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# GHAR GHAR MAA SWASTHYA

## Leadership and Management Development Workshop (Phase II) Report

November 11-14, 2014

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# ABBREVIATIONS

<b>ANC</b>	Antenatal Care
<b>CRS</b>	Nepal Contraceptive Retail Sales Company
<b>FHI 360</b>	Family Health International
<b>FP</b>	Family Planning
<b>GGMS</b>	Ghar Ghar Maa Swasthya
<b>HIV/AIDS</b>	Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome
<b>ICA</b>	Institute of Cultural Affairs
<b>LDP</b>	Leadership Development Program
<b>LDP+</b>	Leadership Development Program Plus
<b>LMD</b>	Leadership and Management Development Workshop
<b>OALFA</b>	Observe, Ask, Listen, Feedback and Agree
<b>ORID</b>	Objective, Reflective, Interpretative, Decisional
<b>USAID/Nepal</b>	United States Agency for International Development in Nepal
<b>WCA</b>	Working Climate Assessment

# **1. INTRODUCTION**

## **BACKGROUND**

As a not-for-profit company, the Nepal Contraceptive Retail Sales (CRS) Company is promoting social marketing to enhance the development and quality of health of the under-privileged and vulnerable populations of Nepal. Since its inception, CRS has supported the government in its mission to reduce Nepal's population growth rate through education and social marketing of contraceptives. CRS is a pioneering organization regarding marketing of condoms, family planning and health products. Various products such as Dhaal Deluxe and Panther condoms, Nilocon White and Sunaulo Gulaf oral contraceptive pills, Sangini three-month injectable contraceptive, eCON emergency contraceptive pills, Nava Jeevan oral rehydration salts, Sutkeri Samagri clean delivery kit and other health products are the major items being sold through CRS in Nepal.

CRS has an aim to stimulate commercial sector growth and implement marketing and communications programs that create change on family health. The main objective CRS is to increase the availability and use of high quality, affordable contraceptive, condoms for HIV/AIDS prevention, and maternal/child health products for middle and low-income population of Nepal. It implements behavior change communication (BCC) programs across the country.

CRS channels its activities through its committed staff; many of them are associated with the organization for more than a decade. They are dedicated to achieve the objective set by the organization. CRS is also slowly changing from a non-profit social marketing agency to sustainable social marketing company. In such condition CRS seeks out technical assistance that addresses key obstacles for achieving the predetermined objectives of CRS. So FHI360 conducted this type of training.

## **VENUE AND SUPPORT**

FHI organized four-day training from Nov. 11 - 14, 2014 at Dhulikhel, Nepal. The training was conducted with the support of USAID and technical support from FHI 360.

## **FACILITATION TEAM AND PARTICIPANTS**

The training was facilitated by Dr. Tatwa P. Timsina of ICA Nepal and Hare Ram Bhattarai, Chief of Party, FHI/GGMS. The facilitators' team was helped by Smriti Upadhaya, Program Manager, Anesh Sharma and Sajma Nepali, interns at FHI/GGMS. There were 27 participants who are the mid-level managers in CRS.

## **WORKSHOP OBJECTIVE AND APPROACH**

The overall objective of the training was to improve the capacity of CRS staff on leadership and management issues and to enable them on meeting the challenge of improving the personal and organizational competency. The workshop was based on the results-oriented leadership development model developed and promoted by USAID/MSH

globally. It was the second phase workshop of overall Leadership Development Program started in August 2014. The key concepts and modalities are presented in the form of the Result Model in Annex III.

## **METHODS**

The training combined various interactive and participatory methods such as presentations, small group work and experiential learning techniques. Most of the training sessions were carried out in the whole group as plenary. The methods were applied to enhance the understanding of participants on specific issues and subject matters.

## **EVALUATION**

Each day, a brief day end reflection was also carried out in a participatory way. At the end of the programme, a brief evaluation was carried out by using a specific evaluation form. The detail report of the final evaluation is included under heading 3 of this report.

## 2. WORKSHOP ACTIVITIES

### DAY ONE

#### Arrival and Welcome

On the first day, all the participants gathered at the training venue at Dhulikhel at 3.30 pm. Mr. Hare Ram Bhattarai from FHI welcomed all the participants and shared about the program objectives. He asked the participants to introduce themselves by saying name and something which they have not shared to anybody before. He started the process introducing himself. The introduction process broke the silence and created an atmosphere for learning and friendliness.

Facilitator Dr. Tatwa P. Timsina reminded the participants about the norms set in the first phase training and asked if any revision needs to be made on that. Participants were told to share the norms those were set in the first phase training and need of any new norms for the second phase training. After the norms setting, he explained about the program overview of second phase training.

