

REPORT
on
**REFRESHER TRAINING
AND NEW TRAINING COURSES
ON LEADERSHIP AND MANAGEMENT SKILLS FOR COMMUNITY LEADERS
MAY, JUNE AND JULY 2015**



Organized by: GIZ Hin Nam No Project (GIZ HNN)

Implemented by: Enterprise and Development Consultants (EDC)



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TABLE OF CONTENTS

BACKGROUND	1
INTRODUCTION	1
I. THE COURSE	1
1.1 VENUE AND TIMING	1
<i>Refresher Leadership Course</i>	<i>1</i>
1.2 THE PARTICIPANTS' PROFILE	2
<i>Refresher Leadership Course in Nongping area</i>	<i>2</i>
<i>Refresher Leadership Course in Ban Dou area</i>	<i>2</i>
<i>New Leadership training modules for Ban Khayou area</i>	<i>2</i>
1.3 THE COURSE DESIGN AND TRAINING METHODOLOGY	3
<i>Refresher Leadership training course</i>	<i>3</i>
<i>New leadership training modules</i>	<i>3</i>
2. THE COURSE IMPLEMENTATION AND EVALUATION	3
2.1 THE COURSE IMPLEMENTATION	3
<i>Refresher leadership training course.....</i>	<i>3</i>
<i>New leadership training modules</i>	<i>5</i>
2.2 THE COURSE EVALUATION.....	9
3. OBSERVATIONS, CONCLUSIONS AND RECOMMENDATIONS.....	10
<i>Observations:</i>	<i>10</i>
<i>Conclusion and recommendations:.....</i>	<i>10</i>

Annex 1: Course Outline

Background

GIZ HNN provided training course on Leadership and Management Skills for Community Leaders and it is one of two courses that EDC implemented in 2014. To further enhance leadership skills of these community leaders, the project requested for a refresher course for them. The refresher courses aimed to refresh community leader's memory and enhance their skills.

Besides, there was one more group of community leaders that have not been trained. They are leaders (village authority, who are also HNN co-management committee members) of villages in Khanyou and Langkhang area. This group of participants had undergone two modules (module one – 3 days and module 2 – 2 days).

Introduction

This report summarises the implementation of two training courses on Leadership and Management Skills for Community Leaders: one was refresher course and another one was new training modules for new group of participants from Khanyou and Langkhang area.

The main objectives of refresher course are to:

- Revoke memory of community leaders who have been trained last year
- Strengthen some leadership skills that participants still lack off or still have difficulties applying

The new leadership modules kept the same main objectives like the course ran in 2014. Those objectives were 1) understand leadership concepts and leadership roles, 2) define and apply common understanding of good leadership, 3) understand factors that make a team to become more effective, and 4) understand and able to practice leadership skills appropriately.

I. The Course

1.1 VENUE AND TIMING

Refresher Leadership Course

First refresher training was conducted for community leaders of villages around Nongping area. The course was conducted in the community guesthouse in Nongping village. It ran from 28 to 29 May 2015.

Second refresher training was conducted in the field office of DoNRE of Bualapha in Langkhang for community leaders from Ban Dou area. It ran from 8 to 9 June 2015.

The new leadership training for community leaders from Khanyou and Langkhang area was conducted also in the field office in Langkhang. Module I was conducted during 10 – 12 June 2015, while Module II ran during 6-7 July 2015.

The sessions started at 08:30 and ended at 15:00 with one and a half-hour lunch break (11:30 to 13:00) and two coffee breaks (15 minutes each in morning and afternoon).

1.2 THE PARTICIPANTS' PROFILE

Refresher Leadership Course in Nongping area

In the refresher leadership Nongping area, there were 20 participants. Surprisingly, around half of them were new participants. There were also 7 staffs from DoNRE attended as observers. There was no female participant in this refresher leadership course.

Refresher Leadership Course in Ban Dou area

In the refresher leadership course in Ban Dou area, there were 22 participants. There was no new participant in this fresher course and there was no DoNRE staffs joining as observers. There was only one female participant joining in Ban Dou area.

New Leadership training modules for Ban Khayou/Langkhang area

There were total of 26 participants attending the module I of Leadership and Management Skills for Community Leaders. Among them, there were only 4 female participants (see detail in the Table 1 for list of participants). However, during module II, many participants did not come. Only 12 participants joined module II. The reasons could be because the rains started during that period of time. Villagers were in a hurry to start rice planting. Participants from one village reported that they did not have transportation to come.

