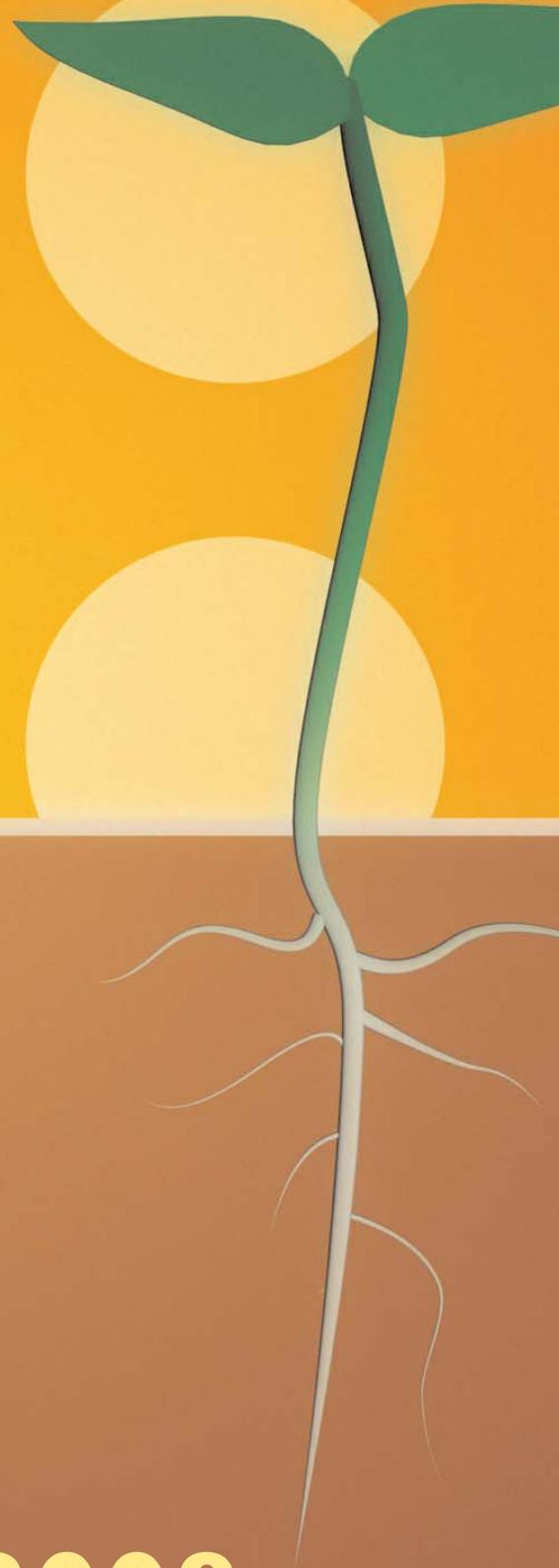




EASUN



Annual Report 2008

TRAINING civil society TRANSFORMING east africa



developing

east africa...

one organisation at a time



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Acknowledgements

We wish to take this opportunity to thank all those who participated in the effort to strengthen the institutional development of civil society organisations (CSOs) in East Africa through collaboration with EASUN, including the following essential organisations and individuals:

- HIVOS and EED for steady institutional funding;
- EASUN's Associates: Alan Kaplan, Faith Sax, Jared Onyach, Tanja Kisslinger, Brenda Sonn, Wangui Karanja and Professor Tony Ghaye and Dr. Phillip Chambers, who brought their skills, experiences and facilitator qualities that uniquely supported the work of EASUN Centre for Organisational Learning;
- The Institute of Reflective Practice (IRP), U.K. for knowledge exchange, professional development support and a growing partnership with EASUN;
- Participants to EASUN's activities who provided their experiences and a platform for shared learning; enabling identification of critical lessons and questions for further exploration of CSOs institutional development in East Africa;
- Participants who paid their own way to attend EASUN's activities and thus provided a credible profile of local contribution and legitimacy to the programme of EASUN;
- Board members who gave their (unpaid) time, knowledge and commitment to support EASUN's accountability and effective management;
- EASUN staff who, with great commitment and resolve planned, implemented and professionally held a developing organisational space towards realising the vision of humanistic development of civil society in East Africa;
- Clients organisations in Kenya, Uganda and Tanzania who became EASUN's development partners-enriching its practice questions and lessons towards strengthening the institutional development of CSOs in the region.

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ABBREVIATIONS:

ALC - Alternative Language Channels	ID - Institutional Development
CBO - Community Based Organisation	M & E - Monitoring & Evaluation
CSO - Civil Society Organisation	NGO - Non-Governmental Organisation
EASUN - East African Support Unit for NGOs	OD - Organisation Development *
FAF - Facilitation Skills for Fieldworkers	UDN - Uganda Debt Network
FOD - Facilitating Organisation Development	

* NOTE: Organisation Development (as opposed to “organisational development”) refers to the practice of OD. Organisational Development refers to a given situation; i.e., the characteristics and status of the dynamic processes that are developing, changing or stuck at any given moment.



lighting the way from within...

vision

EASUN envisions a civil society equipped with values and strategies to advocate effectively for poverty reduction, gender equality and human rights in workplaces and in communities.

mission

EASUN's mission is to create spaces within which individuals, groups, organisations and communities creatively learn to build a better history and new ways of thinking about and taking ethical action to improve lives and livelihoods. Organisations facilitated by EASUN demonstrate cultures and systems that foster good governance and leadership styles that enable team learning and more inclusive structures that support equal development of all, men and women.

Message from the Chair

In 2008, EASUN strengthened its interventions for transforming CSO practices and improving skills in community mobilisation. A number of training activities were offered, which generated outcomes in areas particularly relevant to facilitative leadership and CSO institutional development:

- 7 leaders successfully completed FOD training in June 2008, with a clear sense of purpose toward future leadership that works consciously with positive values in governance practices. A record 25 CSO leaders enrolled for the same course in November.
- 71 field workers of 10 CBOs were trained in community mobilisation skills, through the Facilitation Skills for Field workers' course (FAF). The course generally increased both the confidence and abilities of field workers to design and manage group learning and development processes with a deep understanding of how participation sustains economic and social justice, shared learning, shared commitment and shared leadership.
- A workshop held in March for EASUN OD practitioners, including associates and apprentices explored creative methods for capturing "lived experiences" of participants in learning situations. Use of alternative Language Channels (ALC) became an important addition in EASUN's own practice development in 2008. This is an approach that is particularly effective in opening hearts and minds, inviting people to connect the present to a better future, promoting ethical holding of shared space and relationships in the workplace.
- The second intern enrolled in the young women leadership development programme in March 2008. Both interns have taken charge of coordinating activities, including planning, co-facilitating training courses, managed organisational learning systems and engaged in practical training in information management in the context of EASUN's elaborate communication strategy. The internship programme has particularly taught us the value of working with possibility. We have seen how the potential for leadership can mature quickly when individuals are shown respect, trust and also given responsibility and the freedom to take initiative.
- EASUN responded to the long expressed need for more competent and strategic leadership of Boards with its first NGO Board training workshop in May 2008. The workshop successfully highlighted roles, responsibilities, relationships and importance of working with values in the leadership of NGO Boards. In November, EASUN facilitated its first NGO Board development process for an individual organisation in Moshi, Tanzania.

