EASUN CENTRE FOR ORGANIZATIONAL LEARNING

Creating Spaces for NGO institutional growth

ANNUAL REPORT 2009

Our foundational commitments

<u>**Vision**</u>

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

<u>**Mission**</u>

EASUN creates spaces within which individuals, groups, organizations and communities creatively learn to build a better history for men and women through new ways of thinking about and taking ethical action to transform lives and 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 with organizations is aimed at developing practices that build their foundation as civil society organizations with the capacity to develop and sustain sets of relations, knowledge, activities and language that produce the essential values or sustain their identity and legitimacy.

EASUN undertakes transformational institutional development (ID) interventions to support civil society organizations in East Africa enact their claimed 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 leadership training and OD interventions to strengthen the capacities of CSOs to manage their social accountability in terms of gendered and participatory governance, transformational leadership, systems and policies that take account of the needs of marginalized groups,[1] as well as organizational boundaries and relational ethos that promote healthy institutional relations.

The core of EASUN's strategy is thus characterized by an OD/ID interface that cultivates the awareness and skilled management of institutional identity, values and related strategic activities by civil society organizations in East Africa.

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[1] Such as people living with HIV & AIDS

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 change and development on the 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? Ethical leadership increases an organization's social accountability, as opposed to furthering undemocratic powers of individual leaders. EASUN creates platforms where civil society organizations examine their questions and develop ethical leadership skills for building CSOs as institutions that outgrow individual leaders.

Ethical leadership is possible only when we are able to interrogate our value systems. All structures and methodologies for programme implementation carry value-systems. How conscious are we of what values are permeating our practices of leadership and processes of decision-making in organizational settings?

Ethical leadership results in increased effectiveness of organizations, as well as ethical outcomes in social development. At its simplest expression, an ethical leader listens, is respectful, non-judgemental and acts with integrity. This will be found in all stories of ethical leaders who had to make difficult choices under difficult circumstances.

Focusing on modeling *Ethical holding of organizational space* is to suggest that 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 organizations, institutions and governance. This has led it to focus its training and coaching interventions on developing transformative leadership skills in East African civil society. This is a particular new direction for its next strategic block (2010-2013).

EASUN is driven by the desire to promote reflective processes as a way of advancing an alternative discourse on development. Transformed situations bring about equal development in specific areas such as language, education, learning situations, religion, gender, leadership, decision-making, income and other opportunities for individual, organizational and community advancement.

EASUN's ethical leadership focus is an institutional development intervention for transforming social structures, where leadership is a critical place for shaping relationships and their outcomes related to

social, cultural and economic development for men and women, both inside and outside organizational boundaries.

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

SPECIFIC APPROACHES IN EASUN's ACTIVITIES INCLUDE

1. Organizing collaborative activities that raise awareness and strengthen the advocacy potential of Civil Society organizations;
2. Action research, training and joint activities that strengthen self-awareness and strategic capacities of CBOs as civil society, advocacy organizations at grassroots levels;
3. Developing capacities of Civil Society Organizations (CSOs) to manage change in order to sustain effectiveness towards their stated visions;
4. Building capacities of CSOs to clarify their values and identity towards increased local legitimacy and support;
5. Facilitating increased capacities of organizations, leaders and communities, to work consciously with the values of good governance, equality, ownership and participation;
6. Coaching and training to promote enabling development practices in East Africa.

Abbreviations

CBO	- Community Based Organization
CDRA	- Community Development Resource Association
CSO	- Civil Society Organization
DMC	- Danish Mission Council
EASUN	- East African Support Unit for NGOs
EED	- Church Development Service
ETHOS	- Ethical Holding of Organizational Space
FAF	- Facilitation Skills for Fieldworkers (course)
FOD	- Facilitating Organization Development (course)
FOKAPAWA	- Forum for Kalongo Parish Women Association
HIVOS	- Humanistic Institute for Cooperation with Developing Countries
ID	- Institutional Development
Isis WICCE	- Women's International Cross-Cultural Exchange
OD	- Organization Development[2]
NGO	- Non-Government Organization
PAAR	- Participatory Appreciative Action Research
PATC	- Project Advice Training Centre
PSO	- Network of Dutch development organizations
WORUDET	- Women and Rural development Network (Uganda)

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[2] Organization Development without the (al), as in organizational, refers to the practice of OD. Organizational development refers to a given situation, i.e., the characteristics and status of the dynamic processes that are developing, changing or remaining stuck at any given moment.

CONTENTS

Acknowledgements

We take this opportunity to thank all those who participated in the effort to strengthen the institutional development of civil society organizations in East Africa through collaboration with EASUN.

1. EASUN's Associates: Faith Sax, Jared Onyach, Tanja Kisslinger, Brenda Sonn, Wangui Karanja and Professor Tony Ghaye and Dr. Phillip Chambers, who brought their skills, experiences and facilitator qualities that uniquely supported the work of EASUN Centre for Organizational learning;

2. Reflective Learning - U.K. for knowledge exchange, professional development support and a growing partnership with EASUN;

3. Participants to EASUN's activities who provided their experiences and a platform for shared learning; enabling identification of critical lessons and questions for further exploration of CSOs institutional development in East Africa;

4. Participants who paid their own way to attend EASUN's activities and thus provided a credible profile of local contribution and legitimacy to the programme of EASUN;

5. Board members who gave their time, knowledge and commitment to support EASUN's purpose and accountability;

6. EASUN staff who, with great commitment, resolve and professionalism managed programme activities and, through shared learning, held a developing organizational space towards realizing the vision of building the foundations of civil society in East Africa.

7. Civil society organizations in Kenya, Uganda and Tanzania who became EASUN's development partners—enriching its practice questions and lessons towards strengthening the institutional development of CSOs in the region.

1. Message from the Chair

Creating spaces for civil society institutional growth

The year 2009 for EASUN was particularly significant because it was the culmination of our strategy review process that started in mid-2008. Both new insights and new questions emerging from the review process guided us to commit to objectives and action plans that we believe will focus EASUN's strategic responses toward the heart of civil society institutional development question.

Training of change leaders in 2009 continued to form a powerful combination with OD interventions in enabling civil society organizations (CSOs) to effectively manage their identity and purpose as a sector. Through its work with individual organizations as well as in networking workshops, EASUN continued to foster a shift in mindsets, for CSOs to begin to consider their sustainability from the point of view of adherence to their mission. That included discussions on issues such as what kind of structures are likely to shape practices and relationships that promote accountability to a CSO's strategic focus and move it toward achieving its stated goals and overall purpose.

EASUN's practice in 2009, which has grown in strength from lessons learnt in the previous years, was particularly influenced by the awareness that transforming governance requires sustained conscious work at the levels of both systems and ethos of an organization, as well as skills related to leadership practices. We were extremely happy, therefore, when, in June 2009, twenty-four (24) NGO leaders successfully completed cycle "L" of EASUN's FOD (Facilitating Organization Development) course, with a clear sense of purpose to work consciously with positive values, as they contribute to their organization's accumulation of professional, intellectual and transformational leadership capacities.

We are also particularly pleased to note that as cycle "M" started in August 2009 (with another 20 participants), the number CSO leaders trained by EASUN through its FOD course reached 180. The scope of enrolment within 2009 alone[3] shows clearly that the FOD course has increased its popularity with CSO leaders in the region. Many of those who graduated in previous years continue to share great stories of transformation in their leadership practices and facilitation of capacity development in organizations and community groups.

In the same vein, leadership training targeted specifically for field workers in grassroots communities continued to play a major role in EASUN's interventions to transform capacities towards more enabling governance practices in the civil society sector. Forty (40) field workers from two (2) CBOs were trained in community mobilization skills in 2009. This particular training is especially strategic for intermediary NGOs because of its possibility to transform leadership practices in programme activities, governance and relationships inside organizations to become more participatory and empowering. Field workers trained in 2009 acknowledged increased opportunities to influence the learning of their organizations, which would in turn sustain facilitative qualities of their interventions in grassroots communities.

Popularity of the FOD and field workers' courses was affirmed by 21 CSO leaders from 13 organizations who attended a regional impact assessment workshop held in August 2009. They

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[3] The FOD course started in 1997.

highlighted areas where they had experienced shifts in their organizational practices and outcomes, which were directly related to the two courses, for instance:

- New reflective practices have strengthened the learning culture and enabled organizations to become more aware about sources of their strengths and weaknesses;
- Increased openness to new ways of working with others have improved team performance and networking as a means of creating value for local communities.

In addition to what local organizations were able to appreciate in our work in 2009, EASUN was particularly successful internally, in consciously cultivating two structural relationships that work side by side to ensure both its stability and organizational learning:

- We were consistent in building organizational systems, which also enhanced our awareness about the role of systems in improving decision-making and organizational stability;
- Our learning systems worked extremely well in 2009, i.e. the whole learning site and its various activities, including 1) monitoring and evaluation of EASUN's activities and practice; 2) team learning and development; 3) mentorship for leadership and professional growth of staff, associates and interns.