After their opinion, the trainer explained the content of the course and explained the background, concept, methodology, content and schedule of the workshop. Copies of the program schedule were distributed to the participants.

#### Report on Challenge Projects

In preparation to second phase workshop, all the participants were told to prepare the group report based on the learning in the first phase and implementation of the challenge project afterwards. There were four groups and each group presented their report one after another. The participants were told to cover following aspects in their presentations:

- Challenge project
- Stakeholder analysis
- Action plan
- Progress towards achieving the measurable result
- Challenges faced during the implementation of the challenge project.

After the presentation, the facilitators asked following questions to the presenters and the group:

- How many times did you meet after the first phase training?
- How did you communicate in the team?
- What did you do under each action?
- Did you meet stakeholders as listed in the stakeholders form?



Group presentation

- What breakdowns did you feel while implementing the challenge project?
- How does challenge project help in implementing the actions?

After the presentation, participants from different groups also asked questions to the presenters. Some of the major questions were as follows:

- How did you deal the issues which were not included in the challenge project?
- How did you approach to the stakeholders?
- How can you tackle the new challenges?

## DAY TWO

The training started at 8.30 am with the brief reflection of the first day following ORID method.

### Group Report Presentation

As only one group could present in the first day, the remaining three groups were asked to present their reports in the second day. They were also told to cover following points:

- One or more leadership skills learnt that they applied in the workplace or elsewhere.
- Evidence of positive change in the organisation or in individuals if any.



After the presentations of all the groups, the facilitators responded to the queries and concerns of the participants. Mr. Mahesh Pokhrel of CRS then shared a case study on ANC issues in Jumla district. He also showed a brief video based on the case where a local change agent of RAI program of CRS motivates a pregnant woman to visit health facility for the first time in her eight month long pregnancy

### Leading through Breakdowns

Facilitator Dr. Tatwa P. Timsina asked the participants to share about the obstacles or the breakdowns they faced during the implementation of the challenge project. He also asked the groups to discuss and fill a form with the group's consensus. After that, they were told to share their findings among the whole group.

After the tea break, the participants were told to participate in a game outside the training hall.

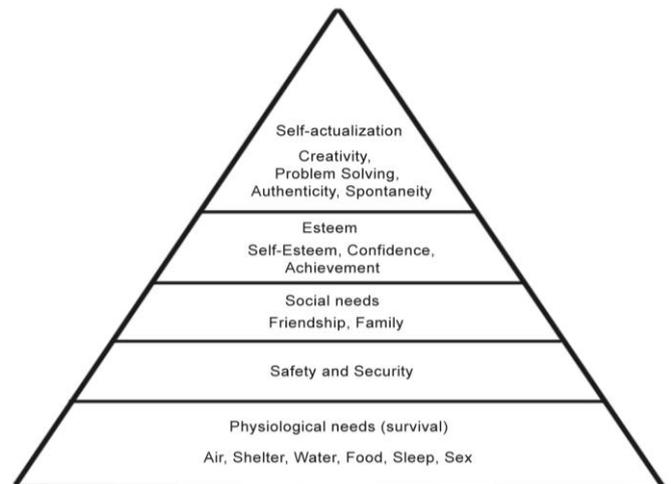


## Commitment vs. Complain

Dr. Tatwa P. Timsina facilitated a session on commitment vs. complain linking it to the challenge project. He asked the participants to think different situations in which they were committed while implementing the challenge project and the instances when they were only complaining.

## Motivation

Mr. Hare Ram Bhattarai explained about various aspects of motivation using Maslow's *Theory on Hierarchy of Needs*. Maslow (1943) stated that people are motivated to achieve certain needs. When one need is fulfilled a person seeks to fulfill the next one, and so on. The earliest and most widespread version of Maslow's *hierarchy of needs* includes five motivational needs, often depicted as hierarchical levels within a pyramid. This five stage model can be divided into basic (or deficiency) needs (e.g. physiological, safety, love, and esteem) and growth needs (self-actualization)



The facilitator also shared several myths associated with motivation and tried to clarify them. He also asked the participants regarding their individual motivational factors and effect of motivation on their performance.

## Work Climate Assessment

Another session was on work climate assessment. In this session, Mr. Hare Ram Bhattarai explained about the importance of WCA and the ways of improving it. The participants were then handed a questionnaire to be filled as a WCA tool. After filling the questionnaire, they were told to analyse and interpret the result among the whole group.

