

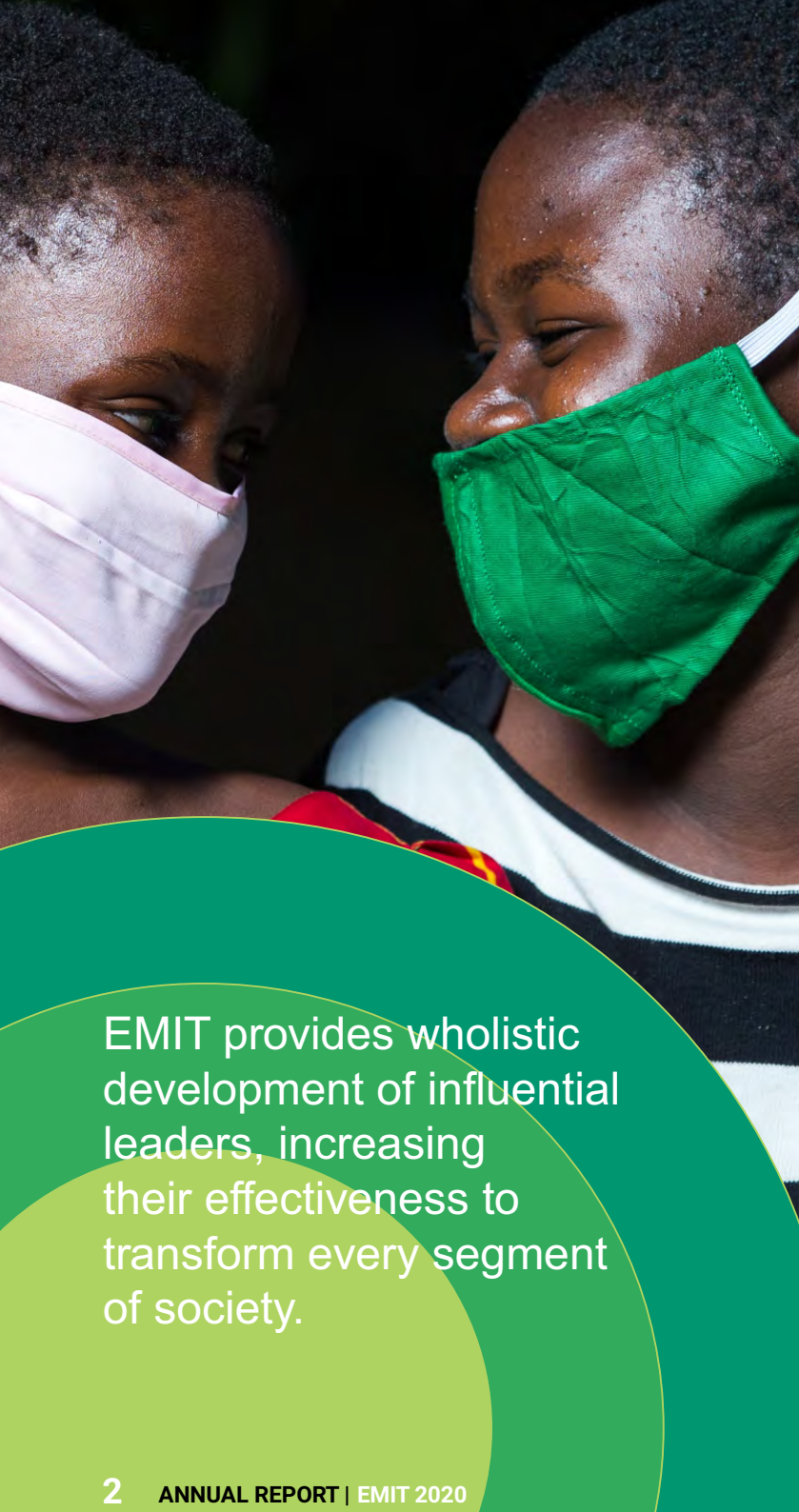


**2020 - 2021**  
EMIT Annual Report

# **Transforming nations by developing leaders**







EMIT provides wholistic development of influential leaders, increasing their effectiveness to transform every segment of society.

# INSIDE

4	Letter from our CEO
5	Letter from the Global President
7	Pushing forward in uncertain times
9	Why we focus on leadership development
10	What we do
12	It's working - Transformation stories
15	How COVID has changed the way EMIT delivers training
16	Country reports
18	Regional reports
20	The team
21	Financial report
23	Board Members
24	Thank you
25	Get involved

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“There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things.”

– Niccolo Machiavelli





**Kobus Grobler**

## THE IMPORTANCE OF ORGANISATIONAL FLUIDITY IN TIMES OF CRISES

2020! In just a few weeks, the world changed forever. We were all forced into lockdowns, social distancing, facemasks, and elbow bumps. Our vocabulary now included words and phrases like “old normal”, “new normal”, “pre-and post-COVID”, and “virtual meeting”. All of us are now informed on the latest medical research and the procedures and protocols for developing vaccines. We now know the difference between antiviral and antibiotics. Working from home has become the norm for millions of people.

Worldwide, more than 40% of small businesses had to close down permanently. Millions lost their income. Advances that were made in the eradication of poverty over the last 50 years, were wiped out in less than 12 months. From the biggest corporations to the smallest non-profit had to adjust or close down.

The rapid pace of change together with organizations' inability to adapt to this constantly evolving world has led to the demise of many established organizations.

## CEO's Letter

The importance of organizational fluidity became apparent over the last couple of months. Those that mastered the increasingly complex and turbulent environment and were able to react at a moment's notice, managed to not only survive, but even thrive.

Most businesses are designed for efficiency, not adaptability. Such businesses, by design, are not built to suddenly change course. A business that has embraced organizational fluidity can achieve innovation, speed, and agility to suddenly change course to navigate around an obstacle without the cumbersome sluggishness of centralized control.

Organizations and leadership must position and prepare themselves to be highly flexible and fluid in this new world. Quick improvisation and ad-hoc responses are imperative in increasingly complex and volatile environments. A clear understanding of organizational flexibility will ensure that creativity flows in productive ways, not in destructive fight, flight, or freeze responses.

There are many variables to take into consideration in this new era of fluidity. Organizations must achieve a more organic fluidity, moving from hierarchies to networks, from formal rules and high levels of coordination into far more spontaneous interactions, improvised processes, and teams that have more freedom to make decisions.

EMIT reacted early in the crisis and addressed the mindsets, practices, and skills of our staff that enabled us to change our structures and models. We realized the value of our more than 300 volunteers in Africa and decentralized our decision-making. Trusting our volunteers with the vision and implementation of our new model of training, proved to be one of the biggest reasons for our success in 2020.

Communicating the vision and the “Big Picture” became an important focus for the executive team. Staff and volunteers were trained in new technology and soon adapted to the new realities of virtual meetings.

Creating unity in purpose was at the foundation of our efforts. Goals and objectives were made clear and our teams were trusted with the implementation. The results were amazing.

This Annual report aims to share some of the victories and challenges of EMIT during a very turbulent time in history.

We are privileged to have you with us on this journey of hope. It is our prayer that you will be encouraged by our stories and lessons learned.

Blessings

Kobus Grobler



**“The first responsibility of a leader is to define reality. The last is to say thank you. In between, the leader is a servant.”**

- Max De Pree

## Global President's Letter

Africa is no stranger to serious challenges but the year 2020 will forever leave an indelible mark on the African continent. While other challenges have made impact here and there across the continent, COVID-19 has impacted the whole continent at the same time, calling for a serious collective response to the pandemic.

