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COADY

INTERNATIONAL INSTITUTE
ST. FRANCIS XAVIER UNIVERSITY

Igniting Leadership

2013/2014
Annual Report

Honourary Patrons' Council

The Coady Institute Honourary Patrons' Council is made up of accomplished leaders who embody the values and vision of the Coady Institute, and who stand in solidarity with our mission to build the capacities of individuals and organizations to improve the social and economic well-being of communities worldwide.

Ela Bhatt
Mary Coyle
Budd Hall
Rt. Hon. Michaëlle Jean
Huguette Labelle CC, OOnt
Frank McKenna
Mary J. Simon
Hon. W. Baldwin Spencer

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

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Advisory Committee

Adam Baden-Clay
Susan Crocker
Phil Davison
Marie Delorme
Monica Diochon
Michael Edwards
Myra Freeman
John Gaventa
Catherine Irving
Montasser Kamal
Hilary Pearson
David Peterson
Sean Riley
Bill Young

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Message from the Director



... a record year for on-campus attendance; strengthened in-country programs and partnerships with local organizations...

I would like to take this opportunity to thank our many donors and supporters around the world for helping to make 2013/14 a memorable year on many fronts: a record year for on-campus attendance; strengthened in-country programs and partnerships with local organizations; a hugely successful Innovations in North American Community Development forum in Antigonish; and effective partnerships that continue to leverage the capacity of organizations to foster positive social, political and economic changes in their countries.

As an organization we are following a clear strategic direction, which includes dynamic work in three key thematic areas: promoting accountable democracies; strengthening local economies; and building resilient communities. By organizing our certificate offerings in this manner, citizen leaders are able to choose programs that are most relevant to their individual and organizational needs.

I would also like to acknowledge the outstanding contributions made by Dr. Sean Riley, outgoing President of St. Francis Xavier University. During his tenure, the number of Coady graduates has increased from 2,000 to 6,500, and the alumni network has spread to 130 countries.

Whether it was reaching out to influential donors, or sharing a kind word with a new Coady participant, Dr. Riley inspired so many others to believe in our mission. On behalf of our staff, donors and supporters, we thank him for his tireless service to the Institute, and wish him nothing but the best in his retirement.

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



Message from the President

It is with a great deal of affection that I share a few thoughts and welcome you to the 2013/14 annual report of Coady International Institute at StFX.

When the Board of Governors established the Coady in 1959, they had a spark of an idea that great things might happen. The minutes of that board meeting referred to the increasing demand for education in social leadership, based on the philosophy and techniques of the Antigonish Movement. Well, at 3:30 that afternoon, the four board members set in motion a movement that would have a tremendous ripple effect throughout the world.

Almost 55 years and 6,500 graduates later, the Coady has been one of our university's most enduring symbols of social justice in action. We are humbled and honoured that our graduates, their organizations, foreign governments and our civil society partners have continued to place their trust in us. Their good works, and the dedication of Coady management and staff, have given us a reputation that we can be proud of.

It has been personally rewarding to witness this growth, first as the son of a former Coady assistant director who devoted 17 years to the Institute's work, and then during my own career here at StFX. There is no greater feeling than to see the joy in the faces of Coady graduates as they share stories of their successes in communities around the globe.

As outgoing president, this is my last opportunity to communicate with you in my official capacity. Rest assured that I will remain attached to the Coady and its mission. I am so thankful to everyone who has contributed over these many years to this great and noble cause.

“Almost 55 years and 6,500 graduates later, the Coady has been one of our university's most enduring symbols of social justice in action.”

Dr. Sean Riley
President
St. Francis Xavier University

Message from the Chair of the Advisory Committee

Being involved with Coady International Institute is a privilege. The Advisory Committee has the opportunity to engage with the remarkable staff and educators, and to meet the passionate and ambitious leaders that come to Coady to enhance their skills and knowledge. All of us are bound together by a desire to improve the quality of life of citizens in a sustainable way.

This goal of changing the world can seem daunting, unless you are a young Nigerian woman by the name of Adepeju Jaiyeoba, and you've just lost a friend who died at childbirth. Adepeju is a graduate of the 2013 Global Change Leaders program. She says the death of her friend was a turning point.

So this spirited young lawyer created the Brown Button Foundation. Its goal — to eradicate maternal and infant mortality in Nigeria by making sure women get the health care they're entitled to. Today, her website takes orders for medically approved, sterilized mother's delivery kits, available from distributors throughout Nigeria. The kits have saved hundreds of lives. In recognition of her humanitarian efforts, Adepeju received the Washington Fellowship for Young African Leaders, an award from U.S. President Barack Obama.

