

“Karibu sana” to our November 2023 update!

1. EASUN continues to advance the growth of civil society organizations (CSOs) through training. In the recent FOLD cycles conducted in both Kampala and Moshi, participating CSOs identified valuable prospects for their institutional development, underscored by the transformative leadership principles emphasized during the training.
2. In October 2023, Joshua Kalinga joined EASUN as a new program officer, bringing with him a dynamic approach to leadership. He instantly articulated a strong emphasis on reshaping organizational culture as the key to igniting commitment and enthusiasm for navigating through transformative change.
3. See upcoming events listed on the last page. Contact us through [info@easuncentre.org](mailto:info@easuncentre.org)

1. FOLD Training in Kampala and Moshi helps participants unveil their “best selves” as leaders.

2. A new program officer at EASUN brings dynamic approaches to leadership

3. Upcoming events

## Transformative Leadership Journeys: 21 CSO leaders attend EASUN’s FOLD Training in Tanzania and Uganda



EASUN's FOLD (Facilitating Organizational Learning and Development) training is instrumental in raising awareness and promoting transformative practices among leaders of CSOs. In October 2023, twenty-one CSO leaders participated in two FOLD training cycles; one in Moshi, Tanzania, and the other in Kampala, Uganda. FOLD training has had a profound impact on developing transformative leadership in East Africa. The training fosters personal growth and equips leaders and community change agents with transformative facilitation skills. It emphasizes the importance of

reflective learning for change, the power of conscious use-of-self by leaders, and the significance of *process* in facilitating learning and change.

The two cycles both started with module 1 of the three-module course. The modules were conducted concurrently from 16 - 21<sup>st</sup> of October 2023. Cycle G1, in Moshi, gathered 11 participants from various CSOs in Tanzania, while the Kampala cycle brought together 10 leaders. In addition to essential leadership and facilitation skills, participants in the week-long modules also acquired an enhanced understanding of how organizations function and change over time, including tools and frameworks for supporting development processes in organizations.

### **New horizons broken**

Participants in Moshi acknowledged initial difficulty in grasping new concepts. However, the introduction of diagnostic tools enabled them to understand the deeper workings of organizations. Peter declared: “The self-diagnostic exercise helped me see what I need to improve in order to add value to the situations where I provide leadership.” Joshua Kalinga, on the other hand, spoke highly of the Action Learning Model (ALM), describing it as practical and useful tool for both personal and professional learning and development. Zawadi, from Haki Madini, felt particularly enlightened by explanations about the “posture” of the facilitator as an aspect that makes a difference in leveraging readiness for change in leaders, organizations, and communities. The participants observed that the new concepts and tools had significantly helped them to start seeing the deeper workings of organizations.

Self-development exercises supported participants in their personal growth: “I learned a lot about listening, which is my weakness”, said Mwajuma, and added, “I felt rejuvenated.” Toward the end of the week, participants had become more comfortable with the novelty of FOLD. Eligrania particularly enjoyed the learning on the fourth day of the training which, for her, reflected core aspects of the methodology applied throughout the module. “I love drawing”, she said, “especially where its generative qualities allowed me to scrutinize the role of a facilitator.”

Participants expressed their appreciation of the facilitation approaches and welcoming posture of FOLD facilitators. Bishop Kisare’s words effectively expressed the mood of such appreciation: “The posture of the facilitators is full of love that comes from deep within their hearts. You could see it all over their faces, all the time. I come from a faith-based organization. Love, therefore, is the first thing for me.” He concluded his reflections with reference to the holy book: “The Bible says there is no stone that will be left unturned. I...appreciate EASUN facilitators. They helped us surface what we already knew. It has emerged that we are like someone who hides money so deep and then forgets where he or she has hidden it. Looking at our facilitators I also appreciate how EASUN is empowering the youth. This has shown me that we need to provide room for young people to grow.”

### **Promoting change for development in Uganda**

Cycle F2 in Kampala brought together ten (10) leaders from CSOs in Uganda, Tanzania, Ethiopia, and Zimbabwe.

Participants were introduced to the concept of facilitating learning without imposing their own ideas or needs. This was further explored on the fourth day when they practiced facilitating organizational diagnosis. The diagnosis exercise helped participants understand the role of a facilitator in a consultancy process. Backson Muchini from Zimbabwe highlighted that the role of the facilitator is to support the client gain a deeper understanding of their situation and progress accordingly. Joel from World Renew Tanzania noted: “A facilitator’s broader understanding of the tools for facilitating diagnosis enables them to support their *client* to see more in their situation and chart their own way forward”.

The Kampala FOLD story emphasizes how participants learned about the purpose behind the facilitation skills introduced by EASUN through FOLD training, i.e., in order to develop organizations and communities, change must happen within the people who manage and live in these complex environments.



*“A question that is emerging for me now is to what extent do our interventions take into account the human being at head, heart, and will levels?” – Loy Egesa, program coordinator, FABIO*

The sentiments shared by participants in Kampala indicated an emergent awareness of the potential for organizations to evolve into environments that foster ethical development for individuals and the broader human communities they serve. One notable perspective on this transformative potential was shared by Ayele Ashagre, the Country Representative for All We Can in Ethiopia: “... an organization is like family, the human aspect stands out for me. I kept wondering how we can integrate this human dimension at every level within an organization.”

## **Transformative knowledge emerging**

In both Kampala and Moshi, CSO leaders gained valuable insights into the principles of developmental consultancy work, which they differentiated from the *Tayloristic* efficiency-focused consulting that treats people and organizations like machines. Developmental assessment of organizations has a positive impact on the organization’s commitment to its needed shifts, and its ability to realize its stated social purpose. Brian, a program officer from FABIO, noted that a facilitator has a crucial role in fostering an inclusive and safe environment, allowing all participants to actively engage and contribute to the learning.

