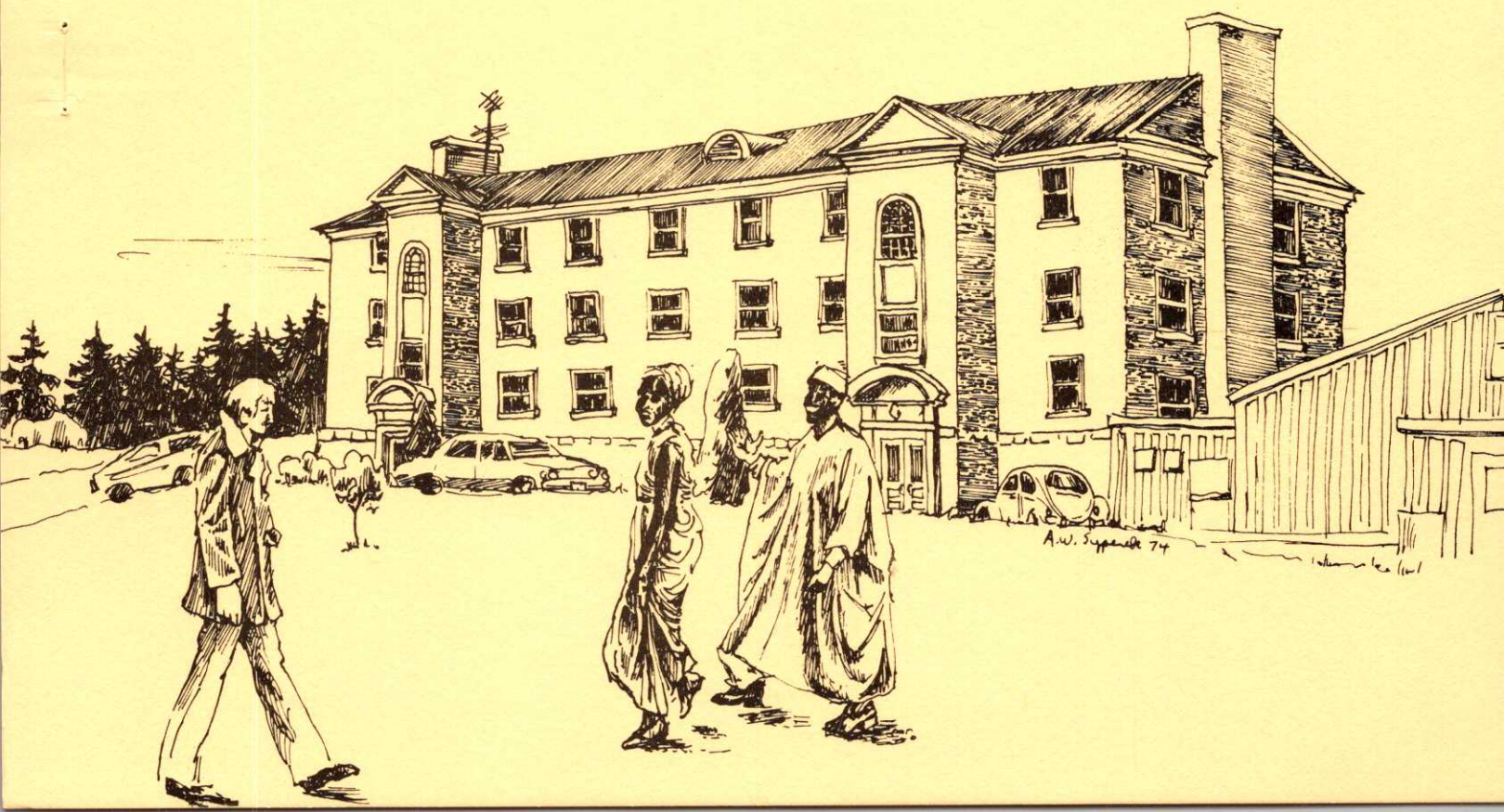


COADY INTERNATIONAL INSTITUTE

# REVIEW 1978

ST. FRANCIS XAVIER UNIVERSITY  
ANTIGONISH, NOVA SCOTIA, CANADA



## COADY INTERNATIONAL INSTITUTE

1977-78 Review

### Introduction

The Coady International Institute was established in 1959 by a resolution of the Board of Governors of St. F. X. University. This decision arose from the realisation that the Extension Department was unable to handle the increasing volume of visitors to Antigonish especially from the 3rd world to observe the working of the Antigonish programme. It also recognized that in the true spirit of a university, this peculiarly Canadian formula of development should be made available to any person who wished to observe it.