## Active Listening Skill

In this session, the facilitator explained about various aspects of listening skills including being aware of listening habits, being a good listener and leadership and listening habits. He then demonstrated a case of listening skills in which he asked Anesh Sharma to participate in the demo. After this demo exercise, he asked the participants to make pair and follow the instructions used during the demo. The participants were told to practice bad listening skill and good



listening skill.

### **Giving Useful Feedback**

The facilitator explained about the process of giving feedback in a useful way by following sandwich feedback method. In sandwich feedback method, first positives points are explained. After this constructive feedbacks are given so as to improve the performance of the participant and finally again positive feedbacks are given. He gave some examples and asked the participants to apply this method.

Finally, a brief evaluation was carried out covering the day long activities.

## **DAY THREE**

The day started with the brief reflection of the earlier day following ORID method.

### **Change Management**

The facilitator explained that the change is inevitable and everyone should be able to manage changes that occur in their life and organisations. Change may take place in a different way in a situation, places, people, culture, strategy etc. He asked the participants about the example of change and its consequences that they themselves had come across. He emphasized that top management decides to change as part of the strategy as our suppliers, customers or clients changes the way they work; shift priorities etc.

### **Leading Change**

Another session was on 'leading change' in which the facilitator asked the participants to work in group and discuss on some questions provided. He explained about the need of change management by following the change management guidelines. He asked the participants regarding the urgency of the change effort by framing the challenge.

### **Effective Communication**

Mr. Hare Ram Bhattarai facilitated a session on communication starting with a game in which the importance of good communication was highlighted. He emphasized the importance of communication saying that 70-80 % of our working time is spent on some type of communication. He also explained the purpose and audiences of communication. He explained the fact that 'right information to wrong audience is effectively wrong information'. He linked the presentation on communication to presentation skills as well.

### **Coaching to Support Others**

Dr. Tatwa P. Timsina conducted a session on coaching through OALFA (Observe, Ask, Listen, give Feedback and Agree). He started the session with a brief demonstration in which he invited one participant to role-play of an ineffective employee. After that all the participants

were told to perform that exercise in a group of three. In this exercise one participant took the role of coach, another coachee or a person being coached and the third one as the observer. The role was switched so that everyone could experience the different role. Finally, a reflective discussion was carried out. He explained about the importance of coaching and how it can be done effectively.

### **Inspire through Building Trust**

In the session on inspiring through trust building; the facilitator described about the importance of trust building in personal life and in organisation. He said that trust means 'to increase one's vulnerability to another whose behavior is not under one's control in a situation where there may be risk'. He asked the participants consequences of trusting others and clarified that despite all the risks, the managers should trust others for better result.

## **DAY FOUR**

The day was started with a brief reflection of day 3 covering all the major components dealt on third day.

### **Overview of LDP+**

With an aim to share the differences in the new LDP+, Dr. Tatwa P. Timsina presented a session on LDP+ clarifying each and every step. He explained all the new components which are added in the LDP+ and also differentiated LDP+ from LDP.

The Leadership Development Program Plus (LDP+) is the enhanced version of the Leadership Development Program (LDP) first delivered by Management Sciences for Health (MSH) in 2002. The LDP+ builds on the unique features of the LDP.

Since MSH introduced the LDP, participating organizations in more than 40 countries have used this proven process to transform how teams deliver health services. Working on real workplace challenges over time, teams receive feedback and support from coaches and facilitators to create an inspiring shared vision for addressing a priority health area and apply leading and managing practices to improve teamwork and effectiveness.

### **Empowerment and Expert Models of Development**

Facilitator Dr. Tatwa P. Timsina explained about the empowerment and expert models. He said that LDP is based on the Empowerment Model as it assumes that the solution to the problem is complex. A solution can only be achieved by enabling those involved to understand the problem and participate in developing the solution. The Expert Model on the other hand assumes that someone, either outside or inside a difficult situation, already knows the solution to the problem. That person can fix the problem by transferring his or her knowledge to others involved in the situation and having them use it. After this brief presentation, he asked the participants to work in the group following the guidelines provided.

## **Governance for Effective Implementation**

Dr. Tatwa P. Timsina explained about governance which has been added into LDP+. Though there is some overlap among leading, managing, and governing practices, all three elements are essential to achieving a measurable result. He emphasized on the fact that effective leadership is a prerequisite for effective governance and effective management.

### **Next Step**

Facilitator Hare Ram Bhattarai explained briefly about the next steps. He told the participants to revise the plan and prepare complete report before coming to the next phase training. He also informed the possibility of a coaching visit before the next workshop.

### **Evaluation**

A final evaluation was carried out at the end of the training. The participants were given a form and told to fill that. The result of the evaluation is presented under Heading 3.

