

**COADY
INTERNATIONAL
INSTITUTE**

ANNUAL REPORT 2003-2004



**CELEBRATING 45 YEARS OF
BUILDING COMMUNITY
LEADERSHIP
AROUND THE GLOBE**

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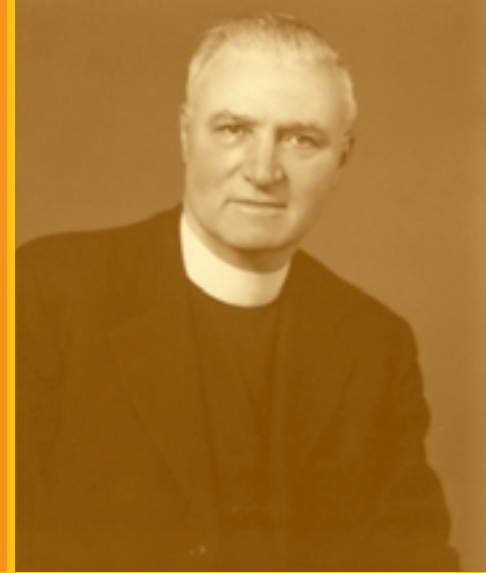
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*“The world the way it is,
is not the way it has to be”*

**REV. DR. MOSES COADY,
MASTERS OF THEIR OWN DESTINY, 1938**



This year the Coady International Institute celebrates 45 years of educating and working with community leaders and organizations from around the globe to achieve Moses Coady's vision of the good society – a world where everyone could enjoy the full and abundant life and be “Masters of Their Own Destiny.”

The face of St. Francis Xavier University around the globe, the Coady Institute is possibly our best-kept secret at home. Established by St. Francis Xavier University in 1959, the Institute is named for a great Canadian, Rev. Dr. Moses Coady, founder of the Antigonish Movement, a people's movement for economic and social justice which began in Nova Scotia during the 1920's. Through our educational programs, our global partnerships, and through our efforts to help young Canadians become active global citizens, we are producing positive, lasting results that will build a better future for our world.

Grounded in practice, advanced by innovative methods, and realized through action, Coady's programs and partnerships build leadership and organizational capacity.

A powerful force for change, the Coady's network of 4,700 graduates and numerous global partners in over 130 countries is reaching out to millions of men, women and children in the world's poorest nations and

communities. Through citizen-engagement and cooperation they are working to build socially just and economically vibrant communities and societies. Their dedication and commitment are making a difference.



MESSAGE FROM THE DIRECTOR AND THE PRESIDENT

When the Board of Governors of St. Francis Xavier University took the bold step, 45 years ago, to establish the Coady International Institute they were responding to the hundreds of people from all regions of Canada and the world who had already been drawn to the campus by Moses Coady's inspired vision of the "good society" and his practical and respectful people-centered approach to achieving that vision – building the capacity of people and communities to be "Masters of Their Own Destinies".

In today's language, Moses Coady would be called a social innovator and innovation is the heart of the Coady Institute's work in 2004.

Ever at the forefront, Moses Coady was a great believer in the educational power of the mass media – print, radio and television. Through the newspapers and broadcasts, people throughout the region and across the continent were attracted to the spirit of the Antigonish Movement and learned about effective methods for improving social and economic conditions. Today, the Coady Institute builds on that drive to innovate by launching our new web-based distance education platform (Cooperator) and our new knowledge networking software (Connector).

Credit Unions were Moses Coady's answer to people's need to build assets, access loans and have ownership of community capital. Today Coady is working with SEWA Bank, a cooperative bank in India owned by 600,000 women. We are assisting SEWA in the launch of the new Indian School of Microfinance for Women in an effort which will result in providing financial services for many millions of poor women throughout India.

We would like to celebrate and thank our staff, volunteers, graduates, partners and our financial supporters. Looking to the future, we look forward to redoubling our efforts and continuing to innovate in the service of humanity.

