



**ICA East Africa Gathering
 May 17th – May 22rd 2015
 Mto wa Mbu, Tanzania**

Conference Attendees

R	Country	Organization	Name
East Africa	Tanzania	ICA-Tanzania	Charles Luoga
			Anna Bahigana
			Wilfred Elias
	Kenya	ICA-Kenya	Meshack Mutevu
			Lisa Mutua
		COC	Henry Ikatukhu
			SCR
	Uganda	ICA – Uganda	Charles Wabwire
			John Barongo
		Safe Neighborhood Foundation	Richard Kirya
			Richard Mwirugazu
			Suzan Mugema
		ICOD Action Network	Ahabwe Michael
Carolyn Aguma			
S & W Africa	Zimbabwe	ICA Zimbabwe	Gerald Gomani
			Beauty Margere
	Togo	ICA Togo	Adufu Yawo Gator
N. America	USA	ICA-USA	Seva Gandhi
			Dick Alton
	Canada	ICA-Canada	Staci Kentish

One/Two day attendees:

ICA Guatemala	Liseth Lorenzo
IAF	John Cornwell
ICAI Board	Martin Gilbraith
ICA Ukraine	Svitlana Salamatova

A sincere thank you to ICAI Tanzania and Charles Luoga for being an incredible host, and took on A LOT of work in the willingness to host the conference, and for that each of us are extremely grateful to him!

Preliminary Outline of the Week - The week was purposefully left open to allow for a dynamic plan that accounted for all the skills and hopes for participants of the gathering.

	5/17 Sunday/Overlap with Board	5/18 Monday	5/19 Tuesday	5/20 Wednesday	5/21 Thursday	5/22 Friday
AM	Layout of week & Introductions through World Café	Open Space to determine rest of schedule	Workshops/ training	Workshops/ training	Strategic Planning for E. & S. Africa (Town Hall Meeting Style)	Local Implementation & Next Steps
PM	10 minute presentations 10 minutes Q&A on our orgs & projects	Workshops/ training	Workshops/ training	Field Visit		Celebration

These are the workshops/trainings that emerged:

	5/18 Monday	5/19 Tuesday		5/20 Wednesday
	Whole Group	Group A	Group B	Whole Group
AM	Open Space lets determine rest of our time together Seva Gandhi	Managing the Project Cycle with ToP Charles Wabwire	Focused Conversation Method Demonstration and Walk Through Seva & Gerald	Appreciative Inquiry Staci Kentish
		Self Help Group Model Meshack Mutevu	Focused Conversation Application Seva & Gerald	Improving communication in Africa Lisa Mutua
PM	ICA Values Conversation (World Café) Seva Gandhi	Courage to Lead Staci Kentish	Workshop Method Demonstration Seva & Charles L.	Female Reproductive Health Program Ahabwe Michael Mugeru
		SWOT Beatrice Imali	Workshop Method Walk Through Seva & Staci	
	Small Scale Irrigation Henry Ikathaku	ZIM 50 Project Beauty Margere		

Some notes about the conference/process

The 2015 ICA East Africa Gathering was organized by ICA-USA and ICA-Tanzania. The conference was paid for by ICA-USA donor Ruth Reames, and a mini grant from ICAI. In 2011, ICA-USA staff had visited several East African ICA's and asked what the ICA's thought would be most helpful in building their capacity. Methods training for newer staff, and increased connections among ICA's were high on the list. Thus the idea for the conference was born. Although a gathering like this is not new in ICA's longer term history, in more recent history the practice of gathering has not been prioritized due to limited capacity and time of ICA's to come together to share. The following pages are snippets from presentations given during the conference. If you want to know more about any of the pieces, contact sgandhi@ica-usa.org to be directed to the appropriate person to contact.