For those of us who share a connection with the Coady Institute, Adepeju's story is a powerful reminder of why we support this unique model of leadership education. It works. It changes people in a transformational - some might say 'radical' - way. It inspires others to do great things in their communities, in their countries and in the world.

So whether you are a volunteer, a partner or a financial supporter at Coady, I thank you for the role you play in supporting community leaders like Adepeju Jaiyeoba. Perhaps she has shown us that changing the world isn't such a monumental task after all.



Susan Crocker
Chair of Coady Advisory Board
2010 Coady Graduate



“...whether you are a volunteer, a partner or a financial supporter at Coady, I thank you for the role you play in supporting citizen leaders...”

Igniting Leadership the Coady Way

Coady International Institute

Often considered the 'social justice' arm of St. Francis Xavier University, Coady Institute is a world-renowned centre of excellence in community-based development and leadership education. Through relevant adult education programs, effective partnerships, and applicable research, we equip community leaders and their organizations with the knowledge and practical tools needed to bring about the change they want for themselves. Our flagship Diploma in Development Leadership is offered each year to about 50 participants, who travel from their home countries to live on-campus in Antigonish, Nova Scotia.

The Coady Approach

Coady's approach to igniting leadership is a dynamic process that starts with transformative leadership education in the classroom.

- This year was a year of record attendance on campus, with 332 citizen leaders from 48 countries in our diploma and certificate programs. That is three times the number of participants here just five years ago. It's encouraging that many of the participants took multiple courses to maximize their investment in travel and time spent away from home.

Our graduates then return to their community organizations to continue their work and put lessons into practice. It often leads to great new ideas. For example:

- Our Egyptian graduates have formed a strong network. Due to the current political unrest, we had to postpone a workshop planned for September in Egypt. Despite that challenge, two participants in our Peacebuilding certificate, along with other Coady graduates, started a new process known as the Mastaba project. Mastaba is an Egyptian name for a place where rural communities come to discuss their issues.

As these communities of practice develop, we build further knowledge through action research, convening events and forming learning partnerships. For example:

- After a very positive evaluation of an Oxfam Canada project in Ethiopia (involving 10 Coady graduates from Ethiopia and Kenya), the Comart Foundation agreed to expand our partnership and fund two projects in the country involving more than 50 communities and five partners.

As momentum builds, this ripple effect is designed to bring about changes in policies and practices among key decision makers, even at the national level. For example:

- Several levels of government in South Africa are in the process of integrating an asset-based community development approach into their programs. The key officials who are managing this, whether at the municipal level (City of Johannesburg), provincial level (Eastern Cape) or national level (Department of Social Development) are Coady graduates.



Educational Programs

On-campus

2013/14 was one of the most productive years ever on campus with 332 citizen leaders from 48 countries in our diploma and certificate programs. In the spring we delivered 11 certificate courses, including two new offerings: Partnerships in a Multi-Stakeholder Environment; and Building on Local and Indigenous Knowledge for Community-Driven Development. More than 60 percent of our spring graduates came through educational partnerships. A significant number of university faculty from Indonesia, Mexico and Ghana are now attending Coady programs to study methods of engaging local communities in development projects and research.

Due to visa and funding issues, our fall diploma numbers (36) were down somewhat. We're addressing this in our recruitment strategy for 2014 and beyond. We also delivered six certificates during a very busy fall session.



Off-campus

Along with a record year of attendance on campus, our overseas educational work continued to grow. Coady staff were engaged in 24 off-campus educational programs or workshops.

For example, Shelagh Savage and Gord Cunningham facilitated a two-week train-the-trainers program in asset-based community development in Yogyakarta, Indonesia to participants from two Islamic State Universities and representatives from the Ministry of Religious Affairs. We're very excited about our university partnerships and growing network of graduates in Indonesia, who are very keen to apply and share what they have learned.



Coady Around the World

Coady's global network is growing. Today you will find alumni in every corner of the world — from tiny villages in remote, rural locations to national governments to the offices of international organizations. Visit coady.stfx.ca to see their work in action.

"My community placement in Eskasoni will focus on bridging the gap and re-establishing the connection between youth and elders."

