



**LMS** | *Leadership, Management  
and Sustainability Program*

## **VLDP Peru Final Report**

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February 2007

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**VIRTUAL LEADERSHIP DEVELOPMENT PROGRAM  
PERU**

February 2007

FINAL REPORT

**Report written by:**  
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## *Executive summary*

This final report describes the Virtual Leadership Development Program (VLDP) Peru. The program was offered in Spanish to a total of 92 participants from 13 teams: 7 from MSH/Peru, 4 from Chemonics/Peru, 1 from ADRA/Peru and 1 from PRISMA/Peru. The program was held from August 14th to November 10th, 2006.

The participants in the VLDP Peru had an extraordinary level of program participation and engagement throughout the program. The teams consistently completed their individual exercises before their team meetings. Approximately 80% of the teams held their team meetings and posted their results on time. The quality of the postings in the forum was very good clearly indicating that the participants were discussing the program inside *and* outside the virtual platform. Café participation was also impressive. 80% of the participants posted at least one question in the Café, 60% of the participants posted frequently and every team member from four teams posted a comment or question. All teams were very responsive in making the recommended action plan changes and sending all iterations to the facilitators in a timely manner.

This VLDP contained a unique component: after each team completed their root cause analysis, the MSH teams met in Lima to align their challenges, with 90% of the team members present. The meeting was very important for aligning the process for the remainder of the program. Before the meeting, each team had a different challenge and a different set of indicators. After the meeting, they had one aligned challenge, with its corresponding expected results and relevant indicators.

Participants rated all components of the VLDP very positively in the end-of-program evaluations. Participants were enthusiastic about the program stating that team communication had improved, they were better able to listen to and take time to understand others, they now approach problems like challenges, and the participants appeared committed to improving themselves.

A good workgroup climate is positively related to individual and team performance and productivity. The VLDP had a positive impact on the workgroup climate of the participating teams. Eleven of the thirteen teams that completed the pre- and post- Work Climate Assessment (WCA) and had valid scores demonstrated a positive increase in their workgroup climate scores.

Participants also reported positive changes on an individual level as they can now identify and are working to address their individual strengths and weaknesses.

Lessons learned from this program for use in future programs included: the importance of completing the WCA and individual exercises before the team holds its meeting, focusing the Café conversation on the Forum results and guiding the teams through a two-day discussion of the forum, having a face-to-face meeting in the case where several teams from the same organization are engaged in the program, and the separation of the action planning process into 3 distinct phases and 3 team meetings, one per week.

## ***Background***

The Virtual Leadership Development Program (VLDP) is a 13 to 16-week blended learning program developed by MSH that combines face-to-face team work with distance learning methodologies. Facilitated by organizational and leadership development specialists, the program is Internet-based and does not require participants to leave their work sites in order to participate.

The VLDP consists of seven modules. Each module consists of individual reading, individual exercises on the site, group work, and a forum section where teams post and report about the results of their group work. The modules include:

- *Module 1: Getting Started*

Participants are oriented to the VLDP Web site and materials, and are introduced to the concept of team dynamics. Participants also create a calendar to plan their team meetings and activities for the rest of the program, and complete the Workgroup Climate Assessment (WCA).

- *Module 2: Leadership in Health Programs and Organizations*

Through individual and group exercises, participants are introduced to the leadership and management framework, and the eight leadership and management practices.

- *Module 3: Identifying Challenges*

Considered the heart of the VDLDP, participants meet together to identify an organizational challenge they are facing and develop an action plan to address this challenge using the Challenge Model. The action planning process is an iterative process, in which the teams create action plan drafts and work with the facilitators and a Monitoring and Evaluation (M&E) specialist to revise and clarify their plans.

- *Module 4: Leadership Competencies*

To focus on personal mastery, participants assess and discuss their own leadership competencies by completing the Leadership Assessment Instrument.<sup>1</sup>

- *Module 5: Communication*

In addition to targeted reading, participants complete an exercise to assess their patterns of communication and communication styles, and discuss this assessment with their teams.

- *Module 6: Managing Change*

Participants are introduced to the concept of change management through a case study and story about perspectives on change and change management. Participants are also introduced to John Kotter's eight stages of change<sup>2</sup> and are asked to apply these stages to their work on their action plans.

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<sup>1</sup> Linkage, Inc., *Leadership Assessment Instrument: Self-Managed Assessment* (Lexington, MA: nd)

<sup>2</sup> Kotter, John P. *Leading Change*. Cambridge: Harvard Business School Press, 1996.

- *Module 7: Coming to a Close*

Participants are asked to reflect upon the program, complete the final program evaluation, as well as a second application of the WCA.

To date, the VLDP has been offered fifteen times to more than 1400 health managers in 35 countries around the world, including Iraq, various countries in Latin America, the Caribbean, Africa, and India. The program is available in Arabic, English, French, Portuguese and Spanish. Evaluation studies show that the VLDP strengthens leadership and management capacity, improves team work, improves work group climate, and helps teams to address identified organizational challenges to improve service delivery and management systems.

The information contained in this report is compiled from the following sources: the After Action Review (AAR); the end-of-program evaluation surveys that participants completed during the last module of the VLDP; comments written by participants in the VLDP Café<sup>3</sup>; results of the pre- and post-program applications of the Workgroup Climate Assessment (WCA)<sup>4</sup>; and the action plans developed by the participant teams.

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<sup>3</sup> The Café is a feature on the VLDP Web site where participants can communicate freely by posting and responding to discussion threads. It simulates an actual “café” where participants can go to chat informally about program content, or related subjects of their choice.

