

Conrad N. Hilton  
FOUNDATION



# Sisters Leadership Development Initiative

**Program Evaluation Summary  
2010-2013**

# Sisters Leadership Development Initiative

## 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**



# Sisters Leadership Development Initiative

## Phase II

- \* Ghana
- \* Kenya
- \* Nigeria
- \* Tanzania
- \* Uganda
- \* Zambia
- \* Southern Sudan participants



# Sisters Leadership Development Initiative

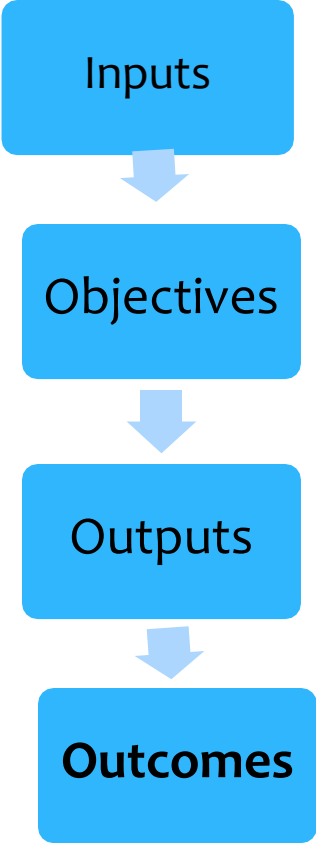
## \* Program Objectives:

- \* 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

## Program Impact



# Sisters Leadership Development Initiative

Zambia Technology

## Assessment Methods

### Standardized Instruments

### Surveys with Program Developed Measures

### Document Review

### Surveys with Open-Ended Questions

### Site Visits



Kenya

# 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



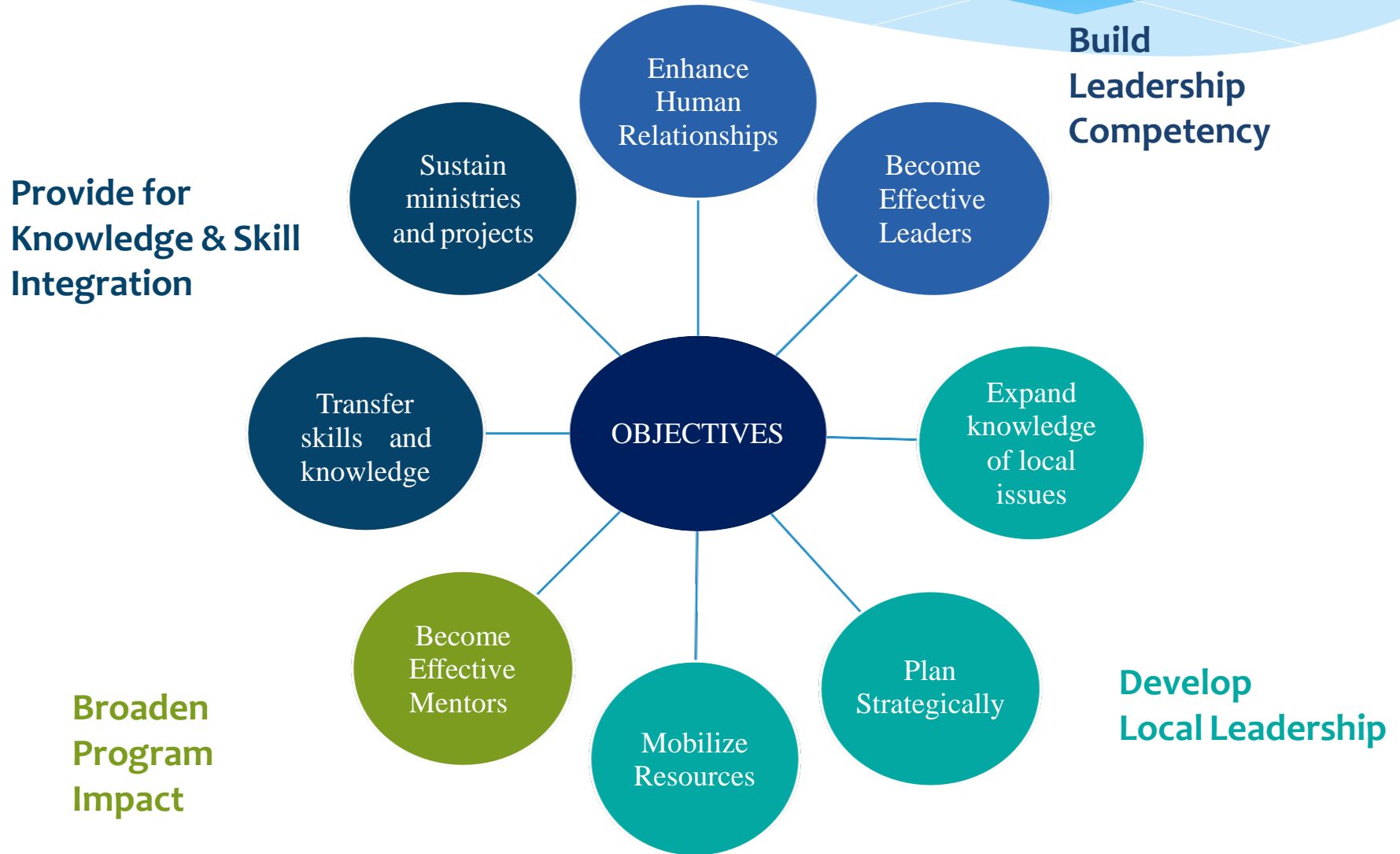
Ghana

# Participants

	Finance	Administration
<b>Ghana</b>	<b>21</b>	<b>19</b>
<b>Kenya</b>	<b>21</b>	<b>21</b>
<b>Nigeria</b>	<b>22</b>	<b>25</b>
<b>Tanzania</b>	<b>20</b>	<b>20</b>
<b>Uganda</b>	<b>20</b>	<b>21</b>
<b>Zambia</b>	<b>20</b>	<b>20</b>
	<b>124 participants*</b>	<b>126 participants*</b>

**\*237 of the participants completed the program  
Transfers and major illnesses accounted for  
attrition**

# Curriculum enables participants to:





Uganda Administration  
Team Building Exercise

## 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

# Learning Experiences

Lectures

Role Play

Individual Presentations

Group Work

Group Presentations

Assignments

Individual Instruction



Ghana  
Role Play

# Summative Assessment of Impact of Program on Ministry

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

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

# Mentoring

<b>Being a mentor has:</b>	<b>Mean</b>	<b>SD</b>
Motivated me to reflect on practice	3.91	.286
Provided opportunity to connect w/ professionals	3.62	.521
Provided opportunity to connect w/coworkers	3.60	.583
Increased communication skills	3.85	.355
Increased teaching skills	3.74	.478
Increased self-confidence	3.84	.364
Increased interpersonal skills	3.75	.455
Increased job satisfaction	3.64	.500
Increased leadership skills	3.78	.438
<b>TOTAL</b>	<b>3.74</b>	<b>.293</b>

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



237 participants completed  
the Leadership Training  
during Phase II



Ghana Graduation



# Alumnae

- \* 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



Ghana Alumnae

# 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 Nkokonjeru 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.”





## Grants Received by Phase I and II Participants to implement or sustain projects in their congregations or communities

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

**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

# Higher Education for Sisters in Africa



Signing of agreement with CUEA

- \* 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

- \* **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**

# Outcomes Evaluation

**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**

# 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.