

EASUN 2011

ANNUAL NARRATIVE & FINANCIAL REPORT
(January – December)

Creating Spaces for NGO Institutional Growth in East Africa



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Institutional Growth in East Africa**



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Our foundational commitments

Vision

Civil society organizations confidently expressing their values and purpose through their leadership practices, activities, relationships and influence.

Mission

EASUN creates spaces within which individuals, groups, organizations and communities creatively learn to build a better history through new ways of thinking about and taking ethical action to transform practices and improve livelihoods.

Organizations facilitated by EASUN develop cultures and systems that foster good governance and leadership styles that facilitate team learning and inclusive relationships that support equal development of all, men and women.

Practice and methodology

“Practice” refers to: 1) socially sustained habit; 2) knowledge implicit in a particular field of action; 3) the values that give social accountability to action; 4) shared ways of accomplishing tasks or managing activities. Practice can be good (reflecting normative accountability) or bad (when the set of relations, knowledge or language activated fail to produce the practice or sustain its legitimacy and value)

EASUN’s transformational work in East Africa is aimed at developing capacities of civil society organizations to create and sustain sets of relations, knowledge, activities and language that sustain their identity and produce ethical leadership and organizational practices leading to sustainable social development.

That is the core of our institutional development (ID) interventions, i.e., facilitating civil society organizations to enact their values and strengthen their foundations as voluntary advocacy organizations. Knowledge sharing, networking and movement building activities make up 80% of EASUN’s work. The remaining 20% involves training transformational leaders, and OD interventions to strengthen the capacities of CSOs to manage their social accountability through gendered and participatory governance, including systems and policies that take account of the needs of marginalized groups.¹

The core of EASUN’s strategy is characterized by an OD/ID interface that cultivates skilled management of institutional identity, values, and strategic activities that bring civil practices to the social development arena.

Ethical leadership focus

Given the glaring challenges of leadership and other governance practices in African institutions today, EASUN’s OD work is increasingly focused on enabling civil society to model “ethical holding of organizational space”. All indications in Africa today are showing that *leadership* might be the remaining unexplored avenue for transforming institutions and renewing hope for sustainable social and economic development on the

¹ Such as people living with HIV & AIDS

continent. How is leadership held—how does a leader “carry”, or “walk” with what he or she is carrying, in spaces where human beings live and work toward common purpose? To what extent is the way in which a leader *carries, walks or holds space* creating harmony or advancing the common purpose?

At its simplest expression, an ethical leader listens, is respectful, non-judgmental and acts with integrity. This will be found in all stories of ethical leaders who had to make difficult choices under difficult circumstances. Ethical leadership is possible when we are able to interrogate our value systems. All structures and methodologies for programme implementation carry value-systems. Ethical leadership increases an organization’s social accountability, as opposed to furthering undemocratic powers of individual leaders.

Ethical leaders are conscious of the values that are permeating their practices of leadership and processes of decision-making in organizational settings. There are particular values that underlie what governments, business and, particularly, civil society organizations claim to characterize their purpose in development work. In practice, the ethical content of such a claim is to be assessed around specific qualities such as: 1) Appreciative processes and relationships in carrying the organizational vision, mission and values; 2) Distribution of leadership and responsibility-taking in the workplace; 3) Shared learning practices and systems for team/organizational development; 4) Team based task-performance and accountability; 5) Working for change outcomes that empower organizational members and communities served.

Those are glaring questions for leadership in Africa today. EASUN considers leadership to be a critical capacity area for democratizing governance. EASUN’s new strategic direction (2010-2013) focuses its training, coaching and OD interventions on developing transformational leadership skills in East African civil society. We do this through creating platforms where civil society organizations examine their questions and develop ethical leadership skills for building CSOs as institutions that outgrow individual leaders.

That is what EASUN’s mission statement is all about.

SPECIFIC APPROACHES IN EASUN’S ACTIVITIES INCLUDE

1. We organize collaborative activities that raise awareness and strengthen the advocacy potential of Civil Society organizations;
2. We undertake action research, training and joint activities that strengthen self-awareness and strategic capacities of CBOs as civil society, advocacy organizations at grassroots levels;
3. We build capacities of Civil Society Organizations (CSOs) to clarify their values and identity as the basis for change leadership and sustained effectiveness;
4. We develop capacities of organizations, leaders and communities, to promote gender equity, as well as ownership and participation in community groups and project activities;
5. We coach and train leaders to promote facilitative practices and organizational learning.

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0. Introduction: Transformational Essence in EASUN's Vision and Mission

0.1. DEVELOPING CSO CAPACITIES TO LEVERAGE ETHICAL SOCIAL OUTCOMES

EASUN's strategy is particularly addressing the ability of civil society organizations in East Africa to manage change effectively through conscious use of values at various levels of organizational practice and management. That is a compelling combination that makes it possible for organizations to purposefully shape and sustain their institutional development and advocacy in specific areas of focus.

Transformation is "history-making". EASUN equips organizations, individuals, groups and communities with transformational skills² in managing systems and learning processes that enable them to re-write their development questions and opportunities into whole new chapters that break down cultural, social, gender, and knowledge barriers.

Our mission is to transform organizational and community spaces into something better. *A better history for organizations and communities means creating the ethos and spaces where leadership is intentional in taking ethical action to transform structures, systems and processes toward equitable relationships that advance people's rights and quality of life.* Ethical leadership is possible only when organizations and communities are able to interrogate their value systems, i.e., sustaining their consciousness of how stated values are permeating their practices of leadership, relationships plans and programme activities.

Ethical holding of organizational space is a proposition; suggesting that there are particular values that underlie what governments, business, and civil society organizations claim to be characterizing their purpose in development work. In practice, the ethical content of such a claim is to be assessed around specific qualities such as: 1) Appreciative processes and relationships in carrying the organizational vision, mission and values; 2) Gender conscious distribution of leadership and responsibility-taking in the workplace; 3) Shared learning practices and systems for organizational development; 4) Team based task-performance and accountability; 5) Working for change outcomes that empower all categories of organizational members and communities served.³ Our goal is to increase the capacity of leaders and organizations to leverage ethical outcomes in social development.

² Transformational leaders support professional development and motivation of others to produce shifts in values, attitudes and beliefs in ways that transforms the whole organization. The foundations of transformational leadership are supported by first developing capacities to be vision lead, mentor upcoming talents, manage preparedness for various transitions in the organizational setting, and represent the organization in ways that actively attract others to associate with its cause and interests.

³ EASUN has elaborated its approaches to building ethical leadership qualities in the report of a workshop held in Moshi, Tanzania, in May 2009. See Workshop report "Ethical Holding of Organizational Space: Building Ethical Leadership Practices@, easun, 2009.

0.2. HOW WE WORKED TOWARD OUR GOAL IN 2011

0.2.1. Mapping institutional development path for CSOs

In the first half of 2011, a total of 80 CSO leaders from 30 civil society organizations were involved in EASUN's facilitated leadership development processes that included 1) facilitative leadership skills; 2) training of NGO boards for increased capacity to lead the management of organizational identity and purpose; 3) coaching and mentorship of leaders.

Both our own networking activities and involvement in learning events organized by partner organizations sought to strengthen a 'collective' wider impact by CSOs in the region. In the context of its ethical leadership development focus, EASUN's activities in 2011 were designed to develop the capacities of CSOs to generate impact that can be associated with the vision and identity of the civil society sector.

The board training sensitization workshop in June, for instance, was an important networking activity, which also focused on increasing the awareness of CSOs about specific skills, qualities and practices needed for board leadership that leads to the fulfillment of organizational purpose. One particular leader who attended the workshop from Kenya wrote back to express his appreciation, with the following words:

I am feeling quite empowered and walking tall after the NGO boards training workshop. True leadership is the ability to see finished products and inspire people to do what it takes to get there. That is what EASUN is doing. Great work is being done for strategic leadership in Africa. And I intend to actualize every skill learnt to build a strong leadership pipeline in our institution.

EASUN's networking workshops in 2011 influenced CSOs to become much clearer about their identity and related practices that characterize transformational leadership. Enabling CSOs to share new skills and other practice issues related to good leadership was a key institutional development intervention through shared planning and monitoring of ethical practice development in the region.

0.2.2. Addressing prospects for civil society growth in 2011–2012

A number of questions emerged from EASUN's OD interventions in 2011 that suggest a challenging way ahead for CSOs institutional growth. A number of issues were highlighted by organizations that received change management support from EASUN 1) lack of shared ownership of organizational purpose; 2) CSOs being increasingly sub-contracted to implement projects with short-term objectives and time-frames that do not support empowered community participation; 3) limited skills for managing organizational systems; 4) gender being only partially mainstreamed in organizations that exist within cultural settings where women remain subservient to men.

A number of specific results identified during evaluations of OD interventions in 2011 and follow-up visits by EASUN to CSOs supported by EASUN in 2010 show real opportunities for change and development when organizations were sufficiently supported to surface their real questions. Some milestones achieved and documented in such situations include: 1) increased

participation by CBOs in local networks; 2) action-steps taken to create activities, systems and structures for organizational-learning; 3) new awareness about the need to consciously manage the level of gender at organizational and activity levels; 4) plans to align structure, activities and leadership practices with organizational vision, mission and stated values.

0.3. IMPORTANT NEW LEARNING FOR EASUN

- Abilities of CBOs to develop their leadership and strengthen local institutional networks are often weakened by project funding relationships that concentrate their relationship building and accountability on Northern based donors and leaves little time and incentive for cultivating relationships within the local civil society institutional context.
- Expert postures by facilitators tend to reinforce patriarchal role definitions, expectations and power relations between men and women, particularly in the more rural grassroots organizations.