DR. SEAN RILEY

President, St. Francis Xavier University

MARY COYLE

Director, Coady International Institute
Vice President, St. Francis Xavier University

MESSAGE FROM THE CHAIR OF THE ADVISORY COMMITTEE

Forty-five years ago, St. Francis Xavier University started an institute named after Rev. Dr. Moses Coady – prominent founder of the Antigonish Movement – which today has become a global network of tens of thousands of community-based leaders in almost every country in the world. The motivation to begin the Coady Institute arose from the deep belief that until all people in the world are free from grinding and dehumanizing poverty none of us are free. His vision, which had grown out of the experience of ordinary people in the Atlantic provinces, linked the power of adult education with democratic participation and community economic development. In the post World War II era of the United Nations, he wanted Canada to play its part in the creation of a new, more hopeful and peaceful world.

The need for the message of Moses Coady, the deep belief in the capacities of all people, and the unshakable commitment to learning, democracy and economic development at the community level are as important in 2004 as they were in 1959. Happily the Coady International Institute has continued to grow and expand its range of service to the world over these years.

We hope our report this year will intrigue you, inform you and perhaps draw you into our work in still other ways. The only limit to our capacities to make real difference in the world is our imagination! Let's think big.

DR. BUDD HALL

Dean of Education, University of Victoria

STATEMENT OF REVENUE AND EXPENDITURE – YEAR ENDED MARCH 31, 2004

REVENUE	2003	2004
CIDA – GENERAL	\$ 714,320	\$ 1,000,000
SPECIAL PROJECTS	2,166,283	1,862,817
GENERAL REVENUE	433,251	561,756
OTHER GRANTS AND DONATIONS	347,925	519,955
ST. FRANCIS XAVIER UNIVERSITY	100,000	150,000
TOTAL	\$ 3,761,779	\$ 4,094,528
EXPENDITURE		
SALARIES	\$ 1,207,987	\$ 1,298,206
TRAVEL	205,657	260,320
OPERATIONAL & GENERAL EXPENSES	271,157	336,467
LIBRARY ACQUISITIONS	18,812	22,602
ROOM AND BOARD	161,685	129,245
FACILITIES AND SERVICES	232,239	176,381
CIDA – SPECIAL PROJECTS	1,664,242	1,871,307
TOTAL	\$ 3,761,779	\$ 4,094,528

ADVISORY COMMITTEE MEMBERS

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Dean, Faculty of Education, University of Victoria

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Director, Coady International Institute/
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Coady International Institute

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DR. JEFF ORR

Professor, StFX Education Department

JOHN HARVIE

CEO, Co-op Atlantic

THE YEAR AT A GLANCE

It was a very successful year for the staff, participants and partners of the Coady International Institute as we completed the first year of our three year action plan *Education for Democracy, Prosperity and Peace.*



EDUCATION

- Over 100 development practitioners from 26 countries participated in Coady's Diploma and Certificate programs. This year Coady increased its certificate programs to a total of nine, including two newly launched certificates in *Community-Based Peacebuilding and Conflict Transformation* and *Youth Leadership for Development*.
- Starting in September 2005, the Coady International Institute and the Department of Adult Education at StFX will jointly offer a new self-directed, self-paced distance learning Community Development stream in the university's Masters of Adult Education Program.
- Coady is in the final stages of developing its Distance Education platform and will pilot its use in the area of Community-Based Microfinance in November 2004.
- Coady concluded its First Nations Fisheries Mentor Training and Certification program implemented on behalf of Fisheries and Oceans Canada. One-hundred and seventy-eight mentors and technical advisors completed the program and provided training to over 460 trainees in 22 First Nations communities.



INNOVATION AND ACTION

Strong partnerships have been the hallmark of Coady's work over the past four and a half decades, allowing Coady staff to work directly on the ground with communities worldwide.



We currently have partnerships underway in all of our areas of focus in countries such as Ethiopia, the Philippines, Egypt, Sri Lanka, Vietnam, Kenya, South Africa, Cambodia, Indonesia, India, Botswana, Rwanda, Sierra Leone, Canada and Ecuador.

