Institutional Capacity Building: Ghana End of Program Evaluation Report December 2005

African Youth Alliance

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List of Acronyms

AYA	African Youth Alliance
ASRH	Adolescent Sexual and Reproductive Health
BCC	Behavior Change Communication
CEDEP	Centre for The Development of People
CHAG	Christian Health Association of Ghana
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
ICB	Institutional Capacity Building
IPPF	International Planned Parenthood Federation
M&E	Monitoring and Evaluation
MIS	Management Information System
MOH/GHS	Ministry of Health/Ghana Health Service
NGO	Nongovernmental Organization
NMCG	Nurses and Midwives Council for Ghana
NYC	National Youth Council
OCA	Organizational Capacity Assessment
OCAT	Organizational Capacity Assessment Tool
P&A	Policy and Advocacy
PATH	Program for Appropriate Technology in Health
PPAG	Planned Parenthood Association of Ghana
UNFPA	United Nations Population Fund

PREFACE

Pathfinder International
Pathfinder is a comprehensive reproductive health care organization whose programs address reproductive health in all its dimensions. Pathfinder works to improve individuals' access to quality family planning and reproductive health information and services, provide young people with sexual and reproductive health services tailored to their needs, offers care for women suffering complications of unsafe abortion, prevent the spread of HIV/AIDS while providing care and treatment to those living with HIV/AIDS, and advocate in the U.S. and abroad for sound reproductive health programs and policies. In all of its programs, Pathfinder works with communities, partner organizations, and governments to strengthen local skills and create lasting change.

EXECUTIVE SUMMARY

The African Youth Alliance (AYA) was launched by Pathfinder International, the Program for Appropriate Technology in Health (PATH), and the United Nations Fund for Population Activities (UNFPA) in the fall of 2000. AYA sought to improve overall adolescent sexual and reproductive health and reduce the spread of HIV/AIDS and other sexually transmitted infections in four African countries – Botswana, Ghana, Tanzania, and Uganda. AYA was funded with a grant from the Bill and Melinda Gates Foundation and administered through the U.S. Committee for the UNFPA. Pathfinder International's contribution in each of the AYA countries was the development and expansion of youth-friendly services and Institutional Capacity Building (ICB).

This report highlights the results of the work done to strengthen the institutional capacity and sustainability of twelve local implementing partners in Ghana. The AYA Pathfinder approach to ICB focused on the following:
- General ICB support to all ten implementing partners through workshops on
    - Financial management,
    - Management Information Systems (MIS),
    - Resource mobilization and proposal development
    - Youth leadership development

AYA/Pathfinder achieved the following results in Ghana:

All of the sampled organizations showed improvements in MIS, while the organizations showed some improvements in financial management and proposal development. Almost all of the organizations reported having made changes to their program and financial reporting as a result of the assistance received by AYA/Pathfinder. In fact, several of the organizations adopted the formats across the organization and have been recognized by other donors for their strength in these areas.

The organizations identified one primary challenge to implementing ICB. The lack of step-down training limited the impact the trainings could have had in some organizations, due to lack of capacity at the facility level and staff turnover. Staff also noted that the availability of refresher training may have helped in this area.

INTRODUCTION

The African Youth Alliance (AYA) was launched in the fall of 2000 by Pathfinder International, the Program for Appropriate Technology in Health (PATH), and the United Nations Population Fund (UNFPA). AYA sought to improve overall Adolescent Sexual and Reproductive Health (ASRH) and reduce the spread of HIV/AIDS and other sexually transmitted infections in four African countries with a strong need for services – Botswana, Ghana, Tanzania, and Uganda.

The main beneficiaries for the project were young people between the ages of 10 and 24, with an emphasis on those aged 10-19. The secondary targets included teachers, health workers, social workers, and parents. In addition, the tertiary target group included religious leaders, media workers, politicians, and policy makers. The latter group was crucial for creating an enabling environment for the project. The project was developed with a focus on six broad areas, including

1. Policy and Advocacy (P&A): The creation of supportive community and political environments through policy and advocacy efforts at both the national and community levels, and efforts to improve communication between young people and the adults in their lives.
2. Behavior Change Communication (BCC): The development and expansion of BCC through interpersonal communication; folk and mass media, including drama; life planning skills; programs for youth; peer education and counseling; and social marketing campaigns.
3. Youth-Friendly Services (YFS): The improvement of young people's access to – and the quality of – reproductive health services by developing, expanding, and institutionalizing YFS in a variety of settings.
4. Institutional Capacity Building (ICB): Strengthening the institutional capacity of the country-level partners so they can better plan, implement, manage, and sustain programs and services.
5. Life and livelihood skills development: The integration of sexual and reproductive health into existing livelihood skills development and training programs for youth.
6. Coordination and dissemination: Coordination and information sharing of program activities, lessons learned, and best practices.