0.4. HOW OTHERS PERCEIVED US IN 2011

We were particularly touched by unsolicited feedback that we got from CSO leaders and practitioners who participated in EASUN's activities in 2011. The headings of what they shared tell a powerful story of EASUN's impact on leadership performance and transformational practice development in East Africa. Details of what was shared are in part 5 of this report. The headings below herald what different individuals highlighted to be their experiences of EASUN and its work in 2011:

- *EASUN is enhancing growth of CBOs*
- *EASUN's initiatives strengthen professional development*
- *Local NGO saved by skills acquired from EASUN*
- *EASUN inspires strategic leadership in Africa*
- *EASUN E-News is improving capacities of CSOs*
- *"My practice is influenced by EASUN's energy and conviction"*⁴

EASUN Board, staff and Associates look forward to your continued encouragement and support in our service to CSOs in East Africa toward an even more exciting and impact filled 2012.

Mosi Kisare
Executive Director
Arusha, May 2012

⁴ Transformational leaders represent the organization in ways that actively attract others to associate with its cause and interests.

I. Strategic objectives 2010 – 2013

1 *CSOs are creating inclusive processes and new abilities to align organizational practices with their stated visions*

- 50 leaders (at least 30% women leaders) are trained in facilitative and transformational practices that facilitate shared values and conscious management of systems.
- 3 country specific workshops and follow up visits for coaching leaders.
- 4 individual CSOs have received in-house boards training.

2 *CSOs and capacity building practitioners have increased collaboration and clarity toward capacity development practices for sustainable institutions.*

- 4 networking consultations and workshops to strengthen quality partnerships toward effective support and collaboration for CSO sustainability.
- 8 publications for OD/ID awareness printed and distributed.
- 2 regional consultations on CBO identities and institutional development strategies.
- Referral systems for service providers to CBOs established.
- 2 change management workshops and coaching visits to trained CBOs.

3 *Growing number of men and women leaders are able to facilitate transformation through participatory processes, transparent procedures and shared learning.*

- 8 meetings for knowledge exchange and development of new methodologies through APODEA platform.
 - Participation in 4 OD conferences for knowledge exchange;
 - 8 newly trained transformational capacity building practitioners coached (OD Apprenticeship programme).
-

2. A quick view of activities implemented by EASUN in 2011

STRATEGIC AREA	ACTIVITIES IMPLEMENTED	DATE OF IMPLEMENTATION	LOCATION	PARTICIPATION, PROCESS & CONTENT
1. Transformational Leadership Capacity Development	1. FOD (facilitating Organization Development Course (FOD) cycle “N” module 3 and cycle “O” mod. 1 & 2	March 14 – 20 August 22 – 28	Moshi, Tanzania. Moshi.	- 19 CSO leaders completed 8 months of training in facilitating organization development and other transformational leadership skills. - 8 others enrolled for the same course in August, which ran till March 2012.
	2. Coaching leaders of CSOs implementing change processes	Different sessions between February and November	Njombe, Tanzania Moshi Tanga	- 3 heads of programme in a CBO implementing sanitation, health and community education projects in Njombe District, Southern Tanzania received coaching based on specific leadership development objectives developed by themselves. - 1 NGO leader coached on effective management of her own leadership and other staff transitions, including handling of the associated emotional turmoil.
	3. NGO Board training sensitization workshop	June 13 - 15	Moshi	- 8 women and 14 men board members and Executive directors of 15 organizations in Kenya, Uganda and Tanzania received introductory training that made them aware of the need and available opportunities for board training.
	4. Internship for Young Women leaders	January – February	Arusha, Tanzania	- 2 young women interns received coaching in transformational leadership skills, through practical engagement in programme coordination activities and participation in self-development sessions. They also received training in facilitating organization development.
2. Transforming Organizational Practices through OD Interventions (General Change management Support to CSOs)	5. 7 civil society organizations received OD interventions within EASUN's regular yearly workplan. - additional 29 organizations received OD interventions in the context of special projects in partnership with 3 other	- January 14-15 - February 15-10 - May 18 - 21 - July 23 – 29 - October 4 – 6	- Arusha, Tanzania - Addis, Ethiopia - Dodoma, Tanzania - Moshi, Tanzania - Njombe, Tanzania - Himo, Tanzania - Additional 29 OD interventions were	- 12 staff and board members of a regional organization based in Arusha participated in a team building exercise facilitate for their organization by EASUN. - 10 church leaders from Tanzania were accompanied by EASUN to facilitate reflective learning processes and documentation of experiences during a study visit to Ethiopia. - 22 members of a (Church) community based health organization in Dodoma, Tanzania, were facilitated in a self-

	institutions.		carried out in Kenya, Tanzania and Uganda.	assessment process and follow-up strategic thinking and planning. - 9 staff members of a grassroots CBO in HIMO, Tanzania received training in data gathering skills and use of action-learning in information management and M & E systems. - Partnerships in the additional 29 OD interventions included 2 donors, 1 special interest group and a private sector organization. - 20 men and women (staff members of a CBO in Southern Tanzania) trained, through image based language channels, to develop their own organizational <i>learning site</i> , containing systems, processes and skills in the use of powerful tools for facilitating creative review of experiences and learning-based M & E.
3. Networking and Knowledge Exchange	6. Workshop to Review 2009 North/South dialogue event and strengthen perception of CSOs as a movement for transformation	March 29 – 31	Moshi, Tanzania	22 Civil society leaders from 15 organizations attended, reviewed and planned ways forward to strengthen South-south civil society networking.
	7. Regional workshop on mainstreaming HIV & AIDs in OD approaches	April 12 – 15	Moshi, Tanzania.	15 OD Practitioners and HIV and AIDS mainstreaming experts attended and develop an action plan for strengthening awareness and change management skills of HIV & AIDS workplace mainstreaming experts.
	8. International learning group on HIV & AIDs mainstreaming in the workplace	June 14 – 18	Nairobi, Kenya	1 EASUN staff participated among 22 African NGOs, shared documented experiences on interface between OD and HIV & AIDS mainstreaming in the workplace.
	9. Visit to PSO	April/May	Netherlands	1 EASUN staff participated in 2 knowledge sharing activities with partners in the Netherlands.
	10. Newly trained OD practitioners coached (Apprenticeship programme)	January - December	Various venues	4 OD apprentices coached in facilitating learning and change processes in training, organizational and community project situations.
4. Learning Centre Development	11. 1 st Task Force Meeting of Association for Practicing OD	April 15-16	Moshi, Tanzania	5 carrying group members elaborated APODEA's purpose, assigned tasks and planned agenda for next meeting of the

	in East Africa (APODEA)			Association.
	12. 2 nd APODEA task force meeting	August 19 – 20	Moshi, Tanzania	6 carrying group members met, shared experiences as practitioners and leaders, and planned logistics for two APODEA meetings that followed later on in the year (see activities 13 & 14 below).
	13. Joint APODEA & EASUN workshop on “Public Private Partnership” (PPP).	September 19 - 20	Moshi, Tanzania	18 (9/9 women and men) APODEA members and other civil society actors from the East African Region explored the concept of PPP and implications of CSO’s involvement in relationships with government and the private sector.
	14. APODEA institutional development meeting	September 21	Moshi, Tanzania	3 rd APODEA full Association meeting examined issues such as its institutional formalization, and brainstormed ideas about possible structure. The meeting also launched the concept APODEA country chapters.
	15. Joint APODEA & EASUN consultation on “Civil Society at cross-roads.	September 22	Moshi, Tanzania	23 civil society leaders (11/12 men and women) from Kenya, Uganda and Tanzania attended the consultation and assessed experiences and the perception that civil society is experiencing a gradual erosion of its role, contribution and influence in social development.
	16. EASUN’s own learning activities	January - December	Arusha	<ul style="list-style-type: none"> - 6 learning meetings, 30 weekly team perspective meetings and 3 joint meetings with OD Associates generated lessons that helped improve operations, relationships and capacity development methodologies at EASUN. - 20 coaching sessions supported personal & professional development of staff, interns and Associates. - 2 Board meetings reviewed plans and activities, and monitored resource use and accountability.
	17. Web skills training	- February 18	Arusha, Tanzania	2 EASUN staff trained in e-news formatting, mailing list administration and web-based news dissemination.

5. Communication for OD/ID awareness	18. EASUN activities advertized for increased visibility	- April & May	Arusha	2 adverts placed in newspapers
	19. EASUN brochure updated	- June	Arusha	Updated brochures for NGO Board training, Field workers course and EASUN general profile.
	20. 10 e-news pieces written and distributed.	- January - December	Arusha	EASUN shared OD/ID ideas with 1,535 recipients globally.
	21. Internet connection and web-site management sustained.	- January - December	Arusha	
	22. Field workers of CBOs trained in facilitation and community mobilizing skills	October & November: modules 1 & 2 respectively	Tengeru, tanzania	8 men and 8 women fieldworkers, programme coordinators, and associates of a rights advocacy organization for small miners in Tanzania were equipped with skills for facilitating self, gender and community awareness toward empowered participation in organizational and project situations.
6. Special focus on CBOs Institutional development	23. CBOs website and referral system for services & information exchange	Jan. – Dec.	Arusha	- CBO Website and Referral System for services and information exchange was developed up to 70%, with addition of 600 new organizations and a blog.
	24. Maintained subscriptions to journals, book purchases and membership to strategic networks for EASUN's institutional and practice development	January - December	Arusha	- 6 journals and membership to OD network renewed. - administratively continued to monitor learning and knowledge needs of both CSOs and practitioners in capacity development. - renewed supplied and services to resource centre equipment.
7. Resource Centre facilities	25. Construction of EASUN Learning Centre Sustainability Project	January - December	Olosiva village, Arusha	Phase 2b construction is in progress. Completed walling, roofing, plastering, electrification and plumbing for OD/ID Resource Centre, coaching rooms, baby care centre, small workshop facilities and offices.