Some notable mentions from the gathering:

- There was an energizer before any new presenter, this kept the group alive and gave participants plenty new things to add to their energizer toolkit.
- End of the day and beginning of the day reflections were led by someone new each time.
- The use of open space to plan the trainings/workshop components of the conference allowed for both enough flexibility and enough structure
- During the Strategic Planning session for the region, it was helpful to have facilitators from outside the region, so that all local parties could participate
- There was a lot of requests to get clarity on what 'ICA values' are. The next page features a 4x4 created by Terry Bergdall that conference attendees discussed. More specifically, the row of 'What ICA thinks' column of the document. The conversation was one that could have continued for a long time; conference attendees wanted to schedule more time in the future to continue the conversation.
- Among ICA staff in E. Africa, old and new, there is varying levels of understanding and historical context about the ICA overall, and about ICAI. More time and energy spent on getting everyone in our network up to speed on where we have been and how it landed us where we are is not only helpful, but provides a great platform to talk about where we as a network want to go next.
- Beyond historical data, there was a present lack of understanding among ICA's around where ICAI is now, what happened in 2010 to restructure it, and what that means for ICA's who were used to ICAI support in seeking out funding for ICA's. Communication structures need to be more transparent when such organizational shifts occur as to not leave members without internet access / communication tools without information.
- A 'ah-ha' moment in the contradictions workshop of the strategic planning discussed for ICA's can be seen as competitors with one another, instead of collaborators, due to many different reasons, but the larger context of how the development field works, and lack of opportunities to work and build trust with one another were cited as key reasons. It was a great conversation, and led to a lot of clarity and understanding on why ICA's, or method-users in the same country often don't collaborate, and laid the groundwork for how that might be able to change.
- The conference ended with a celebratory evening, including local dancers, and an exercise where everyone pulled a name of someone else and had to say something they had come to learn and enjoy about them in the past week

An Introduction to the Organizational Wisdom of ICA

Principles, Values, and Perspectives

What ICA Is purpose & presence -- being --	What ICA Thinks insights & convictions -- knowing --	What ICA Does program principles & action -- doing --	How ICA Works internal organizational culture -- walking the talk --
1a ICA's Mission is to build a just & equitable society in harmony with Planet Earth	2a Effective action begins with what people have, not what they don't	3a ICA is about transformation rather than direct delivery of social services	4a ICA embodies an empathetic "presence" among those it serves
1b ICA transcends polarities and social contradictions to create new alternatives	2b The external situation is never the problem	3b ICA focuses on local responsibility within a global context	4b ICA's commitment to diversity addresses systemic contradictions
1c ICA responds to critical social issues through viable programs	2c Behavior change occurs when images change	3c ICA strengthens capacities and facilitates collective action	4c ICA operates through consensus nurtured by facilitative leadership
1d ICA inspires innovative action by others beyond itself	2d Culture is key to addressing economic and political contradictions	3d ICA connects awakened people and engages in collaborative work	4d ICA demonstrates its core values in all that it does

World Café Questions

(Day 1, and with overlap with most ICAI board members)

Facilitator: Seva Gandhi

- 1.) Name of your organization, country, and how did you find yourself doing this type of work?
- 2.) What about your work inspires you? What do you find most difficult/struggle with?
- 3.) What has been a key learning for you doing this work? Where do you see your greatest impact?
- 4.) What do you hope to gain from our time together? (half sheets)

Sharing of 'pictures' created, and reflections on what we learned



Workshops

Farmers mobilization and capacity building

Henry Ikathuku

<p>Step 1: Reconnaissance /start up meetings</p> <ul style="list-style-type: none"> • Introduction • Authority • Contact persons 	<p>Step 9: Project members registration</p> <ul style="list-style-type: none"> • Update members registration both in blocks and project
<p>Step 2: Farmer/community mobilization</p> <ul style="list-style-type: none"> • Project transect walk • Project mapping • Project delineating 	<p>Step 10: Stakeholders consultative workshop 2</p> <ul style="list-style-type: none"> • Reporting on the finding • Get feedback: reactions, concerns, proposals, recommendations and emerging issues • Next phase activities
<p>Step 3: Stakeholders consultative workshop 1</p> <ul style="list-style-type: none"> • Reporting on the finding • Get feedback: reactions, concerns, proposals, recommendations and emerging issues • Next phase activities 	<p>Step 11: Bank account</p> <ul style="list-style-type: none"> • Open bank account • Collect members contributions to acquire necessary legal documents • Thereafter payments for operation and maintenance
<p>Step 4: Election of the interim project committee</p> <ul style="list-style-type: none"> • Block level interim committee • Project level interim committee • High consideration of gender in both committees 	<p>Step 12: Project election</p> <ul style="list-style-type: none"> • Dissolve the interim committees • Elect new leadership
<p>Step 5: Drafting project constitution and by-laws</p> <ul style="list-style-type: none"> • Selection of a team to draft to draft the project constitution and by-laws • General assembly to discuss and approve the constitution and by-laws 	<p>Step 13: Stakeholders consultative workshop 3</p> <ul style="list-style-type: none"> • Reporting on the finding • Get feedback: reactions, concerns, proposals, recommendations and emerging issues • Next phase activities
<p>Step 6: Farmers water users group formation and project registration</p> <ul style="list-style-type: none"> • Members interim registration • Project registration • Secure permits • Secure other licenses 	<p>Step 14: Project/block leaders study tours</p> <ul style="list-style-type: none"> • A tour to an existing and successful project would in one way provide practical training by observing
<p>Step 7: Socio – economic survey and mobilization</p> <ul style="list-style-type: none"> • Establish the demographic characteristics, • Administrative and institutional framework • Sub-divisions having an impact on the project area. • Assess the current household income levels, their sources and the contribution of agricultural income to the overall household income in the project area. • Study the existing health, educational and other social aspects of the population in the project areas • Carry out an inventory of facilities and identify any additional needs. 	<p>Step 15: Stakeholders consultative workshop 4</p> <ul style="list-style-type: none"> • Reporting on final mobilization and capacity building activities