*- Kateri Stevens
Eskasoni First Nation, Canada
2014 Indigenous Women in Community Leadership*



"Our citizens are asking universities to help them build strong citizenship and advocacy skills."

*- Dr. Margarita Guajardo Fuentes, Mexico
2013 Advocacy and Citizen Engagement*



"The Coady experience was so unique. In my banking work, it has helped me broaden my world view and contribute more to those in need."

*- Mauricio Lambiasi, Brazil
2013 Certificate in Communications and Social Media*





"We need to enhance and institutionalize accountability procedures between citizens and the government."

- Anastasia Bezverkha, Ukraine
2014 Good Governance and Social Accountability Tools

6,500

Number of Coady graduates since 1959



"With 14 countries represented in our class, we are exposed to many international experiences – that is something that I cherish."

- Sister Jyoti Pinto, India
2013 Global Change Leaders



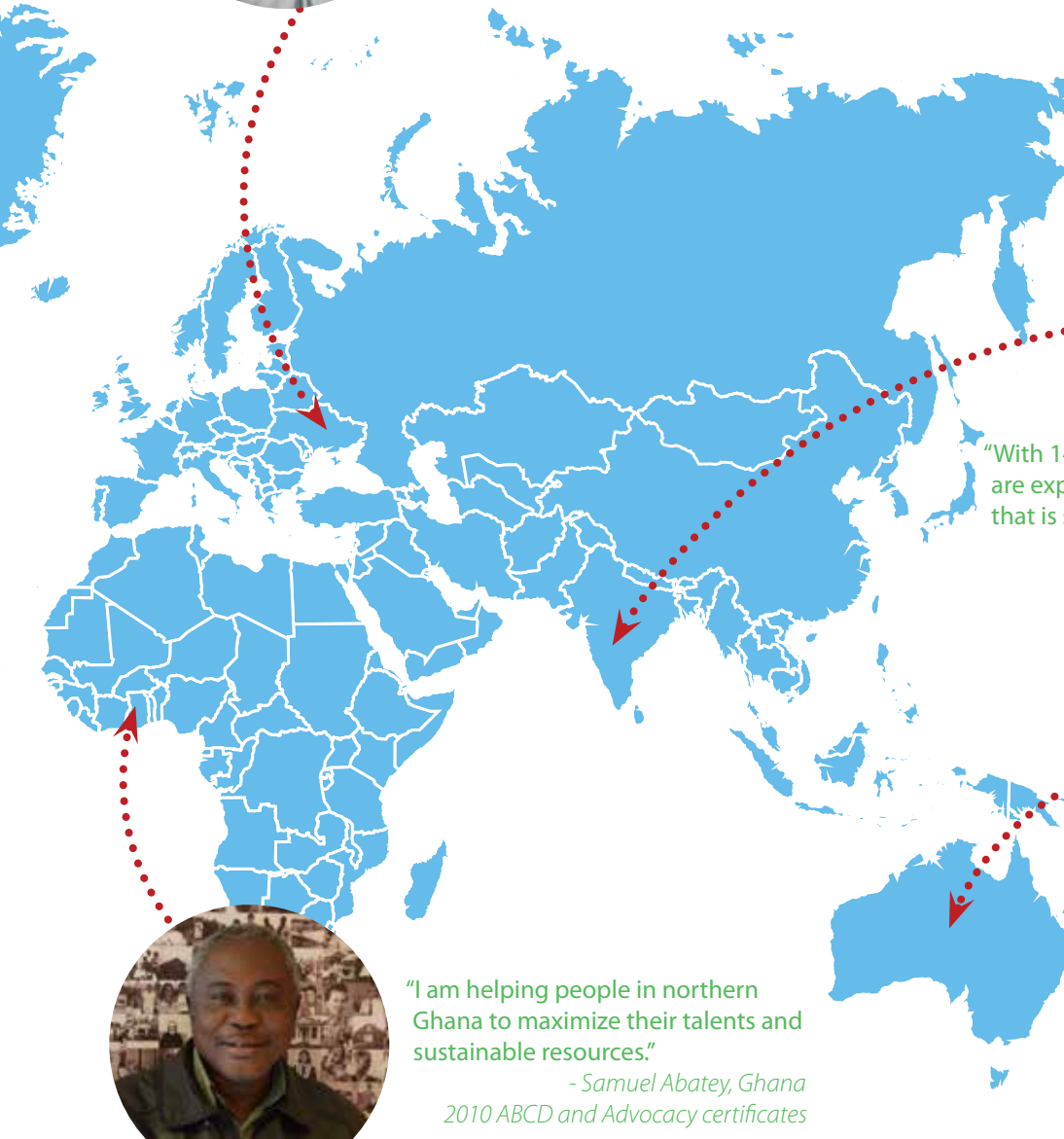
"I'm working with low-income families that don't have the capacity to save money for emergencies. We help with micro-loans."