### **Closing**

Finally, Hare Ram Bhattari, Chief of Party of FHI/GGMS thanked all the participants and organisers for successfully completing the course. He wished for the implementation of the learning as well. He thanked all the participants for their active participation in the program.

### 3. WORKSHOP EVALUATION

The evaluation of the course was carried out each day as day end reflection and at the last day through filling an evaluation form. Following result is based on the feedbacks and opinions of the participants as filled in the evaluation form. The mean values of the responses are above 4 indicating that the training was successful. Apart from asking quantitative questions, the participants were also told to share their opinion some of the major aspects of training delivery, management, replication of learning, need of change etc.

The result is as follows:

	aims and objectives	Pace of workshop	Preparation of presenters	Response to questions	Time for presentation and interaction	Sessions were informative and valuable	Pre-workshop administration	Time suitability of workshop	Appropriateness of workshop location	Workshop facilities	Lodging arrangement	Catering arrangement	Presentation of workshop materials	Expectations from overall workshop	Would you recommend this training?
Mean	4.30	4.37	4.44	4.37	4.07	4.48	4.26	4.44	4.56	4.56	4.59	4.52	4.44	4.26	100%

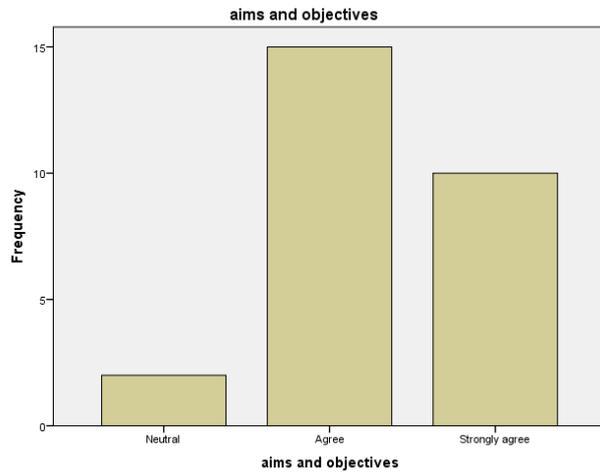
Table 1. Mean value of the overall responses

#### 1. Meeting Aims and Objectives

In response to the question on meeting aims and objectives by the course, 37 % participants strongly agreed that the course was able to meet aims and objectives, while 55.6 % and 7.4 % responded as 'agreed' and 'neutral'.

Aims and objectives				
	Frequency	Percent	Valid Percent	Cumulative Percent
Neutral	2	7.4	7.4	7.4
Agree	15	55.6	55.6	63.0
Valid Strongly agree	10	37.0	37.0	100.0
Total	27	100.0	100.0	

Table 2. Response on aims and objectives



Graph 1. Aims and objectives

The participants also responded following:

- Useful for official and personal life.
- Need in detail and in depth.
- LMD second phase training has improved our skill.

## 2. Workshop Pace

The participants also liked the pace of the workshop as 40.7% opined 'strongly agree' and 55.6% 'agree'. Only 3.7% participants were neutral in this case.

**Pace of workshop**

	Frequency	Percent	Valid Percent	Cumulative Percent
Neutral	1	3.7	3.7	3.7
Agree	15	55.6	55.6	59.3
Valid Strongly agree	11	40.7	40.7	100.0
Total	27	100.0	100.0	

Table 3. Pace of workshop

## 3. Preparation of the Presenters

Majority of the participants liked the way how presenters prepared their sessions. 48.1% opined 'strongly agreed' regarding their preparation.

**Preparation of presenters**

	Frequency	Percent	Valid Percent	Cumulative Percent
Neutral	1	3.7	3.7	3.7
Agree	13	48.1	48.1	51.9
Valid Strongly agree	13	48.1	48.1	100.0
Total	27	100.0	100.0	

*Table 4. Preparation for presenters*

**4. Responding Questions by Presenters**

Among all the participants, 66.7% participants 'agreed' regarding the responses by the presents on questions raised by the participants. 29.6% 'strongly agreed' to this question.

**Pre-workshop administration**

	Frequency	Percent	Valid Percent	Cumulative Percent
Neutral	1	3.7	3.7	3.7
Agree	18	66.7	66.7	70.4
Valid Strongly agree	8	29.6	29.6	100.0
Total	27	100.0	100.0	

*Table 5. Pre-workshop administration*

**5. Time for Presentation and Interaction**

Regarding the timing for presentation and interaction, participants were also satisfied as 70.4% 'agreed' to this question. 18.5% 'strongly agreed' that the timing was appropriate.