Managing the Project Cycle with ToP

With Charles Wabwire

In this session, the group analyzed the participatory process, and how to get communities involved, and tapping every mind through everybody having a say in planning. How do you reverse the top down process to involve local people to change their communities? We reviewed presently used participatory methods such as Rapid Rural Appraisal (RRA), Participatory Rural Appraisal (PRA), Participatory Rural Learning (PRL), Appreciative Inquiry, (AI) People Owned Process (PoP), Participatory Evaluation and Monitoring (PEM), Reflect, MAP, STEPPS, PEM, DOOP, etc. But are you engaging the community, how do they own the project? Is the process leading to community mobilization? How can we use ToP in the project cycle? idea identification; project design; proposal; planning and budget, implementation, evaluation, learning and monitoring? How can we use ORID throughout the process? Participation is not a method but actual people doing it, even in the evaluation. We should be doing reflections throughout the process, e.g. What are we learning?

Zim50 Project

Beauty Magere

Zim50 project is implemented by ICA Zimbabwe. The project targets 50 villages in rural areas. The project is implemented in 4 phases:

- Phase 1 is mainly identification of leaders and project introduction. During the introduction phase methods like SWOT and SMART are used to generate information, to help project leaders to plan.
- Phase 2 is about HIV awareness and was done through training to bring more people on board and to strengthen the system.
- Phase 3 more trainings are done especially with people living with HIV Aids and with this level people come out for testing in, collaboration between ICA Zimbabwe with MOH was strengthen and programs like Living Well was introduced.
- Phase 4 is evaluation, and action planning for continuation of the program.

During this presentation ICA Zimbabwe was very clear that Zimbabwe had high percentage of use of women condom, and the participants shared their experience, and we learned that it has not been easy to target the churches.

ICA and IAF Collaboration Conversation

John Cornwell

The discussion was led by John Cornwell, current IAF Africa representative and a member of ICA:UK and former staff member at Itereleng:ICA (South Africa). At least 2 others present (Martin Gilbraith and Henry Ikatukhu) have strong connections in both ICA and IAF, and there were a total of 22 participants present.

After discussions aimed at sharing basic information on IAF and sharing some of the history of collaboration that exists between the two organisations, those present were asked to consider areas of future collaboration and the following points were noted:

WHAT AREAS SHOULD ICA AND IAF COLLABORATE ON?

- Jointly and clearly communicate IAF & ICA respective roles
- ICA members to get to know and understand IAF well
- IAF support ICA's ToP certification
- Collaborating in the area of certification on both sides
- Accreditation of training programmes
- Apply together for mini-grants to do community projects
- Support each other to upgrade facilitation skills
- Best practices and methods sharing
- ICA staff to become individual members of IAF
- Develop joint conferences / supporting each other's conferences
- Having links to each other's websites and in social media
- Mentoring of new facilitators
- Offering joint training
- Offering mutual discounts between training programmes
- Offering discounts for memberships at training and conferences
- Sharing of facilitation opportunities
- Sharing and learning together on programme areas, e.g. HIV & AIDS

The session concluded that discussions can be ongoing, so that these and other areas of collaboration can be further explored. Whilst there is mutual interest in developing a broad Memorandum of Understanding (MoU) between the two organisations, at a more local level, there are many areas of potential collaboration which can still be explored and developed.

