



REPORT

Strategic Capacity Building Workshop
for NRNA Executive & Secretariat

Under MeRiDeW Phase II

Conducted for

NRNA

18-21 April 2026

Conducted by

Milestone Synergy P. Ltd.

Tokha - 07, KTM, Nepal

Table of Content

KEY HIGHLIGHTS	3
EVENT OVERVIEW	4
PROGRAMME FRAMEWORK: THE 4-DAY JOURNEY	4
INAUGURATION CEREMONY	4
STRENGTHENING INSTITUTIONAL GOVERNANCE AND LEADERSHIP ROLES	5
UNDERSTANDING THE STAKEHOLDER ECOSYSTEM AND MIGRATION REALITY MAPPING	5
DECISION-MAKING AND ROLE CLARITY IN COMPLEX SITUATIONS	6
COORDINATION FRAMEWORKS – HOW ICC/NCCS ACTUALLY FUNCTION	7
CASE REFLECTION: GCC AND MALAYSIA COORDINATION CHALLENGES AND LESSONS	8
BUILDING STRONG ICC/NCCS – LEADERSHIP AND GOVERNANCE IN PRACTICE	9
COMMUNICATION AND TRUST – WHAT ACTUALLY WORKS	10
TRAINING OF TRAINERS (TOT) – HOW TO FACILITATE, NOT JUST PRESENT	11
RESOURCE MOBILISATION	11
ICC/NCC ACTION PLAN	12
PROGRAMME CONCLUSION	13
CLOSING CEREMONY & CERTIFICATE DISTRIBUTION	13
KEY OUTCOMES AND OBSERVATIONS	14
CONCLUSION	14
APPENDIX	ERROR! BOOKMARK NOT DEFINED.

NRNA Capacity Building Training Workshop

Training Report – April 2026

Milestone Synergy designed and delivered a four-day residential Capacity Building Training of Trainers (ToT) for executives of the Non-Resident Nepali Association (NRNA), bringing together leadership representatives from the Gulf Cooperation Council (GCC), Malaysia, Europe, and the NRNA Secretariat in Nepal.

Conducted from 18–21 April 2026 at Holiday Inn Kathmandu, the programme was built as an intensive, outcome-driven intervention—not a conventional training. It focused on strengthening institutional clarity, leadership alignment, coordination mechanisms, and execution capability across diverse country chapters operating in complex migrant contexts.

Led by Binod Shrestha and Sabin Rajbhandari from Milestone Synergy, a Management Consulting firm specializing in Organizational Development, Leadership Development and Soft skills trainings, the workshop combined structured frameworks with high-engagement methodologies including simulations, scenario-based exercises, and applied group work. The design deliberately moved beyond knowledge transfer toward practical application and behavioural alignment.

A defining output of the programme was the development of country-specific Action Blueprints, enabling each participating chapter to translate learning into immediate, context-relevant implementation.

This engagement positioned Milestone Synergy not merely as a training provider, but as a strategic partner supporting NRNA in strengthening leadership effectiveness and operational coherence across its global network.

Key Highlights

- 4 full days of structured, activity-based learning with 18 interactive sessions
- Participation from NRNA chapters representing multiple destination countries
- Distinguished guest speakers from ILO, Ministry of Foreign Affairs, and Social Security Fund
- Practical tools and frameworks: RACI Matrix, Stakeholder Power-Interest Matrix, Coordination Flow, and Incident Reporting followed by some other documentations
- Training of Trainers (TOT) module for building internal facilitation capacity
- Country Action blueprint developed by each country group
- Closing ceremony with certificate distribution to all participants

Event Overview

Programme Title	Details
Programme Title	Empowering NRNA – Leading with Purpose, Managing with Heart
Organising Body	Non-Resident Nepali Association (NRNA) Central Office
Training Partner	Milestone Synergy Private Limited
Venue	Hotel Holiday Inn, Kathmandu, Nepal
Duration	18th April 2026 – 21st April 2026 (4 Days)
Lead Trainer	Mr. Binod Shrestha – HR and OD Expert, Milestone Synergy
Co-Trainer	Mr. Sabin Rajbhandari – OD Expert, Milestone Synergy
Target Participants	NRNA Executives and Secretariat Team Members
Mode	Residential In-House Training Workshop

Programme Framework: The 4-Day Journey

The training was structured as a single, coherent arc across four days. Each day was thematically distinct yet seamlessly connected to the next, ensuring that learning was cumulative and actionable. The overall framework followed the progression below:

Day	Theme	Focus Area	Outcome
1	Know	Institutional Role Clarity & Systems Thinking	Clear understanding of NRNA’s role, governance, and stakeholder ecosystem
2	Align	Coordination, Governance & Documentation	Practical coordination frameworks, incident reporting, and ICC/NCC governance tools
3	Engage	Communication, Trust & Training of Trainers	Stronger communication practices, trust-building skills, and facilitation capability
4	Deliver	Resource Mobilisation & Sustainability	Concrete 30–90-day action plans and sustainability strategies for each ICC/NCC

Inauguration Ceremony

The four-day training workshop commenced with a formal Inauguration Ceremony on the morning of 18th April 2026 at Hotel Holiday Inn, Kathmandu. The opening set the tone for the entire programme, emphasising the importance of institutional capacity, migrant worker welfare, and the critical role NRNA plays as a trusted bridge between Nepali communities abroad and key government and international agencies.