8. Learning Centre Sustainability project	26. 2 Executive and Board meetings held	May 14	Arusha, Tanzania	Executive and Board member met and verified EASUN's financial statements. Staff and Board members together Reviewed strategies, implementation of activities and work plans.
9. Internal governance	27. Follow-up visits to trained organizations	February, April, July for 1 organization July	Njombe, Tanzania Tanga	1 CBO in Southern Tanzania was visited 3 times in 2011 and supported with further change management interventions, including coaching of its leaders, following initial interventions carried out in 2010. 1 NGO leader visited and supported to explore emerging leadership questions following board training in 2010.
10. Evaluating and documenting impact	28. End of year review meeting	December 14	Moshi	EASUN staff and Associates used images to express their feelings in the EASUN context as a basis for reviewing individual and organizational performance, in 2011, at the levels of organizational culture, activities, systems and relationships.

3. Details of activities implemented

3.1. TRANSFORMING ORGANISATIONS THROUGH OD

3.1.1. Practice issues and examples of what we did in 2011

EASUN recognizes the essential purpose of civil society organizations to be advocacy for governance practices that support and enable change toward greater social and economic justice. From both ethical and practical perspectives, this makes particular demands on the kind of capacities that CSOs themselves seek to develop for advocacy, service delivery and change management within their own organizations. There is much support available today for CSOs to develop and implement *incremental change* for operational and service improvement, with varying levels of success. In order to realize their full potential as advocates for social change, however, EASUN believes that CSOs need to increase their focus on building their capacities for *transformational change* at various levels of governance and activity implementation.

That particular understanding and assumption about the essential purpose of CSOs informs a key objective of EASUN, i.e., supporting CSOs to develop and use reflective learning processes and systems that will help in surfacing both their activity successes and change questions; toward sustained effectiveness in advocacy for greater justice and development that is equitable in addressing the needs of both men and women.

In 2011, EASUN implemented a total of 7 OD interventions in the context of its regular programme with civil society organizations in East Africa. For the first time in EASUN's outreach to CSOs in East Africa, the greater number (85%) of such OD interventions were in Tanzania.

One intervention that particularly stood out was "construction of a *learning site*", in July, in a grassroots CBO that undertakes health/ sanitation and educational (school construction) projects in Njombe, Southern Tanzania. The learning-site construction process involved 20 men and women who, through the use of image based language channels, were able to craft learning-based M & E and reflective learning systems and instruments such as participatory visual documentation of learning outcomes, creative review of experiences and powerful tools for facilitating learning.

The direct use of *learning site* instruments in the training process enabled the CBO to practice application of team values in the learning process, and to surface a number of its critical organizational, institutional and practice development issues. In that way, the learning site construction played a critical role of aligning the CBOs practices, systems and organizational culture with its institutional development goal of becoming a team based, learning organization. The intervention itself, and the vision of the CBO toward becoming a learning organization, are confirming a key assumption of EASUN in its OD work, i.e., CSOs in East Africa feel the need to develop learning systems in order to remain relevant and effectively responsive to people's needs in

their environments. That, in fact, addresses another assumption, i.e., with the right local and external support, CSOs in East Africa are interested in strengthening holistic approaches to management that are more likely to transform their organizational practices. In the case of the CBO referred to above, both the external sources of financial support and local expertise from EASUN were made available for a series of interventions over a 1 year period toward building up the CBO's existing *capacity for change*, i.e., its vision, conviction and intentions to improve service delivery in local communities through effective change management at the organizational level.

The Tanzanian CBOs had developed and clearly documented plans to outsource EASUN to 1) train and coach 3 management level staff in transformational leadership skills; 2) equip 20 other staff and field workers with skills in facilitating participation and ownership by men and women at community project levels; 3) equip the board with leadership qualities and capacities for its own accountability and ability to seek the accountability of others toward achieving stated organizational purpose. The three training activities took place from August 2011 to August 2012.

EASUN carried out other OD interventions in 2011, with 29 organizations in the context of special projects in partnership with 3 other institutions. These included 2 donors and 1 special interest group working with local organizations in Kenya and Uganda. The third special project partner is private sector organization based in Tanzania.

3.1.2. Emerging questions from OD interventions

Need to invest in endogenous sense of purpose

Specific institutional development questions stood out from OD interventions carried in 2011: 1) most staff members had no recollection of their organization's mission and vision statements, nor did they feel a sense of ownership to them; 2) organizations were over-burdened, and largely incapacitated by pressures to implement many short-term projects that require frequent evaluation and reporting to donors; 3) limited skills and lack of consistency in managing essential organizational systems, 4) some integrity questions in terms of ethical leadership generally and use of financial resources in particular; 5) gender was mainstreamed mainly at the visible physical levels of equal employment opportunities and equal representation of men and women in departments and committees. Higher management positions continued to be dominated by men, which was particularly disenfranchising of women in specific cultural settings where they are expected to demonstrate obedience to men.

Point number 5 above shows how traditional local contexts, together with a rather forceful external push may create a poor climate for change in organizations that are formally mainstreaming gender at the levels of visible systems and policies alone, without consciously managing necessary change at other levels such as values, identity, leadership or relationships.

Human resource challenge for transformational interventions

In terms of service provision, a particular challenge that EASUN continued to experience in the East African region is the limited number of OD practitioners who are able to facilitate transformational

change interventions in ways similar to how the Tanzania CBO above was supported in 2011. Such human resource constraints created a particularly heavy strain on us when new partners sought to draw on the existing human resource capacity at EASUN to provide OD services to their partners in specific service delivery projects. The expansion, in 2011, of the number of organizations facilitated by EASUN from 6 to 29 per year is an eloquent statement about that particular challenge.

Plugging critical gaps in project based development work

The challenge above is strongly influenced by renewed focus on service delivery through projects for *incremental change*, largely caused by an increasingly difficult funding environment for development cooperation. CSOs are currently finding it difficult to dedicate the financial and human resources required to sustain transformative activities. To address this situation, EASUN has developed a brief organizational survey (diagnosis) process that reduces the intervention time required from four to 2 or 3 days only. That, obviously, is not an ideal situation from a good practice point of view, in that it does not allow an intervention to build sufficient *capacity for change* in an organization, as evidenced in cases where gender was only partially institutionalized as a practice for managing change in organizations and communities.

3.1.3. Opportunities for meaningful change through EASUN's interventions

The following results in organizational practices were identified during evaluations of OD processes and follow-up visits with various CSOs supported by EASUN in 2011. Examples highlighted refer to some specific changes in organizations and trained individuals interviewed.

1. **Incremental operational level change:** 1 CBO in Northern Tanzania strengthened skills and improved systems for efficient management on a day to day basis;
2. **Identity management:** EASUN and 1 private sector organization examined their varying approaches and established joint plans for building organizational capacities of 17 CSOs in Tanzania;
3. **Networking responsiveness:** 1 CBO strengthened institutional self-awareness, which increased its active participation in activities of other local organizations in Southern Tanzania;
4. **Organizational learning practices:** 1 CBO is more consciously focusing its staff meetings and reflection sessions on *learning* from implemented activities;
5. **Performing teams:** 1 CBO strengthened its values toward increased awareness of the needs of others in team situations, and documented its commitment to creating activities, systems and structures for team-learning;
6. **Gender consciousness:** 1 CBO documented its new awareness that managing the level of gender is about both balancing physical representation of men and women and addressing different expectations, needs and power relational issues at various levels of responsibility in different organizational processes.
7. **Stewardship of "ethos" and practice:** 1 private sector organization documented its new awareness that organizational resources include stated values, which also influence performance at the levels of managing finances and organizational culture.
8. **Strategic competence:** 1 CBO in Tanzania planned and implemented a series of OD and training interventions designed to align its structure, activities, skills and practices with organizational vision, mission and stated values.
9. **Transformational leadership:** 23 trained leaders from Kenya, Uganda and Tanzania expressed and documented their new awareness and skills for influencing change in attitudes, behaviours, performance and values within the overall organizational setting.

In spite of the challenges noted for developmental practice, the examples above show that CSOs have recognized the importance of unique results from EASUN's interventions and are willing to engage with OD on a more long term basis. Awareness by the CBO in Njombe about the need to construct its organizational *learning site* is a particular case in point. There is also a growing number of donors and capacity building initiatives that are willing to link their support for OD work with transformative change. Some networking activities that EASUN was involved in 2011 testify to that, for instance,

1. Action research initiative involving 5 global regions to promote learning in organizations and building partnerships to strengthen advocacy through organizational learning;
2. "Civil society at cross-roads" learning and documentation process that examined the roles, contributions, opportunities and limitations for civil society action and development in the current global environment. Possibilities for establishing a Southern led Capacity Building initiative is being explored through this initiative.
3. A special OD service delivery project that has made funding available to employ 5 new staff in a special EASUN office based in Dar es salaam. This project is influencing 75 organizations in Tanzania to embrace transformational practices, including training of 10 leaders in transformational/facilitation skills planned for 2012.

