
Ledelsesudvikling

Hvad er det værd?

Agenda

- Leadership and Capacity Building
- Evaluating Leadership Interventions in Madagascar
- Evaluating Evaluations

Rationale for Leadership Interventions

- “Leaders have a large causative influence on the economic outcomes of their nations” Jones, BF and Olken B, Benjamin A: Do Leaders matter ? National Leadership and Growth since WWII” (March 2004) Quarterly Journal of Economics 120
- “The effect of leaders are strongest in autocratic settings but much less so in the presence of democratic institutions” Jones, BF and Olken B, Benjamin A: Do Leaders matter ? National Leadership and Growth since WWII” (March 2004) Quarterly Journal of Economics 120
- “Our results indicate that the quality of institutions overrides everything else”
The Primacy of institutions” Dani Rodrik and Arvind Subramanian

Experience Tells Us That:

- "Strong capacity with poor leadership can cause an organisation or a country to stumble. But even with low capacities, strong and positive leadership can bring about progress"

(UNDP 2003, 36: Ownership Leadership and Transformation,)

How to Define Leadership?

- “a [man] who has the ability to get other people to do what they don’t want to do, and like it” (Harry Truman Quoted in Solomon 1996, 2)
- “the capacity of a human collectivity to generate needed decisions, actions and behaviour and/or role changes necessary for the pursuit of a shared goal.” (UNDP 2005)
- “systems leadership has a great deal to do with shaping values, purposes and mission” (Peter Morgan)

Leadership in Madagascar

- 5-year Madagascar Action Plan defines leadership capital:

“The leadership and managerial ability to promote change, guide development and facilitate the emergence and maintenance of all the other forms of national capital.”

Leadership Capabilities



Consensus Definition?

Most definitions include elements of both:

- Management skills & techniques
- Emotional intelligence (Ability to move and motivate people by stimulating emotions)

World Bank Approach to Leadership

- Leadership is seen as context specific
 - Each intervention defines what type of leadership needs to be developed
 - Interventions are highly customized and incorporate political and historical aspects
- Typologies of Leadership Approaches
 - New Government
 - Communicating and Achieving Results
 - Decentralized Government
 - Transition Phase

World Bank Leadership Interventions

- Transformational leadership in Madagascar
- Building cohesion and recreating trust in Burundi
- Making strategic choices to engage with donors in Tajikistan
- Deepening dialogue in Central African Republic

Leadership Work in Madagascar

	2003	2004	2005	2006
Cabinet level retreats				
Leadership training program for ministers and Secretary Generals in Canada				
Art of Living				
Transformational leadership program (Coaching)				
Rapid Results Initiatives				
Training of Chefs de régions				

Leadership Interventions in Madagascar

- **Cabinet level retreats: 2003, 2004 and 2005**
- **Self Management Seminar 2004**
- **Leadership training program for ministers and Secretaries General in Canada: 2004**
- **Transformational leadership program (Coaching): 2004-2006**
- **Rapid Results Initiatives: 2005-2006**
- **Training of Chefs de régions: 2005**