The ceremony began with the National Anthem, followed by formal opening speeches delivered by distinguished speakers who brought valuable perspectives from across government, international organisations, and the Nepali diaspora community:

S.N	Speaker	Designation / Role
1	Mr. D.B. Chhetri	Past VP – NRNA, Oman Chapter
2	Mr. Khagendra Neupane	VP, International Employment Services (IES), Malaysia
3	Mr. Krishna Prasad Timilsina	Treasurer, International Employment Services (IES), UK
4	Ms. Roni Pradhan Dhaubhadel	ILO, National Project Coordinator
5	Mr. Rajendra Kumar Raut	CEO, NRNA Central Office

The speakers addressed the urgency of strengthening NRNA’s institutional capacity, the complex challenges faced by Nepali migrant workers across GCC and Malaysian destinations, and the critical importance of coordination between chapters, embassies, government bodies, and international organisations. Their messages inspired participants to take ownership of their roles and approach the training with seriousness and purpose.

Dr. Hem Raj Sharma, President of NRNA IES, UK, graced the programme virtually, and his presence set an inspiring tone for the day. With heartfelt words of encouragement, he extended his warmest wishes for the success of the programme, and his message resonated deeply with every participant in the room, lifting their spirits and igniting a renewed sense of motivation and purpose.

THEME DAY 1: KNOW (INSTITUTIONAL ROLE CLARITY & SYSTEMS THINKING)

Strengthening Institutional Governance and Leadership Roles

Following the inauguration ceremony, the first session was chaired by **NRNA CEO Mr. Rajendra Kumar Raut**, who explored the foundational aspects of institutional identity - examining what NRNA is, where its authority comes from, and how executives, secretariat, and chapters each play distinct roles. The session emphasised that NRNA’s mandate is rooted in its constitution and the trust of its members, rather than in title or position alone, and that role confusion remains the primary driver of coordination failures within chapters.

Participants learned that clear boundaries between executive, secretariat, and chapter functions are essential for effective governance, which in turn directly strengthens the protection of Nepali migrant workers. The session concluded with a reminder that credible leadership is not merely discussed; it is consistently demonstrated through action.

Understanding the Stakeholder Ecosystem and Migration Reality Mapping

From the second session onwards, the facilitators took over the floor, guiding participants through a broader and more expansive lens. This shifted the focus from internal governance to the wider ecosystem in which NRNA operates. Participants mapped the full range of stakeholders NRNA chapters must engage with, including Nepali Embassies and Consulates, the Ministry of Foreign Affairs, the Department of Foreign Employment, Host Country Government Labour Ministries, IOM, ILO and UN Agencies, NGOs and legal aid providers, recruitment agencies, and media networks. A key insight from this session was that NRNA sits at the intersection of multiple worlds; neither government nor NGO and that its unique strength lies in its position as a trusted community bridge.

Stakeholder Power-Interest Matrix Exercise

Participants were introduced to the Power-Interest Matrix to audit their current stakeholder relationships. Each group mapped their five key stakeholders onto the matrix, identifying:

Stakeholder Category	Engagement Strategy
High Power + High Interest	Manage Closely
High Power + Low Interest	Keep Satisfied
Low Power + High Interest	Keep Informed
Low Power + Low Interest	Monitor

Migration Reality Mapping Activity

Arguably the most impactful activity of the session, the Migration Reality Mapping exercise immersed participants in the lived perspective of Nepali migrant workers across GCC countries and Malaysia. Organised into groups of four to five, each team was assigned a mapping task and subsequently invited to present their findings and reflections to the wider group, sparking rich and meaningful discussions across the room.

Participants mapped risk zones, pain points, and NRNA intervention opportunities across the five phases of the migration journey:

- **Phase 1:** Pre-Departure (Nepal)
- **Phase 2:** Transit (Airport / Transit Country)
- **Phase 3:** Arrival & Onboarding
- **Phase 4:** During Employment
- **Phase 5:** Return & Reintegration

The activity generated rich discussion as destination country teams discovered shared patterns of risk and identified challenges unique to their specific contexts. Special emphasis was placed on the post-return phase like re-skilling and upskilling returnees - as a critical yet often overlooked area for NRNA intervention.

Decision-Making and Role Clarity in Complex Situations

The final session of Day 1 addressed one of the most practical challenges in NRNA governance: how decisions are made and who owns them. Participants were introduced to the RACI framework; a simple but powerful tool for eliminating ambiguity about who does what in any given situation.

The RACI Framework is defined as follows:

- **R:** Responsible: The person who executes and delivers the work.
- **A:** Accountable: The person who owns the outcome and is ultimately answerable.
- **C:** Consulted: People whose expertise is sought before a decision is made.
- **I:** Informed: People who need to be updated after a decision is made.

Participants applied the RACI framework to a real NRNA Decision Authority Matrix, mapping decision types (worker distress cases, formal government statements, MOU signings, emergency fund disbursements, and media communications) against roles (Chapter President, Secretariat, Labour Attaché, NRNA Central, and Community Representatives). Three live decision scenarios were then used for group exercises:

- **Scenario 1** – Worker Death in Detention
- **Scenario 2** – Chapter vs. Embassy Conflict
- **Scenario 3** – Emergency Fund Disbursement

Reflection

The day closed with a guided reflection: “What is one thing your chapter is doing wrong when it comes to stakeholder coordination?” Participants were invited to reflect honestly not about what their stakeholders are doing wrong, but what their own chapters can improve. Each person shared their reflection with a partner and committed to one specific change for the coming week.

THEME DAY 2: ALIGN (COORDINATION, GOVERNANCE & DOCUMENTATION)

Opening Activities

Activity 1: Icebreaker – Rhythm Clap

Activity 2: Cone and TT Ball Challenge

Day 2 opened with an engaging group activity specially designed to align with the day’s theme of coordination and teamwork: the Cone and TT Ball Challenge. Teams were given cones and table tennis balls and tasked with completing a challenge that required precise coordination among team members. No single person could accomplish the task alone; success depended entirely on clear communication, defined roles, trust, and synchronised action.

