



TRAINING REPORT THREE DAY TRAINING

TRANSFORMATIONAL LEADERSHIP & EMOTIONAL INTELLIGENCE MASTERCLASS

SUDAN REDD+ GROUP & KEY STAKEHOLDERS

JULY 31-02 AUGUST 2018

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SUDAN-REDD+ PROGRAMME

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INTRODUCTION

It has been established that the success or failure of every organisation, enterprise or project depends on the quality of leaders leading the organisation or project and the kind of quality leadership being provided. Therefore understanding leadership is extremely essential and critical in everything we do in life. Dr. John C. Maxwell sums it by saying “everything rises and fall on Leadership”. Many development projects and programmes have failed woefully due to lack of appreciation of leadership capacity and how it can affect the success of anything venture. The acquisition of good leadership skills and contemporary leadership styles are essential to outstanding performance by leaders and managers who leading and occupying positions of authority. Hence the recommendation of this viable training Masterclass.

Transformational leadership style is established to be the kind of leadership style needed in this 21st century to produce performance beyond expectation. Therefore acquiring transformational leadership skills and style will provide a great success for your organisation in any venture. Likewise Emotional Intelligence has been established as key to outstanding leadership and confers a significant performance advantage on effective leaders. Therefore the combination of these two essential skills and qualities acquired put every leader to an advantage of superior performance.

The challenging has been many are occupying positions and leading projects not that they are leaders but by virtue of their long stay in office or due to some nepotism or favouritism. They are underperforming because they lack what it takes to lead effectively or become an inspiring leader.

Leaders today face common concerns as how to lead change, how to deliver sustained performance and growth consistently in the face of fast changing business environment, integrate new and ground breaking technologies and develop the next generation of leaders. Accomplishing these important goals requires not only the acquisition of leadership skills, but also a significant increase in self-awareness and capacity to lead. Sudan REDD+ Readiness Project of the World Bank is not an exception. The capacity of the entire leaders and stakeholders leading and managing the Project has to be sharpened in Leadership and emotional intelligence. The successful execution of the REDD+ Project requires leaders whose inner and outer personality has been built.

The Sudan REDD+ PMU with approval from the TTL organised a three day training on Transformational leadership and Emotional Intelligence is designed to provide insights on how to make the leaders emotionally Intelligent Leaders for outstanding performance under the REDD+ Project.

BACKGROUND AND OBJECTIVES

The implementation of Reducing Emissions from Deforestation and Forest Degradation Project (REDD+) in the forestry sector is a major and necessary tactic in the fight against climate change. The Republic of Sudan is considering the REDD+ mechanism to be a priority area for development in the management of forest resources and rangelands in the country. This has led to the development of a framework called REDD+. The REDD+ readiness process is an effort to reduce greenhouse gas emissions from deforestation and forest degradation in developing countries, and promote forest conservation, sustainable management of forests and enhancement of forest carbon stocks.

Greenhouse gas emissions from deforestation and forest degradation have come to the top of the agenda on the international community efforts to negotiate a workable climate change strategy since 2005. Reducing Emissions from Deforestation and Forest Degradation (REDD+) is a proposed global mechanism to mitigate climate change caused by forest loss or degradation, while mobilizing financial resources for the socio-economic development in forest countries. The Forest Carbon Partnership Facility (FCPF) supports selected countries in the preparation and subsequent implementation of their national REDD+ strategies.

REDD+ will play an important role in Sudan's development path, as forests hold an important place in the country's culture, history, environment and economy. The Government of the Republic of Sudan has received a USD 3.8 million grant from the Forest Carbon Partnership Facility (FCPF), which will be administered by the World Bank/IDA, to implement the Sudan REDD+ Readiness Preparations.

The Sudan REDD+ Readiness Project' Development Objective (PDO) is to strengthen Sudan's capacity to design a socially and environmentally sound national REDD+ strategy.

Key Expected Results from this project are:

1. National and state levels institutions are strengthened and are effectively coordinating the implementation of REDD+ readiness activities;
2. A National REDD+ Strategy, incorporating Strategic Environmental and Social Assessment (SESA) outcomes and recommendations, is prepared and validated by national stakeholders;

3. An Environmental and Social Management Framework (ESMF) for managing potential social and environmental risks of agreed REDD+ strategy options is prepared and validated;
4. An operational feedback grievance and redress mechanism (FGRM) is in place.

Sudan has acknowledged the importance of putting in place an effective multi-sectoral and inclusive institutional arrangement for REDD+ to lead the coordination, management and monitoring of the REDD+ readiness process in Sudan. The National REDD+ Project Management Unit (PMU) was established to lead the development of human and technical capacity to support REDD+ Readiness preparation activities throughout the country. The REDD+ Unit is housed in the Forest National Corporation (FNC) and is responsible for providing secretariat and logistic support for readiness preparation activities. Mainstreaming REDD+ into development plans and policies require key champions in the FNC, MOAF, Finance and Economic Planning and NGO. It also requires a high level leadership to guide the implementation process throughout Sudan.

Recognizing the need to incorporate the leadership development concerns in the management and the implementation of the Project into the next phases, a three day national training workshop was held at Khartoum on 31st July to 02nd August 2018. The workshop was planned and organised by REDD+PMU Secretariat spearheaded by the Coordinator Dr. Sayeda Khalil who having benefitted from the Coaching and Mentoring on transformational leadership decided to organise for the entire team and key stakeholders.

The workshop was attended by members of the Non-Governmental Organisations engaged in the forestry and environmental issues, Ministry of Environment staff, Ministry of Finance, Ministry of Agriculture and Forestry, Ministry of Animals, Oil and Gas, Forest National Corporation, Free Lance Consultant, REDD+ Sudan Staff

The list of the workshop participants is attached as Annexure B

Objectives of the Training Workshop

The objective of the training course was to build the capacity of the Government staff in transformational leadership and emotional intelligence approaches to address the responsibilities/duties necessary for the successful implementation of the REDD+ readiness phases in Sudan. This objective can be attained through the following specific objectives:

- Examine how transformational leadership and emotional intelligence are essentials to responsibilities/duties as leaders in the 21st Century;
- Understand how to lead with certainty in complex environment;
- Identify the characteristics and grasp the skills associated with transformational leadership and emotional intelligence;
- Increase your impact and influence through systematic awareness and flexibility to deliver their mandate;
- Learn how to transform managers or team members into transformational leaders and inspire organizational innovation;
- Gain greater self-awareness, personal impact and confidence in your own strengths;
- Connect and network with other leaders to share experiences, learn from each other and challenge oneself to lead in an inspiring manner and achieve your mandate as a leader;
- Create a personalized leadership development plan that will enable you hone your skills for a lifetime of leadership and professional success; and
- Become trainers to train their team members.

Structure of the Workshop

This was a three day workshop; first day of the workshop covered the presentation of the outlining of the program, expectations of participants, the concept of leadership and Defining leadership, fundamentals after the opening session by Director General of the Forest National Corporation.

Final presentation of the first day covered the leadership in Action- the Power of Influence.

On the second day, we covered some first day topics such Know Yourself as a leader, Fundamental in Leadership Communication, Outlining Understanding of REDD+ Goals and Operational Leadership Acquiring Transformational Leadership Skills & Demonstrating the Need for it, Problem Solving, Decision Making for Effective Leaders and Effective Delegation and Group Work on the Problems of Leadership Sudan and Solutions for the problems.

The third Day and the final day started with watching Video on emotions, covered insight into emotional intelligence, Coaching techniques, Group Work, Closing Session by DG, distribution of Certificate, final Group Presentation, Reflection, Personal Plan and Evaluation

Agenda of the workshop is attached at the end of the Report.

PARTICIPATION

Participants of the workshop were practitioners and active stakeholders of the Sudan REDD+ Programme, staff members of the government`s relevant line departments and ministries and mainly FNC staff who are also working on similar projects in Sudan.

There was full and maximum participation and contribution from participants be individual expectations, pairing, table and group work, Participants

The cadre of participants was persons already in the management brackets in their respective national institutions and organisation. It is hoped that, on returning to their stations, they can influence their team and institution for REDD+ achievement.

Participants were made to express themselves occasionally in an Arabic language that best explained their points and had translations of the English language when necessary.

For detailed participant list, please refer to the Appendix.

PROCEEDINGS OF THE WORKSHOP

Opening of the Training Workshop

The opening session of the training workshop was attended by many high profile personalities such the World Bank Group Country Representative, Dr. Osman, Senior Directors of Forest National Corporation, Consultants and several national Sudan media were presented. The workshop was officially opened by Mr. Mohammed Ali-AL-Hadi, Director General of the Forest National Corporation which housed the Sudan REDD+ Secretariat with the name of Allah. He welcomed all the workshop participants and especially the International Leadership Consultant and members present. In his opening address clearly expressed the special interest of FNC in this workshop in sense that the leadership capacity is very critical to achieving the REDD+ Program. He mentioned The REDD+ Project is dear to the heart of the Government of Sudan and World Bank Group so anything that can accelerate its achievement FNC will give its maximum support. He stressed on the objectives of the REDD+ Project in the first phase noted to the additional finance given by the World Bank. He described the training workshop as important to create strong leadership to achieve these objectives. He noted to their efforts at FNC to implement the REDD+ successfully in Sudan.



Figure 1Mr. Mohammed Ali Al-Hadi. Director General of FNC

The other three speakers who spoke before the DG were the Sudan REDD+ Coordinator Dr. Sayeda Khalil, who mentioned the importance of the REDD+ Programme and need to organise this leadership training for all the leaders and stakeholders under the REDD+ to build their capacity towards REDD+ Phases ahead.

The World Bank Group Country Representative Dr. Mohamed Osman also in his statement pointed to role of the World Bank in supporting such developmental programmes. He noted to the importance of the training on leadership in raising awareness among the leader sectors. Adding the World Bank provides such assistance across Ministries and the concerned bodies. He described REDD+ as one of the most important projects that they work to support. He stressed on the objectives of the project in the first phase noted to the additional funds given by the World Bank. He described the training workshop as important to creating strong leadership, to achieve these objectives of REDD+. He said that the first and the second phases of the REDD+ are just preparations.



Figure 2Dr. Osman, World Bank Group Representative.

The International Leadership Consultant Andy Okrah also espoused the importance of leadership to the success of organisations and the REDD+ Project and the Africa continent as a whole. He stated that the main objective

of the training was to build the capacity of government staff and key stakeholders in transformational leadership and emotional intelligence approaches to address the responsibilities/duties necessary for the successful implementation of the REDD+ Readiness Phases in Sudan. His recommendation to achieve the REDD+ Project is to build the leadership capacity of the people involved in the Project because it will only take visionary leaders to give effective leadership for the REDD+ Project to succeed.

He stated that, there were eight (8) practical modules to go through in this Masterclass. The modules are presented below:

1. The Concept of leadership, Approaches & Principles
2. Understanding Your Self as a Leader
3. Effective Leadership Communication.
4. Acquiring Transformational Leadership Skills and Demonstrating the Need for it.
5. Problem Solving and Decision Making for Effective Leaders.
6. Effective Delegation and Building a Successful Team
7. Insight into Emotional Insight Intelligence
8. Coaching techniques to accelerate individual performance



Figure 3 Andy Osei Okrah, International Leadership Consultant

The Opening session had a wide media coverage from stations like Sudan24 National TV and Vision Sudan New papers. The International Consultant and the some senior Directors of FNC were interviewed. Copies of Videos and Newspaper attached.

We finished the opening with a Group photograph.



Figure 4 Opening Session - Group Photograph

Presentation of Day 1

The first Day was dedicated for establishing solid foundation in leadership and understanding leadership

Presentation 1

We had general overview of training programme objectives to ensure participants thoroughly understand the objectives of undertaking the training. Then after understanding the objectives, participants were made to come out with at least three (3) expectations from the training. Each individual has his/her own expectations or objectives. This was the first assignment participants carried out on the first. They wrote their individual expectations on Sheets and submitted. Then we discussed them and pointed out to watch out the solutions from the modules we would sharing. (See the picture)

Presentation 2. The Concept of Leadership

It came out that 19 participants out of a total of 36 have not attended any Leadership course before the TLEI Masterclass was their first time. About 53% of the participants it was their first attending a solely leadership course. This gave picture for me to take much time to build a solid basic understanding of leadership and how it operates. We looked at the concept and where it came from

Leadership is an age-old state of being. Every religious and historical account ever told centers around a leader. Leaders who inspired, changed the course of history and left a legacy that was worth recounting. The question today is.....

What will be your story, what will be your legacy?

We learned examples of good leadership like Nelson Mandala, Kwame Nkrumah, Steve Jobs, Richard Brandson etc and examples of some

controversial leadership such as Adolf Hittler, Napoleon Bonaparte and African dictators.

Presentation 3. What is leadership? And who is a Leader?



We discussed the meaning of leadership and every participant defined leadership according to his/her own understanding and also defined a leader. It was the second individual class activity and submitted for discussion by the entire Class.



After this class activity then Sahl Mustapha, who was appointed a National Assistant (M&E Specialist with REDD+ Sudan) to assist the International Consultant made presentation on what is Leadership? He mentioned the difficulty in defining leadership and several definitions according to scholars leadership has. Explained the word leadership further for everyone to understand using Dr Myles Munroe and John C. Maxwell leadership definitions. We simply defined leadership as influence on something or someone towards an achievement of a common goal. The person who has the ability to influence someone or a group to achievement certain common goal that is person is called a Leader.

Presentation 4. Managers versus Leaders, and Boss and Leaders

The International Consultant continued the presentation and gave further insight and definitions of leadership and leaders. Established the differences between Managers and Leaders and Bosses and Leaders. Clear distinction were made between how managers behave and how leaders do behave. A boss is not a leader. There is behaviour difference between a boss and leaders.

Presentation 5. What Makes a Good Leaders?

Presentation 6. The Approaches

Presentation 7. The Seven Responsibilities of Leadership

Presentation 8. The 7+1 Expectation of Leadership

Presentation 9. Leadership in Action- The Power of Influence

Having understood what leadership is and knowing leadership is simply influence. We studied influence. The Power to influence and how to develop it;

Power is the capacity of others to exert their will over others. It is the ability to make things happen, overcoming potential resistance in order to achieve desired results. The person, group or team seeks to influence thoughts, attitudes, behaviours of another individual, group or team.

It may be negative or positive.

Two Sources of Power

1. Positional / Organisational power

Legitimate: Power over direct reports

Reward: The ability to give rewards....promotions, increase, training

Coercive: to use threats and punishment

2. Personal Power

Referent power: Referent power is the ability of others to identify with those who have desirable resources or personal traits. You may also hear of charismatic power. This comes from the personal characteristics of the person.

Expert power: refers to the power that people have who have specialist knowledge, who are experts in their field or have knowledge or skills that are in short supply. People tend to listen more to those who demonstrate expertise.

This brought us to the end of Day 1. Before the closing of the Day 1, all the participants were informed of some presentations we couldn't cover in Day 1 as result of the Opening session and will be covered in addition to Day 2 agenda and therefore they must be on time.