The stories we celebrate in 2009

- The internship programme for young women leaders has confirmed for us the fact that having faith in people heals, builds confidence and helps them realize their best potential;
- The new EASUN website, launched in September 2009, is inspirational and radiates the fresh, vibrant EASUN brand, purpose and ethos.
- The ETHOS workshop elevated the concept of "holding space", which is helping people see the real meaning and value of facilitative and transformational leadership.
- We strengthened the use of alternative language channels (ALC) in our training activities, workshops and OD interventions, which has improved both the quality of learning and ownership of outcomes by the leaders and organizations we support;
- Organizing the Moshi (North/South) dialogue jointly with PSO (Netherlands) opened up an important window for shared strategic thinking platforms between Northern and Southern NGOs;
- EASUN was effective through a small core of staff working with commitment and drawing on the skills of various associates in East Africa and beyond.

As we look forward to 2010, EASUN is particularly focused on opening its organizational boundaries as a Learning Centre. Through this strategy we shall be able to 1) strengthen platforms for more effective partnerships in civil society capacity development; 2) equip civil society organizations with leadership skills and organizational practices for ethical holding of organizational space; 3) promote and support associations and movements working together for the sustainability of civil society identity, values and space.

I would like to take this opportunity, on behalf of the EASUN Board of Trustees, to thank all partners who supported EASUN financially, as well as with conviction and participation, making it possible for us to make what we consider to be a unique contribution to the institutional development of the civil society sector in East Africa.

Aginatha Rutazaa
Chairperson

EASUN *Centre for Organizational learning*

2. Expanding civil society competencies in changing times

New questions are today emerging in the social, cultural, political and technological lives of organizations at a pace that is unprecedented. Some are emergencies, such as HIV & AIDS, while others, such as gender and civil society identity questions, are long existing realities that now clearly require some critical perceptual shifts in organizations.

EASUN has continued to provide support to civil society organizations in their effort to improve their effectiveness, in order to have sustainable impact in the wide range of activities that they undertake. More specifically, this support has focused on enabling the sector clarify its role, identity and values as the basis for advancing specific practices both inside their organizations and in relationships with other sectors, in the process of promoting social development.

Following EASUN's commitment to innovation and "cutting edge" performance in managing organizational life and activities, this section highlights new activity areas, as well as approaches to our interventions, that became particularly prominent in 2009. These characterize how EASUN paid particular attention, in 2009, to expanding civil society competencies in responding effectively to particularly challenging emerging issues in rapidly changing times.

2.1. Transformational (ethical) leadership

EASUN's new strategy for 2010-2013 emphasizes transformational leadership as a critical quality in strengthening capacities of CSOs in advocacy for social development. An important action step in that direction was a workshop for civil society leaders on Ethical Holding of Organizational Space (ETHOS) organized by EASUN in May 2009. Twelve (12) women and 13 men from thirteen civil society organizations in Kenya, Tanzania and Uganda, attended the workshop.

The ETHOS workshop elevated the concept of "holding space" as a new lens through which organizations may assess the ethical and facilitative qualities of their leadership practices. What participants shared in their evaluation of the workshop also brought EASUN to acceptance of its real mission and practice of *creating spaces for men and women to develop new ways of thinking and take ethical action to transform lives and livelihoods.*

Through its methodological emphasis on the use of Alternative Language Channels (ALC), the workshop demonstrated "holding of space" in action through movement structures of space-making, space-taking and space-shaping as intentional acts of leadership, i.e., how we "carry" and "walk" in shared spaces with our task responsibilities, experiences and feelings. This created possibilities for critical perceptual shifts related to "leading for" shared learning and shared responsibility-taking through organizational designs that consciously engage people's emotions and motivations.

The implicit assumption is that we transform space into something better, with more opportunities to do things in ways that are ethical. We therefore need to know the signals that would make us sure that leadership is being ethical, and therefore positively transformational, i.e., making and holding spaces that increase chances for doing things in ways that empower people.

New learning and way forward

The workshop demonstrated the meaning of *ethos* itself and how awareness of its function adds value in the leadership and management of organizations. Ethos provides a link between the daily tools, the structures and architectures of an organization and its higher purpose and therefore enables people to remain engaged and responsive even where there is temporary systemic failure.

The workshop methodology and content confirmed for us the critical significance of its theme, i.e., "ethical holding of…space." It is of paramount importance that civil society organizations recognize this, if they are to be effective models of transformational leadership in society as a whole. Organizations are places that are predominantly influenced by people's experiences, feelings and emotions. It should make sense, therefore, that organizations should seek to govern themselves through structures and systems that generate and utilize emotional intelligence in order to balance the best from the machine with capacities for organizational culture development.

Intelligent organizations will recognize and give due weight to structural forms that support their identity and specified values. In the first place, this would require the ability of organizations to keep various structural forms working side by side in a consciously nuanced relationship, for instance, the hierarchical structure and team learning structures. However, an organization needs to be clear about its core process (values and behavior forming a particular practice), and the kind of structure that needs to be mainstreamed in order to take that process forward.

Specific outcomes of the ethos workshop are the significant implications for future interventions for the development of capacities for civil society organization to achieve their planned outputs with integrity and care.

1. Training and coaching leaders to strengthen their empathetic, dialogic and general facilitative skills.
2. Restructuring processes that align organizational form with core process, thus strengthening an organization's ethical aspects of creativity, appreciative engagement and empowered participation of men and women in organizational and other social spaces.
3. Networking and knowledge sharing events to raise the awareness of NGOs about management processes, structures and systems that are likely to build and sustain their character as effective institutions of civil society.

2.2. Sustaining civil society identity, values and purpose

This is clearly a time of major shifts in civil society leadership in East Africa. After the energies of the 1990s when many NGOs burst on the scene on a wave of envisioning social development and the optimism of civic education for democratization, the second millennium is witnessing the retirement of many of the pioneers of the civil society movement in the region. This could indeed create a crisis of identity, purpose and continuity for the civil society sector on the continent.

There is probably a need for "Millennium Leadership Development Goals" (MLDGs) as indeed, is the priority in EASUN's current four year strategic plan. More immediately however, there is need to respond effectively to preserve the identity, vision and stability of civil society organizations as their founding directors continue to exit with sustained frequency.

The knowledge, functions and skills of NGO boards at this point is critical. However, these need to be developed beyond the regular competencies that have tended to be limited to supervising the management of resources and internal administration. Boards need to expand their visionary qualities and ability to monitor the extent to which civil society organizations are managing and sustaining their core process. i.e., stated values and conscious practices that sustain an organization's identity and its ability to meet the common purpose. EASUN is planning to continue with board sensitization workshops in its current strategic plan.

Fostering continuity of civil society leadership and ethos: A road map
In terms of direct consultancy support, interventions with two child rights organizations in October and November of 2009 highlighted important questions and possibilities for NGO board development in times of leadership transitions. In one of the organizations, EASUN conducted overall board training and individually coached both the Board chair and the incoming Executive Director, one year after the founder director had left.

Both interventions highlighted specific risks related to the departure of founder directors in the current civil society institutional environment. These include:
1. Loss of ability to manage well developed systems that were within the exclusive competence of the pioneer director;
2. Loss of ability to remain *facilitative* of local development or effectively deliver services where organizational purpose and methodology were sustained mainly through the knowledge and personality of the pioneer director;
3. Lack of confidence of incoming director due to the powerful legacies of outgoing pioneer directors;

The latter two risks (2&3) above tends to be rather subtle but probably more powerful in their impact on organizational capacity. They are related to the critical challenges of gaining the trust and confidence of staff, in order to shape organizational purpose and ethos after what was previously invested in the personality and often extraordinary energies of the founder.

There is now urgent need for effective NGO board training and coaching to plan and manage transitions related to the departures of civil society founder directors in East Africa. To be effective, such training will need to focus on the abilities of boards to know and commit to their leadership responsibility to build confidence and support incoming directors to steer organizations towards their core purpose. More specifically, NGO boards will need to development new awareness and skills in:
1. Strategic leadership roles of monitoring management of the organization's core process, to keeping it accountable toward its identity, values and purpose;
2. Managing the changing phases of development of their specific organizations, including establishing appropriate structures, systems and processes to sustain stability and effectiveness;
3. Mastering the authority to stabilize organizations in transition, i.e., demonstrate vision and strong sense of purpose, as well as build confidence and responsibility-taking by all staff.

Organizations in deep transition will often need team development interventions to build confidence and generate acceptance about responsibility-taking as a team-based practice that promotes creativity and innovation at various levels of the organization.

Transitions involving exit of founder directors essentially challenge NGO boards to strengthen organizational accountability around both core purpose and related core process, including developing a transition management plan that will address both short needs of stabilization and the long-term goals of strengthening strategic management of the organization.