Self Help Groups

Meshack Mutevu

Underlying Principles of the Self Help Group concept

Every human has a God – given potential. This potential in the poor can be unleashed if conducive environment is provided. Alone, the poor can find themselves voiceless, powerless, and vulnerable. By bringing them in a homogeneous group- they can collectively regain their self-esteem and find their voice.

What is Self-help Group Concept? A process of development and empowerment

How it works

- Conduct a community mapping exercise
- Let the community draw their village map on the ground and locate all their households in the village
- Conduct a wealth ranking exercise of all the households based on the community definitions of who is rich, middle class, poor
- Establish groups of 15-20 people starting from the poor category and people who are close to one another
- The groups give a name to their group. Decides day of meeting time and venue. The list of group members is generated
- The group appoints / elects 2 book writers and 2 representatives. They decide on the weekly savings what the poorest in the group can afford
- Leadership is through a moderator
- Sitting arrangement is a closed circle
- Setting of by-laws
- Weekly loaning at 10%

Trainings Given/Needed

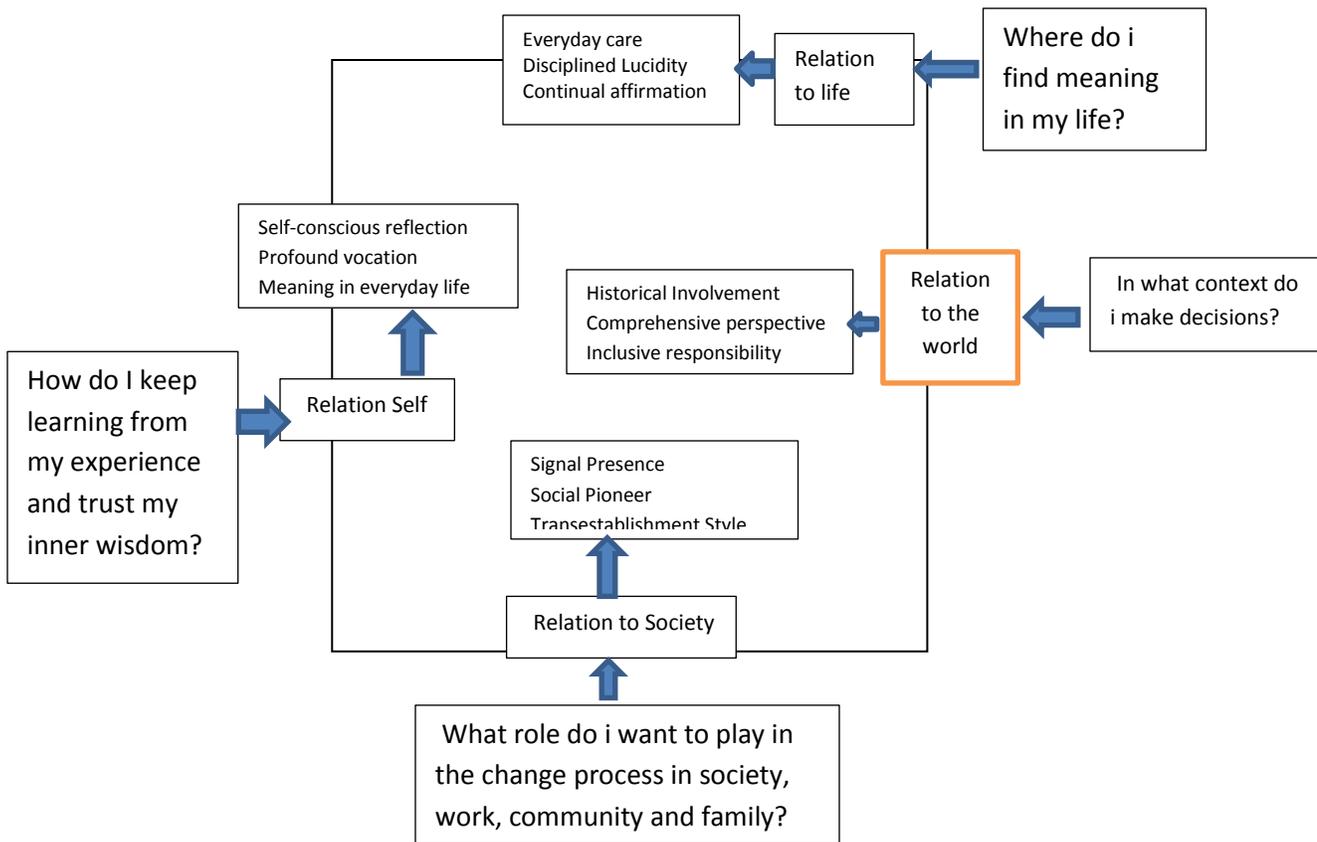
- (i) SGH – Concept (overview)
- (ii) Bookkeeping – Mother book
- (iii) Savings, Loans, Credit management
- (iv) Goal setting
- (v) Communication and Leadership
- (vi) Problem solving and conflict resolution
 - Basic business skills
 - HIV/AIDS prevention
 - Health and sanitation
 - Environmental rehabilitation and conservation