<sup>4</sup> The Workgroup Climate Assessment, a tool developed and validated by MSH to measure team climate, was applied during the first module of the program, and again at the conclusion of the program during Module 7 in order to measure the change in workgroup climate for each team pre- and post-VLDP.

### *Overview of the VLDP Peru*

The VLDP Peru was offered in Spanish from August 14th to November 10th, 2006. The program was facilitated by Lourdes De la Peza, Institutional Development Specialist for the Leadership, Management and Sustainability Program, and Julio Gadsden, Leadership Development Consultant. Cary Perry, Principal Program Associate, Leadership, Management and Sustainability Program, MSH, was the Monitoring and Evaluation specialist.

The program content was adapted from previous Spanish-language offerings of the VLDP in Latin America and revisions made to the program content during the most recent offering of the program.

In total, 92 participants from 13 teams in Peru participated in the VLDP. The teams were composed of senior and junior level staff, representing a mixture of professional and administrative disciplines. The participating teams are listed in Table I.

**Total organizations: 4**

**Total teams: 13**

**Total countries: 1**

**Total participants: 92**

**Table I: Participating teams in the VLDP Peru**

<b>Team name</b>	<b>Number of participants</b>
ADRA	12
CHEMONICS Leoncio Prado	4
CHEMONICS San Martin	5
CHEMONICS Tocache	4
CHEMONICS Ucayali	5
MSH Aguaytia	7
MSH Central	15
MSH Leoncio Prado	7
MSH Pucallpa	4
MSH Tarapoto	12
MSH Tocache	6
MSH Vrae	6
PRISMA	5
<b>Total</b>	<b>92</b>

The program concluded on November 10<sup>th</sup>, 2006. Of the original 13 registered teams, participants from all 13 teams noted above received certificates of program completion. Please see Annex 5 for a complete list of teams, participants and job titles.

### *After Action Review Findings*

The VLDP Peru Facilitation and Management team held an After Action Review (AAR) in December 2006, three weeks following the program's completion. The team reviewed the participant evaluation findings, discussed the participation and performance of the teams, and identified strengths and weaknesses of this VLDP as well as ways that the program can be improved in the future. The findings in this section are based on the AAR, the end-of-program evaluations that participants completed at the conclusion of the VLDP, comments written by participants in the Café, results of the WCA pre- and post-program applications, the action plans developed by each team, and observations made by the facilitators and the project management team about the program.

The participants in the VLDP Peru had an extraordinary level of program participation and engagement throughout the VLDP. The teams consistently completed their individual exercises before their team meetings. Approximately 80% of the teams held their team meetings on time and posted their results on time. The quality of the postings in the forum was very good. It was clear from the quality of the postings that the participants were discussing the program inside *and* outside the virtual platform. Café participation was also impressive. 80% of the participants posted at least one question, 60% of the participants posted frequently and every team member from four teams posted a comment or question. All teams were very responsive in making the recommended action plan changes and sending all iterations to the facilitators in a timely manner.

All the teams in the VLDP were pre-existing teams functioning as teams outside of the program and relying on each other for the completion of their project activities. The program launched with 10 teams. Many of these 10 were composed teams consisting of MSH and other organizations working in the same communities. Early in the program it became clear that the program would be more successful if these composed teams were split by organization and municipality and if all members from each office were included. This resulted in a total of 13 teams.

This VLDP contained a unique component: the inclusion of an MSH team alignment meeting held after each team completed their root cause analysis. The MSH teams met in Lima to align their challenges. 90% of the team members were present. The meeting was very important as it aligned the team to complete the action planning process during the remainder of the program. Before the meeting, each team had different challenges and a different set of indicators. After the meeting they had aligned their challenges, expected results, and relevant indicators.

In the end-of-program evaluations, participants rated all components of the VLDP very positively (please see Annex 2). 98% percent of the respondents found the modules to be very useful or useful. 96% percent of the participants felt that the input from the facilitators was “excellent” or “good” and 99% of the participants rated the availability of the facilitators as “excellent” or “good.” As one participant's evaluation reflected, “The facilitators were excellent and responded to the needs of the participants.”

By the end of the program, 93% of participants reported having initiated implementation of their action plans. Participants were enthusiastic about the program stating that communication had improved, they were better able to listen to others and to take time to understand others, they now approach problems like challenges, and the participants are committed to improving themselves.

### ***Qualitative evaluation responses***

Overall, participants commented that their means of communication had improved and their tolerance of others had allowed for great improvement in team dynamics and their ability to respond to change. Most participants commented that they are now working more effectively as a team. Additionally, many participants cited that their approach to difficult circumstances has evolved from treating these circumstances as problems to treating them as challenges. Finally, many participants commented that they were more introspective with regards to recognizing their own weaknesses and were committed to improving themselves. Please see Annex 6 for comments made by Lucy López, LMS/Peru CTO.

### ***Statements made by participants***

*El curso me ha enseñado a tener mayor apertura para decir las cosas que pienso y que creo.*  
MSH Leoncio Prado

*El PVDL me permitió fortalecer y dar mayor realce al trabajo en equipo, mejorar la comunicación entre los miembros del equipo para mejorar nuestro desempeño laboral.*  
MSHaguaytia

*Ahora mi forma de ver los retos que se me presentan me ayudan a tomar en cuenta las funciones del líder en este casi yo para alinear a los integrantes de mi equipo hacia los objetivos claros y movilizarnos en ese sentido.*  
ADRA

*Trabajo con Agentes Comunitarios de Salud que son líderes en su comunidad, (y ahora) estoy logrando transmitir algunas ideas claves de los diferentes módulos del curso.*  
ADRA

*El manejo del cambio es mas estratégico y no tanto por entusiasmo, se toma en cuenta la importancia de la comunicación interpersonal y se tiene una visión clara de donde queremos llegar.*  
MSH Pucallpa