The continent has been ill-prepared for the pandemic; the underfunded, underequipped and poorly staffed health system has never faced a test at this level. Above all this, the economy of the continent shrunk by 4% in 2020, reducing on gains made in pre-pandemic years. Africa relies heavily on export of raw materials but the impact of the pandemic on the global stage and the resultant fall in demand for commodities has hit the continent hard. This, in turn, has meant that earnings through statutory taxes have declined since the pandemic hit, due to reduced economic activity.

The tourism sector, which has been a major contributor to many economies on the continent, has been one of the worst affected, along with associated industries such as hotels and lodges. Many people are out of employment as a direct result of reduced economic activity. This has put more stress on the informal sector of the economy where many of Africa's entrepreneurs earn their livelihoods.

In these challenging times, governments must balance between their obligation to support the fragile health sector and the need to alleviate the plight of the economically marginalized, as well as others who have lost their earnings because of the pandemic.

This calls for strong, courageous and innovative leadership if the continent is to emerge positively from the adverse impact of COVID-19. Such leadership must also be accountable, prudent in resource utilization and have the capacity to make right policy choices to address the impact of the pandemic.

Working with well-coordinated and strong governance systems will be key to their success in lifting the continent from this crisis. Furthermore, such leaders must encourage innovation to provide local solutions to this pandemic. It is in times like these that leadership can make a difference between dying and surviving. So far, collaborated efforts among African leaders have succeeded in minimizing the loss of lives at a greater scale on the continent.

EMIT is working on the continent, training and equipping Africa's leaders from the grassroots up, to raise leaders who become agents for positive change. The need for leaders has never been greater than it is in these times.

Borniface. B. Shonga



**Borniface Shonga**

**AFRICA AT CROSSROADS:**  
COVID-19 and the need for strong leadership to address the impact of the pandemic

“It is in times like these that leadership can make a difference between dying and surviving, so far, collaborated efforts among African leaders have succeeded in minimizing the loss of lives at a greater scale on the continent.”

-Borniface Shonga





**“Change is hard because people overestimate the value of what they have and underestimate the value of what they may gain by giving that up.”**

—James Belasco and Ralph Stayer



# Pushing forward in uncertain times

## The challenge of providing leadership in a changing world

Life is about seasons, a cycle that brings us to new situations, places, experiences and relationships. If everything around us remained the same, we would never have to dig deeper and come up with solutions that change demands from us. We grow through the challenges that we face and the efforts we come up with to address them. Just as a muscle that is not exercised becomes weak, so is the mind that is not stimulated to find solutions to challenging issues.

It is here where leadership is called to excel and be distinguished. From natural calamities, political upheavals in different countries, sectarian wars, mass migrations, hunger and disease, to climate change, our world is in crisis. The need for visionary and exceptional leadership has never been greater. Such leadership will have to look beyond the challenges of the moment and rise above them, in order to lift their people to the next level.

Therefore, the mindset of the leader is critical to his success, such leadership must look beyond the mess and see the silver lining on the dark cloud.

Let us look at the characteristics of a leader that will make a positive difference in times such as these.

I beg to suggest firstly, that a leader must not conceal his or her vulnerability. One of the lessons that the COVID-19 pandemic has brought home strongly is just how vulnerable we all are. It has been called the great equalizer, everyone has either been infected or affected by this pandemic. Royalty, powerful political leaders, to refugees and medical personnel, have all fallen victim to it. Multinational corporations and economies of countries around the world have been adversely affected by the pandemic.

This vulnerability does not, in any way, imply that the leader is emotionally weak, but that he is aware of the impact of the challenges affecting those whom he is leading, and that he is not excluded from the effect of the same. When leaders embrace vulnerability, they identify with the feelings of their followers and are thus better positioned to lead them to a better outcome.

Close to this characteristic is that the leader must be compassionate. Ancient writings quote the mind of a famous leader in the following words, “But when He saw the multitudes, He was moved with compassion for them, because they were weary and scattered, like sheep without a shepherd.” Matthew 9:36. It was this compassionate attitude that made Jesus such a great leader.

In these times, that have witnessed the burden of disease, unemployment, fear, anxiety, collapse of businesses and isolation, we need leaders that have compassion for people. Great leadership has always been about care, if anyone does not understand this simple truth, he will fail to rise to great leadership in these times. Today's world needs more compassion.

Furthermore, the leader must be clothed with humility, that wonderful recognition that others could hold the key to his success. This does not imply weakness. The greatest leaders are those who draw the best out of others, not by compulsive force, but by recognizing and encouraging their potential. It takes an attitude of humility to do this, yet the rewards are great. The leader will most likely have a team of people who stand with him to achieve greater goals. The most successful leaders in the corporate world and beyond are team players, humility is the bedrock of their great achievement.

Above all this, the leader must be inspirational. Great leaders in history have often emerged in times of crisis. They inspire and rally others to look beyond the crisis and anticipate a better future. Their energy and enthusiasm are soon caught by their followers, setting the stage for greater things to be achieved.

In the face of the pending onslaught by the Germans in World War Two, Winston Churchill rallied the people in his country to not be afraid. He inspired a nation to rally together to resist being dominated by another. The call of the leader became the rallying cry of a nation. It was the turning point in the war. The UK never surrendered.

In the face of all that is going on in the world now, we need inspirational leaders, who encourage people to look beyond the current crisis.





# IMAGINE how her life can be transformed

if we can equip  
her decision-makers,  
her role-models,  
her leaders.

## Why we focus on leadership as the solution

The heart of our mission is community transformation. We believe that equipping Africa's leadership is the most effective way to achieve the lasting regeneration that has been elusive for generations.

“Everything rises and falls on leadership,” says Dr. John C. Maxwell, global leadership expert. Africa has incredible wealth! Natural resources abound and the people have a resilient spirit. Couple that with a never-say-die attitude and one would expect continued success and prosperity. Yet, with all this potential and decades of financial aid, the continent is still rife with corruption, nepotism, civil wars, adverse poverty, poorly educated youth, failing governments, and more.

All of these factors converge to make Africa unappealing to international investors. The World Economic Forum reports there is an ongoing discussion on the effectiveness of foreign aid in helping the economic development of Africa. One thing is clear: the outcomes are not what Africa's development partners had hoped for, and the reasons are not implausible.

Many African countries are said to be like planes piloted by people who have never attended a flight school. Everyone blames the pilot when the plane crashes. As a result, the question is: where are Africa's "flying schools" for leadership? How and where do Africans learn the advanced leadership skills needed to lead the continent into development?

Unfortunately, the reality is that the continent's elite class tends to appropriate existing curriculum for leadership development in costly executive education programs in business schools, whose fees are out of reach for the vast majority of the population.

Adding to this dilemma is the fact that “knowing how to lead is only half the battle. Understanding leadership and actually leading are two different activities”, as Dr. Maxwell explains. He says the key to transforming yourself from someone who understands leadership to a person who successfully leads in the real world is character. Your character qualities activate and empower your leadership ability, or they can stand in the way of your success!

Africa needs change agents that will leverage both business and non-profit platforms to offer leadership development training to a large proportion of the population. This is where EMIT has a vital role to play in the development of leaders in Africa. We deliver training through a network of leaders reaching into the remotest areas of the continent. Our training delivers skills and knowledge through mentoring relationships by a life-changing process over a number of years.

We produce equipped leaders who improve well-being within their sphere of impact. They are mentors that multiply themselves by imparting skills and life-changing values. They look for opportunities to serve and lead within their community. Leadership that will impact and transform Africa is not limited to high-ranking officials but includes everyone willing to take up their cross of leadership and serve.

Opportunities to lead and serve are everywhere. We only need to open our eyes.

This is our passion. This is what we strive for. And with hard work, we will see a transformed Africa!

“Africa needs change agents that will leverage both business and non-profit platforms to offer leadership development training to a large proportion of the population.”

-Theo Faber



# What we do

Developing and equipping a **NETWORK of INFLUENCERS** that reaches into the remotest areas of Africa.