Pathfinder International was responsible for the YFS and ICB components implemented in each country. Under AYA, the ICB component recognized that governments in the four intervention countries are increasingly turning to Nongovernmental Organizations (NGOs) and civil society as partners in meeting their countries' development needs. This increased role for NGOs has been accompanied by heightened expectations of accountability, and requirements for demonstrable evidence that NGOs can significantly contribute to development. Organizational sustainability is critical to the continued existence of the NGO sector and its ability to become a viable partner for governments and the donor community in bringing about sustainable development.

ICB was defined as the provision of technical or material assistance designed to strengthen one or more elements of organizational effectiveness. The elements of organizational effectiveness include governance, management capacity, human resources, financial resources, service delivery, external relations and sustainability. The goal of ICB was to strengthen an organization in terms of its overall sustainability. Pathfinder identified three components of sustainability: organizational or managerial, program or technical, and financial or resource. Under AYA, ICB efforts addressed one or more of the sustainability components.

Since Pathfinder, PATH, and UNFPA provided collaborative support to build the technical and programmatic capacity of the implementing partners through their respective components, Pathfinder limited its ICB support to strengthening organizational or managerial sustainability and financial or resource sustainability.

Under AYA, Pathfinder's ICB approach was guided by a framework (developed by Pact, Inc. as part of their Organizational Capacity Assessment Tool[1] (OCAT)) that identified seven elements of organizational effectiveness, namely
1. Governance: The provision of leadership and direction to an organization;
2. Management practices: The mechanisms intended to coordinate the activities and facilitate processes within an organization;
3. Human resources: Management, staff, communities, donors and board members who have the skills, motivation, and opportunity to contribute to an organization;
4. Financial resources: The resources to purchase goods and services needed to conduct an organization's affairs, track financial transactions, and report on financial status;
5. Service delivery: The programs and services carried out by NGOs that are appropriate, cost-effective, and of high quality;
6. External relations: Interaction between an organization and other development partners; and
7. Sustainability: The long-term continuation of an organization, program, or project.

Each of the above contribute to one or more of the three components of sustainability and each of the above represent an area in which AYA provided technical and financial assistance to an NGO.

The AYA ICB component recognized that organizational development is a long term, interactive, and iterative process that includes several distinct stages through which an organization passes.
1. Start up or nascent stage: The NGO is in the earliest stages of development. Management components are nonexistent or at their most basic level.
2. Development or emerging stage: Structures for governance, management practices, human resources, financial resources, and service delivery are in place and function.

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[1] For more information on Pact's Organizational Capacity Assessment Tool and process, see http://www.pactworld.org/services/oca/index_oca.htm.

3. Expanding, growth, or consolidation stage: The NGO has a track record of achievement and is recognized by its constituency, the government, and other agencies.
4. Sustainability or mature stage: The NGO is fully functioning and sustainable, with a diversified resource base and partnership relationships with national and international networks

Where an organization falls along this continuum essentially depends on the strength and maturity of each of the seven components of organizational effectiveness, described above.

Given the goals and resources of AYA, Pathfinder adopted a three-pronged approach to the ICB component.

1. Intensive, tailored technical assistance: Key NGOs, established as important partners in each country's respective reproductive health programs, were selected by the AYA Team for intensive institutional development assistance designed to ensure their long term program, management, and financial sustainability. These NGOs were implementing partners under at least one, if not all, AYA program components. NGOs in this category were likely to have a mature organizational structure and culture, and were already committed to fielding the financial and human resources necessary to provide services. These NGOs conducted intensive facilitated organizational capacity self assessments and worked with the AYA team to develop focused institutional capacity building technical assistance plans. The objective of these plans was to identify those organizational components in need of additional attention that with some improvement would move the NGO into the upper end of the development continuum and leave them well-positioned in terms of program, management, and financial sustainability. It was anticipated that assistance to these NGOs would focus on strengthening their management and financial capacity, including strengthening their planning and program functions, human resources management, finance and administration, and its management information systems. Assistance to these NGOs was delivered through organization specific workshops and through intense one-on-one mentoring and coaching to institutionalize changes. In Ghana, four organizations were selected for intensive ICB assistance (National Youth Council, Christian Health Association of Ghana, Planned Parenthood of Ghana, and the Centre for The Development of People) and underwent the organizational capacity assessment. However, financial constraints within the AYA program limited the amount of assistance that could be provided, and five general training courses were organized for all organizations in an attempt to address the needs across the organizations.