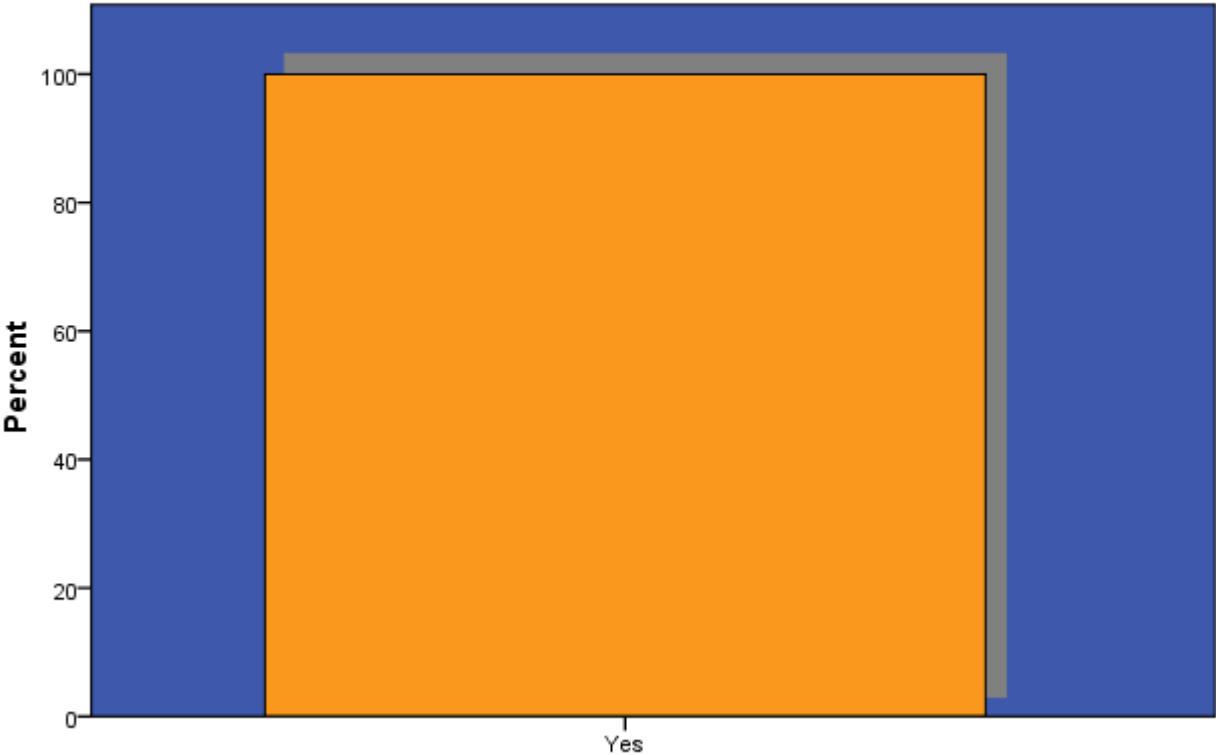
Participants were made to fill in evaluation forms for Day 1 in order to get the feedback for necessary improvement if the need be.

Please find below the Results and Analysis of Day 1 evaluation forms

Was the Training Content what you expect?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	27	100.0	100.0	100.0

Was the training content what you expect?

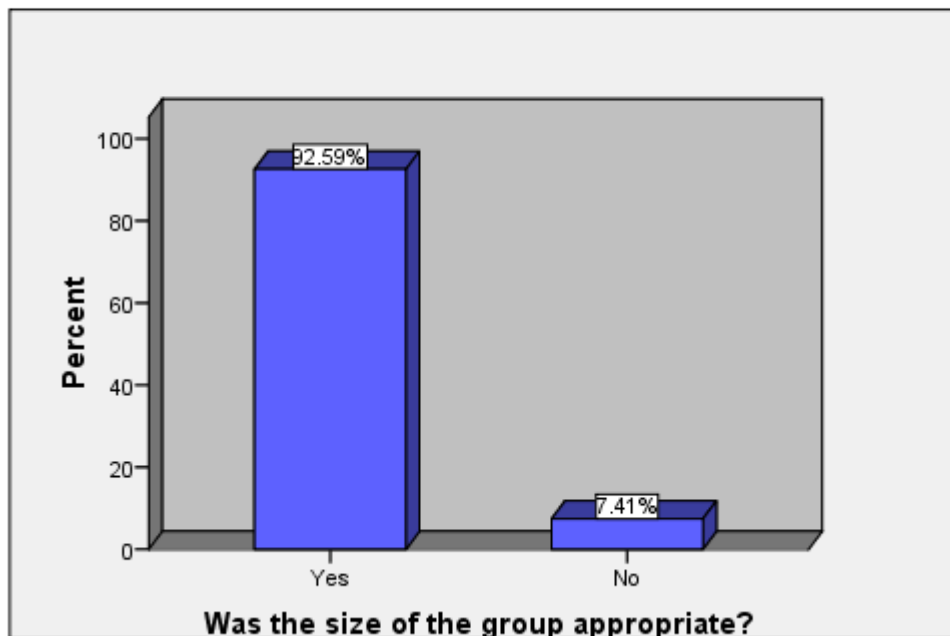


Was the training content what you expect?

Was the size of the group appropriate?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	25	92.6	92.6	92.6
No	2	7.4	7.4	100.0
Total	27	100.0	100.0	

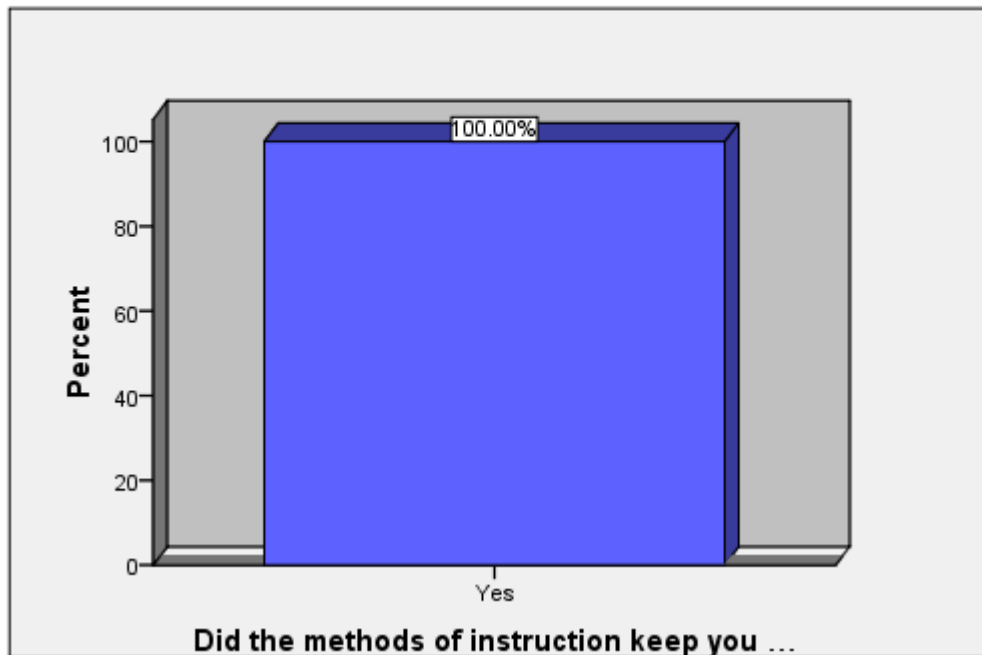
Was the size of the group appropriate?



Did the methods of instruction keep you interested in the topic?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	27	100.0	100.0	100.0

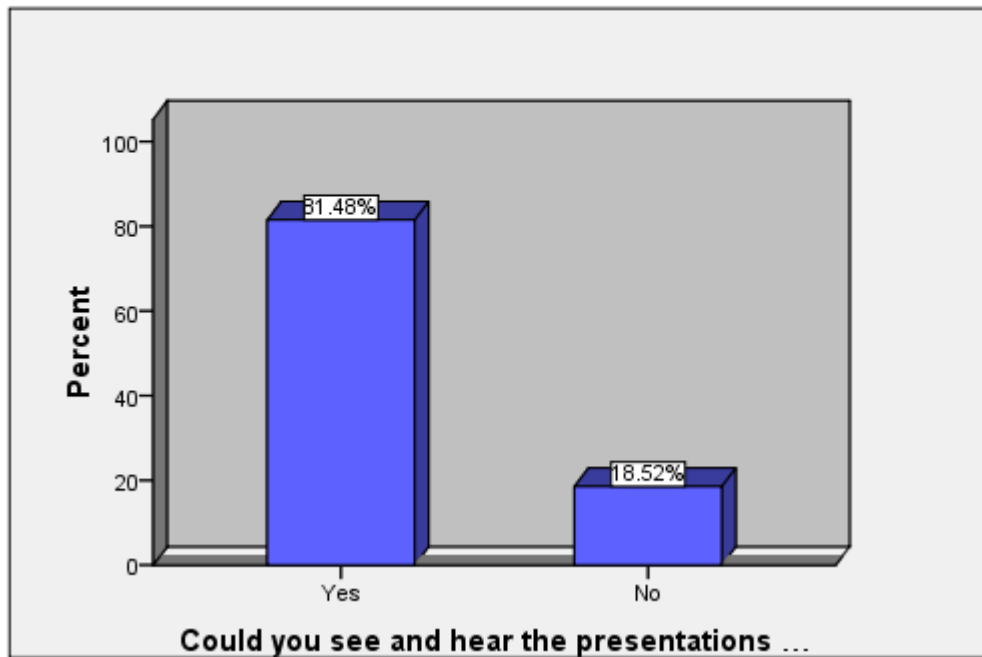
Did the methods of instruction keep you interested in the topic?



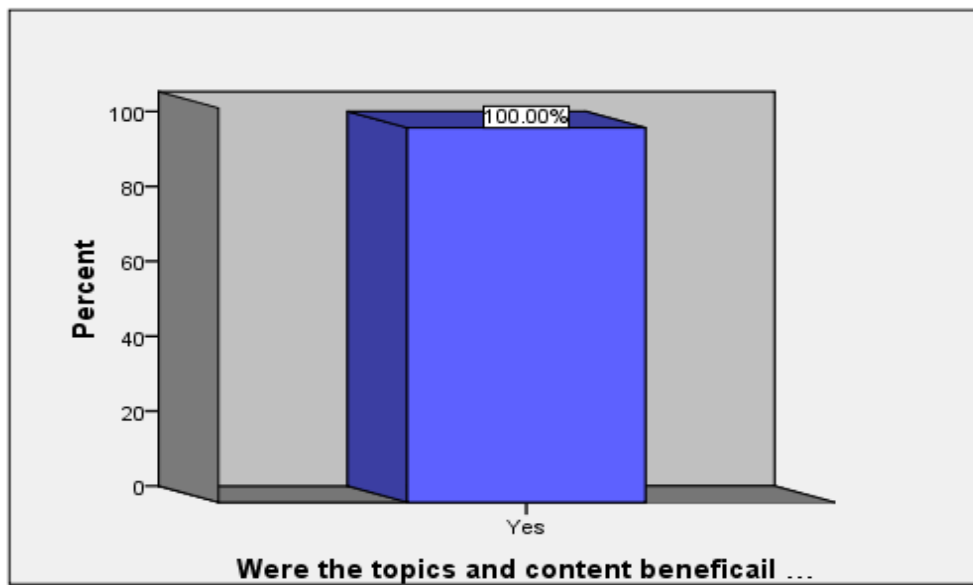
Could you see and hear the presentations clearly?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	22	81.5	81.5	81.5
No	5	18.5	18.5	100.0
Total	27	100.0	100.0	

Could you see and hear the presentations clearly?



Were the topics and content beneficial to you?



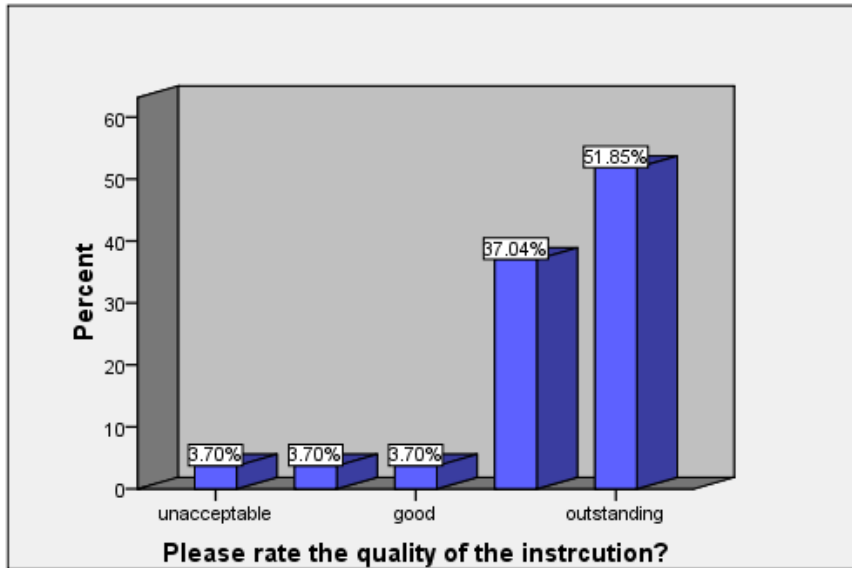
Were the topics and content beneficial to you?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	27	100.0	100.0	100.0

Please rate the quality of the instruction?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid unacceptable	1	3.7	3.7	3.7
average	1	3.7	3.7	7.4
good	1	3.7	3.7	11.1
very good	10	37.0	37.0	48.1
outstanding	14	51.9	51.9	100.0
Total	27	100.0	100.0	

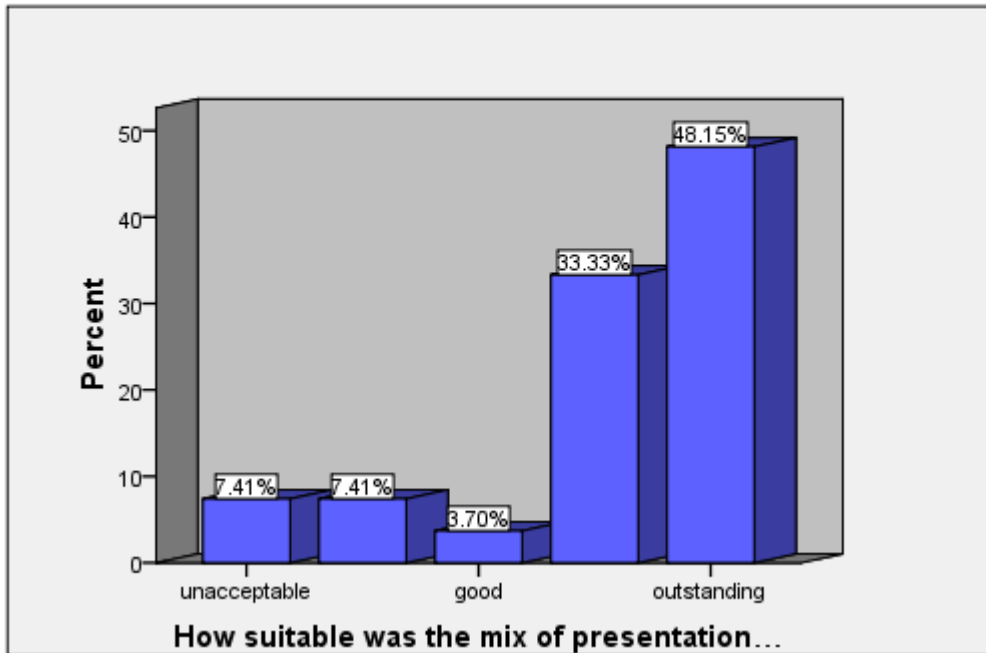
Please rate the quality of the instruction?