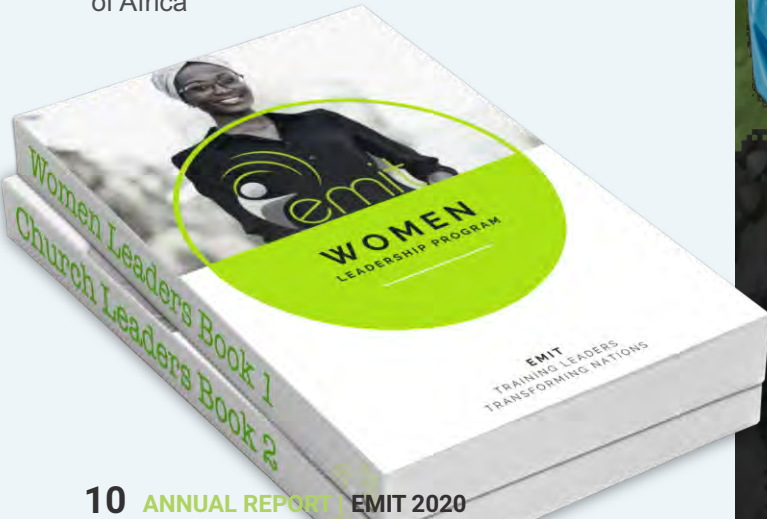
By focusing on spiritual, character, leadership and professional skills development, we educate and inspire leaders in various pillars of society to become agents of change in their communities and nations.

## Changing the narrative

Africa is rising. To an outside observer, the change may seem slow, but to us on the ground, it is becoming continuously more and more evident that something radical is happening. This change that we initiated has a life of its own. We are picking up speed! Africa is rewriting her narrative as the continent of opportunity.

## Reaching into remote areas

Proven longevity in the development of indigenous leaders reaches into the remotest areas of Africa



## Multiplication Impact

EMIT students are required to multiply themselves by enlisting at least ten influencers and equipping them with the same training-material. This multiplication methodology impacts communities that would otherwise be far beyond the reach of conventional training institutions.

## Believe in the indigenous leader

The indigenous leader is at the center of the solution for the problems of Africa. Africa doesn't need charity - she needs quality leaders.

## Understanding influence

Understanding that all leaders have influence is the foundation of the EMIT strategy. All leaders can inspire others to action and change.

## Taking responsibility

Change must come from within. We challenge our leaders to take responsibility to implement change and not become dependent on external support.

## Unique Curriculum

The EMIT curriculum has been developed over almost 30 years by Africans. It demonstrates an understanding of the African culture, people and challenges. We approach these with clarity and wisdom. The curriculum addresses the complete person by focussing on spiritual, character, leadership and skills development.

## Indigenous training faculty

EMIT was birthed in Africa by Africans. More than 90% of our training faculty is African - our teachers understand the continent and its people. They teach from personal experience.



# It's Working!

## EMIT leaders are transforming their communities



Meet Mervis Malambo. Mervis initially trained for Youth Ministry with Teen Missions. She worked with them for a couple of years in Zambia and the USA. After returning to Africa, she started working with Rock of Hope ministries in a town called Kabwe in Zambia. It is here where she was introduced to the training of EMIT. She enrolled to the Pastoral Leadership Program and graduated 4 years later. Mervis later completed her Bachelor's in Theology.

Mervis' passion for her community was evident right from the start. She also understood the principle of influence and the role that leaders could play in the transforming of their communities. In 2017 she was selected to become a project leader for the two Pastoral and one Women Leadership Program.

The need of the younger generation spoke to Mervis early on in her ministry. She became a strong advocate for issues pertaining the youth. The importance of well-trained youth leaders is one of her passions. She believes that young people are the leaders of today rather than tomorrow.

Mervis played a huge role in implementing the small group model in the three programs that she oversees in Zambia. She realized the potential of the small group model, and immediately started influencing the leaders in the small groups to be more involved in their communities. She became the biggest cheerleader for community involvement and transformation in Zambia. Her teams made a huge difference during COVID by serving in different projects.

Students were mobilized to embarked on a program to help the needy. They received training on creative thinking and implementing change. This led to multiple initiatives that impacted communities positively all over the country.

In one of these projects, Mervis encouraged students to reach out to parents whose children were admitted to hospital. These parents would stay on the hospital grounds in temporary shelters until their kids are released. Many of these parents would not have any food or other basic needs. The teams took responsibility for these parents by preparing meals and serving them with love and dignity.

Mervis says: "We have learnt so much from EMIT. A huge investment was made into our training and development. It is time for us to give back. We want to be a blessing in our community. We want to be part of community transformation. As leaders we want to make a difference, even if this means sharing the little, we have in our own homes. We will continue to do so as long as the need exists. I am amazed to see the big difference that was made by our humble gifts and service. God is faithful."

It is testimonies like this that EMIT lives for. We get energized by the transformation that is brought on by the leaders we equip.

# 17 COUNTRIES 8 LANGUAGES 530 000 STUDENTS



More than five hundred thousand leaders  
530 000 leaders in 17 countries - each leader enlists a team of ten influencers.



Impacting all spheres of society  
Influential leaders from all spheres of society exposed to our material.



28 years experience  
We are experienced and effective at changing communities in Africa.



Huge footprint  
We are an established brand with proven impact across the continent.

## Some EMIT Heroes

**DAVID QUINAH in LIBERIA**  
Started an elementary school in an underserved region, started 3 farming projects to fund a Bible school, and has over 20 foster children along with his own family for whom he is caring.

**KUSINZA GORETTE in DRC**  
She helped 120 women to start their own businesses by training them in business principles.

**LOVENESS GONDWE in MALAWI**  
Started an organization that plant maize to feed orphans and widows. Provide uniforms and school fees for underprivileged children and provide sports equipment to keep the children off the streets.

**CATHREEN FUMBESHI in ZAMBIA**  
Gave a helping hand by roofing a house for a widow and her children in Zambia's biggest informal settlement, in the town called Kabwe.

**ANDRÉ CÉSAR CALULO in ANGOLA**  
Meets with the youth that are addicted to drugs, in the refugee camp on the border of Angola and DRC.

**SHIRLEY SWARTZ in NAMIBIA**  
Started a Pre-Primary School community initiative project in Keetmanshoop in Namibia.

**EMILY MKHWANAZI in SOUTH AFRICA**  
Started a project donating clothes and food to the less privileged at a local orphanage.

**MOJALEFA NTILANE in LESOTHO**  
Started a care centre for disabled children in capital of Lesotho, Maseru.

**JOSHUA MUREFU in UGANDA**  
Started a school in his community. He is also currently building a hospital for the community.

**DR GAHUNGU PROTAIS in RWANDA**  
Started the promotion of children rights in his community.

**RUFINE NGENDAKUMANA in BURUNDI**  
Involved by training the Burundi politicians on Leadership and trained last year 800 leaders on Leadership and this was new in Burundi.

**DANIEL WAMBUA in KENYA**  
Sponsoring 7 less fortunate children's education. He is also training one orphan in his carpentry workshop.