The Courage to Lead

Staci Kentish

Opening quotation: I cannot be less than the most I can be otherwise I would be spitting on God. If I have been given this much talent and this much intelligence, then I am obliged to use it”, Maya Angelou.

The book seeks to answer the question: ‘What does it take to act powerfully out of ones’ own inner wisdom?’ It is intended to share with people the depth the TOP methods so that people would see where ICA is coming from. Three big questions are spread throughout the book: “Who I’m I?”, “What do I do?”, and “How do I style my life?” It set in four quadrants as illustrated below:



Group Discussions were held in two groups around the following quotations:

1. “As we let our own light shine, we unconsciously give other people permission to do the same. As we’re liberated from our own fear, our presence automatically liberates others”, Marianne Williamson.
Group Take Away: As we pursue work conscientiously, we empower others around us to fulfill their lives. In doing good, others too are inspired to also do good.
2. “Healing presence is the condition of being consciously in the present moment with another or with others, believing in and affirming their potential for wholeness”, Susan Cutshall and James E. Miller.
Group Take Away: Satisfaction is derived from living in harmony with others.

SWOT Analysis

Beatrice Imali

Assessing the internal and external factors that influence and impact a unit or an organization – the “current reality” – is a vital step in both strategic planning and organizational design or redesign. This assessment is sometimes known as an environmental scan, but is more often referred to as a SWOT analysis.

A SWOT analysis involves taking an in-depth look at the strengths (S), weaknesses (W), opportunities (O) and threats (T) faced by the organization. Some people prefer to substitute the word “obstacles” for threats as it has a less negative connotation. At any rate, the objective is to look at what’s working well and what should be changed or improved.

A SWOT exercise is usually completed as a group or team function with broad input and discussion. The outcomes from it inform decisions about action planning, setting priorities, etc.

East and Southern Africa ICA (Demonstration SWOT)

<p>Strengths</p> <ul style="list-style-type: none"> ✚ Many members ✚ Strong TOP trainers ✚ Experience project manager ✚ Strong history profile ✚ Salable TOP methods ✚ Qualified personnel 	<p>Opportunities</p> <ul style="list-style-type: none"> ✚ Participatory approaches in demand ✚ Regional ICA network in the region ✚ Connection to ICAI ✚ County government system in Kenya ✚ Selling products (etc. TOP, Programs) ✚ Peer to peer opportunities ✚ Synergy to improve performance
<p>Weaknesses</p> <ul style="list-style-type: none"> ✚ Reliance on donors ✚ Communication ✚ Numbers of qualified personnel ✚ Thin physical structures ✚ Irregular sharing activities ✚ Scattered over a large area ✚ Low resilience capacity 	<p>Threats</p> <ul style="list-style-type: none"> ✚ Poor succession plan ✚ Difficult in accessing funding ✚ Increasing government interference ✚ Greedy for money ✚ Increasing political instability in Africa ✚ Competitors in participatory methods ✚ Dependency syndrome

APPRECIATIVE INQUIRY

Staci Kentish

AI is a collaborative search to identify and understand an organization's strengths, its potentials, its greatest opportunities, and people's hopes for the future. Designed in the 80's to seek the best of 'what is', ignite the collective imagination of 'what could be', and generate new knowledge which expands the 'realm of the possible'. Appreciative Inquiry teaches that language creates reality and that the act of inquiring is not the prelude to an intervention, it is an intervention. Therefore, inquiry and change are a simultaneous occurrence. Secondly, the intention of the inquirer and the nature of the question determines the answer; and so, the outcome lies in the asking – the questions are as important as the answers. You find what you look for – or what you focus on grows and expands.