**Time for presentation and interaction**

	Frequency	Percent	Valid Percent	Cumulative Percent
Neutral	3	11.1	11.1	11.1
Agree	19	70.4	70.4	81.5
Valid Strongly agree	5	18.5	18.5	100.0
Total	27	100.0	100.0	

*Table 6. Time for presentation and interaction*

### 6. Informative and Usefulness of Sessions

Majority of the participants found the course valuable and informative. 51.9% opined as 'strongly agree' regarding the informative and usefulness of session.

**Sessions were informative and valuable**

	Frequency	Percent	Valid Percent	Cumulative Percent
Neutral	1	3.7	3.7	3.7
Agree	12	44.4	44.4	48.1
Valid Strongly agree	14	51.9	51.9	100.0
Total	27	100.0	100.0	

Table 7. Sessions were informative and valuable

### 7. Pre-workshop Administration

The participants found the pre-workshop administration effective as 66.7% 'agreed' to this question.

**Pre-workshop administration**

	Frequency	Percent	Valid Percent	Cumulative Percent
Neutral	1	3.7	3.7	3.7
Agree	18	66.7	66.7	70.4
Valid Strongly agree	8	29.6	29.6	100.0
Total	27	100.0	100.0	

Table 8. Pre-workshop administration

### 8. Time Suitability of Workshop

Among all the participants 44.4% opined as 'strongly agree' and 55.6% as 'agree' indicating that the workshop was scheduled at a suitable time.

**Time suitability of workshop**

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	15	55.6	55.6	55.6
Valid Strongly agree	12	44.4	44.4	100.0
Total	27	100.0	100.0	

Table 9. Time suitability of workshop

### 9. Appropriateness of Workshop Location

Majority participants were happy regarding the location of the workshop as 66.7% 'strongly agree' to this question. Only one participant strongly disagreed regarding the workshop location. Though, many participants opined that the next workshop should be organized out of Kathmandu Valley.

**Appropriateness of workshop location**

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	1	3.7	3.7	3.7
Valid Agree	8	29.6	29.6	33.3
Strongly agree	18	66.7	66.7	100.0
Total	27	100.0	100.0	

Table 10. Appropriateness of workshop location

### 10. Workshop Facilities

All the participants liked the workshop facilities. They found it appropriate and satisfactory.

**Workshop facilities**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Agree	12	44.4	44.4	44.4
Strongly agree	15	55.6	55.6	100.0
Total	27	100.0	100.0	

Table 11. Workshop facilities

He participants also said that there was no any TV in some room and some of the services in resort were not satisfactory.

### 11. Lodging Arrangement

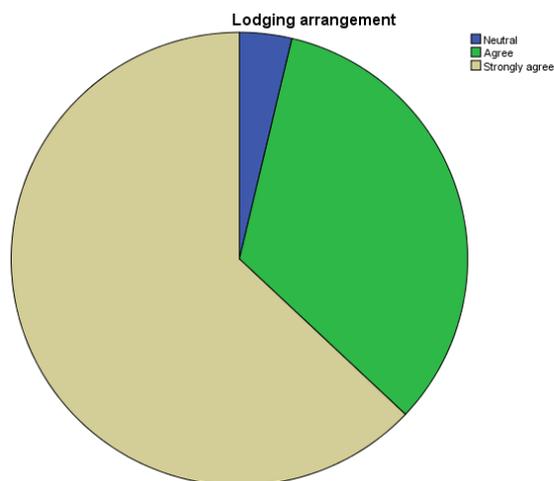
Majority of the participants liked the lodging arrangement as 63% 'strongly agree' and 33.3% 'agree' to the question on lodging arrangement. Following table and graph elucidate this.

**Lodging arrangement**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Neutral	1	3.7	3.7	3.7
Agree	9	33.3	33.3	37.0

Strongly agree	17	63.0	63.0	100.0
Total	27	100.0	100.0	

Table 12. Lodging arrangement



Graph 2. Lodging arrangement

### 12. Catering Arrangement

The participants opined that the catering arrangement was good during the training programme. 55.6% participants 'strongly agree' on the quality of catering.

**Catering arrangement**

	Frequency	Percent	Valid Percent	Cumulative Percent
Neutral	1	3.7	3.7	3.7
Agree	11	40.7	40.7	44.4
Valid Strongly agree	15	55.6	55.6	100.0
Total	27	100.0	100.0	

Table 13. Catering arrangement

### 13. Workshop Materials

Participants found the workshop material presented in the workshop clear and presented in an organized manner. 48.1% of the participants opined 'strongly agree' and same percentage 'agree' regarding this question.

