

Highlights from 2011/2012

Dr. Michael Edwards visits Coady

Dr. Michael Edwards delivered two lectures at the Coady Institute in October 2011. His visit was sponsored by the Fr. Gatto Chair at StFX University, the Coady Institute and other university departments.

As an independent writer and activist, Dr. Edwards is affiliated with Demos, a New York-based think-tank, and the Brooks World Poverty Institute at Manchester University in the UK. He is editor of the newly released Oxford Handbook of Civil Society, and recipient of the Gandhi King Ikeda Peace Award.

Gandhi King Ikeda Exhibit Wows Coady Visitors

Hundreds of visitors to the Vegso Family Hall at Coady Institute were amazed by the week-long display of "Gandhi, King, Ikeda: A Legacy of Building Peace."



Lila Pavey Stepping Stones International

Lila Pavey, YIP '09, was our guest in the Coady podcast studio in November. She talked about her work as program manager with Stepping Stones International in Botswana. The non-profit organization empowers at-risk youth, including orphans who lost their parents through HIV/AIDS.

Pavey was part of the Xtending Hope program at StFX University in Antigonish, where she received her BSc in Biology. She was then selected for the Youth In Partnership program at Coady Institute. The youth program is funded by the Canadian International Development Agency.

Visit soundcloud.com/coady-international to hear Lila's interview.

Statement of Revenue and Expenditure Year Ended March 31, 2012

	2011	2012
Revenue		
CIDA - General	\$ 1,465,623	\$ 2,186,979
Special Projects	1,221,163	1,883,185
General Revenue	329,136	796,371
Other Grants & Donations	1,033,066	488,396
Fondation Marcelle et Jean Coutu grant	50,000	50,000
St. Francis Xavier University	200,000	200,000
Total	\$ 4,298,988	\$ 5,604,931
Expenditures		
Salaries & Benefits	\$ 2,261,781	\$ 2,708,755
Travel	275,987	391,588
Operational & General Expenses	434,038	494,428
Library Acquisitions	29,742	25,845
Room & Board	241,293	449,428
Facilities & Services	209,330	241,501
Special Projects	846,817	1,293,386
Total	\$ 4,298,988	\$ 5,604,931



Dr. Lawrence Carter (L), Chapel Dean at the Martin Luther King Jr. International Chapel at Morehouse College presents the 2011 Gandhi King Ikeda Peace Award to Dr. Michael Edwards.

The exhibit featured colourful photographs, inspiring quotes and factual information about Mahatma K. Gandhi, Martin Luther King Jr. and Daisaku Ikeda, three pioneers who inspired millions.

Taking up the entire room, the impressive display conveyed the themes and pivotal principles in the lives of these 20th century giants.

At the official opening, Sr. Leelamma Jacob of India, a participant in Coady's Community-Based Conflict Transformation and Peacebuilding course, spoke about Mahatma Gandhi.

Visitors explore a unique peace exhibit hosted at Coady Institute

She returned to Canada in mid-November 2011 to receive an award for her humanitarian work.



Marie Michael Library Celebrates Anniversary

In the autumn of 1961 as the Coady International Institute began its first diploma program, Msgr. Smyth invited Sr. Marie Michael MacKinnon to join the staff of the Institute. Sr. Marie Michael provided library services for Coady participants, and created what would eventually become the Marie Michael Library. To recognize the library's 50th anniversary, we held a celebration attended by diploma participants, current and retired Coady & Extension staff, as well as several Sisters of St. Martha, and various friends of the library. Presenters spoke of the historical context of library services, the Antigonish Movement, Sr. Marie Michael and the special relationship of the Sisters of St. Martha with Extension and Coady. Sr. Madeline Connolly, who was the librarian at St.FX for many years, presented a donation for the library on behalf of the Sisters of St. Martha.

2011 Katherine Fleming International Development Award

Yvonne Marimo of Zimbabwe captivated a packed Dennis Hall as she received the 2011 Katherine Fleming International Development Award. The scholarship, now in its 12th year, is awarded in memory of the late Katherine (Katie) Fleming, StFX '85, who worked tirelessly on behalf of children in Africa.

Marimo was a participant in the Diploma in Development Leadership program. In the same year, she also completed the Certificate in Community-Based Microfinance and the Certificate in Livelihoods and Markets. She vowed to continue her work to empower women to fully participate in the economic activities of their communities.

"Back in Zimbabwe, during the lowest point in our history, it was the women working in unrecognized labour who ensured the survival of their families and our economy," she said. "When women have economic independence they are more likely to be able to make good decisions about their security, their welfare, their dignity and social justice."

