

# COADY

## 2010-2011 ANNUAL REPORT



**COADY**

INTERNATIONAL INSTITUTE  
ST. FRANCIS XAVIER UNIVERSITY

Igniting Leadership

# Message from the Chair of the Advisory Board



*“To all those unnamed noble souls who without remuneration are working overtime in the cause of humanity”*

– Rev. Dr. Moses M. Coady

That quote by Moses Coady appeared for the first time on the dedication page of *Masters of their Own Destiny*, the only book he wrote, but one that continues to inspire people the world over.

It’s also a fitting way to welcome you to the Coady International Institute’s 2010-2011 annual report, which highlights exciting new initiatives that will broaden the Institute’s impact in leadership training and action research.

For example, in December of 2010, the Government of Canada announced that the Coady Institute would be home to the Canadian International Centre of Women’s Leadership. What a fantastic opportunity to reach out to emerging women leaders in the development field.

As that news was being welcomed, the Institute was preparing to roll out the inaugural offering of the Indigenous Women in Community Leadership program, a bold new program that will have an impact on the lives of Indigenous Canadian women and their communities.

Those are just two examples of the Coady Institute fulfilling its vision of nurturing new leaders in citizen-led, community-based development.

I want to thank our expanding network of alumni, supporters and partners for their steadfast dedication to this great institution. You have made it possible to reach those ‘noble souls’ who captured the imagination of Moses Coady so many years ago.

I would also like to thank interim director Gord Cunningham for leading the management team and staff through this expansion. Gord took on many new responsibilities, including the search for a successor to long-time director Mary Coyle. With a strong foundation, we now look forward to working with new director Dr. John Gaventa as he guides the Coady Institute toward an exciting future.

A handwritten signature in cursive script, appearing to read 'Susan Crocker'.

Susan Crocker  
Chair of Coady Advisory Board  
2010 Coady Graduate



Photo Courtesy StFX Archives

**Born out of the Antigonish Movement, a people’s movement for economic and social justice that began in the 1920’s, the Coady International Institute at St. Francis Xavier University upholds the tradition of building the capacity of community leaders.**

**The Institute is world-renowned for its innovative leadership education programs and action research in the field that promote self-reliance and practical ways to improve our world.**

**By educating a worldwide network of leaders and partners, more than 5,500 in 130 countries to date, the Institute is building better organizations, communities and societies around the globe.**

# Message from the Director and President

Father Jimmy Tompkins once said that ideas have hands and feet; let them loose and they will go to work.

The Coady International Institute and StFX University have always been strong believers in the idea that inspirational leadership can change the world. We're proud to report that we now have more than 5,500 Coady graduates and partners working in 130 countries. That global outreach over 52 years speaks volumes about the dedication and creativity of our staff and the generous support of our donors.

Two developments in the past year warrant special attention.

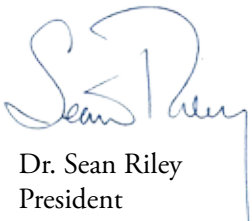
First, we were thrilled to announce the appointment of John Gaventa as director of the Coady Institute and vice-president of International Development at StFX.

Dr. Gaventa is a distinguished international educator, researcher and author, and joins the Coady after 15 years at the Institute for Development Studies at the University of Sussex in England. His strong focus on community development and civic engagement will ensure that our programming and research continue to meet the needs of development practitioners around the world.

Secondly, the Institute took a giant step forward in the expansion of programming for women. We welcomed the first cohort of indigenous women to the Indigenous Women in Community Leadership program.

And in just a few short months, our new International Centre for Women's Leadership will launch the first Global Change Leaders program for emerging women leaders in the global south. We thank the Government of Canada and all our donors for their support and look forward to exciting new developments as we expand further.

We welcome Dr. Gaventa to the team and look forward to building our future together on our strong foundation.



Dr. Sean Riley  
President  
St. Francis Xavier University



Gord Cunningham  
Director  
Coady International Institute



*Interim director Gord Cunningham with John Gaventa, incoming director, Coady International Institute*

John Gaventa is a researcher, educator and civil society practitioner with extensive experience in training and organizational leadership across the globe. He has worked extensively in areas of international development, citizen participation and action; participatory methods of research and learning; power and empowerment; participatory governance; global citizenship and social movements, and grassroots organization. As an educator, he has taught in University settings in the US and the UK, and served as a lecturer, facilitator and trainer with students and practitioners in over 20 countries.