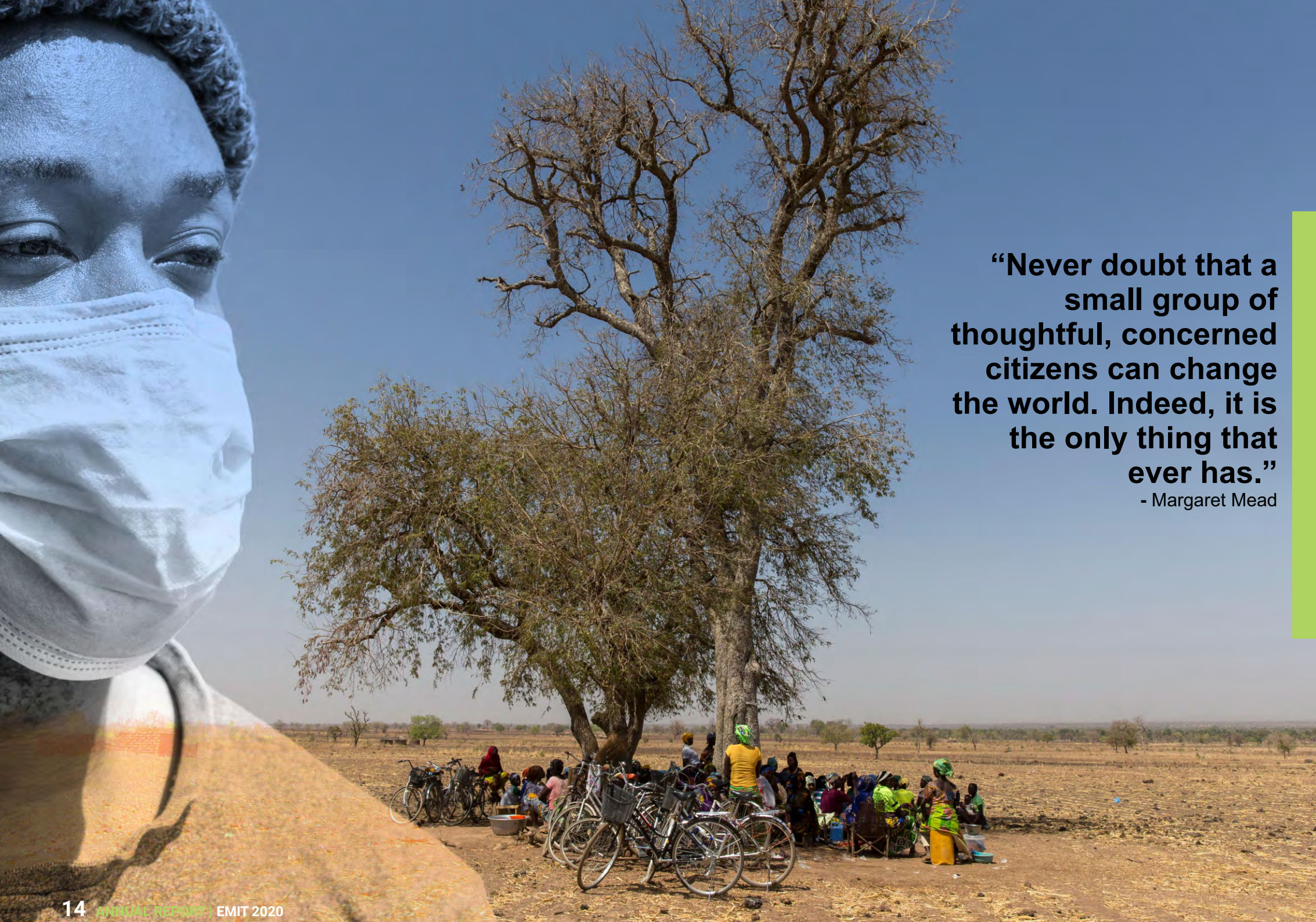
**ILUNGA W'EILUNGA in TANZANIA**  
Involved by training the Burundi politicians on Leadership and trained last year 800 leaders on Leadership and this was new in Burundi.

**PEREIRA GAMA in MOZAMBIQUE**  
Started an orphanage in his hometown of Chimoio.

**RAMAZAN YAMUNGU in ZIMBABWE**  
Offers Adult Literacy classes to adults who cannot read, write and calculate.

**ANDRÈ RASAMIVELONA in MADAGASCAR**  
Started parenting classes in his hometown of Antananarivo.





**“Never doubt that a small group of thoughtful, concerned citizens can change the world. Indeed, it is the only thing that ever has.”**

- Margaret Mead

# How COVID has changed the way EMIT delivers training

To say that the COVID-19 pandemic has changed the world would be an understatement. It has upended day-to-day lives across the globe. The pandemic has changed how we work, learn and interact as social distancing guidelines have led to a more virtual existence, both personally and professionally.

After the initial shock and uncertainty subsided, we realised that if we want to fulfil our mandate to transform communities by training leaders, we will have to address our training model. We decided to be pro-active, rather than wait to see how long the pandemic will last. We believe it was the right decision as the pandemic is still with us – something no one could have predicted.

We could no longer come together in large venues with big groups, or travel across borders to deliver training as expert teachers. Even our material was designed to be taught in large groups by experts. Our entire model had to be changed.

The new model was determined after collaborating with our leaders across the continent and taking COVID guidelines into consideration. We moved from centralised, large group training events to decentralised, small group facilitation. This meant that students did not need to travel large distances to receive training but could stay in their communities and be trained. The training came to them. No expert teachers were allowed to travel, therefore, we had to train facilitators for each group to facilitate the training process.

We had no material to train these facilitators and had to develop our own. As our training material was designed to be used by teachers in a classroom setting, all our material had to be reworked for the new facilitation process. We train in 8 languages – this was quite a task! As soon as the material was developed, the training of facilitators started in earnest. We had no idea if this would be successful.

We knew that we had to give the vision to the people and trust them with it. It exceeded all our expectations. We are happy to report that students are accepting this new model with open arms. They love this process. This model is more interactive. Students are encouraged to discuss the material and ask questions and therefore retain and internalise the material better. With the old model it was simply not possible.

Another unexpected benefit is that community involvement has improved. Because these leaders are now learning together within their communities, they come up with solutions to their unique problems. They take hands and serve their communities together. We are excited for the future and believe that transformation is possible, now more than ever.

## PRE-COVID TRAINING DELIVERY PROCESS

# 2019



# 2020



1. THE TRAINING MODEL IS TEACHER CENTRED
  - Require an expert teacher.



2. TRAINING TAKES PLACE AT A CENTRALISED VENUE
  - Students have to travel to the venue and find accommodation for duration of training.



3. TRAINING MATERIAL IS PREPARED FOR A LARGE GROUP AUDIENCE
  - The training material is designed for a teacher centered model.



4. LARGE GROUP SETTING
  - Limited time for interaction by students. Learning and retention of information is limited.



1. THE TRAINING MODEL IS LEARNER CENTRED
  - Require trained facilitators.



2. TRAINING IS LOCALISED ACROSS EACH COUNTRY IN MULTIPLE VENUES
  - Students are close to the venue and return to their homes each day.



3. TRAINING MATERIAL IS ADJUSTED TO BE USED AS A FACILITATION MANUAL
  - Student participation is encouraged through facilitation.



4. SMALL GROUP MEETINGS
  - Ample time for interaction, discussion and questions. Learning and retention of knowledge is amplified.