IT@COADY

This year sees the launch of the much anticipated Coady online services, specifically web-based distance education and knowledge networking. Translating Coady's participatory educational offerings to the web has involved several years of study and planning, and has resulted in a unique software design methodology aimed at placing the user at the center of the online educational experience. Initially unveiled at the UN World Summit on the Information Society (Geneva, 2003), this methodology has informed the development of Coady's new knowledge networking software (Connector) and distance education platform (Cooperator). In 2004, the Coady will also enhance and expand its Web presence with a newly designed website.

MICROFINANCE



Today, approximately 600 million people in the world lack access to the basic financial services they need to build assets for their households and communities. Because access to capital is fundamental to people's ability to make a living and invest in their families and communities, it is critical to reach these mainly rural communities to help them leverage local resources and build equity. Working with Southern microfinance institutions, Coady is developing the capacity to build productive livelihoods and prosperous communities.

- Coady staff completed the last phase of a four year partnership with the Self Employed Women's Association (SEWA) Bank, in Ahmedabad, India. Through the Women's Microfinance Project, Coady staff, and a core group of SEWA trainers, designed and developed materials to improve SEWA's training techniques. This project resulted in the production of three training manuals focused on business and financial planning for more than 70,000 low-income women working in micro-enterprises.
- The Institute has entered into a new partnership with the recently opened Indian School of Microfinance for Women (ISMFW) set up to build the capacity of microfinance groups, associations, and women leaders in the microfinance sector. Coady's partnership includes the design and delivery of a distance-based microfinance course, training of Master Trainers, and support in preparing a business plan for the School. With additional financial support from Citibank, partnership work with ISMFW will continue in 2004.

PUBLICATIONS — NANCI LEE

A Gold Thread: SEWA Bank Building Assets with Members. (Women for Women International Journal)

Five case studies for educational purposes drawing on examples from Uganda and representing different types of microfinance organizations including the Ugandan Microfinance Union (member-based organization); FINCA, Uganda (village banking focused on women); and one paper reviewing the policy, legal and regulatory framework.



PHOTO JOHN BERRIDGE

PEACEBUILDING AND CONFLICT TRANSFORMATION

“ The world calls loudly for a real democratic formula to bring life to all its people. It is not going to be done by guns, making armies or bombs, but by a program in which the people themselves will participate. This is democracy not only in the political sense but it is participation by the people in economic, social and educational forces which condition their lives.”

Rev. Dr. Moses Coady, *Masters of Their Own Destiny*, 1938

- Called to action by the fragile post-conflict situation in Sierra Leone, Coady staff, Peaceful Schools International (PSI), and the International Centre for Conflict Resolution and Mediation (ICCRM) have begun a five-year partnership with three Sierra Leonean organizations – The Association for Rural Development (ARD), Partners in Adult Education (PADE) and Conciliation Resources/Sierra Leone (CR/SL) – to strengthen the capacity of Sierra Leonean partners to build cultures of peace.
- The Institute completed the second phase of work with the Talaat Harb Training Centre of the Coptic Evangelical Organization for Social Services in Cairo (CEOSS), Egypt. Coady developed a peacebuilding training manual based on the Egyptian reality and worked with the staff to deliver a training of trainers program.
- The Coady Institute and the UN University for Peace in Costa Rica are collaborating on a course on “Education for Conflict Transformation and Peacebuilding,” to be offered as part of the 2005 MA Peace Education degree program.



PUBLICATIONS — THOMAS TURAY

Training of Trainers manual for Peacebuilding education translated to Arabic for use in Egypt.

Training manual for Certificate program in Community-Based Conflict Transformation and Peacebuilding.

Peace Education, the International Encyclopedia of Adult Education, scheduled for publication in late 2004 by Palgrave Macmillan.

COMMUNITY-BASED RESOURCE MANAGEMENT



In Southern societies, most people derive their livelihood from natural resources: from the oceans, rivers and lakes; from the land and from the forests. Because those resources are being over-used and over-harvested, people's livelihoods are being depleted creating a need for models of sustainable community-based resource management and governance that will protect and preserve these resources and the livelihood opportunities they provide.