Coady at 2011 Fall Convocation

"Today is the completion of what was once a dream," said Coady graduate Isaac Akuoko Boateng of Ghana, speaking to fellow graduates at StFX's Fall 2011 Convocation.

Forty-nine participants from 19 countries received their Diploma in Development Leadership.

Three outstanding individuals with strong Coady connections were awarded honorary degrees: John W. Chisholm, an



John Chisholm

Budd Hall

Emily Sikazwe

NSGEU Supports Zimbabwean Labour Official at StFX

It took five years, but Tecla Masamba's dream of coming to the Coady International Institute at St. Francis Xavier University finally came true, thanks to a new partnership between the Nova Scotia Government Employees Union and Coady Institute.

Masamba, a paralegal officer with the Zimbabwe Congress of Trade Unions, is the first participant to receive the NSGEU Coady Scholarship, which helped cover her tuition costs in the 2011 Diploma in Development Leadership program. The 19-week program attracts community development practitioners from around the world who also become active, engaged members of the StFX community in Antigonish from August to December each year.



Kevin McGilly (L) and Dr. Greg Berry, two close friends of the late Katie Fleming, present the 2011 Katherine Fleming International Development award to Yvonne Marimo of Zimbabwe.

The Katherine Fleming International Development Award was established in 2000. Organized by her classmates and family, the award supports tuition costs for a female leader from Africa to attend the diploma program. Special consideration is given to women who, like Katie, are leaders in their communities.

Antigonish, NS businessman and philanthropist; Dr. Budd L. Hall of Victoria, BC, a renowned Canadian adult educator and former Coady Advisory Board chair; and Emily Joy Sikazwe of Zambia, a Coady graduate and tireless champion of women's rights.

Mr. Chisholm told graduates to use their talents to find opportunities for themselves and others, to not be afraid to work hard, to take risks, and to do what they love.

Dr. Hall said it was a special moment to be at StFX, home to the Antigonish Movement. "Yours is a generation capable of meeting the challenges of our time," he told graduates.

Ms. Sikazwe praised StFX for recognizing the efforts of human rights defenders such as herself. "StFX provides fertile ground for all students to become active global citizens," she said, noting the Coady and StFX (she is a graduate of both) have helped develop her skills and re-ignited the fire within. "It is not what we have, but what we choose to become that will make the world a better place."

"We may be oceans apart," says Darren McPhee, NSGEU secretary-treasurer, "but we have more in common than we do differences."

"It is extremely generous for the NSGEU to offer this scholarship," says Masamba, who waited five years before she could get a travel visa for Canada.

"What I've learned through the Coady Institute will be so valuable to my day-to-day work for the labour movement in northern Zimbabwe. I am very thankful that our brothers and sisters here in Nova Scotia have made this commitment."

Masamba says her organization often responds to cases involving dismissals, sexual harassment in the workplace, pay discrepancies and casual employment. She adds that the facilitation skills and the participatory approach taught in Coady programs will go a long way to enhance her work at the Congress of Trade Unions.

Coady participant Tecla Masamba shares her story with executive members of the Nova Scotia Government Employees Union in Halifax, Nova Scotia.

Message from the Director and the President

Thank you for taking the time to review the many accomplishments and stories that make up our 2011-2012 annual report. As you can see, graduates from the Coady Institute at StFX University continue to play key leadership roles in communities large and small throughout the world.

Our unique community-based approach to leadership development practitioners create solutions to contemporary issues of inequality and injustice. Around the world, as citizen leaders act in response to new challenges and opportunities, there is a strong demand for what Coady has to offer.

In Haiti, for example, we are proud to work with grassroots organizations as they develop a new Haitian Centre for Leadership and Excellence. We are excited to be a partner in a project that will help frame a new social contract between Haitians and their national government.

Our expanding focus on women's leadership and new programming for youth continue to resonate with civil society organizations around the world, especially in emerging democracies. We launched the new International Centre for Women's Leadership and graduated our first cohort in the Indigenous Women in Community Leadership program. We also introduced three new certificate programs that reflect current trends in youth activism, social media and good governance.

It was a year of great progress, and now we look forward to new opportunities. We would like to thank our graduates, friends and supporters for their tireless efforts throughout the year. We couldn't have done it without you!