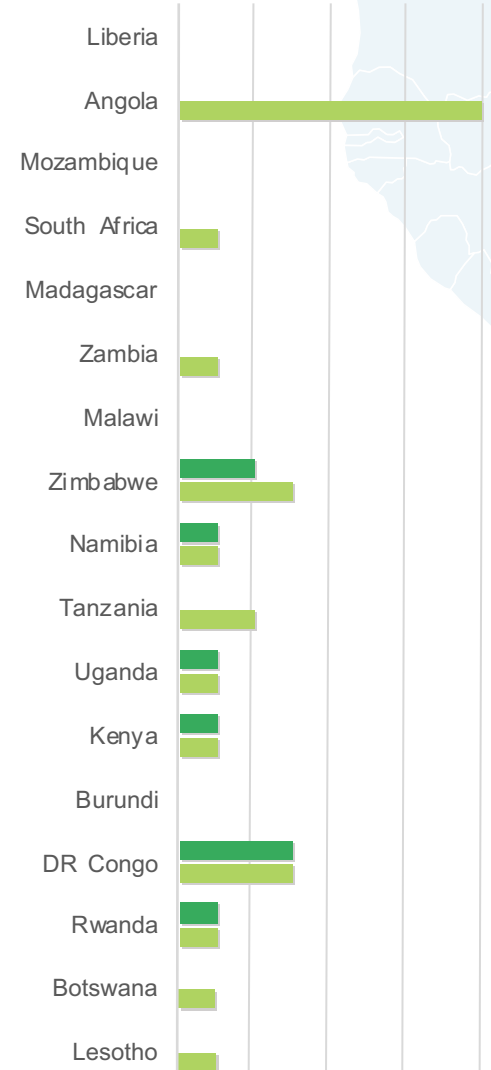


# Country Reports 2020

Because of COVID-19 restrictions, training was limited in some countries and regions. With our new small group model we are opening up all of our programs.

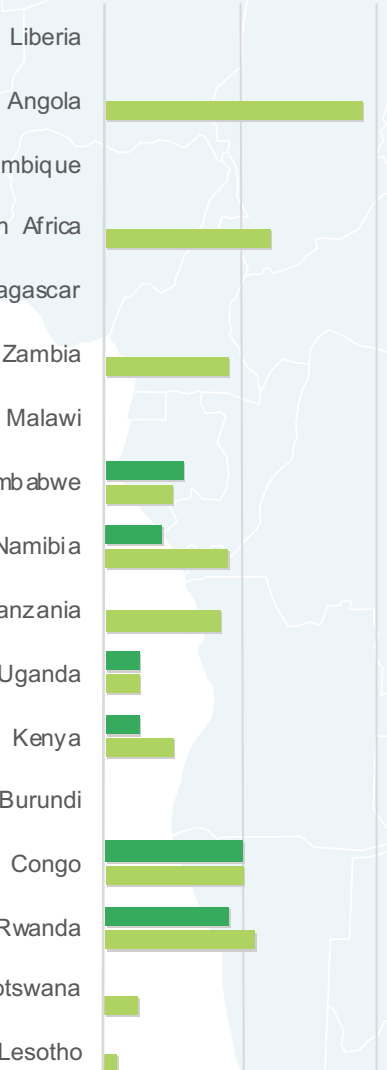
## Programs Conducted in 2020

EMIT currently trains leaders in two programs. 1.Church leaders. 2.Women leaders in business, politics and church. Some countries have more than one program because of size and population.



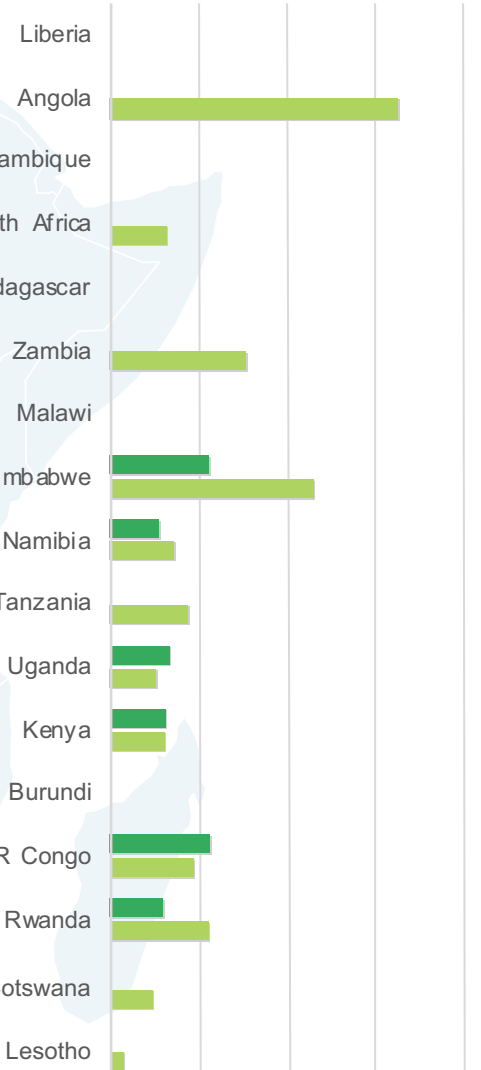
## Small Group Meetings 2020

Since the outbreak of COVID-19, EMIT was not able to train in large groups. Training now takes place in small groups not larger than 15 people. These small group training events are conducted by a trained facilitator.



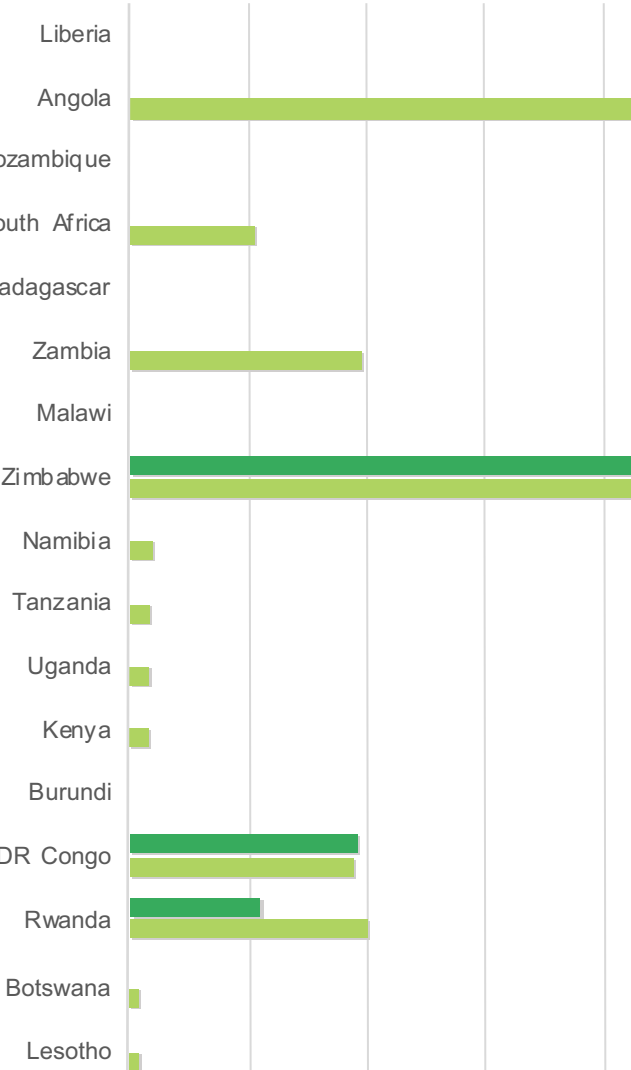
## Face to Face Students 2020

These are the number of students that attended the small group training events. All small group training events were in person at a venue in the geographical area of the student.



## On-Ten Students 2020

EMIT expects each of its Face to Face students to disciple, train, and mentor at least 10 other leaders with the same material that they received in the Face to Face training event.



Pastoral Institute Women's Institute



172  
FACILITATORS  
TRAINED



13027  
ON-TEN  
STUDENTS



156  
STUDENTS  
GRADUATED  
IN 2020



533  
GRADUATIONS  
EXPECTED  
IN 2021



1772  
FACE-TO-FACE  
STUDENTS



33  
PROGRAMS  
CONDUCTED



52  
CHURCHES  
PLANTED



128  
SMALL GROUP  
MEETINGS



# Regional Reports 2020

All of the EMIT material is translated into the eight major languages of the countries we serve, i.e English, French, Portuguese, Swahili, Kinyarwanda, Kirundi, Malagasy, and Luganda. For the purpose of this report, we divided the continent into three distinctive regions.