This formula was described by the late Msgr. M.J. MacKinnon as "a program of self-help and mutual help; (which) takes the people where they are, even the illiterate and leads them to the highest possible level of human performance. It is inexpensive and easily applicable to large numbers of people over wide areas. It is also big enough philosophically and scientifically to appeal to the most fastidious. It is a program of adult education that begins in the economic field, fans out into every phase of human activity and which will give life to all nations and all people and not just to the favoured few."

Since its inception the Institute has provided training programs both at Antigonish and abroad. On campus, six-month diploma programs in Social Development and Social Leadership are complemented by shorter summer programs in Social Development and Cooperative Studies. To date over 2200 people from over 100 countries have taken these courses.

A recent innovation has been to supplement these programs with overseas training - a new dimension of "taking education to the people".

## HIGHLIGHTS 1977

- \*\* FIFTY-FIVE DIPLOMA GRADUATES FROM TWENTY-SIX COUNTRIES
- \*\* FOURTEEN SUMMER SESSION PARTICIPANTS FROM NINE COUNTRIES
- \*\* TWENTY-EIGHT CREDIT UNION COURSE MEMBERS FROM TWENTY-ONE COUNTRIES
- \*\* SEVENTEEN OVERSEAS SEMINARS WITH EIGHT HUNDRED AND FIFTY-SEVEN PARTICIPANTS
- \*\* ECUMENICAL SERVICE TELEVISED OVER CBC-TV NATIONAL NETWORK
- \*\* ELEVEN SEMINAR PUBLICATIONS CIRCULATED
- \*\* ELLEN ARSENAULT RETIRED AFTER 30 YEARS OF SERVICE WITH THE COADY INTERNATIONAL INSTITUTE AND THE EXTENSION DEPARTMENT
- \*\* REV. HOWARD GARDINER, FORMER CUSO COORDINATOR, JOINED THE STAFF
- \*\* H.R. (ERIC) AMIT PROMOTED TO ASSISTANT DIRECTOR IN CHARGE OF OVERSEAS SEMINARS
- \*\* TWO THOUSAND TWO HUNDRED GRADUATES IN ALL COURSES TO DATE FROM OVER ONE HUNDRED COUNTRIES

## Diploma Programs

The Institute continues to offer two diplomas in Social Development and Social Leadership which correspond to the training needs of the participants. While the former provides for those operating at national or regional levels, the latter meets the training needs of those working at institutional or local levels.

Both programs consist of three components--course work, field observation, and individual project work undertaken with a view to the practical needs of the participant. Learning in an international community of development practitioners permits an exchange of experiences. The sharpening of insights through the thrust and parry of debate and discussion in the neutral framework of a university campus is a vital component of the program.

Both diploma programs contain a mandatory series of core subjects -- The Antigonish Movement, Adult Education, Development Economics and Communications. A degree of specialization is provided by a mandatory requirement of either development or cooperative studies. Development Studies concentrates on such topics as Perspectives in Development, Rural Modernization, Strategies of Planned Change, Social Planning, Programme and Project Management, and an Introduction to Cooperatives. The Cooperative Studies portion covers Survey and Types of Cooperatives, Credit Unions, Accounting and Management, Design of Cooperative Education Programs and an Introduction to Development.