Taking a collaborative partnership approach, he has organized and led several large scale international research programmes and action learning networks including the Development Research Centre on Citizenship, Participation and Accountability and LogoLink (2000 – 2006). He has also served as a leader of civil society organizations, including director of the Highlander Center in the United States, and chair of Oxfam Great Britain. He has a particular interest in linking research and education to development practice and social change.

A former Rhodes Scholar and MacArthur Prize Fellow, he was most recently a professor in the Participation, Power and Social Change team at the Institute of Development Studies, University of Sussex.



# Education Programs - Education for Action

## Innovative Education Programs in Development Leadership

The Coady International Institute expanded in 2010-11 with many new course offerings in development leadership. These programs help development practitioners to enhance critical analysis skills to tackle challenges and act on opportunities in their own context. Our programs inspire them to experiment with best practices learned from social and economic change innovators everywhere. In 2010-2011, development practitioners from 29 countries attended Coady programs, including our flagship 19-week Diploma in Development Leadership, and dynamic certificate courses related to leadership in particular development sectors; from peace building and asset-based development to citizen engagement and livelihoods and markets. In total, 277 women and men participated in Coady offerings on campus or through regional offerings in 8 different countries of the global south

Recognizing the significant impact of women leaders, the Coady Institute reoffered the Certificate in Community Development Leadership by Women after a hiatus of a few years. As well, we developed a unique curriculum for an Indigenous Women in Community Leadership Program in collaboration with the StFX Extension Department, which was offered in the spring of 2011; and began developing the International Centre for Women's Leadership with startup funding from CIDA.

## Education Programs offered in 2010-11

In the 2010-11 program year, 168 participants graduated from the Coady's Institute's campus-based programs - more than in any other one-year period in the Institute's history. The year began with the inaugural spring semester at the Coady in which 32 women and 17 men attended three-week certificate programs over a seven-week period. Twenty-seven women and 26 men then developed a learning community within the diploma program and welcomed 32 additional women and 34 additional men in eight different fall certificate offerings. This is more certificates than Coady has ever



made available in a seven-week period. As well, we responded to feedback from our participants and scheduled our fall certificates back-to-back so leaders could maximize their time and travel investment to develop in-depth knowledge and skills in two particular areas.

The expanded certificate course roster enabled the Institute to offer some popular courses such as Advocacy & Citizen Engagement, Community Based Microfinance and Livelihoods & Markets twice within the year and to offer new certificates such as Community Development Leadership by Women, Facilitation and Training Approaches for Community Change, and Community Based Natural Resource Management. The Institute was also able to present new elective courses in the diploma program such as Confronting Food Security and Climate Change, which may grow into certificate offerings in the future.

The Community-Based Microfinance certificate was offered for the second time in an online format and had a total of 27 participants. The facilitation team for this course worked hard to make the course an interactive one that drew on participants' own experiences in their specific contexts and challenged them to do mini field assignments throughout the course and bring those learnings back to the online discussion forums. The high ratings the course received from participants demonstrated the success and interest in this program.





Off campus, the Coady Institute's educational interventions were conducted in five countries in sub-saharan Africa and ranged from one-day Introductory Seminars on ABCD to two-week workshops on the PATH Process (People Assessing Their Health). In all cases these offerings were conducted with Coady partner organizations and graduates and reached out to new constituencies whose members are excited about the opportunities to gain new skills and knowledge through Coady programs. These partnerships are at the root of much of our work internationally and new agreements have been signed with organizations such as CUSO/VSO, CARE International and the Aga Khan Foundation who intend to send their overseas staff and partners to programs at the Coady for their professional development.

New full-time programming staff have been recruited and will join the Coady Institute in the spring of 2012 to facilitate our ongoing work in women's leadership.

## Looking to the Future

The Coady Institute programming staff conducted a review of our educational course offerings in early 2011 and planned our on-campus educational programs for 2012 and 2013, which included publishing a new, user friendly brochure. In 2011-12 and for the following two years the Institute intends to consolidate our Diploma in Development Leadership offering and enhance its position as the best program of its kind in the world. At the same time we will continue to grow our spring semester so those busy development practitioners who can not get away for the full 19-week program can choose a 1, 2, 3, 5 or 7-week period to mix and match a number of high quality course offerings to boost their leadership capacities. These courses, combined with our new offerings in Indigenous Women in Community Leadership and the International Centre for Women's Leadership, plus our new offering in the spring of 2012 in Skills for Social Change targeted at Canadian youth interested in development practice, will reinforce the Coady Institute's reputation as the place of excellence for learning about development leadership that is citizen-based, community-centred and asset-focused.

