Sisters Leadership Development Initiative

Program Evaluation Summary 2010-2013
PURPOSE

To provide leadership training to women religious in Africa to enhance their ability to improve the educational, social and economic condition of their countries through their ministries.
Phase II

* Ghana
* Kenya
* Nigeria
* Tanzania
* Uganda
* Zambia
* Southern Sudan participants
Sisters Leadership Development Initiative

Program Objectives:

* To increase the leadership competency of participants
* To assist participants to become life-long learners and local leaders
* To support the development of participants’ mentoring relationships to broaden the impact of the program
* To assist participants to integrate newly acquired skills and knowledge into their ministries
Program Evaluation Model

An objectives - focused evaluation based on the concept of a logic model
Sisters Leadership Development Initiative

Assessment Methods

Standardized Instruments

Surveys with Program Developed Measures

Document Review

Surveys with Open-Ended Questions

Site Visits

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Sisters Leadership Development Initiative

Program Components
2010-2013

* Basic Technology and Web Design (Year 1)
* Leadership Development (Years 2 & 3)
* Alumnae Support (Years 1, 2 & 3)
* Higher Education for Sisters in Africa (HESA pilot project) (Year 3)
Basic Technology and Web Design

Phase II Year 1--2010

- 215 African Sisters
- 6 Countries
- 99 Congregations
- 12 Workshops
  - 10 Basic Technology
  - 2 Web Design
Leadership Training

PHASE II YEARS 2 - 3 (2011)

• 250 participants
• 7 African countries
• Two-4 week sessions over 2 years in the Administrative or Finance track
• Laptop computers provided to the 250 participants

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<table>
<thead>
<tr>
<th></th>
<th>Finance</th>
<th>Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ghana</td>
<td>21</td>
<td>19</td>
</tr>
<tr>
<td>Kenya</td>
<td>21</td>
<td>21</td>
</tr>
<tr>
<td>Nigeria</td>
<td>22</td>
<td>25</td>
</tr>
<tr>
<td>Tanzania</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>Uganda</td>
<td>20</td>
<td>21</td>
</tr>
<tr>
<td>Zambia</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>124 participants*</td>
<td>126 participants*</td>
</tr>
</tbody>
</table>

*237 of the participants completed the program
Transfers and major illnesses accounted for attrition
Curriculum enables participants to:

- Enhance Human Relationships
- Become Effective Leaders
- Expand knowledge of local issues
- Plan Strategically
- Mobilize Resources
- Become Effective Mentors
- Transfer skills and knowledge
- Sustain ministries and projects
- Broaden Program Impact
- Develop Local Leadership

Provide for Knowledge & Skill Integration

Build Leadership Competency

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Curricular Methods

Leadership sessions taught by African and American instructors
Use of common syllabus
Emphasis on skill building and preparation for transfer of knowledge
Expectation of active participation in the classroom
Opportunities to practice skills

Uganda Administration
Team Building Exercise
Learning Experiences

Lectures
Role Play
Individual Presentations
Group Work
Group Presentations
Assignments
Individual Instruction

Ghana
Role Play

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Summative Assessment of Impact of Program on Ministry

- Program-developed Impact on Ministry Scale
- Administered during last Session
- Response set 1-5

<table>
<thead>
<tr>
<th>The program has had a:</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive impact on people I serve</td>
<td>4.70</td>
<td>.602</td>
</tr>
<tr>
<td>Positive impact on coworkers</td>
<td>4.64</td>
<td>.567</td>
</tr>
<tr>
<td>Positive impact on congregation</td>
<td>4.6</td>
<td>.739</td>
</tr>
<tr>
<td>Positive impact on city/village where I work</td>
<td>4.24</td>
<td>.875</td>
</tr>
<tr>
<td>Positive impact on me and my life</td>
<td>4.78</td>
<td>.545</td>
</tr>
<tr>
<td>TOTAL</td>
<td>4.61</td>
<td>.476</td>
</tr>
</tbody>
</table>
## Mentoring

* Program-developed Mentoring scale
* Response set 1-4
* Measures perceptions of impact of mentoring on leadership development