In addition to direct leadership development, EASUN continued with other interventions to strengthen organisational and institutional effectiveness of CSOs. OD interventions with 6 civil society organisations in Tanzania and Uganda resulted in their enhanced awareness about the strategic nature of organisational structure, particularly its influence on ways of managing power, authority and accountability. The interventions, with their different entry points for the two organisations, enabled concrete action planning for 1) new organisational processes that support inclusive and team-based management; 2) new strategies to strengthen visibility, legitimacy and local support for national and grassroots level organisations.

As we supported transformational processes of civil society organisations, we also visited them to learn from their new experiences. New insights from such visits have led us toward exciting new activities and strategic directions both for 2009 and the next phase of EASUN's strategic plan (2010-2013).

Joseph M' Eruaki
Chairperson, EASUN Board of Trustees

I. OD support toward institutional growth and increased effectiveness of CSOs*

With its OD interventions, EASUN envisions that CSOs in East Africa will increase their effectiveness in managing change in order to bring their structures, systems, leadership and other work relationships to their optimal productive points.

In 2008, we were able to support six CSOs with OD interventions. Specific areas addressed included: strategy-making for a health and education service provider to church-related agencies in Tanzania; practice review for a sustainable energy and gender focused organisation in Tanzania; team building workshop for an environment and food security advocacy organisation in Uganda; strategy-making support for two HIV/AIDS awareness organisations in Tanzania; board training for a Tanzanian organisation advocating gender sensitive legal reform.

**NOTE: Names of specific organisations receiving OD support are available from EASUN (with their permission) in case of interest in communicating with them.*

I.1 Strengthening institutional visibility, purpose and mandate

One particular national level CSO in Tanzania that received OD support from EASUN in 2008 was able to identify and prioritise activities toward its institutional development in 2009. Its new strategy focused specifically on establishing measures to strengthen its mandate and legitimacy in the local environment. Its strategic objectives planned for four years after 2008 placed emphasis on increasing visibility, impact and local support for the organisation's critical role in both service provision and outreach (building institutional capacities of churches as strategic promoters of social development activities). Additionally, the intervention enhanced the organisation's awareness of the strategic nature of organisational structure, particularly in the way it defines leadership performance.

I.2 Ethical approaches to CSO strategies and strategy-making

A second strategic planning intervention with a grassroots CBO in Northern Tanzania demonstrated that capacity building works best when expert interveners are able to genuinely trust and work with the potential in the situation. Such potential begins with the ethos claimed by the organisation.

In its planning process, particularly the session on building a shared understanding of strategy and strategy-making, MRADI members recognised that, primarily, an organisation prioritises its strategic platforms (environmental questions) based on its values and core methodology. From the vantage point of its own vision and mission, MRADI members were able to discern that MRADI claims to be an "ethically driven organisation". As such, participants proceeded to develop strategic responses with a commitment to ensuring that they would address the relevant environmental questions in accordance with MRADI's identity (i.e., outlook, institutional methodology and values).

Notably, EASUN facilitated MRADI members through role-plays and group discussions which enabled them to use scenarios to characterise what strategy and strategic planning is all about. The specific approach used in facilitating the workshop enabled MRADI to embrace strategic planning as an opportunity for institutional development. This would ensure that MRADI's service delivery is developmental and, therefore, relevant.

EASUN's identity and essential strategy...

We are working toward the emergence of a civil society that works consciously with values and strategies to advocate effectively for poverty reduction, gender equity and human rights in workplaces and communities.



growing...

as individuals
as organisations

methodology

Training and advocacy for organisational and institutional development of civil society organisations.

Knowledge sharing and networking activities make up 80% of EASUN's work. The remaining 20% involves direct OD interventions and training to strengthen the capacities of CSOs to more effectively manage strategic developments in governance, leadership, systems, organisational culture and community outreach project activities.

EASUN's response with the practice of OD is essentially linked with institutional development (ID) of civil society organisations. The OD/ID interface is thus the core of EASUN's strategy for cultivating awareness and skilled management of institutional identity, values and related strategic activities of CSOs.

IN RETROSPECT:

Strategy is essentially common sense

A developmental strategy is sustained by processes of organisational transformation. EASUN approached strategic planning in MRADI as an opportunity for entrenching organisational learning and renewal. Through this approach, stakeholders of MRADI were supported to work collaboratively and creatively to review and plan the development of empowering institutional practices in service delivery to vulnerable individuals, institutions and communities deeply affected by rapidly spreading HIV & AIDS. The workshop was consciously managed through ethical leadership and facilitation. This is an approach that uses participatory, shared learning processes, which draw on lived experiences of participants. Outcomes included good feelings and strengthened team spirit. At the same time, the process was extremely effective in building both confidence and shared understanding as the foundations for participatory planning. It was remarkable to see members of this grassroots CBO come up with definitions of "strategy" which might be expected only of acknowledged experts in strategic planning. In fact, the definitions by MRADI members, actually seemed more grounded and meaningful, given that they had emerged from exploring their own life experiences. Ethical leadership of consultants is absolutely necessary in facilitating communities for empowered participation. As an example, the "first line" of empowerment in MRADI's planning process was to allow participating members to take charge of their own learning and strategic thinking. The outcomes left no doubt that MRADI members, in collaboration with other local institutions and beneficiaries, do have the capacity to develop their own authentic strategies when supported with trust and empathetic facilitation.

1.3 Small culture change releases massive organisational strategies

EASUN's first board training for a single organisation came in November 2008 - it was for a gender and human rights organisation based in Moshi, Tanzania. This followed a regional sensitisation workshop in May of the same year, which was attended by 25 NGO Directors and Board members from throughout East Africa (see section 3.6).

The focus of training for the Moshi organisation was to develop the leadership of its board, such that it became an effective core support group capable of supporting a new strategy and targeted changes to be implemented between 2008 and 2009. It was especially interesting that staff members were invited to participate in the training; this made it a more comprehensive leadership and team development exercise for the entire organisation. The intervention generated a number of important outcomes / insights for the organisation:

- Training took place at a strategic moment - 60% of staff members had been with the organisation for less than one year;
- Responsibility-taking and commitment to new developments were high on the part of both board members and staff;
- Increased mutual understanding between board and staff members was evident; in particular, there was new awareness that the board is a vital, strategic aspect of the organisation's leadership, as opposed to an aristocratic part of the organisation's structure.