## Coady Institute awards 2011 Iromi Amit Memorial Scholarship

Coady International Institute awarded Darlin George from India the 2011 Iromi Amit Memorial Scholarship. Ms. George was a participant in the Community Development Leadership by Women certificate program in the Spring of 2011.

The annual scholarship was created by family, friends and colleagues of Iromi Amit, the daughter of Coady director emeritus Dr. Eric Amit. Iromi was a 1976 StFX graduate and well-respected employee of the Canada Mortgage and Housing Corporation.

Now retired, Dr. Amit says he hopes there is strong community interest in increasing the value of the scholarship.

The scholarship, first awarded in 2010, is given to a woman leader dedicated to improving the lives of the community she serves so she can participate in Coady Institute educational programs.

*Potential supporters are invited to contact Erika Gunn (egunn@stfx.ca) at the Coady Institute.*





# Highlights from 2010/2011

## Coady Hosts Afghan Photo Exhibit

It's amazing what can happen when you put cameras in the hands of children.

The Coady Institute hosted a photography exhibit created by 15 boys and girls who are studying photojournalism in Kandahar, Afghanistan. 'Kandahar Through Afghan Eyes' shows what life is like away from the constant media focus on war and conflict. The CIDA funded exhibit contained 30 photos, each accompanied by a poem or narrative.

Our graduates have been actively involved in Afghan development work, including support for the micro-finance sector and women.

Susan Hartley, president of the Atlantic Chapter of Canadian Women for Women in Afghanistan, said the children's artistic work shows the recent progress in Afghan society. "Ten years ago, girls and boys could not have been in the same class learning photography and creative writing." She added that



From left to right: Susan Hartley, Atlantic Chapter of Canadian Women for Women in Afghanistan; Behrang Foroughi, Coady Institute; Bill Gunn, CIDA; and Mary Coyle, Coady Institute.

school enrolment increased from less than one million students in 2002, to seven million in 2009.

The exhibit ran from November 24 to December 10, 2010. It was also on display in schools, public institutions and community centres across Canada.

## 2010 Katherine Fleming International Development Award

Anna Meela-Kulaya, a native of Tanzania, was presented with the 11th annual Katherine Fleming International Development Award at a ceremony held in the Coady

Institute during StFX Homecoming. Meela-Kulaya, a lawyer with the Women in Law and Development organization in Africa, said the award was a huge honour.

"Working for women's rights is definitely not an easy thing," she said. "I expect a lot of challenges, and with this encouragement, I will continue to work for women in my country and all over the world."

Meela-Kulaya praises her own mother for raising seven children after her husband died, at a time when gender equality didn't exist.

The Katherine Fleming International Development Award is presented each year to an outstanding woman from Africa who leads others with determination and generosity. The endowment, funded by family and friends of Katherine Fleming, supports tuition costs for an African woman attending the Diploma in Development Leadership program.

*Anna (Centre) and Doreen and George Fleming (Katherine's Parents)*



## The Coady's Visual Metaphor for Peace

Ohio Valley artist Fenn Martin called it 'a ceramic artist's dream job.'

His frieze, titled 'Making Peace', was commissioned by the Sisters of St. Martha; and if you attend an event at either Marjorie Desmond Hall or Dennis Hall, you can't help but be engaged by its calming, inspirational imagery and its size. The art consumes 50 square feet of wall space in the Gogan Family Gathering Hall and weighs almost 600 pounds.

Sister Mary MacFarlane, congregational leader, says the financial gift was originally made in 2003 to celebrate the 150th anniversary of StFX. "We suggested an artistic creation that would speak to the universal value of peace and that it be placed on campus. In a conversation with Coady administration following the completion of their new facilities, we supported the decision to commission a ceramic frieze by local artist Fenn Martin. And we're delighted."

Gord Cunningham, interim director of the Coady Institute, says 'Making Peace' is a meaningful creation that "captures what the original Antigonish Movement and today's Coady are all about – promoting a life of peace and abundance by using local resources to our collective advantage. We're proud to share it with our local community and international participants."