- Rick Tipping, Australia
2011 Community-Based Microfinance



"I am helping people in northern Ghana to maximize their talents and sustainable resources."

- Samuel Abatey, Ghana
2010 ABCD and Advocacy certificates



Promoting Accountable Democracies

Coady Institute promotes citizen-led transformation of the institutions, policies and processes of states that limit or block people's participation in decisions that affect their lives. The Institute works with networks, associations, social movements and other civil society organizations, particularly those involving women, youth and indigenous peoples, to strengthen their capacity to effectively raise their voices.

Our work in this area includes certificate programs in Advocacy and Citizen Engagement, Good Governance and Social Accountability Tools, and Community-Based Conflict Transformation and Peacebuilding. These courses were popular with community practitioners from Egypt, who continue to have a strong relationship with Coady.

Promoting Active, Engaged Citizens In Egypt

"After I lived this experience of the workshop, some beliefs and concepts were confirmed in my mind. I am an active citizen when I play my role with colleagues at work and in my family; I am an active citizen when I stop school violence at my son's school." — Hanaa Fakher, Upper Egypt Association



How can a nation move from a 'shallow' to a 'deep' democracy? How can citizens be accountable to one another? Those are some of the vital questions that were explored as Coady Institute worked with grassroots Egyptians in the Transparency and Accountability in Governance (TAG) project.

A group of Egyptian citizen leaders and organizations invited the Coady Institute to work with them to develop a new approach – one that would:

- strengthen the capacity of emerging citizen leaders and existing civil society organizations;
- develop new awareness and skills to build active citizenship;
- help active citizens engage with the state to create more responsive policies; and
- help them keep policy makers accountable for their practices.

Coady has had links with Egyptian organizations since the early 1960s. Today there are more than 100 graduates working in civil society, donor and religious organizations. Through their leadership, our community-led approach to development continues to have an impact on the evolution of Egyptian society.

“After ... this experience of the workshop, some beliefs and concepts were confirmed in my mind. I am an active citizen when I play my role with colleagues at work and in my family; I am an active citizen when I stop school violence at my son's school.



Coady staff working with Egyptians at the community and national level to help promote transparency and accountability.



Strengthening Local Economies

Inclusive economies work towards reducing inequity among citizens and allocating resources to improving human well-being and creating sustainable prosperity. We work with local partners on the ground to develop, test, and share innovations that can strengthen local economies around the world. These innovations continuously feed into new curricula for our education programs.

Courses in this thematic area include Mobilizing Assets for Community-Driven Development; Livelihoods and Markets; and Community-Based Microfinance for Financial Inclusion.

Using Local Assets in Potshini, South Africa

When Rev. Dr. Moses Coady first delivered his inspirational statement “The people will use what they have to secure what they have not”, little could he have known that one day it would aptly describe a tiny village in the KwaZulu-Natal region of South Africa.

Potshini is home to about 2,000 people. Most have lived a life of dependency, working only occasionally on commercial farms nearby. Coady graduate Musa Zamisa set out to change that. Zamisa, a 2010 double graduate in the Mobilizing Assets for Community-Driven Development certificate and the Livelihoods and Markets certificate, introduced an asset-based approach to community development. Since then, it has taken much patience and hard work to gain the trust of residents.



“After months of visiting and doing workshops, one group decided to do something with the ABCD training,” says Zamisa. “They began a vegetable garden on a small plot of land, pooling their money to build a fence. When World Vision representatives saw their initiative, they donated money to complete the fence.”

The group then worked to improve access to water. They can now plant vegetables year-round. More importantly, says Zamisa, “their success triggered something more valuable — the realization that they can accomplish many things if they focus on the half-full part of the glass.”

“We always tell the community to not sit and wait for someone to come and give you something, but use the little you have to get something more and to attract attention. That’s what happened here.”

“More importantly, their success triggered something more valuable — the realization that they can accomplish many things if they focus on the half-full part of the glass.”



Community members in Potshini, South Africa, took ownership of their own water supply project.