Dr. John Gaventa
Director, Coady International Institute
Vice-President, International Development
St. Francis Xavier University

Dr. Sean Riley
President, St. Francis Xavier University



Message from the Chair of the Advisory Board

Social injustice, income inequality, gender discrimination. These are some of the pressing issues of our times. And they will only be solved if awareness turns into action.

How can you help?

This is the question I asked myself after my first introduction to Coady Institute in 2006. I had heard about the Self-Employed Women's Association (SEWA) of India, where marginalized women were creating their own futures through savings and microfinance. It was a fascinating story to develop and disseminate knowledge and tools to support SEWA's growth and reach.

Since then I have met Coady graduates during a study tour of India and Nepal, graduated from a Coady certificate program, worked on the Coady infrastructure campaign and served on the Advisory Board.

Through this experience I have answered my own question - how can you help? The approach of Coady Institute - which starts with strengthening local leaders, then supports innovations at the community level through research and innovation - achieves tangible results and has attracted leaders, partners and funders from across the globe for that very reason.

So I help by supporting the Coady Institute.

Thank you to our growing network of graduates, partners and donors for your dedication to our mission.

Susan Crocker
Chair of Coady Advisory Board
2010 Coady Graduate

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

For more information or to make a donation to the Coady Institute please visit us at: www.coady.stfx.ca

Through our unique, community-based approach, the Coady International Institute at St. Francis Xavier University equips citizen leaders to address contemporary global challenges and opportunities.

COADY
INTERNATIONAL INSTITUTE
ST. FRANCIS XAVIER UNIVERSITY
Igniting Leadership

**2011-2012
Annual
Report**



www.coady.stfx.ca

Education for Action

Transformative Leadership Education

Educational programs at the Coady Institute are consistently described by graduates as being unique, transformative and relevant – having immediate application to their work as development professionals – whether with community organizations, NGOs, government, private sector or academic institutions. In 2011-2012 a total of 621 participants (55% of whom were women) completed Coady Institute's educational programs. Of those, 237 participants from 43 countries graduated from our campus-based programs: 49 in the Diploma in Development Leadership program (August-December 2011) and 188 in three-week Certificate programs:

- Community Development Leadership by Women
- Community-Driven Health Impact Assessment
- Community-Based Microfinance
- Advocacy and Citizen Engagement
- Livelihoods and Markets
- Community-Based Conflict Transformation & Peacebuilding
- Mobilizing Assets for Community-Driven Development
- Facilitation and Training Approaches for Community Change
- Community-Based Natural Resource Management
- Organizational Learning and Change

An external survey of recent graduates demonstrated a high degree of relevance of Coady educational programs. Nearly all respondents agreed that Coady training was relevant to their work, to their country context, to their personal and professional expectations as well as to the expectations of their employer. 94% agreed they had been able to apply new skills and knowledge gained at Coady. 89% also felt the Coady Diploma program was unique and different from other training courses available because: it is grounded in the local community development initiative known as the Antigonish Movement; emphasizes transformative learning that puts the learner at the center of the learning process as both receiver and contributor; represents a paradigm shift towards asset-based and community-driven development approaches; combines experienced participants and skilled facilitators who collectively possess years of practical fieldwork; and is enhanced by the warmth and generosity of the surrounding Antigonish community.

In addition to the 237 graduates from campus-based programs, Coady offered innovative educational opportunities with **international southern programs** and on-line courses with a total of 369 graduates. These included two stimulating new **regional certificate programs** - on Community-based Microfinance and Livelihoods and Markets - both delivered in Addis Ababa, Ethiopia in March 2012. These programs provided opportunities for 36 staff from a number of national and international NGOs to attend high quality programs on a cost effective basis.

Additionally, Coady staff conducted 12 international southern workshops attended by a total of 333 participants from 13 Global South countries (Burkina Faso, Ethiopia, Ghana, India, Kenya, Malawi, Somali, South Africa, Sudan, Tanzania, Uganda,



Shawna Boyer delivers a presentation in the Indigenous Women in Community Leadership program.

Yemen, and Zambia). Areas of training included: Asset-based and citizen-led development (ABCD); Introduction to key concepts and tools; Capacity building for community-driven development; Community-based microfinance; and Livelihoods and markets.

An online **Certificate in Community-Based Microfinance and Member-Owned Institutions** was completed in May 2011 by 15 participants. The unique program methodology used an adult educational approach, reflective exercises, readings and presentations by guest lecturers – augmented by on-line discussions facilitated by Coady staff.