Through one critical culture shift, (i.e. accepting that the board is part of the organisation and needs to learn and grow in the framework of a comprehensive organisational development process), the organisation was able to achieve a number of important objectives with this one activity, including: organisation-wide orientation of new staff; across-the-board leadership development; team building; surfacing of key staff transition issues that needed attention; and, building understanding of the strategic or vision-based nature of board leadership. Notably, there was also a new commitment to relative flattening of the organisational structure in order to improve relational qualities between the board and the secretariat and to open up organisational boundaries for effective networking and advocacy.

1.4 Intervening for transformation

The remaining three OD processes carried out in 2008 demonstrate how an effective intervention brings about acceptance* as an avenue for successful change management and organisational development. One example is a team building intervention that focused the attention of a Ugandan environment and food security NGO toward planning its future as a more conscious and effective mediator of social development.

**NOTE: "Acceptance," in OD, is characterised by that moment when the client system has come to a common perception that action for change is necessary. Facilitating acceptance is thus critical in building an organisation's capacity and readiness for change.*

In a three-day team building workshop that involved 20 staff members, a wide range of exercises were employed to help participants recognise that specific ways of working can influence team performance and the organisation's ability to realise its purpose. At the end of the workshop, specific action-steps were planned to establish work and relational processes that support inclusive and team-based management. Of course, such major transformation required a relatively powerful intervention. In this case, interventions included working with organisational and personal mission statements and a variety of artistic language channels. The latter, in particular, provided value-based representations of the way people experienced, or wished to experience their organisation, and how they live and work within it on a daily basis.

Among the key effects of the team building exercise was enhanced awareness of the strategic nature of organisational structure, especially how it shapes leadership performance. Other outcomes of more immediate significance included: plans to invest in coaching systems for developing staff readiness for team membership; plans to train various levels of staff in facilitative leadership skills that support teamwork and effective change management; creation of a change carrying group to sustain momentum towards implementation of next steps planned for team development.

One particularly powerful intervention was the use of polarities model for self-diagnosis, which enabled team members to see how their current individual orientations were affecting





facilitating

capacities
conscious practices

practice

EASUN organises...

activities that raise awareness and strengthen CSOs' advocacy potential;

EASUN conducts...

action research, training and joint activities that strengthen self-awareness and strategic capacities of CBOs at grassroots levels;

EASUN develops...

CSOs' capacities to manage change and sustain effectiveness towards stated visions;

EASUN assists...

CSOs to clarify their values and identity so they can achieve increased local legitimacy and support;

EASUN facilitates...

increased capacities of organisations, leaders and communities to work consciously with the values of good governance, equality, ownership and participation;

EASUN coaches...

and trains to promote enabling development practices in East Africa.

team performance and how the total mix of orientations and behavior were shaping organisational culture, performance and opportunities. It was noted that effective teams are largely sustained by high levels of their individual members' awareness of how their varied behaviours are affecting the physical and emotional spaces around them.

In the case of this particular organisation, the diagnosis revealed the organisation's tendency to evaluate past occurrences without giving the same energy to moving toward its own adaptability and relevance in a rapidly changing environment.

The intervention also helped the Ugandan NGO to identify its specific "stuck points". In response, they developed a vision that would help them raise the proportion of initiators in the team to at least 33%. Concrete plans made in that direction included:

- establishing systems for organisational learning and personal development of staff;
- training in facilitative leadership skills and creation of flatter structures;
- creating administrative systems that support team learning and development.

1.5 EASUN's own 4-year strategy reviewed

EASUN's current strategic block concluded December 2008. During the month of June, EASUN staff and Associates came together to assess the successes and emerging questions from the current plan, as well as new opportunities and needs that will inform its strategic plan for 2010-2013.

EASUN's "Learning site" was an invaluable repository of experience, knowledge and insights from activities and development in the current strategic block. The first step in the strategic thinking process toward a new strategic plan was a review of experiences, lessons and questions that we had documented in the past four years.

Ongoing learning activities at EASUN enabled us to synthesise the views of various stakeholders; including clients, networking partners, board members, staff, donors, associates and individuals trained through various courses and workshops offered by EASUN over the past four years. Specific activities in the review process included:

- scanning the environment for current issues that impinge on EASUN's mission;
- review of EASUN's vision and mission;
- examination of principles and values guiding EASUN form and practice;
- brainstorm on strategic responses and objectives to guide yearly work planning;
- formulation and documentation of a new strategy map for 2010-2013.

Notes and strategic platforms identified in the June strategic planning process were reviewed and approved by EASUN's Board of Trustees' meeting of March 2009 (see sidebar on p.10, titled "Leadership is the critical capacity question for developing African institutions today" to learn more about the specific strengths to be nurtured in order to support EASUN's essential strategic focus on leadership development).

2. Leaders trained in developmental practices

2.1 Facilitating Organisation Development (FOD)

Thirty-two leaders enrolled in the FOD course attended sessions in March, June and November 2008. The FOD course is offered by EASUN for directors and senior programme staff of CSOs. It is specifically designed to produce facilitators able to effectively use diagnostic tools to support organisations surface their questions, come to acceptance about their behaviours or attitudes that have created stuck situations in their work and plan change and action steps for moving organisations onto a more sustainable, developmental path.

In addition to OD tools and process consultancy techniques, key themes around which participants were equipped with relevant knowledge and skills include organisational learning and team work in organisational situations. In module III participants received training explicitly to shape their values as facilitators of development processes in organisations and communities. The theme for this last module is: "Facilitator as change agent."

FOD is referred to as a transformational leadership development intervention for CSOs specifically because of its emphasis and exercises for self-development of participants. FOD cultivates skills and abilities to facilitate learning processes through alternative language channels such as colour, images, stories and the language of movement.

*As a leadership development course, it is significant that **52%** of FOD participants in 2008 were women.*

2.2 Community mobilisation and advocacy skills for grassroots CBOs through Facilitation Skills for Fieldworkers (FAF)

A strategy for institutional development of community organisations

EASUN trains community workers through its FAF course. This particular training is a critical aspect of our advocacy for the institutional development of grassroots development organisations. It is based on a mandate stated in a meeting of East African CBO and NGO leaders at the end of a 5 year action research in 1983: "Training and OD work with CBOs should focus on building their institutional capacities as social development institutions in local communities."

The FAF course equips field workers with knowledge, tools and process management techniques that facilitate ownership, sustainable action and advocacy skills in grassroots project situations. The essential methodology of the course is particularly geared toward interventions that increase confidence levels and empower leaders and institutions to transform their attitudes in the process of service delivery to marginalised groups.