The activity was deliberately chosen because it brought to life, in a fun and physical way, the exact concepts the day would explore in depth:

- How coordination works best when roles are clear and communication flows freely
- How a team builds success through trust and synchronised effort
- What happens when team members act unilaterally without consulting others; the ball drops
- The difference between being busy and being truly coordinated

The debrief discussion drew direct connections to how ICC/NCC coordination works or fails in real life, making the day’s conceptual content immediately relatable and memorable.

Coordination Frameworks – How ICC/NCCs Actually Function

The session began by addressing a common misconception: most coordination problems do not arise from a lack of effort or care. They arise for structural reasons – unclear roles, weak communication channels, and the absence of follow-up systems.

The session introduced the Simple Coordination Flow, a five-step chain that every issue should move through:

- **Identify** – Recognise the issue and its urgency.
- **Assess** – Understand the scope and who is affected.
- **Engage** – Connect with the right people and resources.
- **Act** – Take the defined response action.
- **Confirm** – Verify that the action was completed and documented.

The core principle introduced was: Right Action. Right Time. Right Person. All three must align for a response to succeed. When any element is missing, coordination breaks down and people fall through the cracks. Common coordination breakdown patterns were identified and discussed:

- Everyone Acts at Once: Duplication of effort, conflicting messages, and wasted resources.
- No One Takes Ownership: Tasks fall through the cracks when no single person is accountable.
- Delayed Communication: Late information leads to late action – and sometimes no action at all.
- No Follow-Up: Without tracking, completed tasks are assumed but never confirmed.

Simulation Exercise: Community Member in Urgent Distress

A structured simulation placed participants inside a real-world scenario: a community member has reached out in urgent need of support. Each participant was assigned a specific coordination role – ICC/NCC Member (first point of contact), Coordinator (oversees response and assigns tasks), External Support (embassy or partner organisation), and Case Handler (manages the case and documentation).

Teams were required to answer three key questions: What will you do first? Who will you contact? Who is responsible for seeing this through to resolution? The debrief focused on honest reflection – where was confusion, who took control and who waited, and what caused delay. This exercise surfaced real patterns in how participants respond under pressure, providing a safe space to identify gaps and commit to improvements.

Documentation: Incident and Activity Reporting

Following the simulation, participants were introduced to one of the most practical and frequently neglected aspects of ICC/NCC work: proper documentation. The session opened with a powerful guiding principle: “If it is not documented, it will not happen.”

The session covered three types of documentation:

- **Case/Incident Reports:** Using the 5W+H framework (Who, What, When, Where, Why & How) to produce factual, clear, and concise records.
- **Activity Reports:** A five-part structure covering the activity, objective, key events, outcomes and challenges, and next steps.
- **Monthly Summary Reports:** Covering case numbers, key issues, activities conducted, challenges encountered, and support needed.

Three practical floor exercises were conducted using realistic scenarios: The Missing Fund (a finance incident at a chapter annual dinner), The Argument at the Meeting (a conduct incident between executive members), and The Injured Participant (a safety incident at a youth leadership camp). Each group was required to write a full incident report using the 5W+H framework.

Guest Speaker: Migration Governance, Policy Landscape, and the Role of NRNA

Following the first half of the session, a distinguished guest speaker, **Mr. Yubraj Basnet**, addressed participants on Migration Governance, the Policy Landscape for Nepali migrant workers, and the critical role NRNA plays in supporting migrants across destination countries. The presentation provided a national and international policy context for the practical work participants carry out every day, linking grassroots coordination with the broader system of migration governance.

Energiser: Pattern Challenge

An afternoon, energiser activity “Complete the Pattern” was used to re-engage participants following the post-lunch session. Working in small groups, participants completed visual and logical patterns, re-activating concentration and connecting pattern-recognition skills to the coordination and governance themes of the day.

Case Reflection: GCC and Malaysia Coordination Challenges and Lessons

Participants studied three real-world case studies drawn from documented coordination failures in NRNA chapters across the GCC and Malaysia. These were presented as composite cases, with names changed to protect privacy:

- **Qatar** – The Wage Theft Coordination Failure (2021)
- **Malaysia** – The Shelter Standoff (2020)
- **Saudi Arabia** – The Embassy Silence (2023)

Building Strong ICC/NCCs – Leadership and Governance in Practice

The session turned attention inward to how ICC/NCC teams function as organisations. The session distinguished three critical but often conflated concepts: Leadership (direction – where are we going and why?), Management (execution – how do we get there and who does what?), and Coordination (connection linking the right people to the right actions at the right time).

An ICC/NCC Self-Assessment Activity asked participants to rate their own chapters on five dimensions – Role Clarity, Decision-Making, Coordination, Documentation, and Transparency each on a scale of 1 to 5. Groups were invited to examine their lowest scores honestly, without defending or explaining them away, and to identify the root cause of each gap.

The session concluded with a practical Action Commitment exercise: each participant identified one specific thing they would fix within their ICC/NCC within the next 30 - 90 days, naming the action, the deadline, and the person who would hold them accountable.

Reflection

Day 2 closed with a short end-of-day reflection. Participants were asked to honestly identify one coordination gap within their own chapter and commit to one specific change. Each person completed the sentence: “The thing I have been tolerating in my ICC/NCC that needs to be stopped or immediately fixed.”

THEME DAY 3: ENGAGE (COMMUNICATION, TRUST & TRAINING OF TRAINERS)

Opening Activities

Nature Walk

Day 3 began on a distinctly different note from the previous two days. Before any session commenced, participants were taken on a 30-minute nature walk - a short, guided hike in the natural surroundings near the venue. This deliberate choice to begin the day outdoors was rooted in a simple but powerful idea: that genuine communication and trust cannot be taught in a room alone they must first be felt in the body and in the breath.