From left to right: Lori Ward, manager, Fundraising and Communications, Coady Institute; Sr. Brendalee Boisvert; Fenn Martin; Sr. Mary MacFarlane, congregational leader; Sr. Wilma Best; Sr. Elizabeth Riopelle.

Mr. Martin says his challenge was to create a visual metaphor for complex ideas like harmony, democracy and interconnectedness.

"After a lot of interviews, research and reflection I pulled together wide-ranging ideas about peace and how I could tell a universal story that celebrates personal, historical and international themes. The resulting narrative is a coming together of diverse peoples to share a meal, to enjoy the much-sought 'life of abundance' at the heart of the Antigonish Movement. It's an incredible honour to take part in a project of this scale."

## Waging Peace in a World of War

Father John Dear, author of 'Put Down Your Sword: Answering the Gospel Call to Creative Non-Violence', challenged Canadians during a lecture in September 2010 at the Coady Institute.

The Jesuit priest and activist said the world has adopted a culture of violence that never brings peace. "You love your enemies, you don't nuke them," he said. "We are always barreling down the highway to war. It's pure, outright assassination and it's happening all over the world."

His appearance at the Coady Institute was co-sponsored by the Sisters of St. Martha, Antigonish Development and Peace, the Diocese of Antigonish and the Coady Institute.

Stay connected with the Coady Institute through our growing social media channels. You'll find podcasts, video clips, web features and more.



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Coady Institute



Coady Institute



coady.libsyn.com  
(podcasts)





# Indigenous Women in Community Leadership

## Successful Launch of Inaugural Certificate

The verdict is in – participants, mentors, Coady staff and program funders agree that the first offering of the Indigenous Women in Community Leadership program was a great success. The five-year program engages emerging First Nations, Métis and Inuit women leaders and offers practical skills and experience to support their efforts in community development.

“The 12 young women in our first cohort are already considered the movers and shakers in their communities, so they’re going to make a big difference,” says Sheila Isaac, program manager. “We were very impressed with their passion for positive change, and their commitment to produce tangible results for community-based change.”

One Inuk and 11 First Nations women were on the Coady campus for three weeks in May, and then began summer-long community placements, with support and encouragement from their Indigenous mentors. The program is supported by generous funding from the Imperial Oil Foundation and ExxonMobil Foundation.

Participant Lauren McComber, an aspiring Mohawk journalist from Kahnawake, Quebec, says her time at the Coady Institute was extremely inspiring. “It was so amazing to be surrounded by so many different women, each one having something different to bring to the table. Our first week, when we were able to see our own leadership abilities more clearly, was very empowering.”

McComber calls her community placement project ‘Revising the Haudenosaunee Woman’, which is a series of workshops to help women maintain their strong cultural identity in our modern culture.



Participant Rose Julian, a Mi’kmaq leader from Nova Scotia’s Paqtnkek First Nation, is applying the Coady’s ‘asset-based community development’ principles to her First Nation’s future economic development strategy. “The nearby highway twinning project will present opportunities for our people,” says Ms. Julian. “Making things happen will take considerable planning, and knowing what strengths we already have will be a key part of our plan.”

Sheila Isaac says there will be some tweaking of the curriculum and schedule for the program’s second offering. “We’ll begin our recruitment efforts this fall, but we’ve already had applications sent based solely on word-of-mouth from our first cohort. Those personal testimonials, from the young women and their mentors, are powerful endorsements of the program.”

**2011 participants:** Elena Abel, Ottawa, ON; Kristen Auger, Fort St. John, BC; Shawna Boyer, Mississauga First Nation, ON; Tiffany Burns, James Smith Cree Nation, SK; Samantha Elijah, Walpole Island First Nation, ON; Rose Julian, Paqtnkek Mi’kmaw Nation, NS; Helen Knott, Fort St. John, BC; Lauren McComber, Kahnawake, QC; Amanda Meawasige, Eagle Lake First Nation, ON; Karri-Lynn Paul, Woodstock First Nation, NB; Leslie Qammaniq, Pond Inlet, NU; and Vanessa Tait, O-Pipon-Na-Piwin Cree Nation, MB.

**2011 mentors:** Leena Evic, Iqualuit, NU; Angela James, Yellowknife, NT; Patricia Flett, Fort McMurray, AB; Cecilia Fitzpatrick, Fort MacKay, AB; Marie Delorme, Calgary, AB; and Chief Candice Paul, St. Mary’s First Nation, NB.