*Sí recomendaría porque de esa manera se lograría tener instituciones mas organizadas con aptitudes bien definidas para que puedan trabajar con objetivos más claros en función a retos.*  
MSH Tocache

*Ahora me comunico más y mejor con los integrantes de mi equipo ejerciendo una comunicación clarificadora pero a la vez me siento más libre para preguntar las cosas que no entienda.*

MSH Tocache

*Gracias al curso gradualmente hemos venido creando sinergias entre nosotros.*

Prisma

*A través del programa estoy desarrollando nuevas capacidades y mejorando mis competencias que sirven en mi vida personal y laboral, siempre trato de parar y darme un minuto para retroalimentar lo que vengo realizando, me intereso mucho mas por como piensan y se siente el resto del equipo.*

Chemonics Ucayali

***Other Institutional Challenges noted by the participants (in addition to their identified challenges)***

- El de coordinar con otras instituciones que en un primer momento parecían superiores, pero los conocimientos que hemos ido adquiriendo nos iba dando seguridad y hemos logrado coordinar con ellas de igual a igual , y de tener presente siempre el tú ganas y yo también gano
- Si, el reto de formar equipos de alto rendimiento, y el reto de mejorar cada uno en el plano personal y familiar.
- Nos hemos planteado reto a corto plazo que complementa al reto general, como podemos consolidarnos como equipo, para lograr cambios de actitudes positivas.
- Además tenemos otros retos como el de elaborar más proyectos en beneficio de la población al menos 1 por año y que estos sean publicados; actualmente gracias al PVDL nos hemos dado cuenta de las fortalezas y potencialidades de nuestros compañeros y hemos identificado a las personas más idóneas para empezar este trabajo que recién lo tenemos en mente y tenemos el gran reto de desarrollarlo.
- Ha surgido la necesidad de medir el nivel de motivación de los miembros de la comunidad, como un instrumento que pueda ser correlacionado con las iniciativas que la comunidad pueda tener como tangible. La agrupación de los equipos descentralizados con el reto común para el PVDL ha provisto el escenario apropiado para esta discusión.

### *Summary of successful characteristics of this VLDP*

- The facilitators used the WCA as an integral part of the meeting, (This was not the case in other VLDPs). The facilitators mandated that the meeting could only be held after the WCA was completed by all team members and this process became the standard that all exercises must be completed before the team meeting.
- Module 1 was used as an opportunity to explore group dynamics before applying the WCA. Daily messages and conversation in the café were focused on the WCA and made more sense to the participants. The Manager regarding work climate was sent via email to support discussion in the team meeting.
- The facilitators used 2 days to open discussions in café with regards to the forum. During those two days, participants could not open new threads, but had to respond to café threads regarding the forum. This compelled participants to read the forum and engage in a robust discussion in which they analyzed their team comments in relation to what the other team comments.
- Restricted the days of the team meetings to occur between two specific dates and requested date changes for meetings if it was necessary to adhere to forum dates.
- The face-to-face meeting was an excellent way to align the challenges between various teams from one organization.
- The facilitators organized the teams around their team meetings by setting and clearly communicating deadlines.
- The project concluded under/on budget – excellent facilitators, efficient EPG, efficient project management.

### *Suggestions for future programs*

During the After Action Review, the team identified the following priority areas for improvement for future VLDPs:

Participant suggestions:

- Provide a glossary for technical terms
- Improve case studies so that they are more readable and applicable to those working at the community level
- Include graphic materials (such as the illustrations in module 5) in each module
- Include interactive exercises for each module
- Schedule set hours on a regular basis during which time the facilitators are available electronically to the participants
- Include case studies for each module
- Offer an electronic version of the workbook
- Provide more feedback on all interactive exercises
- Include a virtual forum
- Provide country specific case studies

VLDP team suggestions:

- Module 1: integrate the Manager on team climate in module
- Add a week to and a forum in module 7
- Automate website tracking sheet further
- Module 5: need space to place results of red, green, blue exercise
- Module 5: add a page that connects methods of communication and motivation pattern

### *Workgroup Climate Assessment*

The Workgroup Climate Assessment (WCA) is included in Module 1, the introductory module and again in Module 7, a three-day module that closes the program. Workgroup climate is defined as the prevailing atmosphere in a workplace, as experienced by the members of the group. Participants are asked to assess their work group climate at this time. The tool measures change in work group climate. Improved work group climate is a key outcome of the VLDP as it can be used to collect valuable monitoring information about the program and its impact.

All of the thirteen teams completed the pre- and post- VLDP Work Climate Assessment on the Web site. Of these, twelve had a positive change in their climate score.<sup>5</sup> Eleven teams had the same number of respondents to the WCA pre- and post-VLDP, producing valid results when their pre- and post-VLDP scores are compared. The results for these teams are shown in the Annex 3 and 4. Ten of the eleven of these teams demonstrated an increase in climate scores from pre- to post-VLDP, which indicates improved team climate.

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<sup>5</sup> The one team that did not demonstrate an increase in their workgroup climate score had a decrease of 0.22. It is recognized that post-intervention scores can sometimes drop because team members are more honest about their workgroup climate during the post-intervention application or they now understand the elements of workgroup climate and can more accurately assess their team's climate. Therefore, a fall in scores does not necessarily indicate a negative trend in workgroup climate.

### *Teams and their challenges*

During the third module of the VLDP, the teams are given the opportunity to apply their leadership and management skills by identifying an organizational challenge and developing an action plan to address this challenge. In this program offering, the feedback process was divided into three stages: identifying and clarifying the challenge, root cause analysis, and action planning.

