

# ANNUAL REPORT

2023





“Innovation—any new idea—by definition will not be accepted at first. It takes repeated attempts, endless demonstrations, and monotonous rehearsals before innovation can be accepted and internalized by an organization. This requires courageous patience.”

—Warren Bennis



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### Using Agility and Innovation to Adapt and Succeed

After another year of worldwide economic and political disruptions, it is my privilege to present this report on EMIT's approach to the challenges and successful navigation of our realities on the continent of Africa.

The COVID-19 pandemic prompted adopting a more agile approach to EMIT's management, structure, and processes.

Before COVID-19, EMIT had a hierarchical and rigid **Organizational Structure** with centralized decision-making and predefined communication channels. A more flexible and decentralized structure was implemented in response to the pandemic. This involved cross-functional and self-organizing teams, enabling quicker decision-making and adaptability.

"The most significant changes experienced by EMIT were in terms of mindset, approach, and organizational culture."

- Pastor Kobus Grobler



Bureaucratic processes and rigid structures made **Management** slow to adapt to change. Post-COVID, the organization prioritized adaptability and responsiveness. Agile methodologies were embraced to respond to changing requirements and swiftly incorporate staff and student feedback.

EMIT shifted from a linear approach to **Project and Work Processes** to a continual and incremental approach. This involved breaking projects into smaller, manageable tasks. This promoted continuous improvement and flexibility.

Previously, we took a conservative approach to **Risk Management** with extensive planning before project initiation. A more proactive approach to accepting and managing risk was adopted. We created an environment conducive to experimentation, learning, and improved risk management.

Before COVID, **Employee Roles** were strictly defined with few flexible responsibilities. EMIT now encourages cross-functional teams, allowing members to take on multiple roles as needed. This collaborative and adaptable workforce promotes efficiency and effectiveness.

EMIT became more flexible and adaptive, improving effectiveness and financial stability. Our response to the challenges faced in Africa involved embracing agility, resulting in positive outcomes and progress.

This report credits the guidance of the Lord for transforming EMIT into a more redemptive organization.



## The Role of Leadership in Nurturing a Culture of Innovation

The advent of the COVID-19 pandemic brought about an unprecedented disruption to all spheres of human endeavors. It resulted in broken down structures and systems that could no longer deliver desired outcomes. Yet, despite all these adverse impacts, this period witnessed many innovative solutions that have propelled commerce and industry to productivity levels they never attained before the pandemic. New ways of service delivery via the online platform have resulted in doorstep deliveries of many products. The crisis created a platform for innovation.

The description above echoes EMIT's story; we had to produce a new way of providing our service to thousands of people across the continent of Africa. We adapted to delivering our service to small, localized groups, ensuring that we remained viable and relevant amid the pandemic. The main reason for our success is that we initiated and encouraged a culture of innovation among our Project Leaders and Facilitators. This involved communicating clearly with our core team the importance of the shift to small groups and the positive impact it would bring to our service delivery during the pandemic. The team embraced the new concept and creatively implemented it.

Leadership has played a crucial role in encouraging a culture of continuous innovation by setting the right tone and empowering our team.



"Leadership has played a crucial role in encouraging a culture of continuous innovation."

- Bishop Borniface Shonga

The Executive Team took up the role of empowering our Project Leaders and Facilitators with necessary resources such as time, budget, and tools, to explore the best way to implement the new concept, encouraging creativity and knowledge sharing.

Our willingness to embrace change in a time of crisis, and take a very calculated risk, created a safe space for our team to add their innovative ideas without fear of failure or judgment. This, in turn, has created a culture of continuous learning and improvement in delivering our product.





# NAVIGATING UNCERTAINTY





## Navigating Volatility, Uncertainty, Complexity, and Ambiguity

The world is undergoing rapid and drastic changes, altering the way organizations and individuals operate. These changes are happening increasingly fast, creating an environment known as the *VUCA* world.

*VUCA* stands for volatility, uncertainty, complexity, and ambiguity and has been embraced by leaders across various sectors to describe their challenges.

The *VUCA* world acknowledges the craziness and unpredictability of today's reality. While we cannot change the *VUCA* world, it is possible to adapt and thrive within it. By adopting a new perspective and approach we can survive and harness the potential that this unpredictable environment offers.

