeld
Cassandra Parsons
Riya Patel
Carolyn Peters
Narpinder Rehallu*
Matthew Rempel
Maria Reyes
Doaa Saddek
Sidney Shapria*
Patricia Silva-Roy
Kalao Simdoro Tchozo
Brenda Sonntag, CE
Kerry-Ann Spencer-Williams
Marcela Tapia, CE
Diana Tindall*, CD
Jennifer Tran-Smith
Kalyani Vartak
Yuan (Linda) Zhou*

C2022 Reviewers

Tim Aubry, CE
Kathy Belton
Andrealisa Beltzer, CE
Shelley Borys, CE
Meaghan Brierley
Bobby (Thomas) Cameron, CE
Kaireen Chaytor, CE
Kelly-Lyn Christie
Shelby Corley, CE
Harry Cummings, CE
Robert Czerny, CE
Evangeline Danseco, CE
Francois Dumaine, CE
Sherry Elnitsky, CE
Serge Eric Yakeu Djiam, CE
Mélanie Fournier
Benoît Gauthier, CE
Kathy Gerber, CE
Anne Gillies, CE
Eleanor Hamaluk, CE
Karyn Hicks, CE
Angela Suzanne Hill, CE
Abdirahman Hussein
Steve Jacob
Sandra Johansen
Reanne Kinsella, CE
Natalie Kishchuk, CE
Galin Kora, CE
Birgitta Larsson

Karen Lawson
Linda Lee, CE
Judy Lifshitz
Lois Little
Neale MacMillan, CE
Louise Mailloux, CE
Maureen Matthew
Laurie McCaffrey
Jim McDavid
Lori Meckelborg
Michael Obrecht, CE
Valeria Pandelieva
Hubert Paulmer
Carla Plotnikoff, CE
Kathryn Radford
Janice Remai, CE
Andy Rowe, CE
Simon Roy, CE

Matthew Sanscartier
Houssene Sebogo
Robert Shepherd, CE
Heather Smith Fowler
Marla Steinberg, CE
Diana Tindall
Gail Vallance Barrington, CE
Hema Vyas
Kenneth Watson
Cindy Weeks
Kelly Wiens
Helene Wirzba
Sharlene Wolbeck Minke
Kate Woodman, CE
Jennifer Young
Rae-Anne Zaroski, CE
Biljana Zuvela