

**REPORT FOR THE SENIOR LEADERSHIP AND
MANAGEMENT TRAINING CONDUCTED FROM 22nd
THROUGH 24th AUGUST 2012**

FOR

CHRISTIAN SOCIAL SERVICES COMMISSION (CSSC)

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MANAGEMENT SCIENCES FOR HEALTH



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1. Introduction and Background

The Tanzania Human Resource Capacity Project (THRP) is a four-year, USAID-funded project awarded to IntraHealth in 2009. The project supports government efforts to address the challenges that Tanzania faces in developing an adequate health and social welfare workforce, comprised of a complex system of public and private professional and paraprofessional cadres and those in the non-formal sector. The project functions primarily through a local partner coalition which works with local government authorities and their counterparts to document and scale up Human Resources for Health (HRH) approaches and to design interventions and tools to assist in better management of the health and social welfare workforce.

Under the THRP, Management Sciences for Health (MSH) is tasked with building the capacity of local implementing partners, to take on a greater role in the effective leadership and management of the national effort to improve Human Resource Management (HRM) for health in Tanzania. The primary two local partners are Christian Social Services Commission (CSSC) and the Benjamin Mkapa HIV/AIDS Foundation (BMAF).

CSSC is an umbrella for faith-based organization supporting service delivery in the health and education sectors. The organization is undergoing a considerable growth in terms of staff, projects, resources, and geographical expansion to include five zonal offices. In order for CSSC to effectively respond to the challenges there is a need for CSSC to build leadership of the senior managers so that they can have the ability to contend with emerging health problems, scale up and sustain delivery of health services, modernize health service institutions, and to respond to variable resource levels and changing political and economic circumstances.

In strengthening leadership and management of these local organizations, Management Science for Health organized a three days training to the senior and mid level managers of CSSC focusing on key areas of leadership and management. The training was facilitated by the consultant named Mr. Isaac Kiwango in collaboration with Mr. Geoffrey Nyombi, MSH technical advisor. This training took place in Oasis hotel, Morogoro region. In meeting with CSSC high expectations and relevance to the leadership and management challenges, MSH lead consultant conducted a thorough review of CSSC key documents including MOST assessment conducted in 2009, and in addition Mr. Isaac conducted a discussion with two CSSC senior directors named Mr. Milton Lupa the director of finance and administration and Dr. Marcel Madili the director of planning monitoring and evaluation. Both of these consultation provided significant insight in the understanding of CSSC leadership and management challenges, organizational structure and core functions. Therefore the design of the training materials which were customized from the MSH leadership and development programs (LDP) such as power point and visual presentations, orientations, and short quizzes were designed to fit the CSSC environment. Training facilitator adopted both participatory and adult learning practices to bring excitement and real practical experience from all the participants.

On the first day of the training, the consultant did an evaluation to the participants this was also done in the final day of the training. The evaluation provided both understanding of facilitator knowledge on leadership and management and the extent of skills imparted as a result of the training.

In a nutshell the training was very successful despite the fact that time was so limited. If funds and time allows there is a need to conduct a coaching and mentoring to build on the skills already imparted.

Training Approach and Course Content

The following steps were followed in designing and delivering the leadership and management training:

- Review of SOW and the results of MOST assessment for the target institutions
- Interview with senior officials of the CSSC to get a feel of what they need and expect from the workshop
- Development, review and finalization of the course content and workshop agenda
- Training of participants
- Writing of the training report with proposed recommendations



The course was designed to develop key competencies that senior leadership of the CSSC will need to successfully discharge their duties and achieve the desired program results. Some of the initial challenges mentioned to the consultant included issues of introducing and managing change, work delegation, organization structure and reporting relationships, visioning and strategic thinking in terms of prioritization. In view of this the consultant designed and customized program for three days that took into consideration some of these issues and given the time limitation the program had to be compact as opposed to a full blown typical (LDP) program. At this stage preparation for the workshop and a checklist comprising key items that are necessary for a successful workshop was developed and shared with the MSH and the CSSC. Preparation for the workshop was underway.

