

Special Opportunities Investment Fund 2009

PA009 - Measuring LEAD's Impact for Feed Forward Strategic Development Mid Term Report

Ever since inception; LEAD Pakistan has been involved in training and capacity building. It is primarily owing to this that today the organization has a strong network of Fellows and Associates that constitute a pool of expertise which is reached out to for various activities. While LEAD's Fellow have proved to be an asset and have played a central role in the organization's development projects; LEAD's progression in its three main streaks – cohort and non-cohort training, nurturing Fellows network and mobilizing Fellows to deliver programs and projects for LEAD's sustainability – has not been periodically recorded and analyzed.

LEAD Pakistan was granted £ 25,000 from the Special Opportunities Fund in January 2009. The fund was requested for Measuring LEAD's Impact for Feed forward Strategic Development with respect to three key streaks: cohort training, nurturing Fellows network and involving and mobilizing Fellows. With almost six months after the project was approved, following is a summary of the activities that have been carried out with support from SOIF:

- The concept note on the implementation plan of the project has been made. Concept note attached as Annexure A;
- Based on the concept note, work plans for all the three elements, i.e. cohort and non cohort trainings, fellow's network and involvement were made and shared with the management;
- The concept note, work plans, scope and scale of work under each element of the study have been discussed in detail with the Chief Executive and the General Managers in different meetings. Feedback and approval of the management was incorporated in the concept note and work plans;
- Three staff members of LEAD, Coordinator Research, Coordinator Cohort training and Coordinator, non Cohort training were assigned the responsibility of taking stock of 12 years of LEAD's progress in terms of cohort and non cohort trainings, fellows network and involvement. They developed fact sheets on each of the three elements and prepared presentations for wider audience understanding;
- The evolution of all the three elements (cohort and non cohort trainings, fellow's network and involvement) was analyzed in the form of data tables and fact sheets;
- Based on the fact sheets detail presentations were made and delivered to the management. These presentations gave an insight on the history and evolution of each of the three elements. The compiled information will be used while devising strategies;
- As one of the outcome of the initial research on the project, a detailed paper titled "**Leadership Development Programme (LDP); Genesis, Challenges and the Way Forward**" has been developed. This paper highlights the

genesis, salient features, decline of the program, possible reasons for decline and suggests a way forward, especially for the LDP;

- As part of the impact assessment plan, the groundwork for conducting case studies has been initiated;
- For the three elements (cohort and non cohort trainings, fellow's network and involvement), the following was devised *i)* the criteria for selection, *ii)* tools to be employed, *iii)* potential trainings and clubs identified;
- A questionnaire has been developed for the Lead Fellows for assessing the impact of the LDP Program;
- Interview guidelines have been prepared for interviewing Training Recipients for measuring impact of MDP Trainings, and
- Likewise, interview guidelines have been prepared for discussions with the five clubs (Karachi, Lahore, Islamabad, Peshawar and Quetta) of the Fellows Network.

**Measuring LEAD's Impact for Feed Forward Strategic Development –
SOIF**

Concept Note

Background:

Ever since its inception LEAD Pakistan has been involved in training and capacity building activities. These activities have primarily been conducted under two distinct categories: Leadership Development Program (LDP) and Management Development Program (MDP). The two programs besides ensuring LEAD's contribution towards sustainable development have also helped develop a niche for the organization as a premier capacity building organization.

An additional contribution of LDP has been the gradual generation of a network of fellows. Through their involvement in design and implementation of LP's projects and their efforts in helping secure business opportunities for the organization, these fellows have proved to be an asset.

As LEAD steps into the third decade of its existence the time has come to look back at the progress it has made so far with reference to its these three key areas; LDP, MDP and Fellows Network, and while drawing from past experiences charter a course of action for the future.