Building Resilient Communities

All individuals and societies face challenges – be they environmental, economic, cultural or social – and must respond to change. How each responds to these challenges is often as important as the solution. Resilient communities recognize the importance of addressing issues of sustainability, inclusion, social justice and equity as they strive for answers. Our work in this area includes courses in Community-Driven Health Impact Assessment; Building on Local and Indigenous Knowledge for Community-Driven Development; and Community-Based Natural Resource Management.

Stories of Citizen-Led Development in Haiti

“If change should come, we should bring it.” – Stephen Italien

In 2004, a young Haitian man by the name of Stephen Italien had had enough. His neighbourhood of Cite Soleil in Port-au-Prince reeked of garbage. The area was prone to floods, which made the garbage situation even worse. Italien took to the streets, rallied other young people and created a new movement called Soley Leve (Creole for ‘Rising Sun’). Just as the sun rises in every part of the world, so too are there people everywhere doing things for themselves.

The Soley Leve project is one of five video and print case studies created for the Haitian Centre for Leadership and Excellence (CHLE), which was founded in 2011. Coady Institute was proud to partner with community leaders in Haiti to create a forum for

training women, youth, civic activists, government officials and business leaders.

“What we learned at the Coady was not a model to be transplanted in Haiti, but a new way of recognizing and building on our domestic resources and our home-grown examples of success.” — Coady graduates and CHLE co-chairs Maryse Penette-Kedar, Magalie Noel Dresse, and Claire Cecile Pierre.

Partners in Haiti include:

- The Haitian Education and Leadership Program
- Quisqueya University, Center for Entrepreneurship and Innovation
- Future Generations Haiti
- Soley Leve (Rising Sun)
- World Vision
- Fondation ProDev (ProDev Foundation)
- École Supérieure d’Infotronique d’Haiti (Haitian Superior Infotronic School)
- Ciné Institute
- Kodinasyon Fanm Rivye Kano (KOFAR, Women’s Coordination of the Kano River)
- Femmes en Démocratie (Women in Democracy)
- Partenariat pour le Développement Locale (PDL, Partnership for Local Development)
- Caribbean Craft
- The Clinton Foundation



I believe the Centre’s citizen-led approach is the most promising solution for sustainable, long-lasting change in Haiti.

-The Right Honourable Michaëlle Jean,
27th Governor General of Canada and
UNESCO Special Envoy to Haiti.



A young woman from Baily, Northern Department in Haiti, describes the women's rights movement she is involved in during the writing of a case study on citizen-led development with Coady staff in partnership with the Haitian Centre for Leadership and Excellence.

International Centre for Women's Leadership

2013/14 was a year of rapid and exciting growth. The centre developed a partnership with Urgent Action Fund–Africa to manage the African Women's Leadership and Mentoring Initiative, a two-year project to develop new African women leaders through training, coaching, networking, mentoring and research. Participants were selected by UAF-Africa from South Sudan, Cameroon, Ivory Coast, Kenya and Malawi.

The initiative was launched at the International Women's Leadership Conference held in Lilongwe, Malawi this past September. Other women's centre programs include:

- Global Change Leaders - for women from developing countries and Indigenous communities;
- Canadian Women's Foundation Leadership Institute - for emerging women leaders in the Canadian not-for-profit sector;
- Indigenous Women in Community Leadership - for First Nations, Inuit and Métis women in Canada;
- Certificate in Community Development Leadership by Women – a unique, women-only program for those working in development and who are striving to 'be the change' they want to see in their community or organization.



2013 Global Change Leader Recognized by the Bill and Melinda Gates Foundation

Melinda Gates of the Bill & Melinda Gates Foundation spends a considerable amount of time traveling the world. As she sat down on New Year's Eve to reflect on 2013, she blogged about the most inspiring women and girls she met during the year. On her list of eight, she included 2013 Coady graduate Nargis Shirazi of Uganda.

Said Ms. Gates:

"I met Nargis at the Women Deliver conference in May, and I was just blown away by her innovative and creative approach to get young people in Uganda talking about taboo topics like sex... She wrote a play about a man who gets pregnant that got people to think differently about traditional gender roles. Nargis realized the power that drama had to address taboo subjects, so created a community project that encouraged young people in poor communities to write their own plays to address the issues they care about."



EMPOWER training participants and Coady facilitators with women representatives from the traditional council in Lawra, Upper West Region, Ghana.