2. Basic, broadly-applicable technical assistance: Many AYA implementing partners were nascent or emergent NGOs in need of basic assistance to strengthen their program and management capacity. AYA committed the resources necessary to ensure that these NGOs became capable of successfully implementing the YFS, BCC, and P&A projects for which they received funding. Rapid assessments of their capacity to implement these programs were conducted and technical assistance was provided to ensure that the NGOs

had the basic program and managerial skills needed to plan, implement, and manage AYA funded efforts. This assistance was tailored to some individual NGOs, and was also provided through ICB workshops that brought together multiple partners to address common project management issues, such as how to do strategic and operational planning, elements of Management Information Systems (MIS), management of project finances, and resource mobilization to diversify funding sources. All AYA organizations were eligible for this level of support. The following twelve organizations in Ghana received assistance:

- National Youth Council (NYC)
- Christian Health Association of Ghana (CHAG)
- Planned Parenthood of Ghana (PPAG)
- Ministry of Health/Ghana Health Service (MOH/GHS)
- Nurses and Midwives Council for Ghana (NMCG)
- Centre for The Development of People (CEDEP)
- International Federation of Women Lawyers (FIDA)
- National Population Council (NPC)
- Junior Graphic
- Population Impact Project (PIP)
- Ghana Education Service (GES)
- Voluntary Service Organization (VSO)

See Appendix A for the list of organizations and the type of assistance received.

3. Public Sector: Public sector ICB focused principally on strengthening public sector capacity to support AYA program goals. Issues of sustainability tended to be somewhat different when dealing with ministries, and ICB initiatives therefore focused on strengthening planning and information systems around ASRH issues, and on partnering effectively with the NGO sector in each of the AYA program areas.

Since institutional capacity building is a broad and potentially limitless exercise, Pathfinder chose to focus on the following five intervention strategies:

- Improvement of organizations' capacity to evaluate their own ICB needs (through the OCAT assessments),;
- Improvement of financial management systems,
- Capacity building in strategic and operational planning,
- Improvement of MIS systems, and
- Improvement of organizational sustainability – especially financial sustainability.

METHODOLOGY

The ICB evaluation consisted of activities designed to assess the extent to which the interventions met their objectives (increased capacity and sustainability), and to capture successes, challenges, and lessons learned from general ICB efforts. The evaluation process was designed by both Pathfinder headquarters and field staff and implementation was carried out by the field staff, with assistance from Pathfinder headquarters.

AYA/Pathfinder field staff assessed four of the 12 facilities using a postintervention survey in June 2005: Planned Parenthood Association of Ghana, Christian Health Association of Ghana, National Youth Council, and the Centre for The Development of People. The postintervention survey was designed to help organizations assess the effectiveness of AYA's general ICB support. The survey tool used the following rating system for elements assessed:
- Nonexistent (Nonexis),
- Weak,
- Functioning (Func),
- Good, and
- Highly Efficient (High Eff).

The postintervention surveys were conducted by Pathfinder staff in collaboration with the staff of the particular organization being assessed. Each organization was assessed over three days and an additional day was used to report the findings.

Data Limitations

There were two primary limitations to the evaluation of Ghana's ICB work: turnover of organizational staff and lack of funding for evaluation activities.

Staff turnover: Because of high turnover of employees in some of the organizations during the program period and the loss of staff who were paid from the project funds immediately after the program ended, it was difficult to get staff with institutional memory to provide the needed information at endline.

Lack of funding for evaluation activities: As often happens as multi-year projects near an end, funding limitations affected the end of project activities. Because of resource limitations, both human and financial, the evaluation design had to be modified to provide the best information possible. For this reason, evaluation of the youth development training and activities was not conducted.