The student also prepares, under the direction of the faculty, an independent study project on a topic related to his work experience. The enrollment in each of these programs, together with the geographic spread of the participants is as follows:

TABLE I - Enrollment Breakdown - 1977 Diploma Program

	Social Development		Social Leadership	
	Development	Cooperative	Development	Cooperative
North America	1		3	
Caribbean			3	1
Central America		1	1	1
Latin America	3			
Africa	5	8	5	6
Asia	16	1		1
Pacific	<u>2</u>	<u>—</u>	<u>—</u>	<u>—</u>
TOTAL	27	10	12	9

Field Observation

As part of the program of work at the Coady all participants are provided with opportunities to observe various development programs in the Maritimes and to meet with appropriate persons and agencies. The '77 group met representatives of government and various voluntary agencies, cooperatives and credit unions and the Credit Union League, in Halifax, Cape Breton, Canso, Margaree and the Antigonish area.

The participants organized a week-long trip during the mid-year break to Central Canada. The objective was threefold: to meet development agencies, to see more of Canada and its people and as a holiday. The Institute assisted financially but the main support for the project was raised by the group through their own efforts.

Guest Lecturers

The Institute's policy of inviting guest lecturers with specialized competence was continued this year. Rev. Dr. J.A. Fonseca, S.J. Director, La Civiltà Catholica, Rome, worked with the participants on Food and Population. Mrs. Flora Lansang of the Institute of Social Work and Community Development, University of the Philippines, (herself a Coady graduate) discussed approaches to community

development and her own experience in this work. Rev. B. A. MacDonald presented a program on the Ethics of Development. Dr. Stuart Kingma, Associate Director, Christian Medical Commission, Geneva, discussed Health and Development in the Third World and Rt. Rev. William Power, Chancellor of the University, discussed the "Theology of Development".

### Course Changes

Based on evaluations of the 1976 and 1977 courses conducted by Dr. A. A. MacDonald, it would appear that the curriculum innovation of streaming students to enable specialization has been a success. The challenge remains of building more flexibility into the program so that as institutional capability permits, participants learning needs can be met.

### New Developments

The Joint Scholarship Program with the World Council of Churches begun in 1977 has proved very successful. Under this program the World Council advertises through its network and selects scholars in consultation with the Institute. The World Council meets all travel and incidental costs while the Institute provides full scholarship to meet the Canadian expenses. Five participants benefitted from this program.

A similar welcome development was a ICA/SIDA/Coady program under which four of the senior staff of the Cooperative Colleges of Tanzania, Uganda, Kenya and Zambia took the current year's Social Development program. This rose directly from Dr. L. Skarrat's evaluation of the Seminar for Cooperative Education and Publicity Officers conducted by the Institute at the Cooperative College, Kenya, in February, 1977. Dr. Skarrat was the Cooperative Education Consultant, ICA, Moshi, Tanzania.

The ratio of Social Development to Social Leadership participants is increasing and is brought about by the increasing number of centres abroad that are offering courses similar to the Coady and

in many cases are staffed by Coady graduates. A second factor is a desire of the Institute to apply limited resources to training those at a policy or regional level.

The shorter programs described in the following pages are also becoming more specialized. This is particularly true of the cooperative courses--for example the credit union course has concentrated on management needs of larger units and in the next few sessions will focus on education and training needs.

### The Summer Program

The Summer Session is a shortened version of the diploma program designed for three categories of people:

- a) those requiring a technical update;
- b) those wishing to develop a more critical attitude to their current developmental work; and
- c) those moving into wider areas of community responsibility -- either regional or national.

The course is heavily process-oriented and intake-restricted. There were fourteen participants from 9 countries in the 1977 course. Of these, nine required technical updating, two required an opportunity to reflect on their work and three were preparing to assume higher levels of responsibility.

An interesting feature of this course is that the staff is made up of Coady graduates who take leave from their current operational responsibilities to conduct the program. The course director is Rev. Jean Lacoursiere who developed a strong credit union program during his many years in Uganda. Later he worked as a CIDA credit union consultant in Zaire. He is currently the animateur for CCODP in the Ottawa region. Rev. John Rausch (a Summer Session graduate of 1974) is Director of the Mountain Management Training Institute in Appalachia, U.S.A. The third staff member is H. R. Amit from the Institute's regular faculty.



