

Nepal

The Results-Oriented Leadership Development Program



Leading for Results

The Results-Oriented Leadership Development Program (ROLDP) strengthens the leadership and management capacities of district teams to face development challenges in the context of political reform and decentralization of authority. Leveraging multi-sectoral and local partnerships, the ROLDP approach mobilizes participants to achieve results using existing resources.



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**MANAGEMENT
SCIENCES** for HEALTH

Building Capacity and Achieving Results

The Nepal Ministry of Public Health and Population (MOHP) launched ROLDP in April 2006 with funding from the U.S. Agency for International Development (USAID). The program, based on the leadership development approaches of Management Sciences for Health (MSH), was coordinated by the National Health Training Center (NHTC) with technical support and specialized inputs from MSH, the Adventist Development and Relief Agency, and the Institute of Cultural Affairs.

Given the Government of Nepal's commitment to decentralization and improved services to the people of Nepal, strong leadership and management capacity is more vital than ever. Managers at all levels are needed who can lead teams to achieve results by identifying and solving service delivery challenges, making service delivery improvements, and sustaining accomplishments while pursuing future results. ROLDP has begun building this capacity.

Unlike traditional approaches to management and leadership, which develop the capacities of top-level leaders, and fix problems in isolation while reinforcing the notion that leaders are "born," **ROLDP develops the leadership skills of individuals at all levels to address future needs and current challenges using existing resources.**



Implemented in Banke, Jhapa, and Rupandehi districts over a period of seven months, a total of 31 teams from such sectors as health, water, sanitation, women in development, education, the local nonprofit, and local government councils participated in ROLDP.

"ROLDP gave me the insight and skills needed to implement a program." --Participant from the Women's Development Office, Jhapa

Over the course of four workshops, professionally trained and committed Nepalese facilitators guided teams through the ROLDP process. Between workshops, facilitators coached teams on-site in applying ROLDP methodology to their selected "challenge projects." At the end of the seven months, teams achieved an array of initial results on their challenges—a smoke-free campus, an effective sanitation program, a community forest program, and improved health indicators.

Success Story: UNESCO Banke Club

UNESCO Banke Club is an NGO working at the district and community levels. It conducts reproductive health and education activities in a largely Muslim area. Because of strong religious beliefs against contraception in the community, UNESCO Banke Club has experienced challenges in communicating the health benefits of family planning use. The contraceptive prevalence rate (CPR) in this group is only 8%, compared to a national average of 48%.

UNESCO Banke Club participated in ROLDP. They learned to behave as leaders and are now making a difference in the lives of others.

With support of ROLDP facilitators, the UNESCO team created a shared vision for a successful outcome of their efforts, then articulated a specific result that would be evidence of progress in that direction: **an increase in the use of family planning in the Muslim community, as measured by an increase in CPR from 8% to 11%.**

Success Stories

The UNESCO team learned to apply techniques for scanning, focusing, mobilizing, aligning, and inspiring. The new insights led them to engage in a productive dialogue with the community and, in particular, Maulanas (influential leaders in the Muslim community). In doing so, they achieved a better understanding of the community's concerns and misconceptions. Through the application of their

new leadership practices the UNESCO team was able to deliver the message about the link between contraception and healthy families, which was finally heard.

By the end of the program, the UNESCO team exceeded its own expectations-CPR increased by 5 percentage points to 13.

Team Jaycees' Anti-Smoking Campaign

"All the credit goes to all of us. This isn't a single man's show."

--Jaycees team participant

Team Jaycees in Jhapa had a different vision. They made a commitment to develop their leadership skills by embarking on an anti-smoking campaign in Mechi Multiple Campus in Bhadrapur, Jhapa. They achieved their result: "a smoke-free campus!"

The Jaycees' team scanned the campus to identify key allies and identified professors and students to help them disseminate their anti-smoking messages. They negotiated with the on-campus canteen to stop selling cigarettes and, to be inspired role models, resolved to quit smoking themselves. Team Jaycees based



ROLDP emphasizes learning through fun team-building exercises.

their ROLDP project on the principle that, "If you want to change the world, you have to start with yourself."

Effective Resource Mobilization in Rupandehi District

NAMUNA Integrated Development Council is an NGO implementing Safe Motherhood Equity and Access Programs (EAP) in Siddharthanagar municipality and in six Village Development Committees (VDC) in Rupandehi district. EAP aims to increase poor and socially excluded groups' access to quality maternal and neonatal health services.

NAMUNA's ROLDP project vision was to create a more enabling environment for excluded groups to access already existing quality maternal healthcare services. To achieve this goal, NAMUNA decided to procure bicycle ambulances to bring mothers to PHCC's during

pregnancy, and establish an Emergency Fund to lend family's cash to pay for birth related complications and treatments.

Rather than requesting additional funds for their project from donors, NAMUNA used their leadership skills to identify and tap into local resources.

By utilizing ROLDP stakeholder analysis technique, NAMUNA aligned with VDCs and enrolled them in their Safe Motherhood program. By creating joint ownership in the EAP program, VDCs agreed to cost share 20% of 12 bicycle ambulances and 25% of each of the 80 Emergency Funds that NAMUNA established.

Success Story: The Pokhara Regional Health Training Center (RHTC) Transformation

Often, support staff at the lowest levels in an organization feels undervalued and unappreciated. Higher-level management often fails to realize the importance of their role in maintaining clean and functioning work environments. Consequently, staff is not provided ample direction, and work environments deteriorate.

Until one year ago, the RHTC in Pokhara experienced a similar situation. Support staff blamed higher-level authority and vice-versa. The RHTC chief, inspired by his participation in ROLDP, opted to try a new strategy and organized a workshop for support staff. At the workshop, staff was responsible for creating a joint declaration to govern their actions.

As a result of this exercise, and of being inspired to realize their own importance, support staff became leaders and transformed the look of RHTC. **Once under maintained and shabby, RHTC now has a beautiful garden, a well-maintained building and hostels, and previously vacant rooms are now in high demand.**

Remarkably, support staff did not request a single Rupee from higher-level management. Rather, they devised fundraising strategies, such as naming an orange sapling after a sponsor.

Not waiting for instruction and resources to flow, RHTC support staff demonstrated their leadership skills and caused a transformation!

Select ROLDP Evaluation Findings

"The problem with our health system is lack of effective health management. We do have resources. It is how to use them. ROLDP should be rolled out." --Arjun Bahadur Singh, Chief of Planning Foreign Aid Division, Ministry of Health and Population

In November 2006, NHTC requested a formal assessment of the initial ROLDP activities. An independent consultant conducted evaluations in the three districts. Despite the variety of challenges teams selected, findings demonstrated that teams have been successful since participating in the program. ROLDP has helped strengthen leadership and management practices as evidenced by results achieved as well as their enthusiasm, participation, dedication, and optimism about the programs they are implementing.

Participating teams expressed the need to apply ROLDP practices to face work obstacles and formulate priority actions. After demonstrating that ROLDP has been effective in achieving results, the NHTC is exploring the option of integrating the program into its decentralization-training program.

Sample of Evaluation Findings

- Almost all (>90%) of the participating teams achieved desirable results of their "challenge projects" within the anticipated time.
- The majority of participants could recall key concepts, principles, and tools from ROLDP workshops because they were applying them every day.
- Participants reported more effective communication with colleagues; staff meetings have become more productive, affirming, and meaningful.
- Leadership has taken on a new meaning; it is now seen as within the reach of everyone. Staff is encouraged to perceive themselves as leaders and respect their own work and that of colleagues.

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