Women’s Leadership for Economic Empowerment and Food Security program in Ethiopia, Ghana, and Zambia

Coady Institute and StFX lead Canada’s EMPOWER project in Africa. This five-year program is well underway with partners and their project coordinators in the three countries.

Meet Marian Munyinda of Zambia

Marian Munyinda smiles as she talks about growing up in the copper belt of northern Zambia. But there’s one tradition she’s working to turn on its head – the custom of having men make all the decisions – so women can take on greater leadership and share in community decision-making.

“Empowerment is a life-long process”, says Munyinda, a board member of Women for Change in Zambia (Coady partner), an influential NGO connected with more than 800 local organizations.

“Empowerment is a life-long process”, says Munyinda, a board member of Women for Change in Zambia (Coady partner), an influential NGO connected with more than 800 local organizations.



“It means being able to do what I want, when I want, without fear of any reprisals,” she says. “Women who are seed growers or fish farmers or who raise livestock can run their own affairs. Women for Change offers that training.”

Located in south-central Africa, Zambia is geographically only four times larger than Nova Scotia, but has a population of more than 13 million people. About 60 per cent of Zambians live in poverty.

The five-year women’s leadership program is funded by the Department of Foreign Affairs, Trade and Development Canada, and includes training in Canada and in the three African countries. It will pay huge dividends, says the Institute’s Vicky Schreiber:

“Some women in African communities are almost invisible. So this is all about strengthening their leadership, by having men and women work together to reduce poverty through sustainable farming and other methods. It’s going to be exciting to watch this spread through our partner organizations in each country.”

Empowerment is a life-long process... It means being able to do what I want, when I want, without fear of any reprisals

Aboriginal Leadership

The Indigenous Women in Community Leadership 2013 cohort returned for its final two-week program and graduation at the end of August of that year. Imperial Oil Foundation President Susan Swan visited Coady for the final two days of the program in order to observe the participant presentations, and attend the graduation. The Alberta Government confirmed its interest in supporting five participants for the 2014 IWCL program, to complement the existing 15 participants who are sponsored by Imperial Oil and ExxonMobil Foundations.



IWCL Class of 2013

"In my summer placement I focused on breaking down employment barriers in four First Nations communities in North Central Ontario. We formed partnerships with businesses, unions and other groups, and developed an innovative community-based service delivery method. I'm very proud that our project achieved a 100 percent success rate in the first three months." - Valerie Moses, 2013 graduate

Taking ABCD to Canadian Aboriginal Communities

Following the early success of the Indigenous women program, First Nation communities in Canada sought Coady's expertise and asked if we could provide training on asset-based community development (ABCD) on location. Tanya Wasacase joined our staff and worked with our Strengthening Local Economies team to develop training for communities in Alberta, Saskatchewan and Nunavut. We're now pursuing opportunities to expand this important work.

Coady Contributes to Aboriginal Research Project

Three Coady Institute staffers – Alison Mathie, Eileen Alma and Sheila Isaac – played a key role in a unique project that addressed the lack of research on Aboriginal women's entrepreneurship in Atlantic Canada. All three were on the project research team, and they helped write the final report that makes key recommendations to improve the lives of Aboriginal women in the region.



Alison Mathie (left, Coady International Institute), Margaret Donahue (Atlantic Aboriginal Economic Development Integrated Research Program - AAEDIRP), Eileen Alma (Coady International Institute), Sheila Isaac (Coady International Institute), Monica Diochon (St.FX) and Heather Mulligan (AAEDIRP)

Youth Leadership

Youth in Partnership program

Twenty inspiring young Canadians participated in the 2013 Youth in Partnership program at Coady Institute. "Life-changing" and "rare opportunity" were common descriptions used to describe the experience, especially the six-month overseas assignments with Coady partners in 11 countries.

"During my time in Guyana, I witnessed the negative effects of having limited access to health care," says Carmen Pedersen, an Alberta native and BSc. graduate of St. Francis Xavier University. "The experience really strengthened my passion to become a doctor and my desire to provide health care for those in need."

Pedersen worked as a health research associate with Youth Challenge Guyana, where she helped design new programs. She and the other youth associates spent three weeks on-campus in Antigonish preparing for their six-month summer/fall placements. They returned in December for a two-week reintegration and to share their experiences during a public forum and graduation.

Skills for Social Change Certificate

"Studying at the Coady Institute has been unlike any other learning experience in my life. The open and safe environment allows participants to contribute fully and not fear making mistakes... As a result of these learnings, I will be able to focus my energy more so on solidarity and the [asset-based] philosophy of the Coady Institute." - Kirsten Desjardins-Lorimer, 2013.