Continuous Quality Improvement

The Coady Institute works towards continuous quality improvement of all educational programs. Individual facilitators constantly update curriculum, conduct research and add relevant materials and case studies based on participants' contexts and changing dynamics / emerging trends in the international development sector. Based on feedback from previous participants, the 2011-12 Diploma curricula was enhanced with the integration of a mandatory course on **Gender and Power**. The quality of all our courses is also greatly enhanced by associates – scholar practitioners usually based in the Global South – who add a practical reality to courses that could not be provided in any other way.

Looking forward to 2012-2013, the Coady will pilot the offering of some courses in one- or two-week modules in order to ensure greater access for development professionals with limited time. This new format has also been designed so that those who may have more time also have the option of taking back-to-back certificates. For example, taking **Mobilizing Assets for Community-driven Development** followed by **Markets and Livelihoods**; or **Advocacy and Citizen Engagement** followed by **Community-Driven Health Impact Assessment**. The Coady is excited about the inaugural offering of a certificate program called **Skills for Social Change** designed specifically for North American youth interested in community development and social justice. This course, first offered in May 2012, provided a learning opportunity for young people hungry for practical skills and critical analysis tools for working towards making the world a better place.

Knowledge for Action

The contributions of Coady staff as researchers, invited speakers and published authors reflect the Institute's influence in the field of citizen-led development and development leadership both in Canada and internationally. A full list of our publications is available on our website (<http://coady.stfx.ca/work/coady-publications>).

Our work in asset-based citizen-led development (ABCD) continues to generate new insights and practical tools. Working with Oxfam Canada and partners in Ethiopia, Brienne Peters documented lessons learned about applying ABCD as well as evaluating innovation. Gord Cunningham developed the "the leaky bucket" popular education technique as an interactive tool; and several "ABCD" case studies for classroom use were produced in collaboration with the University of Newcastle, Australia and with community groups in Haiti. Case study research on the internalization of ABCD among NGOs in South Africa is underway, in collaboration with Ikhalala Trust. Building on the principles of an asset-based approach, Alison Mathie researched "New Generation Community Foundations," in collaboration with the Global Fund for Community Foundations.

Themes of "power and participation" and "active citizenship" were discussed in a wide range of publications and presentations by John Gaventa. On the theme of "inclusive economies,"

Women's Leadership

Coady Institute's International Centre for Women's Leadership was launched in 2011 as a focal point for women's leadership at the Institute. In its first year, the Centre has built three flagship educational programs: Global Change Leaders – an international program for emerging women leaders across sectors from the global south; the Canadian Women's Foundation Leadership Institute – an institute to develop the organizational leadership capacity of women working in the not-for-profit sector in Canada; and Indigenous Women in Community Leadership – a program for Canadian Aboriginal women who have the potential to lead their communities in new directions. These three programs are rich in educational experiences and each involves on-campus components at the start and end of the program, community placements, networking, public engagement, mentoring and various levels of distance learning.

We graduated our first cohort of Global Change Leaders – 16 remarkable women from a pool of over 400 who applied to participate in the inaugural program. The second cohort of Indigenous Women in Community Leadership completed their first on-campus component and headed out to their placements, returning to campus in August 2012. The Canadian Women's Foundation program was formally launched on June 19, 2012.,

Building Coady's Centre for Women's Leadership has also involved considerable profile creation and fundraising efforts and development of a business plan with diversified funding

Linda Jones published on value chains development and making markets work for poor women, while in Kenya, Anuj Jain continues research on meso-level impacts of savings associations, and Yogesh Ghore continues to explore farmers' organizations and the impact of micro-franchise operations.

Contributions to adult education for development leadership by Catherine Irving, Behrang Foroughi, Shelagh Savage, Colleen Cameron, Olga Gladkikh and Daren Okafo include innovative pedagogical techniques for classroom use, the role of new media, and the practice and influence of community health impact assessment.

Drawing on the experience of exemplary women's leaders around the world, and in indigenous communities in Canada, The International Centre for Women's Leadership researched and published several case studies to provide insight and inspiration for emerging women leaders.

Action-research and collaborative research involves a range of NGO partners on the ground and a broad base of funders including CIDA, IDRC, The Comart Foundation, CARE, the Mott Foundation, Financial Services Deepening Trust, the One x One Foundation and the American Jewish Joint Development Committee.