<table>
<thead>
<tr>
<th>Being a mentor has:</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivated me to reflect on practice</td>
<td>3.91</td>
<td>.286</td>
</tr>
<tr>
<td>Provided opportunity to connect w/ professionals</td>
<td>3.62</td>
<td>.521</td>
</tr>
<tr>
<td>Provided opportunity to connect w/coworkers</td>
<td>3.60</td>
<td>.583</td>
</tr>
<tr>
<td>Increased communication skills</td>
<td>3.85</td>
<td>.355</td>
</tr>
<tr>
<td>Increased teaching skills</td>
<td>3.74</td>
<td>.478</td>
</tr>
<tr>
<td>Increased self-confidence</td>
<td>3.84</td>
<td>.364</td>
</tr>
<tr>
<td>Increased interpersonal skills</td>
<td>3.75</td>
<td>.455</td>
</tr>
<tr>
<td>Increased job satisfaction</td>
<td>3.64</td>
<td>.500</td>
</tr>
<tr>
<td>Increased leadership skills</td>
<td>3.78</td>
<td>.438</td>
</tr>
<tr>
<td>TOTAL</td>
<td>3.74</td>
<td>.293</td>
</tr>
</tbody>
</table>
237 participants completed the Leadership Training during Phase II

Ghana Graduation

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504 Alumnae of the Leadership program of SLDI
Alumnae associations are growing
Organizational structures are in place
Newsletters
Annual workshops and networking opportunities to enhance skills
233 alumnae attended 2013 workshops
Alumnae surveyed annually
Examples of “Success Stories”

Sr. Annunciata Mwikali Kiio, Kenya, “The first grant I wrote was for a building for Voluntary Counseling and Testing of HIV-AIDS, for furniture, and a computer. Spain... We were able to construct a 2 story house, and able to help HIV-AIDS mothers and their children. TB patients and anybody who tested HIV positive benefited - over 1000 people.”
“SLDI has helped me to understand that leaders are made not born... are developed through continuous learning, life experiences and taking a lead... .” Sr. Annunciata
“Through the Training I received from the SLDI program I was able to come up with different grant writing to assist in the project financials”

“I have already mentored four sisters and one group of church leaders”

Sr. Redempta Ngina Sammy, Kenya
Fr. Anthony Pagani Secondary School
Sr. Janet, Uganda, explains, “I acquired skills in proposal writing and project management. In 2010, I used the skills to write a project proposal for agriculture project for Nkohonjeru Providence Cheshire Home farm.”

“The grant application was successful with $5,500 funds by the Conrad Hilton Fund for Sisters for banana seedlings, maize seeds, cassava stems, farm inputs, clearing land and labor.”
“The established gardens, especially the banana plantation, has been used as a demonstration ground for agricultural training purposes for both the residents of Providence Home and other farmers from the community around.”

“Income has been generated, which is used to meet the needs of our residents to help pay medical bills, buy scholastic materials, and pay school fees for some children.”

“It has also created employment opportunity to the local people around who work in the banana plantation and other gardens and are paid to earn a living.”

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### Grants Received by Phase I and II Participants

to implement or sustain projects in their congregations or communities

<table>
<thead>
<tr>
<th></th>
<th>Total Amount of Secured Funding</th>
<th>Total Amount of Secured Grant</th>
<th># of participants securing funding</th>
<th># of participants securing grant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ghana</td>
<td>$1,180,796.31</td>
<td>$1,175,088.40</td>
<td>20</td>
<td>16</td>
</tr>
<tr>
<td>Kenya</td>
<td>$1,475,358.26</td>
<td>$1,293,360.23</td>
<td>42</td>
<td>30</td>
</tr>
<tr>
<td>Nigeria</td>
<td>$523,659.90</td>
<td>$299,981.43</td>
<td>19</td>
<td>10</td>
</tr>
<tr>
<td>Tanzania</td>
<td>$315,162.18</td>
<td>$307,226.42</td>
<td>14</td>
<td>11</td>
</tr>
<tr>
<td>Uganda</td>
<td>$785,788.63</td>
<td>$741,571.52</td>
<td>27</td>
<td>20</td>
</tr>
<tr>
<td>Zambia</td>
<td>$565,398</td>
<td>$552,058.00</td>
<td>27</td>
<td>21</td>
</tr>
<tr>
<td>Total</td>
<td>$4,846,163.28</td>
<td>$4,369,286.00</td>
<td>149</td>
<td>108</td>
</tr>
</tbody>
</table>