## Credit Union Program

The Credit Union Program has been developed over the last ten years in association with the Canadian Movement and the Continental Confederations. Participating in the selection of candidates were the African Cooperative Saving and Credit Association (ACOSCA), Caribbean Confederation of Credit Unions (CCCU), and Asian Confederation of Credit Unions (ACCU).

Twenty-eight full-time managers of leagues or large credit unions from fifteen countries participated in the five-week program.

The course designed by Norman Riley, Assistant Director of the Institute, was coordinated by Rev. E. Kibirige, (a Coady graduate from Uganda who is Africa Regional Representative for the Ecumenical Working group on Human Development).

Specialist lecturers were supplied by the Ontario Credit Union League, CUMIS Insurance Society, Global Projects/USAID/CUNA, National Association Canadian Credit Unions.

The credit union program reflects the Institute's operational strategy in development - that it has to be done by the community concerned, that it is an ongoing educational effort, that it needs both a group as well as a mechanism for human and financial resource mobilization. The credit union happily permits all this to take place simultaneously, hence the pride of place given to it in the Institute's programs.

The 1977 program was concerned with the development of Financial Management skills. The theme was developed in consultation with the confederations and received the support of the Canadian Movement.

An interesting feature of the evaluation of the course by participants was a request for a follow-up program by the Institute. Participants recommended that the Institute continue (a) to assist them by providing technical reading material on a systematic basis and (b) support them by undertaking in-country training programs.

This is already being done in Liberia. Zambia also has had a course and Trinidad is slated for next year.



## The Overseas Programs

### I - Seminars

The Seminar Program which has been developed over the past five years began in response to the continuing demand of the Institute's graduates for refresher and training courses related to their operational problems. It has been expanded to include their associates in developmental work in order to serve as many people as possible.

The Institute has continued its established policy of mounting such courses only:

- in response to demand from a local or regional organization;
- where the local sponsoring group has researched and identified the seminar, the objectives, theme and content;
- where the local group has mobilized local resources and obtained necessary clearances; and
- where the local group agrees to recruit participants selected on criteria mutually agreed upon with the Institute.

Seminars were held in eight countries: Italy in Europe; Liberia, Zambia and South Africa in Africa; India in Asia; and Colombia, Brazil and Ecuador in South America.

The seminar themes were:

- a) General development - with a strong orientation toward the Antigonish approach;
- b) The acquisition of specific skills as the Adult Education seminar in Colombia; or
- c) Specific Cooperative/Credit Union Seminars like those in Zambia and Liberia organized in partnership with the National Credit Union Leagues of those countries.

The total number of participants at these seminars was 857.

TABLE II -- The 1977 - 1978 Seminar Programs

Country	Duration	Level	Theme	No. of Participants	Remarks
<u>AFRICA</u>					
1. KwaZulu	Dec. 77 10 days	National Zululand	A People Based Development	26	Govt. of KwaZulu approves and sends govt. observers from each Dev. Department. A Coady graduate on the staff of the Agency for Industrial Mission developed the program. The seminar series was cosponsored by the Agency.
2. South Africa*	Jan. - Apr. 78 14 days	Local	Cooperatives	300	
3. Kwa-zulu land	Jan. 78 10 days	National	Community Development	32	
4. Johannesburg	Feb. 78 6 days	Regional	"	30	Co-sponsored by Agency for Industrial Mission, Johannesburg
5. Cape Town	Mar. 78 6 days	Regional	"	51	-- an ecumenical group within.
6. Durban	Mar. 78 6 days	Regional	"	28	the South African Council of Churches.
7. KwaZulu	10 days	National	"	15	
8. Roodepoorte	2 days	Local	Coop Development	10	
9. Liberia	Jan. 78 5 days	National	Management Skills for C. U. Treasurers	24	3rd annual training programme organised by the Institute with the Liberia CUNA.**
10. Zambia	Feb. 78 2 wks.	National	Financial Planning and Education Skills for Senior Staff	25	Organised by the Institute with the Zambian C.U. National Assoc.** Govt. depts. sent participants.
<u>LATIN AMERICA</u>					
11. Colombia	Nov. 77 3 wks.	National	Adult Education for Cooperatives	26	Organised by the Coady graduates Assoc. of Colombia.
12. Ecuador (Quito)	Dec. 77 4 days	National	Review Adult Education	25	Organised by the Instituto Cooperativo de Ecuatoriano**
13. Brazil	Apr. 78 2 wks.	National	Cooperative Education	33	Co-sponsored by Brazilian C.U. Federation**

\* In addition to the longer seminars a series of 14 one-day workshops on credit unions, cooperatives were held with over 300 participants.