Coady Institute believes that young people around the world are at the heart of social justice and social change. In recent years we've seen them play increasingly active roles and create powerful movements for community change. Grounded in our unique approach to citizen-led development, the three-week Skills for Social Change certificate offers learning opportunities for young leaders in North America to develop the capacity for citizen action. Seventeen Canadian youth graduated from the 2013 program.



Youth in Partnership class of 2013



The experience really strengthened my passion to become a doctor and my desire to provide health care for those in need.



Skills for Social Change class of 2013

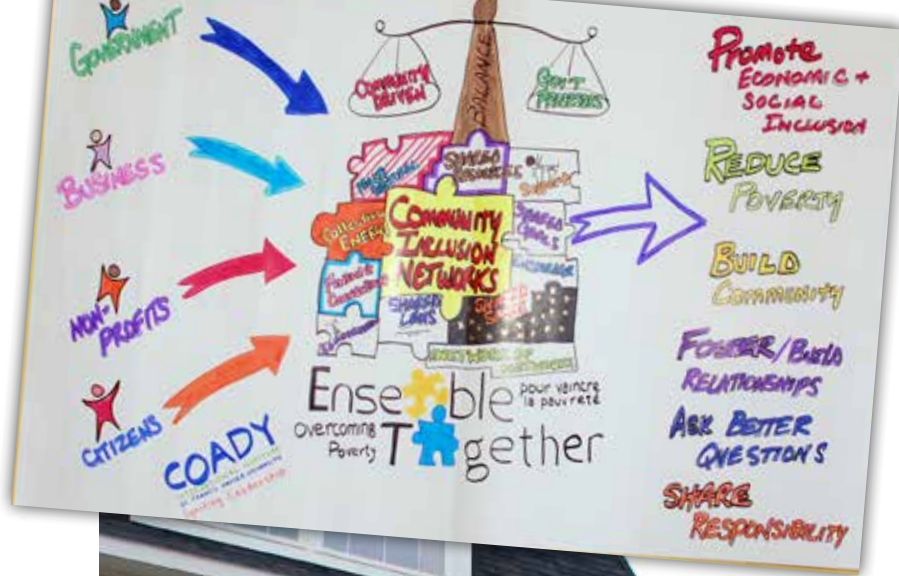
Action Research and Knowledge Building

The Coady Institute's knowledge building work focuses on innovation in our three thematic areas: strengthening local economies, promoting accountable democracies and building resilient communities. Understanding how active citizens can be at the centre of such innovation is evident in on-going research in asset-based community development and community health impact assessment, community led value chains, micro-franchises for agricultural services, and preliminary research on economic and political citizenship.

In addition to collaborative action research in Kenya, Ethiopia, South Africa and Palestine, our work increasingly addresses development issues in the global north as well as the global south. In June 2013, for example, we co-hosted the forum 'Citizen-Led Sustainable Change: Innovations in North American Community Development' with the StFX Extension Department, bringing together nearly 150 development practitioners, researchers, policymakers, and funders from across North America to explore 11 cases of citizen-led innovations.

Also significant is the focus on effective community-engaged research. In November 2013, we were asked to host a forum on 'Research for Excellence' in Community-Engaged Research in collaboration with the International Development Research Corporation of Canada.

We're moving forward with plans to incorporate new technology, networks and communities of practice to enhance our work in action research and knowledge building.



Five Years - \$8.4 Million

Government of Canada announces Coady funding

There were broad smiles on campus on February 23, 2013 as Canada's Minister of Justice announced \$8.4 million in funding for 2013-2018 Coady programs. The Institute is required to match that amount from other sources, so the actual investment effectively doubles during this five-year period.

"It's the classic expression of 'teaching a village to fish!'" said Minister MacKay, on behalf of the Honourable Christian Paradis, Minister of International Development. "This is enabling people to have a lifetime of sustainability. The Institute is helping others to make positive contributions in their own communities."

The Investing in Leadership and Learning for Development Effectiveness project will provide in-Canada training in leadership and development to more than 1,500 women and men from developing countries with a view to strengthening local economies, empowering women and girls, building resilient communities focused on food security and natural resource management, and promoting democracy.

Coady director John Gaventa expressed his appreciation for the government's renewed commitment to Coady's mission.