Evaluation Questions

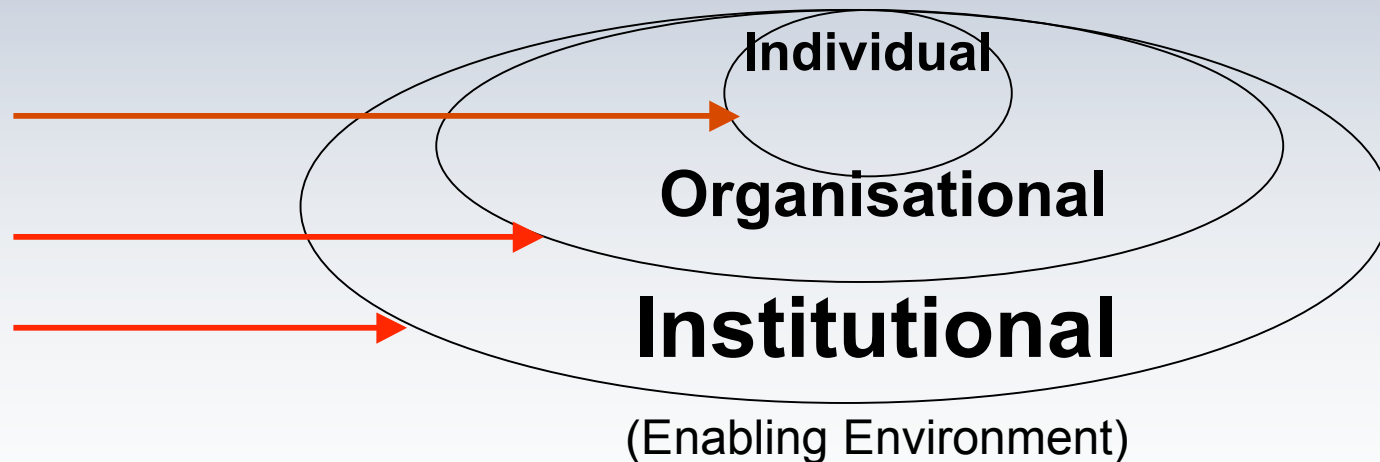
- Does the training address issues that are likely to be of importance for participants?
- Does the training achieve its goals, and do participants feel they have acquired, knowledge and improved skills?
- Did they use the new skills and what were the results (intended, unintended, positive and negative)?
- Have specific lessons been learned, including lessons for replicability?

Evaluation Methodology (1)

Combining the Kirk Patric model with a 3 level approach to assessing capacity

Evaluating:

1. Reaction
2. Learning
3. Behavior
4. Results



Evaluation Methodology (2)

- At the individual level: knowledge, skills, attitude
- At the organisational level: internal structures, processes & procedures, working methods
- At the institutional/societal/enabling environment: organizational culture, overarching framework for public sector performance and accountability, “Rules of the Game”

Evaluation Instruments

- Document review (background, needs, validation of results)
- Questionnaires (pre-course and post-course, immediately after and 6 months after)
- Interviews (structured and open, participants and key informants, including the President, one year after training)
- Direct Observation

Key Evaluation Findings (1)

1. The training responded to a felt need and addressed issues that are relevant and important, participants felt they have acquired new knowledge and skills and changed attitudes.
2. Improving cooperation among individuals and their respective institutions and clarifying roles and responsibilities
3. Creating a strong foundation for increased performance in terms of institutional structure and performance culture as well as a widely shared vision
4. Giving self confidence and empowerment at individual level through knowledge of useful management tools and practices, making participants better able to prioritize and manage time and hence stress
5. Facilitating the introduction and internalization of a new results oriented culture, as evidenced in the national vision, budget and strategy and various other new documents.

Key Evaluation Findings (2)

Perceived constraints to fully reap benefits include:

- Lack critical mass at lower levels
- A certain lack of transparency, due to poor communication
- Hierarchical system with multiple signatures and work moving up, not down
- Turnover of participants