Twelve organisations trained in 2008

Seventy one fieldworkers from 12 organisations based in Tanzania, Kenya and Uganda were trained in 2008. Four intakes were initiated during the year, involving:

- 1) MKUKI (AIDS awareness and services), Moshi, Tanzania, February;
- 2) Street Kids International Tanzania partners, Arusha, February & March;
- 3) Safe Neighborhood Community Foundation, Mbale, Uganda, August;
- 4) Mennonite Church of Tanzania (KMT), Musoma/Shirati, Tanzania, December.

In all the cases above, there was a good mix of individuals working exclusively in the field and programme coordinators of the intermediary organisations that had solicited the course. Participatory methodologies grounded the learning process on lived experience as the basis for building new knowledge and practicing new tools and techniques. Field workers with long-term experiences particularly enriched the sessions with stories and questions from real situations in their organisations and the communities they support.

Leadership is

the critical capacity question for developing African institutions today

On behalf of its Board of Trustees, EASUN's Executive Committee met on 26th September 2008 and pointed to leadership as the essential institutional development challenge in Africa today. The Committee recalled bungled elections and riots in Kenya at the end of 2007, elections saga in Zimbabwe, high level corruption in Tanzania and current strong media suggestions of likely difficult leadership transitions in Uganda. The political landscape in Africa today raises questions as to the sources of motivation for "leadership".

So-called leaders in East Africa today have amply demonstrated that they cannot be relied upon to promote important values of equity, democracy and participatory governance. The committee noted that EASUN's future interventions for leadership development in the region will promote:

- Vision and values management for democratic and participatory governance;
- Civil society as a place for modeling facilitative leadership and a source that feeds other institutions such as governments, parliaments and judiciaries with transformational/facilitative leaders;
- Process skills to create "green organisations" able to nurture inclusive social environments while strengthening internal performance and outcomes.

The committee expressed its commitment to a new mindset for building organisational capacity and an open structure that will allow EASUN to outsource skills as widely as possible.

Among the strengths to be nurtured in order to support EASUN's essential strategic focus on leadership development include:

- Open boundaries to draw on the skills of Associates currently available for EASUN who are well steeped in the OD practice;
- Internal mentorship to develop appropriate competencies of staff and Board for shared leadership of EASUN into the future;
- Capacity building interventions that transform core organisational practices;
- Popular activities that address leadership, e.g., NGO board training; OD/ID networking meetings, as well as Facilitating Organisation Development and fieldworkers training courses;
- Facilitating dialogue on partnerships that support empowering capacity building practices in the region;
- Initiatives to establish a formally recognised association for practicing OD in East Africa.

2.3 Generating impact via small interventions

Two OD Associates, two Interns and one NGO leader from Kenya joined EASUN staff in a training workshop where they acquired new skills in facilitating collaborative learning processes through the use of alternative language channels. The inclusion of associates, interns and CSO leaders in the four day workshop (25-29 March 2008) helped maximise the training opportunity in terms of the relevance of the training itself and the availability of high profile facilitators in the field.

The workshop increased EASUN's awareness of the need for sensitivity, mindfulness and openness in inter-cultural situations of change management, and built new skills in:

- designing and facilitating simplified learning processes and, consequently, improving abilities to provoke "big impact" through small interventions;
- facilitating sharing of personal development stories and questions through simple visual narratives.

EASUN continues to equip itself as a Learning Centre for grounding developmental and cutting edge OD practices in the region. The workshop helped to strengthen institutional relations between EASUN and "Reflective Learning-UK", a non-profit social enterprise that provided two facilitators (Professor Tony Ghaye and Dr. Philip Chambers) for the training.

2.4 Developing young women as leaders

The internship programme for young women leaders started by EASUN in September 2007 gathered steam with the enrolment of the second intern in March 2008. Throughout the year both interns coordinated specific programme activities, co-facilitated training courses, managed organisational learning systems and received practical training in information management in the context of EASUN's elaborate communication strategy.

Following below are examples of how the different activities helped in developing "all round" leadership of the interns:

- Planning and managing logistics and processes of workshops engaged them with diverse cultural experiences & varied expectations in the civil society sector throughout the East African region;
- Documenting and reporting workshop proceedings strengthened their articulation and summarisation skills, as well as management of monitoring & evaluation systems;
- Through FOD course and participation in EASUN's team learning processes they practiced facilitating organisational learning processes and mentorship of others;
- Through EASUN's communication strategy they learnt information management and other networking skills.

These activities cover most of the strategic management areas that are currently calling for improved leadership performance in many civil society organisations in the region.

Overall, it turned out that the intern's participation in shared, team-based learning activities at EASUN (e.g. including regular coaching sessions for professional and self-development), was key to grounding their learning.

2.5 Unearthing CSO capacities for managing common purpose

Twenty participants attended the dealing with shadow workshop, which took place in Moshi, Tanzania from 27th - 31st July 2008. The workshop was a follow-up event for CSO leaders who had already received EASUN's training in facilitating organisation development and were familiar with OD concepts.

EASUN organised this workshop based on concerns increasingly expressed by CSOs about the currently dominant capacity building activities that tend to be overwhelmingly technocratic in their approaches, without necessarily addressing deep questions related to process, relationships or alignment of vision and values.

Consultants in capacity building and other development work are always stalked by their own shadows which, if unacknowledged, can destroy their ability to support organisations toward the intended outcomes of any intervention. A consultant who relies solely on his or her knowledge, without "self-work" to surface and manage feelings and desires that may be in conflict with the purpose of the intervention is likely to be unconscious of how his or her shadow is affecting the process, relationships and the success of the intervention. A consultant in such situation is considered to be working from the light side.

Learning processes in the workshop were extremely well managed through exercises, tools (colour, prisms, drawings) and different forms of conversations. Through speaking and listening partnerships, for instance, participants examined what their current practices in capacity building seemed to be saying about the dynamics and quality of their interventions in terms of 'light' and 'shadow'. Such conversations increased understanding of how "shadow manifestations" are related to light-side interventions:

Working predominantly from the light side enables the shadow to create smokescreens through which it ensnares our view of reality. Understanding the relationship between "shadow and light" enables facilitators of development to approach their interventions with processes, tools and conversations that enable people and organisations to move towards their authenticity and full potential to realise their visions.*

**NOTE: Working with the shadow side of the client is crucial for highlighting the complex development needs of a community, organisation or individual. The shadow of an organisation is to be seen in what is being done that does not visibly contribute to the achievement of the common purpose. If the shadow cannot be surfaced, the intervention is not successful (Mosi Kisare: personal unpublished notes from "Shadows": OD Event organised by CDRA in Cape Town, November 17-22, 1996)*

Consciousness based on the light side alone thus seems to be a "false consciousness". We need to know our shadow, because it is always asking something of us, i.e., be authentic, affirm your essential 'self' in order to bring the best of your abilities into relationships that are developmental.