### **VUCA Explained**

*VUCA*, initially used by the US Army to describe the uncertainty of modern warfare, has become a way to explain the challenges faced by leaders in various sectors. In a *VUCA* environment, predicting the future is difficult. Conditions are constantly changing, coalitions are becoming more complex, and motivations are harder to decipher.

Understand the four types of challenges represented by *VUCA*. Volatility refers to

the speed of change, causing instability and unpredictability. Uncertainty arises when there is insufficient information for reliable predictions or planning.

Complexity arises from the numerous factors that make analysis and decision-making complex. Ambiguity refers to situations where the meaning or interpretation is unclear.

*VUCA* serves as a framework for leaders to understand and respond appropriately to volatility, uncertainty, complexity, and ambiguity.

### **The Impact of VUCA**

*VUCA* has significant impacts on individuals and organizations. It leads to confusion, fear, insecurity, loss of motivation, decline of creativity, and erosion of trust. The inability to understand a situation or predict the future makes us feel powerless. *VUCA* hinders decision-making and promotes short-term thinking. Conventional management practices and decision-making frameworks are no longer suitable. Agility should become the dominant organizational paradigm.

To address *VUCA*, organizations must adapt their strategies, improve how they collect and analyze information, make decisions, and develop strategic plans. Monitoring changes is crucial. Leaders must consider factors beyond traditional corporate analysis, such as value systems, social and political contexts, and technology.

*"The inability to understand a situation or predict the future makes us feel powerless."*

*- Pastor Kobus Grobler*





# UNLOCKING CREATIVITY!

“Culture is so incredibly important because it is the foundation for all future innovation. People with passion can change the world.”

- Brian Chesky



## Unlocking Creativity: Strategies for Encouraging Innovative Thinking within Organizations

In today's rapidly changing global landscape, fostering creativity and innovative thinking has become crucial for the success and long-term viability of organizations. This is particularly evident in Africa, a continent poised for growth and development. Africa's diverse cultures, rich history, and complex socio-economic conditions demand innovative solutions for addressing unique healthcare, agriculture, and sustainable energy challenges. To effectively navigate these challenges, organizations in Africa need to embrace a culture of innovation.

There are several strategies that can help unlock creativity within organizations.

### **Diverse Teams**

This brings a variety of perspectives and experiences that fuel creative thinking. Studies have shown that diverse teams are more likely to develop innovative solutions to complex problems.

### **Encourage Risk-Taking**

Innovation often involves taking risks, and employees should feel empowered to experiment and take calculated risks without fearing failure. Google's 20% time policy, allowing employees to dedicate a portion of their work hours to personal projects, is an excellent example of fostering a risk-friendly culture.

### **Continuous Learning**

Organizations should keep their employees updated on industry trends and encourage ongoing learning through workshops, training programs, or partnerships with educational institutions. By investing in developing their workforce, organizations in Africa can ensure a steady influx of new perspectives and skills.

### **Allocating Resources for Innovation**

Allocating resources demonstrates a commitment to creativity and long-term growth. This could involve establishing innovation labs, funding research and development projects, or providing access to cutting-edge technology.

### **Embrace a Culture of Collaboration**

Encouraging open communication and cross-functional collaboration allows for the exchange of ideas and the development of innovative solutions. The African proverb, *"If you want to go fast, go alone. If you want to go far, go together"* emphasizes the importance of collaboration in achieving lasting success.

Unlocking creativity requires creating a conducive environment for innovation, and organizations in Africa should implement these strategies to navigate the continent's unique challenges while contributing to its sustainable development.





# DISRUPT!

“Get comfortable with weird if you want real innovation to emerge.”

- Ben Weinlick



## How Disruption Influences the Need for Innovation Within an Organization



In the last six decades, and more so in recent times, the world has witnessed profound changes in technology and industry, bringing great disruption to the way business has been conducted in past years.


The businesses and service organizations that could not cope with these changes suffered profound shocks and lost their competitive edge in the marketplace. A case in point is that of Nokia, which, three decades ago, was the leading brand in the mobile phone industry. Nokia dominated the market and enjoyed high turnover globally.