The walk was unhurried and informal. Participants moved in small clusters, away from screens, slides, and structured discussion. The physical movement, fresh air, and natural environment served as a powerful reset, clearing the mental fatigue accumulated over the first two intensive days and creating space for a different kind of awareness to emerge. Facilitators encouraged participants to walk quietly for portions of the route, simply observing their surroundings and their own thoughts.

Guided Meditation

Following the nature walk, participants were led through a short, guided meditation session. Seated comfortably with eyes closed, they were guided through a simple breathing exercise inhaling slowly, holding briefly, and exhaling fully with attention directed to the breath, the body, and the present moment. The meditation was kept accessible and non-denominational, suitable for participants of all backgrounds. Its purpose was practical: to bring participants into a state of calm, focused presence before the sessions began.

Activity: Freehand Drawing

Following the morning walk and meditation, participants transitioned into the training room for the freehand drawing activity. Each participant was asked to draw something meaningful an object, a symbol, or a scene representing what they hoped to build or improve within their ICC/NCC.

Drawing naturally from the reflective space participants had just entered, this creative exercise became a spontaneous expression of personal aspiration, with many participants sharing honest and touching interpretations with the group. The activity seamlessly bridged the meditative morning into the structured content of the day.

Communication and Trust – What Actually Works

The session opened with a direct question: “Why do people lose trust in ICC/NCCs?” Participants reflected on a time when trust broke down in a professional relationship - what caused it, and whether it was something said or something left unsaid.

The session identified the core ways trust breaks down in ICC/NCC contexts:

- **No Response:** Silence is interpreted as indifference or deliberate avoidance.
- **Delayed Response:** Late replies signal to the person waiting that they are a low priority.
- **Confusing Messages:** Unclear or contradictory communication creates anxiety and mistrust.
- **No Follow-Up:** Promises that are not kept destroy credibility faster than any other behaviour.

A Simple Communication Model was introduced, built around three questions that eliminate most communication failures before they occur: Who is responsible for communicating? What exactly needs to be communicated? When should the message be delivered?

ICC/NCC Role-Play Scenarios

The centrepiece of the day was a structured Role-Play exercise; with four groups each assigned a distinct scenario drawn from real frontline support situations. Each group prepared for 10 to 15 minutes, performed a short role-play of no more than five minutes, and then invited the full room to reflect on what worked well and what could be strengthened.

The four scenarios were:

- **Scenario 1** – Delayed Response
- **Scenario 2** – False Expectation
- **Scenario 3** – Confusion Case
- **Scenario 4** – Urgent Distress

A paired practice followed, during which all participants took turns in both the ICC/NCC and the worker roles, practising responses in a safe environment. Debriefs focused on what made responses clear, what created confusion, and the personal communication patterns each participant recognised in themselves.

Guest Speakers on Day 3

Two distinguished guest speakers contributed to the afternoon of Day 3:

- **Director Rohit Regmi, Social Security Fund (SSF)**, presented on the enrolment process for the Social Security Fund for Nepali migrant workers. Participants learned about legal entitlements, enrolment procedures, and the role NRNA chapters can play in helping workers access SSF benefits – a critical yet often underutilised protection mechanism.
- **Undersecretary Krishna Kumar Subedi and Section Officer Milan Bishwakarma** from the Ministry of Foreign Affairs provided an authoritative presentation on the role of Nepali Diplomatic Missions in supporting migrant workers. The session clarified the scope of embassy responsibilities, channels for escalation, and how NRNA chapters can most effectively work with diplomatic missions to serve workers in distress.

Training of Trainers (TOT) – How to Facilitate, Not Just Present

The final session of Day 3 was dedicated to building participants' confidence and capability to facilitate sessions themselves, so that the learning from this workshop could be replicated within their own chapters and communities. The goal was explicitly stated: not to teach training theory or academic frameworks, but to give participants the practical confidence to run sessions independently and effectively.

The session began with an honest discussion: "What makes a session boring?" Participants identified the most common failures as too much talking, too many slides, no interaction. The antidote was introduced as the single most important facilitation principle: people learn by doing, not by listening.

The Simple Facilitation Model was introduced with four steps:

- **Ask:** Start with a question that activates thinking and invites participation.
- **Listen:** Genuinely hear what participants say; do not just wait to speak.
- **Guide:** Steer the conversation towards the key insight without dominating it.
- **Summarise:** Close each section with a clear, memorable takeaway.

Four groups each designed a 10-minute training session on one of the following topics:

- **Group 1: Handling a Difficult Conversation:** Staying calm, listening properly, and giving a clear and empathetic response.
- **Group 2: Simple Documentation:** Turning actions into records using plain language and clear structures.
- **Group 3: Running Effective Meetings:** Setting agendas, keeping discussions on track, and recording decisions.
- **Group 4: Building Trust Through Communication:** Using clarity, consistency, and follow-up to build credibility.

Each group presented their session design to the room, followed by feedback on clarity and engagement. The session concluded with a personal commitment: "What will you do differently when you train others?" Participants were invited to commit to one concrete and specific, observable shift in how they facilitate.

Reflection

Day 3 closed with a brief end-of-day reflection. Participants were asked to identify one communication habit they wished to change and one trust-building action they would take in the coming week. The room was calm and thoughtful; a natural close to a day centred on honesty, listening, and human connection.