How suitable was the mix of presentation versus activities?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid unacceptable	2	7.4	7.4	7.4
average	2	7.4	7.4	14.8
good	1	3.7	3.7	18.5
very good	9	33.3	33.3	51.9
outstanding	13	48.1	48.1	100.0
Total	27	100.0	100.0	

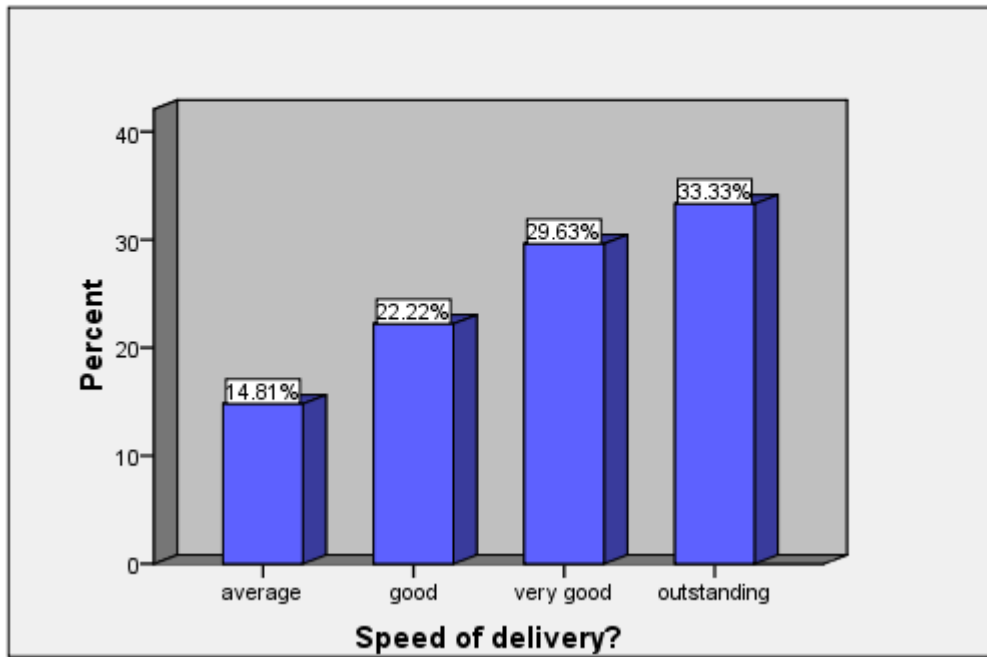
How suitable was the mix of presentation versus activities?



Speed of delivery?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	average	4	14.8	14.8	14.8
	good	6	22.2	22.2	37.0
	very good	8	29.6	29.6	66.7
	outstanding	9	33.3	33.3	100.0
	Total	27	100.0	100.0	

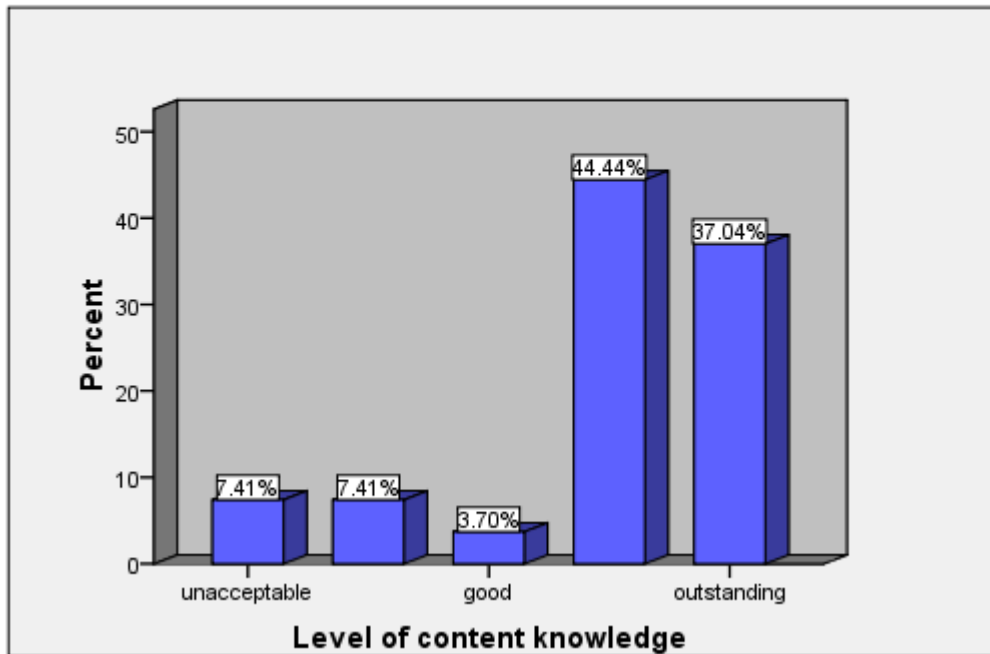
Speed of delivery?



Level of content knowledge

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	unacceptable	2	7.4	7.4	7.4
	average	2	7.4	7.4	14.8
	good	1	3.7	3.7	18.5
	very good	12	44.4	44.4	63.0
	outstanding	10	37.0	37.0	100.0
	Total	27	100.0	100.0	

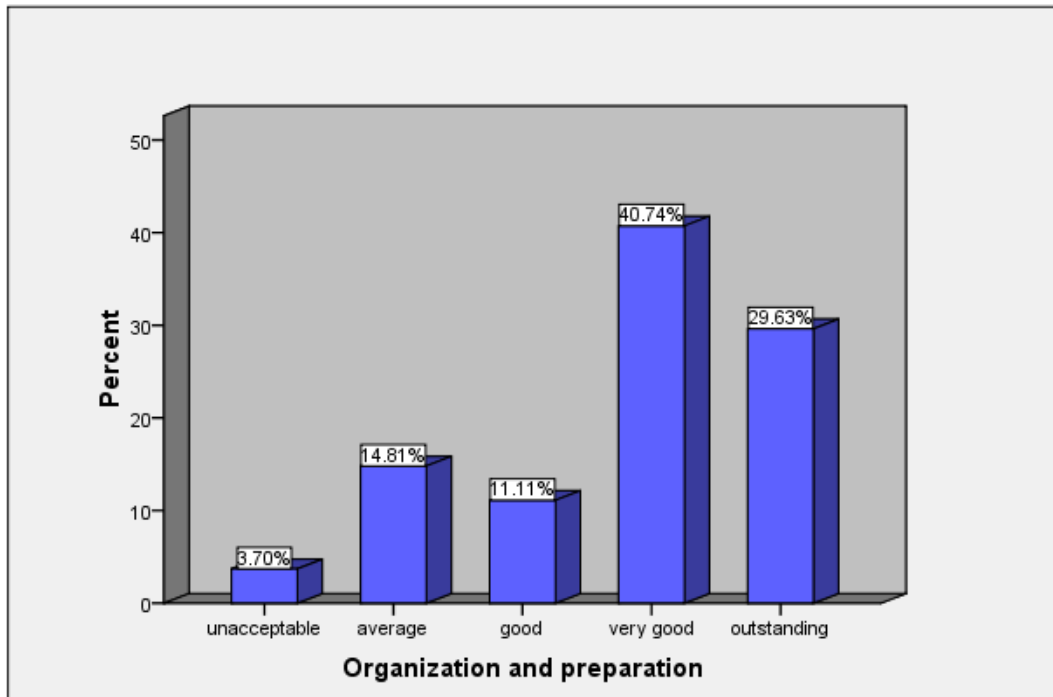
Level of content knowledge



Organization and preparation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid unacceptable	1	3.7	3.7	3.7
average	4	14.8	14.8	18.5
good	3	11.1	11.1	29.6
very good	11	40.7	40.7	70.4
outstanding	8	29.6	29.6	100.0
Total	27	100.0	100.0	

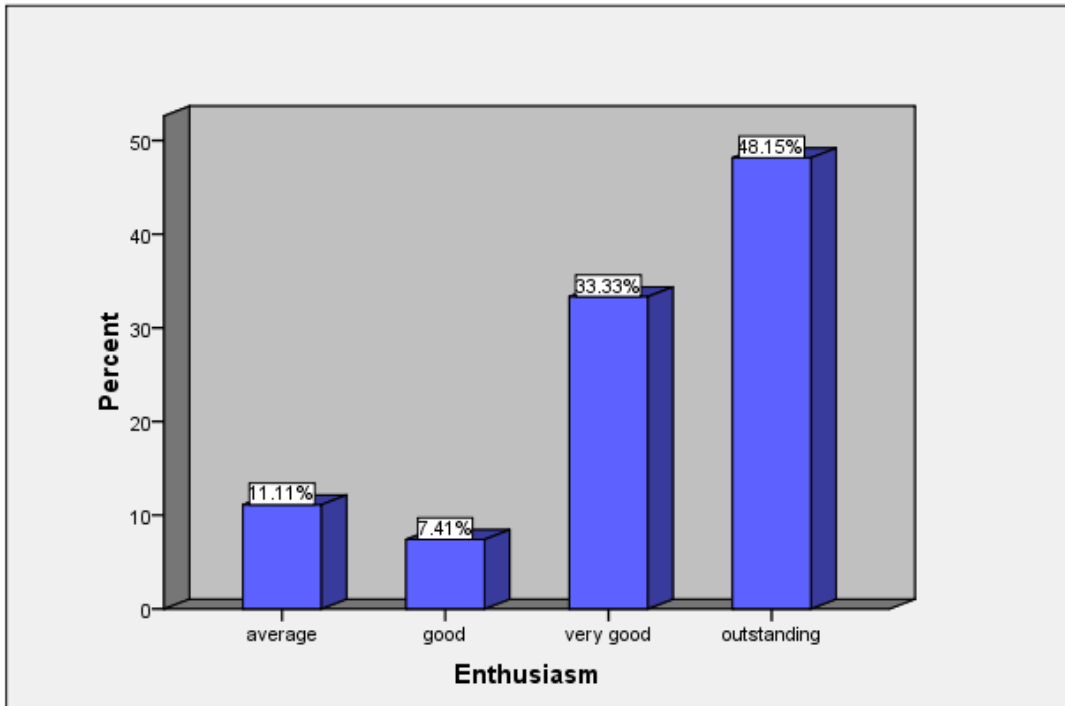
Organization and preparation



Enthusiasm

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid average	3	11.1	11.1	11.1
good	2	7.4	7.4	18.5
very good	9	33.3	33.3	51.9
outstanding	13	48.1	48.1	100.0
Total	27	100.0	100.0	

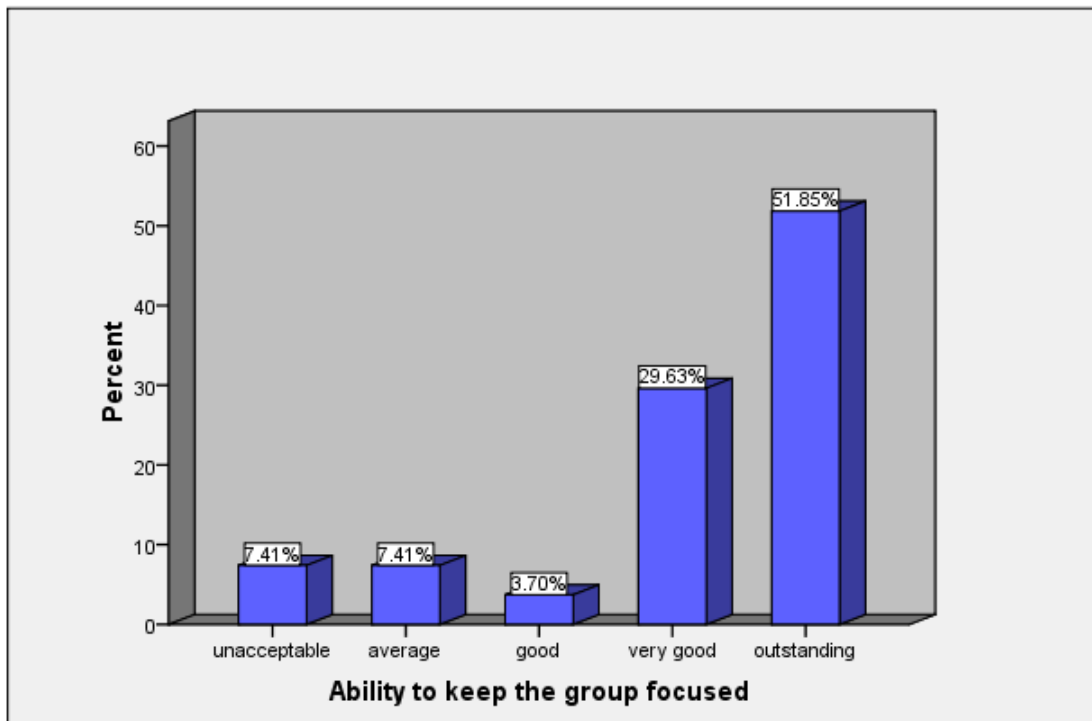
Enthusiasm



Ability to keep the group focused

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid unacceptable	2	7.4	7.4	7.4
average	2	7.4	7.4	14.8
good	1	3.7	3.7	18.5
very good	8	29.6	29.6	48.1
outstanding	14	51.9	51.9	100.0
Total	27	100.0	100.0	

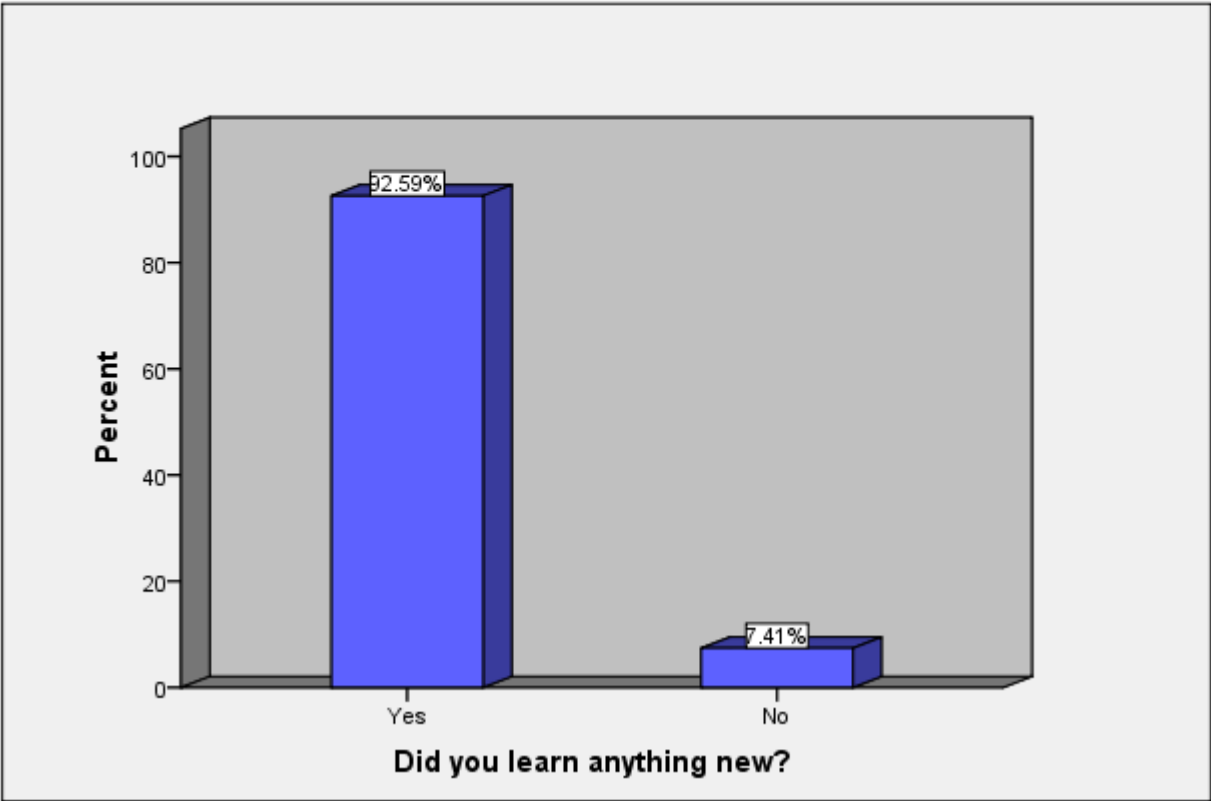
Ability to keep the group focused



Did you learn anything new?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	25	92.6	92.6	92.6
No	2	7.4	7.4	100.0
Total	27	100.0	100.0	

Did you learn anything new?