2.3. Mainstreaming gender in organizational development

EASUN has continued to engage practitioners and civil society organizations in the region on the subject of gender institutionalization as a means of transforming organizational culture. From an OD perspective, gender mainstreaming is an essential development strategy for organizations that wish to sustain the core process of meeting social development needs through equal participation of all, men and women. In addition to well elaborated gender policies, such organizations need to develop structures, practices and work processes that promote transformational leadership, cultures of learning and values of tolerance. Gender mainstreaming is a particularly powerful process that enables organizations see the urgency for organizational transformation toward more inclusive and democratic governance.

EASUN organized two workshops, in 2006 and 2007 to raise awareness about gender mainstreaming as an instrument for changing perceptions and cultures of organizations and to offer some basic training in mainstreaming skills. In September 2009, we organized a special workshop to assess the extent to which the previous events had influenced any specific action steps toward gender mainstreaming and, presumably, impact on the cultures and practices of the relevant organizations.

Efforts and progress

- Understanding of gender by the participating organizations became more holistic, i.e., appreciation of gender to be about establishing "equity based" relationship among different social groups in organizations and society, as opposed to previous perceptions in terms of balancing participation of women and men alone;
- A number of organizational reviewed their gender policies after the two workshops;

Remaining gaps noted
- Only a small number of organizations had appointed focal persons to lead the implementation of commitments made, as well as further practice development;
- Mainstreaming plans, lessons and emerging questions were not fully documented in most cases.

The impact assessment workshop in 2009 strengthened the conviction of participating leaders that gender is indeed an integral part of development. They particularly expressed the new learning that gender mainstreaming is a sustainable development intervention when organizations take the necessary action to develop new structures and organizational processes that promote equal opportunities for men and women to provide leadership, share knowledge and skills and demonstrate their creativity.

2.4. Mainstreaming gender in CSO leadership

One of EASUN's outstanding responses to the question of gender and social development is its "Internship Programme for Young Women Leaders," which was launched in September 2007. EASUN is extremely proud of the fact that the first graduate of the programme, Edna Chilimo, completed her internship in August 2009.

The internship programme is a strong statement by EASUN—a leading organization in interventions for transforming organizational and leadership practices toward sustained participatory democracy in governance. In addition to the specific outputs of specific leadership skills for the interns themselves, the symbolism is extremely powerful in a social and political context that is experiencing a general erosion of ethical leadership qualities.

The internship is creating possibilities for women to lead and facilitate others from a young age, which is a significant departure from the usual pattern where leadership of young people is not being consciously nurtured. As a new Associate of EASUN, Edna has continued to show the kind of dedication, initiative and care that she demonstrated in both learning situations and activity implementation in the course of her internship.

2.5. Organizational resilience in the times of HIV & AIDS

Mainstreaming HIV & AIDS in workplace policies and practices is an intervention that meets the urgent need to reduce an organization's susceptibility to HIV infection and its vulnerability to the impact of AIDS. Such interventions will obviously take place in organizational contexts with other development related to governance, people's rights, motivation, leadership and resistance related to how such questions are manifesting themselves.

In order to increase sustainability of mainstreaming activities, EASUN has initiated a series of conversations around transformation of organizational culture and structures to make them more responsive to changing times and circumstances. This started with a workshop held in Moshi, Tanzania, in April 2009. The workshop, attended by eighteen OD practitioners, gender experts and HIV & AIDS mainstreamers, raised awareness of the impact of HIV & AIDS in organizations and also examined how OD can add value to HIV & AIDS mainstreaming through tools and processes for strengthening organizational adaptive capacities.

The workshop clarified how OD works with bottom up approaches to increase an organization's awareness of the need for change and generate energy (or will) to develop policies and practices likely to support the change.

The workshop thus started an important conversation to enable HIV & AIDS mainstreamers, OD practitioners and gender experts map out complimentary interventions that will address both immediate resilience needs and complex organizational culture change issues.

EASUN recognizes that organizational practices can only be transformed through well planned comprehensive sets of interventions that shift ways of thinking and relationships. It is such leveraging

of the will that paves the way for new skills and new policies to support new practices in a stable and sustainable way. This particular understanding has implications on what might ultimately be the relevance of OD skills and tools for HIV & AIDS and gender mainstreaming in organizational contexts.

Mosi Kisare
EASUN Executive Director
Arusha, July 2010

3. Activities overview and lessons learnt in 2009

3.1. Transforming CSO leadership practices

Training field workers as agents of their organizational practice
EASUN trained 40 fieldworkers from 15 organizations: 1) one faith based organization (FBO) in Tanzania and 14 NGOs working for child rights in Kenya. The field workers course (FAF) builds skills in facilitating ownership of learning as a key ingredient in participatory development at grassroots levels. The course also enables fieldworkers to relate their project activities to the stated purposes and broad objectives of their organizations, thus establishing a framework for their engagement with development work as a values based practice of their organizations, rather than implementers of isolated project activities.

The leadership focus of the course is in developing the capacity of a fieldworker to facilitate processes of learning in ways that empower individual men and women, as well as organizations and small groups in local communities.

The Kenyan fieldworkers at the end of their course highlighted key ingredients that make the FAF course transformational of leadership practices:

Our big thoughts were met with simplicity,
Detailed we were, yet the big picture was simple, aha!!!
We have always participated, but was it authentic?
We have used questions, were they strategic?
In the action learning, we went clockwise,
In the helping conversation we went counterclockwise,
Movement both ways.
But down in the values, our behavior to examine.
New lenses we acquired, the wisdom of the situation,
I am not a doctor, I am a facilitator.

Shaping values of transformational leaders in organizations
In another of EASUN's transformational leadership development courses, 22 CSO leaders completed cycle "L" of the FOD course in march 2009, while another batch of 20 started cycle "M" in August. These enrolments brought the total number of CSO leaders attending the FOD course to 180.

Participants in the FOD were introduced to new concepts, tools and skills in facilitating team development and organizational learning. In addition, the course is a major intervention for shaping appropriate values of change leaders in organizations and communities.

The total enrolment of 42 in cycles "L" and "M" made 2009 the peak year in FOD participation since the course started in 1997. This also goes to show that the FOD course has increased its popularity with CSO leaders in East Africa.

New Learning

The two courses confirmed the importance of "ownership" in learning situations and all development work, which depends largely on effective relationship building between the facilitator and the organization, community or individual leaders being supported. Facilitating ownership enables beneficiary communities to wear new lenses and see those things that may have been hidden or which they may not have developed the will to see.

"EASUN Formidable"

As one of those who have benefited from EASUN's resourcefulness, I am very pleased to note the many achievements the institution has made in the last year. EASUN has over the years evolved to become a formidable skill-enhancing and knowledge development institution. Many of us are what we are today because what we learned from EASUN.

As EASUN steps forward to 2010, I wish you all success in your quest to build a special body of knowledge within the region.

I will always remain a great ally of EASUN!

<div align="right">

--Kenneth Oyik
VECO
Same, Tanzania

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"Am grateful for good learning that I received through the FOD course. This makes me worry that so many of our colleagues missed this wonderful opportunity."

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--Ismael Ochen-Ochen
Women and Rural Development Network, Uganda

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I would like to share my deep appreciation of the support in the 8 month journey. I initially looked at FOD as simply three weeks of learning. However, I realized it is more like an 8-month walk of growth. When I look at the journey travelled and 'AHA' moments, then, am amazed.

<div align="right">

--Myra Dang'ana
Eastern African National Networks of AIDS Service Organizations
Arusha, Tanzania

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3.2. Special capacities development

The year 2009 saw the growth of EASUN's activities designed to develop new areas of competencies for CSOs, particularly as they sought to address new questions in rapidly changing environments. Four such activity areas are addressed in the previous section titled: "Expanding civil society competencies in changing times." These include 3 workshops: 1) Ethical holding of organizational space (ETHOS); 2) Gender mainstreaming as an instrument for transforming organizational culture; 3) Assessing how OD can add value to HIV & AIDS mainstreaming in the workplace.

Other areas that received special attention in 2009 include: 1) *internship for young women leaders—which is* a gender specific leadership development activity; 2) *NGO board training*—emphasizing a board leadership angle of clarifying

and sustaining the identities and values of civil society organizations; 3) Coaching boards and executive directors toward sustaining continuity of organizational vision and stability in times of leadership transitions.

> *Onward with courage,*
> *I stepped into the unknown.*
> *Joy and happiness fill my heart,*
> *As I discover God given gifts,*
> *that no one can steal.*
>
> *I have treaded the path of anxiety,*
> *But someone was there, listening and supporting,*
> *Sharing a smile, laughter.*
> *Easing a wounded heart.*
> *Someone, s/he was there.*
>
> *I learned to cherish space*
> *for healing, learning and discovery.*
> *Wherever I will travel or dwell,*
> *memories of this journey are*
> *treasured forever*
>
> *Come join my journey,*
> *Go where there is no path and leave*
> *a trail, others will take heed!*
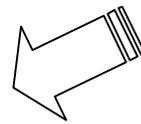
Edna Chilimo's voyage of discovery through EASUN's Internship Programme for Young women leaders

"EASUN builds and gives young women a cause to strive for."