The list of participants is shown below:

Table 1: List of Participants

No	Name	Village	Module I	Module II
			10 – 12/6/15	6-7/7/15
1	Mr. Khamphong Kongmany	Ya Vai		
2	Mr. Siyon Vilasack	Pha Nop		
3	Mr. Kongma	Sa Ang		
4	Mr. Ky Bounvilay	Ya Vai		
5	Mr. Bounyou Leusangthong	Ya Vai		
6	Mr. Ler Saiyasone	Sa Ang		
7	Mr. Air Khammivong	Vang Khon		
8	Mr. Thongmay Phasavang	Vang Khon		
9	Mr. Keng Thavisay	Ya Vai		
10	Mr. Bounsavang Khounlavong	Sa Ang		
11	Mr. Khamhoung Keomanyvanh	Pha Nop		
12	Mr. Thoun Niyomchanh	Khayou		
13	Mr. Vieng Vilay	Vang Khon		
14	Mr. Vi	Vang Khon		
15	Mr. Mark	Sa Ang		
16	Mr. Bounsouan Soukdavanh	Pha Nop		
17	Mr. Keo Sinouanchanh	Khayou		

18	Mr. Souay Sisa-ad	Khayou		
19	Mr. Somboun Xon	Sa Ang		
20	Mr. Phadee Pheenoy	Vang Khon		
21	Mr. Khamphong Linsomphou	Seanphan		
22	Mr. Khamson Noramonty	Khayou		
23	Mr. Khamtan Keosoulin	Saenphan		
24	Mr. Xon	Saenphan		
25	Mr. Phaeng	Saenphan		

1.3 THE COURSE DESIGN AND TRAINING METHODOLOGY

Refresher Leadership training course

Refresher Leadership training course was designed to enhance participants' understanding on the leadership based on course curriculum last year. It aims to access general knowledge and understanding based on curriculum design in 2014 and review contents that participants need. The methodology consists of quiz game, working group and presentation, plenary discussion and lecture.

New leadership training modules

The trainer's team employed the similar design of the Leadership and Supervisory Training Program which was designed and implemented last year. Some modification was made based on the lessons learned from last year (see Annex 1 for actual topics in training course). To match with villager's comprehension level, the course did not include so many topics. The course also comprised of two modules with three weeks in between the two modules.

In terms of methodology, the trainers mostly employed participatory methods, such as interactive presentation and plenary discussion, group discussion, simulation games and role – play.

2. THE COURSE IMPLEMENTATION AND EVALUATION

2.1 THE COURSE IMPLEMENTATION

Refresher leadership training course

The trainers started review sessions with asking each participant to tell story about whether or not there was any change happened to themselves, their family and their village comparing to last year. This way, the participants got chances to introduce themselves, especially those new participants and helped trainers to pick up what leadership skills they applied. All participants reported positive changes to their life and family as well as some improvement in their village.

After that the trainers reviewed with participants about the topics taught last year to assess how much they remembered and also to learn about what they applied and what were the results, if any.

The trainer conducted the review session in the form of competition game. The participants



were divided into four groups. Questions about topics taught last year were given out for the groups to choose one by one. The group member helped each other to answer. The group that could give correct answers received scores, which they collected for the end of the course for which they received prizes. It was observed that the participants could answer about one third of what they learned last year. Some reported that they applied some skills, such as how to be good leaders, communication skills, planning skills. Most of them reported that they disseminated what they learned to villagers during village's meeting.

Since there were some new participants and as it was observed that the participants could not remember much about the topics, the trainers decided to review in details about some topics. Those topics were 1) "what is leadership? Good and bad leaders/what leaders should and should not do", 2) "Visioning skills" and 3) "Planning skills".

For these topics, the trainers went through almost the same steps as during the course last year. The participants appreciated and actively took part in the sessions. The groups came up with list of what leaders should and should not do again. They also drew vision for their respective village and came up with slogan. Base on the vision set, the trainer lead them to develop an action plan to achieve such vision.

Table 2: List of what leaders should and should not do

What leaders should do	What leaders should not do
+ Do good things, ethical things	- Take community or government properties as their own
+ Competent in work and complete tasks and with participation of all members	- Shout and be autocratic
+ Follow what government assigned and government's plan	- Destroy forest
+ Lead villagers to develop the village	- Steal aquatic animals and wild animals
+ Polite and friendly	- Discriminate
+ Generous	- Dishonest
+ Give advices	- Create conflicts
+ Know and follow tradition	



Pictures of village's vision: Beautiful big houses, cars, more paddy fields, good environment, rivers are full with water, paved roads, market, home gardens.