Of the 86 participants who answered the qualitative section of the end-of-program evaluation, 93% reported that they have begun to implement their team's action plan. 91% percent of respondents reported that their teams have begun to introduce other organizational changes as a result of participating in the VLDP Peru.

The completion and implementation of these action plans, or leadership projects, can be used as a measure of the skills participants have acquired throughout the VLDP. It is very early in the process to determine the extent to which the participating teams have made progress on their challenges and implementing their plans, but teams reported progress on their challenges in the end-of-program evaluation. Follow-up with all teams will occur in July 2007.

During Module 3, the teams identified the following challenges:

<i>Team</i>	<i>Challenge</i>
ADRA	Lograr que los gobiernos locales de: Ayacucho, San Martín, Tingo María y Aucayacu implementen un plan concertado de Nutrición que disminuya la desnutrición crónica infantil.
CHEMONICS Leoncio Prado	¿Cómo hacer sostenible los SAP que el PDA ejecutó en 32 comunidades distribuidos en los distritos de Padre Abad y Leoncio Prado?
CHEMONICS San Martin	¿Cómo podemos fortalecer las capacidades organizativas de los productores de cacao, beneficiarios del PDA, para que se puedan articular a mercados rentables y seguros?
CHEMONICS Tocache	Que las familias de comunidades firmantes mejoren sus ingresos económicos a través de la implementación de proyectos productivos rentables.
CHEMONICS Ucayali	Que la población de 34 Comunidades participen activamente y en forma organizada en el cuidado, manejo y mantenimiento de sus obras de infraestructura: educativa, sistema de agua potable, vial y locales comunales.
MSH Aguaytia	Como podemos lograr que las comunidades de PDA mejoren en 30% los indicadores materno infantiles a julio del 2007.

<i>Team</i>	<i>Challenge</i>
MSH Central	Como podemos lograr que las comunidades de PDA mejoren en 30% los indicadores materno infantiles a julio del 2007.
MSH Leoncio Prado	Como podemos lograr que las comunidades de PDA mejoren en 30% los indicadores materno infantiles a julio del 2007.
MSH Pucallpa	Como podemos lograr que las comunidades de PDA mejoren en 30% los indicadores materno infantiles a julio del 2007.
MSH Tarapoto	Como podemos lograr que las comunidades de PDA mejoren en 30% los indicadores materno infantiles a julio del 2007.
MSH Tocache	Como podemos lograr que las comunidades de PDA mejoren en 30% los indicadores materno infantiles a julio del 2007.
MSH Vrae	Como podemos lograr que las comunidades de PDA mejoren en 30% los indicadores materno infantiles a julio del 2007.
PRISMA	Garantizar la continuidad del funcionamiento de la Direccion de DDHH

***Common challenge for MSH/Peru teams***

The 7 MSH/Peru teams elected to address a single challenge relevant to all teams and to their programmatic mandate. During the team alignment meeting, MSH/Peru staff discussed their common challenge and, with the virtual help of the program facilitators, defined three levels of common and community-specific indicators all relevant to their project indicators. After their meeting, specific teams returned to the communities in which they work to refine action plans. All action plans were shared amongst other MSH teams to ensure cross fertilization, which was supplemented with Café discussions.

### ***Impact of the program***

The VLDP Peru reached 92 participants from 13 teams in Peru. Participants commented on the sense of empowerment gained from participating in the program and remarked that they are more actively using the leadership practices gained through the program. A large percentage of participants reported that their team has initiated implementation of their program action plans. Follow-up with teams will occur in July 2007 to assess the progress that teams have made in achieving their desired results. Finally, participants report recommending it to their colleagues and utilize the teachings not only in their professional, but also personal lives.

**Annex 1: VLDP Peru, Team Completion of Exercises and Forum Postings by Module**

<b>Team</b>	<b>Forum Submitted for Modules</b>	<b>Exercises Completion Completed/ Total</b>	<b>Exercise names</b>
ADRA	1 2 3 4 5 6	1 : 12 / 12 2 : 12 / 12 3 : 12 / 12 4 : 12 / 12 5 : 11 / 12 6 : 10 / 12 7 : 9 / 12	1 WCA 2 Differences between Leadership and Management 3 Assessing scanning, focusing, aligning/mobilizing, inspiring 4 Leadership competencies self-diagnosis: 5 Change Management Exercise 6 WCA 7 Final Evaluation
CHEMONICS Leoncio Prado	1 2 3 4 5 6	1 : 4 / 4 2 : 4 / 4 3 : 4 / 4 4 : 4 / 4 5 : 4 / 4 6 : 4 / 4 7 : 4 / 4	1 WCA 2 Differences between Leadership and Management 3 Assessing scanning, focusing, aligning/mobilizing, inspiring 4 Leadership competencies self-diagnosis: 5 Change Management Exercise 6 WCA 7 Final Evaluation
CHEMONICS San Martin	1 2 3 4 5 6	1 : 5 / 5 2 : 5 / 5 3 : 5 / 5 4 : 5 / 5 5 : 5 / 5 6 : 5 / 5 7 : 5 / 5	1 WCA 2 Differences between Leadership and Management 3 Assessing scanning, focusing, aligning/mobilizing, inspiring 4 Leadership competencies self-diagnosis: 5 Change Management Exercise 6 WCA 7 Final Evaluation
CHEMONICS Tocache	1 2 3 4 5 6	1 : 4 / 4 2 : 4 / 4 3 : 4 / 4 4 : 4 / 4 5 : 4 / 4 6 : 4 / 4 7 : 4 / 4	1 WCA 2 Differences between Leadership and Management 3 Assessing scanning, focusing, aligning/mobilizing, inspiring 4 Leadership competencies self-diagnosis: 5 Change Management Exercise 6 WCA 7 Final Evaluation
CHEMONICS Ucayali	1 2 3 4 5	1 : 5 / 5 2 : 5 / 5 3 : 5 / 5 4 : 5 / 5 5 : 5 / 5	1 WCA 2 Differences between Leadership and Management 3 Assessing scanning, focusing, aligning/mobilizing, inspiring 4 Leadership competencies self-diagnosis:

	6	6 : 5 / 5 7 : 4 / 5	5 Change Management Exercise 6 WCA 7 Final Evaluation
MSH Aguaytia	1 2 3 4 5 6	1 : 7 / 7 2 : 7 / 7 3 : 7 / 7 4 : 7 / 7 5 : 7 / 7 6 : 7 / 7 7 : 7 / 7	1 WCA 2 Differences between Leadership and Management 3 Assessing scanning, focusing, aligning/mobilizing, inspiring 4 Leadership competencies self-diagnosis: 5 Change Management Exercise 6 WCA 7 Final Evaluation
MSH Central	1 2 3 4 5 6	1 : 15 / 15 2 : 15 / 15 3 : 15 / 15 4 : 15 / 15 5 : 15 / 15 6 : 15 / 15 7 : 15 / 15	1 WCA 2 Differences between Leadership and Management 3 Assessing scanning, focusing, aligning/mobilizing, inspiring 4 Leadership competencies self-diagnosis: 5 Change Management Exercise 6 WCA 7 Final Evaluation
MSH Leoncio Prado	1 2 3 4 5 6	1 : 7 / 7 2 : 7 / 7 3 : 7 / 7 4 : 7 / 7 5 : 7 / 7 6 : 7 / 7 7 : 7 / 7	1 WCA 2 Differences between Leadership and Management 3 Assessing scanning, focusing, aligning/mobilizing, inspiring 4 Leadership competencies self-diagnosis: 5 Change Management Exercise 6 WCA 7 Final Evaluation
MSH Pucallpa	1 2 3 4 5 6	1 : 4 / 4 2 : 4 / 4 3 : 4 / 4 4 : 4 / 4 5 : 4 / 4 6 : 4 / 4 7 : 4 / 4	1 WCA 2 Differences between Leadership and Management 3 Assessing scanning, focusing, aligning/mobilizing, inspiring 4 Leadership competencies self-diagnosis: 5 Change Management Exercise 6 WCA 7 Final Evaluation
MSH Tarapoto	1 2 3 4 5 6	1 : 12 / 12 2 : 12 / 12 3 : 11 / 12 4 : 12 / 12 5 : 12 / 12 6 : 10 / 12 7 : 11 / 12	1 WCA 2 Differences between Leadership and Management 3 Assessing scanning, focusing, aligning/mobilizing, inspiring 4 Leadership competencies self-diagnosis: 5 Change Management Exercise 6 WCA 7 Final Evaluation
MSH Tocache	1	1 : 6 / 6	1 WCA

	2 3 4 5 6	2 : 6 / 6 3 : 6 / 6 4 : 6 / 6 5 : 6 / 6 6 : 6 / 6 7 : 6 / 6	2 Differences between Leadership and Management 3 Assessing scanning, focusing, aligning/mobilizing, inspiring 4 Leadership competencies self-diagnosis: 5 Change Management Exercise 6 WCA 7 Final Evaluation
MSH Vrae	1 2 3 4 5 6	1 : 6 / 6 2 : 6 / 6 3 : 6 / 6 4 : 6 / 6 5 : 6 / 6 6 : 6 / 6 7 : 6 / 6	1 WCA 2 Differences between Leadership and Management 3 Assessing scanning, focusing, aligning/mobilizing, inspiring 4 Leadership competencies self-diagnosis: 5 Change Management Exercise 6 WCA 7 Final Evaluation
PRISMA	1 2 3 4 5 6	1 : 5 / 5 2 : 5 / 5 3 : 5 / 5 4 : 5 / 5 5 : 5 / 5 6 : 5 / 5 7 : 5 / 5	1 WCA 2 Differences between Leadership and Management 3 Assessing scanning, focusing, aligning/mobilizing, inspiring 4 Leadership competencies self-diagnosis: 5 Change Management Exercise 6 WCA 7 Final Evaluation

## Annex 2: Utility assessment of VLDP Peru modules and components

**We received:** 89 responses out of 92 participants

	Very useful	Useful	Somewhat useful	Not useful	Total	% VU or U
Module 2	42	46	1	0	89	99%
Module 3	61	27	1	0	89	99%
Module 4	69	20	0	0	89	100%
Module 5	69	19	0	1	89	99%
Module 6	63	24	1	1	89	98%
Café	39	42	8	0	89	91%
Daily Message	47	39	3	0	89	97%
Forum	51	36	2	0	89	98%
Comm with facilitators	53	32	4	0	89	96%
Tools/references	29	52	8	0	89	91%
Self-assessments	65	23	1	0	89	99%
Editorials	36	46	7	0	89	92%

	Excellent	Good	Average	Poor	Total	% E or G
Quality of Facilitation	52	37	0	0	89	100%
Availability of Facilitators	54	34	1	0	89	99%

Principal media used to participate in program	Website	Workbook	Email	Total
	54 63%	28 33%	4 5%	86

Secondary media used to participate in program	Website	Workbook	Email	Total
	24 28%	54 63%	8 9%	86

% participants that have started to implement their action plan	Yes	No	Total
	80 93%	6 7%	86

As a result of this program, has your team been able to make any changes within your organization?	Yes	No	Total
	78 91%	8 9%	86