--Edna Chilimo
First young woman Intern at EASUN

"My journey back to the western part of Kenya was great. I left Moshi at about 6:00 am of the morning of 29th May 2009. Some few miles past Arusha, we came across beautiful thorn trees that God planted in style. I carried that image in my heart till we arrived at Namanga border. I wish we can create space for more trainings. The ETHOS leadership workshop was so wonderful. Since then … I have thought of creating days for remembrance. I am sharing with other organizations how beautiful EASUN is, as an organization, together with its causes."

--Violet N Magwilo
Executive Director
Namoni Community Development Organization

New learning
From the ETHOS (Ethical Holding of Organizational Space) workshop EASUN experienced perceptual shifts that have revolutionized the way we think about structure and how we facilitate organizational learning and other development processes. These new lessons came from unpacking the concept of ETHOS itself, which was the central theme of the workshop in May 2009. A number of specific points captured during the unpacking of the

workshop in Moshi characterize the new learning that clearly brought EASUN to a new place in facilitating organizational and leadership development activities

1. The way space is shaped, taken or offered determines whether the kind of participation that takes place is democratic or authoritarian.
2. Participation in creating space is an action guarded by our values;
3. Language of movement, like other forms of art, is full of insights for real life situations. For instance, gestures such as "carrying", "lifting", "walking" and "placing"; effectively characterize *caring* and *awareness* of others in shared space. These are important sources of learning about how we can create better leadership and participation through the values with which we hold space or carry our responsibilities and relationships.
4. Values driven organizations are those that have made their values explicit. These values determine how spaces are made, taken or shaped.
5. Transforming space into more open, appreciative, creative and participatory forms of relationships increases the opportunity to do things in ways that are ethical. This carries important lessons for future designs of structure and work processes in organizations.
6. The language of art (movement, colour, poetry, metaphor) brings transparency to the learning process, allowing participants to positively engage with it, managing and owning it as their own lived experience;
7. In all learning situations, two conditions seat side by side in paradox: if uncertainty means confusion—then curiosity in that situation leads to innovation and creativity. It is what is done with that situation that matters.

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

--Professor Tony Ghaye
Reflective Learning-UK

3.3. Follow up visits to trained organizations

Each year, EASUN undertake follow-up visits to organizations receiving OD interventions. The visits serve two main purposes: 1) Monitoring of impact of capacity development as a specific area of EASUN's interventions; 2) Coaching accompaniment for ongoing effective change management.

In 2009, such follow-up included visits to trained individuals and participating in other leadership development workshops organized by EASUN. This aspect of follow-up particularly monitors impact of training on organizational and leadership practices.

ORGANIZATIONS AND LEADERSHIP TRAINING GRADUATES VISITED IN UGANDA

Organization visited	Activity followed up
WORUDET	CBO's strategy workshop 2008, 2 FOD graduates
Pader NGO forum	CBO's strategy workshop 2008, 1 FOD graduate
DENIVA (National Network of NGOs)	Networking and collaboration
ISIS WICCE	1 FOD graduate
Environmental Alert	Teambuilding intervention 2007, 3 FOD graduates
FOKAPAWA	CBO's strategy workshop 2008, 2 FOD graduates

New learning
Networking organizations at national levels are strategic partners in promoting institutional capacity building of CBOs. During the visits to some of them in 2009 we particularly saw the value of how close collaboration with

them is likely to facilitate more efficient information exchange and capacity development of grassroots organizations in East Africa.

With regard to other institutional development activities of EASUN, we gained particular insights that organizations will be more effective in mainstreaming of new practices from training activities when they establish clear personal and organizational objectives for attending workshops.

3.4. OD Interventions for transforming civil society practices

OD interventions in 2009 were undertaken in four main categories:
1. *An organizational survey* supported a regional networking organization to surface important questions related to structure, relationships and leadership, as well as plan next steps toward strengthening best practices in specific areas of management, such as team work;
2. *Board training* enabled 2 NGOs in Tanzania to clarify board leadership roles in managing organizational purpose and plan specific steps to strengthen new leadership practices in their organizations. The two board trainings were particularly critical, given that both organizations had to manage leadership succession at executive director levels, together with other transitions related to sustaining organizational practices and stability. One additional training enabled a CBO in Tanga region of Tanzania to align its policies with strategy, through review of constitution to provide for shared leadership and team-based decision-making.
3. Two leaders in 1 regional NGO received *coaching* support from EASUN, which helped clarify their leadership roles in view of shifting responsibilities in the context of restructuring. The coaching intervention also strengthened their acceptance, resilience and capacity to change behavior and experience positive emotions under circumstances associated with loss of identity and self-esteem. For a different organization in Tanzania, both the board chair and executive director were coached over a 3 month period to strengthen strategic leadership processes and decision-making in view of departure of the founder director.
4. 2 NGOs in Tanzania and Uganda received EASUN's support in their *strategic thinking and planning* processes, which enabled them to 1) clarify their institutional identities and statements of purpose.; 2) develop objectives and targets for activity implementation; 3) put in place action steps toward adopting best practices in specific areas of governance and management.

Organizations supported by EASUN with OD interventions in 2009 are involved in the specific activity areas of: 1) Networking and capacity building of HIV & AIDS organizations; 2) Gender and sustainable energy; 3) Local culture development; 4) Child rights advocacy.

EASUN's OD interventions in 2009 particularly supported CSOs to clarify their identities and, therefore, place their specific project purposes in the context of their civil society agendas.

What we learnt
- Sustaining transformational change requires follow-up and coaching of leaders;
- Changes in strategic plans will often require review of key policy documents, including the constitution, to ensure they are supporting the intention for change.
- Varying backgrounds of board members increase the complexity of both the organization and board training interventions. This calls for extensive clarifications and sharing of purpose in any intervention at board levels.

3.5 The North/South NGO dialogue initiative

Thirty six (36) leaders from civil society organizations in East Africa attended the Southern planning workshop toward the Moshi dialogue. The purpose of the workshop was to develop shared understanding in preparation for a consultation, dubbed "Moshi Dialogue", between East African (Southern) and Northern NGOs that was planned for November of the same year. The preparatory workshop took place in Moshi itself, from 16-18 March 2009.

The workshop unpacked the meaning of 'capacity', in an effort to fully understand the implications of capacity development as an intervention for organizational and institutional development of CSOs in the South. Participants expressed the hope that the November consultation would generate consensus about the need to shape holistic approaches to capacity development, including identity management and transformational outcomes in project activities. The meeting identified a number of areas that were felt to be of critical important for institutional capacity development of Southern NGOs: 1) building a common identity as civil society organizations; 2) managing essential areas of commonality, such as a specific value base; 3) advocacy to influence human centered policies and partnership management instruments.

Dialogue
The Moshi dialogue itself took place from 8th to 15th November 2009, with 50 CSO leaders and programme staff from North and South in attendance. The dialogue highlighted two main characteristics that are current in the relationships between North and South: 1) current partnerships and the funding that goes along with them reflect top down power that tends to paralyze the civil society agenda of both Northern and Southern NGOs; 2) There is a strong desire in both the Northern and Southern NGOs to find more meaningful ways of addressing capacity development questions in the South.

At the end of the four day workshop, participating organizations and individuals shared how they were going to take the dialogue agenda forward through their own work. Many from the South showed concrete action plans for strengthening South-South institutional development platforms aimed at shifting ways in which power is held in development and capacity building interventions. What stood out from the North was a commitment to strengthen online communication platforms for information sharing toward involving more organizations and individuals in the dialogue.

At the same time, EASUN and PSO committed themselves to do more clarification of their assumptions, conceptual frameworks and expectations, as the basis for effective their partnership and collaborative work in the future.

New learning

1. Capacity building is much more than a series of technocratic interventions.
2. Participants appreciated that Southern CSOs have equal responsibilities in shaping up the nature of partnership with their Northern partners.
3. Capacity development of Southern NGOs needs to be concerned with CSOs ability to manage their innate powers of vision, values, conviction and courage for mutually empowering relationships.

3.6. *Walking the gender talk in organizations*

Assessing progress of 3 year pilot activities
Seven women and six men representing civil society organizations (CSOs) from Kenya. Tanzania and Uganda attended a three-day workshop to assess changes in their organizational gender practices. The September 2009 workshop was a follow-up impact assessment platform after two workshops organized by EASUN in 2006 and 2007. The workshops were based on the assumption that sustained gender institutionalization will lead to overall

organizational culture transformation toward more participatory and facilitative leadership practices, as the foundation for mainstreaming gender at policy and other systemic or activity levels.

Gender mainstreaming with culture transformation as an immediate target support CSOs in the region to establish ownership of the necessary gender concepts and generate the will for action to mainstream gender in their organizational mindsets, work processes and systems.

The 2009 workshop particularly assessed the extent to which the previous gender awareness workshops had influenced specific action steps toward gender institutionalization. Progress shared from the efforts of participating organizations included: 1) understanding of the gender concept has become increasingly holistic, with particular reference to people's rights and equity based" relationship among different social groups in society; 2) Organizational policies were being reviewed with increased gender awareness; 3) Gender policies in place were generally been implemented; 4) Increased awareness and support of varying male and female needs in the work place.

