Evaluation Results of the Result Oriented Leadership Development Program (ROLDP)

March 2007

Project Title	*: Result Oriented Leadership Development Program (ROLDP)*
Project Sites	*: Jhapa, Rupandhi and Banke Districts*
Project Period	*: March 2006 - September 2007*
Project Funded by	*: USAID Field Support*
Implementing Partners	*: Management Sciences for Health (MSH) and Adventist Development and Relief Agency (ADRA) Nepal*

Executive Summary

The objective of the program is to increase the ability at the district to lead and manage health programs effectively within the contexts of devolution and uncertain political situation; by improving clarity on responsibility and authority for the most critical management areas where roles are unclear within the context of devolution; by strengthening the local capacity of select Nepali organizations and implementing partners to deliver leadership and management development interventions, and by attracting interest of donors to support future management and leadership development programs in Nepal.

The National Health Training Centre (NHTC) coordinated the Result Oriented Leadership Development Program (ROLDP) in three pilot districts of Nepal. The program was implemented with technical and logistical assistance from MSH, ADRA/Nepal and ICA/Nepal and with financial support from USAID/Nepal. A series of workshops were conducted and interspaced with intensive on-site coaching visits between June and December 2006.

The participants in the program were district-level management teams working in local government, health, education, women's development and forestry. Selected non-governmental organizations (NGO) also participated. Preliminary observations and participant feedback reflect that the program has been highly successful in realizing its objectives. In order to provide concrete evidence to support this claim, NHTC, with support from MSH, hired an independent consultant to carry out an external evaluation.

The objectives of this evaluation were to: a) determine if the program has been successful in achieving its objectives and b) draw recommendations and suggestions for future activities.

The evaluator conducted field visits in all three pilot districts, Banke, Jhapa and Rupandehi, and held one-day participatory and interactive evaluation workshops with ROLDP participants. In addition, unstructured interviews were held with Chiefs of the district organizations and field sites were visited. The progress reports, workshop evaluation reports and other relevant documents were critically reviewed. Below are the highlights of main findings of this evaluation:

Findings of the evaluation

A total of 33 participants from 18 different organizations from three districts participated in the evaluation workshops and 9 chiefs of district organizations interviewed.

- *Participating teams were more able to design and implement projects: Almost all (>90%) of the participating teams achieved desirable results of their "challenge projects" within the anticipated time. Challenge projects were developed by the participants during the ROLDP workshop to address issues pertinent to their own organization.*

- *There was a marked change in the work environment in teams' respective home organizations: Work Climate Assessment scores[1] improved. For example UNESCO Club/ Banke improved their WCA score from 3.92 to 4.33.*

- *The program has introduced a new work culture: More than 80% of ROLDP participants could remember more than 5 leadership and management concepts[2] introduced in the workshops. Nearly all the interviewees said they now feel leadership is important and that they are more committed and better equipped to lead and achieve results.*

- *Reporting and communication skills have greatly improved: This is evidenced in the quality of project reports submitted and participant interactions during the evaluation workshop.*
- *ROLDP has been replicated: There are examples of ROLDP replication by participating organizations. UNESCO/Banke Club and NAMUNA of Rupandehi used ROLDP concepts to conduct trainings at the community level. ADRA/Nepal has used ROLDP concepts in their trainings and has also proposed ROLDP methodology in project bids.*

- *Better mobilization of resources: Teams achieved project goals by formulating innovative ways to generate funds rather than requesting for additional resources. For example RHTC/Pokhara, generated funds indigenously to maintain its garden through sponsorships of the orange sapling. This is a good example of how leaders generated additional resources on their own rather than being dependant on external support*

- *Training methods and materials: Participants found the facilitators and the facilitation method excellent. However the use of English words, phrases and manual were difficult for some participants.*

- *On delivery of ROLDP: Participants reported that the training venues and logics arrangements were fine, but reported that the curriculum was more extensive than workshop time permitted.*

Recommendations and Suggestions

- *There is an increased demand for ROLDP: Feedback from district organization chiefs and participants indicated that the program should be adapted and applied in additional districts and at lower levels.*

- *ROLDP needs more adaptation: The ROLDP package should be better adapted to fit the Nepalese context, both in terms of language of materials and manual[3] used during delivery.*

- *ROLDP can be improved by changing the delivery strategy: Participants of the evaluation suggested that the duration of each of the workshop should be increased, and that a strict discipline needs to be enforced regarding the continuity of participation.*

Contextual limitations of the evaluation

- *Qualitative effect versus quantitative measures: Because of the nature of intervention and limited time for conducting extended quantitative measures, programmatic effect was measured by participants' receptivity to and perceived usefulness of ROLDP as demonstrated in their newly found abilities to take on leadership roles and responsibilities.*

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[1] An MSH tool to measure working environment index. (Scale 0-5)

2 Concepts and common tools and techniques were: Five whys method; Challenge model; Fish bone diagram; Root cause analysis; Work climate assessment; Stakeholders analysis etc.

[3] Currently, the book *Managers who Lead* is being translated in Nepali.

- *Timeliness of the evaluation: The evaluation was carried out immediately after the implementation of the workshops. In retrospect, it would have been beneficial to conduct the evaluation after a greater application period had elapsed. This would have given the teams more time to internalize and apply ROLDP concepts and methodology.*