Increased awareness about dealing with own and organisational light and shadow is a critical capacity for facilitators of institutional development of CSOs, toward strengthening their identity and increased effectiveness through focused management of common purpose.

2.6 NGO board training launched

A workshop for NGO board members and directors in May 2008 offered the first glimpse at real questions for NGO board development in East Africa. Board training is a new area of response by EASUN, which comes in the wake of three consecutive years of sensitising NGOs about leadership transitions and the challenges they pose for performance at operational and strategic management levels.

Forty-two Board members and Executive Directors from 22 NGOs in Kenya, Uganda and Tanzania attended the workshop, held in Moshi, Tanzania. Such a turnout, representing 97% of that which had originally been planned, reflects the urge felt by NGOs in the region to make their boards more productive.

In particular, the workshop clarified critical areas of leadership that NGOs need to strengthen in their boards, including: 1) roles and responsibilities; 2) relationships between boards and leadership points in other organisations; 3) working with values in NGO board leadership.





Leadership

that is facilitative
that is transformative

empowerment

“Many courses provide toolboxes for facilitating participatory processes in group or community activities. **FAF, however, is unique. It provides tools, but it is actually turning us into facilitators** who are able to design and manage group learning and development processes with a deep understanding of how participation promotes economic and social justice, shared learning, shared commitments and shared leadership.”

Reflections by a Tanzanian participant in the 2008 FAF course

The May workshop was designed to raise awareness of opportunities related to NGO board development and how training, in particular, can address some of the currently burning questions for NGO institutional development in the region. Following the workshop, actual training will take place on consultancy basis, responding to expressed needs of individual organisations.

Workshop evaluation captured participants' expressions of a new awareness that values and cause are the essential driving forces in both management and activities of NGOs. These are performance areas that NGO boards will need to assess more, in order to effectively lead their organisations toward sustained effectiveness based on common purpose. That and three inquiries for possible board training in Kenya, Tanzania and Uganda seemed to suggest that the workshop had raised the intended awareness of the need for NGO board training in east Africa.

2.7 Impact of EASUN's trainings in 2008

The will and ability to inspire others

Reflective learning processes enabled participants to evaluate their own learning and plan the path of their own facilitative leadership growth and the development of their organisations.

The leadership quality of inspiring the development of others was seen in several instances related to the FOD course for instance 1) when those who attended the FOD course in 2008 immediately signalled their intention to request training for fieldworkers of their organisations; 2) A CSO leader with the opportunity to work next to FOD graduates has expressed her desire to join the course with the simple words: "I am impressed", particularly referring to what she has witnessed as the leadership, self-management and facilitation skills of FOD graduates in her organisation and surrounding communities.

Becoming facilitative leaders

Coming to an understanding of how individuals can develop their leadership potentials through self-work was a critical aspect of the "dealing with shadow workshop". Participants expressed their recognition of how new shifts and skills built through specific exercises in the workshop were likely to support them in finding the balance of being leaders and facilitators of the development of others.

Most participants were fascinated by the new understanding that the shadow is created through our strenuous efforts on the light side, i.e., the excessive energies we expend towards being successful or acceptable. Others felt that the workshops had enabled them to connect with the spiritual aspects of their practice. Among the insights shared by participants in the "Dealing with Shadow" workshop was new awareness that aspects of the self were normally colluding to reproduce stuck situations of individuals:

“The new learning from the workshop will help me, in my practice, to approach interventions with processes that unearth shadow manifestations. For instance, being conscious of how shadow manifestations use pride to cover itself.”

Others expressed excitement at discovering the goodness of diversity.

Quality of participation transformed

EASUN's follow-up visits in 2008 revealed that facilitation of community activities by graduates of the FAF course were characterised by improved use of participatory processes and application of new powerful tools such as the action learning model. As a result, their interventions increased ownership and awareness of community groups in civic education activities.

Testimonies by graduates of FAF demonstrate how EASUN's new strategies (focusing the training toward facilitative leadership and community mobilisation) resulted in increased abilities of trained community workers to influence changes in local government practices related to service delivery and social development of grassroots communities. Specifically, the use of new skills by trained community monitors increased the participation and influence of community members in local government council meetings in three districts in Uganda.

The community monitors attributed such changes in the quality of community participation to the fact that they had become better equipped to facilitate shared learning in ways that transferred control (ownership) of the learning process from the facilitator to the community groups. The new approaches by fieldworkers helped such groups improve their ability to identify critical local development questions as well as their confidence to present demands to local government departments.

Yearly follow-up visits

Yearly follow-up visits by EASUN serve three main purposes: 1) monitoring impact of capacity development as an intervention for civil society institutional; 2) coaching CSO leaders in ongoing change management after some initial OD interventions; 3) identifying emerging questions and further support for organisation working with EASUN in their OD processes.

Follow-up with FOD and FAF graduates were carried out in April and August 2008. These visits helped EASUN to: monitor development in field work practices after the FAF course; assess the extent to which trained CSOs were able to democratise management practices of their organisations; and, reflect on the impact of training on organisational effectiveness, learning and development.

Notably, new learning and emerging questions for EASUN's FAF and FOD training were identified and documented during follow-up. In addition, specific recommendations on CSO institutional development strategies shared in conversations with individuals involved in the follow-up activities were documented.

2.8 Emerging issues and new learning

The strategic nature of shared purpose

While the concept of "shadow" may be difficult to comprehend, participants in EASUN's training activities tended to recognise what they referred to as "the challenge of honesty while consulting in capacity building activities" (i.e., how the consultant can be true to the situation of the beneficiaries while being authentic to his or her own practical needs at the same time).

Relatedly, most organisations today tend to focus their strategic thinking and planning exclusively on issues in the external environment, without examining the extent to which internal dynamics are supporting the achievement of their own stated purpose. That direction is often encouraged by consultants, intermediary organisations and donors who would rather not mess with organisational complexity, preferring to look the other way.

Understanding the concept of shadow is critical in training facilitators who are able to support organisations to align their internal processes, structures and systems with the purposes and values that are inherent in the visions of community activities they support.

"Lack of awareness about my shadow as a leader or consultant can lead to the shadow taking over, creating room for destructive elements (manipulation, fear, conflict) to impact the development process itself."





inspiring

insights and growth
for organisational learning

change: a field worker's story

“Letting go...” two short but powerful words.

I was terrified of going into community situations and not having answers for all the community member's questions. But, I have learned to embrace the idea that I do not have all the answers as a social worker. Because, like magic, the community will always come forward with questions and solutions that are far more authentic and responsive to their situations. This shows me that I have been preoccupied with my own knowledge and solutions. The truth is, local communities are themselves inexhaustible sources of wisdom!