THEME DAY 4: DELIVER (RESOURCE MOBILISATION AND SUSTAINABILITY)

Day 4 opened with a practical and direct acknowledgement from the facilitators: the session would focus on what participants need and what they can realistically do – no generic frameworks, no theoretical models. "This session is built around what your ICC/NCC is actually facing right now."

Resource mobilisation was framed broadly from the outset. Resources, as the session made clear, are not just money. They encompass People (volunteers, leaders, and community champions), Partnerships (organisations and institutions that can co-deliver or co-fund work), Information (data and insights that strengthen proposals), and Networks (relationships and alliances that open doors).

Resource Mobilisation

The session began with an honest examination of the patterns that keep ICC/NCCs stuck:

- **Waiting for Donors:** Relying on external funding cycles instead of actively building a resource base.

- **Depending on a Few Individuals:** When key people leave, the work stalls – there is no system to carry it forward.
- **No Structured Approach:** Resource mobilisation happens reactively rather than strategically or consistently.

A Four-Question Framework was introduced as a simple model for developing any sustainable resource strategy: What do we need? Who has it? How do we approach them? How do we sustain it? The session emphasised that people do not support activities – they support clarity and credibility. Before seeking any resource, an ICC/NCC must be able to clearly explain what it does, why it matters, and what impact its work creates.

The session identified the real-world sources from which ICC/NCCs can and should mobilise resources:

- **Community Members:** Local leaders, parents, and citizens who care about the cause.
- **Local Businesses:** Companies seeking community goodwill and CSR opportunities.
- **Embassies and Missions:** Development funds and small grants from diplomatic missions.
- **Partner Organisations:** NGOs and networks with shared goals and complementary resources.
- **Volunteers:** Skilled individuals who contribute time, expertise, and energy.

Activity: Map Your Resources

In their country groups, participants completed a structured resource-mapping exercise, identifying two specific resources their ICC/NCC needs (with specifics not “funding” in general, but what kind, how much, and for what purpose), two possible sources (real people, organisations, or institutions in their specific context), and a concrete approach strategy (who will make contact, how, and what the opening conversation will look like). Groups shared their resource maps briefly, keeping the discussion sharp and grounded in what is real and achievable rather than merely ideal.

Practical Design Session

This session challenged each group to design one initiative that could genuinely happen not a perfect plan, but a real one. The test of a “real” initiative was clear: it must have a named lead, a defined scope, a realistic timeline, and at least one confirmed partner or resource. Without these elements, it is not yet ready.

The design criteria required each initiative to:

- Address a real, identified need.
- Use existing or accessible resources (no new budget required to start).
- Be executable within 30–90 days.
- Have at least one measurable outcome.

Facilitators pressed groups with three accountability questions: “Who exactly will you approach - a name, not a type of person?” “When will this happen - give a date, not ‘soon’ or ‘next month’?” “What will you say in the first conversation - have you prepared?”

ICC/NCC Action Plan

The formal action planning session brought all learning from the four days into a single, written deliverable. Each ICC/NCC group defined their top three real and specific problems, three key actions that are practical and achievable, the specific person responsible for each action, and a completion timeline of 30 to 60 days.

Four micro-insights, each delivered in 10 minutes served as the intellectual backbone of the planning session:

- “If everyone is responsible, no one is responsible.” (Role Clarity)
- “If decisions are not recorded, they do not exist.” (Decision System)
- “Without follow-up, nothing moves.” (Accountability)
- “The system should survive beyond individuals.” (Continuity)

Action Commitment: One Real Action in 30–90 Days

The penultimate exercise of the training was both simple and powerful. Each group answered a single question: “What is ONE thing you will actually do in the next 30 days?” The instruction was clear: write it down and make it specific enough that you will know whether you did it or not. Not big plans. Just one real action.

Each group’s commitment was shared with the room, creating a collective accountability structure. Participants were also encouraged to share their commitment within peer; someone who would follow up and hold them accountable.

Programme Conclusion

The final session of the four-day training was a moment of acknowledgement, reflection, and forward commitment. The facilitator initiated the closing with a recognition of the journey: “In the last few days, we explored how ICC/NCCs function, communicate, and build systems. That is real work. And you showed up for it through complexity, change, and challenge.”

The closing addressed an important reality that participants had raised throughout the training: systemic challenges around support and resources are real. Many of the difficulties ICC/NCCs face are not personal failures; they are structural issues that exist across the migration governance landscape. However, the closing drew a powerful distinction: while participants cannot control funding cycles, political environments, or donor priorities, they can control how their ICC/NCC functions - its systems, its culture, and its consistency.

Participants were given three final commitments to carry home:

- **Commitment:** Review the action you wrote down. Is it specific enough to survive the real world?
- **First Step:** Identify the very first, smallest action you can take before Friday. Do that one thing.
- **Accountability:** Tell one colleague what you committed to today. Accountability makes follow-through more likely.

Closing Ceremony & Certificate Distribution

The closing session brought together a warm and distinguished group of NRNA leaders and partner representatives, each delivering heartfelt final remarks.

- Mr. Rajendra Prasad Raut, CEO NRNA commended participants for their dedication and encouraged them to return to their chapters with renewed energy and purpose.
- Mr. Krishna Prasad Timal, Treasurer of IES UK, spoke about the importance of institutional responsibility and the trust communities place in their leaders.
- Mrs. Radhika Gurung, Women Vice President of IES Hong Kong, inspired the room with her call for inclusive and compassionate leadership.
- Ms. Roni Pradhan Dhaubhadel, ILO National Project Coordinator, reaffirmed ILO's commitment to the welfare of Nepali migrant workers and acknowledged the significance of the training within the wider migration governance landscape.
- Mrs. Rojina Pradhan Rai, Vice President of IES UK, reminded participants that the real work begins the moment they step back into their communities.
- As a final and memorable close, Dr. Hem Raj Sharma, President of NRNA IES UK, joined virtually to deliver a cordial message of thanksgiving, expressing gratitude to all participants, facilitators, and partner organisations.