## Anglophone Countries

Anglophone countries faced huge challenges with nationwide COVID-19 lockdowns. The impact of the disease has resulted in millions of Africans suffering from significant social, political, spiritual, and economic hardships. The cost of living skyrocketed over the last 12 months. Increasing poverty levels and the lack of social interaction resulted in huge social problems.

EMIT responded to these challenges by acting early and developing a training model that could continue even in these harsh circumstances. Our committees were trained to act as facilitators and our programs changed to small group training events early in the second half of 2020.

It was not always as easy as it sounds. Some of our volunteer leaders even resisted these changes initially. EMIT decided to push through non-the-less. The results of these early actions became very apparent as the first positive feedback started to come in from our small group meetings. Not only did the students engage better in small groups but they also became co-responsible for the vision. In many of our countries, we even saw an increase in student numbers.

Another major benefit from the small groups was that the students now held each other responsible and became more accountable for finding solutions for communities in need. This led to bigger social interaction and new programs started by our students to transform their communities.

Food hampers were donated. Hot meals were served to frontline workers in hospitals. Personal care packages and hygiene packs were distributed in informal settlements. Thousands of vulnerable and neglected children received food daily.

Residents and community leaders responded with gratitude to programs that were led by EMIT volunteers. We closed 2020 on a much higher note than what we started. Instead of focusing on the problems, the Lord helped us to focus on the opportunities. This led to much higher creativity and involvement. To God be the Glory!

## Lusophone Countries

2020 was a year of great difficulty for all when the COVID-19 Pandemic and Lockdowns increased the burden of the financial crisis as a result of corruption in many countries. Our Lusophone countries did not suffer less. Amidst all that, there was another cyclone in Mozambique and human rights abuse in Angola which has gone unpunished. These continue to be the descriptions of the situation in the Portuguese-speaking countries in Africa. Surely we cannot put aside that extreme poverty is an inevitable result for most citizens. Those in rural areas suffer the most, as well as those that venture into big cities with a dream of better conditions, finding themselves at the mercy of streetwise youngsters as well as police looking for a “gasosa” (some sort of quick cash so they can let you go).

Situations like these normally make people try to flee to other countries and regions, but different this time, with all borders closed to and from any other country, bringing a heightened feeling of desperation and hopelessness. This caused some to practice “quick kidnappings” or hijackings amidst more affluent people and foreigners who did not return home when the borders closed.

EMIT was able to address the challenges of Lockdown and closed borders with a new adult training concept. The Committees in Angola were eager to accept the new way of training in small groups.

Facilitators were trained via MS Teams and Zoom platforms. By November 2020 we were able to have the first meeting with 19 small groups all over the country. Response from our teams has been largely positive and grateful for the innovative new model of training.

Unfortunately, since Mozambique also suffered the cyclone we were still not able to have training sessions there, since they are still under stringent lockdown. Please pray for the people of this very poor and politically unstable country.

The Lusophone countries can say “Obrigado” for all EMIT has done.

## Francophone Countries

The prosperity and wellbeing of Francophone Countries in Africa are continuously under threat by political unrest, disease, corruption, and severe poverty. These countries are some of the richest in natural resources, yet they are also some of the poorest on the continent. Despite all these challenges, there are many encouraging signs of progress.

After the genocide in Rwanda, trust became one of the major obstacles in getting church leaders together for training. Gradually it became clear to the leaders that EMIT was there to serve them and their communities. EMIT responsibly addressed their concerns and fears and challenged the leaders to forgive each other.

These leaders became instrumental in bringing about reconciliation, healing, and peace in their nation. The mistrust eventually subsided and over the last 20 years we trained more than 2120 church leaders face to face in Rwanda and more than 21000 church leaders were trained in our On-10 program.


The thousands of Rwandan and Congolese leaders we have since trained, continue to uplift, transform, and invest in their communities - a testimony that radiates throughout Francophone Africa. EMIT reconciles leaders and communities!

Our training in the eastern part of DR Congo was threatened in 2019 by another Ebola outbreak. Amid the turmoil of the outbreak, our local committees served church leaders in hotspot cities such as Beni, Bunia, and Butembo. Rebel groups also constantly threatens to kill civilians. It has been inspiring to see the levels of commitment that our volunteers exhibited during this difficult time.

COVID-19 added to an already desperate situation. Our committed team members in the French-speaking countries responded positively to the situation.

Our teams implemented the new model of training in small groups of 10 to 15 people with great success. 54 Facilitators were trained in small group learning principles. We were able to train 369 face to face students with 3380 On-10 trainees.

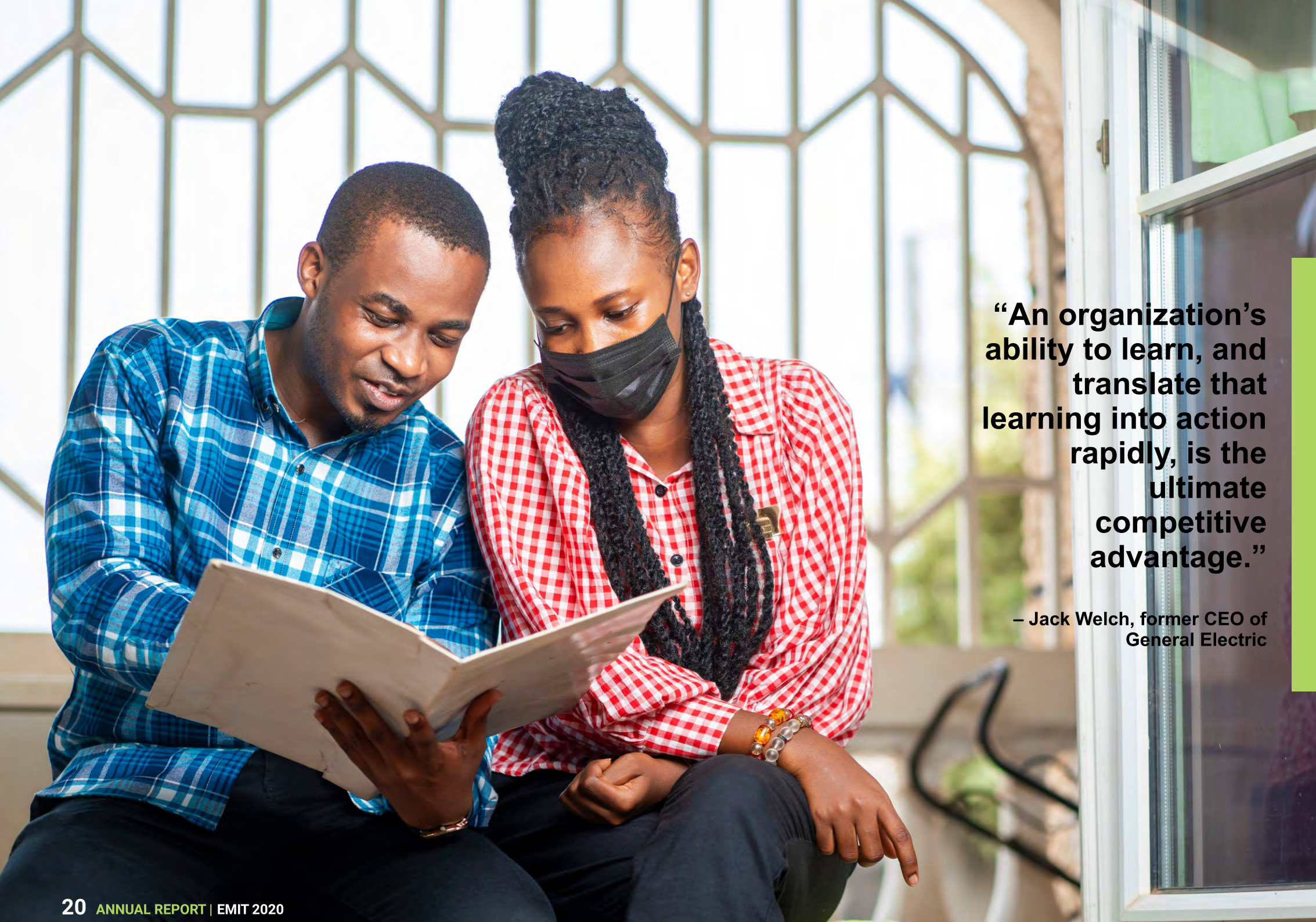
Our leaders effectively started new supporting programs to communities in need. These programs are improving the lives of thousands of impoverished and suffering communities. With high spirit and resilience, we will move forward and achieve our goals to the glory of God.