New leadership training modules

Module I

Module I covered the following topics:

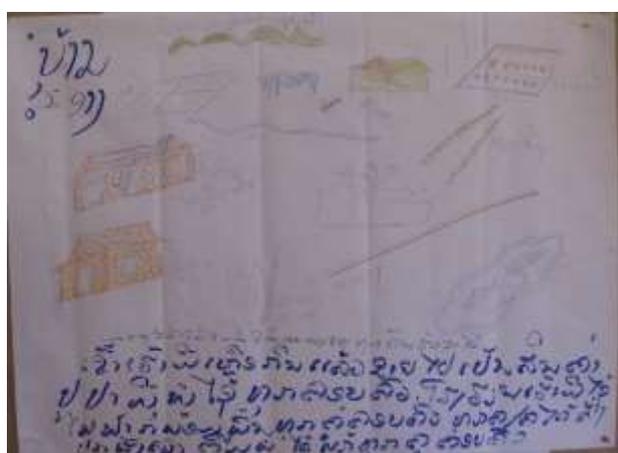
- 1) What is leadership
- 2) Good and bad leaders
- 3) Vision
- 4) Planning
- 5) Communication

The trainers conducted these sessions following similar design as last year. The participants actively contributed in discussion and activities. At the end of each session, the participants produced some results. For instance, table 3 is the list of things that leaders should and should not do, which the groups of participants developed. The trainers suggested that they take note of these and bring back to share with their fellow villagers. It was emphasised to them that these would be a good guide for them if they like to develop to become good leaders.

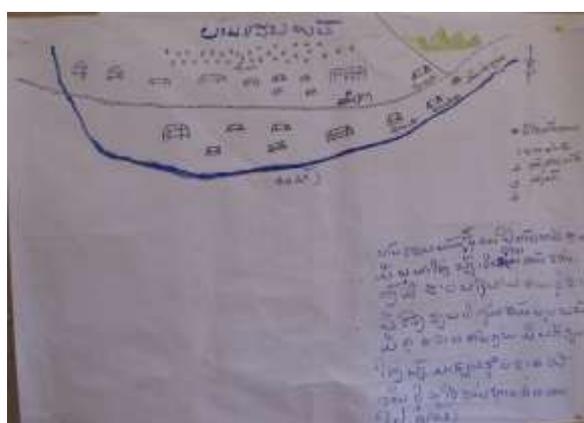
Table 3: List of good and bad things that leader should and should not do

Do	Don't
<ul style="list-style-type: none"> • Leading people by doing things first • Be honest to people • Protect public assets • Re-plant trees • Be friendly in speaking • Working in team • Working with plan • Use budget in the right way • Create unity with team and villagers • Follow rules and principles • Encourage other to participate 	<ul style="list-style-type: none"> • Utilize budget ineffective • Corruption • Use public assets as own assets • Destroy wildlife and fish with explosion • Use violence • Stolen • Use drug • Take other properties

Another result of group work during session on “Vision”, during which the participants were asked to develop vision for their respective village, is shown below.



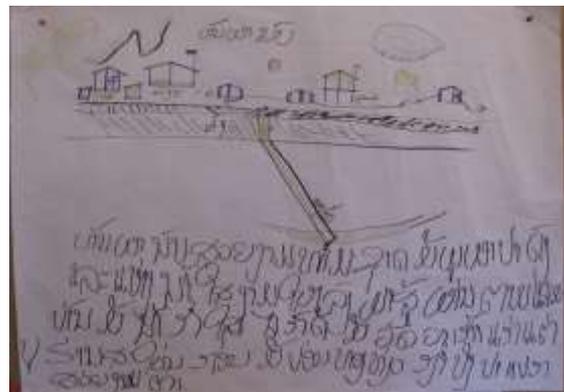
Village Vision and Slogan: Sa Ang Village
“We have rice more than for consumption and able to sell as commercial products. We have sufficient fish (aquatic animal) enough for all families. We have school, electricity enough for all families. All families are developed, doing agriculture production, raising animal to reduce poverty.”



Village Vision and Slogan: Saenphan Village
“Saenphan village is rich with nature, surrounded by big and small mountains, with a river passing through all the time. There is a complete primary school with teachers and students, who regularly come to school. Houses are mostly permanent (having proper construction)”



Village Vision and Slogan: Ya Vai Village
"Ban Yavai is rich with nature, forest, river – Xebangfay, which is full with water all the time. We have intelligent children because they go to school. We have good road for travelling visiting each other"