Reflections by Herry Adili, Field Worker at Mkombozi (Moshi, Tanzania)

Understanding the concept of shadow is critical in training facilitators who are able to support organisations to align their internal processes, structures and systems with the purposes and values that are inherent in the visions of community activities they support.

Transformation hindered by traditional mindsets

EASUN's follow up of trained field workers revealed that some trained organisations that were not transforming their own governance and leadership practices tended to perceive and act on new facilitation and leadership skills as a threat. It also emerged in certain cases that trained individuals working directly with communities were applying new skills from the field workers' course much more than the headquarters staff who seemed to be constrained by bureaucratic traumas in one way or another, both during and after the course.

More “lived experience” is recommended

Working through field projects as an essential means of training was affirmed, with many participants expressing the need for more time in reviewing their field experiences. Other recommendations challenged EASUN facilitators to use more Alternative Language Channels (ALC) in the training, particularly toward making new concepts more accessible to all participants.

A big celebration

Overall, EASUN and the trained organisations celebrate great stories of change, which indicate levels of impact that brought trained leaders to new places in their abilities to transform situations they are working in. The quote below from a FAF graduate highlights the transformation of a facilitator who discovered her leadership:

“I was always too blunt with colleagues and clients alike. I did not think much about the effect of this on others. Through self-development support however, I was enabled to look at myself more thoroughly and holistically. I was enabled to address my attitudes and behaviours which hindered my effectiveness in both interpersonal and functional spaces of relationship. I am now better equipped to facilitate others to work through their own change in sustainable ways. Importantly, I no longer alienate others with my behavior, and I help others to work through change. I support them to work through it themselves.”

3. Networking for capacity development practices

Two important networking activities of EASUN are related to knowledge sharing as an avenue for strengthening leadership and organisational practices of CSOs in East Africa: 1) The OD/ID networking meeting, organised bi-ennially, promotes capacity building approaches that develop civil society organisations as institutions for social development. 2) The mentoring and coaching workshop for EASUN's OD Associates and apprentices is organised yearly as a platform for increasing the number of practitioners capable of providing "developmental" OD interventions, including coaching support to increase facilitative leadership skills in CSOs.

3.1 Transforming relationships to increase participation

"Managing change through participation" was the theme of the OD/ID meeting in 2008. It was based on three key points of view: 1) public participation is essentially a benefit, rather than a cost, in development; 2) Interventions leading to sustainable development demand skills for conscious change management; 3) participatory processes enable positive change of systems, structures, relationships and leadership practices, thus increasing the chances for democratic governance in organisations and other social institutions.

The workshop examined the concept and methodologies of participation, particularly how it enhances capacities and effectiveness of change management in organisations and communities. Participants also assessed the extent to which current capacity building practices of CSOs promote the participation of intended beneficiaries. The meeting was held in Moshi, Tanzania, from 30th June to 2nd July 2008.

Specific outcomes that were particularly important for EASUN from the 2008 OD/ID meeting include: balanced attendance of men (44%) and women (56%); payment of travel costs by participating organisations (28% paid their own full board accommodation as well). In addition, new inquiries toward participation in EASUN's training courses suggested that participants had made strong connection with the significance of participatory processes for effective change management. Other important outcomes from the OD/ID meeting included the following:

- Increased understanding of the relationships between participation, change management and transformation.
- Participants' planned to assess their organisational practices in relation to the extent to which they are enabling needed transformations;
- Planned follow-up to assess impact of the meeting on networking initiatives among participating organisations.
- Sustained collaboration between EASUN and Transforming Institutional Practices (TIP; based at the University of Western Cape, South Africa) through the TIP Director, Brenda Sonn.

3.2 Investing in ethical leadership for development organisations

Mentoring a core group of practitioners

EASUN OD Associates met in Tanga, Tanzania, from 6th - 9th October 2008 for their annual mentorship and coaching workshop. The primary aim of the Associates is to strengthen OD professional practices of individuals working closely with EASUN to support organisational and institutional development of CSOs in East Africa.

Through the ethos of shared leadership, each Associate was given a chance to facilitate the workshop - this was also partly a means to practice the use of tools and process management techniques. Processes used allowed participants to take responsibility for the discussions and outcomes of the workshop. Such participation was an extension of the role they had played in generating the workshop agenda, based on practice questions emerging from their interventions with civil society organisations in the region.

The 2008 workshop affirmed the forum's aspiration to launch itself as an association for OD practitioners in East Africa to advocate best practices for supporting institutional development of CSOs in the region. The role of EASUN in this practice benchmarking process shall be mainly to integrate new questions and lessons into a "core practice" framework delivered through training and documentation.



profile of a learning centre

Over the last ten years, EASUN has been building a movement of individuals who:

- value process and outcome;
- consider learning and shifts in perspectives as concrete outcomes in capacity building;
- cultivate capacities that can be worked with in the future;
- create processes that enable the client to take responsibility and ownership before, during and after engaging with them;
- appreciate that organisations are places of relationship.

This movement is a community of persons who share a concern and passion about how organisations are accompanied and supported to realise their goals. The above are strong features to be found in any given process that these individuals would undertake to facilitate. Through interacting at regular intervals, this community comes together to learn in order to improve our core practice of strengthening organisations.

As a Centre for Organisational Learning offering opportunities for practice development in the region, EASUN works with a number of other Associates who are based outside East Africa. We also maintain strategic institutional relationships that provide developmental practitioners who compliment our work in the region. These include Transforming Institutional Practices (TIP) at the University of Western Cape, Community Development Resource Association (CDRA) also in South Africa, and RL-UK (Reflective learning - UK).

Wangui Karanja

EASUN OD Associate, Nairobi, Kenya

The leadership question for CSOs

The Associates workshop in Tanga took place in the current context of CSOs' receding focus on sustainable development in local situations. The term "de-institutionalisation" has been used, suggesting that potential leaders and activists in civil society are increasingly opting for employment as technocratic administrators of systems designed to characterise and justify project-related products.

Notably, EASUN's eNews of October 2008 reported a team-building process for a CSO in Uganda where only 20% of staff considered themselves to be "future oriented" in initiating new ideas. More disturbing was the fact that not a single individual in this national level NGO considered their orientation to be in the category of "providing perspective and concepts" for new initiatives.

In the current context, huge financial and time investments in reviewing activities through factual measurement have drained local CSOs of the will and resources to invest in hope, innovation, creativity, leadership, vision and the ability to create success stories of empowerment. This has serious implications, especially at a time when many leaders who founded innovative organisations and programmes over the last two decades are retiring.