149 alumnae (29.5%) have been successful in raising over $4,846,163.28 in external funds (including grant writing, donations, and fund raising).

108 participants (21.42%) secured funds through grant writing from one or more funding sources. Total amount of secured grant funding was $4,369,286.00

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Higher Education for Sisters in Africa

* To increase access to higher education for Sisters in Africa a collaborative pilot project between ASEC and Catholic University of Eastern Africa (CUEA) was begun in 2012

Signing of agreement with CUEA
18 Alumnae of SLDI enrolled in online project as Education majors at Marywood University

Participants attended a 3 week orientation to prepare for online learning and undergraduate education
Outcomes Evaluation
2012-2013

To increase the leadership competency of the participants

Target Outcomes:
∗ 95% of individual sisters will demonstrate an increase in leadership competency
∗ 90% of sisters will demonstrate the ability to use Word Processing/Excel and PowerPoint programs in class and in their work

Actual Outcomes
∗ 91% of individual sisters demonstrated an increase in leadership on the leadership competency scale
∗ There was a statistically significant increase in post aggregate scores on the administrative skills, finance skills and leadership competency
∗ The coordinators and instructors commented positively on the sisters’ ability to use technology skills in class for group work and presentations

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To assist participants to become life-long learners and local leaders

Target Outcomes
* 80% of participants will engage in one activity provided for alumnae
* 60% of former participants will attend workshops or access materials through the website

Actual Outcomes
* 233 Phase I and Phase II participants attended the alumnae workshops in 2013
* 18 SLDI alumnae were enrolled in a pilot collaborative Bachelor of Education program between ASEC/Marywood University and Catholic University of Eastern Africa
Outcomes Evaluation

To support the development of participants’ mentoring relationships to broaden the impact of the program

**Target Outcomes**
- 90% of participants will demonstrate understanding of mentoring and methods
- 90% of participants will have identified at least 3 mentees and be engaged in mentoring at the end of Session 4
- 95% of mentoring plans will demonstrate effective use of materials and resources

**Actual outcomes**
- 88% of participants are engaged in mentoring
- 505 individuals are being mentored
- Sisters have shared information and skills with 2933 individuals through workshops and presentations

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Outcomes Evaluation

To assist participants to integrate newly acquired skills and knowledge into their ministries

Target Outcomes
* 85% of participants will report using strategic planning in their ministry
* 50% of participants will submit a grant for funding and 15% of those will be funded
* 90% of participants will demonstrate an increase in self-efficacy
* 80% of participants will report increased awareness of their leadership style and its impact on their ministry
* 90% of participants will report integration of leadership skills into their ministries

Actual Outcomes
* Aggregate post skills assessment (strategic planning items) demonstrates a statistically significant increase, $p = .000$ for participants in both tracks across all countries
* 40% of participants have submitted a grant for funding; 47 grants have been funded totally $1,737,497$
* 90% of individual participants demonstrated an increase in self-efficacy on the self-efficacy assessment.
* 91% of participants report awareness of leadership style and its impact on their ministry
* 95% of participants report integration of leadership skills into their ministries
Conclusion

- The objectives-based assessment demonstrates positive findings in all areas. The participants in the leadership workshops indicated their skills had improved and most have integrated their new skills into their ministries. Most participants have begun to mentor individuals or provide training to groups in order to make a significant impact on their communities and the people they serve. Forty seven grants have been awarded to participants and other sisters have submitted grants for review. Participants continue to mentor and provide leadership for their ministries. Evidence of this can be found on the program website and was demonstrated by the poster sessions held during the site visit.