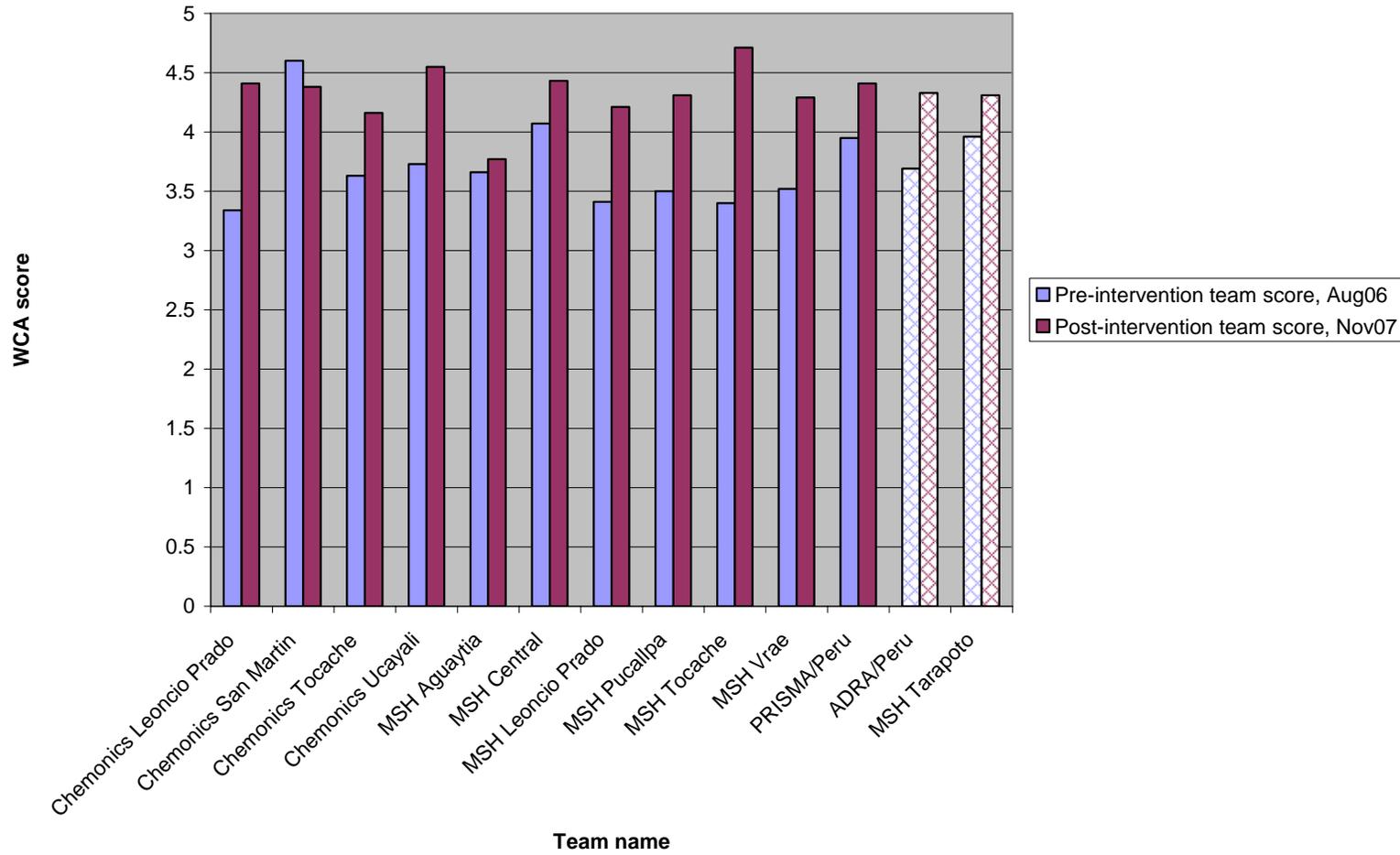
How likely is it that you will access LeaderNet once this VLDP has concluded?	Highly	Somewhat	Unlikely	Total
	66	18	0	84
	79%	21%	0%	

### Annex 3: VLDP Peru WCA Results

<i>Team Name</i>	<i>Pre-intervention team score, Aug06</i>	<i>Post-intervention team score, Nov07</i>	<i>Pre/Post-intervention score difference</i>	<i>Valid?*(n1=n2)</i>
<b>Valid scores (n1 = n2)</b>				
Chemonics Leoncio Prado	3.34	4.41	1.07	VALID
Chemonics San Martin	4.6	4.38	-0.22	VALID
Chemonics Tocache	3.63	4.16	0.53	VALID
Chemonics Ucayali	3.73	4.55	0.82	VALID
MSH Aguaytia	3.66	3.77	0.11	VALID
MSH Central	4.07	4.43	0.36	VALID
MSH Leoncio Prado	3.41	4.21	0.80	VALID
MSH Pucallpa	3.5	4.31	0.81	VALID
MSH Tocache	3.4	4.71	1.31	VALID
MSH Vrae	3.52	4.29	0.77	VALID
PRISMA/Peru	3.95	4.41	0.46	VALID
<b>Invalid scores (n1 ≠ n2)</b>				
ADRA/Peru	3.69	4.33	0.64	INVALID
MSH Tarapoto	3.96	4.31	0.35	INVALID

\*Scores are not valid if the number of team members varies during the pre- and post-intervention application of the WCA.