DAY 2

All training participants were on time and we started as planned 8.30am. A recapped of Day 1 presentations were done. Participants demonstrated fuller understanding of the fundamentals and concept of leadership.

The Day 2 had 8 major presentations to cover as follows:

- Overview and Status of REDD+ Readiness Project & Operational Leadership by Dr. Sayeda
- Understanding Yourself as a Leader
- Fundamentals of Communication in leadership
- Acquiring Transformational Leadership Skills & Demonstrating the Need for it
- Solve problems creatively and motivate employees to perform at their best.
- Decision Making for effective Leaders
- Effective Delegation
- Effective Team Building
- Mini Group work

Presentation 1. Overview of REDD+ Readiness Project & Operational Leadership from Dr Sayeda Khalil, REDD+ Coordinator

Day 2 we started with a technical presentation on the Overview of the REDD+ Readiness Project from Dr Sayeda. She mentioned what been achieved in terms of the goals of the Project and the future plans of the REDD+ project. A very good detailed presentation was done (see copy at the end of the Report). Participants were brought up to speed in terms of their knowledge and understanding of the REDD+ project.



Dr. Sayeda presenting

Presentation 2: Knowing Yourself as Leaders from the International Consultant

This is amazing thing that gives insight into your personality. This is called Insight tool for Discovery of your personality. After discovering your personality you now know how you behave that way and enable to interact with other team members effectively. All training participants were made to do the exercise to determine which personality he/she is. It was true of test of your personality and almost all the participants confirm the measure or the discovery tool is accurate. Largely some of the Participants were Cool Blues and Green Personalities, few Sunshine Yellows and Fiery Reds (Refer to the training manual Page)

Presentation 3. Effective Communications Skills

Participants were taking through most essential skills of leadership which is Communication. Berlo Model was discussed as model to practice to get our message across. Other areas such as Presentation and Report writing skills were touched which are very essential communication channels for effective leaders.

Basics of effective communication for leaders were treated and participants' role played that.

- Presentation 4. Transformational Leadership Skills & Demonstrating the Need for it

The Consultant took participants through what is Transformational leadership, compared to other style of leadership. Who is a transformational leader? Why do we need the transformational leadership? Participants were to understand the only leadership style in the 21st Century which gives performance beyond expectation is transformational leadership style. After studying the elements of transformational leadership ie the 4Is you will recognised that I+I+I+I= PBE (Refer to training manual PAGE)

Practical demonstration of how transformational leadership works also was exhibited by the International Consultant using the 4 transformation process model ie ; Identification of the needed change, crafting a compelling vision, ensuring inspiration commitment and execution of the visions. He demonstrated this in his book with the title; Transformational Leadership – Walking the Talk.

Participants were exposed to the transformational skills that make the difference and showed the pathway to become a transformational leader.



Presentation 5. Solve problems creatively and motivate employees to perform at their best.

Participants were taking through Problem solving skills. Five (5) major steps were espoused to solve problems creatively as leaders.

Right after the problem solving skills presentation, participants were grouped into 4 for Group problem solving exercise. Participants were given a common questions to handle and bring out solutions.

Question:

Identify Leadership Problems in Sudan and suggest possible solutions to address them. At least maximum of 5 problems and 5 solutions.

Participants worked according to their groupings and made powerful presentations. The whole Class discussed the problems and solutions brought forth by a group. It was very fruitful and insightful because some the Groups were able to apply the course knowledge to answer the question. Again because it was practical about Sudan, their answers were cogent.

Presentation 6. Decision Making for Effective Leaders

Decision making follows problem solving as leaders therefore participants were taking through decision making process and they can make decisions. Taking decision is a leader`s one number responsibility and acquiring skills to do that is essential. Six step process of decision making was introduced to participants.

Presentation 7. Effective Delegation

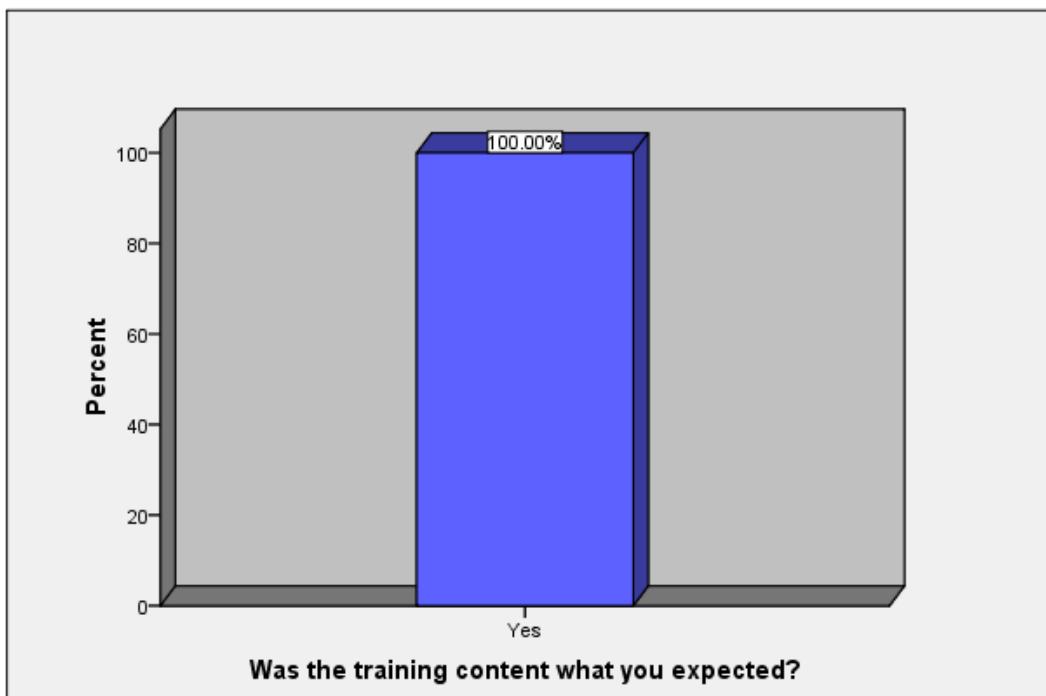
Presentation 8 Team Building.

Closing of Day 2 was successful and participants were made to fill in Evaluation forms for DAY 2. (Sample forms attached at the end of the Report)

Please find below the Results and Analysis of Evaluation forms of Day 2

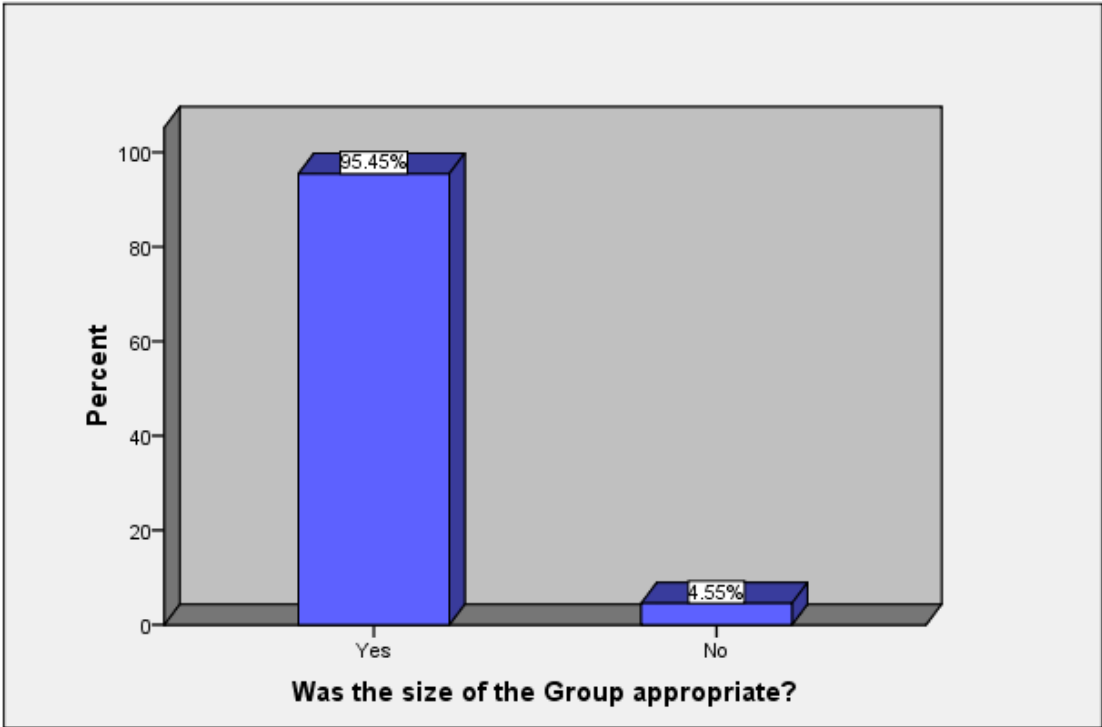
Frequency	Percent	Valid Percent	Cumulative Percent
22	100.0	100.0	100.0

Was the training content what you expected?



Frequency	Percent	Valid Percent	Cumulative Percent
21	95.5	95.5	95.5
1	4.5	4.5	100.0
22	100.0	100.0	

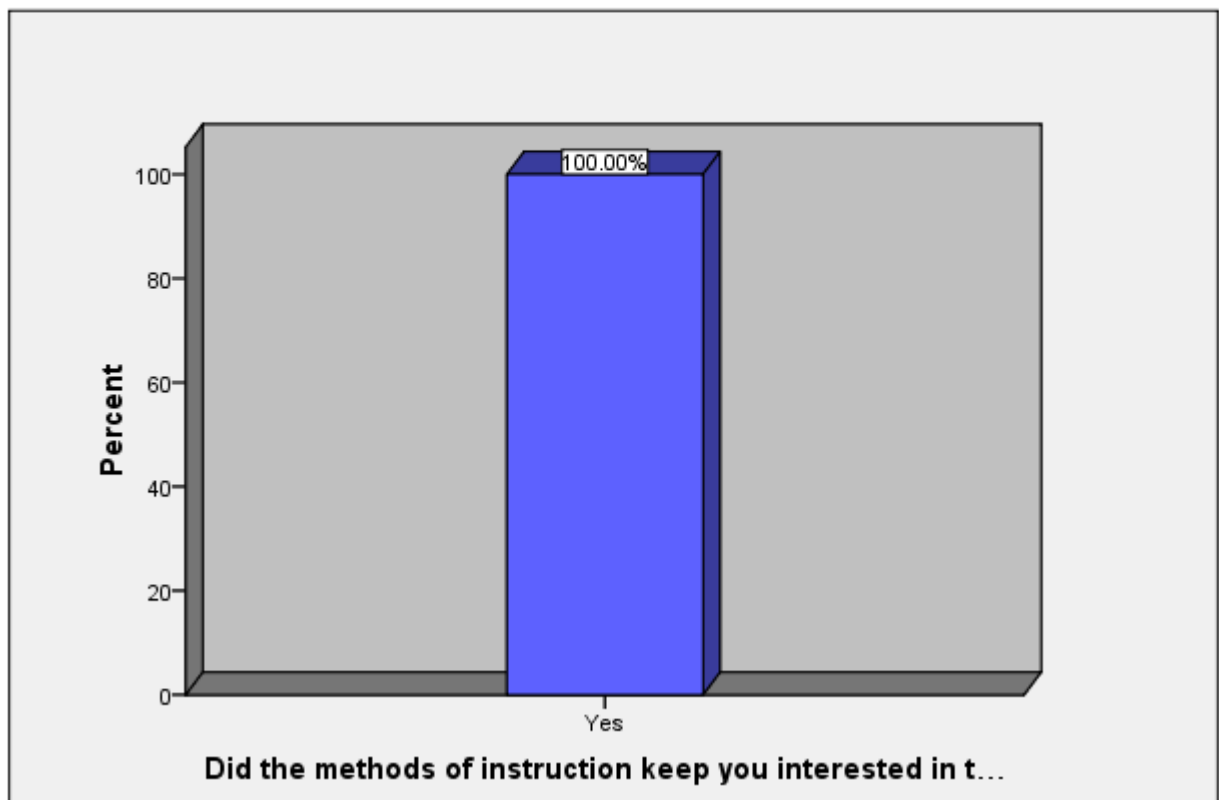
Was the size of the Group appropriate?



Did the methods of instruction keep you interested in the topic?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	22	100.0	100.0	100.0

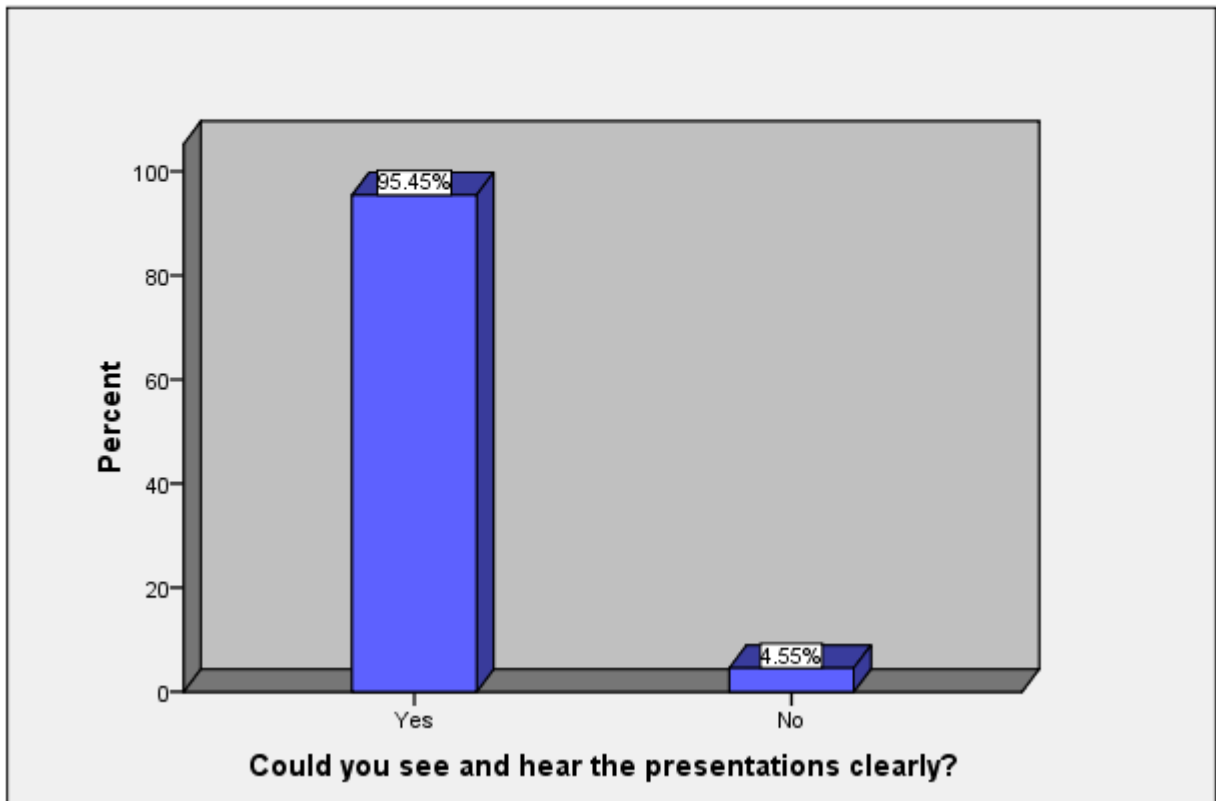
Did the methods of instruction keep you interested in the topic?