From day one of the FOLD cycles in Kampala and Moshi, participants uncovered insights that will guide them on their leadership journeys. They experienced a challenging yet transformative journey that delved into the depths of the self. The training illuminated new learning for CSOs, shedding light on previously unexplored leadership horizons. Specific stories from the two cycles highlight the power of FOLD in equipping leaders with the skills and perspectives needed to catalyze positive change in individuals, organizations, and communities. They also underscore the common thread of transformative leadership knowledge emerging within East Africa.

---

## **EASUN a welcomes new program officer**

In October 2023, the EASUN team welcomed Joshua Kalinga as a new program officer. Kalinga’s responsibilities will include managing the EASUN brand. More specifically, he will provide leadership in activities designed to improve EASUN’s visibility, thereby playing a crucial role in elevating the organization’s profile and impact.

Kalinga articulates his mission as a fervent desire to witness individuals experience freedom and liberation, particularly through relationships that promote human growth and development. That stance aligns with EASUN’s core values, as Kalinga discovered during a learning meeting organized internally to welcome him and give him an

orientation to EASUN. This session also served as a valuable opportunity for the entire team to collectively revisit and deepen their understanding of EASUN's values, culture, and methodology.

Reflecting on his orientation experience, Kalinga highlighted the relationships he had observed and the alignment of staff with EASUN's objectives of its social development work: *"It was good to hear colleagues speak passionately about the things we believe in, our core values."*



Kalinga particularly enjoyed the energizers, recognizing them as a testament to the genuine camaraderie among colleagues. In his own words: *"They speak volumes about the love that colleagues have for one another."*

Kalinga voiced his admiration for the culture he was experiencing at EASUN, especially the commitment to shared leadership and robust organizational learning processes. He referred to EASUN as *"a Learning Centre that flourishes in sharing knowledge"*. He expressed his excitement about EASUN's work and how it aligns with his own concern for human rights and freedom. In conclusion, Kalinga underlined his own commitment, stating: *"I am fueled by the desire to empower people to be the architects of their own destiny, to have a voice in shaping the policies that affect their lives."*

## Upcoming events

Upcoming events in 2024 include 1) Board Training Sensitization Workshop, 2) In-country networks training; 3) new cycles of FOLD training for Kenya, Tanzania, and Uganda.

### ***In addition***

- Inquire with EASUN about interventions that may support your organization reshape its workplace culture and foster commitment and enthusiasm for better performance through teamwork, organizational learning and networking.
- Partner with EASUN and support youth from local communities to develop their leadership as social justice innovators or transformative young women leaders.
- Transform leadership and governance practices in your faith-based Organization

***Allow your organization and members to experience exponential growth in their power to leverage change in communities. Start your new year with EASUN.***



# Acquire real power to create change

## Apply now to attend EASUN's Facilitating Organizational Learning and Development (FOLD) course

FOLD is EASUN's flagship training for *transformational leadership* and *consultancy skills* in Organization Development (OD). **FOLD will equip you with new skills, tools, and the ability to leverage problem-solving from within the client system.** The training focuses on building facilitation capacities and transforming lives for a positive impact on people and institutions.

As a leader of an organization, program manager, capacity-building practitioner, or change facilitator in communities, you will acquire the following new skills and knowledge:

1. Team building and team development to enhance productivity and foster better relationships in organizational situations.
2. Better self-awareness as a leader or facilitator of change and development in others.
3. Consultancy skills for facilitating change and development in organizations, known as OD consultancy.
4. Specialized skills in using powerful reflective tools for facilitating learning and generating commitment to change.
5. Techniques for facilitating culture change in organizations and communities.
6. Transformational leadership skills and values that will enable you to be a great mentor and coach.

**Since 1997, over 700 individuals have received FOLD training. They are now making positive impacts on the governance practices of organizations at various levels: international, national, and grassroots communities.** Be part of this life-changing journey. Register now! For more information contact: [lulu.mollel@easuncentre.org](mailto:lulu.mollel@easuncentre.org) cc: [info@easuncentre.org](mailto:info@easuncentre.org)

Dates for the next 2 cycles of FOLD training: Module II: 4–10 February 2024, for Moshi-Tanzania and 28 January -3 February 2024 (Kenya & Tanzania – Moshi), 28 Jan-01 Feb. 2024 (Kampala). Module III: 7-13 April 2024 (Kenya & Tanzania – Moshi); 21-27 April 2024 (Kampala).

## Upcoming EASUN events

### **I. Consultancy support for organizational development (OD)**

EASUN offers various ways to support the growth of your organization or network. This support can help you better evaluate opportunities to increase performance effectiveness, create a more exciting workplace, and cultivate collaborative relationships within your team. Use the *examples* below to guide you in determining the type of OD support you may require from EASUN.

1. Reflective performance reviews.
2. Analysis of required capacities for alignment of staff with the stated purpose of the organization, and adherence to organizational procedures, policies, and performance standards.
3. Feedback systems that facilitate learning and growth of both individuals and the organization as a whole.
4. Change management skills development.
5. Enabling each member of staff to set ambitious goals that contribute to achieving the organizational vision.

*OD interventions are made upon request by an organization. Get in touch. We will support you in exploring possibilities around other questions you may have.*

EASUN e News issue November 2023  
EASUN Centre for Organisational Learning  
P.O. Box 6120 Arusha, Tanzania  
Tel: +255-(0)754 552 542  
[info@easuncentre.org](mailto:info@easuncentre.org)  
[www.easuncentre.org](http://www.easuncentre.org)