#### Presentation of workshop materials

	Frequency	Percent	Valid Percent	Cumulative Percent
Neutral	1	3.7	3.7	3.7
Agree	13	48.1	48.1	51.9
Valid Strongly agree	13	48.1	48.1	100.0
Total	27	100.0	100.0	

Table 14. Presentation of workshop materials

#### 14. Expectations from Overall Workshop

Majority of the participants i.e., 59.3% opined 'agree' to the question regarding the expectation from the overall workshop, 33.3% 'strongly agree'. Thus, 92.6% in total was the positive response.

	Frequency	Percent	Valid Percent	Cumulative Percent
Neutral	2	7.4	7.4	7.4
Agree	16	59.3	59.3	66.7
Valid Strongly agree	9	33.3	33.3	100.0
Total	27	100.0	100.0	

Table 15. Expectations from overall workshop

The participants also pointed out a number of suggestions and recommendations for the improvement of the training in next phase. They are as follows:

- The training venue should be changed. Prefer outside Kathmandu.
- Next training should be organized outside Kathmandu.
- Governance concept is quite difficult to understand. It should be simplified.
- It is very good workshop. It is needed for everyone in the organisation.
- Coaching role should be implemented in office.
- If possible, show some more videos.
- Next time in Pokhara or any other place outside Kathmandu.
- More time should be allocated for each session.
- Focus should be given to make it more practical and entertaining.
- It may be organized in Bangkok, so that the participants will have global experience.
- We would appreciate for ppt. slides.
- Time is short for the content included in phase II.
- More entertainment required during the training.
- The workshop materials should be provided in hard copy.

### 15. Need of Change

The participants said that following aspects should either be considered more or changed slightly:

- Coaching – OALFA – it is very useful.
- Communication and listening skills should be included.
- LDP+ concept is good, but needs little bit in detail.
- Practical sessions should be added more.
- It was so clear, but need to include more content.
- Coaching and trust building should be included.
- OALFA was so good, should be continued.
- Sandwich feedback methods, motivation, presentation, challenge model are very useful.
- Liked the role play of good listening most.
- LDP, OALFA and group work are good.
- ORID, coaching, good governance should be given more time.
- Change management was so useful.
- The theoretical session to be explained using real work situation.
- LDP+ - if explained with example would have made us understand better.
- Less content but in detail would be good. We would appreciate if are provided similar training in future.

### 16. New Skills

The participants opined that the training helped them to learn new skills required to improve their performance. Some of the major opinions are as follows:

- All the tools are very useful to our work.
- Apart from LMD training, other training to be organized for CRS staff.
- Coaching skill is very useful.
- We can use change management and motivation.
- We will use learning in our daily work and in family.
- Sandwich feedback method is very useful.

### 17. Recommending this Training?

All the participants opined that they would like to recommend this training to a colleague. It indicates that the participants like the training and they see the value in it for participation. They are glad to recommend it to others. Participants also mentioned that there is no need of name tag all the time as they are well introduced to each other. They said that the facilitators were very good and highly knowledgeable which made the workshop very fruitful.

#### Would you recommend this training?

	Frequenc y	Percent	Valid Percent	Cumulative Percent

Valid	Yes	27	100.0	100.0	100.0
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Table 16. Recommending this training to others

## 4. Way Forward

### RECOMMENDATIONS

The participants suggested a number of points to continue LDP and other capacity building efforts effectively.

- Next workshop should be organized outside Kathmandu Valley.
- Other staff should also be involved in upcoming training.
- Other type of training should also be provided to CRS staff.

### NEXT STEPS

The next workshop will be held within three months. There will be a coaching visit before the next workshop.