\*\* Organised through the active intervention of Coady graduates functioning in the various organisations.

TABLE II -- The 1977 - 1978 Seminar Programme (Continued)

Country	Duration	Level	Theme	No. of Participants	Remarks
<u>ASIA*</u> India					
14. (a) Calcutta	Feb. 78 6 days	District	Project Evaluation	70	Organised by Seva Kendra** The Welfare Organisations of the Archdiocese of Calcutta--covered both Archdiocese and N.E. Region of India. 21 directors of Social Action were among those who participated.
15. (b) Mangalore	Feb. - Mar. 78 2 wks.	District	Planning Skills and Development	80	Two seminars of 1 week each -- separately for those on the job and those wishing to get involved in development work.
16. (c) Kanjirapally	Mar. 78 1 week	District	Development	55	Organised by the Social Action Directorate of the New Bishopric of Kanjirapally. Participation was strongly ecumenical.**
<u>EUROPE***</u>					
17. Italy (Rome)	Nov. 77 1 week	International	The Antigonish Movement	27	Organised by the Centre for Social Training and Action in Developing Regions -- St. Thomas Aquinas University, Rome.**

\* Philippines -- Support for a Seminar on development organised by a Coady graduate.

\*\* Organised through the active intervention of Coady graduates functioning in the various organisations.

\*\*\* Ireland -- Consultancy and staff training Development Sessions -- 2 weeks -- Beara Community Action Project.

## II Consultancy

Graduates frequently refer to the Institute for advice on problems, for information, for review of projects, for evaluation and for similar support services. These services are provided by the staff from Antigonish, particularly when they are in the field. . This year two members of staff were assigned for a number of months to provide in-depth service to projects in the newly created homeland in South Africa. During their stay a number of short courses of three to five days plus numerous conferences and discussions were held with missionary groups and development agencies of both a governmental and non-governmental nature. A similar consultancy request had one staff member working for a fortnight in Ireland with the Beara Community Action Project.

## III Publications

One of the major tools used by the Institute to further assist the graduates in their work is the publication of the various seminar reports. These document not only the proceedings but also provide all staff papers, participant papers and background materials used at the seminar. The participants thus have ready access to a considerable volume of reference material to aid them in their work. The following is a list of Institute publications in the fiscal year under review.

Adult Education for Grass Roots Workers -- Peru Seminar, March 77.

Cooperative Education for Promoters -- Ecuador, August 76.

Adult Education Skills for Social Development - Mauritius, February-March 77.

Program Planning and the Adult Learner - Cooperative Education and  
Publicity Officers Seminar, Kenya, January-February 77  
Development Seminars, Ghana, January - March, 1977

Adult Education - Colombia Seminar, November 77

The Antigonish Program - Rome Seminar, December 77

A People Based Development - Kwa-Zulu Seminar, December 77

Management Skills for the Credit Union Treasurer - Liberian Seminar  
January 78

Managerial Skills for Organizational Growth - Zambian Seminar

January 78

The Antigoneish Programme as a Development Model - Kanjirapally

Seminar, March 78.

Further seminar reports on the field season 77/78 proceedings will be issued shortly. The reports of Calcutta and Mangalore are under preparation and will be published by our collaborators who organized the seminar. Reports for the Ecuador, Brazil and South African seminars are under preparation.

### Research

The Institute has endeavoured to develop a research capability through a part-time Director, Rev. F. Miffen, who resigned this position effective September 1, 1977, to accept a full time teaching post at the University. Consequently no major research work has been undertaken this year. The only topic under study is a preliminary survey of the several training institutions in the world which have been started as a direct result of the Coady Institute or whose programs are modelled on those of the Institute. The report is expected to be completed in the summer of 1978.