Participants from each destination country also shared their personal reflections on the training; speaking about what they had learned, what they would change, and what the four days had meant to them. Their

words were genuine and moving, reflecting the real impact the programme had made across every chapter in the room.

Lastly, the session ended with a formal Certificate Distribution Ceremony, where each participant received a Certificate of Completion by NRNA, presented individually with words of recognition for their commitment and engagement. The certificates were a proud acknowledgement of the skills and confidence participants had built over the four days to lead better, coordinate more effectively, and communicate with greater trust. The programme concluded with a group photograph, bringing together participants, trainers, and NRNA leadership as a lasting reminder of what they had achieved together.

Key Outcomes and Observations

Overall Programme Outcomes

- All participants completed the four-day programme and received certificates of completion.
- Each country group produced a Country Action Blueprint – a practical, country-specific roadmap ready for implementation upon return.
- Participants demonstrated improved understanding of NRNA’s governance structure, stakeholder mapping, and decision-making processes.
- Practical tools such as the RACI Matrix, Stakeholder Power-Interest Matrix, Coordination Flow, and Incident Report Format were introduced and practised in real-world scenarios.
- The Training of Trainers module equipped participants to replicate sessions within their own chapters.
- Participants made specific, written, and accountable 30–90-day action commitments.

Strengths of the Programme

- High level of participant engagement throughout all four days, including active participation in role-plays, simulations, and group exercises.
- The cumulative Country Action Blueprint structure ensured that learning was immediately practical and transferable.
- Guest speakers from ILO, Ministry of Foreign Affairs, and the Social Security Fund provided authoritative, real-world context that enriched all sessions.
- The use of physical activities and icebreakers-maintained energy levels and made abstract concepts tangible.
- The honest, ground-level approach of the facilitation team; acknowledging real challenges rather than presenting idealised frameworks; built credibility and trust with participants.
- The balance between conceptual input and practical application ensured that participants left with both understanding and actionable tools.

Conclusion

The four-day residential intervention delivered by Milestone Synergy for the Non-Resident Nepali Association was not designed as a standalone training; it was a deliberate step toward strengthening how NRNA functions as an institution across its global network.

Participants left with greater clarity, not just on purpose and roles, but on the realities of coordination, decision-making, and accountability required to operate effectively across diverse contexts such as the Gulf Cooperation Council (GCC) and Malaysia. The development of country-specific Action Blueprints marked a shift from discussion to execution; placing responsibility back where it belongs: with leadership at the chapter level.

However, the real value of this engagement will not be measured by the quality of the workshop, but by what happens after it. The structural and behavioural challenges within NRNA; fragmentation, inconsistency in governance, and gaps in coordination cannot be resolved through intent alone. They require disciplined follow-through, difficult decisions, and a willingness to move beyond individual and factional interests.

Milestone Synergy acknowledges the trust placed by the NRNA Central Office and the commitment demonstrated by participants. At the same time, it must be stated clearly: this intervention has created momentum, not transformation. Transformation will depend entirely on whether NRNA leadership chooses to operationalize what has been initiated.

The work ahead is not conceptual, it is operational. And its impact will ultimately be reflected in one place only: the lived experience of Nepali migrant workers.

Milestone Synergy remains committed to supporting that journey provided the intent is matched with action.

Incident Report Form - Sample

INCIDENT REPORT FORM			
Report Number:	IR-2026-004	Date of Report:	April 19, 2026
Incident Date:	April 19, 2026	Time of Incident:	10:30 AM
Location:	NRNA Hall, Corridor – Room B, Kathmandu		
Incident Type:	Property Damage	Severity Level:	Medium
Reported By:	Ram Bahadur Thapa	Position / Role:	Event Volunteer, Chitwan Chapter

PERSONS INVOLVED
<ol style="list-style-type: none"> 1. Ram Bahadur Thapa – Volunteer (Person who moved the trolley) 2. Sunita Rai – Participant (Nearby witness, not injured) 3. Bimal Adhikari – Event Coordinator (Notified immediately)

DESCRIPTION OF INCIDENT
<p>At approximately 10:30 AM on April 19, 2026, volunteer Ram Bahadur Thapa was moving a projector on a trolley from Room A to Room B during the tea break. While passing through the corridor outside Room B, the right front wheel of the trolley broke without warning. The trolley tilted and the projector fell to the floor.</p> <p>Participant Sunita Rai, who was standing approximately 2 meters away, witnessed the incident but was not physically harmed. Mr. Thapa was not injured. The projector sustained visible damage to its outer casing, and the lens cover was cracked.</p> <p>Mr. Thapa immediately informed the Event Coordinator, Bimal Adhikari, who arranged a replacement projector from the storage room within 10 minutes. The training session resumed with a 12-minute delay.</p>

ROOT CAUSE	IMMEDIATE ACTION TAKEN
The equipment trolley was not inspected before use. The right front wheel had a pre-existing crack that was not reported by previous users.	<ul style="list-style-type: none"> • Damaged trolley removed from use and tagged for repair. • Replacement projector arranged and session continued. • Incident verbally reported to NRNA chapter head.

RECOMMENDED PREVENTIVE ACTION
<ol style="list-style-type: none"> 1. All equipment trolleys and AV gear must be inspected before each event. 2. A simple Equipment Check Checklist must be introduced for volunteers. 3. Damaged equipment must be tagged immediately and not left in storage for others to use.