2. Training Workshop Overview

The training was conducted for three days, from 22nd to 24th August 2012 at the Oasis Hotel in Morogoro municipality. The training was led by Isaac Kiwango, a consultant with MSH. Training was designed to be very participatory and of adult learning nature. Participants were free to air their views and ground rules were set such that peoples' opinion was one of the things to be highly respected. This was necessary in order to create an atmosphere where learning and sharing could take place freely.

Training Participants

The training was carried out for 25 participants and they all came from CSSC ranging from senior management to middle level principles. In addition, MSH manager namely, Mr. Geoffrey Nyombi provided additional insights on the success of the training.

Training Materials and Tools

A number of training materials and tools were developed to support the Senior Leadership and Management training. These materials and tools included:

- Participants Manual
- Power Point Presentations
- Facilitators' Guide
- Hand outs Books and CD's (managers who lead)
- MSH Challenge Model

The following key topics were covered during the training:

- Introduction to leadership and management
- Difference between Leading and Managing
- Leading and Managing Practices
- Organizational review
- Work Group Climate Assessment
- Mission and vision
- Challenges and Problems
- Prioritization
- Leading through change
- Effective request and reducing complaints
- Acknowledging others
- Inspiring others

Refer to appendix 7.2 for the detailed workshop agenda.

3. Pre and Post Training Test Results

Pre and Post training tests were conducted to help assess the learning by participants. Refer to appendix 7.3 for the detailed Pre and Post-training tests. The results of the pre and Post- training tests are shown below:

Pre and Post-Test Scores

Question	Average score %	
	Pre -Test	Post-Test
Question 1: Name four Leadership Practices	13.6	100
Question 2: Name four Management Practices	30.6	95.3
Question 3: Describe any three principles or things to watch when implementing a change program	47.0	62.3
Question 4: True or False questions	69.0	70

The above results suggest that significant learning took place especially in the concepts of leading and managing practices.

4. Assignment and Areas of Improvement

The participants were given the following assignment:

Individual Assignment

- Each day identify at least one lesson you are taking home
- Through the workgroup climate assessment identify at least one coaching opportunity
- Work on your workgroup climate assessment with teams back in the office

Team Assignment

- Develop and implement an action plan for the area of improvement you identified during your Workgroup Climate Assessment.

MSH will help the teams finalize the action plans developed. MSH will also support the teams with coaching and mentoring in the areas of need identified.

5. Course Evaluation

The feedback from the participants was very positive and they felt they had learned a lot and the facilitator did an excellent job. They also stated that they found the training relevant to their day to day operations. Below is the summary of the results of the workshop evaluation:

A) Overall Rating of the Workshop as shown below

Evaluation Dimension	Poor	Fair	Good	Excellent
a. The workshop objectives were clearly defined and explained.		5.9%	58.8%	35.3%
b. The workshop MOST objectives were successfully achieved.		7.1%	64.3%	28.6%
c. My knowledge and understanding of Leadership has increased because of this workshop.		5.9%	47.1%	47.1%
d. The workshop was well organized and delivered.		5.9%	64.7%	29.4%
e. The level of detail was appropriate for the		31.2%	56.2%	12.5%

topic.				
f. The presentation material was well organized.		12.5%	68.8%	18.8%
g. The facilitators demonstrated command of the subject matter.		5.9%	76.5%	17.6%
h. The facilitator interacted well with the participants.		5.9%	58.8%	35.3%

B) Other Responses

Below are some verbatim quotes from the participants' feedback:

- *“Participatory approach and videos were quite powerful in learning”*
- *“Extend training to other supporting staff in the office”*
- *“Arrange refresher course after three months.”*
- *“Provide support and follow-up after the training.”*

6. Key Recommendations

Based on feedback and observations during the training, the following recommendations are made:

- MSH should also provide coaching and mentoring support to the senior leadership
- MSH needs to design a plan for evaluating the impact of the training
- MSH need to assist with the organisation structure of CSSC
- MSH need to roll down this particular program to the lower levels
- MSH need to arrange for another refresher course to last at least four days

7. Appendices

7.1 *Participants' List*

	Name	Gender	Organization
1.	Peter Maduki	M	CSSC
2.	Richard Mbwambo	M	CSSC
3.	Bernard Kingu'nda	M	CSSC
4.	Grace Mwang'onda	F	CSSC
5.	Marcel Madili	M	CSSC
6.	Milton Lupa	M	CSSC
7.	Naimi Mbogo	F	CSSC
8.	Petro Pamba	M	CSSC
9.	Narcisius Mluge	M	CSSC
10.	Simon Kasoga	M	CSSC
11.	Jane Kahabi	F	CSSC
12.	Rachel Mkundai	F	CSSC
13.	Dancilla Makombe	F	CSSC
14.	Anastasia Martin	F	CSSC
15.	Sarah Masasi	F	CSSC
16.	Godwin Ndamugoba	M	CSSC
17.	Michael Sule	M	CSSC
18.	Renatus Sona	M	CSSC
19.	Esther Raphael	F	CSSC
20.	Joyce Mubayamki	F	CSSC
21.	Mathayo Josephat	M	CSSC
22.	Michael Angulile	M	CSSC
23.	Maua Sume	F	CSSC
24.	Prosper Mwendu	M	CSSC
25.	Ireneus Lyimo	M	CSSC
26.	Geofrey Nyombi	M	MSH

7.2 *Workshop Agenda*

Day 1

- 8.30 Registration
- 9.00 Settling-in, introductions, clarifying expectations, agenda, ice breaking and house-keeping issues.
- 10.15 Tea Break
- 10.45 Program Overview
- 11.30 What do leaders do?
- 12.30 Understanding Leading and Managing Practices
- 1.00 Lunch
- 2.00 Managing and leadership practices and link to service delivery
- 3.00 Organization Review
- 4.00 Review the day
- 4.15 Evaluation
- 4.30 Close and Tea

Day 2

- 8.30 Settling-in
- 8.45 Workgroup Climate Assessments
- 10.45 Tea Break
- 11.15 Vision Vs Mission
- 11.45 Creating a personal vision
- 1.00 Lunch
- 2.00 Shared Vision in a picture
- 3.15 Distinguishing challenges and problems
- 4.00 Review the day
- 4.15 Evaluation
- 4.30 Close and Tea

Day 3

- 8.30 Settling-in
- 8.45 Making effective request and reducing complaints
- 9.30 What acknowledgment adds to work?
- 10.15 Inspiring
- 10.45 Tea Break
- 11.15 Leading through Change
- 1.00 Lunch
- 2.00 Setting priorities
- 4.00 Review the day
- 4.15 Evaluations
- 4.45 Close and Tea

7.3 *Pre and Post-Training Tests*

Pre and Post Test Questions for the senior Leadership of CSSC Training

1. Name four Leadership Practices

- _____
- _____
- _____
- _____

2. Name four Management Practices

- _____
- _____
- _____

3. Describe any three principles or things to watch when implementing a change program

- _____
- _____
- _____

	Statement		
1.	As a manager, you will be more effective if you focus on those activities that you can control rather than activities that you can only influence		
2.	The Mission describes why an organization exists		
3.	The Vision is always motivating to think about because it depicts the future state		
4.	Managers are made but leaders are born		
5.	Without results, leadership brands remain generic, with results, leadership brands become specific, distinctive, and add value.		
6.	Making your request to your fellow colleagues anyhow you feel like is the most effective way to achieve what you want from them.		
7.	If an activity is urgent it must also be important		
8.	Viewing problems as obstacles is simply a state of mind.		
9.	Saying "Thank you" to people who are not well paid will have no effect on their level of motivation		

wer **True or False** to the following statements (*Tick as appropriate*)

Thank you for answering the questions