Between January and March 1978 the Director undertook an extensive tour of Asia to study first-hand the work of graduates in the field and to familiarize himself with current development problems. He visited Japan, Korea, Taiwan, Hong Kong, Philippines, Sri Lanka and India. While in India he participated in the International Seminar on "Construction Techniques for the 3rd World Poor" in Wardha chairing its session on "Housing".

Fr. Topshee's study showed that Coady graduates were heavily involved in development work. The need for the Institute's current research on the Coady inspired/imitative training centres was borne out by the fact that in India alone 10 such centres were visited. This highlights the need for systematic investigation to (a) assess the performance of Coady graduates and determine the further support they need in the field; and (b) demonstrate that in the Coady training program, Canada is making a unique contribution to grass roots development which is inexpensive and effective.

### Facilities

The Marie Michael Library collection is being vigorously developed by Sr. Berthold Mackey, the Librarian. The library is specialized, concentrating on cooperatives, community development and 3rd world socio-economic problems. Effective use of the teaching and residential accommodations is being made by the Atlantic Region Labour Education Schools and the Adult Education Department's program for Indian leaders during the December-May period when Institute programs are abroad.

### Staff

There have been three major staff changes in the Institute in the period under review.

Mrs. Ellen Arsenault - the Admissions Secretary retired in September after over thirty years of service with the Institute and earlier with the Extension Department.

Dr. F. Mifflen - resigned as Director of Research to join the Sociology Department of the University.

Rev. H. Gardiner - joined the Institute to assist in strengthening relationships with government and other developmental agencies. He brings to this post wide experience in development work having served with CUSO as Program Director in Papua-New Guinea, the Caribbean, West Africa and Atlantic Canada.

Mr. H. R. Amit - was promoted to Assistant Director in charge of overseas programs.

As in the past, the Institute's staff has been used by other agencies for consultancies and other services. Some agencies are the various Credit Union Confederations and national bodies, the World Council of Churches, the Canadian Catholic Organization for Development and Peace, the Association of Cooperative Educators.

## The Challenge of the Future

The Institute faces a number of challenges in the immediate future, some of which are not controllable through its operations. Others are those associated with a continuing demand for the services of the Institute and its training programs.

Rising costs in terms of travel, food and services is worrisome and requires that the resources devoted to the programs be amplified.

To some extent cost increases have been met by:

- giving preference in admission policies to the Social Development program;
- working with agencies such as the World Council of Churches on a cost sharing basis;
- more local agencies are bearing the cost of travel to and from Canada as well as personal allowances in Canada;
- expanding the overseas seminar programs to reach more people.

## Training in Canada

Rising costs bring once more to the forefront the question whether training in Canada is necessary. It has been argued that many scholars do not return home or suffer culture shock. This has never been a problem for students at the Coady due to the short term, selection of mature candidates who are on the job, who are sponsored by institutions and are anxious to return to family and employment. The Institute feels that between massive training programs in Canada or few candidates the answer lies somewhere between with a judicious mix of local, regional and overseas training. In the context of the Coady experience this assessment reflects the rising training capability of the home regions rather than the other factors usually given such as culture shock or non return of the graduates.

It is interesting to note that Development Directions, the new CIDA publication in one of its news features says Dr. Arnold Smith deplores the reduction in the number of persons from foreign countries



Central to the exercise is the belief that the Antigianish experience has increasing relevance to the development problems of the Third World. The New International Economic Order will have no meaning to the people at the grass roots if the benefits of income transfers are appropriated by the Third World elites. The Antigianish approach to development, with its stress on grass roots education, group action starting with the economic and bottom up social change through boot strap efforts accords with the self-reliant strategy of development identified in the Cocoyoc Declaration\* "...one basic strategy of development will have to be increased national self-reliance....It does not mean autarchy. It does mean self-confidence, reliance primarily on one's own resources, human and natural, and the capacity of autonomous goal setting and decision making". This is no less true at the national than at the community level.