However, in 2007, Apple introduced the iPhone, a revolutionary touchscreen mobile gadget with various applications, which swept the mobile phone industry off its feet! Music, games, camera, and other features made the iPhone a more attractive choice. Nokia was unprepared for the competition and lost its market leadership in just a decade!

The sheer pace of change both frightens and exhausts individuals while also igniting inspiration and enthusiasm. The relentless speed at which advancements occur can be daunting. However, it is also a source of inspiration, pushing us to explore new possibilities and embrace the unknown. Failure to innovate in this fast-changing landscape can render a business or service organization irrelevant to the needs of an increasingly evolving society.

There is no other option to innovation because change is here to stay! Innovation nudges us on to produce the latest ideas, methods, and systems of improving and delivering our product in such a way that our customers love to continue doing business with us! If we do not have this mindset, we are more likely than not to lose our competitive edge! Always remember: *"Innovation almost always takes place at the edge, not in the center."*  
- Thomas Khun



A close-up photograph of a smiling woman with dark skin, wearing an orange headwrap and a yellow patterned top with red horse designs. She is holding a 1000 Nigerian Naira banknote in her right hand. The background is a light blue wall.

“Money never starts an  
idea; it is the idea that  
starts the money.”

- William J. Cameronk

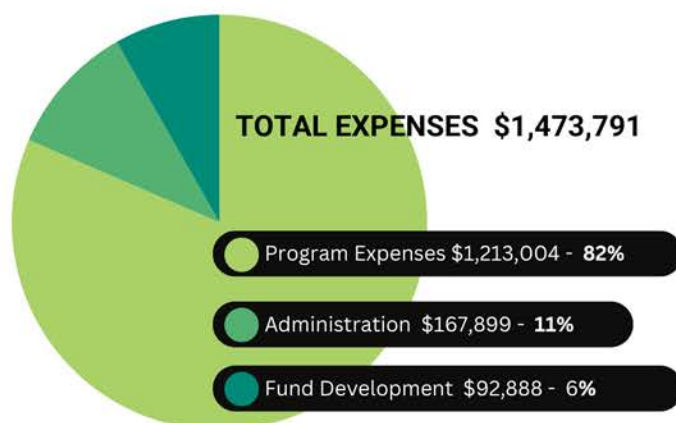
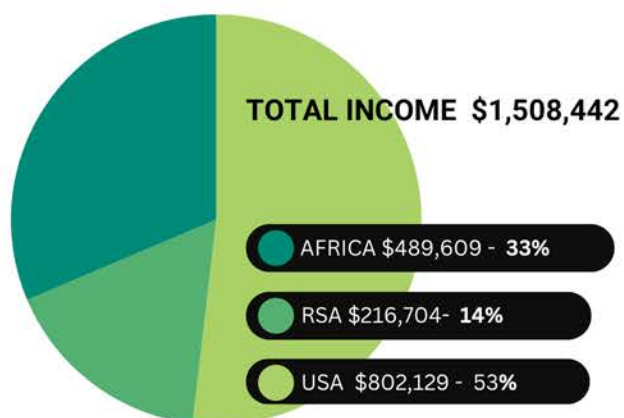
# FINANCIALS

A green geometric pattern consisting of various lines and shapes, resembling a traditional African textile design, located at the bottom of the image.



Frugal stewardship promotes innovation by encouraging employees to find resource-efficient creative solutions. Frugality ensures long-term viability and enabled EMIT to allocate resources strategically toward growth opportunities and societal needs.

The belief in our mission and the financial contributions by faithful partners enabled us to undertake crucial initiatives, implement innovative programs, and reach new milestones. Partners like you enabled us to pursue our goals with determination and strive to create positive change in Africa.