The Tanga workshop highlighted the need to shift leadership development and capacity building from a focus on "doing" to to developing people's abilities to initiate new ideas. They specifically recommended that the OD Associateship with EASUN be transformed into a nucleus of an "Association for OD Practice Development in East Africa" to provide a human resource base that supports NGOs in East Africa to effectively manage their institutional development.

3.3 Revamping intermediary strategies for institutional development of CBOs

Sixteen participants from 14 organisations in Kenya, Uganda and Tanzania attended a workshop organised by EASUN in Moshi, Tanzania, from 18 - 20 August 2008. The workshop reviewed and documented experiences of organisations involved in capacity building of grassroots CBOs in East Africa. The key question was the extent to which approaches currently used in capacity building were promoting CBOs as advocating for ethical leadership and good governance in response to social development needs of local communities.

Participants examined the values and methodologies applied in capacity building by intermediary organisations, and if they were likely to create shifts in the governance and leadership practices of grassroots organisations and in the livelihoods of poor communities. The workshop process enabled participants to unearth practice-related questions that lie beneath the usual branded intermediary activities. Based on practice issues that emerged, each represented organisation planned three things to introduce or change in its strategies for institutional capacity development of their partners.

Starting 2009, EASUN will make follow-up visits to organisations that attended the workshop, to help identify training, coaching or networking support they may need to further strengthen or transform their capacity building work.

3.4 Engaging a broader community of practice

Exchanging information and sharing knowledge with others continued to enrich EASUN's skills and perspectives regarding strategic directions of CSOs in the region. EASUN participated in a number of meetings organised by various partners in East Africa and beyond:

- In the Hague, Netherlands from 22-24 January, EASUN participated in discussions organised by STOP AIDS NOW with the theme: "Managing HIV and AIDS in the workplace".
- In Moshi (March) and Zanzibar (21-25 April), EASUN attended two consultative meetings organised by EED on managing partnership instruments, relationships and impact assessment.*

**NOTE: Professor Issa Shivji raises a caution that Western donor-led meetings involving Southern NGOs in policy dialogue (particularly on so-called "good governance" and methodologies aiming to provide evidence that NGOs are actually achieving impact) could work to co-opt NGOs in a process of further undermining the already weakened state in Africa and, therefore, facilitating the legitimization of the neo-liberal policies of hegemonic Western powers (See "What we are, What we are Not, and What we should be", by Issa Shivji, in *Development in Practice*, vol. 14, No 5 (Aug, 2004), pp. 680-695. Published by Taylor & Francis Ltd. On behalf of Oxfam GB. URL: <http://www.jstor.org/stable/4029897>)*

Notably, the invitation to the Hague meeting was partly in anticipation of a project being developed jointly by EASUN and HIVOS on "building institutional resilience to HIV/AIDS in the world of work."

Additional knowledge and practice sharing activities that enriched our strategic thinking and expanded our planning horizons, included:

- "HIV in the Workplace" workshop organised by INTRAC and CABUNGO in Nairobi, Kenya, November 2008. This workshop brought together 22 HIV and OD experts from across Africa. It explored both formal and informal responses to HIV/AIDS in the workplace and developed mechanisms for ongoing reflection and learning from organisational experiences in HIV & AIDS workplace programmes.
- Resource mobilisation training organised by Kenya Association of Fundraising Professionals together with the Resource Alliance, in Mombasa, Kenya, November 2008. The workshop provided key learnings, especially about the cultivation of relationships as the source of sustainable support. Overall, the training's key lesson was: "Fundraising is more about trust and shared vision. It is not begging".
- EASUN staff visited 10 members of its CBOs working group in Kenya and Uganda in September 2008, primarily to update them on the progress of a web-based CBO referral system initiated by EASUN in 2005. Among the roles of the working group members, they share information and market the referral system to their members and other potential contacts.
- EASUN participated in the 2008 NGO week in September and shared experiences of working with various actors in the development field.
- EASUN visited 10 potential partner organisations in Nairobi from 8-12 September. The visit also enabled us to hear about emerging questions related to capacity development of CSOs. The success of the visit was aided by the involvement of EASUN's Kenya based board members in identifying potential contacts. Many organisations visited provided enough time and expressed keen interest to explore various means of collaboration.

3.5 Emerging issues and new learning

Transformation and democratic organisational practices

Transformation is enabled by participatory practices in change management and other development work. In the July OD/ID workshop, exercises employing alternative language channels (ALC) enabled participants to share their lived experiences and develop new awareness about complex concepts related to their different organisations' practices. At its core, being democratic is about working in ways that mobilise people's energy and intelligence



staff

at EASUN in 2008

Agnes Alphonse, Office support, TZ
Apolot Igella, Programme Officer, Uganda
Felician Mbyatu, Office support, TZ
Fidelis Kishe, Financial Administrator, TZ
Lydia Bwenda, Programmes Assistant, TZ
Mosi Kisare, Director/ OD Consultant, TZ
Nyantito Machota, Programme Officer, TZ
Uwe Steen, OD Associate & Systems
Mgmt., Germany
Wangui Karanja, Programme Officer/ OD
Consultant, Kenya

interns

Edna Chilimo, TZ
Alando Anyona, TZ

associates

Alan Kaplan, South Africa
Ashanut Okile, Uganda
Brenda Sonn, South Africa
Faith Sax, South Africa
Hope Kabuchu, Uganda
Jared Onyach, Kenya
Joseph Meruaki, Kenya
Dr. Philip Chambers, United Kingdom
Salma Maoulidi, Tanzania
Tanja Kisslinger, Canada
Prof. Tony Ghaye, United Kingdom
Usu Mallya, Tanzania

board

of trustees in 2008

Aginatha Rutazaa
NGO Leader, Kilimanjaro Women's
Information Exchange & Consultancy
Organisation, TZ

Hope Kabuchu
MWENGO Representative, Social
Development Consultant,
Project Evaluations, Policy Advocacy, Gender,
Research, Uganda

Mr. Chris Mbiti
NGO Leader, Poverty Eradication Network

Mr. Joseph M'eruaki
NGO Leader, Kamurugu Agricultural
Development Initiatives, Kenya

Mr. Zie Gariyo
NGO Leader, Uganda Debt Network

Mrs. Joyceline Lugora
TVT (Televishe ni ya Taifa), TZ

Ms. Lucy Ng'ang'ga
NGO Leader, EANNASSO, Kenya

in the direction that is meaningful for them. Leadership capacity development is thus a critical area for OD and change management interventions (i.e., ensuring that in each organisation facilitated, "leadership" is one point of conversation that is given specific attention).

EASUN's OD Associates workshop in Tanga noted that relationships mediated by extreme reliance on the technocratic ethic have deeply influenced East African CSOs in their inability to conceptualise new ideas, compared to other performance areas such as monitoring and evaluation. In addition, the Associates recommended that EASUN's consultations and training activities should be platforms for developing a credible theory of capacity building. The FOD course, for instance, was considered a good place to introduce a session on capacity building, focusing on the concept of "ethical leadership" and transformational organisational practices.