Moving forward
From the assessment above, some specific areas emerged as still requiring further attention by many NGOs, including: 1) more organizations still need to appointed focal persons to lead in the implementation and follow up on commitments made toward gendering organizational practices; 2) need to document plans, lessons and emerging questions in the processes of mainstreaming gender in organizational life.

New learning
Three critical factors stood out from what participating organizations shared to be their major lessons from the workshop: 1) Gender is indeed an integral part of development; 2) gender mainstreaming requires organizations to become more conscious of diversity issues; 3) Need to increase preparedness, including internal human resource capacities, to manage these issues effectively.

Particular exercises used in the workshop also generated new insights for participants: 1) one listening exercise, for instance, highlighted the need to hear different voices in organizational settings, including those that have long been marginalized by traditional patriarchal practices; 2) participants generally expressed their appreciation of OD processes that, in their view, are powerful enough to increase the sustainability of changes instigated by gender mainstreaming activities; 3) it was also noted that poverty and lack of access to resources increase vulnerability, leading to social exploitation of both men and women.

3.7 Mentorship and Coaching workshop

The 2009 mentorship and coaching workshop for EASUN OD Associates and apprentices was guided by the theme: "surfacing organizational shadow". It was attended by 8 women and 9 men from Kenya, Tanzania and Uganda.

The workshop focused on increasing the knowledge and ability of OD practitioners to recognize shadow dynamics in organizations, i.e., when there is no agreed common purpose, or sections of an organization are working at cross purposes, then an organization is operating in its shadow area. It was particularly noted that when "unstated purposes" dominate, then an organization begins to destroy itself. Participants were equipped with skills for surfacing the shadow as a precondition for a successful OD process.

The workshop was followed by a one day meeting that launched an Association for Practicing OD in East Africa (APODEA) toward making OD an effective and credible practice in East Africa. This broader network of

practitioners will also increase the number of Associates who may become involved in EASUN's organizational and institutional development interventions with civil society organizations throughout East Africa.

New learning
The workshop particularly used participatory processes such as role-plays, in its learning processes. These are important tools that allow people to play out and experience their own personal or facilitator shadow dynamics. Participants learnt that surfacing the shadow requires openness emerging questions of the self, in order to effectively handle projection as a defense mechanism.

It was particularly noted that simply identifying the shadow is not enough and could indeed be futile. An organization needs to establish systems for ongoing conscious alignment of its activities and practices with its stated values, vision and mission.

3.8. End of year reflection

End of year reflection is an annual event that enables EASUN to look back at critical events and lessons from its activities. In a three-day retreat in September 2009, EASUN staff a review workshop in the quiet and historic town of Pangani, in Tanga region.

Through reflective learning processes we identified factors that enabled EASUN to perform well in 2009, as well as questions that we still needed to address in various areas of organizational culture, systems and performance of individuals. Areas to strengthen were also noted, and relevant next steps planned to move the organization in the direction of its desired development.

Interventions used in the review process were simple and particularly focused on "meaning-making" from the activities, feelings experienced, and important lessons throughout the year. Through image-based vocabularies, staff members learnt about specific things that are essential to EASUN's approaches in facilitating change and development in individuals and organizations. The review process in 2009 was an intervention for team building, learning and preparation for growth in 2010. It also turned out to be a celebration of a generally successful 2009.

Important benchmarks achieved in 2009
- 50% of change objectives planned in 2008 were implemented
- We were consistent in building organizational systems, which also sustained our awareness about the role of systems in increasing effective management of EASUN;
- More staff ventured to write more, which greatly helped in upholding EASUN's communication strategy.
- Our learning systems worked extremely well in 2009, i.e. the whole learning site and the various activities that take place in it, including 1) monitoring and evaluation of EASUN's work and practice; 2) team learning/ development; 3) coaching for leadership and professional growth of staff, associates and interns.

Stepping out in 2010
EASUN's development objectives prioritized for 2010 include: 1) Opening up our organizational boundaries as a Learning Centre; 2) strengthening platforms for developing partnerships in capacity building; 3) strengthening internal team learning and leadership development for more effective holding of our organizational space; 4) strengthening civil society movements to enhance facilitative leadership and transformational organizational practices in the region, including APODEA (Association for Practicing OD in East Africa).

New learning from the review workshop
The importance of conscious reflection for improvement performance and organizational development was confirmed for us in this review workshop. Organizational learning happens where there is constant affirmation of

values, and the systems that uphold them, in the lives and work of individuals and organizations. In addition, the reflecting team made significant efforts to scrutinize how EASUN had consciously applied its affirmed values and established systems to sustain its organizational practice and relevance. We were reminded of how easy its is, relatively, to establish organizational systems, but much more difficult to entrench a culture of working through them.

3.9. *Information and knowledge exchange*

EASUN participated in six meetings organized by its various partners. A meeting in The Netherlands, from 12-15 May, organized by STOP AIDS NOW (SAN) brought together donors and NGOs with the aim of exploring the possibility of generating financial resources needed for scaling up the response of HIV and AIDS in work places.

Other networking events in which EASUN participated included 1) a planning meeting for North/South NGO's dialogue on capacity building in May, Moshi –Tanzania; 2) a meeting organized by Belgium Development Cooperation, in June, Dar-es-salaam-Tanzania; 3) A series of meetings with programme staff, as well as Chairperson and Executive Director of PSO in Arusha-Tanzania; 4) African civil society index workshop to develop questionnaire for survey of civil society organizations in Tanzania. The workshop was organized by ForDIA (Concern for Development Initiatives in Africa); 5) SNV (Tanzania) workshop on capacity building approaches and services available in the country and how they can be outsourced.

EASUN also participated in the 3rd Biennial Practice Conference organized by CDRA in Cape Town, South Africa from 12-15 May with the theme '*Organization for creativity*'.

4. EASUN 2009 ACTIVITY RESULTS ANALYSIS

ACTIVITY IMPLEMENTED	1. (OD 02) DOCUMENTATION OF LEADERSHIP QUESTIONS FOR CIVIL SOCIETY ADVOCACY			
PLANNED ACTIVITY RESULTS	Two reports from 2004 and 2006 workshops on leadership, complexity and transformation in the context of civil society have been edited and published in one book, making the issue of transformational leadership and its impact on power and trust/corruption, responsibility and freedom, creativity and consolidation more accessible and inspiring to a wider audience that did not attend the workshops.			
VERIFIABLE INDICATORS	ACHIEVED RESULTS	VARIATION	CAUSES OF VARIATION	ACTION TAKEN/PLANNED ACTION
1. Manuscript is completed, designed. printed and ready for distribution; 2. Advertized publication and its contents are generating inquiries; 3. Number of individuals and organizations seeking EASUNs support in leadership training based on info from the book.	Activity not carried out	- 100% implementation	Negotiations with resource person stalled due to cost implications	Documentation deferred to 2011
ACTIVITY IMPLEMENTED	**2. (OD 04a) COACHING WORKSHOP FOR OD ASSOCIATES IN CSO CAPACITY BUILDING**			
PLANNED ACTIVITY RESULTS	18 Associate OD practitioners from East Africa have met and strengthened their skills in PAAR methodologies for 1) creating safety for people to communicate ideas; 2) facilitating openness to new possibilities; 3) promoting tolerance; 4) fostering creativity, participation and dialogue			
VERIFIABLE INDICATORS	ACHIEVED RESULTS	VARIATION	CAUSES OF VARIATION	ACTION TAKEN/PLANNED ACTION
1. Expressed confidence in the use of facilitation processes that engage participants in creating images of their realities; 2. CSOs facilitated by Associates are planning transformation of their structures, systems and leadership for alignment with vision an core purpose. 3. Increasing number of Associates are facilitating EASUN's training courses, workshops and interventions in EASUN's client situations.	1. 100% attendance; 2. Increased practitioner's awareness of their own *projections* hindering their ability to support organizations to see their real questions; 3. Strengthened skills for helping organizations come to acceptance about their core purpose and analyze changes needed in practices to achieve that.	Workshop content was changed to "surfacing organizational shadow" and not skills in PAAR methodologies as initially planned.	Perceived urgent need to focus Associates skills toward successful interventions that align organizations' *structures, leadership* and *work relations* with their stated vision and claimed values	Skills in PAAR methodologies will be the theme of Associates' workshop planned 2010.
ACTIVITY IMPLEMENTED	**3. (OD 04b) ACCOMPANIMENT OF OD APPRENTICES FOR PRACTICAL SKILLS DEVELOPMENT**			
PLANNED ACTIVITY RESULTS	6 OD apprentices from CSOs in East Africa accompanied in real time interventions have strengthened their facilitation and coaching practices for transformation of leadership, systems and governance of CSOs.			
VERIFIABLE INDICATORS	ACHIEVED RESULTS	VARIATION	CAUSES OF VARIATION	ACTION TAKEN/PLANNED ACTION
1. Number of apprentices involved in OD interventions; 2. Self-development questions and plans of apprentices; 3. Apprentices are applying tools that facilitate learning and commitment in client situations; 4. Number of apprentices facilitating networking workshops and training activities.	1. 50% involved in OD interventions 2. 50% highlighted and planned personal and professional development through coaching sessions; 3. Apprentices played active role in designing learning processes in OD interventions ; 4. 5 Apprentices facilitated learning meetings as well as training courses for fieldworkers and NGO leaders.	1. 50% did not get a chance for accompaniment or coaching;	1. Need to fast track practice development of apprentices with the greatest potential. 2. Available time also committed to accompanying and coaching young women leadership interns at EASUN who are also on the apprenticeship programme.	Increasing number of individuals able to coach others among EASUNs' associates.