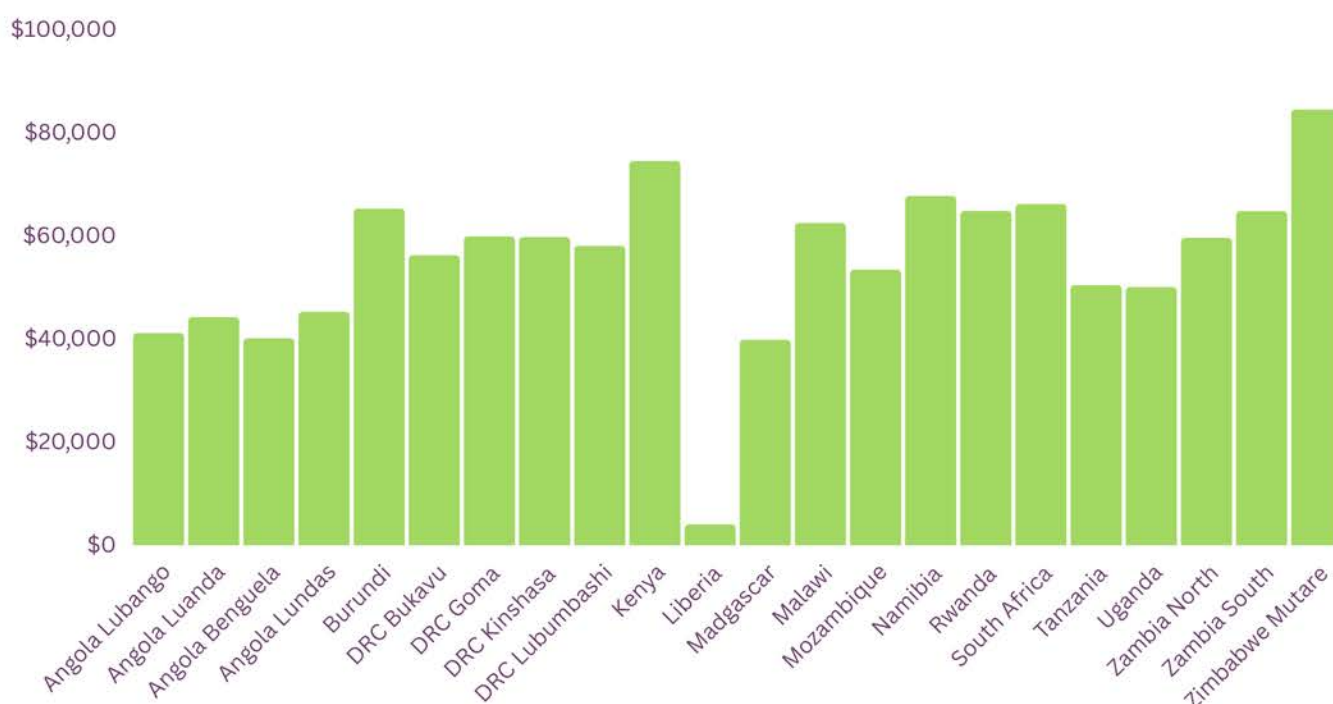


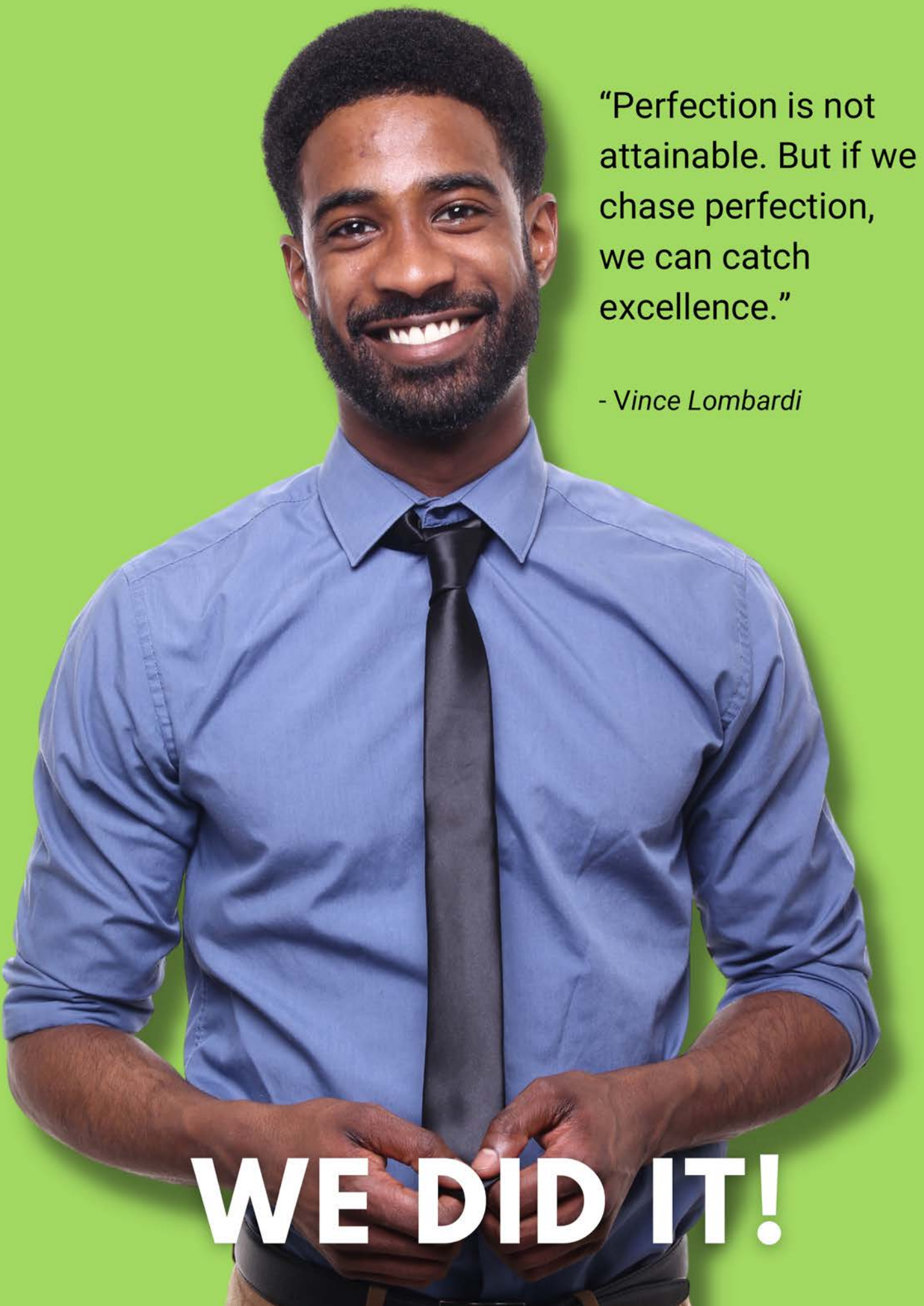
**\* 47% of the total income was generated in Africa.**

**\* EMIT had a total profit of \$34 651 for the 2023 financial year.**

## Program Expenses

The statistics below reflects the total expense amount for both Pastoral and Women leadership programs in the countries.



A Black man with a beard and short hair, smiling broadly, wearing a light blue button-down shirt and a dark tie. He is standing against a solid green background. His hands are clasped in front of him, near his waist.

“Perfection is not attainable. But if we chase perfection, we can catch excellence.”

- Vince Lombardi

**WE DID IT!**



# OPERATIONAL REPORT

2023 proved to be yet another year brimming with triumphs and challenges. The vast majority of our planned projects were successfully executed, leaving an indelible mark on the communities we serve. Witnessing the tangible transformation brought about by our efforts is both a humbling honor and a profound blessing. Serving African leaders has been an unparalleled privilege, allowing us to make a lasting impact on the continent.

EMIT celebrated our 30th anniversary in nine different locations in six countries, marking three decades of developing trained leaders into impactful transformational leaders. Founded in 1993, EMIT has become a renowned and trusted name in leadership training globally. Our goal has always been to equip individuals with the necessary skills and qualities required for effective

leadership and community transformation. As we celebrate this milestone achievement, we reinforce our commitment towards developing capable leaders who will drive innovation and positively impact their communities for the next 30 years and beyond.

Concurrently, we unveiled our groundbreaking LINC application across the six Anglophone countries where we operate. This remarkable achievement follows eighteen months of meticulous development, resulting in a cutting-edge web-based app.

Our innovative platform encompasses a comprehensive student management system, complemented by powerful impact measurement tools. These tools empower EMIT to effectively gauge outcomes and assess the profound influence our students have on the communities they serve.