Contract labour in capacity building

EASUN's visits to Transnational NGOs (TRANGOs) in Nairobi revealed genuine struggles with what might constitute meaningful capacity building, especially for grassroots CBOs. Most TRANGOs have established their own capacity building departments in an effort to add value to capacity building work in the region. From the way many of them received our visit, (i.e., busy schedules or unavailable heads of their organisations), it appeared that their need to justify their own capacity building work is preventing them from supporting the work of local capacity building organisations.

Those who made time to meet with EASUN staff gave no indication that collaboration was a priority for them. They mostly seemed to insist on the efficacies of their varying approaches to capacity development of CSOs. Instead of true sharing, they pushed the discussion toward wanting to know how problems they have encountered might be solved, partly in an effort to assess whether they could sub-contract EASUN.

From this visit we learnt that TRANGOS need to justify their existence and direct role in the South, and as such, joint programming becomes a means to support *them*, rather than the local NGO. We were able to get the feel of Nairobi as the elite town that it has long been known to be, offering an enclave of comfort for the gentrified expatriates willing to disregard the dire needs of the marginalised in the local situation around them. They were indeed struggling with important issues of emancipation and yet they seemed quite gratified as they indulged their elitist ways within skyscrapers.

EASUN is constantly striving to find ways to engage meaningfully with TRANGOs. While visits to ivory towered TRANGOs in the big city may be frustrating, we hope to be able to increase their effective participation in our annual OD/ID networking meetings and other fora that may enable them to engage sufficiently with the real capacity development of local NGOs, rather than their technocratic templates.

One question that has emerged for EASUN because of the apparent need of TRANGOs to claim precision and exclusive authority where they are involved in development work, is how to engage more closely with them without slipping into mission drift and eroding our own purpose and practice...?

4. Financial report as at December 31, 2008

Income and expenditure (Tsh)

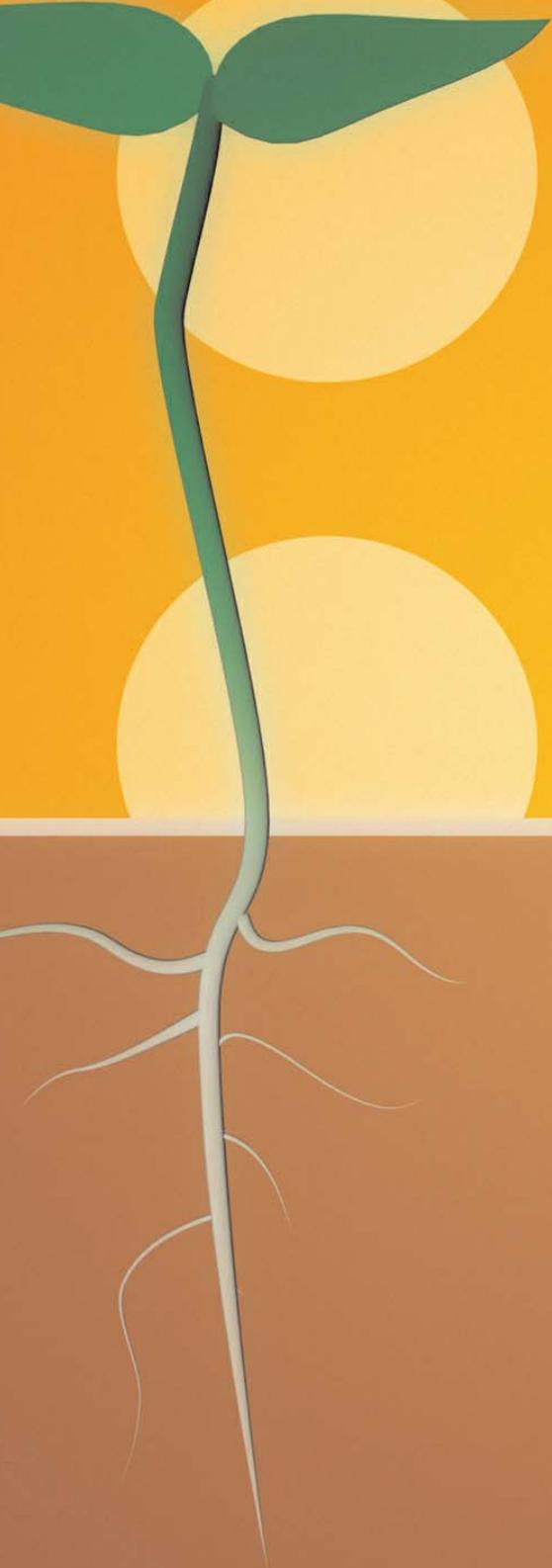
	<u>Actual 2008</u>	<u>Actual 2007</u>
Institutional grants	294,525,000	299,012,458
Programme grants	290,458,047	254,447,640
Other income	<u>155,047,530</u>	<u>77,960,256</u>
	740,030,577	631,420,354
Civil Society Programmes I - CSOs	80,677,934	95,809,599
Building Capacity in Facilitating Dev. Change and Transition Management	169,563,824	141,834,504
Civil Society Programme II - CBOs	94,499,639	90,920,423
Building HIV/AIDS resilience - EASUN Resource Centre	4,781,305	5,988,760
General Support Programme	11,668,434	6,305,981
Meeting of Governing Board	39,243,488	37,378,482
Skills and knowledge exchange	7,405,802	5,080,747
	<u>2,465,308</u>	<u>11,048,189</u>
	539,113,199	533,768,431
Surplus for the year	200,917,378	97,651,923

Balance sheet (Tsh)

	<u>2008</u>	<u>2007</u>
ASSETS		
<u>Non-current assets</u>		
Property and equipment	207,200,496	212,374,830
Lease prepayment	<u>12,477,273</u>	<u>12,681,819</u>
	219,677,769	225,056,649
<u>Current assets</u>		
Accounts receivable	21,367,887	28,201,394
Bank and cash balances	<u>663,378,999</u>	<u>395,559,262</u>
	684,746,886	423,760,656
Total assets	904,424,655	648,817,305
FUNDS AND LIABILITIES		
<u>Funds</u>		
Replacement fund	151,397,175	117,105,744
Sustainability fund	296,750,345	189,625,325
Accumulated funds	<u>352,169,762</u>	<u>292,668,835</u>
Total funds	800,317,282	599,399,904
<u>Current liabilities</u>		
Accounts payable	<u>104,107,373</u>	<u>49,417,401</u>
Total liabilities	104,107,373	49,417,401
Total funds and liabilities	904,424,655	648,817,305



EASUN



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