For more information on the Indigenous Women in Community Leadership program, visit [www.iwomenlead.ca](http://www.iwomenlead.ca). Podcasts involving the program mentors can be heard at [coady.libsyn.com](http://coady.libsyn.com).

*Participants, facilitators and mentors of the 2011 Indigenous Women in Community Leadership program*





# International Centre for Women's Leadership



## January 2012 certificate program first step in global outreach

*"If you want to set me on fire – go ahead.  
I am not budging from Tahrir Square."*

- Asmaa Mahfouz

Strong words from a 26-year old Egyptian woman, with nothing more than Facebook, Twitter and her own courage to back them.

Today, Asmaa Mahfouz is praised for her role as co-founder of the April youth movement that helped spark the Egyptian pro-democracy campaign and the resignation of President Hosni Mubarak.

Her story, and those of other inspiring leaders, will help shape the Global Change Leaders program – an inaugural Coady Institute certificate course for emerging women leaders in development that will start in January 2012.

The green light came last December, when the Government of Canada committed \$1 million in startup funds to develop a Canadian International Centre for Women's Leadership. The goal is to offer dynamic educational opportunities to women leaders. Through campus-based education, field placements, mentorships and online platforms, participants will strengthen their leadership capacity and connect with a global network of pioneering women leaders.

"This investment is a demonstration of our government's commitment to higher education and women's issues," said Hon. Peter MacKay, on behalf of the Canadian International Development Agency (CIDA).

Gord Cunningham, acting director of the Coady Institute, added "Like President Ellen Johnson Sirleaf in Liberia or Kenyan Nobel Peace Prize winner Wangari Maathai, women are enabling change through positions of leadership and the Coady Institute can play a role in supporting the aspirations of future women leaders."

Dr. Linda Jones, manager of the International Centre, says applications began arriving this spring for the Global Change Leaders program, and work on the curriculum is nearly complete.

"Case studies will be a key component of the curriculum, and they will highlight women from Brazil, India, Pakistan, Kenya, Ethiopia and Vietnam," says Jones. "It's a unique program that has caught the eye of many of our international partners, and we're very excited about the potential."

Jones, a Canadian educator with international credentials, was a senior advisor to the Aga Khan Foundation in Geneva Switzerland, before joining the Coady Institute at StFX.

The Institute's focus on women is not new. It has always recognized and promoted the important roles played by women in societies around the globe. Rev. Dr. Moses Coady is quoted as saying "...give me 50 'Marthas' (Sisters of St. Martha) and I could change the world."

**For more information on the International Centre for Women's Leadership, and the Global Change Leaders program, visit [www.coady.stfx.ca/women](http://www.coady.stfx.ca/women).**

### Expansion Plan

- A Chair in Women's Leadership
- Graduate education
- Endowed scholarships
- New education programs
- Special initiatives
- Young leader development
- Canadian women's leadership development
- Research publications and engagement

## Career Track: Youth Associates On Their Way

Starting one's career by working to prevent HIV/AIDS in Botswana, growing sustainable crops in the Caribbean, or promoting human rights in Rwanda is a life-changing experience.

Each year, Canadian interns spend six-months overseas with a Coady Institute partner organization in Asia, Africa, the Middle East, Latin America and the Caribbean. The program is funded by the Canadian International Development Agency (CIDA).



2010 - 11 Youth Associate Molly Brewis assisting with cleaning and floating the lines of a seamoss harvesting plot during her placement on the island of Carriacou in St. Vincent and the Grenadines

“It was a solid experience,” said Sadaf Kashfi. The McGill University graduate worked with the Eastern Caribbean Trading Agricultural Development Organization and the Caribbean Farmers’ Network. “The biggest thing I learned was the need for people to show patience and empathy when they meet others from a different culture, which was certainly the case when I showed up in remote farm regions.”

When she arrived in the Grenadines, Molly Brewis, a Queens University grad, took the lead on several projects. “One was the development of a marine multi-use zoning plan for a protected area, which is especially interesting to me as I work toward developing my own skills and potentially work toward a career in marine spatial planning.”

Gord Cunningham, interim director, said the 2010-11 interns did an outstanding job working with Coady’s overseas partners. “Not only was this a great learning experience for them as individuals, but it helped to solidify our relationships with development organizations doing great work in their own communities.”