## Facilitation Groups

229



## Mi-10 Leaders

13788



## Programs Conducted

65



## Churches Planted

110



## Face to Face Leaders

2563





# IMPACT STORIES



## **Tehilla's Heartwarming Mission: Empowering Bedsiders at Central Zambia's Hospital for Children and Women**

Tehilla, a Zambian woman in the Women Empowerment program, is actively involved with the Hospital Ministry at a Children/Women Hospital in central Zambia. She noticed the poor living conditions of bedsiders (a friend or family member providing additional care supplementing the care that a nurse would have given).

To make a difference, she focuses on keeping their shelter clean and teaching them hygiene practices.

Most shelters lack windows and doors, leaving the bedsiders exposed to the cold at night. Tehilla believes in the power of collective effort and community transformation, and she strives to be a positive contributor to improving the welfare of the patient and those caring for them.

## **Tech Trailblazer: EMIT Alumna Champions Computer Literacy for Women in her Community**

Deophister Chalwe, a graduate of EMIT, noticed the lack of technology skills among women in her community.

Realizing the importance of computer literacy in today's world, she decided to start a basic computer class for women, including young females, who have not had the opportunity to learn about technology.

The main challenge they face is the limited availability of computers, which slows down practical work. Additionally, some women do not have access to smartphones or have faulty devices, making it harder for them to understand the similarities between phones and computers.

Despite these obstacles, Chalwe remains dedicated to training women and empowering them to navigate technology confidently.





## **Beyond Addiction: Pastor Mokwana's Team Brings Hope to Young Adults Battling Substance Abuse**

Pastor Mokwana and her dedicated team are actively engaged in assisting young adults who are struggling with various addictive substances.

Their compassionate efforts encompass providing nourishment, delivering sermons, and offering prayers to these vulnerable individuals.

This noble undertaking represents a significant endeavor, yielding remarkable outcomes despite the financial challenges they encounter.

Undeterred, they go above and beyond to ensure the complete rehabilitation of these individuals, liberating them from the clutches of addiction.



## **Breaking Barriers: EMIT Women Leadership Institute Student Spearheads Initiative for Children with Special Needs**

Sylvia Sinkamba, a second-year student at EMIT Women Leadership Institute, has created a special kids support group initiative in her community. This initiative aims to address the inequalities and stereotypes faced by children with special needs in her community. These children often live in poor conditions, lack access to education and healthcare, and face neglect from their families and the community.

Sylvia's outreach programs focus on breaking misconceptions and providing essential support, such as diapers, clothing, and food, to less privileged families with disabled children. Currently, they are assisting 55 children, including those with cerebral palsy, sickle cell anemia, epilepsy, and other chronic illnesses.

In the future, Sylvia hopes to secure resources to build a community center and provide wheelchairs, bedding, books, and other necessities to further improve their services. Her passion for helping marginalized individuals has been reinforced by her studies at EMIT Women Leadership Institute.







NEW THINGS  
EMBRACE

# PRODUCT DEVELOPMENT REPORT



## Curriculum Design

In today's dynamic world, where technology, information, and societal demands are in constant flux, traditional one-size-fits-all approaches to education often fall short. Adapting a curriculum to align with the needs of a rapidly changing world is crucial. The traditional approach of rigidly adhering to established curricular structures may not adequately equip students with the skills and knowledge needed.

Therefore, since COVID-19, EMIT has gone through a review process of its delivery and assessment model. To ensure we deliver a product that remains relevant and has a meaningful impact on our leaders across Africa, we adapted our delivery model to fit the needs this continent requires. This review process necessitated that all 58 subjects from our Pastoral and Women's curricula be redesigned to fit our new delivery model. Four essential components of learning were added and highlighted throughout both curricula. These components are (1) anchoring students with existing knowledge and experience, (2) defining a clear objective for each study session, (3) regular assessment activities to ensure learning outcomes, and (4) practical implementation of learning outcomes.

Various assessment methods were also implemented to ensure that students do not harbour knowledge in the classroom alone but that the knowledge they gathered is implemented in the real world where it is truly needed.