"And all of this work is made possible, in part, through the support of the Canadian government, which is matched by the contributions and support of thousands of Canadian individuals, businesses, churches and local organizations – from Antigonish, across the Maritimes and across Canada."



Shelagh Savage, Dr. John Gaventa, Hon. Peter MacKay and Dr. Sean Riley

Since 1981, the Canadian government has invested more than \$30 million in leadership and training initiatives at the Coady Institute. We gratefully acknowledge the financial support of the Government of Canada through the Department of Foreign Affairs, Trade and Development Canada.



Foreign Affairs, Trade and
Development Canada

Affaires étrangères, Commerce
et Développement Canada

We gratefully acknowledge the financial support of the Government of Canada through the Department of Foreign Affairs, Trade and Development Canada (DFATD).

1,500

Number of emerging
leaders to benefit from
our current 5-year funding
agreement with the
Government of Canada

The Value of Partnerships

Collaboration and partnership are essential elements of Coady's work and are guided by the Istanbul Principles for Development Effectiveness – specifically Principle Six, which outlines commitment to transparent relationships based on shared development goals, mutual respect and long-term accompaniment.

Educational partnerships with Canadian and international NGOs as well as foundations, support participants to attend Coady courses as part their overall capacity-building strategies. Current partnerships include: Crossroads International, CUSO International, WUSC, Farm Radio International, Oxfam GB, Plan International, Aga Khan international networks, Haitian Centre for Leadership and Excellence, Tecnológico de Monterrey (Mexico) and the Local Leadership for Development (LLD/SILE) university project in Indonesia.

Innovations partnerships with civil society organizations and foundations support new and interesting approaches and tools to citizen-led, community-driven, asset-based community development. Current work with partners involves collaboration with the Comart Family Foundation, Open Society Foundation, Canadian Women's Foundation, Oxfam Canada and Oxfam GB.

Knowledge and research partnerships with the International Development Research Corporation (IDRC), Ford Foundation, Inter-America Foundation and CARE International allow us to explore emerging ideas in the three thematic areas through convenings and documentation.

Details of many of these partnerships are found throughout the annual report.



STATEMENT OF REVENUE AND EXPENDITURE

Year Ended March 31, 2014

	2013	2014
REVENUE		
CIDA - General	\$ 1,575,871	\$ 1,886,808
Special Projects	1,552,401	2,666,281
General Revenue	873,797	753,775
Other Grants & Donations	850,363	1,001,215
St. Francis Xavier University	200,000	200,000
TOTAL	\$ 5,052,432	\$ 6,508,078
EXPENDITURES		
Salaries & Benefits	\$ 2,576,658	\$ 2,656,525
Travel	315,397	\$419,464
Operational & General Expenses	209,923	\$602,496
Library Acquisitions	21,853	\$19,827
Room & Board	222,179	\$374,267
Facilities & Services	224,641	\$238,216
Special Projects	1,481,781	\$2,197,284
TOTAL	\$ 5,052,432	\$ 6,508,078



Coady Staff & Associates

Staff

Eileen Alma	Pamela Johnson
Shanon Archibald	Jenna Kyte
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Meet Pakistan's Freedom Traveller

You could say Momal Mushtaq is a real mover and shaker, with more emphasis on the 'mover' part.

This young Coady Global Change Leader graduate founded The Freedom Traveller online network to connect and empower female travellers, especially from the countries where freedom of movement for women is restricted. It's a digital platform where women of all nationalities and beliefs can actively network, share knowledge and resources, and map their travel experiences.

"Isn't it ridiculous that in India, road safety rules do not apply to women," she says. "In Saudi Arabia, women are forbidden from driving a car. And if they ride a bicycle they must wear a full-body abaya (veiled cloak) and be accompanied by a male relative."

Using the social media hashtag #iamfree, Mushtaq launched an awareness campaign to fill an online catalogue with photos of women riding a bicycle or driving a car. Photos were submitted to Facebook and Twitter and were uploaded to freedomtraveller.com. She then shared links to the pictures with hundreds of governments and organizations around the world that support women's rights.

"It's time to rise up and take action," she adds. "How long will people stay silent on this? How long will women be kept in the dark?"

Mushtaq was also recognized by the United Nations as an ambassador for the World Summit Youth Award, as one of the top young people in the world using the Internet and mobile technology to put the UN's millennium development goals into action. She has also received the UNESCO Worldwide Youth Multimedia Award.



It's time to rise up and take action. How long will people stay silent on this? How long will women be kept in the dark?

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