

VALUE-BASED LEADERSHIP TRAINING IN KOSOVO¹

THE VALUE-BASED LEADERSHIP PROGRAM

A joint program between

GLOBAL PERSPECTIVES DEVELOPMENT CENTRE (GPDC)

And

UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)

KOSOVO

Developed by: TORE SKATUN and the VBL Team

tore.skatun@undp.org

Presented by

STEPHEN POWERS

svpowers@aol.com

CREATIVE RESEARCH ASSOCIATES, TUCSON, ARIZONA

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Project Overview

The VBL program was a direct response to the request from the Ministry of Culture, Youth and Sport of the PISG in Kosovo, asking for urgent capacity building for their staff in ethical and technical aspects of effective leadership, as well as for team, confidence, and unity building tools among the staff members in the government and civil society youth sector, from different ethnic communities.

As a human centred public administration reform, the VBL Project aimed not only to transform the institutional frameworks and capacities of the youth sector in Kosovo, but the human capacities and personal frameworks in which these public services are managed and delivered.

Project Partnership:

The VBL Program was NGO executed by Global Perspectives Development Centre (GPDC), in close collaboration with United Nations Development Programme (UNDP), and was conducted in direct partnership with the Ministry of Culture, Youth and Sport, and specifically with its Department of Youth. The program was fully funded by the Dutch Government.

The project had three main objectives:

1. To design and implement a comprehensive Values-Based Leadership training program with the aim of strengthen the moral leadership and unity building capacities of the entire youth sector of Kosovo, including the ministerial and municipal levels of administration, and the civil society organizations and centres involved in youth work, and increasing their capacity to efficiently, transparently, and professionally deliver public services to the Kosovo youth sector.
2. To foster good collaboration and integration between the governmental and the civil society sector. One of the purposes of the Value Based Leadership training programme is to create an opportunity for diverse participants to go through an interactive learning process; a process in which diversity becomes an enrichment rather than a source of conflict, and where unity in diversity is not a mere intellectual concept but an actual social experience. These common trainings should naturally become platforms for integration between the governmental and the civil society sector, as well as for inter-ethnic and inter-cultural integration.
3. Securing long-term sustainability by training a group of dedicated local trainers in the process, representing the governmental institutions as well as the civil society organisations that can then pass on the trainings and concepts to future generations of youth workers.

Target Beneficiaries:

Central staff from the Ministry of Culture, Youth and Sports; Municipal Directors; all governmental Youth Officers; leaders, coordinators and central activists from the civil society youth sector –youth centres, youth oriented NGOs, and youth networks.

Project Duration:

20 months. January 2003 – August 2004. Implementation of the training program: May 2003 – July 2004.

Project Components

The VBL Project was developed as a locally tailored leadership development program, building on modern principles of effective leadership and management integrated with moral and ethical values, aiming to increase the leadership capabilities of the participating institutions and individuals.

The VBL Project drew on experience from value-based leadership development approaches from institutions and organizations around the world, like the “Moral Leadership” public administration reform framework developed by the Nur University of Bolivia, Leadership and Conflict Resolution programs at Landegg University, as well as other well-proven programs and practices. Global Perspective Development Centre is responsible for the Project Development and Implementation.

The very concrete aim of the VBL programme was to bring about change in both attitudes and behaviour of the participants. The development of such capabilities involved raising capacity and awareness on four areas: Knowledge, skills, values and attitudes.

Through its lively content and its interactive method it has proven an excellent tool to awaken particularly in youth a sense of responsibility for defining their own ethical standards in respect to leadership and also the courage for putting these into practice.

The program has been designed as four intensive modules, delivered separately to the various regional groups as well as to the central and local government groups, and one large conference where all the groups were brought together.

Overview of the main themes for the five modules:

Module 1: “Value Based Leadership” – Introduction

- Styles of Leadership
- Stages of Human development
- Development of organisations
- Mental models and beliefs
- The need for values in leadership

Module 2: “BECOMING A LEADER” – Making a Difference

- Personal vision, mission and values
- Development of capabilities
- Needs assessment
- Project management
- Creating Plans for Desired Change

Module 3: “ACHIEVING TOGETHER” – Consultation & Unity building

- Decision making in groups
- Finding best solutions
- Unity building, Conflict resolution
- Learning teams (cycles of learning)
- Networking and collaboration

Module 4: “LEADING OTHERS” – Team leadership

- Effective leadership & Management
- Team building & Coaching
- Personal & Social Transformation
- Creating a framework for Social Change

Module 5 – The VBL Conference: “FROM VISION TO RESULTS” – Building the Future

- Creating a shared vision
- Strategic Planning & Sustainable development
- Social Transformation
- Becoming Agents of Change

Contributions to the main objectives

As an achievement of this first VBL phase we have now the following momentum, which also constitutes the basis for a possible next phase:

- 150 trained youth leaders and activists in the VBL program: youth NGO leaders (including Serb, Roma and Ashkali minorities), governmental youth officers and central staff from Ministry of Culture, Youth and Sports, as well as municipal youth directors.
- Established patterns of communication and collaboration between civil society and governmental youth workers.
- Seventeen participants from government and civil society who have become trained as VBL trainers.
- A fully developed VBL program, tailored to the Youth Sector in Kosovo, thoroughly tested and improved throughout the whole project.
- A complete VBL Trainers Manual in two languages for use in Kosovo and the wider region.
- An extensive library of training documentation: PowerPoint slide programs, training material, facilitator's notes, exercises and deepening material, all in English, Albanian and Serbian languages.