The first 16 participants in the Global Change Leaders program join staff of the International Centre for Women's Leadership in the Marie Michael Library.

sources. Public events in Ottawa and Toronto received positive feedback. Consultancies for other agencies such as the Aga Khan Foundation and Swiss Development Co-operation are deepening connections and adding to the Centre's development. Relationship building with multilaterals including the World Bank Institute and UNWomen are also beginning to bear fruit. Plans are being put in place to meet with donors in Scandinavia and the Netherlands who have a strong interest in women's empowerment and leadership. A virtual network on women's leadership is being launched in 2012 and will include our graduates, mentors, other contributors and supporters, experts, and like-minded individuals around the globe.

Through all of this we are conscious of our need to demonstrate results - not just of actions completed - but of impact resulting from our educational, research and networking efforts.

Graduate Profile: Melhem Mansour, Syria

Despite the international crisis in Syria, Coady graduate Melhem Mansour could hardly wait to return following his graduation from the Diploma in Development Leadership program in December 2011. Mansour says he jumped right into a series of training workshops offered under the auspices of the Sustainable Actions for the World Academy, which included representatives from government agencies, environmental NGOs and private businesses.

"It's a delicate situation to try to continue development work during a sensitive [national] crisis," reported Mansour. "But my faith that this work will bring added value to society motivated me to accomplish this. This kind of training with community mapping tools is new to them."

Coady's Performance: By the Numbers

In November 2011, Le Groupe-Conseil Interallia, an independent consulting firm was engaged by the Canadian International Development Agency (CIDA) to evaluate the performance of the Coady International Institute. Here are some narrative and statistical highlights:

- **94%** of graduates surveyed agree that they have been able to apply new skills and knowledge gained from Coady training at their work
- **97%** of women surveyed reported they had gained confidence in their professional skills and knowledge as a result of Coady training;
- **81%** of women participants surveyed reported that they had gained more responsibility at work as a result of their Coady training;

Youth Programs

In 2012 we celebrate 15 years of Coady youth programs and particularly the Youth in Partnership (YIP) program. Since that first group of six went to Egypt, Nepal, India and Sri Lanka in 1997, well over 200 Canadian university and college graduates have benefited from a YIP placement, working in over 20 countries around the world with more than 80 partner organizations.

Stephanie Dewar was one of the 20 youth associates in the 2011/2012 YIP cohort. She worked for six months with the Caribbean Farmers' Network in St Vincent, assisting local farmers



Mansour says it sparked an organization called Syria Trust for Development to use the ABCD approach learned at Coady with communities in the least developed areas of his country.

"These tools showed participants how to use a real participatory approach, and to understand why development should be led by citizens and their communities," he added. "The workshops will help my country move toward a new democratic and proactive society where development reaches all citizens, and where communities become masters of their own destiny."

Mel was supported through CIDA funding.

- **91%** agree that they have broadened their contacts, networks and linkages with other actors and organizations as a result of their experience at Coady Institute;
- **90%** agree that they have introduced new ideas and practices at work since their training.

"I don't think anything else like Coady exists... a dynamic learning organization, always evolving, it's as relevant now as 15 years ago. The environment changes, and so does Coady." - Overseas partner

"Working with Coady has influenced [Oxfam] in subtle ways, especially in our development discourse. It has influence the way we work... we are more conscious of the role we play and how we engage with partners and in communities..." - Oxfam Canada

To read a more detailed synopsis or the full evaluation report, visit <http://www.coady.stfx.ca/coady/cida/>.

to improve access to markets for their produce. "I think my experience with my Coady placement and the support I received upon re-entry helped my chances of finding work upon returning to Canada," Dewar said. "I've gained personal knowledge and a broader skill-set that is relevant to my future career."

The Coady approach to youth programming focuses on young people as positive influencers of change. This approach is based on research and experience that shows that investment in youth programs results in stronger civil society, healthier communities and equitable economic growth.

In addition to YIP we conduct leadership learning workshops for university and high school students and we diversified our programming to include a youth-focused educational offering (the Skills for Social Change certificate in 2012) and transformational international learning experiences as an introduction for high school students to the Coady philosophy towards development.

Stephanie Dewar, "11 Coady Youth Associate from Summerside, PEI lends a hand during her six-month placement in St. Vincent and the Grenadines.

Coady Community Leaders Club

In 2012, to honour donors making annual contributions to scholarship support of \$1,000 or greater, or who have endowment funds, we have created the Coady Community Leaders Club. We are thrilled to recognize our donors for their leadership and the important contribution they are making to building a more sustainable, peaceful, equitable and prosperous world.

If you are interested in learning more about the Coady Community Leaders Club, please contact Erika Gunn at egunn@stfx.ca or (902) 867-5264, or toll free (866) 820-7835

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