Objectives:

- To carry out systematic evaluation of LDP and MDP spanning over the last 10 years, with the view of reviewing, analyzing and assessing the programs' vision; the context in which they were developed and executed; the changes in program structure & design over the years; the intended benefits and the actual impact.
- To review and learn from past experiences with respect to Fellows' involvement in LP's interventions.
- To develop new, distinct yet integrated, working strategies for the effective functioning of LDP and MDP and for nurturing and mobilizing Fellows' Network with particular focus on;
 - a) weaving LDP and MDP into LP's overall framework in a manner that results in their being derived from as well as fed into other programs/initiatives.
 - b) ensuring completion of intellectual life cycle of each of the three core areas.

Areas of Focus:

The line of action adopted for the purpose would essentially entail;

a) Documenting last 10 year experience (1998-2008)

A possible scenario could be a summarized year wise factual account of activities undertaken under each in terms of actual program implementation, policy level decisions, administrative challenges, financial portfolio, resources invested, impediments encountered and significant achievements.

b) Analyzing and assessing impact

For the purpose the following questions need to be asked about each;

- What is the program trying to do? / What are its goals and objectives?
- How has it set out to achieve the same? / What approach has it adopted?
- What are the results? / How far has it been able to achieve its specified purpose? (This could possibly include case studies/best practices/success stories).
- What are the internal organizational factors that have played a key role in influencing the program? (This would include examination of factors like, organization's marketing strategy, coordination mechanisms, financial situation, etc).
- What are the external factors that have (a) shaped the program (b) had a distinct bearing on its success or failure? (This would include examination of factors like, market demand, availability of other similar options, financial viability, etc).

c) *Devising future strategies*

This exercise would involve exploring the design, defined aims and even the very rationale of a program and making future plans accordingly.

A **Strategic Planning Exercise for LDP** would essentially be guided by the following questions¹;

Rationale:

- Q1. Is there a need for such a program? What gap is LP filling through this program?
- Q2. Is creation of leaders a contribution towards supporting and enhancing sustainable development in the country?
- Q3. Is a training program such as LDP the best possible solution for the creation of future leaders?
- Q4. What changes does the program aim to bring about for LEAD in particular and the society in general?
- Q5. What does leadership mean to LP? How is LDP different from MDP and other training programs undertaken by the organization?
- Q6. How is LDP similar and/or different from other similar programs being offered at the national, regional and international level?
- Q7. Who are and who would be the direct and indirect beneficiaries of the program?

Aim:

- Q8. Under the broader realm of sustainable development what areas should LDP focus upon?
- Q9. How can LDP be linked with LP's three main program areas – Climate Change, Social Capital & Environmental Management?
- Q10. Should LDP be essentially knowledge based or skill based?
- Q11. Should LDP derive essential input for its design and development from MDP?
- Q12. Should a demand oriented rather than a supply oriented strategy be adopted for determining LDP's focus and direction?
- Q13. What measures need to be taken to develop a separate and unique niche for LDP?
- Q14. Would intellectual copy righting help contribute towards LDP's overall credibility and accreditation?
- Q15. How can LP generate interest in the market about the program?

¹ The given questions indicate broad areas of investigation. These can be further supplemented by more specific and focused probing questions.

Design:

- Q16. Is carrying out LDP at a multi tier level a feasible option?
- Q17. Can LDP's scope be shifted from a national level training program to a provincial or district level program?
- Q18. Would enrolment of participants from a certain sector (for instance, journalists, public health professionals, etc) in each cohort rather than having a mix of people from different sectors, bring more value to the program?
- Q19. What should be the professional level of entry, either young professionals (minimum 2 years experience) or mid-career professionals (minimum 5 years experience) or senior level professionals (more than 5 years experience) or a mix of all three?
- Q20. Should the principle of 'local context, global structure' continue as the working philosophy of LDP?
- Q21. Should the defined course duration of a year be re-considered?
- Q22. What other options besides training (formal, informal) can be adopted for implementing the program?
- Q23. What innovative techniques can be adopted for imparting training?
- Q24. Should LDP be designed as either purely teaching based or field based or a combination of the two? In event of opting for the later, what kind of balance should be maintained between the two approaches?
- Q25. What factors should be kept in mind when selecting faculty members? Should a criterion be defined for the purpose?
- Q26. What changes can be brought about in scheduling of the program so as to make it more feasible (in terms of time allocation) for its participants?
- Q27. What incentives/benefits can be weaved in the program to enhance its overall value and usefulness?
- Q28. How can the program's utility be effectively and convincingly communicated to its larger audience?
- Q29. How can a smooth and continued flow of funds be ensured for the program?
- Q30. What strategy needs to be adopted for making LDP an attractive funding option for donor agencies/grant givers/philanthropists/government/corporate sector?
- Q31. How can LP rejuvenate the program without adding to the existing per participant expense package?
- Q32. What cost cutting/ cost saving measures can be adopted so as to make it financially viable for participants, especially in comparison with other programs/courses of its type?
- Q33. What indicators would be considered as benchmarks of LDP's success?

The ***Strategic Planning Exercise for MDP*** would essentially be conducted on similar lines and would be guided by almost the same questions. A few additional areas of investigation would include;

Rationale:

- Q1. How is MDP as a program contributing to the overall mission of LP?

Aim:

- Q2. Should LP consider developing MDP as a separate income generating arm of the organization?

Design:

- Q3. Are any special resources such as skilled human expertise required for the full scale implementation of MDP?

- Q4. Should MDP build on the work undertaken by the organization under its different training/capacity building related projects?
- Q5. Can MDP program be tailored to meet the demands of organizations in the Government, Private and Public sector?
- Q6. Should extensive and in depth market research form the basis for identifying gaps in the program and giving it direction?
- Q7. What measures can be taken to give MDP a unique identity separate from other programs of a similar nature?

The ***Strategic Planning Exercise for Nurturing Networks and Mobilizing Fellows*** would also be conducted on similar lines and would be guided by almost the same questions. A few additional areas of investigation would include;

Rationale:

- Q1. How valid is the assumption of the innate promise of the Fellows' Network for contributing to sustainable development in the country in general and to LEAD's overall growth and progress in particular?

Aim:

- Q2. Should Fellows' networks be re-conceptualized in terms of unifying force? This could be focus (policy network, advocacy network) or geography (district, provincial, national, regional) or professional expertise (reproductive health, climate change)?

Design:

- Q3. How and to what extent is each of the following factors responsible for limited involvement of Fellows and what measures can be adopted for effectively addressing the same;
 - a) Lack of clarity about Network's role
 - b) Absence of a clearly defined purpose
 - c) Non-existent or weak governance protocols (decision making procedures)
 - d) Mis-match of expectations between LP and Fellows
 - e) Lack of institutional support
 - f) Confusion of ownership between LP and Fellows
 - g) Lack of interest and commitment of Fellows
 - h) Ebbing of funding to support Fellows in projects through the Network
 - i) Absence of individual responsibility within LP to coordinate Fellow communications and network
- Q4. What benefits can be interwoven into the network structure so as to make its membership significant and valuable in nature?
- Q5. What steps can be taken to formalize the structure and functioning of network?

Outputs:

- 01 document containing the following sections;
 - Section I: Historical Record – covering LDP, MDP and Fellows Network
 - Section II: Impact Assessment – with reference to LP's core areas
 - Section III: Strategic Planning – distinct yet integrated strategies on the three areas dealing with the direction, focus, design, format and action plan of each
- Customized website as a result of strategic planning

Implementation Challenges:

- Selection of team members – in terms of number, expertise and experience

- Composition of groups within the team – balance between staff members and outside members
- Division of responsibilities – ToRs of each group as well as of each member within the group
- Incentive regime – for all external members

Methodological framework – tools required, time frame and budgetary allocations