Could you see and hear the presentations clearly?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	21	95.5	95.5	95.5
	No	1	4.5	4.5	100.0
	Total	22	100.0	100.0	

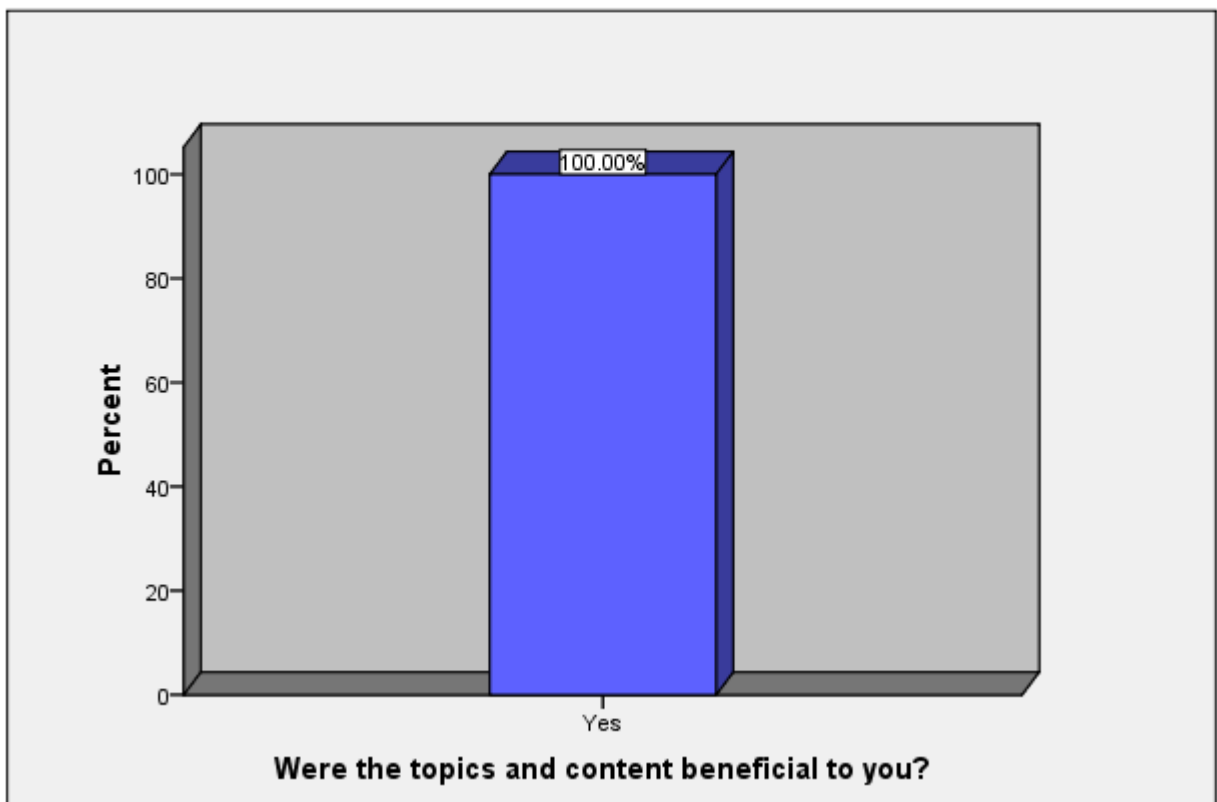
Could you see and hear the presentations clearly?



Were the topics and content beneficial to you?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	22	100.0	100.0	100.0

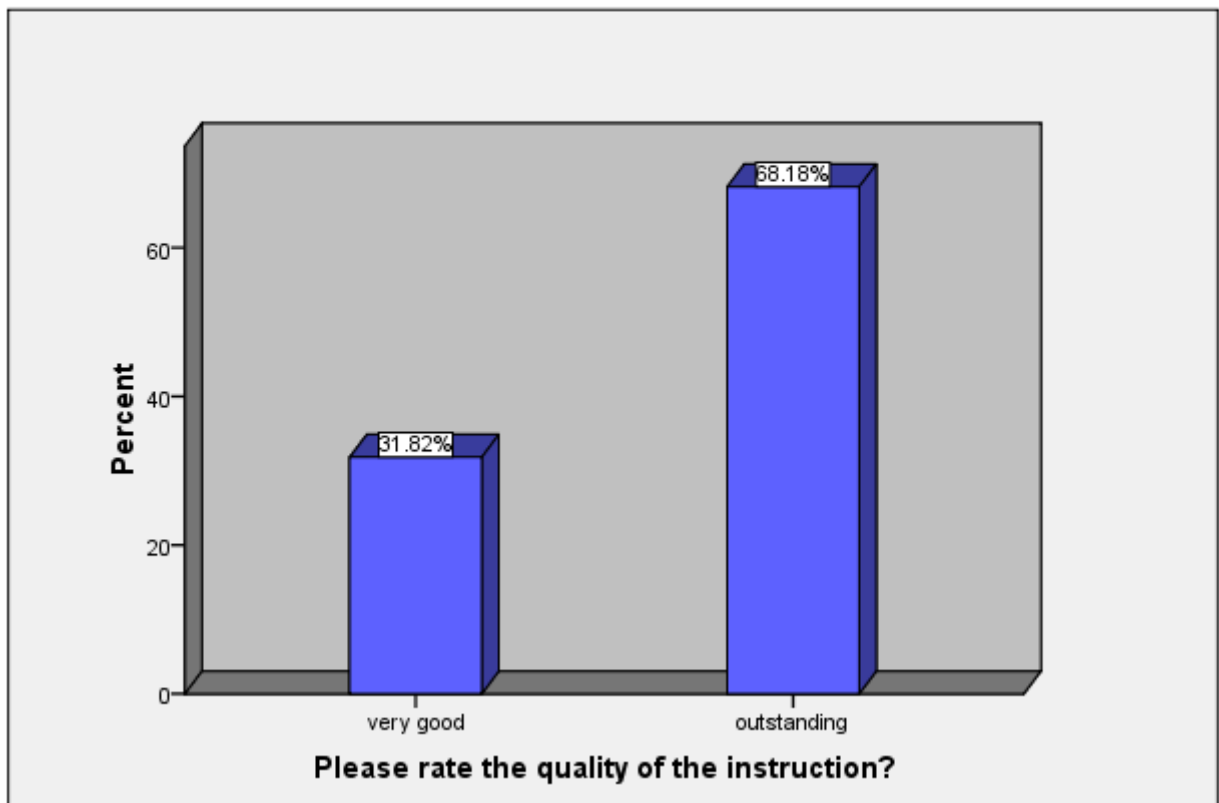
Were the topics and content beneficial to you?



Please rate the quality of the instruction?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	very good	7	31.8	31.8	31.8
	Outstanding	15	68.2	68.2	100.0
	Total	22	100.0	100.0	

Please rate the quality of the instruction?



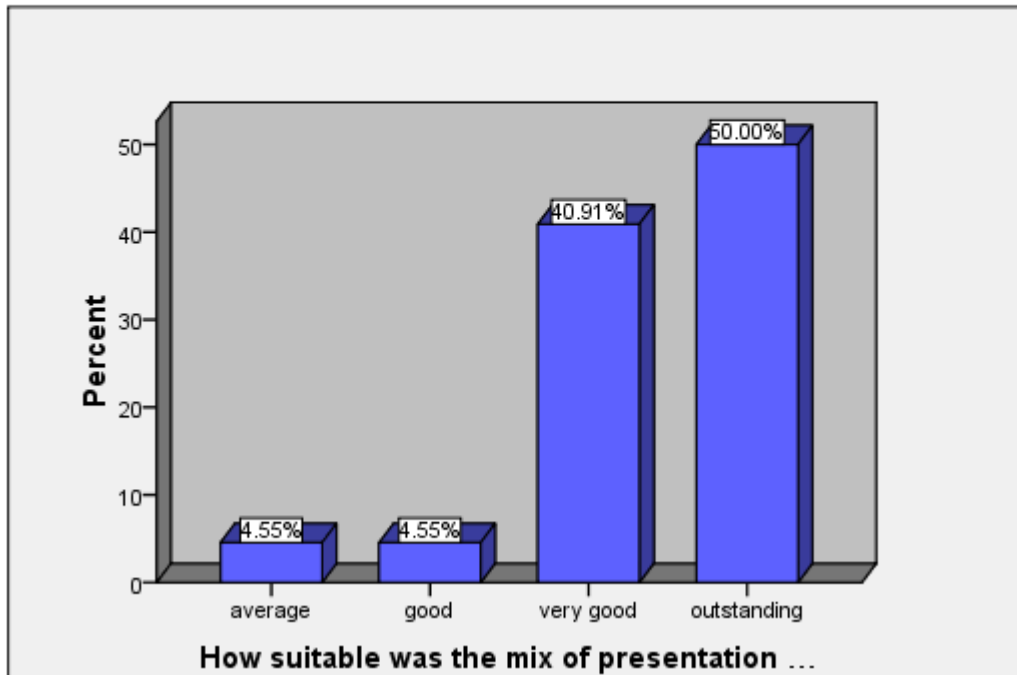
How suitable was the mix of presentation versus activities?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Average	1	4.5	4.5	4.5
	Good	1	4.5	4.5	9.1
	very good	9	40.9	40.9	50.0
	Outstanding	11	50.0	50.0	100.0
	Total	22	100.0	100.0	

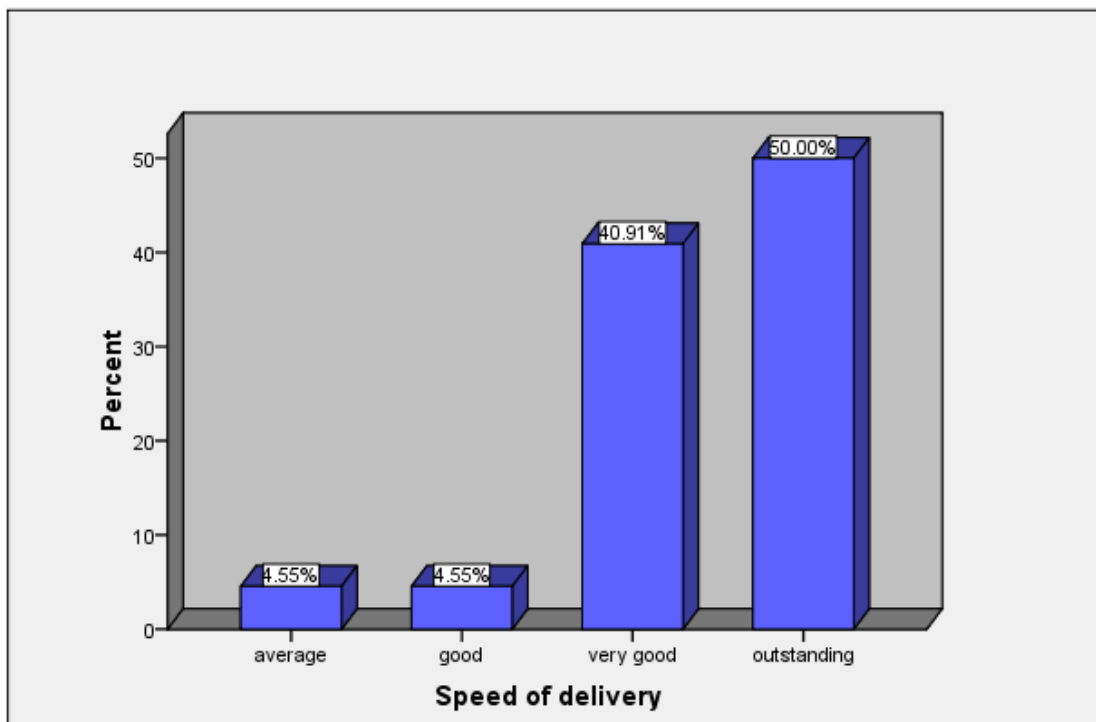
Speed of delivery

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	average	1	4.5	4.5	4.5
	good	1	4.5	4.5	9.1
	very good	9	40.9	40.9	50.0
	outstanding	11	50.0	50.0	100.0
	Total	22	100.0	100.0	

How suitable was the mix of presentation versus activities?



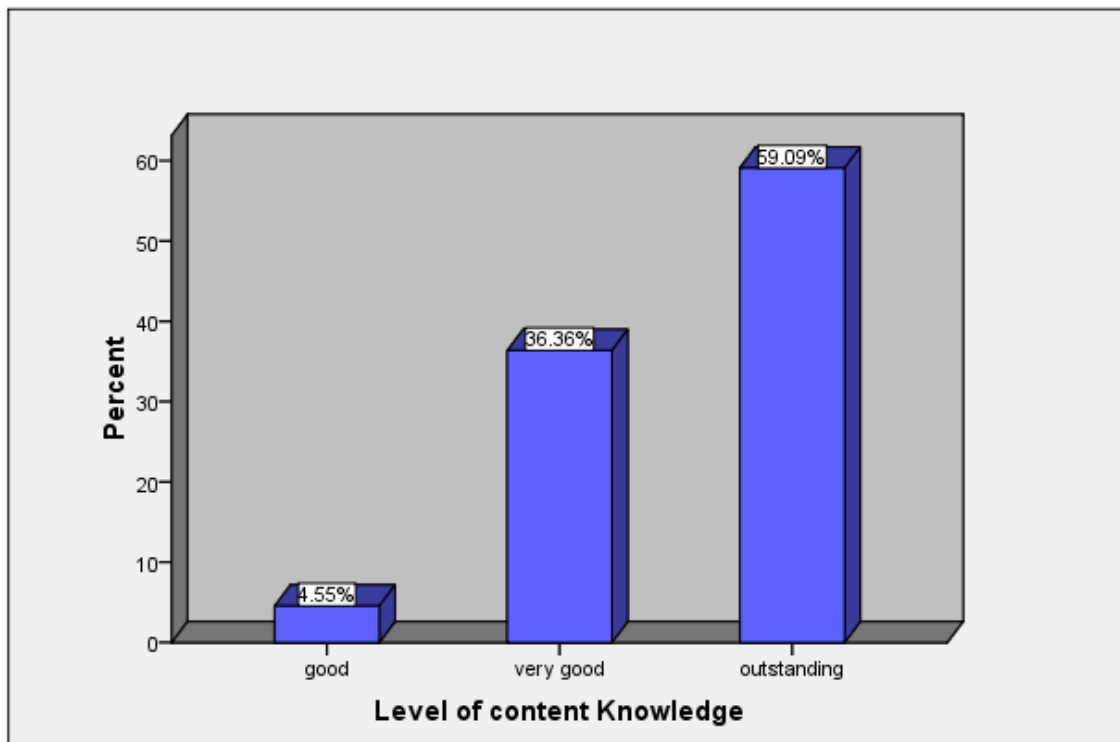
Speed of delivery



Level of content Knowledge

	Freque ncy	Perce nt	Valid Percent	Cumulative Percent
Valid good	1	4.5	4.5	4.5
very good	8	36.4	36.4	40.9
outstanding	13	59.1	59.1	100.0
Total	22	100.0	100.0	