#### Finance

Finance continues to be a major problem for the Institute from two aspects; the volume of financial resources required and the need for commitments extending beyond one year.

As indicated above costs of programs have followed the inflationary tendency prevalent throughout not only Canada but also in the Third World. Any expansion of services, which is indicated by the heavy demands made on the Institute would also require additional funds. The second aspect, that of longer term funding commitment by funding agencies is just as crucial. With most of them, funding is on a year-to-year basis making long term planning and commitments very difficult.

Hopefully the picture is brightening with the operation of the Anti-

---

\*The Cocoyoc Declaration October 1974 -- arising from a symposium in Cocoyoc, Mexico, organized by UNDP and UNCTAD with the government of Mexico. Chaired by Barbara Ward and including eminent national scientists, social scientists and UN officials all meeting in their private capacity.

studying in Canada. Dr. Smith; former Secretary General of the Commonwealth is now President of the Canadian Bureau for International Education.

### Program Evaluation

Field observation by the staff has clearly indicated the high quality of the work being done in the field by graduates. It is necessary to evaluate this work more thoroughly. This is necessary from the Institute's point of view as a training centre so that its training programs can be supported by field findings. It is also necessary from the point of view of the donors who want concrete and empirical evidence of the dollar value of their investment in training.

### Planning

The Institute is currently engaged in a planning exercise to map out its work over the next five years. The planning concept envisages an integrated effort of mutually supportive components:

- (a) Training programs at home and abroad;
- (b) Graduate support with information, consultancy and evaluation services;
- (c) Research designed to provide inputs to training needs and types of field support as well as mini-projects of action oriented research in the regions;
- (d) Increasing collaboration between the Coady and training institutions providing programs modelled along the Antigonish philosophy;
- (e) Exploring innovative procedures to expand the use of Coady trained personnel as third country trainers;
- (f) The expansion of a Development Education program in the immediate area of the university.

This exercise will move into the specific identification and clarification of objectives, performance criteria, staff deployment and development, institutional development and a financial development plan.

1  
gonish Human Resources Foundation which is beginning to attract donations. This foundation is intended to provide a guaranteed income base for the continued operation of the Institute.

Cost sharing with organizations such as the World Council of Churches and with local organizations in the case of seminars is of great assistance. The major thrust is to obtain long term commitments from CIDA and many private agencies who have supported the Institute in the past. We must also interest other foundations and agencies in supporting programs. This is clearly necessary if the Institute is to engage in any meaningful long term planning. Without the continued support of the University the activities of the Institute would have had to be curtailed.

#### Thanks

The operation of a complex series of training programs, the maintenance of facilities and the continued development of a meaningful resource of benefit to the Third World would be impossible without assistance from many who merit the thanks of the Institute and those who have benefitted from its services. Our appreciation must be recorded for those individuals and organizations that have supported the Institute in our training program. These include the people in the community of Antigonish who have always been very hospitable to our students, the many credit unions, cooperatives, government and private agencies who have hosted groups and shared their experiences with our groups, to agencies such as CUMIS Insurance Society, Ontario Credit Union League, NACCU, World Council of Credit Unions, United Maritime Fishermen and many others that provided guest lecturers to add a practical dimension to the programs. Financial support has come from a variety of sources with the major sources being the Canadian International Development Agency and the University with support also from the Catholic Women's League, the Knights of Columbus (N.S.), the Muttart Foundation, Miles for Millions (Edmonton), Canadian Catholic Organization for Development and Peace, Misereor (German Bishops Fund), and a number of private

individuals who wish to remain anonymous. Finally, a word of appreciation to the staff which has carried out the programs sometimes at personal cost of separation from families when on assignment overseas. Their dedication and interest in their work and the people who are in the programs makes it possible to carry on. A special word of appreciation for the dedicated service of Mrs. Ellen Arsenault who has been associated with the work of both the Extension Department and the Coady International Institute. She was Dr. Coady's secretary for many years until his retirement and joined the staff of the Institute on its formation and has been one of those mainstays of the work for so many years.

The Coady International Institute  
15/6/78