ACTIVITY IMPLEMENTED	3. (OD 05) FACILITATING ORGANIZATION DEVELOPMENT COURSE FOR CSO LEADERS (FOD)			
PLANNED ACTIVITY RESULTS	40 leaders have enrolled and receiving OD skills training for leadership, organizational and institutional development of civil society organizations, specifically for transformational leadership practices and techniques of process management in organization development interventions.			
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 further practice; 3. Organizational learning activities facilitated by participants in the first year following the course; 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. 22 (13 women, 9 men) enrolled in cycle "L" and 20 (8 women, 12 men) enrolled in cycle "M"; 2. 90% awarded certificates for successful completion. 3. Skills in the use of diagnostic tools for creating shifts in organizational situations well demonstrated in back home projects; 4. Conscious use of "self" practiced and understood as instrument for transforming leadership and organizational practices. 5. Action plans put in place for further development of participants as leaders and enablers of ongoing change management in their organizations. 6. Leaders of 2 sending organizations received coaching for effective leadership of team situations and facilitating accountability to organizational purpose and practice.	1. + 2 (enrolled in cycle "L")	1. Advertising strengthen through EASUN e news; 2. People encountering FOD graduates having positive experiences of their leadership and performance in team situations.	-
ACTIVITY IMPLEMENTED	4. (OD 06) 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 and transformational organizational practices for gender equitable leadership in East Africa.			
VERIFIABLE INDICATORS	ACHIEVED RESULTS	VARIATION	CAUSES OF VARIATION	ACTION TAKEN/PLANNED ACTION
1. Each intern has managed client contracting systems and co-facilitated a minimum of 3 OD interventions; 2. Each intern has attended the FOD course and enrolled in EASUN's apprenticeship programme; 3. Interns have enrolled in a coaching programme with a regular listening partner; 4. Each intern has co-facilitated a minimum of one full field-workers' course; 5. Each intern has successfully coordinated a major regional event for CSOs institutional development.	1. 100% enrollment; 2. 1 interns completed FOD course; 3. Interns facilitated field workers training; 3. Practical experiences gained in planning, documentation, networking, facilitation & activities coordination; 4. 70% of coaching plan implemented; 5. Increased confidence and skills in facilitating learning processes of others; 6. Information management and networking skills strengthened; 7. Co-facilitation of OD interventions by 1 intern.	1. – co-facilitation of OD interventions by 1 of the two interns; 2. - 30% coaching sessions	1. Changes in anticipated/planned OD interventions; 2. Departure of one of EASUN's coaches	1. Co-facilitation of OD interventions to continue in 2010; 2. Strengthening coaching skills of additional senior staff members in EASUN.

ACTIVITY IMPLEMENTED	5. (OD 07)TRANSFORMING LEADERSHIP IN CSOS: WORKSHOP ON ETHICAL HOLDING OF ORGANIZATIONAL SPACE FOR EFFECTIVE OUTREACH			
PLANNED ACTIVITY RESULTS	30 leaders of CSOs in East Africa have acquired new understanding and skills in holding organizational space and carrying organizational vision and values, in addition to managing structure, systems and resources; towards sustained ethical and democratic leadership in the contexts of organizations and society.			
VERIFIABLE INDICATORS	ACHIEVED RESULTS	VARIATION	CAUSES OF VARIATION	ACTION TAKEN/PLANNED ACTION
1. Number of CSO leaders attending the workshop; 2. Leadership concepts of holding and carrying are highlighted and practiced; 3. Tools for measuring leadership success in mobilizing creativity are developed, documented & ready for use; 4. Participants are expressing desire for further leadership development through available courses in facilitation skills.	1. 85% (12 women, 13 men) of intended participants attended 2. Strengthened use of ALC and positive engagement approaches to OD/ID interventions; 3. Enhanced understanding of values, skills and practices that result in ethical leadership in organizations and communities; 4. Alternative Language Channels in the workshop processes documented as metaphors for developing and measuring ethical & transformational leadership outcomes; 5. 1 ETHOS workshop participant enrolled in the FOD course.	- 5 participants	Unforeseen circumstances for confirmed participants.	Follow up with additional 3 ETHOS workshop participants who expressed interest but were not able to attend FOD in 2009.
ACTIVITY IMPLEMENTED	6. (CO 05) TRAINING FIELD WORKERS IN COMMUNITY MOBILIZATION SKILLS (FAF)			
PLANNED ACTIVITY RESULTS	50 Fieldworkers of 3 CSOs supporting grassroots activities are equipped with skills in facilitating group/membership effectiveness, community learning and ownership of project activities at community levels			
VERIFIABLE INDICATORS	ACHIEVED RESULTS	VARIATION	CAUSES OF VARIATION	ACTION TAKEN/PLANNED ACTION
1. Fieldworkers of 3 organizations have completed 2 modules each and are certified; 2. Practices of facilitated organizations are more participatory and gender inclusive. 3. Number of leaders of trained organizations inquiring about advanced facilitation skills training.	1. 34 field workers from 12 CSOs trained and certified; 2. Enhanced understanding of essential posture for facilitating empowered participation of men and women in community activities; 3. Action plans in place for strengthening facilitation practices that advance people's rights through participation; 4. Questions for building participating organizations' systems for learning, participatory and gender inclusive practices identified and documented. 5. 1 FAF graduate from 2008 attended and completed FOD course in 2009.	1. - 16 field workers 2. + 9 organizations 3. Insufficient number of FAF trained leaders attending FOD.	1 CBO in Uganda was unable to continue with module II for its 20 field workers	- Ugandan CBO deferred module to 2010. - More effort to support CBOs raise funds for FAF training; - Strengthening promotion of advanced courses for leaders attending FAF training.

ACTIVITY IMPLEMENTED	7. (CO 07) UPDATING AND MARKETING CBOs REFERRAL SYSTEM			
PLANNED ACTIVITY RESULTS	CBOs are networking among themselves and accessing up-to-date information on various institutional development support from service providers, donors and various intermediary advocacy NGOs			
VERIFIABLE INDICATORS	ACHIEVED RESULTS	VARIATION	CAUSES OF VARIATION	ACTION TAKEN/PLANNED ACTION
1. The referral system is formally launched; 2. Number of CBOs and service providers listed; 3. Number of CBOs and service providers exchanging information through the referral system; 4. Number of web-page updates with new contacts and other information;	1. 600 CBO and service providers listed, 2. Referral system upgraded to include blog, for easier interaction; 3. 15 comments and inquiries received through blog; 4. Referral system advertised in MyDevJobs and EASUN websites;	1. + 120 CBOs and service providers listed.	Ongoing updating of the system	-

ACTIVITY IMPLEMENTED	8. (CO 09) DEVELOPMENT OF TOOL FOR MEASURING IMPACT OF OD/ID INTERVENTIONS FOR GRASSROOTS ORGANIZATIONS			
PLANNED ACTIVITY RESULTS	A participatory tool for measuring impact of capacity building and OD interventions at project group levels is developed and documented, ready for use in organizational change interventions and training courses for field workers.			
VERIFIABLE INDICATORS	ACHIEVED RESULTS	VARIATION	CAUSES OF VARIATION	ACTION TAKEN/PLANNED ACTION
1. Impact measurement tool is developed, documented and ready for use; 2. Results of pilot interventions with selected CBOs; 3. Documented results of ongoing institutional development interventions with grassroots organizations.	Measurement tool developed and tested in FAF and FOD impact assessment workshop (see below).	Pilot interventions with selected CBOs have not taken place	Tool development and first testing took place toward the end of activity year in 2009	Further testing of the tool to take place in 2010.