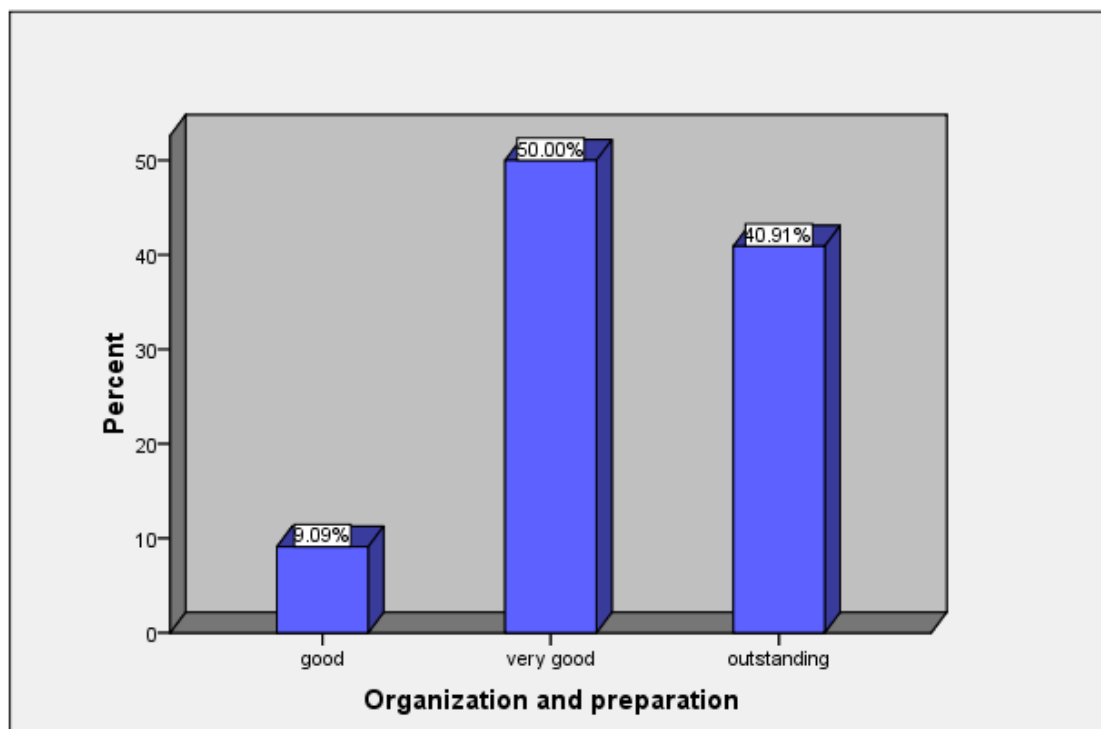
Level of content Knowledge



Organization and preparation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid good	2	9.1	9.1	9.1
very good	11	50.0	50.0	59.1
outstanding	9	40.9	40.9	100.0
Total	22	100.0	100.0	

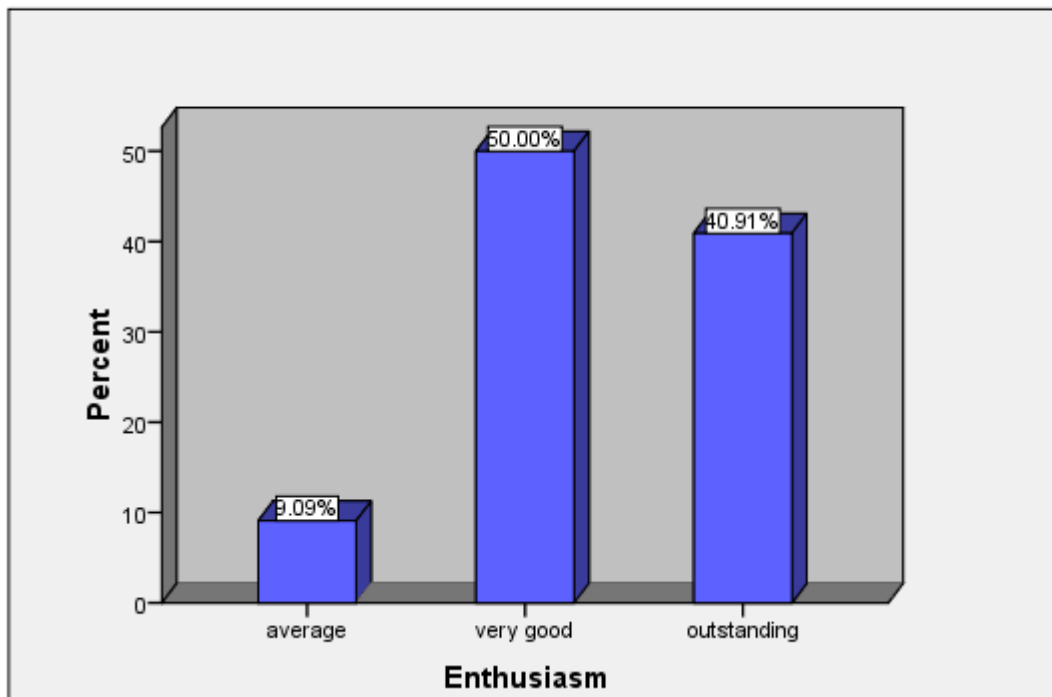
Organization and preparation



Enthusiasm

		Freque ncy	Perce nt	Valid Percent	Cumulative Percent
Valid	average	2	9.1	9.1	9.1
	very good	11	50.0	50.0	59.1
	outstanding	9	40.9	40.9	100.0
	Total	22	100.0	100.0	

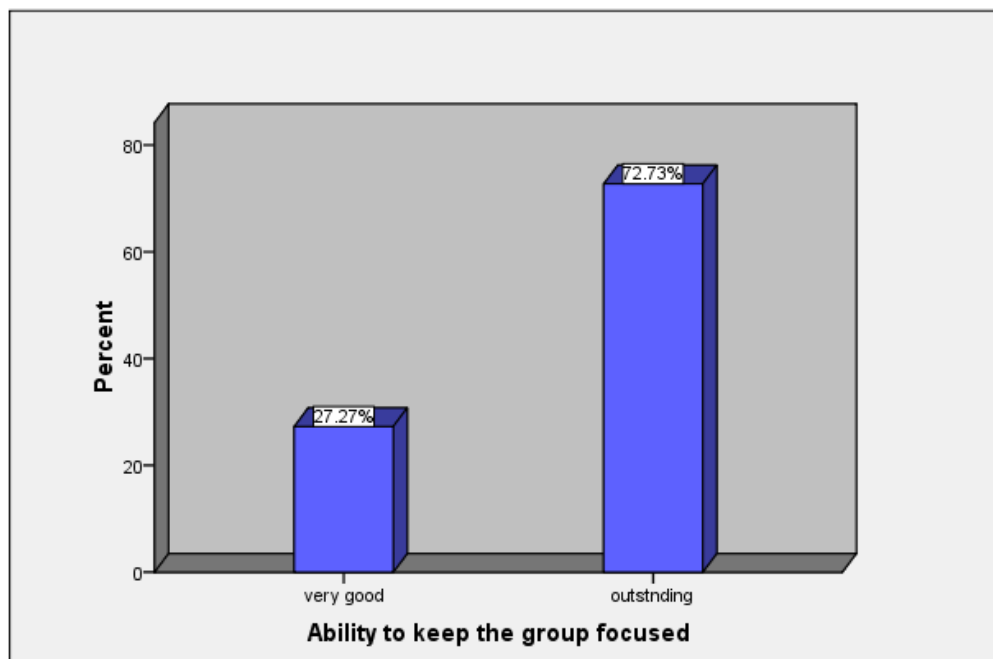
Enthusiasm



Ability to keep the group focused

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid very good	6	27.3	27.3	27.3
outstanding	16	72.7	72.7	100.0
Total	22	100.0	100.0	

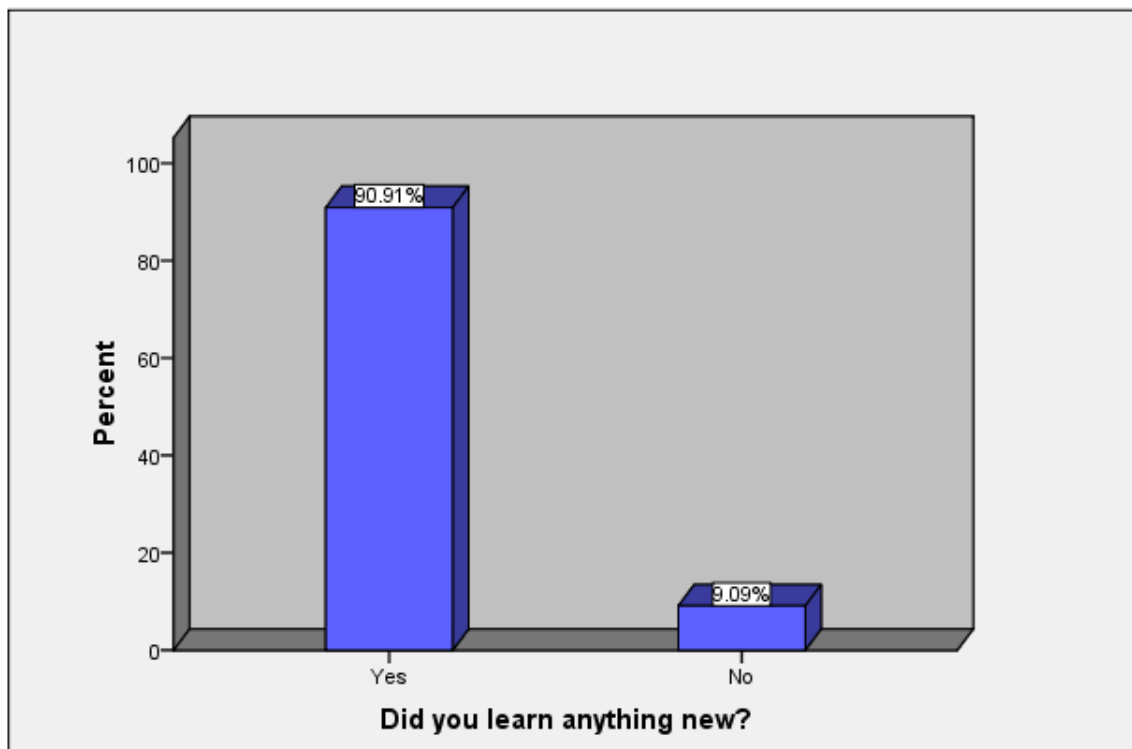
Ability to keep the group focused



Did you learn anything new?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Yes	20	90.9	90.9	90.9
No	2	9.1	9.1	100.0
Total	22	100.0	100.0	

Did you learn anything new?



DAY 3

Day 3 was dedicated to Emotional Intelligence and Group Presentation. It was the final day too which the Closing session and Certificate distribution. We had two major presentations covering Insights **into Emotional Intelligence and Coaching techniques to accelerate individual performance. Have Group work and presentation, conduct reflections and Action Plans, Wrap up and Evaluation. Then official session and presentation of certificate to participants.**

In Day 3 we had recap of Day 2 and set the tone for Day 3.

Presentation 1: Watching Video title What Makes a Good Leaders?

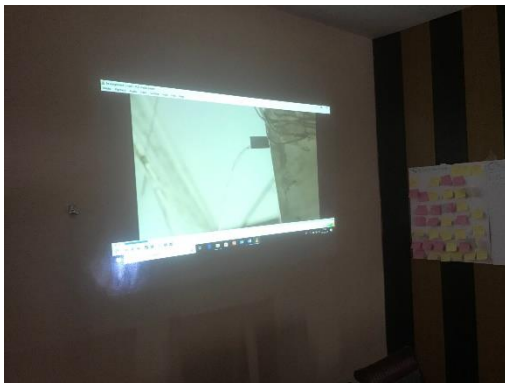


Figure 6 Video Clip on what makes a good Leader



Figure 5 Participants watching the video clip

Participant watched video and had thorough discussion on it. The sums the impact or effect of emotions on leaders performance. The Video clip set the stage for the discussion on Emotionally Intelligence. What is emotional intelligence deeply discussed and video clip made so simple for participant to understand and associate with it. Emotional intelligence refers to the capability of a person to manage and control his or her emotions and possess the ability to control the emotions of others as well. In other words, they can influence the emotions of other people also. The difference between said stated; Emotional Intelligence, or **emotional quotient (EQ)**, is defined as an individual's ability to identify, evaluate, control, and express emotions. ... **IQ**, or **intelligence quotient**, is score derived from one of several standardized tests designed to assess an individual's intelligence. The EI impact on leaders' outstanding performance was discussed by studying the five elements of emotional intelligence.

Presentation 2: Coaching Techniques to accelerate Individual Performance

Participants were taking through the meaning of coaching and mentoring to give them special skills to train the team members or employees

Presentation 3: Innovation

Presentation 4: Group Work

Participants were organised under five main Groups to discuss and find solutions to essential challenges presented by Participants from the beginning of the training.

Group 1: HOW CAN LEADERSHIP CONTRIBUTE TO ACHIEVING THE GOALS OF THE REDD+PROJECT IN SUDAN?

Group 2: WHAT CAUSES OF FAILURE OF PROJECTS IN AFRICA EG SUDAN.SUGGEST SOLUTIONS TO ADDRESS THE CAUSES?

Group 3: HOW TO ENSURE TRANSPARENCY & ACCOUNTABILITY IN PROJECT IMPLEMENTATION IN SUDAN?

Group 4: HOW DO YOUN ACQUIRE LEADERSHIP SKILLS FOR YOUR WORK?

Group 5: HOW DOES A FEMALE(WOMAN) LEADER MANAGES/LEADS HER STAFF OR TEAM WHO ARE MAINLY MALES(MEN)?

Group Work and Presentation in Picture





Each Group did a great job and presented great solutions and suggestions to deal with questions practically. Details of each Group will be shared and attached to the Report.

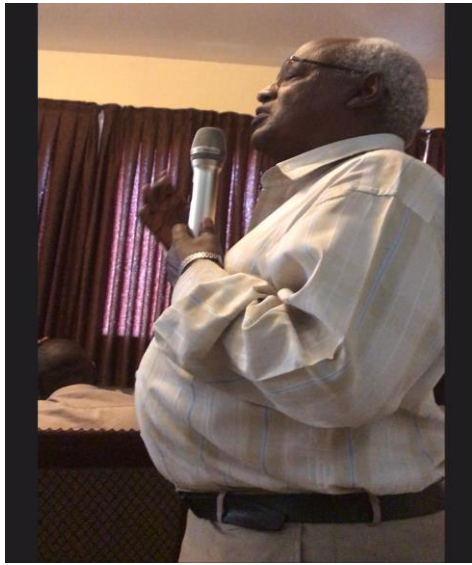
FINAL EXERCISE - VIDEO DISCUSSION.

The final presentation on Day 3 was the watching of a video by John C. Maxwell titled the Five Levels of Leadership. The video was a good summation of what had been discussed during the three day Master Class. (See video attached).

PERSONAL DEVELOPMENT ACTION PLANS

Participants developed their Action Plans which they are going follow to help them develop their leadership qualities and learning needs. Copies of each Participant was taken to enable the Consultant to assist them to follow through. Sample of Action Plans will be attached at the end of Report. There should be follow ups and monitoring of individual developments.

CLOSING SESSION BY DEPUTY DIRECTOR GENERAL, FNC



Kindly watch his video attached.