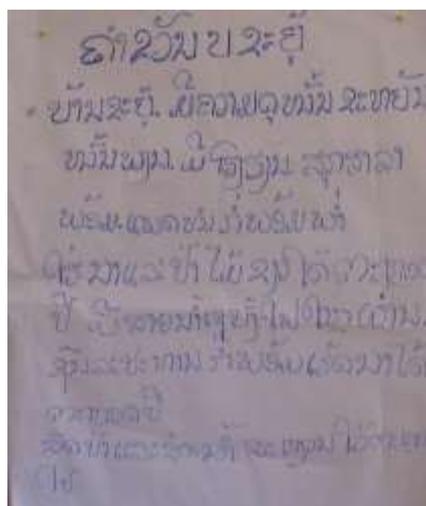


Village Vision and Slogan: Pha Nop Village
"Ban Phanob is beautiful with nature, mountains, forest and river passing through. Our village has river, which is transparent, people have good heart, have traditional culture inherited from long history, have tourist attractions: beautiful Ping cave and pine tree forest"



Village Vision and Slogan: Vang Khon Village

"Ban Vangkhon is rich, having water for use and people are in harmony for development. We have fish ponds from which we can use water. However, we still feel annoyed with bom's holes. Not prosperous thing is limited paddy field areas. Our land has been destroyed by war."



Village Vision and Slogan: Khayou Village
"In Ban Khayou people are diligent. We have school, health centre with doctors. Our rice fields and forest are always green. We have Xebangfai River passing through. We have irrigation system ready for paddy production all year round. Wild and aquatic animals in protected area are protected forever."

Besides, the participants also had chances to practice development of a simple plan to enhance their planning skills.

For developing their communication skills, the participants were asked to speak in front of the class. Some were shy, but every body had a chance to practice.

Session 7 - Action Plan for Practice

Similar to last year, the participants were asked to indicate their name under topic that they think they will apply during the break time between module I and module II. The following table 4 recorded the names of participants who indicated that they would practice a particular topic.

Table 4: Action plan

	Topics			
	Good Leadership	Vision	Planning	Communication
Participants who will practice the topic	Mr. Siyon	Mr. Thoun	Mr. Xon	Mr. Khamtan
	Mr. Air	Mr. Keo	Mr. Mark	Mr. Bounsavang
	Mr. Bounsouan	Mr. Keng	Mr. Phaeng	Mr. Bounyou
	Mr. Kongma		Mr. Somboun	
	Mr. Khamhoung		Mr. Khamphong	
	Mr. Vi		Mr. Ler	
	Mr. Vieng		Mr. Thongmay	
			Mr. Souay	
			Mr. Phadee	
			Mr. Ky	
			Mr. Khamphong	
			Mr. Khamson	

Module II

Session 1 – Review – Application of knowledge and skills gain during module 1

The day started with review about what the participants have applied based on what they put in the plan. Majority specified that they have applied some knowledge and skills. They reported that they applied the following knowledge:

- They did planning on building fence around their house. This activity completed.
- They completed the plan on building bridge and repairing road, which have been completed.
- We completed activity that was planned, e.g. planting fruit trees around village office.
- We lead fellow villagers in doing all community work in better way. We consult with each other among authority. Before doing any activity we develop a plan and discuss with villagers first before start doing. We also mobilize participation from all villagers.

- We try to be role model. We are honest with villagers. We protect community assets. We replant trees. We talk nicely.
- We try to develop our family and our village organization to become like a “vision picture” that we draw. We plan ahead.
- We discussed with our family and agree upon what we want to achieve during each period in the future.

Session 2 – Team building

We followed a similar session design for this session like last year. After the tower building game, the trainers facilitated discussion, drawing lessons learned from the game. The key messages were:



- Clear common goal
- Clear division of tasks and delegate tasks that suite member’s capacity
- Harmony among members – good cooperation
- Willingness to help each others

These points were linked to the factors that would make the team effective. They are:

- Have clear common goal
- Clear division of roles and responsibilities
- Have clear plan
- Harmony among team members
- Have good leaders

The trainers also discussed with the participants about how these concepts were and could be applied in practice when they lead their team in their village.

Session 3 – Problem solving and conflict management

In this session, the trainer also followed similar design but simplified it. Instead of introducing two tools, the trainers only introduced one tool - “5 Why”. The participants had a chance to practice analysing three problems. Each group analysed one problem. The problems they practiced analysing were: “some teenagers are addicted to illicit drug”, “poor soil condition – low yield”, “some teenagers drive motorcycle around the village making noise”. The participants could analyse to some extent using the tool.



At the end of the session, the trainer explained about “what is a conflict” and how to “manage a conflict” when it arise. It was reminded that a conflict involves at least two parties. Analysing a cause of the conflict should be done with participations of involved parties. It was agreed that good communication skills, facilitation skills are needed for mediating.