The interns hit the ground running upon their return to Antigonish. Their two-week re-entry program was filled with classroom events, followed by a public youth forum in Antigonish and a session with international development students at Dalhousie University in Halifax.

## From Antigonish to Peru to England

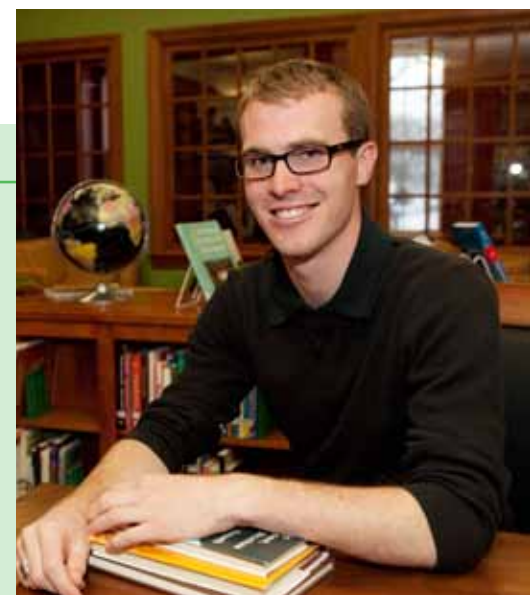
It’s been quite a year for James Bray, Coady Youth Associate and Rhodes Scholar.

It doesn’t take long after meeting Jimmy Bray to come away with two conclusions: First, this young Antigonish-area native is going places and second, that he loves to learn and talk about Coady’s role in our world.

Bray, 23, graduated from StFX in 2010 with a BA (Honours) in Sociology, then spent six months in Antioquia, Peru as part of the Canadian International Development Agency’s ‘Youth in Partnership’ (YIP) program. Looking back on the experience, he says it was a wonderful introduction to the Coady family.

“It was a chance to add a really practical dimension to a quality university education,” he said. “Coady and CIDA have put together a stellar program. It was a unique opportunity and a real privilege to get to know my fellow interns, who’ve become great friends.”

Next comes the University of Oxford in England this fall where he will pursue a Masters degree in Development Studies.





# 2010 Fall Convocation

## Steve Smith - A Builder in More Ways than One - StFX Confers Honorary Degree to Coady Champion

For more than four decades, Steve Smith, StFX '74 has invested time, energy and resources into the future of his alma mater, including the Coady Institute. During the 2010 fall convocation ceremony StFX President Sean Riley presented Smith with an honorary degree to acknowledge the lifelong commitment of the local businessman and philanthropist.

Smith (owner of Central Group of Companies), with fellow businessman and philanthropist John Chisholm, co-chaired the Coady building campaign. He contributed more than \$1 million toward new Coady facilities, and his 'matching funds' investment raised another \$2 million from the local community. After the convocation, Smith told the Antigonish Casket newspaper that "...the Coady holds a fond place in the hearts of everyone in Antigonish," and that while students were getting a "great education," the facilities were lacking.

"You are now proud when someone comes from out of town, to take them over there and enjoy the Coady ... it represents



Brian Dunn, Chancellor of StFX (left) and Dr. Sean Riley (right) present Steve Smith with his honorary degree.

the giving of the Antigonish community to the Coady and shows what we do in the world."

Reflecting on the honorary degree, Smith said it was special to receive it on the same day that 53 Coady graduates received their diplomas. "We're not just touching the lives of the graduates, but also the hundreds of thousands they will be working with."

## Another Coady Grad Success Story: Kenyan Graduate Elected to National Council of NGOs

Humphrey Buradi Zadock, a 2009 Coady diploma graduate, has been elected to a senior executive position with Kenya's National Council of Non-Governmental Organizations.

Zadock is currently executive director at the Western Water and Sanitation Forum (WEWASAFO). He was sworn in to his new position on February 11, 2011 in a ceremony at the High Court of Kenya in Nairobi. He says he made the decision to stand for election so he could spend more time advocating for the rights of marginalized members of his community, most of whom are women and children.

"I now have the responsibility of promoting participatory citizens' advocacy, by making people aware of their rights, and the obligation of the government of the day to serve their citizens," he said.