Certificate Presentation to Training Participants by the Director General, Deputy Director General, General Manager of FNC and International Consultant





Figure 7 Participants displaying their Certificates

Class Representative Mr. Bakri making appreciation remarks on behalf of the Participants



Figure 8 Class Rep making appreciation speech on behalf of the Class

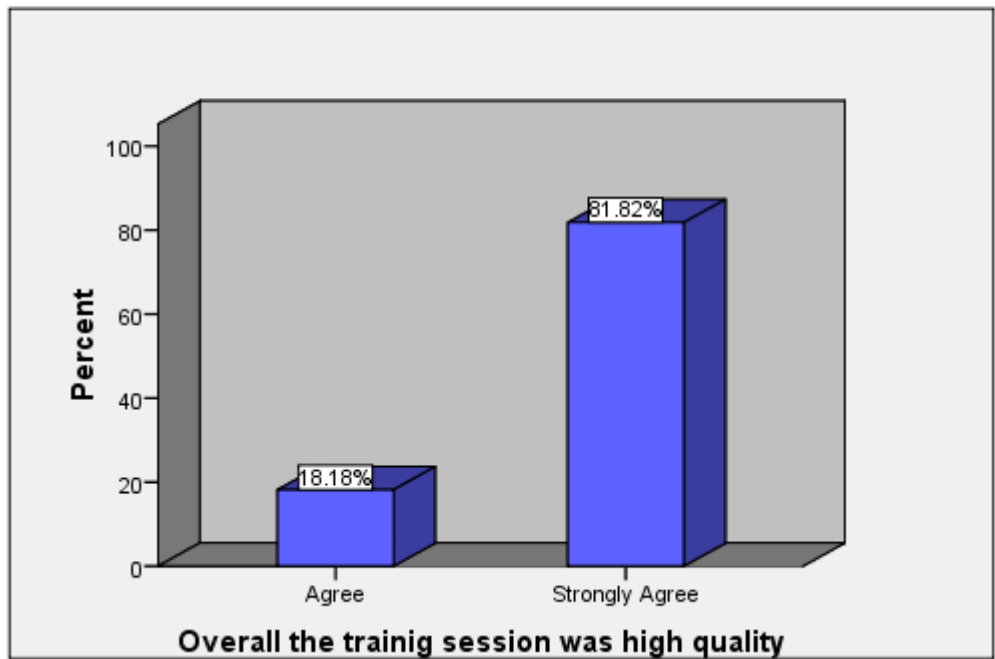
Kindly watch the attached Video.

Please find below the Results and Analysis of Day 3 Evaluation Forms (Overall evaluation form)

Overall the training session was high quality

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	4	18.2	18.2	18.2
Strongly Agree	18	81.8	81.8	100.0
Total	22	100.0	100.0	

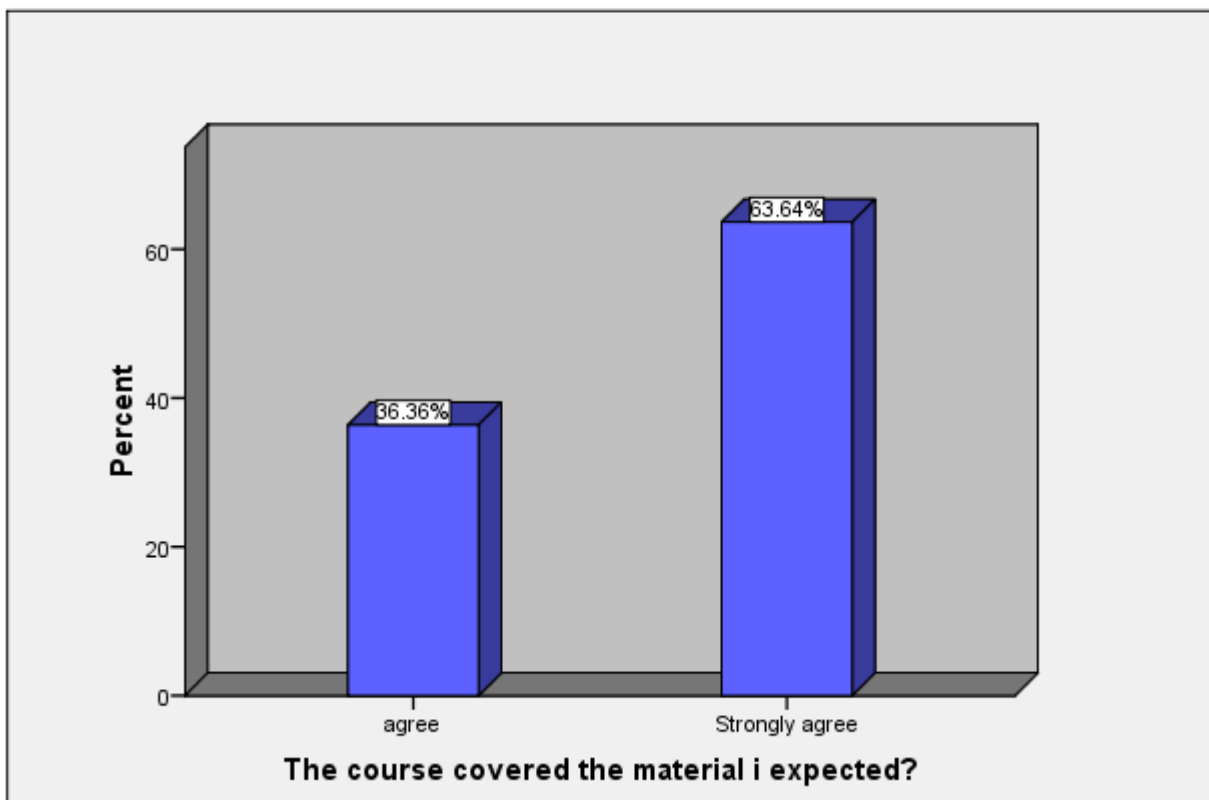
Overall the training session was high quality



The course covered the material i expected?

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid agree	8	36.4	36.4	36.4
Strongly agree	14	63.6	63.6	100.0
Total	22	100.0	100.0	

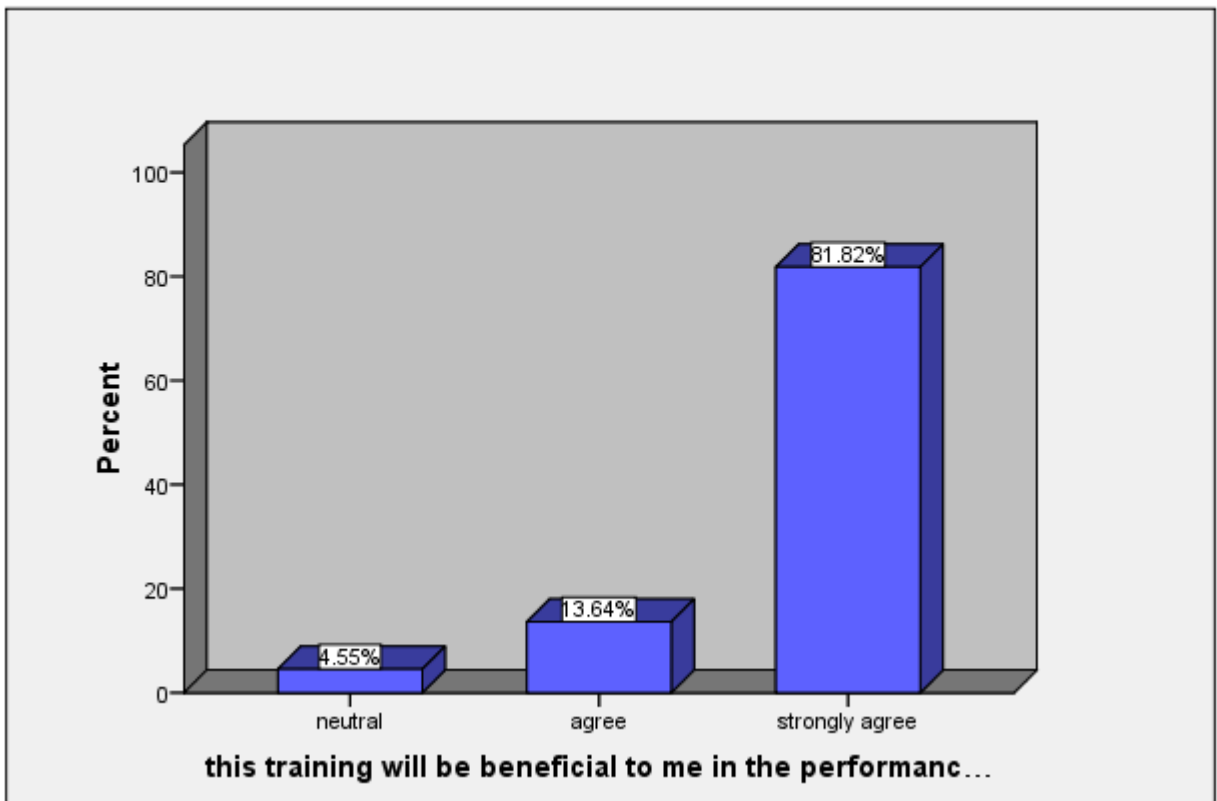
The course covered the material i expected?



this training will be beneficial to me in the performance of my job

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid neutral	1	4.5	4.5	4.5
Valid agree	3	13.6	13.6	18.2
Valid strongly agree	18	81.8	81.8	100.0
Total	22	100.0	100.0	

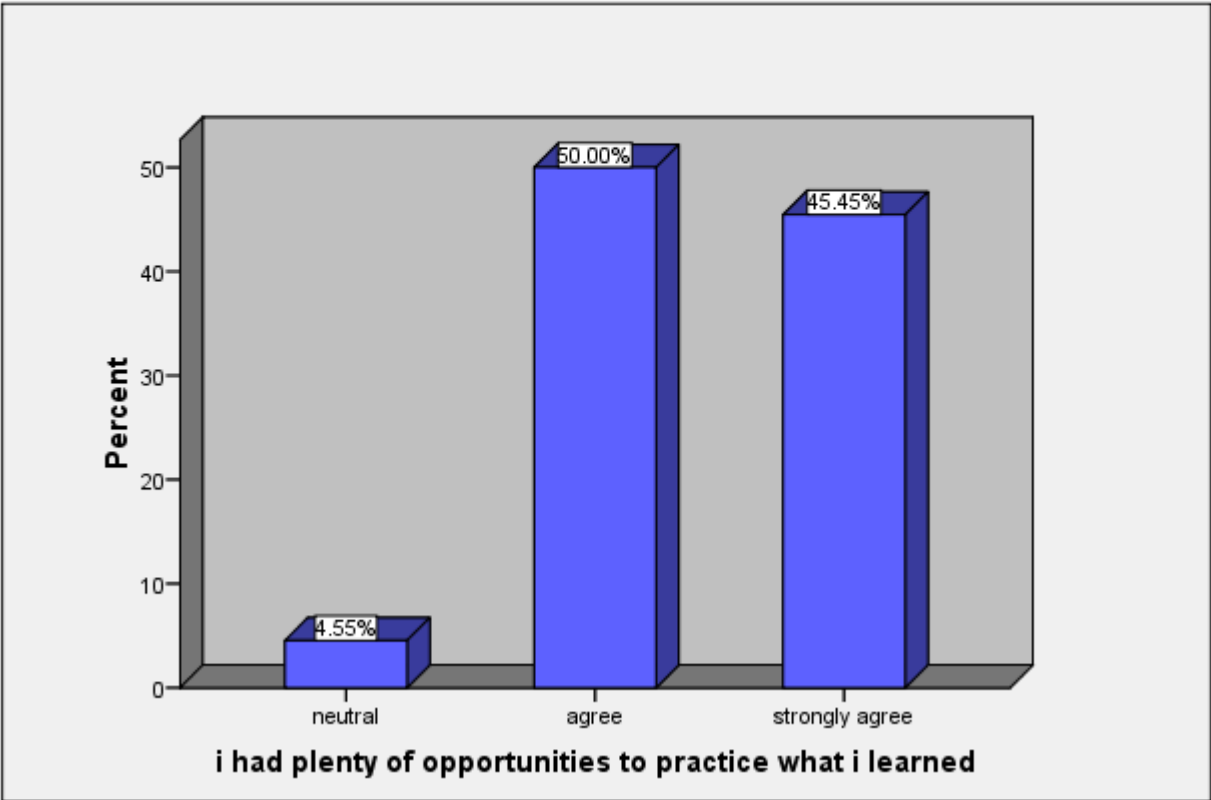
this training will be beneficial to me in the performance of my job



I had plenty of opportunities to practice what I learned

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid neutral	1	4.5	4.5	4.5
agree	11	50.0	50.0	54.5
strongly agree	10	45.5	45.5	100.0
Total	22	100.0	100.0	

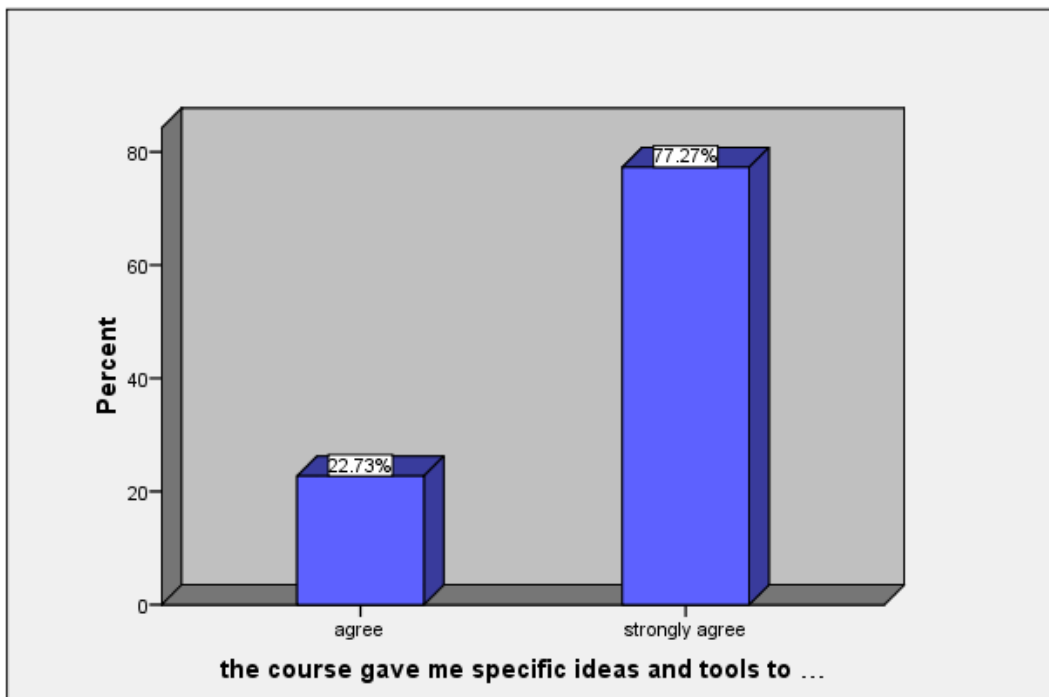
i had plenty of opportunities to practice what i learned



the course gave me specific ideas and tools to implement in my work place

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid agree	5	22.7	22.7	22.7
strongly agree	17	77.3	77.3	100.0
Total	22	100.0	100.0	