**“Great crisis produce great men and great deeds of courage.”**

- John F. Kennedy





**“An organization’s ability to learn, and translate that learning into action rapidly, is the ultimate competitive advantage.”**

– Jack Welch, former CEO of General Electric

# The need for a transformational approach to leadership in Africa

Africa poses special management and leadership challenges. The uniqueness of African conditions in terms of cultural diversity and complexity necessitates the search for leadership solutions beyond the normal quick-fix approaches. Most well-known theories of improving Leadership effectiveness and performance are based on Western philosophy and no conclusive evidence exists that these theories can simply be applied in the current African environment.

Many advocates of the African Leadership movement view Western values as opposing and even alternative to African values.

For leaders to be able to develop their people into a motivated, inspired and productive workforce they will have to accept the challenge of understanding the diverse and unique composition of African value systems. Different individual values and attitudes form important indicators of leaders' abilities to motivate and inspire followers. These differences strongly affect leadership approaches and styles adopted by leaders. It is clear that a sound knowledge and understanding of the values and attitudes of followers is critical in ensuring required follower behaviour.

Despite the positive characteristics of the African culture it is not perfect and does show (like all other cultures) shortcomings. A clear understanding of these obstacles will contribute to the development of an effective African approach to Leadership success.

The search for a suitable leadership model for a transforming Africa should therefore not run the risk of only focusing on African-specific cultural elements and characteristics. The focus should much rather be on finding and developing leadership approaches that could successfully integrate both Western and African cultural elements.

## THE EMIT MODEL

EMIT has a wholistic approach to leadership development with a focus on transformation. Our model proposes that the transformational leader has the ability to shift followers to higher-level needs, to transcend their own self-interest for the good of the group or organisation, and to work harder than they initially expected to.

The transformational leader is much more future-oriented and fosters an organisational culture of creative change and growth. Continuous awareness and acceptance of the group's purposes are viewed as critical and followers are encouraged to focus away from self-interest towards the good of the group or team. These leaders tend to give direction, they inspire, gain commitment, and serve as respected examples in order to develop people to their full potential in their efforts to solve problems and perform better.

In a transformational culture, people are led through example and given direction but are also allowed initiative. Creativity is encouraged, mistakes are considered as part of learning and development, and open communication generally prevails. Behaviour is guided through vision and shared values and people are encouraged to develop beyond their present jobs and abilities.

EMIT has a strong transformational approach to leadership. We believe that training leaders that understand transformational leadership and will lead in a transformational way, is what Africa needs. We also believe that for any leader to be ultimately transformed, Jesus Christ has to be the centre of the transformation of the leader.

**“EMIT has a wholistic approach to leadership development with a focus on transformation.”**

- Johan Fourie



# The Team

## Full-time personnel and volunteers

- 9 Project Leaders
- 76 Adjunct Instructors
- 36 Institute Chairpersons
- 247 Committee Members



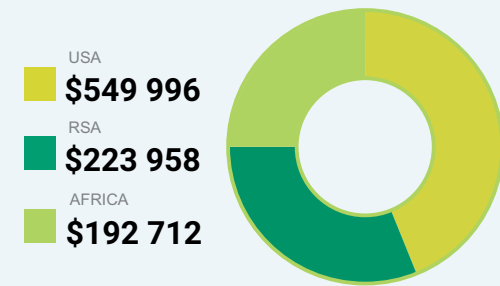
# Financial Reports

EMIT had a challenging but exciting financial year in 2020. We started the year with high expectations and big visions for expansion. Within weeks all of our fundraising efforts came to a screeching halt. The uncertainty of the impact of COVID-19 on world markets and profit margins resulted in foundations and major donors deciding to put their giving on hold for 2020.

EMIT developed a new model of training that resulted in us continuing with our services to our students. The lower cost of the new model as well as higher commitment from our students and African partners, helped us to restart all of our programs in the second half of 2020. We are very proud of the fact that we managed to build much more sustainability into our model. Africa now contributes 43% of bottom line income.

Some of our faithful partners decided to contribute more during the second half of 2020 which played a major role in closing the year in the green.

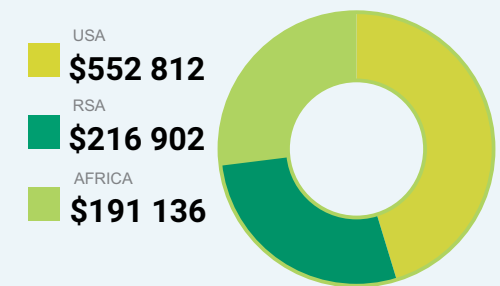
We celebrate God's goodness to EMIT.



## Income 2020

**\$966 667**  
TOTAL INCOME

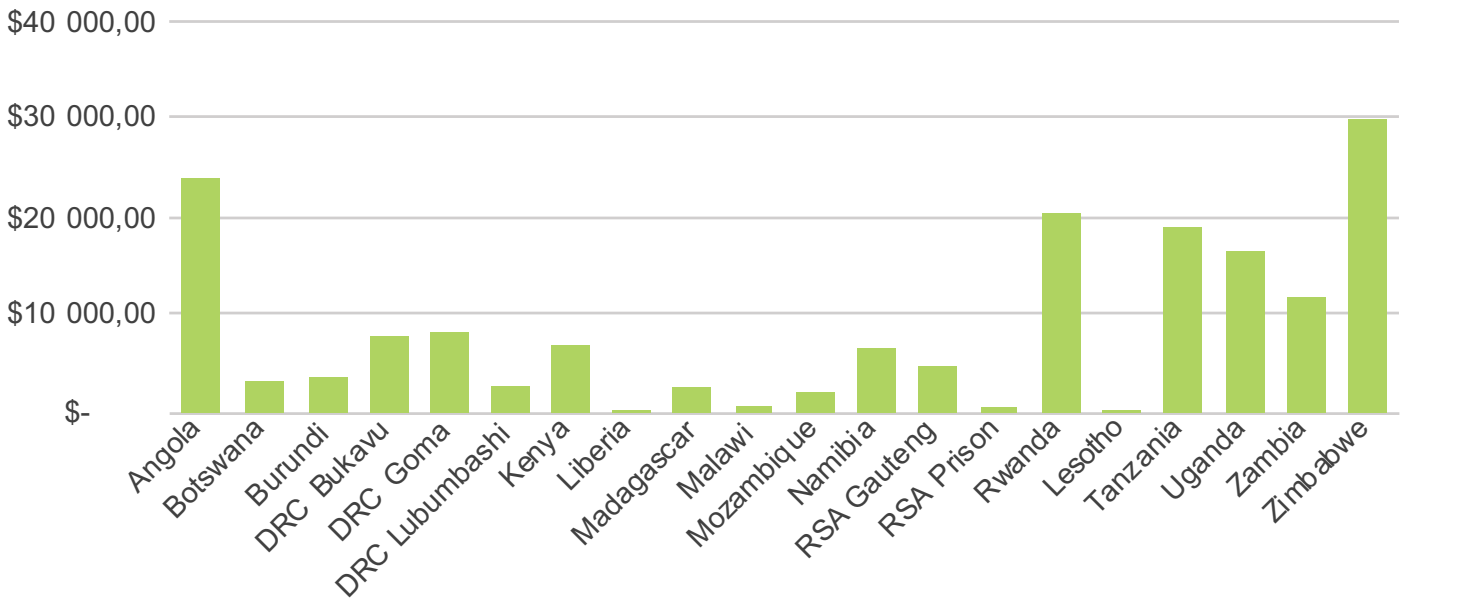
EMIT's financial prospects changed from fair to disastrous overnight. We were left with only two options – 1) Close down until the pandemic passes, or 2) Figure out how to continue with our calling in the midst of the crisis.