ACTIVITY IMPLEMENTED	9. (C0 032A) PREPARATORY WORKSHOP ON PARTNERSHIP QUESTIONS IN CAPACITY BUILDING OF SOUTHERN NGOs			
PLANNED ACTIVITY RESULTS	50 representatives of Southern NGOs in East Africa have met in a 3 day workshop, shared partnership experiences and discussed ways forward, in preparation for planned North-South consultation towards more effective relationships in capacity building and institutional development of the CSO sector in the South, based on the East African experience.			
VERIFIABLE INDICATORS	ACHIEVED RESULTS	VARIATION	CAUSES OF VARIATION	ACTION TAKEN/PLANNED ACTION
1. Number of NGO leaders attending the workshop; 2. Specific case studies are shared and documented, ready for use in the planned North/South consultation;	1. 72% of intended participants attended (15 women and 21 men); 2. 7 documented cases presented; 3. Questions facing southern NGOs identified and responsibilities noted appropriately for North and Southern NGOs; 4. Southern NGO agenda developed and recommended for inclusion in the November North-South dialogue event	- 14 intended participants	- Unforeseen events for some invited participants.	-

ACTIVITY IMPLEMENTED	10. (C0 032B) PLANNING MEETING FOR NORTH/SOUTH NGOs DIALOGUE ON CAPACITY BUILDING			
PLANNED ACTIVITY RESULTS	5 staff members of EASUN and PSO (Netherlands) have met and finalized planning for North-South NGOs consultation/dialogue on effective relationships in capacity building and institutional development of Southern CSOs			
VERIFIABLE INDICATORS	ACHIEVED RESULTS	VARIATION	CAUSES OF VARIATION	ACTION TAKEN/PLANNED ACTION
1. Specific themes and workshop programme developed, documented and ready for use.	1. 7 representatives of EASUN, PSO, Danish Mission Council (DMC DD) and Danish Project Advice Training Centre (PATC) participated. 2. Agenda, programme and process suggestions for the dialogue event developed with a focus on reflective participation appreciating diverse experiences from North and South	+ 2 participants from Danish Mission and Danish Project Advising and Training Centre	- Interest due to perceived relevance of the dialogue event.	-
ACTIVITY IMPLEMENTED	**11. (C0 032C) MOSHI DIALOGUE ON CAPACITY BUILDING RELATIONSHIPS BETWEEN NORTH AND SOUT NGOs**			
PLANNED ACTIVITY RESULTS	50 representatives of Southern and Northern NGOs have met in a 3 day consultation, shared partnership in capacity building experiences and discussed ways forward for strengthening relationships in the activities, processes and projects for the institutional development of Southern CSOs.			
VERIFIABLE INDICATORS	ACHIEVED RESULTS	VARIATION	CAUSES OF VARIATION	ACTION TAKEN/PLANNED ACTION
1. Number of Southern and Northern NGOs attending; 2. Emerging questions and opportunities are raised, discusses and documented; 3. Linkage between capacity building and institutional development is discussed and documented; 4. Way forward is planned and documented, reflecting recognition of mutual needs; 5. Time–frame agreed for monitoring and evaluation events in relation to the way forward.	1. 96% (21 women and 27 men) of intended participants attended; 2. Important questions raised regarding power dynamics around transfer of resources in capacity building relationships and its impact on institutional development of Southern NGOs; 3. Concrete action plans made to strengthen South-South institutional development platforms and increase web-based discussions by Northern NGOs.	1. - 2 intended participants; 2. Insufficient discussion of linkage between current capacity building practices and institutional development	1. Last minute cancellations; 2. Varying exposure of participants to the political nature of aid and how this serves the dominant political paradigm	1. Plans by EASUN and PSO to hold reflective meetings to continue clarifying assumptions underlying their approaches to facilitating learning situations and capacity building work generally, 2. More shared learning platforms through targeted and smaller scale joint activities between EASUN and PSO.
ACTIVITY IMPLEMENTED	**12. (CO 034) ANNUAL OD NETWORK CONFERENCE**			
PLANNED ACTIVITY RESULTS	Two (2) EASUN staff have participated in the annual global OD conference of the OD Network U.S.A., and strengthened exchange and OD techniques for transforming organizational practices and social development in East Africa.			
VERIFIABLE INDICATORS	ACHIEVED RESULTS	VARIATION	CAUSES OF VARIATION	ACTION TAKEN/PLANNED ACTION
1. Number of resource people identified for engagement with the EASUN Learning Centre; 2. New resource center materials acquired; 3. Number of networking partners identified; 4. New OD tools learnt and benchmarked.	1. 1 EASUN staff member attended the conference; 2. Identified important subscription materials and links to key resource centres; 3. Initiated strategic contacts with well known OD practitioners worldwide toward enhancing EASUN's practice; 4. Initiated discussions with various	- 1 intended staff participant	1. Attending to a busy schedule with EASUN's support to CSOs in East Africa.	1. Identifying and strengthening capacities of more Associates in 2010.

	practitioners toward strengthening specific innovative OD skills for practitioners in East Africa.

ACTIVITY IMPLEMENTED	**13. (CO 035) TRANSFORMING ORGANIZATIONS THROUGH GENDER INSTITUTIONALISATION**
PLANNED ACTIVITY RESULTS	25 CSOs from Kenya, Uganda and Tanzania have met to assess the impact of two gender and OD workshops (2006 & 2007) on their organizational systems, processes, values and distribution of responsibilities.

VERIFIABLE INDICATORS	ACHIEVED RESULTS	VARIATION	CAUSES OF VARIATION	ACTION TAKEN/PLANNED ACTION
1. Number of men and women attending the workshop; 2. Specific cases shared; 3. Lessons shared are demonstrating how gender institutionalisation transforms organisational practices; 4. Number of organizations inquiring about OD intervention to relate gender with needed changes in structure, systems, leadership and work processes;	1. 13 representatives (7 women and 6 men) of 7 CSOs attended workshop; 2. Gender institutionalization experiences after 2007 and 2006 workshops were documented; 3. Increased understanding that gender equity is brought about by expanding human rights, participatory structures and transformational practices; 4. Areas of focus for future interventions around gender institutionalization highlighted.	1. - 12 intended participants; 2. Gender mainstreaming efforts still lacking holistic approaches to change management.	1. Workshop dates coincided with a public holiday in East Africa. 2. Pace of integration of new policies into organizational cultures still slow in many NGOs in the region.	- More care in planning dates for activities; - equip gender mainstreamers with skills and tools for facilitating organizational culture change; - follow up and assessment of developments and emerging questions.

ACTIVITY IMPLEMENTED	**14. (CTO 02) CHANGE MANAGEMENT SUPPORT FOR ORGANIZATIONAL DEVELOPMENT OF CSOs IN EAST AFRICA**
PLANNED ACTIVITY RESULTS	6 CSOs have received OD interventions through organizational surveys and specifically focused interventions, for increased clarity of identity and practice toward to placing their specific project purposes in the context of a civil society agenda.

VERIFIABLE INDICATORS	ACHIEVED RESULTS	VARIATION	CAUSES OF VARIATION	ACTION TAKEN/PLANNED ACTION
1. Specific action steps are planned and implementation procedures documented; 2. Inclusive practices that embrace diversity are evident in action plans; 3. Systems are in-place for shared leadership, organizational learning and leadership; 4. Change carrying groups; Follow-up visits contracted.	1. 80% (5) of planned interventions. 2. Action-steps and strategies planned to strengthen shared decision-making, responsibility-taking, gendering energy services, alignment of policies with shared leadership practices. 3. Change carrying groups appointed in 2 of 5 interventions carried out.	1. – 1 intervention 2. – 3 carrying group nominations;	1. OD interventions tend to start in 2nd half of the year when NGOs are sure of their funding; 2. NGOs with limited budgets contracted for limited number of days that cut out important interventions such as carrying group nominations and further support.	1. Encourage more interventions in the first half of the year; 2. Continue to emphasize importance of carrying groups for inclusive change leadership of men and women in mid-level management of CSOs.

ACTIVITY IMPLEMENTED	**15. (CTO 09) EVALUATING IMPACT OF FAF/FOD TRAINING ON CSO ORGANISATIONAL PRACTICES**
PLANNED ACTIVITY RESULTS	30 Leaders of organizations trained between 1997 and 2008 have reflected on the influence of new leadership and facilitative skills on their organizations values, governance and interventions for community development.

VERIFIABLE INDICATORS	ACHIEVED RESULTS	VARIATION	CAUSES OF VARIATION	ACTION TAKEN/PLANNED ACTION
1. Number of trained organizations attending; 2. New lessons and questions relating training to organizational learning and transformation are identified and documented; 3. Plans are developed for transforming organizational structures, relationships and processes, based on	1. 70% of intended CSO leaders (8 women and 13 men) attended; 2. New lessons and questions related to FAF & FOD training and organizational learning and transformation identified and documented; 3. 3 leaders of 2 trained organizations requested and received coaching	- 9 intended participants.	Unforeseen circumstances for confirmed participants.	Strengthen promotion of coaching services available through EASUN.

key lessons from FOD and FAF trainings. 4. Needed support for further coaching identified and planned for.	related to transforming their organizational structures and board leadership to strengthen team work, shared and beneficiary orientation; 4. Participants identified support needed for further coaching.