- Coady continued its action research work with the Community-Based Coastal Resource Management Learning and Research Network (CBCRM LeaRN), an East and South Asia network anchored in Canada and the Philippines that supports community-based training and research in the Philippines, Vietnam, Cambodia, Indonesia and Sri Lanka.
- The small grants program in Southeast Asia, coordinated by CBCRM LeaRN, and funded by the International Development Research Centre (IDRC), has provided support to more than a dozen small community, NGO, and university researchers for participatory research and support projects.

PUBLICATIONS – JOHN KEARNEY

Community-Based Management in the Atlantic Provinces of Canada: A Call for Academic Involvement in an Unnoticed Social Movement. *Newsletter of the Commission on Folk Law and Legal Pluralism. International Union of Anthropological and Ethnological Sciences. Volume XXXVII, June 2003*

Participatory Research Supporting Community-Based Fishery Management. *Marine Policy. (in press. Co-authored with Melanie Wiber, Fikret Berkes, and Anthony Charles)*

ADVOCACY AND NETWORKING



PHOTO: JOHN BERRIDGE

In this age of globalization, development practitioners and citizens around the world are increasingly finding the need to be actively engaged in influencing policies, programs and laws that guarantee access to basic public services. They are putting increased pressure on governments to become more responsible, accountable and transparent.

Coady is strengthening the capacity of civil society organizations to network with each other and to advocate for a just and democratic world.

- Since the launch of the Advocacy and Networking Certificate in 2001, three Master Trainers have been involved in the delivery of the program, two from the global South and one from the North. One trainer has gone on to establish an Institute for Disability Advocacy in Namibia. In 2003, a Coady graduate from Egypt (now with the Advocacy Institute, Washington, D.C.) assisted in the design and delivery of the Advocacy certificate.
- Coady launched an action research project with Ekta Parishad, an advocacy organization based in Bhopal, India that focuses on “advocacy by the people” – on educating and mobilizing tribal peoples, dalits, landless labourers and women to advocate for their rights to land and a livelihood. A Coady staff member is currently contributing to a study focused on *Developing Effective Leadership in Mass-Based People's Organizations: The Case of Ekta Parishad and the Land Rights Movement in India*.
- Coady staff member, Olga Gladkikh was invited to be a panelist at the World Social Forum in Mumbai in January 2004, a five-day event attended by more than 100,000 people. She presented on land rights movements and the strategies used by advocates to affect change in their societies.

ASSET-BASED COMMUNITY DEVELOPMENT



Community development practice has traditionally focused on the needs, problems and deficiencies of poorer communities and nations. The Asset-Based Community Development approach focuses instead on identifying and mobilizing a community's existing assets and strengths to stimulate community-driven development. This approach gives people and communities the power to become self-reliant and is much more sustainable than a problem-focused approach.

- Coady is partnering with Community Research in Environment and Development Initiatives (CREADIS) in Bungoma, Kenya to apply the ABCD methodology in Western Kenya. CREADIS has integrated ABCD into their overall strategic framework and has been actively engaged in implementing an asset-based approach in selected communities.
- The Institute is in its second year of a three year action research partnership with Oxfam Canada and three of their partner organizations in Ethiopia which are integrating ABCD approaches into their work with local communities.
- Coady began a research partnership with the Centre for Development Services (CDS) in Egypt. The organization is producing 10 case studies of ABCD community development initiatives considered successful by donors and the Egyptian NGO sector, of which five have been completed.
- Coady is in the second year of a seven-year project with the Self-Employed Women's Association (SEWA) of Ahmedabad, India which aims to help 40,000 households recover from the earthquake that devastated Gujarat State in 2001. SEWA is now integrating asset-based principles into their microplanning process.
- A new project with Jambi Kiwa in Ecuador is slated to begin in fall 2004, with additional ABCD action learning partnerships starting in Brazil and South Africa.