"I learned many leadership tips at Coady that prepared me for the NGO Council of Kenya. The asset-based community development approach taught me to appreciate every member of the sector and community. I was able to mobilize them, share my vision, appoint leaders and assign roles for lobbying."

"We launched an ABCD program in Kakamega County in June 2011, which had a good response. The approach is workable, and the community is willing to support the problem."

When asked what he remembers most about his time at StFX, he stresses leadership vision, accountability and transparency. "This will never leave my mind," he says. "We even did a song on leadership that was very popular during the 50th anniversary celebrations that highlighted "Motivation, communications...!"

Zadock started his official duties in February 2011, which include capacity-building for civil society organizations, monitoring and evaluating NGO projects, and developing a knowledge management system for effective stakeholder communication. Zadock also discovered something he did not learn in Antigonish - the joys of commuting. He spends three days each week working in western Kenya, followed by a 400 kilometer drive to Nairobi for the remaining two days.



Humphrey Buradi Zadock is sworn in to his position with Kenya's National Council of Non-Governmental Organizations.

The Coady Institute's publications and conference presentations for this year represent a wide range of community development interests, united by a common theme of how people organize to learn, to take action, and to build sustainable livelihoods. Informed by our history in adult education, active citizenship, and the power of cooperation, the Coady Institute explores the best of current practice and looks ahead to innovation and adaptation.

In 2011, Brienne Peters (and colleagues at Oxfam Canada in Ethiopia) and Gord Cunningham published occasional papers on the learning from asset-based community development. Peters's paper took on the challenging topic of evaluation of a very open-ended approach to organizing for community development, a topic that was further developed in a plenary presentation at the Strengths and Assets Summit in Australia by Dr. Alison Mathie. Cunningham's paper gave an account of "the leaky bucket"—a compelling popular education tool for communities to analyze and build their local economy.

In peer reviewed journals and books, Catherine Irving continues to publish on the topic of "virtual communities" and the role of libraries in adult education and community development. Yogesh Ghore's chapter on Globalization and Food Security builds on his research on the role of producer collectives and food security and his contributions to a research report on innovative types of member-based organizations.

Combining the food security theme with adult education, Colleen Cameron and Catherine Irving have presented on the role of adult education in promoting local food production.

Finally, in the micro-finance area, focus notes were produced from the "Reaching the Hard to Reach" study of member-owned financial institutions in remote areas.

Check our website for electronic versions of these publications. Print versions of **occasional papers** and **focus notes** are available on request.

## 2010-2011 Publications and Conference Papers

### Research reports

Mathie, A., & Ghore, Y. (2011). *Innovative types of formal member-based organizations (MBOs): Towards an analysis of trends and a guide to MBO potential.*

Orr, J., Diochon, M., Fawcett, C., Foroughi, B., Mathie, A. & McMillan, L. J., with assistance from Christmas, E., & Lafford, S. (2011). *Social impacts of aboriginal economic development: Three case studies from Atlantic Canada.*

### Focus notes

#### (Final outputs of the "Reaching the Hard to Reach" study funded by the Ford Foundation)

Chao-Béroff, R. (2011). *Regulation and supervision of member-owned institutions in remote rural areas.*

Harper, M. (2011). *Linkages and networking of member-owned institutions in remote rural areas.*

Lee, N. (2011). *What is good governance for member-owned institutions in remote rural areas?*

### Occasional papers

Cunningham, G. (2011). *Community economic literacy and the "leaky bucket."* (Occasional Paper #9).

Peters, B., Gonsamo, M., & Molla, S. (2011). *Capturing unpredictable and intangible change: Evaluating an asset-based community development (ABCD) approach in Ethiopia.* (Occasional Paper #10).

### Journal articles and book chapters

Ghore, Y. (in press). Globalization and food security: Challenges and strategies for smallholder agriculture in India. In *Food for thought: A multidisciplinary look at food in our world..* Sydney, NS: Cape Breton University Press.

Irving, C. J. (2010). Reviving a community's adult education past: A case study of the library's role in learning. *Journal of Adult and Continuing Education, 16*(2), 21-35.

Irving, C. J., & English, L. M. (2010). Women, information and communication technologies, and lifelong learning. In V. C. X. Wang (Ed.), *Encyclopedia of information communication technologies and adult education integration.* Hershey, PA: IGI Global.