3.2. TRANSFORMATIONAL LEADERSHIP PRACTICES DEVELOPED

3.2.1. 23 Leaders trained in facilitating organization development skills

13 CSO leaders completed cycle "N" of the FOD course in March 2011. Another group of 8 leader joined Module I of cycle "O" in August, bringing to 23, the number of leaders trained through this leadership flag ship course in 2011. The second module for cycle O was held in November 2011.

In both cycles, participants were introduced to a wide range of new tools, concepts and skills for diagnosing organizational development questions, facilitating team development and organizational learning, as well as the effective use of self as a facilitative leader and change agent.

The FOD course in 2011 particularly enabled trained leaders to develop a new understanding of leadership from the point of view of supporting inclusiveness and empowered participation.

Outlook on "leadership" transformed

Anike, at the end of module III, in March 2011, reflected on how her practice of leadership had been transformed from "serving my own superior position of top-down power", to consciously working with a new question that emphasizes the role of a leader as a listening partner—"applying my knowledge and skills to support an organization's change efforts toward more effectiveness structures and work processes."

Results for team- and organizational learning

In a bonfire discussion on the last day of the last module of “Cycle O”, 15 graduating leaders shared their unique experiences of how their values and skills had been shaped toward more transformational leadership and governance practices. For instance:

1. **Patrick** examined his current values, attitudes and behaviour at point no. 3 in the new tool (“U-procedure) and discovered that his increased capacity to *own* the changes he needed to bring about in himself was leading him to become a facilitative leader.
2. **Wilfred** noted that he had gained a new kind of leadership, which gave him a more *facilitative posture* (*values and listening skills*) in supporting other people’s development.”
3. **Anike** realized that her role as a leader in facilitating change is to support people to grow by keeping it simple. This will be supported by her increased capacities to work with what is emerging and “*letting go*” of control. “Letting go” means transforming the use of power from serving one’s own ego and more toward allowing people to shape their own learning around their experiences and existing knowledge.

Other gains for facilitative leadership noted

1. Increased confidence and ability to take responsibility for own learning.
2. Improved skills in the conscious use of tools to facilitate change around specific contextual questions.
3. New skills in working with the leader’s own unconscious processes to de-escalate tension or hostility in an organization.
4. New concepts that help facilitators of change navigate usual pitfalls of creating both dependency and resistance.
5. Increased capacity to surface a leader’s own hidden assumptions in order to generate acceptance in others about their role in creating solutions to stuck organizational situations.
6. Listening skills acquired for leveraging responses that improve performance in accordance with stated organizational values, vision and mission.

3.2.2. Field (community) workers trained

8 men and 8 women fieldworkers and associates of a rights advocacy organization for small miners in Tanzania in received 2 modules of facilitation skills training between October and November 2011. The training was held in Arusha, Tanzania.

Participants in the training included a wide scope of organizational members, including coordinators of the overall advocacy programme based in Arusha. More than 60% of the participants, however, came directly from the mines, or grassroots miners’ organizations in two regions of Tanzania (Arusha & Manyara) where small miners continue to experienced abuse, including deaths at the hands of big mining companies.

Inclusion and participation in the training process

Women’s leadership throughout the course and learning processes was quite prominent, as they demonstrated confidence in sharing and asking questions on issues related to the subject matters of

facilitation, participation and empowerment. They also took part confidently in the role-plays, and provided leadership in making plenary presentations from group discussions. This is particularly significant because most of them came from rural grassroots situations and were sharing a learning platform with urban-based professionals from the advocacy office in Arusha.

A number of things that are central to EASUN's methodology made the training particularly accessible to participants. These included: 1) Participatory processes that enabled internalization and ownership of learning by all participants; 2) Facilitators showed genuine respect for participants questions, which enabled them to relax and take charge of their learning questions as early as the first day of the training.

Other core interventions of the FAF course were particularly helpful, such as:

1. Building awareness of the concept of participation used role-plays developed from participant's own stories.
2. Instructions were deliberately kept in image based language to enable equal participation of all participants, including those who were not likely to engage in intellectual discussions.
3. Use of Alternative Language Channels (ALC) enabled participant engagement and ownership of learning.
4. Consultants trusted both the process and creativity/ability of participants to generate their own questions and insights.
5. Any inputs made by the facilitators were based only on the insights that participants had already shared from brainstorming, role-plays and group discussions.

3.2.3. Board training sensitization workshop

EASUN organized its second workshop to sensitize civil society organizations about the importance and available opportunities for board training. Twenty two (22) board members and Executive directors from 15 organizations based in Kenya, Uganda and Tanzania attended the workshop from 13th - 15th June 2011. The workshop took place in Moshi, Tanzania.

The enthusiastic response by CSO boards was a strong indicator of the felt need for board training by CSOs in East Africa. Men and women participants in the workshop came from Pader, in Northern Uganda, Western Kenya, Kisumu, Nairobi, Machakos, Kitui and the Maasai stronghold of Kajiado. Tanzanian participation was also quite rich, with particularly youthful leadership representing organizations from Arusha, Dar es salaam, Morogoro and Tanga.

NGO Boards in East Africa have been perceived to play rather limited governance roles, i.e., mostly administrative oversight and supervision of financial accountability. Such boards have been characterized as unavailable, self interested, overbearing or disconnected from development challenges facing the organizations they lead. Lack of shared purpose has often led to regular conflicts between boards and secretariats, thus weakening overall leadership and credibility of civil society organizations.

The Moshi workshop was designed to raise awareness about board training as an intervention that transforms leadership practices. It particularly elevated “good governance” as a question for leadership accountability to stated organizational values and purpose.

A number of exercises were used to explore required board leadership skills. Images developed by participants in such exercises generally upheld the view that effective board leadership needs to be transformational i.e., demonstrate organizational values and visions as the basis for managing change in individuals as well as organizational systems and processes. One group drew the sun to depict qualities of transformational leaders and characterized their image with the following words:

Like the sun, we bring light everywhere

Like the sun, we spread warmth;

Like the sun, we illuminate paths of seekers;

Like the sun, we promote growth in diversity.

Governance roles clarified

On the last day of the workshop participants held conversations about governance roles and responsibilities of boards, which led to identification of specific areas considered to be relevant for board training in the current NGO circumstances. In the end, 6 participating CSOs signed up for the possibility of full board training in their individual organizations between 2011 and 2012. Given the content of the sensitization workshop, the expressed intent for further board training was a demonstration of preparedness by CSOs in the region to review their organizational structures and processes to enable institutionalization of more transformational leadership approaches.

3.2.4. Leaders visited and coached

Temba is among 4 leaders coached by EASUN in 2011, which involved 3 follow-up visits between February and July. Temba’s stated his leadership development objective in the coaching process as: “increased ability to facilitate others reach and own their learning goals”. This reflected his new awareness of the need for a leader to respond to people’s feelings and thoughts in ways that leverage their capacities to share organizational vision and values as a basis for sustainable practice development.

Methodologies used enabled the 4 coached leaders to surfaced and include new questions into their leadership development plans. Shifts in the questions were to be used for monitoring and documentation of changes in the in their leadership skills and qualities. In addition, emerging new leadership practices were documented in notes of various training activities and further coaching sessions.

Transformational leadership skills developed

Results noted, particularly with regard to new roles and practices, for the different leaders coached included:

- *Gave feedback in new ways that support team-learning and gender mainstreaming;*
- *Instituted use of reflective learning tools in data gathering from community project activities;*
- *Redesigned structures and processes of departmental meetings to include rotational facilitation and use of tools that support team and organizational learning.*

3.3. CONNECTING CBOs THROUGH REFERRAL SYSTEM

A referral system developed and coordinated by EASUN supports networking among CBOs and their access to up-to-date information on various institutional development support services, from both donors and local intermediary organizations. The total number of CBOs listed in the system by December 2011 was 746. The referral system is still undergoing refurbishment and further development.

In the spirit of leveling the playing field, EASUN itself offers OD services at a highly subsidized rate to grassroots organizations. 1 CBO in Northern Tanzania received 2 subsidized consultancy support in February and June 2011. These were problem solving interventions that took place at a moment of critical staff changes in the organization. EASUN's support built skills of new staff and helped put new financial administrative systems in place.

The two interventions highlight the diversity of EASUN's support to CSOs in the region. Small grassroots organizations, in particular, often require strengthening of specific systems or skills. Such support by EASUN is in addition to its mainstream OD work that focuses on developing CSO capacities for learning and change management toward improved qualities of life in organizations and communities.

3.4. NETWORKING FOR INSTITUTIONAL SUSTAINABILITY OF CSOs

3.4.1. Significant presence in a shared learning platform

EASUN participated in a learning event organized by PSO and its partners in the Netherlands, in April 2011. The workshop, which brought together 70 participants from the NGO, government and business sectors, was guided by the theme "Learning from Southern practices of civil society cooperation with business." The event provided insights into experiences and capacity challenges of CSOs in their increasing initiatives toward cooperation with private business. Southern NGOs were represented by EASUN (East Africa), PRIA (Asia), and NGOs that work in partnership with ICCO from India, Peru and Kenya.

The workshop highlighted some key issues that CSOs need to be conscious of as they develop partnerships with organizations in the business sector. Specific capacities recommended for development in the sector are similar to those that EASUN is already addressing in its institutional development services toward sustainability of CSOs in East Africa, such as: 1) ability to leverage mutual respect, 2) aptitude and skills for identity management; 3) philosophy of change and how this relates to partnership development.

The Rotterdam event was a good opportunity for EASUN's learning, given that there has been a rapid increase of organizations seeking collaboration with the EASUN Learning Centre in 2011.