Session 4 – Feedback

Again similar to last year, during this session the trainer discussed with the participants about importance of feedback, about type of feedback that hurt people’s feeling, about good time for giving and receiving feedback. Some participants reported they have many experiences and some said they had limited experiences.

Then the trainers introduced the technique for giving constructive feedback, which was “EEC – Example/s, Effect, Change/Continue”. At the end the trainers asked participants to work in pair to practice giving constructive feedback using “EEC” technique. About two third of participants showed that they somehow learned the technique and could practice. Few participants were rather shy to speak up still.

2.2 THE COURSE EVALUATION

At the end of each module, the participants were asked to evaluate different aspects of the course. Simple evaluation matrix was used. The evaluation covered following aspects: training contents, methods, trainers, training activities, coffee break and lunch.

As shown in the table 6 and table 7 below, most of the participants were very satisfied with the training courses. They are very satisfied with trainers, training activities and coffee break and lunch. The only aspects that few people indicated as so-so are training contents and methods. This could be because that the contents could be too difficult for few participants. In terms of methods, some participants might find it difficult when having to do a lot of practice and exercise. It was observed during the break that the participants are feeling tired when having to sit in formal meeting for long hours. They informally commented that they would prefer to have training at village level under the tree somewhere.

Table 5: Results of End-of-Training evaluation of refresher leadership training courses

Training aspects	Ban Nongping			Ban Dou		
	Level of satisfaction			Level of satisfaction		
	😊	😐	😞	😊	😐	😞
Overall	9	7	1	14	3	0

Table 6: Results of End-of-Training evaluation of New leadership training modules for Ban Khayou/Langkhang area

Training aspects	Module I			Module II		
	Level of satisfaction			Level of satisfaction		
	😊	😐	😞	😊	😐	😞
Contents and methods	23	3	0	8	4	
Methods	25	0	0	8	4	
Trainers	23	0	0	9	3	
Activities	23	0	0	8	4	
Lunch and Coffee Break	14	9	0	10	2	

3. Observations, conclusions and Recommendations

Observations:

Participants who participated in the refresher courses in Ban Nongping and Ban Dou were very active. It could be observed that the participants from Ban Nongping area were more active than last year. All who came for refresher course actively joined exercises and were not so shy in speaking up in class. They kind of took lead in all exercises. Similarly, participants from Ban Dou area were as active as last year. They could remember key topics quite a lot.

Participants from Ban Khayou/Langkhang area were very active during module I. They could comprehend lessons relatively fast. During Module II, the participants were not so active. About four of them actively contributed ideas, while the rest were rather quiet. Although, all actively engaged in exercises.

Conclusion and recommendations:

The refresher training courses were successfully implemented. Participants were active and happy that they could again learn and remember the lessons.

The training for Ban Khayou/Langkhang was to some extent successful. The participants were active during first module. However, the second module was conducted during not so good timing. Due to the draught, the rains came rather late and especially came during the period coincide with the module II. Many participants did not join. Those who joined module II were not so active.

For further strengthening leadership skills of community leaders/HNN co-management committee members, it is recommended the following:

- In cooperation with PRoCEED within current scope, the HNN project can ask to include messages about leadership skills in communication messages for awareness raising campaigns that will be organized in the target villages
- If possible, awareness unit should develop a traditional song – “Mor Lam or Korn Lam” using messages about “leadership skills” and broadcast in target villages. This way, villagers will comprehend the messages better and remember them well.

Annex 1: Actual training schedules

Refresher Leadership training courses

Day	Time	Topics
Day 1	AM	- Opening
		- Self introduction, rules, course overview
		Review application of leadership skills in participant's work as village authority and HNN co-management committee
		Review about good and bad leaders "What leaders should and should not do"
	PM	Review about "vision": individual and village's vision
Day 2	AM	- Review about team work – how to lead a team - Review about "planning"
	PM	- Review about problem solving and feedback skills

New Leadership training modules

Module I:

Day	Time	Topics
Day 1	Morning	Opening and Introduction
		Expectations
		What is leadership? Memories of good and bad leadership
	Afternoon	Vision (individual vision)
Day 2	Morning	Vision (village vision)
	Afternoon	Planning
Day 3	Morning	Planning practice (continue)
	Afternoon	Communication
		Action Plan

Module II:

Day	Time	Topics
Day 1	Morning	Opening and Introduction
		Action plan sharing
		Effective Team
	Afternoon	Effective Team (cont.) Introduction to "What is a problem?"
Day 2	Morning	Problem solving and conflict Management
	Afternoon	Feedback skills
		Certificate