## Youth Leadership Curriculum

The review and implementation of our delivery model have been finalized. Therefore, we will start a new process in 2024 to review each subject for content. This review will focus on the relevance and impact of our current content. Innovation and creativity are the lifeblood of organizational prosperity. They fuel growth, driving businesses to adapt, evolve, and stay competitive in a dynamic landscape. Embracing innovation enables companies to develop cutting-edge products, services, and solutions, attracting customers and staying ahead of market trends. Creativity sparks problem-solving, encouraging novel approaches to challenges and fostering a culture of continuous improvement. Organizations that prioritize innovation not only thrive in the present but also position themselves for sustained success in the future.

EMIT prides itself on encouraging creativity and innovation. We recognized the lack of leadership material for African youth and decided to enter that space. Youth today are overexposed to information but underexposed to firsthand experiences. They are ambitious and full of ideas but rarely finish what they started. After extensive research, we started in 2023 developing our own curriculum that would address the very specific needs of African youth leaders.

In 2024, we aim to test our curriculum in pre-approved schools throughout Africa and make the necessary adjustments before we officially launch this new and exciting product.



Executive  
Director  
Product  
Development

**THEO  
FABER**

PA and  
Office Manager

**CHRISTA  
GREYVENSTEIN**

# OUR TEAM

Project  
Leader  
Namibia

**JOHAN  
CRONJE**

Project  
Leader  
Francophone  
Countries

**CONSTANTIN  
GASORE**

Director  
Special  
Projects

**IAN  
BROODRYK**

Project  
Leader,  
East  
Africa

**AARON  
MAINGI**

Project  
Leader  
South Africa

**JONES  
SINGINI**

Director  
Special  
Projects

**STEVEN  
TODD**

Project  
Leader,  
Zimbabwe &  
Malawi

**ELVIS  
JOSEPH**

Project  
Leader  
Lusophone  
Countries

**JULIO  
DA SILVA**

Director  
Women  
Projects

**MERVIS  
MALAMBO**

Fund  
Development  
Cultivator

**MARIETTE  
KROUKAMP**

Production  
Assistant

**PETER  
MKANDAWIRE**

Office  
Manager,  
EMIT USA

**LISA  
LAROCHELLE**



“A good Board Of Directors team is one where ideas are flowing fluidly - and where each idea is met with an initial welcome, an intellectual challenge, an expression of gratitude, a rigorous scrutiny and a readiness for action.”

— Hendrith Vanlon Smith Jr

Global  
CEO

**KOBUS  
GROBLER**

Global  
President

**BORNIFACE  
SHONGA**

Global  
COO

**JOHAN  
FOURIE**

## OUR BOARD

Chairlady  
USA Board &  
Global Board  
Member

**JENNIFER  
JONAS**

Secretary/  
Treasurer  
USA Board  
Member

**CAMERON  
SCHAEFER**

USA  
Board  
Member

**KEITH  
TOOGOOD**

USA  
Board  
Member

**BARRACK  
OKAL**

SA &  
Global  
Board  
Member

**SAREL  
RUDOLPH**

USA  
Board  
Member

**WALT  
LANDERS**

Chairman  
SA Board &  
Global Board  
Member

**DANIEL  
NELL**

SA  
Board  
Member

**RUDI  
COERTZEN**





**THANK YOU!**



“Give thanks in all circumstances; for this is God’s will  
for you in Christ Jesus.”

*-1 Thessalonians 5:18*

We would like to sincerely express our deepest gratitude and appreciation to our donors and partners for their unwavering financial contributions and continuous support. Your incredible generosity has played a pivotal role in enabling us to achieve significant milestones and make a tangible difference in the lives of those we serve.

It is through your selfless dedication that we are able to further our mission and continue providing vital training and development to influential leaders in Africa. Your investment in EMIT has not only strengthened our capacity to carry out projects, initiatives, and programs, but it has also invigorated our commitment to making a lasting impact in communities across the continent.

We truly value the trust you have placed in us, and we pledge to utilize every dollar received with the utmost integrity and transparency. Without your steadfast support, none of the progress we have made would be possible, and for that, we are eternally grateful.

Together, as partners, we can continue transforming lives and fostering positive change within communities.

Your unwavering dedication and invaluable contribution to transformation in Africa is deeply appreciated!







professionalism vision ideas operations employers economy team profit success  
solution client technology people money financial marketing risk gain modernist service advantage improvement expertise rise planning network survey law advertising  
CEO increase

# innovation