3.4.2. Organizational learning partnerships facilitated

EASUN organized and facilitated 2 workshops for organizations in the region to support one another reflect on their current organizational capacity questions. The workshops were designed to improve organizational learning practices as an essential aspect of capacity development for the organizations involved.

The first workshop took place in the historic town of Pangani, Tanzania, from 20th - 21st May 2011, and involved four organizations from Kenya, Tanzania and Uganda.

Each participating organization shared its current organizational capacity question and supported others to reflect on theirs. The process of the workshop generated insights on how collaborative inquiry and knowledge exchange can help organizations improve their learning practices and overall effectiveness. The workshop also afforded the participating organizations with an opportunity to reflect individually and plan next steps for action on their capacity development questions throughout 2011.

The second meeting was a country specific (Tanzania) follow-up workshop in which UZIKWASA (CBO based in Pangani) and EASUN further facilitated one another to generate insights from their organizational questions. Each organization was also able to identify possible ways forward with concrete steps in their capacity development. The workshop was held from 4th - 5th July in Tanga, Tanzania.

Organizations participating in the Pangani and Tanga workshops were equipped with new skills in the use of action-research in assessing or diagnosing organizational questions. Action-research enhances the engagement of participants an inquiry process by changing what counts as data and, therefore, changes the role and power relations between participant and researcher. UZIKWASA (Uzima kwa Sanaa), for instance, uses community theatre as an action research strategy to enable local leadership and community groups to actively engage in the promotion of behavior change in HIV/AIDS & health. UZIKWASA has discovered that generating experiences and reflecting together through participatory methodologies yields unique benefits, such as trust among participants in an action-research process. This in turn influences relationships that are both creative and more productive through better collaboration.

In a similar vein, stories and metaphors (data) in the 2011 Pangani and Tanga workshop provided valuable images from which participants were able to draw important insights, generalizations and commitment to improved action.

3.5. KNOWLEDGE EXCHANGE FOR OD PRACTICE DEVELOPMENT

3.5.1. Insights and questions on new inter-sector relationships

In joint initiatives with EASUN, APODEA took the lead to organize two (2) landmark consultation in 2011. Eighteen APODEA members and representatives of civil society organizations in East Africa attended the first workshop, on Public Private Partnership (PPP), in September 2011. The workshop, held in Moshi, Tanzania, from 19th – 20th September 2011, explored the whole concept of PPP, but more specifically examined the implications of CSO's involvement in relationships with government and the private sector.

Capacity building interventions of both EASUN and APODEA focus on new methodologies for institutionalizing developmental and transformational practices in civil society organizations. Participation in the workshop was evenly balanced between men and women civil society leaders (9/9), Women took the lead in running the PPP consultation, which included overall planning and facilitation by women EASUN Associates, who are also APODEA members.

Reflective learning methodologies were purposefully used to generate commitment to action plans that APODEA and its partners will implement to strengthen civil society capacities to associate beyond its institutional boundaries without eroding its identity or advocacy roles. This included a framework that CSOs can make reference to for managing their identity as they enter a PPP relationship.

At the end of the two days, the meeting generated concrete steps for next areas of action, including possible roles for EASUN and APODEA in supporting CSOs to further clarify what PPP entails, particularly with regard to its likely impact on civil society identity, purpose, and methodologies for capacity development of organizations and communities.

3.5.2. Institutional development questions for civil society in East Africa

The APODEA platform was again particularly useful when, with the support of EASUN staff and Associates, it enabled civil society leaders from Kenya, Uganda and Tanzania to launch discussions on the current state of the civil society sector in the three East African countries. This was another two day event, held in Moshi from 21-22 September, immediately following the PPP consultation. Eleven (11) men and 12 women leaders shared experiences and questions regarding the growing perception that civil in the region is at crossroads regarding its roles, capacities and contributions in shaping the agenda for development of nations and communities.

The consultation was organized around a closed circuit television talk show (for both dynamism and recording purposes), in which specific civil society actors shared their advocacy stories around challenges they have experienced within the civil society sector itself and from the broader social and political environments in East Africa.

Civil society development questions perceived through activist stories

Civil society crossroads stories shared included those of 1) a Kenyan activist who chained himself to the gates of Police Headquarters with a message intended to pre-empt a possible “massacre” of citizens in three towns; 2) a Tanzanian woman journalist who, in the run up to Tanzanian elections in 2010, participated in civic education on the rights of women to vote and used the media to fight corrupt practices in the campaigns; 3) An Organization Development practitioner, member of APODEA and EASUN Associate who, in 2010, moderated discussions between the Government and civil society organizations toward a joint project that would encourage cultural diversity and participatory development work in Uganda. The meeting collapsed when, on the very first day, participating civil society leaders started competing for positions that would favour their individual access to the project money.

The sharing above was followed by discussions that generated images characterizing what civil society in East Africa appears to be like at the moment, for instance: 1) Contractors for service delivery; 2) Frantic activities causing erosion of values; 3) community groups of women, youth and workers are peripheral to civil society self-understanding; 5) Quick march of civil society leaders to government posts at first opportunity; 6) International NGOs and donors have taken control of advocacy and development agendas in the South through relationships that exclusively serve project oriented objectives, without reflection and learning; 7) “We ask everyone else to change except ourselves.”

The consultation, similar to the PPP workshop that preceded it, pointed out that self justification through “welfarist” delivery of services is creating NGOs that do not feel the need to claim or develop their political and activist identities.

Way forward

Four areas, covering mostly relationship building and identity management were identified as entry points toward revamping the energy, self-conviction, values, leadership and relevance of civil society in the region. Among four specific action-areas suggested were two key points related to facilitating CSOs to become learning institutions that embrace transformative practices, including transformational /facilitative leadership skills.

3.5.3. Investing in transformational leadership resources for Africa

EASUN’s participation in making APODEA work is critical to the realization of important aspects of its own vision and mission to: 1) increase awareness of East Africa based OD practitioners about their role and power to transform civil society organizational practices toward increased participation and ownership by beneficiaries; 2) Facilitate a strategic movement to promote OD as a platform for building civil society advocacy for social change and sustainable development; 3) Strengthen movement building as a way of scaling-up transformational values and capacities of leaders and organizations in East Africa.

At the same time, APODEA affairs are planned and guided by a carrying group consisting of six members from three East African countries appointed by the Association to plan its activities and

institutional development in between annual meetings of the full Association. The two consultations reported above, for instance, were planned by the 2nd meeting of the carrying group, which took place in Moshi, in August 2011. Deliberations of the meeting, however, went beyond mere planning and generally reflected the spirit of the Association, i.e., “influencing transformational practices in the East African region”.

In an extended reconnecting session, members shared: 1) personal aspirations as practitioners and leaders; 2) insights from interventions and issues emerging from development processes facilitated by them; 3) specific shifts or action-steps taken in their recent experiences as developing individuals; 4) their transitions in their places of leadership.

Three APODEA carrying group members shared their current ambitions and efforts to enter parliaments of their respective countries, in Kenya and Uganda, within a time frame of between 2012 and 2016. One woman member of the group particularly plans to enlist for 2016 elections in Uganda. This is a particularly significant avenue for EASUN’s further impact on social development in East Africa, given that the three individuals are graduates of the Facilitating Organization Development (FOD) course—a flagship activity in EASUN’s transformational leadership development.

Such inroads into national level political arenas by trained *transformational leaders* provide a critical avenue for civil society actors to influence values and perspectives that inform leadership performance on the African continent. The question that the three parliamentary aspirants kept asking one another—partly in jest, was: “what is your transformational agenda as you seek national level leadership?” This clearly indicates the experience and perception that individuals trained by EASUN are an investment as a transformational resource in the political landscape of the region.

It is a particularly interesting outcome that the first aspirants for legislative leadership, out of the current total of 267 FOD graduates, make up 50% of APODEA’s carrying group membership. Their conversations throughout the two day meeting, in August 2011, earnestly expressed feelings and the intent that people should be able to look at their leadership and say: This is the *leading image* of what APODEA and EASUN stand for.

Many tributaries leading to one big water mass

On the item agenda of “moving APODEA forward, the carrying group paid particular attention to the development of APODEA Country Chapters in Kenya, Uganda and Tanzania, whose role is critical in making APODEA an effective grassroots based movement. The meeting reviewed current experiences of the country chapters and developed 11 key principles that will act as a guide for their organizational and practice development, in the context of stated APODEA vision, mission, values and objectives.

3.5.4. Participation in OD conferences

One EASUN staff member participated in the 2011 OD Conference in Baltimore, Maryland, USA. The meeting was attended by 603 delegates from different parts of the world representing varied experience and professional background (Human Resource Management, Academicians, industry

psychologists, OD practitioners, media professionals, industry executives, authors etc.). Africa had 25 participants, from Ghana, Nigeria, South Africa and East Africa (EASUN).

The conference covered a variety of themes which were covered in keynote addresses and workshops or seminars. The themes from which delegates were free to choose included:

1. Emerging phases of corporates and new shapes of OD
2. HR and OD collaboration
3. Strategic coaching: designing and implementing executive coaching programmes
4. Leveraging language for change
5. “Self” as an instrument of change: a leadership journey
6. Fearless consulting: conversations to affect strategic change
7. Community transformation
8. A third management reset

The latter theme, delivered through a keynote address was particularly informative, as it traced the development of management since 1900s and its evolution in three phases:

1900-1940s – the 1st Management Reset – influenced by Industrial revolution, mass production and emerging consumerism. Emphasis was on efficiency, growth and wealth.