Top Twelve Questions for Change

1. What do I want?
2. What are my choices?
3. What assumptions am I making?
4. What am I responsible for?
5. How else can I think about this?
6. What is the other person thinking, feeling, needing and wanting?
7. What am I missing or avoiding?
8. What can I learn from this person or situation? Or from this mistake or failure? Or from this success?
9. What questions should I ask?
10. What action steps make the most sense?
11. How can I turn this into a win-win?
12. What is possible?

SOAR Framework

A planning framework based on an inquire with appreciative intent into what works best and what are the best possible opportunities for growth, along with how to get the whole system involved in the process. (Dr. Jackie Stavros) – It engages people in dialogue and shared meaning making

STRENGTHS – what is already working?

OPPORTUNITIES – what will be gained and/or fixed as a result of working on this?

ASPIRATIONS – Imagine that it is a year from now, what is the image of success?

RESULTS – How will you know you have been successful? What will be positively impacted?

Participants led SOAR interviews on one another, with the following questions:

- S – What would other people say are your strengths?
- O – What are 1-3 things you believe people in the community development field must learn and model to be successful?
- A – Imagine it is 1 year from now. What is your personal image of success?
- R – How will you know you have been successful? What will be positively impacted?

Closing Session - Getting ready to go home Richard Alton

Started with quote from Nelson Mandela: The Courage to Lead p226, "He continued his habit of exercising every morning. By day the prisoners dug out limestone slabs and loaded them onto trucks. In the evenings he studied. He was studying law through the mails as well as educating himself about Afrikaner history and language. At one point permission to study was withdrawn for four years. This was particularly difficult for him. He would not give in to the monotony of prison life. Each day was treated as a new opportunity. Friendships were made and renewed. Experiences were shared and old stories told yet again. Plans for the future were discussed. Mandela helped many survive behind bars. He encouraged them to educate themselves"

What word stood out for you? What struck you about this story? What is the learning?

Reflection and review this week: What is the story going to tell about this gathering? What did we accomplish? Taking Away? How are we different?

Responses: ICA East and Southern Africa partnership has been invigorated; Orphanage was amazing- how happy children were living together; How effective all the ICAs were in their community work; learned strategic planning and ORID; Shared different approaches: ZIM 50, Self Help Groups, Appreciative Inquiry and Courage to Lead book. Met ICA International Board; established information Network; saw many new energizers and Ice Breakers. Learned about team work- always working in teams; Sharing and visiting with others; saw best of ICA here in this network, ICA best at local level, empowering the local, all should see ICA at its best- role model of change.. the future for ICA is local.. the challenge is the constant struggle of what is the culture that allows that to happen.

3) Get you ready to go home by some exercises:

- ❖ Make a list of 10 things you have to do in the next month- assignments, chores, etc.
- ❖ Rank them: 10 for the most important, 1 for the least
- ❖ Take number 1 in importance: what is information you need, conversation you need to have and values want to hold as work on this task. Share this in teams of two.

4) Want to share two Living Well Exercises that will get your actions moving:

Problem solving: Think on the biggest problem facing that willing to share. Share it with your partner. Have partner brainstorm solutions. Choose one of the solutions to try out. Have people share some problems and solutions.

Action Planning: Something you want to do or want to decide to do. Is it achievable in this month? Action specific: State what, how much, when, how often and then confidence level: 10 very confident, 1- not confident at all. Push for at least 7. Facilitator gives example and walk through design with example. Ask to work in groups of 2. Have everyone give their action plan.

Send out with Quote: "The capacity to relax, to let go, is equally important. This expenditure pauses regularly to reflect and celebrate. The work alcoholic cannot afford to stop because the work is filling up the vacuum in his or her life. If a stop is made, there is a danger that the emptiness at the center might be revealed. Then the game would be up, and the workaholic would have to change or find another addiction- or wake up to her real life." (The Courage to Lead, page 222)