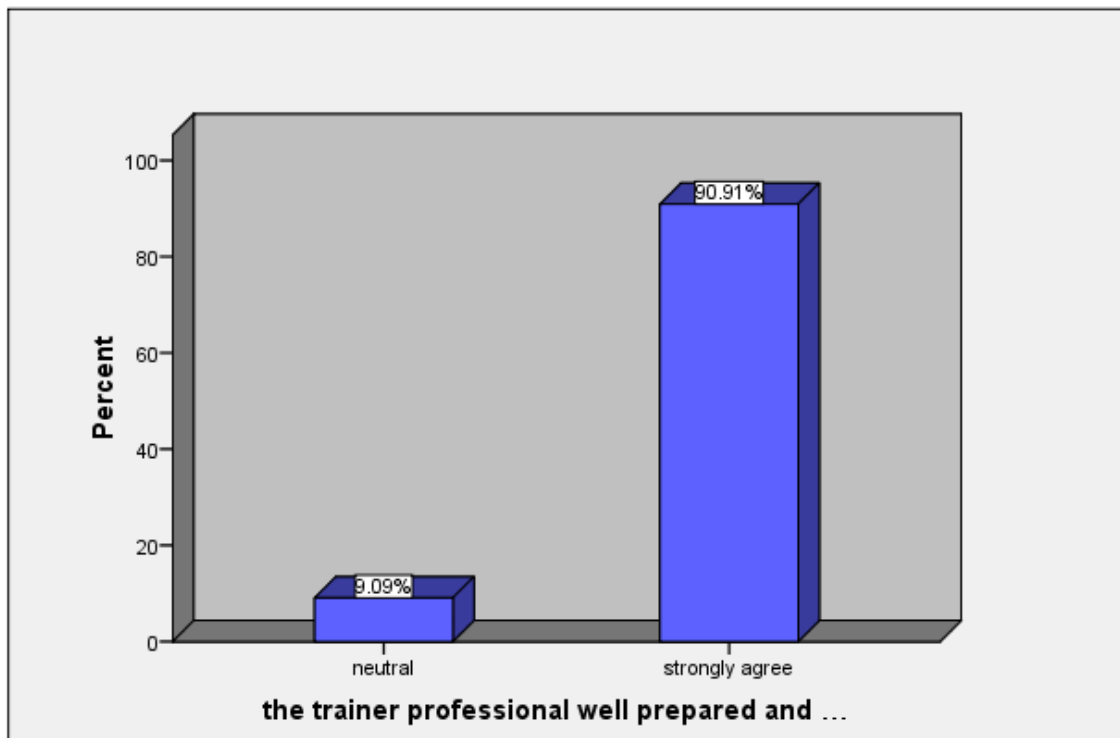
the course gave me specific ideas and tools to implement in my work place



the trainer professional well prepared and knowledgeable about the topics at hand

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid neutral	2	9.1	9.1	9.1
strongly agree	20	90.9	90.9	100.0
Total	22	100.0	100.0	

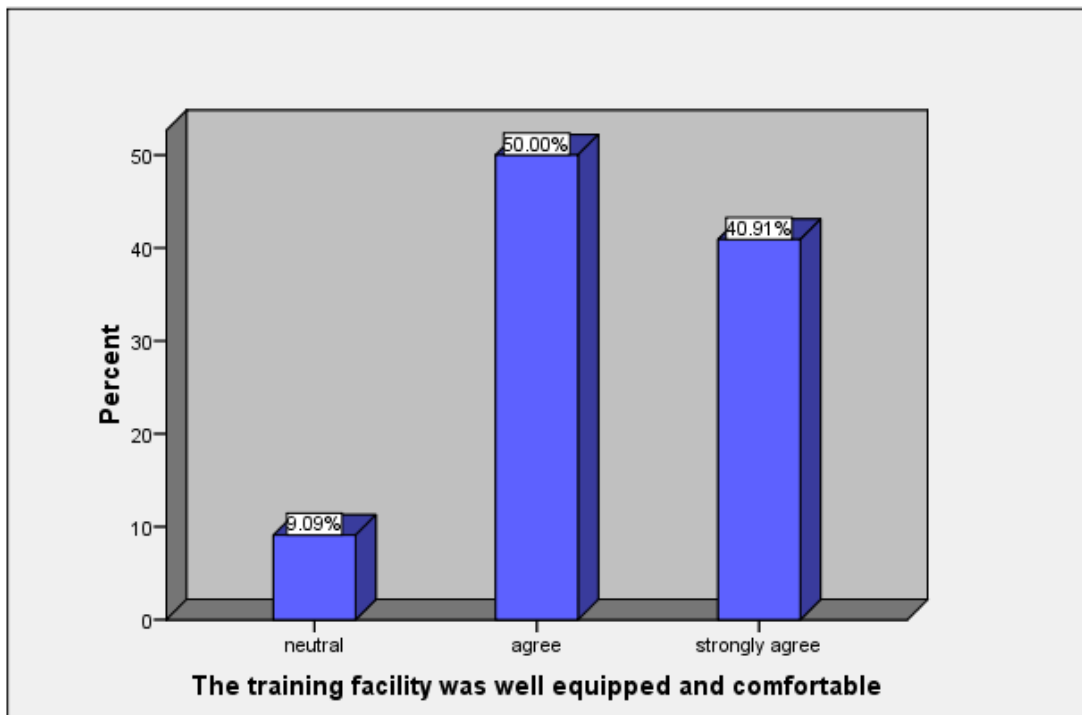
the trainer professional well prepared and knowledgeable about the topics at hand



The training facility was well equipped and comfortable

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid neutral	2	9.1	9.1	9.1
agree	11	50.0	50.0	59.1
strongly agree	9	40.9	40.9	100.0
Total	22	100.0	100.0	

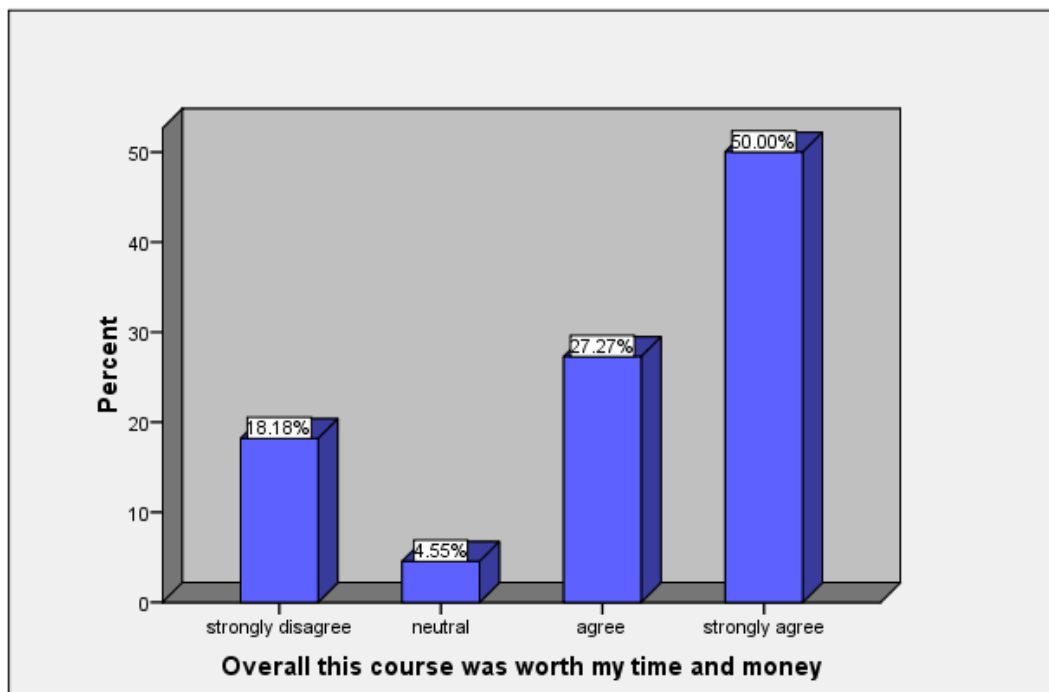
The training facility was well equipped and comfortable



Overall this course was worth my time and money

	Frequency	Percent	Valid Percent	Cumulative Percent
V strongly disagree	4	18.2	18.2	18.2
ali neutral	1	4.5	4.5	22.7
d agree	6	27.3	27.3	50.0
strongly agree	11	50.0	50.0	100.0
Total	22	100.0	100.0	

Overall this course was worth my time and money



GENERAL OBSERVATIONS

I realized the Participants were very knowledgeable and contributed to the discussions especially when they are express them in Arabic and also had translation when the need be.

They were hungry for more knowledge especially in leadership. It appeared to them leadership is only key to achieve their dreams and aspirations in their organizations yet that is the area the lack most.

I also realized that given the opportunity them could form very good winning team to implement any project successful. Therefore continuous learning and capacity building in Communication skills, Team Building and Leadership will empower them for their assignments.

I also realized that they were very serious people and had great expectations from the training course.

CONCLUSION

It can firmly be concluded that the transformational leadership and emotional intelligence Masterclass for the Sudan REDD+ Team and its key stakeholders achieved its intended purpose and objectives. The MasterClass was an eye opener to many of the participants and their appreciation of the power of leadership in spearheading organizational success and outstanding performance in any endeavour.

The feedback through the evaluation forms gave the general impression of an excellent delivery and outstanding implementation of the workshop in line with the scope of work.

It was realized that time was a fact. We needed more than three days to have more time for practical interactions and discussions. Participants' level of understanding in leadership have been tremendously increased and there is the need to maintain and sustain that.

RECOMMENDATION

1. It is highly recommended that the transformational leadership and emotional intelligence training course is organized for all staff at every level to build their capacities for efficient superior performance.
2. It is recommended that this viable workshop is organized for all other members of staff in other ministries and department especially those handing projects

3. It is highly recommended these same participants should be retrain in leadership within next shortest possible time in order to sustain gain in understanding leadership and emotional intelligence.
4. It should be recommended that REDD+ Team and its Stakeholders should be trained in Communications, Effective Team Building and leadership.
5. Leadership capacity building plan should be placed at the centre of the human resource development of the people in Sudan and especially all those developing countries handling REDD+ programme.
6. It is recommended that the World Bank Group takes this Transformational leadership and Emotional Intelligence Masterclass to all African countries to raise effective transformational leaders.

Endorsement by some participants WATCH THE VIDEO CLIPS ATTACHED.





SUDAN REDD+ TRANSFORMATIONAL LEADERSHIP & EMOTIONAL INTELLIGENCE MASTERCLASS

Training Evaluation FORM (DAY 1 & 2)

Was the training content what you expected? Y N

Was the size of the group appropriate? Y N

Did the methods of instruction keep you interested in the topic? Y N

Could you see and hear the presentations clearly? Y N

Were the topics and content beneficial to you? Y N

Please rate the quality of the instruction. 1 2 3 4 5 (1 = unacceptable; 5 = outstanding)

How suitable was the mix of presentation versus activities? 1 2 3 4 5

Please rate the following the qualities of the instructor's delivery: (1 = unacceptable; 5 = outstanding)

Speed of delivery 1 2 3 4 5

Level of content knowledge 1 2 3 4 5

Organization and preparation 1 2 3 4 5

Enthusiasm 1 2 3 4 5

Ability to keep the group focused 1 2 3 4 5

Please provide any additional feedback for the instructor:

Did you learn anything new? Y N

If yes, please provide details:

Do you have any suggestions to improve this course?

Name: _____ (optional)

Thank you. We appreciate your feedback!

GENERAL EVALUATION FORM –DAY 3

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Overall, the training session was high quality.					
The course covered the material I expected.					
This training will be beneficial to me in the performance of my job.					
I had plenty of opportunities to practice what I learned.					
The course gave me specific ideas and tools to implement in my workplace.					
The trainer was professional, well-prepared, and knowledgeable about the topics at hand.					
The training facility was well-equipped and comfortable.					
Overall, this course was worth my time and money.					

Final Thoughts

If a colleague was going to take this workshop, what would you tell him/her?

If you could change one thing about this course, what would it be?

What was the most important thing that you learned?

Do you have anything else to share?

TRANSFORMATIONAL LEADERSHIP AND EMOTIONAL INTELLIGENCE MASTERCLASS – SUDAN REDD+ PROJECT

	Tuesday 31st JULY 2018	Wednesday AUGUST 1st, 2018	Thursday AUGUST 2nd, 2018
8:00am - 8:30 am	Registration	Recap Understanding REDD+ Readiness Project & Operational Leadership Understanding Yourself as a Leader Fundamentals of Leadership Communication Acquiring Transformational Leadership Skills & Demonstrating the Need for it	Insights into Emotional Intelligence and your Leadership
8.30am- 10.30am	Welcoming remarks / Sayeda Khalil, Project Coordinator		
	Trainer remarks/ Andy Okrah, Training Facilitator		
	Remarks / Adama Coulibaly, World Bank Group Country Representative		
	<ul style="list-style-type: none"> Opening remarks / Mohamed Ali Elhadi, Forest National Corporation Director General Group Photograph 		
10.30-10.45am	Tea & Coffee Break	Tea & Coffee Break	Tea & Coffee Break
10.45 – 12.15pm	<ul style="list-style-type: none"> Introductions Programme Overview and Objectives Setting 	Solve problems creatively and motivate employees to perform at their best. Problem Solving	Coaching techniques to accelerate individual performance. Group Work
12.15pm-1.15pm	Lunch & prayers	Lunch & prayers	Lunch & prayers
1.15pm-2.45pm	The Concept of Leadership Approaches to Leadership & Principles	Strategic Decision Making Decision Making for effective Leaders	How to be an effective Leader. Developing your Personal Leadership Group Presentation
2.45pm-3.00pm	Tea & Coffee Break	Tea & Coffee Break	Tea & Coffee Break
3.00pm – 4.30pm	Leadership in Action: The Power of Influence	Effective Delegation Effective Team Building	Reflections and Action Plan Programme Wrap-Up Programme Evaluation Closing & Presentation of Certificates



REDD+ SUDAN

برنامج خفض الانبعاثات الناتجة عن إزالة وتدهور الغابات



Leadership workshop

Venue: - Dreams Hotel – Khartoum 2

Date 31 July - 2 August 2018

List of Participants

No.	Name	Organization	Brief profile
1	Ibrahim Doka Elbashir	SSNRM Project	National Coordinator
2	Sayeda Ali Ahmed Khalil	Sudan REDD+ Program	National Coordinator
3	Bakri Mohamed Hienat	Sudan Carbon Sequestration Project	National Coordinator
4	Mohamed tom Ahmed	Petroleum Project	Project Manager
5	Sara ElSubaay	Ministry of Finance	Foreign Finance Department
6	Ahmed yassein	Ministry of finance	Development Administration
7	Abdelmoiem Osman Hassan	Ministry of Animal resources & range and pasture	Range and Pasture General Directorate
8	Nafisa Elfatih Abdel Rahman	Ministry of Animal resources & range and pasture	Animal Resources Department
9	Kheider elsadie jabber	Wildlife administrator	Wildlife Department
10	Manal Osman	Ministry of Environment & Physical Development	Environment Administration
11	Bakhita Mahgoub Elshafie	Ministry of agriculture & forests	Planning Department
12	Khaled Mohammed Ali	Ministry of Agriculture & Forests	Agric. Extension
13	Mona Mohamed Rakhi	Forests National Corporation	REDD+ North Kordofan
14	Adil Suleiman	Forests National Corporation	REDD+ River Nile State

15	Salwa Elsuni	Forests National Corporation	REDD+ Khartoum State
16	Gamal Eltayeb	Forests National Corporation	REDD+ Blue Nile State
17	Amani Ibrahim	Forests National Corporation	REDD+ FNC
18	Salah Elmahy	Forests National Corporation	Remote Sensing
19	Hanadi Awadalla	Forests National Corporation	Afforestation Management
20	Abdealaziem Widaa	Minister of oil& Gas	Department of Environment
21	Amna ahmed ali	Ministry of Minerals	HSE
22	Idress Suliman Hussin	Ministry of Minerals	HSE
23	Khitma Elwada	Higher Council of Environment	Biodiversity Department
24	Khalda Abuzeid	NGOs	SAWA Sudan
25	Adil Mohamed Ali	NGOS	Sudanese Environment Conservation Society
26	Abdelraheem Salih	NGOS	SOS Sahel
27	Sahl Mustafa Fedail	PMU	REDD+
28	Sayeda Mohamed Elhasan	FNC	Planning Department
29	Sirag Eldin Mohamed Ahmed	PMU government	REDD+
30	Sawsan ahmed eltayeb	FNC	Afforestation Management
31	Sahal Mustafa Fedail Khirelseed	FNC	
32	Mohamednour Abdelhaiz Elzebair	FNC	
33	Sirag Eldin Mohamed Ahmed	FNC	
34	Mona Abdelrahman Ahmed	FNC	
35	Huda Abdelgadir Abdalla	FNC	
36	Hoyam Mohamed Ali Abdallah	FNC	