1940s – 1960s – 2nd Management Reset – influenced by change in technology. New approach to organizing was introduced. Systems thinking evolved. In this epoch OD mattered. OD came in to support performance improvement and understand the social relationship dynamics.

3rd Management Reset is taking shape now. The presenter noted that OD should play its role effectively by, among other things:

- Facilitating new organization design – to have organizations which are more networked to replace hierarchy.
- Address sustainable effectiveness in terms of financial results, cultural diversity, social integrity and ecological health.

“... OD should exhibit more purpose. In this way it will position itself to influence things. If OD does not portray a stronger purpose, globalization will become an excuse, and leaders can centralize power and concentrate wealth instead of sharing power and distributing wealth.”

How the above apply in the EASUN situation

The themes explored in the various workshops attended by EASUN are of particular interest in the context of our capacity building work. The 2011 OD Network conference affirmed many things that we are already doing at EASUN. Following below are specific areas in which what we learnt from the conference can strengthen our practice in the East African region:

Coaching: Mentoring and Coaching is among the interventions that we are already carrying out with CSOs. Coaching of leaders by EASUN is designed and implemented to strengthen and improve organizational performance in strategic leadership areas, following shared learning processes for development of common practice or specific systems improvement interventions. Follow-up

coaching visits by EASUN will therefore be handled as part of nurturing the comprehensive development process of an organization.

Use of language to leverage change: EASUN has been working with metaphors and alternative language channels (ALC) in its facilitation of learning and development of others. With new insights from the OD conference, we are encouraged to strengthen the use of ALC in more of our interventions in order to draw effectively on the full complex dimensions of knowledge, including tacit, situated and constructed knowledge in grassroots situations.⁵

“Self” as an instrument of change management: Different key note presentations and discussions at the conference particularly emphasized that the success of interventions depend on our abilities as individuals and as a team. Self-awareness, for effective performance by leaders and facilitators, requires following a deliberate personal development plan. We at EASUN are encouraged to strengthen personal development support for staff and Associate facilitators as well as leaders in organizations we support.

Fostering connectedness: EASUN’s plans have healthy components for reflection meetings and peer mentorship. Fostering connectedness in EASUN’s currently involves movement building around important practice issues for leaders and facilitators in capacity development. It includes increasing the consciousness and ability of CSOs to facilitate connectedness in the communities they serve, through information exchange, sharing of learning and skills, as well as joint advocacy platforms. The need for connectedness will continue to be emphasized in all EASUN’s interventions, in the same manner that we are emphasizing the need to focus on effective management of core purpose (identity) as a strategic competence area for CSOs.

Power in the hands of communities: This is about creating ownership. CSOs need skills in facilitating communities to take responsibility and ownership of every improvement and change initiatives. EASUN will continue to strengthen this aspect of its practice in OD interventions, training courses and institutional development/movement building workshops. Ownership generates energy and commitment of all to participate and contribute in implementing planned action-steps for change and development.

Leadership: The lesson about leadership as a critical ingredient of community and social transformation particularly relevant to EASUN’s current efforts. Leadership has emerged as one of the critical capacity building needs for CSOs in East Africa.

⁵ In a brief exploration of a practice-based view of knowledge, Jackie Hong examines different properties and dichotomous dimensions along which knowledge in organizations can be classified, such as: 1) explicit vs. tacit’ 2) universal vs. situated; 3) reified vs. constructed; 4) individual vs. collective; 5) canonical vs. non-canonical. She notes: “The recent emergence of a practice-based view provides an alternative to the dominant knowledge diffusion or knowledge capture approach.... The knowledge-as-practice approach emphasizes the members’ participation in ‘situated material...activity by a plurality of artefacts and institutions’. Its main focus is on the knowing process in which a system of socially constructed activities embedded in different contexts of knowledge work is accomplished. (See “Glocalizing Nonaka’s knowledge creation model: Issues and challenges”, in *Management Learning: The Journal for Managerial and Organizational Learning*—Special issue on Universalist, Local and Glocal Perspectives on Management learning, vol. 43 no. 2, April 2012, pp 200 - 202. mlq.sagepub.com).

3.6. EVALUATING AND DOCUMENTING IMPACT

3.6.1. End of year review

Productive process through expression of feelings

What does a banana tree have in common with a rainbow, crossroads, a river or a bright star?

Those were all images shared to express feelings of EASUN staff and Associates during the end of year reflection in 2011. The meeting was held in Moshi on 14th December. An important focus of the review was to explore a question that has guided EASUN's search for sustained effectiveness as a learning organization, i.e., "In what ways can EASUN's administrative systems & structure work effectively side by side with its learning systems?" The question was surfaced in 2008, when two young women interns carried out an OD intervention in EASUN as part of their Back Home Project (BHP) in the Facilitating Organization Development (FOD) course.

The review process used images drawn by participating staff and Associates, to surface their feelings in the organizational context during 2011. It was noted that "listening to someone's true feelings is about listening to what really matters to them, which creates an opportunity to access their *will* and awaken their drive for change." Use of images in the exercise helped bring out what was invisible or likely to be held back because of fear that it may be too personal and, therefore, not belonging to the collective review effort.

Shared purpose and better performance

What individuals shared at the end of the reflection session demonstrated how giving expression to feelings had created energy, trust and freedom. Such outcomes enabled common purpose to emerge around the specific task for which EASUN staff and Associates had met in Moshi. Specific lessons and shifts experienced and highlighted by participants seemed to emphasize the discovery that conscious work with feelings had freed individuals, enabling them to be fully present in supporting a collective change effort. One participant noted, for instance: "I now feel renewed energy and desire to support team members around their best selves."

A choice made through deeper self-awareness

The awareness, energy and sense of belonging generated by the intervention around feelings enhanced the desire of EASUN staff and Associates to work for the improvement of the overall system, rather than advocate issues that were unique to their individual questions and/desires during the year that had been concluded. This enabled greater freedom, openness, and organization-wide focus as they examined the already formulated organizational question.

The organizational question had indeed changed, based on an observation that in its original formulation, EASUN appeared to be legitimizing traditional bureaucracy as the essential organizational form to be improved upon. Ultimately, a clarified institutional had prevailed and uniquely guided the review process to scrutinize how best to manage EASUN's institutional development path.

A choice had been made. Specific lessons shared by participants from the experience above include:

- Building a learning organization requires shifting the whole ethos and culture of an organization (including processes of inquiry);
- A learning organization is a place for experimentation, learning, growth and advocacy for people's wellbeing and social development;
- A learning organization needs to be structured in a way that allows people to cross boundaries and become connected to those they are not used to being with (gender, race, HIV & AIDS, disability, poverty reduction, teams--as mainstreamed activities, all come to mind here).

New organizational development question: "How can EASUN use organizational learning to strengthen shared leadership, decision-making and working with open boundaries?"

4. Activity results analysis January – December 2011

ACTIVITY IMPLEMENTED		1. FACILITATING ORGANIZATION DEVELOPMENT COURSE FOR CSO LEADERS (FOD)			
PLANNED ACTIVITY RESULTS	40 leaders have acquired OD and leadership skills for transforming governance and management practices for institutional development and sustained engagement of civil society organizations in their advocacy activities.				
VERIFIABLE INDICATORS	ACHIEVED RESULTS	VARIATION	CAUSES OF VARIATION	ACTION TAKEN/PLANNED ACTION	
1. Number of participants awarded certificates; 2. New skills and tools prioritized by participants for immediate use in their interventions; 4. Number of trained organizations reviewing practices in leadership, systems and culture following training; 5. Number of trained organizations participating in subsequent cycles of FOD;	1. 24 CSO leaders enrolled in cycles "N" and "O" of the FOD course 2. Each participants developed action plans for further practical learning and self-development activities; 3. 50% of participants in 2011 came from organizations represented in previous cycles of the course.	- 16 participants	- Less applications for cycle "O" due to the shock of funding difficulties for CSOs during the global economic crisis.	- strengthen advertizing in EASUN's civil society networking activities by demonstrating the power of transformational/facilitative skills for leaders.	
ACTIVITY IMPLEMENTED		2. COACHING LEADERS OF CSOs IMPLEMENTING CHANGE PROCESSES			
PLANNED ACTIVITY RESULTS	2 CSO leaders of organizations supported with change management interventions have received coaching to strengthen their capacities in guiding strategic directions and specific planned change action steps of their organizations				
VERIFIABLE INDICATORS	ACHIEVED RESULTS	VARIATION	CAUSES OF VARIATION	ACTION TAKEN/PLANNED ACTION	
- Self-development questions of leaders are shared, expolored and documentd; - Systems and functional changes needed for planned transformation are communicated to team members; - Planned organizational action steps are implemented on schedule	1. 4 leaders coached 2. self-development questions shared and documented 3. required systemic changes identified and documented in team learning situations; 4. Next organizational change steps documented in timed plans with responsible persons indicated.	+ 2 leader coached	Perceived urgency for change and effective transition management in the organizations facilitated;	Ongoing support	
ACTIVITY IMPLEMENTED		3. NGO BOARD TRAINING SENSITIZATION WORKSHOP			
PLANNED ACTIVITY RESULTS	25 CSO leaders have attended a workshop and become aware of need for board training to strengthen board leadership and governance to strengthen CSO accountability at levels of organizational purpose, identity and resource use.				
VERIFIABLE INDICATORS	ACHIEVED RESULTS	VARIATION	CAUSES OF VARIATION	ACTION TAKEN/PLANNED ACTION	
- Number of directors/ board members attending the workshop; - Specific questions for board training in individual NGOs are identified and documented; - Number of CSOs planning subsequent board training interventions	1. 22 (8 women, 14 men) CSO leaders attended 2. 7 key board training needs identified and documented. 3. 6 CSOs signed up for board training in their organizations.	- 3 participants	- unforeseen circumstances for participants who had intended to attend.	- NGOs encouraged to apply for in-house board training for individual organizations.	
ACTIVITY IMPLEMENTED		4. INTERNSHIP FOR YOUNG WOMEN LEADERS			
PLANNED ACTIVITY RESULTS	2 young women (aged between 25 & 35) have received coaching and special skills training in facilitative leadership, NGO management and transformational organizational practices toward gender equitable leadership in East Africa.				
VERIFIABLE INDICATORS	ACHIEVED RESULTS	VARIATION	CAUSES OF VARIATION	ACTION TAKEN/PLANNED ACTION	
1. Interns have attended OD training and enrolled in OD apprenticeship	1. 75% FOD training completed 2. 100% participation in planning,	-25% formal OD training - 1 intern's participation in OD	- Internship suspended after April due to sudden reduction of financial resources in	- To enroll 1 new intern in 2012 when financial circumstances have improved.	