## Coady Institute Leads Workshop in New Delhi

How are silk producers in India and dairy farmers in Kenya organizing to access markets? How are forest users organizing to guarantee sustainable forest practices? How are indigenous people managing communally owned land? How are Mexicans in the US organizing to support their home communities?

All over the world there are examples of innovative ways that people are organizing to play their part in a more sustainable and equitable economy. The Coady Institute, with its legacy in the cooperative and credit union movement dating back to the 1920s, has a special interest in keeping abreast of such innovation. With support from Canada's International Development Research Centre (IDRC) and Ford Foundation (Egypt), Alison Mathie and Yogesh Ghore brought together 20 participants from eight countries to New Delhi to share case studies and offer their insights into current trends. Innovations discussed included: Community-

based institutions in Ethiopia; producer companies in India; dairy farmers associations linking to the private sector in East Africa; self-help groups linking to banks in India; the Self Employed Women's Association's "multi trading company" linking member consumers to member producers; efforts to cooperativize municipal water services in the Philippines; innovative member-owned insurance schemes for workers unions and the self employed in the Philippines and India, and various mechanisms for community managed natural resource management.

"The global market place is changing," noted Ghore, senior program staff at the Coady Institute, where he specializes in microfinance, livelihoods and markets. "There is a shifting dynamic among state-run, private and civil society organizations that provide services or products. The more we learn about their structures and methods, how they move in their markets, the better we can direct member-owned groups to better resources and more active citizen engagement."

## Conference presentations and proceedings

Cameron, C., & Irving, C. (2010). From the farm to the future: What is the role of adult education? *Presented at the Atlantic Agronomist Conference, Truro, Canada, November 5.*

Cunningham, G. (2010). Asset-based and community-driven development: Global trends. *Presented at the Conference on "Mobilizing Local Assets for Sustainable Development," Hanoi University of Agriculture, Vietnam, November 13-14.*

Ghore, Y. (2010). The role of producer collectives in value chains: Emerging models and strategies. *Presented at the Livelihoods India Conference, New Delhi, India, November 17-18.*

Irving, C. (2010). Reviving a community's proud past to contemplate its future: What can the Antigonish Movement do for us today? *Proceedings of the 40th Annual Conference of the Standing Conference on University Teaching and Research in the Education of Adults (SCUTREA), University of Warwick, UK, July 6-8.*

Mathie, A. (2010). "They will use what they have to secure what they have not": The Coady Institute's experience of education for active citizenship in an international context. *Presented at Durham University, UK, September 9.*

Mathie, A. (2010). Joint (ad)ventures and (in)credible journeys evaluating innovation. *Presented at Strengths and Assets Summit, University of Newcastle, Australia, December 1-3.*



From left to right: Anselmo Mercado, SEARSOLIN, Philippines; Shareef Ghoneim, the Egyptian NGO Support Centre; Derek Cameron, the Canadian Cooperators Association (CCA); Moses Nyabila, The East Africa Dairy Hub Project; Nikhil Mathur; Aloysius Fernandez, MYRADA; Alison Mathie, the Coady International Institute; Denis Herbel, FAO; Uma Swaminathan, the Self Employed Women's Association; Yogesh Ghore, the Coady International Institute; Lou Hammond Kettilson, University of Saskatchewan, Nguyen Duc Vinh, the National Institute of Agricultural Planning and Projection (NIAPP), Vietnam; Ammanuel Assefa, Agri Service Ethiopia. Not present: D. Narendranath, PRADAN.

# STATEMENT OF REVENUE AND EXPENDITURE

YEAR ENDED MARCH 31, 2010

	2010	2011
<b>Revenue</b>		
CIDA - General	\$ 1,369,841	\$ 1,465,623
Special Projects	1,674,482	1,221,163
General Revenue	362,210	329,136
Other Grants & Donations	1,008,339	1,083,066
St. Francis Xavier University	200,000	200,000
<b>Total</b>	<b>\$ 4,614,872</b>	<b>\$ 4,298,988</b>
<b>Expenditures</b>		
Salaries & Benefits	\$ 1,909,691	\$ 2,261,781
Travel	316,779	275,987
Operational & General Expenses	433,618	434,038
Library Acquisitions	26,706	29,742
Room & Board	244,055	241,293
Facilities & Services	244,618	209,330
Special Projects	1,439,405	846,817
<b>Total</b>	<b>\$ 4,614,872</b>	<b>\$ 4,298,988</b>



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