## Expenditure 2020

**\$960 850**  
TOTAL EXPENDITURE

## EXPENDITURE BY COUNTRY

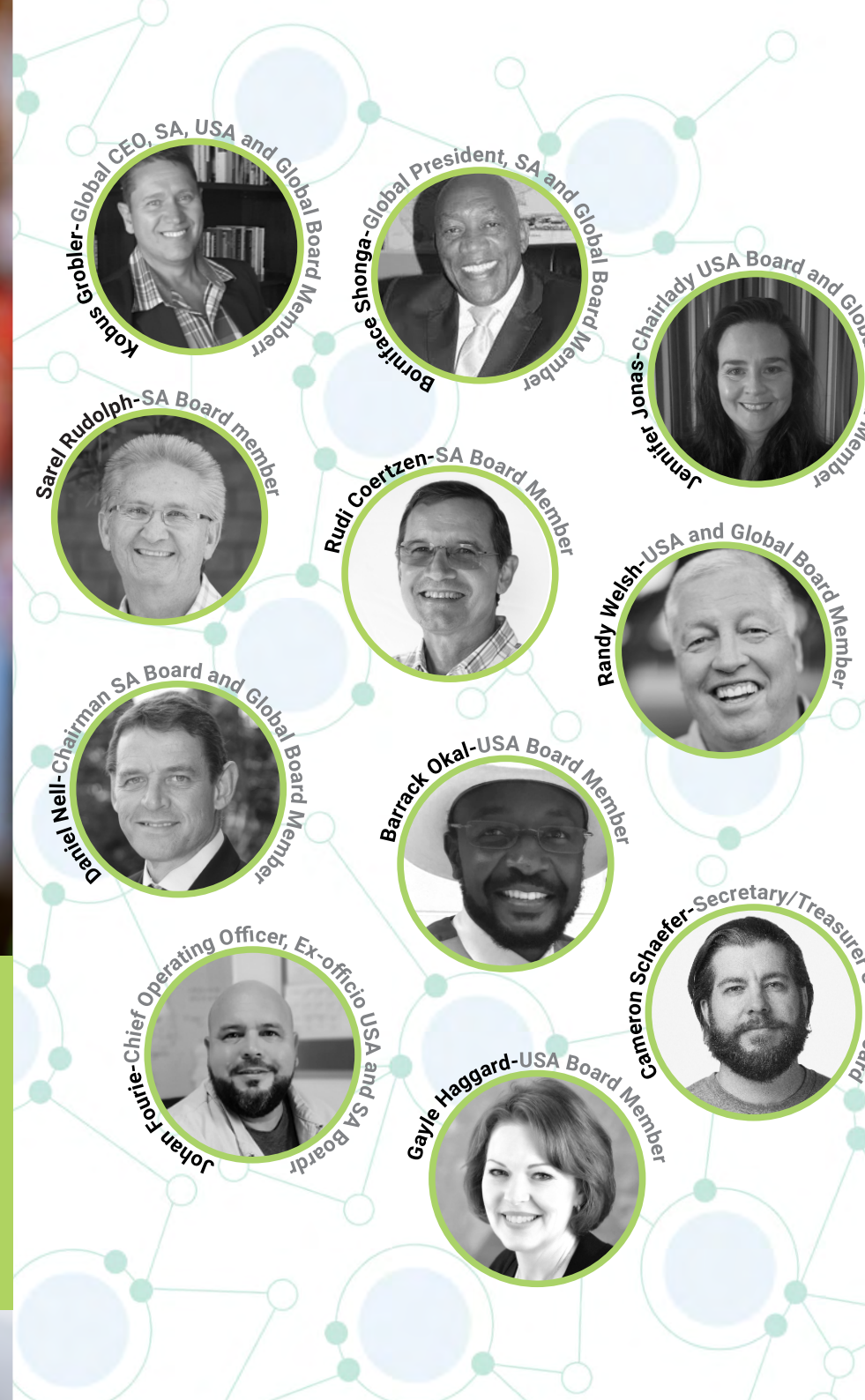






**“Leaders who  
produces other  
leaders multiplies  
their influence.”**

**- John C Maxwell**



## Our Board of Directors

The role of the Board in governing a non-profit organization cannot be overestimated. The Board makes the difference between a good non-profit and a great one. The Board supports, encourages and inspires greatness in the organization.

Board members set corporate policies and goals and delegate authority to the CEO to implement such policies and goals in the day-to-day management of EMIT. The Board members are also trustees of EMIT who approve an annual budget that ensures it can meet its financial needs. In addition, the Board members monitor the overall financial health of EMIT by reviewing annual reports of an auditor.

EMIT is privileged to have very effective and involved Boards in the USA and South Africa. EMIT also have a Global Board that is represented by members of member countries. Global Board members oversee the maintaining of standards, policies and procedures of EMIT globally.





# Thank you!

Through the development of leaders, your investment in EMIT has enabled the intentional transformation of thousands of African communities.

Thousands of non-profits worldwide had to close. By the grace of God, we are still able to servantly pursue the quest of seeing trained leaders that is changing their communities. Your support was crucial in us not only continuing but excelling in the execution of this vision.

I would like to thank you for your support if you already do. Through the training of African leaders, your investment in EMIT has facilitated the intentional transformation of thousands of African communities. Your selfless contribution to aid the rise of African leaders has strengthened the well-being of these communities and pushed people to greater heights.

If you have not decided whether to support us yet, I trust that this report will provide you with the information you need to make an informed decision. EMIT has a 28-year track record of training leaders to impact their communities. Our vision of educating indigenous leaders to be responsible for their people has proven to be relevant and cost-effective, with results reaching in the millions of dollars.

Although our current reality is filled with cold, hard facts, we will continue to challenge these with the truth of God's word and His promises. In all of this, we will remember that we are not in this alone. God is with us and will guide us to His sovereign purposes.

On behalf of the staff and the Executive Team, I want to thank you for your continued support and prayers over the past 12 months. We will also continue to pray for you as you venture into a future filled with opportunities to glorify Christ.

May the Grace of God constantly remind you of the expansion of His Kingdom as you continue to support efforts to bring transformation to Africa.

In Christ,

Kobus Grobler

# Get Involved

## We need your prayer



Our Project leaders and volunteers are continually exposed to extremely challenging situations. They must sometimes face threats such as political unrest, Ebola, Malaria and the like.

## We need your financial support



We need your financial support to execute the vision that God has entrusted to us. By partnering with us in this way, you enable thousands of leaders to bring transformation to various pillars of their community and society at large.

## Join us on one of our Projects



We operate in 17 countries and have many opportunities for you to be involved. It would be a pleasure for us to introduce you to one of our projects. A personal, hands-on visit will undeniably have a significant impact on your spiritual life.

## Do an internship with us



We have various areas where you can apply your skill by doing your internship with EMIT. Marketing, designing, product development, photography and social media are just a few of the areas where we need your help.

"Close scrutiny will show that most 'crisis situations' are opportunities to either advance, or stay where you are."

- Maxwell Maltz







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