### Annex 4: Pre- and Post-intervention Workgroup Climate Assessment (WCA) Scores



**Annex 5: VLDP Peru Teams and Participants**

<b>Team Name ADRA</b>				
Address: Av. Angamos Oeste 770 - Miraflores				
Main telephone number: (511) -712-7700				
Main goal of the team: <b>Fortalecer la gestión del Programa del Vaso de Leche de 12 gobiernos locales a nivel nacional.</b>				
<b>Member</b>	<b>Name</b>	<b>First name</b>	<b>Position</b>	<b>Sex (M/F)</b>
1	Luz	Zuni	Coordinadora PNI - Pucallpa	F
2	Maritza	Soncco	Asesora en Salud Comunitaria - Aucayacu	F
3	Nancy	Vega	Asesora en Salud Comunitaria - Huanuco	F
4	Rosario	Cabana	Asesora en Salud Comunitaria - Tingo María	F
5	Lourdes	Huayta	Coordinadora PNI - Tarapoto	F
6	Milagros	Mendoza	Coordinadora PNI - Tarapoto	F
7	Rosita	Chavez	Coordinadora PNI - Lima	F
8	Roberto	Aguilar	Asesor en Salud Comunitaria - Ayacucho	M
9	Elena	Malque	Coordinadora General PNI - Oficina Nacional	F
10	Wilfredo	Vargas	Coordinador General Proyecto TB - Oficina Nacional	M
11	Santos	Guerrero	Director de Operaciones	M
12	Mylene	Huanqui	Administradora Portafolio de Salud	F

<b>Team Name CHEMONICS Leoncio Prado</b>				
Address: Av. REPUBLICA DE PANAMA 3055 PISO 14				
Main telephone number: 51 19-6903000				
Main goal of the team:				
<b>Member</b>	<b>Name</b>	<b>First name</b>	<b>Position</b>	<b>Sex (M/F)</b>
1	Cesar Augusto	Pereira Lozano	Promotor de Desarrollo Local PDA Leoncio Prado	M
2	Carlos Alberto	Cueva Sifuentes	Coordinador de Desarrollo Local PDA Leoncio Prado	M
3	Betty Socorro	Romani Loayza	Promotor de Desarrollo Local PDA Leoncio Prado	F
4	José Feliciano	Alminco Estela	Promotor de Desarrollo Local PDA Leoncio Prado	M

<b>Team Name CHEMONICS San Martin</b>				
Address:		Av. REPUBLICA DE PANAMA 3055 PISO 14		
Main telephone number:		51 19-6903000		
Main goal of the team:				
Member	Name	First name	Position	Sex (M/F)
1	Cecilia	Huamanchumo	Coordinador Desarrollo Local PDA San Martin	F
2	Paredes	Karol	Promotor de Desarrollo Local PDA San Martín	F
3	Centeno	Maritza	Promotor de Desarrollo Local PDA San Martín	F
4	Rubio	Lourdes	Promotor de Desarrollo Local PDA San Martín	F
5	Delgado	José	Promotor de Desarrollo Local PDA San Martín	M

<b>Team Name CHEMONICS Tocache</b>				
Address:		?		
Main telephone number:		51 42551275		
Main goal of the team:				
Member	Name	First name	Position	Sex (M/F)
1	Enrique	Enrique Agreda Sánchez	Coordinador Desarrollo Local	M
2	Jaime	Martin Ramírez Panduro	Encargado del Area de Infraestructura	M
3	Julio	Villacorta	Sub Coordinador Desarrollo Local	M
4	William	Cecilio Cabrera	Promotor Desarrollo Local	M

<b>Team Name CHEMONICS Ucayali</b>				
Address:		Av. REPUBLICA DE PANAMA 3055 PISO 14		
Main telephone number:		019-6903000		
Main goal of the team:				
Member	Name	First name	Position	Sex (M/F)
1	Panduro	Walter	Coordinador Desarrollo Local PDA Ucayali	M
2	Crespo	Susan	Promotor de Desarrollo Local PDA Ucayali	F
3	Valverde	José	Promotor de Desarrollo Local PDA Ucayali	M
4	Cordova	Cristina	Promotor de Desarrollo Local PDA Ucayali	F
5	Gutierrez	Gerardo	Especialista en Infraestructura - DL Ucayali	M

<b>Team Name MSH Peru AGUAYTIA</b>				
Address:		Carretera Federico Basadre Km. 163.5 Pampa Yurac		
Main telephone number:		061 - 481280		
Main goal of the team:				
Member	Name	First name	Position	Sex (M/F)
1	Vladimir	Palomino Meza	Coordinador General	M
2	María Elena	Ponce Nuñez	Coordinadora Comunitaria	F
3	Kattia	Sarmiento Casavilca	Coordinadora Comunitaria	F
4	Ehelen	Fernandez Cotrina	Coordinador Local de Comunicacion	F
5	Marlon	Torres Rios	Coordinador Administrativo	M
6	Luis Aly	Pino Alvarado	Chofer	M
7	Jhanet	Garcia Lazo	Recepcionista	F

<b>Team Name MSH Peru CENTRAL</b>				
Address:				
Main telephone number:				
Main goal of the team:				
Member	Name	First name	Position	Sex (M/F)
1	Edgar	Medina Figueroa	Director	M
2	Kenneth	Peralta Nario Rodriguez	Coordinador de Gestion Ambiental	M
3	Hannes	Ramirez	Informatica	M
4	Lucy	Lopez	Oficina de Salud USAID	F
5	Diana	Grandez Serrano	Contadora	F
6	Eliana	Lopez Perez	Coordinadora de Comunicación para la Salud y el Desarrollo	F
7	Lionel	Vigil Angulo	Coordinador de Comunidades e Instituciones Educativas Saludables	M
8	Silvia	Torero Pinedo	Coordinador del Area de Promoción de Salud y Desarrollo	F
9	Nelly	Gonzales Salinas	Coordinadora del Area de Gestion de la Calidad de los Servicios de Salud	F
10	Pedro	Lazo Cárdenas	Administrador	M
11	Jimmy	Salinas Morales	Asistente Contable	M
12	Gladys Karin	Tamarria Moran	Asistente de Dirección	M
13	Ada Luz	Cardenas Alvarez	Coordinadora Local de Gestion de la Calidad de los Servicios de Salud	F
14	Miluska	Calderon Gamarra	Coordinadora Local de Gestion de la Calidad de los Servicios de Salud	F
15	Betsy	Diaz Zevallos	Coordinadora Local de Gestion de la Calidad de los Servicios de Salud	F