SIGNATURE – Reporter	SIGNATURE – Verifying Officer
Name: Ram Bahadur Thapa	Name: Bimal Adhikari

Signature: _____ Date: April 19, 2026	Signature: _____ Date: April 19, 2026
--	--

Meeting Minute Template (Sample)

MEETING DETAILS

Meeting Title	<i>e.g. NRNA Executive Committee Monthly Meeting</i>
Date	<i>DD Month YYYY</i>
Time	<i>Start time – End time</i>
Venue / Platform	<i>Location or video call link</i>
Meeting Chair	<i>Name and designation</i>
Minutes Prepared by	<i>Name and designation</i>

ATTENDEES

1	<i>Full Name</i>	<i>Chapter / Role</i>	<i>Country</i>	<i>✓ / X</i>
2	<i>Full Name</i>	<i>Chapter / Role</i>	<i>Country</i>	<i>✓ / X</i>

Apologies / Absences: *List names of members who sent apologies*

AGENDA

1	<i>Click to enter item</i>	<i>Presenter</i>	<i>Time</i>
2	<i>Click to enter item</i>	<i>Presenter</i>	<i>Time</i>
3	<i>Click to enter item</i>	<i>Presenter</i>	<i>Time</i>

DISCUSSION NOTES & DECISIONS

Agenda Item 1: Title of agenda item

- 1.
- 2.

ACTION ITEMS

#	Action Item	Responsible	Due Date	Status
1	<i>Describe the action item</i>	<i>Responsible Person</i>	<i>Due Date</i>	<i>Status</i>
2	<i>Describe the action item</i>	<i>Responsible Person</i>	<i>Due Date</i>	<i>Status</i>
3	<i>Describe the action item</i>	<i>Responsible Person</i>	<i>Due Date</i>	<i>Status</i>

Status key: *Pending | In Progress | Completed | Deferred*

NEXT MEETING

Date & Time	<i>DD Month YYYY Time</i>
Venue / Platform	<i>Location or video call link</i>
Proposed Agenda	<i>List key items to be discussed</i>

SIGN-OFF

<p>Chairperson <i>Name Designation Date</i></p>	<p>Minutes Prepared by <i>Name Designation Date</i></p>
<p>Reviewed by <i>Name Designation Date</i></p>	<p>Approved by <i>Name Designation Date</i></p>

These minutes are a true and accurate record of the meeting. Please raise any corrections within 7 days of receipt.

Monthly Summary Report (Sample)

Chapter / Country: <i>e.g. NRNA Malaysia</i> Reporting Month: <i>e.g. April 2026</i>	Prepared by: <i>Name & Designation</i> Submitted to: <i>NRNA Central Office</i>
---	--

MONTHLY SNAPSHOT

— Total Cases	— Cases Resolved	— Activities Held	— Members Engaged
-------------------------	----------------------------	-----------------------------	-----------------------------

KEY ISSUES <ol style="list-style-type: none"> 1. <i>Describe the issue briefly</i> 2. <i>Describe the issue briefly</i> 3. <i>Describe the issue briefly</i> 	ACTIVITIES CONDUCTED <ol style="list-style-type: none"> 1. <i>Activity name and brief outcome</i> 2. <i>Activity name and brief outcome</i> 3. <i>Activity name and brief outcome</i>
---	--

CHALLENGES FACED <ol style="list-style-type: none"> 1. <i>Describe challenge and impact</i> 2. <i>Describe challenge and impact</i> 	SUPPORT NEEDED <ol style="list-style-type: none"> 1. <i>Specify support required from NRNA Central</i> 2. <i>Specify support required from NRNA Central</i>
---	---

UPCOMING PRIORITIES / NEXT STEPS

#	Action / Priority	Target Date
1	<i>Describe the action or priority</i>	<i>DD Month YYYY</i>
2	<i>Describe the action or priority</i>	<i>DD Month YYYY</i>
3	<i>Describe the action or priority</i>	<i>DD Month YYYY</i>