Each intern has managed client contracting systems and co-facilitated a minimum of 3 OD interventions; 2. Interns are receiving regular coaching support from a listening partner; 4. Intern have co-facilitated OD interventions and field-workers' course; 5. Interns have coordinated regional events for CSOs institutional development.	documentation, networking, & activities coordination within EASUN; 3. 50% accompaniment through OD interventions 4. 50% mentorship (coaching) plan implemented;	interventions - 50% implementation of coaching plan	2011 - Reduced time duration for the 2 nd intake not allowing practical accompaniment of both interns in OD interventions and the full internal coaching plan	
ACTIVITY IMPLEMENTED	5. CHANGE MANAGEMENT SUPPORT FOR ORGANIZATIONAL DEVELOPMENT OF CSOs IN EAST AFRICA			
PLANNED ACTIVITY RESULTS	6 CSOs have received OD support through organizational surveys and focused interventions for increased strategic clarity and effective alignment of purpose with leadership styles, values, methodology, structure, organizational culture and systems.			
VERIFIABLE INDICATORS	ACHIEVED RESULTS	VARIATION	CAUSES OF VARIATION	ACTION TAKEN/PLANNED ACTION
1. Action steps for developing leadership practices and systems that support good governance through team work and organizational learning; 2. Organizations have expressed awareness of diversity toward accommodating realities of gender and HIV & AIDS in the workplace; 3. Change carrying groups are identified and trained; Follow-up visits are contracted for.	1. 36 CSOs received OD interventions. 2. 1 organization facilitated to construct Learning site (system) for teamwork, team learning and team accountability; 4. Insights on specific gender questions shared and documented in specific interventions. 5. Financial systems and related staff skills strengthened in 1 CBO; 6. Next action steps planned in all above. 7. Departmental teams structured as change carrying groups guided by stated team purpose.	+29 CSOs received OD interventions	1. EASUN outsourced for OD interventions in 3 new partnerships involving special projects.	1. Interventions that enable all to see importance of inclusive leadership of men and women. 2. Assess possibility of contracting for learning site constructions as part of a package in all OD interventions
ACTIVITY IMPLEMENTED	6. CBOs WEBSITE AND REFERRAL SYSTEM FOR SERVICES & INFORMATION EXCHANGE			
PLANNED ACTIVITY RESULTS	CBO Website and referral system are established, regularly updated and working well—supporting networking and access to information on available support services.			
VERIFIABLE INDICATORS	ACHIEVED RESULTS	VARIATION	CAUSES OF VARIATION	ACTION TAKEN/PLANNED ACTION
1. Number of CBOs and service providers listed; 2. CBOs and service providers exchanging information through the referral system; 3. Number of web-page updates with new contacts and other information.	- 746 CBOs listed. - Blog added. - Whole system at 70% completion.	- updates and Upgrades	- initial difficulties with password management	- Add links to strengthen interactivity Strengthen advertizing existence of website & referral system. - Upgrades planned for 2012
ACTIVITY IMPLEMENTED	7. SUBSIDIZED OD INTERVENTIONS FOR GRASSROOTS CBOs			
PLANNED ACTIVITY RESULTS	2 grassroots CBOs have accessed 30% of change management and leadership coaching support services offered by EASUN to civil society organizations in East Africa.			
VERIFIABLE INDICATORS	ACHIEVED RESULTS	VARIATION	CAUSES OF VARIATION	ACTION TAKEN/PLANNED ACTION
1. Number of grassroots organizations receiving subsidized interventions; 2. Action steps for strengthening shared leadership, organizational learning and team work are planned and documented; 4. Change carrying groups are identified and trained; 5. Follow-up visits are contracted for to	None	- 100% implementation	Activity suspended due to sudden cut in funding support	To resume when funding levels are improved in 2012

strengthen change management capacities and initiatives.				
ACTIVITY IMPLEMENTED	8. GOVERNANCE MEETINGS			
PLANNED ACTIVITY RESULTS	In 3 meetings, the Board of Trustees and Executive Committee have reviewed activities, accountability in the management of resources and purpose, and provided strategic direction to the overall EASUN programme at the levels of values, management practice and performance.			
VERIFIABLE INDICATORS	ACHIEVED RESULTS	VARIATION	CAUSES OF VARIATION	ACTION TAKEN/PLANNED ACTION
1. Executive Committee and Board meetings are held as planned; 2. Financial statements, procedures and plans are reviewed and decisions documented; 2. Stated values are displayed and accessible for guiding leadership, work processes and strategies; 3. Approved financial statements, organizational procedures, strategy and plans ; 4. Inputs supporting organizational learning are shared between staff and board members.	1. 1 Board meeting held (included ExCom members); 2. Financial statements reviewed and approved; 3. Experiences from different activities shared and new learning documented; 4. EASUN values and stated purpose noted and affirmed.	- 1 separate Executive Committee meeting. - 2 meetings	- Difficulty experienced with reconciling schedules of ExCom members to be available for two meetings back to back. - Additional meetings to be held in September (ExCom) and December (ExCom + Board).	- Strengthen ongoing communication with Board members after next meeting schedules are identified during preceding meetings.
ACTIVITY IMPLEMENTED	9. COACHING NEWLY TRAINED OD PRACTITIONERS (APPRENTICESHIP PROGRAMME)			
PLANNED RESULTS	6 OD apprentices from CSOs in the region are accompanied in real time interventions to strengthen their coaching skills in facilitating leadership, systems and organizational culture transformations toward improved governance and increased organizational effectiveness of CSOs.			
VERIFIABLE INDICATORS	ACHIEVED RESULTS	VARIATION	CAUSES OF VARIATION	ACTION TAKEN/PLANNED ACTION
1. Number of apprentices involved in OD interventions in client situations; 2. Self-development questions and plans of apprentices shared in coaching sessions; 3. Apprentices are applying tools that engage clients in creative creating their own awareness and commitment to change plans; 4. Number of apprentices invited by EASUN and others to facilitate networking and training workshops.	- 4 newly trained practitioner accompanied in practical interventions - Reflection on personal development and facilitation skills documented; - 5 areas of positive shifts in practice and skills by apprentices shared and documented. - 1 apprentice co-facilitated EASUN's networking meeting.	- 2 apprentices coached	- Circumstances/unique questions in some client organizations do not permit work trainees. - Some difficulty in reconciling schedules between other activities of apprentices and timing of specific interventions with EASUN clients.	- planning new sets of accompanied interventions.
ACTIVITY IMPLEMENTED	10. REPORT WRITING WORKSHOP FOR EASUN OD ASSOCIATES AND PROGRAMME STAFF			
PLANNED RESULTS	ACHIEVED RESULTS.	VARIATION	CAUSES OF VARIATION	ACTION TAKEN
VERIFIABLE INDICATORS 1. Number of target organizations adapting their systems, policies, structure and organizational culture toward sustainable management of HIV & AIDS in the workplace; 2. Resource materials on HIV and AIDS in	None	- 100% implementation	Activity suspended due to sudden cut in funding support	Priority to be reviewed in 2012.