<b>Team Name MSH Peru LEONCIO PRADO</b>				
Address:		Av. Enrique Pimentel N° 244 Tingo Maria		
Main telephone number:		062 - 561993		
Main goal of the team:				
Member	Name	First name	Position	Sex (M/F)
1	Luz Marina	Medrano Alvarez	Coordinadora General	F
2	Nebenka	Caro Potocar	Coordinadora Administrativa	F
3	Patty	Barba Layseca	Coordinadora Comunitaria	F
4	Engels	Figueroa Anamaria	Coordinador local de Comunicación	M
5	Manuel	Bravo Delgado Huaman	Chofer	M
6	Robinson	Espinoza	Recepcionista	M
7	Arturo	Arrieta Díaz	coordinador comunitario	M

<b>Team Name MSH Peru PUCALLPA</b>				
Address:				
Main telephone number:				
Main goal of the team:				
Member	Name	First name	Position	Sex (M/F)
1	Cosme	Tacanga Lopez	Coordinador General	M
2	Belinda	Guillen Chavez	Coordinadora Local de Comunicación	F
3	Erika	Davila Martinez	Coordinadora Comunitaria	F
4	Katerina	Berrios Rodriguez	Coordinadora Comunitaria	F

<b>Team Name MSH Peru TARAPOTO</b>				
Address:		Jr. Martinez de Compañon N° 522 Tarapoto		
Main telephone number:		042 - 522121		
Main goal of the team:				
Member	Name	First name	Position	Sex (M/F)
1	Geiler	Vargas Riva	Coordinador General	M
2	Nora	Nieto Penadillo	Coordinadora General	F
3	Angela	Arevalo Arevalo	Coordinadora Comunitaria	F
4	Kane	Vela Flores Shahuano	Coordinadora Comunitaria	F
5	Yssa	Dominguez	Coordinadora Comunitaria	F
6	Karina	Pereira Rios	Coordinadora Local de Comunicaciones	F
7	Rocio	Valle Donayre	Coordinadora Comunitaria	F
8	Juan Carlos	Flores Vasquez	Coordinador Local de Comunicación	M
9	Juan Carlos	Rubio Arevalo	Coordinador Administrativo	M

10	Moises	Lopez Berrospi	Chofer	M
11	Leodan	Cuesta Sanchez	Recepcionista	M
12	Manuel	Carballo Chujutalli		M

Team Name MSH Peru TOCACHE				
Address:		Jr. Tocache N° 1050 Tocache		
Main telephone number:		042-551349		
Main goal of the team:				
Member	Name	First name	Position	Sex (M/F)
1	Dorina	Flores Becerra	Coordinadora General	F
2	Francisco	Huancas Donayre	Coordinador Local de Comunicación	M
3	Rosario	Sanchez Galvez	Coordinadora Comunitaria	F
4	Teresa	Grijalva Salas	Coordinadora Administrativa	F
5	Harry	Vasquez	Chofer	M
6	José	Marin Arismendi	Recepcionista	M

Team Name MSH Peru VRAE				
Address:		Av. 28 de Julio N° 045 San Francisco		
Main telephone number:		066 - 325262		
Main goal of the team:				
Member	Name	First name	Position	Sex (M/F)
1	Carmen	Vallejo Juscamayta	Coordinadora General	F
2	Rosa	Uribe Vilca	Coordinadora Comunitaria	F
3	Willian	Chavez Escriba	Coordinador Local de Comunicación	M
4	Cecilia	Moron Campos	Coordinadora Administrativa	F
5	Diomedes Efrain	Jeri Leche	Chofer	M
6	Eduardo	Yucra Espino	Recepcionista	M

Team Name PRISMA - CENTRAL				
Address:				
Main telephone number:				
Main goal of the team:				
Member	Name	First name	Position	Sex (M/F)
1	Marilú	Chiang Echevique	Directora Desarrollo Humano	F
2	Mercy	Sandoval	Area de Area de Fortalecimiento de Gobiernos Locales	F
3	Mariela	Levano	Jefe de Area de Salud Comunitaria	F
4	Ruth	Perez	Comunicadora	F
5	Isabel	Tejada		F

## *Annex 6: Comments from USAID/Peru*

Lucy López from USAID participated in the VLDP as a member of the MSH Central team. Below are a few select translated statements that she made in her final program evaluation:

*The program has been excellent...it helped to improve organizational climate and identify challenges and enabled participants to lead change.*

*It was a formidable effort to prepare for the program with such little lead time. Due to the results of this (virtual) program, I am convinced that virtual programs are advantageous.*

*The great accomplishment of this program was that it aligned 8 teams from the central and decentralized organizational levels around a common challenge by clarifying roles and utilizing the appropriate tools and methodologies to achieve results through the application of team leadership. Simultaneously, the program promoted sound leadership within the teams based in the municipalities, communities, schools, families and health establishments in a manner that has generated basic changes that have positive and permanent effects.*

*I would recommend it (VLDP) due to the changes it has generated on my team.*

*It is important that this methodology be institutionalized within universities and human resource departments of social service institutions.*