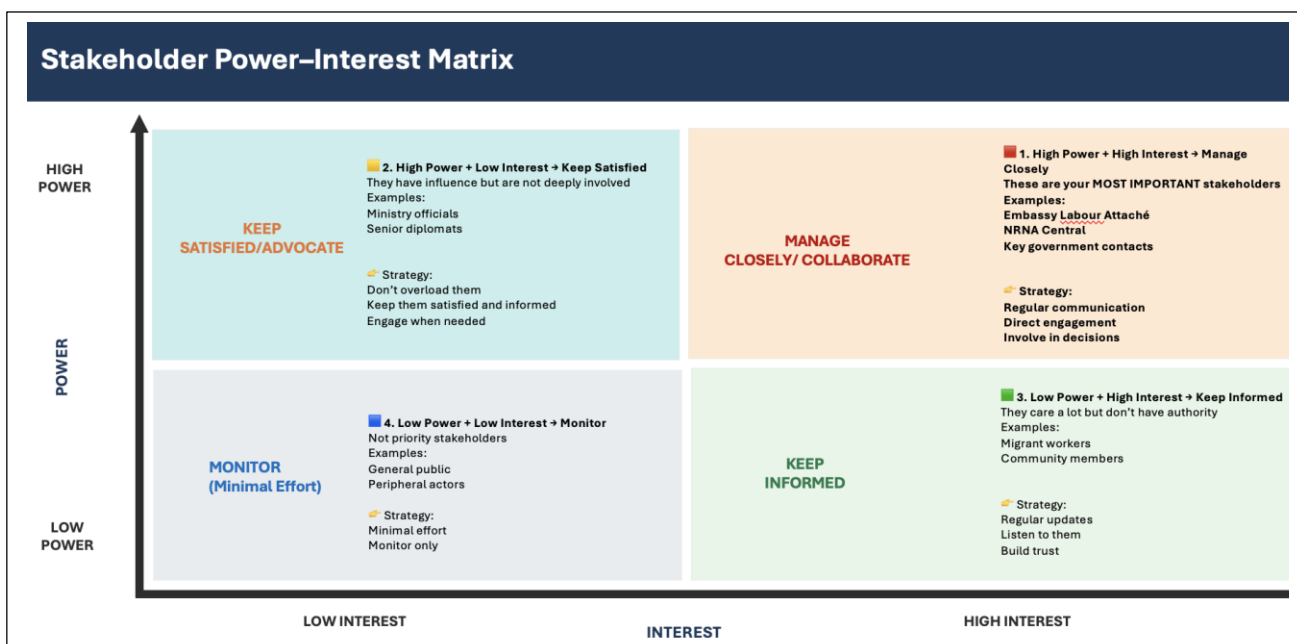
Prepared by
Name | Date

Verified by / Chapter President
Name | Date

RACI Framework Tool

Session 3 · RACI in Practice: NRNA Decision Authority Matrix							
R = Responsible		A = Accountable		C = Consulted		I = Informed	
Decision Type	Chapter President	Secretariat	Labour Attaché	NRNA Central	Community Rep		
Worker distress case — immediate response	R	C	C/I	I	I		
Formal statement to host govt.	C	C	C	R/A	I		
Signing MOU with embassy	C	C	C	R/A	I		
Chapter event / community programme	R/A	R	I	I	C		
Escalating abuse allegation to embassy	R	C	A	I	I		
Emergency fund disbursement (< \$500)	R/A	R	I	I	-		
Emergency fund disbursement (> \$500)	C	R	I	A	I		
Media communication / press statement	C	R	I	A	I		
Expelling a chapter member	C	R		A	C		

Stakeholder Power – Interest Matrix Grid Tool



4-Day Residential Training Agenda

Theme: Empowering NRNA: Leading with Purpose, Managing with Heart

Day 1: Institutional Role Clarity & Systems Thinking

Time	Session	Role
09:30 – 10:00	Registration & Inauguration – Speeches, National Anthem.	
10:00 – 10:30	Opening, Introductions & Expectations Alignment	NRNA Coordinator
10:30 – 11:30	Session 1: NRNA as a System – Roles, Boundaries & Influence	CEO, NRNA
11:30 – 11:45	Coffee Break	
11:45 – 13:00	Session 2: Understanding the Stakeholder Ecosystem (Embassy, Govt., Community)	Facilitator
13:00 – 14:00	Lunch Break	
14:00 – 15:30	Activity: Migration Reality Mapping (GCC Contexts)	Co-/Facilitator
15:30 – 15:45	Coffee Break	
15:45 – 17:00	Session 3: Decision-Making & Role Clarity in Complex Situations	Facilitator
17:00 – 17:15	Reflection & Day Wrap-up	Co-Facilitator

Day 2: Coordination, Leadership & Governance

Time	Session	Role
09:30 – 09:45	Recap & Energizer	Co- Facilitator
09:45 – 11:30	Session 4: Coordination Frameworks for Multi-Stakeholder Environments	Facilitator
11:30 – 11:45	Coffee Break	
11:45 – 13:00	Simulation: Stakeholder Coordination Scenario (NRN–Embassy–Community)	Facilitator
13:00 – 14:00	Lunch Break	
14:00 – 15:00	Guest Input (Optional): Embassy / MoFA Perspective (NRNA-arranged)	Guest
15:00 – 15:30	Case Reflection: GCC Coordination Challenges & Lessons	Guest/ Facilitator
15:30 – 15:45	Coffee Break	

15:45 – 17:00	Session 5: Leadership & Governance within NRN Chapters	Facilitator
17:00 – 17:15	Reflection & Day Wrap-up	Co- Facilitator

Day 3: Community Engagement & Capacity Building

Time	Session	Role
07:00 – 08:00	Optional: Mindfulness in Motion (Nature Walk & Reflection)	Mindfulness Facilitator
09:30 – 09:45	Recap	Co- Facilitator
09:45 – 11:30	Session 6: Communication & Trust-Building with Migrant Communities	Facilitator
11:30 – 11:45	Coffee Break	
11:45 – 13:00	Session 7: Managing Expectations, Ethical Boundaries & Referral Thinking	Facilitator
13:00 – 14:00	Lunch Break	
14:00 – 15:30	Session 8: Knowledge Management & Information Flow in NRN	Facilitator
15:30 – 15:45	Coffee Break	
15:45 – 17:15	Training of Trainers (ToT): Participant Practice Sessions	Facilitator
17:15 – 17:30	Reflection & Day Wrap-up	Co- Facilitator

Day 4: Crisis Coordination, Accountability & Sustainability

Time	Session	Role
09:30 – 09:45	Recap & Energizer	Co- Facilitator
09:45 – 11:30	Simulation: Crisis Coordination Exercise (Real-life Scenarios)	Facilitator
11:30 – 11:45	Coffee Break	
11:45 – 13:00	Debrief: Decision-Making Under Pressure & Coordination Lessons	Facilitator
13:00 – 14:00	Lunch Break	
14:00 – 15:00	Session 9: Reporting & Accountability Systems	Facilitator
15:00 – 15:30	Session 10: Resource Mobilization & Sustainability for NRN	Facilitator
15:30 – 15:45	Coffee Break	
15:45 – 16:45	Activity: Resource Strategy Lab (Country-Level Planning)	Co-Facilitator
16:45 – 17:15	Action Planning: Country Commitments	Co-Facilitator
17:15 – 17:30	Closing, Reflection & Certification	

| End of Report |