PUBLICATIONS — GORD CUNNINGHAM AND ALISON MATHIE

Who is Driving Development? Reflections on the Transformative Potential of Asset-Based Community Development (Coady Institute Occasional Paper No. 5)

From Clients to Citizens: Asset-Based Community Development as a Strategy for Community-Driven Development (Development in Practice)



XTENDING HOPE PARTNERSHIP

St. Francis Xavier University is the first university in Canada to commit itself to joining forces, through its Xtending Hope Partnership, with people and agencies in Rwanda and Botswana that are addressing the HIV/AIDS pandemic. Xtending Hope – a partnership of the extended university community of faculty, staff, students, alumni, and the Coady Institute, as well as other Canadians and organizations – is providing support in the areas of human resource mobilization, specialized training, and creating awareness through public education activities.

In its inaugural year, with financial support from the Canadian Auto Workers Social Justice Fund, the Congregation of the Sisters of Notre Dame and the Fondation Internationale Roncalli, the Partnership was able to establish over 20 partnerships with key AIDS agencies and organizations and send 35 senior and young professional volunteers to fulfill the human resource needs of partner organizations.

Coady International Institute, the Partnership's home base, has been one of the lead partners in the initiative, providing specialized training and capacity building programs for 10 people from Botswana and Rwanda whose work is dedicated to HIV/AIDS prevention, care and treatment. The Institute has also contributed human resource support by sending over 25 young professional volunteers to work for six months with community organizations in areas such as early childhood education, HIV prevention education, youth leadership, advocacy, nursing, health promotion, communications, and fundraising.



YOUTH LEADERSHIP FOR DEVELOPMENT

With support from the Canadian International Development Agency, Human Resources Development Canada, and the Department of Foreign Affairs and International Trade, Coady Institute

expanded its youth leadership programs for Canadian and Southern youth. This May, the Institute launched its three-week Certificate in Youth Leadership for Development tailored to build the capacity of development practitioners between the ages of 20 and 35.

This year, the Coady significantly expanded its International Youth Internship Program, offering 22 internships. Through the Xtending Hope Partnership, interns worked with community organizations focused on HIV/AIDS prevention and care in Rwanda and Botswana. The remaining interns worked with organizations in Ethiopia, India, South Africa, Kenya and Uganda on projects such as incorporating asset-based community development into partners' project work and women's empowerment.





CAMPAIGN FOR COADY'S FUTURE

The global reach of the Coady International Institute has grown immensely over the past 45 years in response to a world of change. Now we are further challenged to respond to the ever-increasing demands for our educational programs and direct action partnerships overseas, as well as for our work with Canadian youth both on-campus and through the international internship program.

Fuelled by this increasing demand for our unique programs, the Coady Institute has outgrown its current location. With the leadership of our campaign team, we are raising \$12 million to expand our facilities in order to maintain our tradition of educational excellence and to improve our service to Coady and StFX students, graduates, and the community at large.

The Coady International Centre will be the new home for all of StFX's international activities and local community outreach. Encompassing four restored historic campus buildings (Augustine, Aquinas, the Somers complex and the old library), the Centre will be a state-of-the-art facility equipped with information and communications technology to support the various activities of the Coady Institute and to provide a focal point for the university's international initiatives.

This modern facility will enable us to:

- enhance our campus-based educational programs
- broaden our reach through distance education programs
- strengthen our international partnerships
- expand our unique Marie Michael Library
- expand our extensive knowledge networks in areas such as microfinance
- host forums to address global issues
- provide a meeting place where young StFX students, international community leaders and the local community can interact and learn from one another

The Centre's location in the heart of the campus will improve the accessibility of the Coady's specialized Marie Michael Library for all StFX students, faculty and alumni and will become a central location for StFX and Coady students to connect with one another. It will be our platform for growth and innovation into the next century.

The Coady International Centre has many attractive naming and other recognition options for donors. For information on this campaign please call (902) 867-5347.

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The Coady Institute thanks you for your commitment to helping us move forward with a new home, a strong financial base and an enhanced ability to educate global leaders.

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