Participants and Trainers in the Training

## **ANNEXES**

## Annex 1. Workshop Participants

S.No	Name	Name of Office
1.	Dhrub Kumar Poudel	Nepal CRS Company
2.	Nur Mohamad Ansari	Nepal CRS Company
3.	Hari Prakash Azad	Nepal CRS Company
4.	Sanjay K. Mudvary	Nepal CRS Company
5.	Giri Raj Timelsina	Nepal CRS Company
6.	Deepak Kumar Jha	Nepal CRS Company
7.	Roshan Baral	Nepal CRS Company
8.	Shyam Parajuli	Nepal CRS Company
9.	Sunil Thapa	Nepal CRS Company
10.	Sanjay Raj Sharma	Nepal CRS Company
11.	Dharama Raj Awasthi	Nepal CRS Company, Dhangadhi
12.	Anil Paudyal	Nepal CRS Company, Nepalgunj
13.	Suresh Bam	Nepal CRS Company, Dhangadhi
14.	Rajesh Yadav	Nepal CRS Company, Janakpur
15.	Mahesh Prasad Pokherel	Nepal CRS Company
16.	Sunil K.C.	Nepal CRS Company
17.	Laxmi Baniya	Nepal CRS Company, Pokhara
18.	Purna Kumari Rana	Nepal CRS Company, Kathmandu
19.	Shantos Pradhan	Nepal CRS Company, Kathmandu
20.	Sunil Babu Tiwari	Nepal CRS Company
21.	Sitaram Subedi	Nepal CRS Company
22.	Sita Ram Pandit	Nepal CRS Company, Butwal
23.	Anuja Karki	Nepal CRS Company
24.	Govinda Bhakta Banepali	Nepal CRS Company
25.	Laxman Nepali	Nepal CRS Company
26.	Shanju Jha	Nepal CRS Company
27.	Amit Pandey	Nepal CRS Company
28.	Rajib	Nepal CRS Company
29.	Dr. Lakshmi Narayan Thakur	FHI 360/GGMS
30.	Hare Ram Bhattarai	FHI 360/GGMS
31.	Smriti Bhattarai	FHI 360/GGMS
32.	Anesh Bhatta Shrama	FHI 360/GGMS
33.	Sajama Nepali	FHI 360/GGMS
34.	Dr. Tatwa P. Timsina	Trainer, ICA Nepal

## Annex 2. Workshop Agenda



### Leadership and Management Training Phase II

Nov. 11 – 14, 2014  
Dhulikhel

Time	Topics	Methodology/Facilitator(s)
<b>Day 1 – Nov. 11</b>		
14:00	All facilitators and participants' reach the venue; prepare the training hall	
15.30 – 16.00	Welcome to the Program Objectives of the Program Program Overview	Lecture and Discussion
16.00 – 18.00 (incl. break)	Reporting the progress by each of the teams on the challenge project <ul style="list-style-type: none"> <li>• Challenge Model</li> <li>• Stakeholder Analysis</li> <li>• Action Plan</li> <li>• Progress towards achieving the measurable result</li> <li>• Challenges faced and how they were tackled</li> <li>• One or more leadership skills learnt that you applied in the workplace or elsewhere</li> <li>• Evidence of positive change in the organization or in individuals if any</li> </ul>	Each project group will be given an hour to present and take questions and modify the challenge model if needed.
<b>Day 2 – Nov. 12</b>		
8:30-8:45	Review of Day 1	ORID Discussion
8:45-10.30	Leading Through Breakdowns	Explanation Demo and Debrief Group Work and Presentation
10:30-10:45	Break	
10:45-13:00	Sharing Learning Gaining Commitment not Just Compliance	Group will present their learning after first phase training
13:00-14:00	Lunch Break	
14:00-16:00	Recognizing a Positive Work Climate Improving Work Climate and Staff Motivation Sharing about WCA	Explanation Interaction Demo and Debrief Group Work and Presentation
16.00 – 16.15	Break	
16:15-17:30	Active Listening Skill Giving Useful Feedback	Explanation Interaction Demo and Debrief Group Work and Presentation
17.30 -	Day end reflection	ORID Discussion
<b>Day 3 - Nov. 13</b>		
8:30-8:45	Review of Day 2	ORID Discussion

8:45-10:30	Change Management Understanding the Process of Leading Change Applying the Factors of Success in Leading Change	Explanation Interaction Demo and Debrief Group Work and Presentation
10:30-10:45	Break	
10:45-13:00	Effective Communication and Presentation	Explanation Demo and Debrief Group Work and Presentation
13:00-14:00	Lunch Break	
14:00 – 16.00	Coaching to Support Others (OALFA)	Explanation Demo and Debrief Group Work and Presentation
16.00 - 16.15	Break	
16.15 – 18.00	Inspire Through Building Trust	Explanation Interaction Demo and Debrief Group Work and Presentation
<b>Day 4 - Nov. 14</b>		
8:30-8:45	Review of Day 3	ORID Discussion
8:45-9.30	Overview on LDP+ Empowerment and Expert Models of Development	Explanation Interaction Demo and Debrief Group Work and Presentation
9.30 – 10.30	Governance for Effective Implementation	Explanation Interaction Demo and Debrief Group Work and Presentation
10:30-10:45	Break	
10:45-13:00	Revising the Challenge Project with Governance Issues	Group Work and Presentation
13:00-14:00	Lunch Break	
14.00 – 15.00	The Leadership Journey Ahead Networking and Next Steps Closing and Certification	
15.30	Depart	