The hope for a next phase is to be able to reach out to a new generation of youth workers, develop their potential, and strengthen their institutions and networks across ethnic and cultural borders, in order to enable youth activists in Kosovo and the wider region to establish a constructive dialogue for taking responsibility for a common future.

The very aim of the VBL programme is to bring about change in both attitudes and behaviour of the participants, and to generate hope and direction, as well as provide tools and methods, for building a society based on values like unity, trust, justice, service and equal opportunities. Moreover, to open a door to new ways of leadership, governance and collaboration, that would commit the participants to become active co-creators of a prosperous future for Kosovo.

Value-Based Leadership staff

Tore Skatun (Norway), Project Manager

Maike Nicholls Verhagen (Belgium), Trainer and Curriculum Developer

Victor D. Lopez (Spain), Trainer and Curriculum Developer

Fahredin Shehu, Program Officer (Kosovo)

Besart Morina, Program Officer (Kosovo)

Pierre Weber wrote the initial draft of the VBL program, based on Moral Leadership (Nur). This draft secured the funding, and attracted the interest of UNDP. When Tore Skatun arrived in Kosovo in January 2003, he rewrote and redesigned the program to be a comprehensive leadership development program aimed at individual and institutional transformation. The program development included a two-month research and interviews of Kosovo youth leaders. The VBL program curriculum was developed by Tore Skatun and his two trainers Maike Nicholls and Victor Lopez, as an ongoing process throughout the project.

BIOGRAPHICAL INFORMATION

Neissan Besharati (neissan@besharati.org) was founder and first Executive Director of Global Perspective Development Center, Pristina, Kosovo. Neissan is a Persian Bahá'í, born in Italy, who has formed GPDC as a NGO and has obtained funding for this project. Before coming to Kosovo, Neissan was doing a BA Honours in London in Media & Cultural Studies, Film Studies & Sonic Arts, while working freelance for a number of TV production companies in Italy, UK and France. He left Kosovo in January 2004 and moved to Sydney, Australia where he is completing a Masters in International Social Development. He is currently applying for positions in the development field around the world.

Neissan was inspired to come to Kosovo to pioneer and to move to a region in Europe in most need. It seemed like there was a lot of opportunity there. A hand-full of expatriate and local Bahais decided to establish GPDC. Neissan was appointed Executive Director and began working full-time. On arriving in Kosovo Neissan had established good links with the Department of Youth, and so he started launching our efforts in the youth development sector in Kosovo.

The first project we designed and ran was the “Stop & Act Program”, next was the “Global Motion” program. In the meantime GPDC kept growing, receiving more funds, and new staff were added. They began designing the VBL program and looked for funding. At the last moment we literally “bumped into” the Dutch Government representative who decided very quickly to fund the program. In January 2003 the staff was hired and the VBL program was launched.

Pierre Weber (pierre@gpdc-ks.org) Current Executive Director April 2004 to the present. Pierre was an active Bahai on the NSA of Luxembourg. He was a school psychologist in Luxembourg.

Tore Skatun, (tore.skatun@undp.org) (M.A. Social and Organizational Development, B.A. Human Resource Capacity Development, B.A. in Finance and Business Administration) a Bahá'í of many years, was the Project Manager for the Value-Based Leadership Project in, Kosovo. Before coming to Kosovo, Tore worked at the Bahá'í World Center in Haifa 1999 - 2002 as the Coordinator of the Administrative Development Services Department, was director of MotiVision, a management and leadership development company (1991 – 1999), Director of Administration of the Norwegian Psychodrama Institute. Tore has work experience in training and development programs in administrative and human resource capacity development, organizational transformation, institutional capacity building, leadership and management development and change management. Originally, he is from Norway.

Currently, Tore is Capacity Development Advisor for UNDP Regional Service Center for Eastern and Southern Africa in Johannesburg, South Africa. Specifically working with the Southern Africa Capacity Initiative (SACI). This initiative is a large-scale capacity development for Botswana, Lesotho, Malawi, Mozambique, Namibia, South Africa, Swaziland, Zambia and Zimbabwe. The initiative supports the countries to respond to the enormous human resource capacity crisis, due to the impact of HIV/AIDS, poverty, brain

drain, recurring disasters and weakened governance, and seeks to mobilize the national capacity for effective delivery of public services in all key sectors like health, education, agriculture, finance, and public administration. For the most Tore works with helping the various governments to develop a new mindset of leadership and to create an enabling policy environment for supporting the change initiatives.

Steve Powers (svpowers@aol.com) is president of Creative Research Associates, Tucson Arizona, a Bahá'í -inspired company, which evaluates social and economic development projects for the public schools and for non-profit organizations. Steve traveled to Kosovo on two occasions to assist in the impact evaluation of the VBL project.

Staff of Global Motion

Raj Ganesan (Malaysia) Project Manager

Samandar Rafat (Germany) Logistics of the Project

Lua Pottier (Macau) Curriculum Developer

Several Kosovar nationals were hired by the project for specific support duties.