ACTIVITY IMPLEMENTED	**16. (PFHP 02) MAINSTREAMING HIV/AIDS IN OD/ID APPROACHES**			
PLANNED ACTIVITY RESULTS	15 experts in OD, HIV/AIDS and Gender, have examined existing approaches towards developing OD/ID interventions that raise organizations' awareness and commitment to implementing policies that address the adverse effects of HIV/AIDS and related gender issues in workplaces and organizational strategies.			
VERIFIABLE INDICATORS	ACHIEVED RESULTS	VARIATION	CAUSES OF VARIATION	ACTION TAKEN/PLANNED ACTION
1. Number of expert participants attending the workshop; 2. Recommendations for OD/ID interventions incorporating HIV/AIDS awareness are documented and ready for use; 3. OD/ID analytical frameworks are designed to trigger awareness of HIV/AIDS resilience as a critical organizational capacity area.	1. 100% balanced attendance (6 OD, 6 gender experts and 6 H & A mainstreamers) 2. Increased awareness of linkage between OD and gender, and HIV & AIDS in the workplace 3. Increased awareness of how OD can strengthen the depth of mainstreaming activities related to gender and HIV & AIDS in the workplace.	1. + 3 participants 2. Tools and frameworks not developed.	1. high interest in the subject, 2. 3 workshop days turned out to be sufficient only for enhancing awareness of linkages between OD, gender and HIV & AIDS in the workplace.	1. Plan for a minimum of four days for related workshops involving awareness raising and development of tools; 2.Plan another meeting in 2010 to critically look at role of OD in H & A mainstreaming, to include specification of helpful tools.

ACTIVITY IMPLEMENTED	**17. (AD 01) OVERALL PROGRAMME COORDINATION**			
PLANNED ACTIVITY RESULTS	Programme staff are in place to plan, implement and promote learning, development and success of EASUN in building CSO practices for effective advocacy.			
VERIFIABLE INDICATORS	ACHIEVED RESULTS	VARIATION	CAUSES OF VARIATION	ACTION TAKEN/PLANNED ACTION
1. Number of activities planned and implemented, 2. Specific results documented; 3. Documented lessons learnt and improvements integrated in service delivery; 4. Comparative numbers of men and women attending planned activities;	1. 4 programme & 3 support staff in place; 2. 80% planned activities implemented; 3. Activity results monitored, evaluated and documented; 4. Lessons learnt documented and improved management of results planned; 5. Equal participation of men and women emphasized, assessed on their quality and implications for gender institutionalization in organizational and community development processes. 6. Team learning meetings enhanced accountability and organizational development of EASUN.	- 1 programme staff	Employment of needed additional programme officer deferred due to funding constraints.	Seeking broader funding base

ACTIVITY IMPLEMENTED	18. (AD 02) GOVERNANCE MEETINGS			
PLANNED ACTIVITY RESULTS	3 meetings of Board of Trustees and Executive Committee have reviewed activities and resource management, and provided strategic direction to the overall EASUN programme at the levels of values, management practices and performance.			
VERIFIABLE INDICATORS	ACHIEVED RESULTS	VARIATION	CAUSES OF VARIATION	ACTION TAKEN/PLANNED ACTION
1. Executive Committee meetings are held as planned; 2. Shared values are guiding EASUN's approaches to leadership, work processes and strategies for outreach, 3. Approved financial statements, organizational procedures, strategy and plans ; 4. Stated values are clearly displayed and accessible to all;	2 Executive Committee and 2 Board meetings held;	- 1 Executive Committee meeting	Busy schedule	Board meeting of December performed the tasks of ExCom meeting usually planned for September.
ACTIVITY IMPLEMENTED	19. (0003) PROGRAMMES EQUIPMENT			
PLANNED ACTIVITY RESULTS	2 new desktop computers and 1 digital camera have replaced old and obsolete equipment, sustaining EASUN's efficient communication and strengthening information sharing for both accountability purposes and in training.			
VERIFIABLE INDICATORS	ACHIEVED RESULTS	VARIATION	CAUSES OF VARIATION	ACTION TAKEN/PLANNED ACTION
1. Equipments are serviceable and working efficiently; 2. Reports and educational materials are produced as needed; 3. Information management is efficiently managed; 4. Number of fliers, brochures, reports and newsletters printed internally.	1. 2 Desk top computers and 1 digital camera acquired; 2. Order for 1 vehicle replacement (originally planned for 2010)	1. - 1 desk top computer 2. + 1 vehicle	1. One computer to be replaced was fitted with a new mother board; 2. Information from procurement agency (WEM) about production schedules and discounts available on vehicles toward the end of 2009.	-
ACTIVITY IMPLEMENTED	20. (RC 01) OD/ID RESOURCE CENTER			
PLANNED ACTIVITY RESULTS	EASUN's OD/ID resource centre is refurbished with 40 new books, 9 DVDs and subscriptions to 8 journals, for accessible use by EASUN staff, Associates, trainees, Apprentices, board members and NGO practitioners in the region.			
VERIFIABLE INDICATORS	ACHIEVED RESULTS	VARIATION	CAUSES OF VARIATION	ACTION TAKEN/PLANNED ACTION
1. Number of materials purchased, plus subscriptions added or maintained; 2. 70% of the target group are using the resource center (RC) regularly; 3. Latest research findings are informing EASUN's training of civil society organizations; 4. References to RC materials is seen in documentation related to EASUN's planning, coaching, training and leadership development.	1. 17 books purchased. 9 journal subscriptions and membership to 3 OD professional organizations; 2. 100% usage (Board members, EASUN staff, participants in training situations, Associates); 2. Experiences and innovations in NGO board development, leadership transitions and coaching, documented and indexed;	-	-	-

5. HUMAN RESOURCES FOR GOVERNANCE AND PROGRAMME MANAGEMENT

EASUN Board of Trustees 2009

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

Mr. Zie Gariyo
Uganda Debt Network
Uganda
NGO Leader

Mrs. Joyceline Lugora
TVT (Televisheni ya Taifa)
Tanzania
Media

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

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

Mr. Chris Mbiti
Poverty Eradication \network
NGO Leader

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

Dr. Mutullu
Tanga AIDS Working Group (TAWG
NGO Leader)

EASUN Staff and Interns 2009

1. **Agnes Alphonce**
   Office support, Tanzania
2. **Felician Mbyatu**
   Office support, Tanzania
3. **Lydia Bwenda**
   Programmes Assistant, Tanzania
4. **Fidelis Kishe**
   Financial Administrator, Tanzania
5. **Uwe Steen**
   OD Associate & Systems
   management Adviser, Germany

6. **Apolot Igella**
   Programme Officer, Uganda
7. **Nyantito Machota**
   Programme Officer, Tanzania
8. **Mosi Kisare,**
   Executive Director, Tanzania

Interns:
1. **Edna Chilimo/ Njura Lusingu**
   Tanzania
2. **Alando Anyona**
   Tanzania

EASUN Associates 2009

1. **Joseph Meruaki,** Kenya
2. **Jared Onyach,** Kenya
3. **Salma Maoulidi,** Tanzania
4. **Brenda Sonn,** South Africa
5. **Professor Tony Ghaye,** United Kingdom
6. **Dr. Philip Chambers,** United Kingdom
7. **Wangui Karanja.** Kenya

8. **Hope Kabuchu,** Uganda
9. **Ashanut Okile,** Uganda
10. **Faith Sax,** South Africa
11. **Alan Kaplan,** South Africa
12. **Usu Mallya,** Tanzania
13. **Tanja Kisslinger,** Canada
14. **Richard Kirya,** Uganda

6. Financial report as at December 31, 2009

Income and expenditure (TZS)

	Actual 2009	Actual 2008
Income		
Institutional grants	321,631,012	294,525,000
Programme grants	178,303,006	290,458,047
Other income	121,899,430	155,047,530
	621,833,448	740,030,577
Programme expenditure		
Civil Society Programme I – CSOs	123,886,186	80,677,934
Building Capacity in Facilitating Development	210,922,727	169,563,824
Change and Transition Management	111,272,813	128,807,465
Civil Society Programme II – CBOs	64,714,582	94,499,639
Building HIV/AIDS resilience – EASUN	11,614,596	4,781,305
Resource Centre	8,503,881	11,668,434
General Support Programme	47,373,148	39,243,488
Meeting of Governing Boards	7,756,938	7,405,802
Skills and knowledge exchange	2,571,028	2,465,308
	588,615,899	539,113,199
Surplus for the year	33,217,547	200,917,378

Balance Sheet (Tzs)

ASSETS	2009	2008
Non-current assets		
Property and equipment	596,544,446	207,200,496
Lease prepayment	12,272,727	12,477,273
	608,817,173	219,677,769
Current assets		
Accounts receivable	19,559,816	21,367,887
Bank and cash balances	275,500,585	663,378,999
	295,060,401	684,746,886
Total assets	903,877,574	904,424,655
FUNDS AND LIABILITIES		
Funds		
Replacement fund	106,131,083	151,397,175
Sustainability fund	-	296,750,345
Accumulated funds	727,403,740	352,169,762
Total funds	833,534,823	800,317,282
Current liabilities		
Accounts payable	70,342,751	104,107,373
Total liabilities	70,342,751	104,107,373
Total funds and liabilities	903,877,574	904,424,655