### Annex 3. Guidelines for Change Management

सफल नेतृत्व परिवर्तनकालागि निर्देशिका

प्रश्नहरू	टिप्पणी
के हामी चुनौतीहरूलाई स्पष्टसँग पहिचान गरेर परिवर्तन प्रक्रियाको आवश्यकतालाई संचार गरेका छौं ? Have we communicated the urgency of the change effort by framing the challenge clearly?	
के हामीले बलियो समूह निर्माण गरेका छौं ? Have we built a strong core team?	
के हामीसँग परिवर्तन प्रक्रियाको अन्तिम नतिजाको लागि साझा दृष्टिकोण छ ? Do we have a shared vision of the end result of the change initiative?	
के हामी सरोकारवाला सम्पूर्ण व्यक्तिहरू योजना तथा कार्यान्वयन प्रक्रियामा समावेश भएका छौं ? Are we including key stakeholders in planning and implementation activities?	
के हामीसँग परिवर्तन प्रक्रियाको नतिजाको रूपमा अवरोधहरूलाई परास्त गरेका उदाहरणहरू छन् ? Do we have examples of obstacles that we have overcome together as a result of the change initiative?	
के हामीले पूर्णरूपमा नतिजामा केन्द्रित छौं ? Are we sufficiently focused on results?	
के हामीसँग अल्पकालिन जितको खुसी मनाउन आवधिक कार्यक्रम छन् ? Do we have periodic celebrations on short term wins?	
के हामीसँग अभिछिन्न चुनौतीहरूकालागि विशिष्ट नेतृत्व सहयोग जारी राखेका छौं ? Do we have continued senior leadership support for facing ongoing challenges?	
के नयाँ विचार व्यवहार मूल्यको बढ्दो रूपमा माग भैरहेको छ ? Are new behaviours and values becoming increasingly viable at work?	
के परिवर्तन संस्थागत प्रक्रिया र प्रणालीगत रूटिन अनुसार समायोजन गरिएका छन् ? Are changes incorporated in routine organizational processes and systems?	

## **Annex 4. Workgroup Climate Assessment: Tool Exercise**

### **A short 2 part survey**

- To be filled by each member of the group
- This is just an exercise. It needs to be done later in larger group
- DO NOT write your name: Just write group name
- Be realistic and honest. It is confidential
- Group leader seals it in an envelope and gives it to the facilitator

### **Applying the Work Climate Assessment (1 to 5, 1 the lowest and 5 the highest**

#### **Climate Items**

1. We feel our work is important. ---
2. We strive to achieve successful outcomes. ---
3. We have a plan that guides our activities. ---
4. We pay attention to how well we are working together. ---
5. We understand each other's capabilities. ---
6. We seek to understand the needs of our clients. ---
7. We understand the relevance of the job of each member in our group. ---
8. We take pride in our work. ---

#### **Perceptions of productivity and quality**

9. Our work group is known for its quality work. ---
10. Our work group is productive. ---

## Annex 5. LDP+ Model



### Conceptual Model: Leading, Managing and Governing for Results

**People and teams empowered to lead, manage and govern**

**Leading**

- Scan
- Focus
- Align/Mobilize
- Inspire

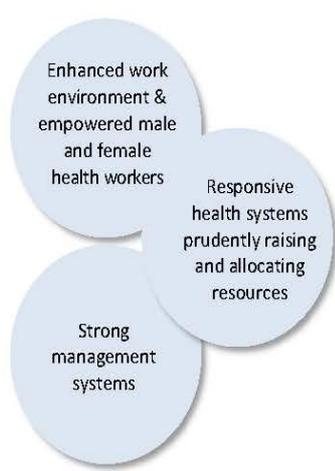
**Managing**

- Plan
- Organize
- Implement
- Monitor/Evaluate

**Governing**

- Cultivate Accountability
- Engage Stakeholders
- Set Shared Direction
- Steward Resources

**Improved health system performance**



**Results**

- Increased Service Access
- Expanded Service Availability
- Better Quality
- Lower Cost



## Annex 6. Commitment vs. Compliance

Source of Motivation	Feeling	Outcome
<b>Commitment (internally driven)</b> You want to do something extraordinary You believe in it	Caring about the work Persevering in the face of obstacles Bringing new possibilities and options to the work and feeling empowered to overcome obstacles	Good results that you are proud of and care about
<b>Compliance (externally driven)</b> You have to do something	Acting to satisfy an external standard or requirement	Obedience to orders and working according to a plan
<b>Formal compliance</b> You do just what is required and no more Usually sufficient to achieve organizational objectives	Usually sufficient to achieve organizational objectives Doing what one has to but is a routine way	Results that are expected
<b>Noncompliance</b> You don't do what is required	Refusing to cooperate and participate in work activities	No results
<b>Malicious noncompliance</b> You purposely do the wrong thing, although you may not object openly	Following the "letter of the law" but undermining desired results	Negative or sabotaged results