workplaces are produced and shared; 3. "Linking up" experiences and lessons learnt on managing HIV & AIDS in the workplace are documented and shared at national, regional and international levels; 4. Lobby and advocacy network of 50 organizations is established and promoting sustainable HIV & AIDS responses in Tanzania.				
ACTIVITY IMPLEMENTED	11. EXCHANGE VISITS FOR PRACTICE DEVELOPMENT			
PLANNED RESULTS	One EASUN staff has participated in annual OD conference of the OD Network U.S.A., strengthening OD techniques for transforming organizational practices in East Africa.			
VERIFIABLE INDICATORS	ACHIEVED RESULTS	VARIATION	CAUSES OF VARIATION	ACTION TAKEN/PLANNED ACTION
1. Number of EASUN members attending 2. Number of resource people identified 3. Resource center materials acquired; 4. Networking partners identified; 5. New lessons are documented.	1. 1 EASUN staff attended 2. 10 resources people identified 3. 3 networking partners identified 2. 5 new books on OD acquired 5. 6 lessons identified that apply directly to EASUN's work and current questions.	-	-	Participation in 2012 OD conference planned
ACTIVITY IMPLEMENTED	12. OD/ID RESOURCE CENTER			
PLANNED ACTIVITY RESULTS	EASUN's OD/ID Resource Centre is equipped with new books, DVDs and subscriptions to 10 journals, plus internet facilities for learning and networking for social change.			
VERIFIABLE INDICATORS	ACHIEVED RESULTS	VARIATION	CAUSES OF VARIATION	ACTION TAKEN/PLANNED ACTION
1. Number of materials purchased, plus subscriptions added or maintained; 2. Number of staff, practitioners and NGO leaders using Resource Centre materials; 3. Latest research findings are informing EASUN's training and coaching activities, as well as documentation of plans and reports; 4. EASUN web-site and other internet facilities are in place and functioning well.	1. 5 journal subscriptions renewed 2. 10 new books ordered 3. 30 leaders, practitioners, interns and staff used resource centre materials regularly; 4. Resource centre materials used by 19 participants in 3 training modules and in documentation of 4 CSO institutional development activities; 5. Web-site and other internet facilities maintained and developed.	-	-	- Continued strengthening of relevant skills and knowledge of new staff responsible for resource centre management.
ACTIVITY IMPLEMENTED	13. FOLLOW UP VISITS TO TRAINED ORGANIZATIONS			
PLANNED ACTIVITY RESULTS	6 CSOs trained by EASUN are visited, leaders coached, new questions highlighted and further support needed in ongoing change processes highlighted and documented.			
VERIFIABLE INDICATORS	ACHIEVED RESULTS	VARIATION	CAUSES OF VARIATION	ACTION TAKEN/PLANNED ACTION
1. Lessons, new questions and further support needs documented; 2. New action plans surfaced and documented; 3. Number of organizations expressing need for further interventions; 4. New systems and leadership plans adopted are supporting transformation of organizational practices & culture in accordance with stated purpose.	None	- 100% follow-up visits	Activity suspended due to sudden cut in funding support	To be resumed in 2012.
ACTIVITY IMPLEMENTED	14. END OF YEAR REFLECTION			
PLANNED ACTIVITY RESULTS	EASUN staff, board members and associates have surfaced and documented experiences, questions, lessons an priority actions to improve performance on a yearly basis			
VERIFIABLE INDICATORS	ACHIEVED RESULTS	VARIATION	CAUSES OF VARIATION	ACTION TAKEN/PLANNED ACTION

<p>1. Number of staff, board members associates attending 2. Key issues influencing individual and organizational performance surfaced and documented 3. Lessons from experience of the year are highlighted and documented. 4. Next steps are planned for improved action on important issues noted</p>	<p>1. 100% EASUN staff attended 2. 40% Associates attended 3. Important issues, lessons and next steps identified and documented</p>	<p>- 100% board members</p>	<p>Timing of the review session conflicted with schedules of board members who could attend</p>	<p>Alert board members in advance to prioritize end of year review in their plans.</p>
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5. What East African CSOs said about EASUN in 2011

EASUN is enhancing growth of CBOs

I am just writing to say thank you. Kigamboni Community Centre (KCC) and Elimu Community Light (ECOLI) members who attended the Board training sensitization workshop learnt a lot and felt honored to be amongst CSO leaders from Kenya and Uganda as well. They all had great things to say about the way the workshop was facilitated. Through networks like EASUN they will continue to be exposed and grow in ways that benefit themselves and the community they seek to change.

Anike Akridge, Kigamboni Community Centre.

EASUN's initiatives strengthen professional development

Thank you very much for eNews and information about the '**the writers collective**'. As I build my career I would like to participate in the action research process. The initiative provides enormous opportunity for learning and professional development.

Jacqueline Kabahinda, Uganda NGO Forum, Kampala

Local NGO saved by skills acquired from EASUN

Because of rapid expansion of the organization, MADAM has been forced to undertake a series of changes to accommodate its ever growing mandate. These transitional changes have not gone down well with some of the founder members who are now threatening the very existence of the organization. Having attended a "Transition Challenges for Pioneer Leaders" workshop organized by EASUN in 2007, which gave me skills that saved a local NGO in Uganda (AMORA PRP), I could not think of another organization that can help MADAM.

*Ben Ariko, Communication and Advocacy Advisor
Mankind's Activities for Development Accreditation Movement (MADAM), Sierra Leone*

EASUN inspires strategic leadership in Africa

Please allow me once again to take this opportunity to thank EASUN for extending invitation to our organization for NGO Board sensitization workshop held in Moshi, from 13th - 15th June 2011. The Board training was fabulous. I really do not have words to express my happiness. But I hope you can pause, take a moment- touch and conceptualize what I am feeling as I write to you - Quite empowered and walking tall.

"True leadership is the ability to see finished products and inspire people to do what it takes to get there"; that's what EASUN is doing. Great work is being done for strategic leadership in Africa. And I intend to actualize every skill learnt to build a strong leadership pipeline in our institution.

William Mutuura Gaichu, Kenya Arid Regions Children's Fund

EASUN E-News is improving capacities of CSOs

Thanks a lot EASUN for your sleepless task in educating me as your KZACP partner in Mwanza, Tanzania. The facts, stories and activities you share in the EASUN e-news are improving my capacity in all parameters. Please keep it up.

Dymond .P. Mbukwa. Kagera Zonal AIDS Control Project, Tanzania

“My practice is influenced by EASUN’s energy and conviction”

I look forward to being part of EASUN’s mission next year, not just when I participate in specific EASUN activities, but more so to work with its energy, values and conviction to transform individuals and civil society organizations in East Africa, even in my other assignments that are not related to EASUN’s work.

Doreen Kwarimpa-Atim, EASUN Associate

6. Human resources for governance and programme management

EASUN Board of Trustees 2011

1. Mrs. Asha Aboud

Zanzibar Gender Coalition
Tanzania
NGO Leader

2. Ms. Ananilea Nkya

Tanzania Media Women's Association (TAMWA)
Tanzania
NGO Leader

3. Aginatha Rutazaa (Board Chair)

Tanzania
Kilimanjaro Women's Information Exchange &
Consultancy Organization
NGO Leader

4. Dr. Mtullu

Tanga AIDS Working Group (TAWG)
Tanzania
NGO Leader

5. Mr. Zie Gariyo (Vice Chair)

Uganda Debt Network
Uganda
NGO Leader

6. Ms. Lucy Ng'ang'ga (Honorary Treasurer)

EANNASSO
Kenya
NGO Leader

7. Mr. Chris Mbiti

Poverty Eradication Network
Kenya
NGO Leader

EASUN Staff and Interns 2011 (Arusha Hqs.)

1. Agnes Alphonse

Office support, Tanzania

2. Felician Mbyatu

Office support, Tanzania

3. Alando Anyona

Systems and Communication
Manager, Tanzania

4. Fidelis Kische

Financial Administrator, Tanzania

6. Nyantito Machota

Programme Officer, Tanzania

7. Mosi Kisare,

Executive Director, Tanzania

Interns:

1. Njura Lusingu

Tanzania

2. Marcella Mwambe

Tanzania

EASUN staff BOCAR* Project (Dar es salaam)

1. **Mr. Jared Onyach**, OD Adviser, Kenya

2. **Mariana Kavishe**, Networking Officer, Tanzania

3. **Edna Chilimo**, Capacity Building officer, Tz

4. **Elizabeth Mwandiga** Capacity Building Officer, Tz

5. **Zainab Mmari**, Capacity Building Officer, Tz

6. **Ramadhan Msangi**, Capacity Building Officer, Tz

**BOCAR project is supported by the people of The United States of America*

EASUN Associates 2011

1. **Joseph Meruaki**, Kenya

2. **Salma Maoulidi**, Tanzania

3. **Brenda Sonn**, South Africa

4. **Wangui Karanja**, Kenya

5. **Hope Kabuchu**, Uganda

6. **Ashanut Okile**, Uganda

7. **Faith Sax**, South Africa

8. **Alan Kaplan**, South Africa

9. **Usu Mallya**, Tanzania

10. **Richard Kiirya**, Uganda

11. **Doreen Kwarimpa-Atim**, Uganda

EASUN ANNUAL REPORT 2011

Income and Expenditure	Actual 2011 Shs	Actuals <u>2010</u> Shs
Income		
Institutional grants	309,916,625	384,364,019
Programme grants	247,041,471	276,348,760
Other income	173,703,756	101,983,256
	<u>730,661,852</u>	<u>762,696,035</u>
Expenditure		
Transformational leadership capacity development	31,165,247	54,361,461
Transforming organizational practices through OD	25,937,956	43,863,579
Special focus on CBOs institutional development	5,300,452	13,666,726
Networking and knowledge exchange	278,677,358	44,730,236
Communication for OD/ID awareness	13,373,789	21,030,604
Programme planning and implementation	214,878,373	290,656,466
Running costs of programme equipment	52,966,475	60,079,568
Learning centre development	91,384,505	44,004,273
Evaluating and documenting impact	12,642,209	-
	<u>726,326,364</u>	<u>572,392,913</u>
Surplus for the year	<u><u>4,335,488</u></u>	<u><u>190,303,122</u></u>

Balance Sheet (TZS)	2011	2010
	Shs	Shs
ASSETS		
Non-current assets		
Property and equipment	779,278,398	754,677,045
Lease prepayment	11,863,639	12,068,183
	791,142,037	766,745,228
Current assets		
Accounts receivable	36,137,281	62,455,184
Bank and cash balances	228,705,648	230,919,017
	264,842,929	293,374,201
Total assets	1,055,984,966	1,060,119,429
FUNDS AND LIABILITIES		
EASUN own funds		
Replacement fund	122,711,697	114,566,797
Accumulated funds	905,461,736	909,271,148
Total funds	1,028,173,433	1,023,837,945
Current liabilities		
Accounts payable	27,811,533	36,281,484
Total funds and liabilities	1,055,984,966	1,060,119,429