Evaluating Evaluation

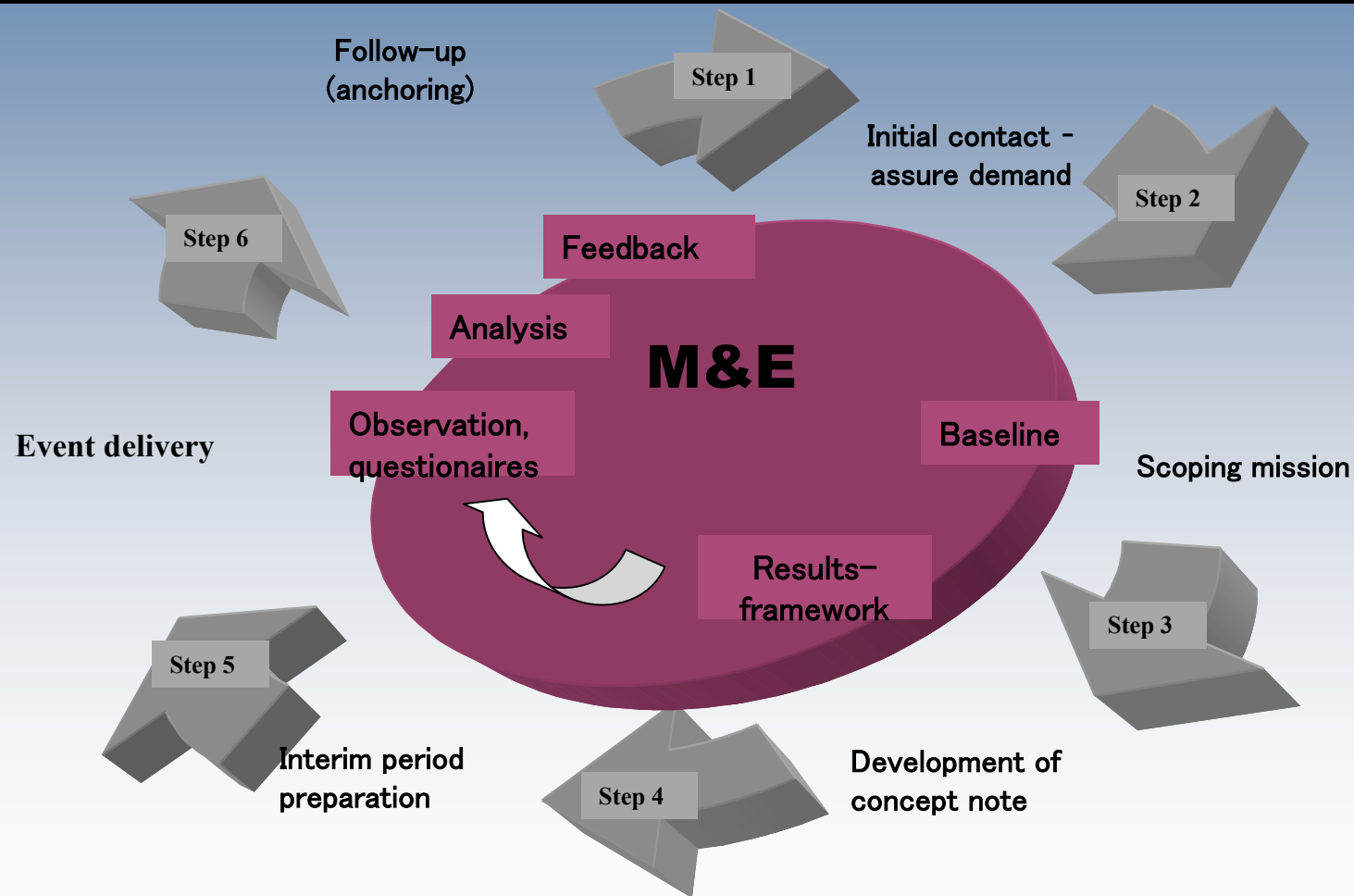
- Common conceptual evaluation framework for complementary initiatives
- Incorporate M&E from the start – from needs assessment to follow-up
- Evaluate process & product
- Evaluation should contribute to building capacity

Integrated Country Focused Evaluation Framework

Capacity development at 3 levels

Example: Madagascar	Individual	Organizational	Institutional/ Enabling Environment	
Objectives, based on diagnostic work	Improved Diagnostic capacity	Improved Coordination, shared goals	Improved Trust	<i>(Demand)</i>
Interventions	Dean Williams, AOLP, IPAC	Cabinet Retreats, Rapid Results	PGDI, Judicial reform	<i>(Supply)</i>
Expected results/Indicators				<i>(Does S meet D?)</i>

Aligning M&E with Design & Delivery in Liberia, Burundi, Egypt



Process Evaluation & Evaluation of Coaching Program in 2006

- Mission in June 06 to conduct process evaluation
- Inception in June 06 on evaluation of Coaching Programme
- Mission in October 06 for mid-term assessment of Coaching Programme
- Final evaluation in mid-2007 of Coaching Programme

Methodological Issues:

- Measure moving targets
- Capture unintended consequences/
Emergent outcomes (Columbus)
- Lack of a set of clear
standards/definitions for both
leadership and capacity building
- ...but also how to use evaluation to
build capacity?