GENERAL ICB RESULTS

Five trainings were conducted for organizations: Financial Management for Accountants, Proposal Development, MIS and Report Writing, Financial Management for Program Managers, and Data Management and Analysis. Most of the organizations sent at least one representative to each training. However, because NMCG began funding in 2004, it could not benefit from any of the training workshops. Also, the MOH/GHS did not attend Financial Management for Accountants, Proposal Development, and MIS and Report Writing.

Financial Management for Accountants

This workshop was conducted in August 2002 and sought to introduce organizations to the financial management regulations of PATH, Pathfinder International and UNFPA. The level of knowledge of organizations of the financial procedures of partners was very low (42%) as reflected in Table 1 (below). The training was, therefore, aimed at creating awareness among organizations of respective partners' financial systems to enable them conform to and to facilitate reporting. Thirteen accountants and their assistants participated in the training.

Financial Management for Program Managers

This workshop was designed to strengthen the skills of program managers to understand basic financial management principles. The workshop was designed to help reduce misunderstanding between program managers and their financial counterparts caused primarily by program managers' lack of knowledge of financial systems. 24 participants from 11 organizations attended the training workshop, which was facilitated by the accountants of the three AYA partners.

Proposal Development

In order to enhance NGO financial sustainability, AYA/Pathfinder provided training on proposal development to Program Managers and Senior Program Officers of NGOs. It was further aimed at providing organizations with developed proposals to mobilize resources to sustain their program. 11 participants from 10 of the AYA-supported organizations attended. Nine participants from non-AYA supported organizations also attended.

Management Information Systems and Report Writing Skills

The training workshop was aimed at strengthening the skills of the organizations to determine indicators for their respective programs, develop data collection tools, write program reports, and set up a MIS in their organizations. In addition, the AYA reporting formats and requirements were explained to participants. Participants at the workshop included coordinators of the AYA Project and officers responsible for MIS.

Data Management and Analysis

The training was aimed at strengthening the skills of the organizations in analyzing, storing and using data for decisionmaking. Participants were exposed to data analysis packages, including Statistical Package for Social Scientists (SPSS), Excel, and Epi Info. 21 officers from 10 organizations attended the workshop.

NYC Strategic Management and Leadership

The workshop targeted only staff of NYC and aimed to strengthen participants' ability to articulate the importance of taking care of an organization's changing internal needs as it develops and improve NYC's internal management, administrative, and financial processes, systems, and procedures. The workshop was attended by 23 selected national, regional and district officers of the organization.

Youth Leadership Development

30 participants drawn from 17 youth organizations in the country attended the training. By the end of the workshop, participants were expected to be able explain and differentiate between key leadership and management roles and responsibilities, including managing self, individuals, teams, and the whole organization; articulate the importance of and the basic mechanics of managing themselves, others, teams, and the whole organization; develop personal vision and mission statements to guide and inspire them in the future; and have in place plans to improve their current leadership and management practices.

Pre- and post-tests were conducted during each training to measure gains in knowledge. Table 1 presents the pre-and post-test results of the interventions.

Table 1: Pre- and post-test results and number of attendees of trainings

Type of Training	*Number of Attendees*	*Average Scores*		*% Gain*
		Pre-test	*Post-test*	
Financial Management (Accountants)	13	42	80	90
Proposal Development	20	55	75	36
MIS and Report Writing	24	52	77	48
Financial Management (Program Managers)	24	39	68	67
Data Management & Analysis	21	47	77	64
Total	102	44.6	75.4	59

Analysis of the pre-and post test revealed a favorable shift in knowledge by participants in all the trainings. The percentage change in knowledge varied from an average of 36% (proposal development) to 90% (Financial Management for Accountants). The average total gain in knowledge was 59%. The large increase in pre- and post-test results for financial management training is probably due to the accountants' lack of familiarity with Pathfinder, PATH and UNFPA financial systems. On the other hand, participants at the

proposal writing workshop were already fairly well versed in proposal writing prior to their participation in the training, which may explain a lower increase in this area.

Detailed information on each of the three categories (financial management, MIS, and proposal development) is provided below, including organizational information as applicable.

Financial Management

Two trainings were conducted in this area: Financial Management for Accountants and Financial Management for Program Managers. Staff from ten organizations (all but MOH/GHS and NMCG) participated in the training for accountants and from eleven organizations (all but NMCG) in the training for program managers. PPAG, CHAG, CEDEP, and NYC made minimal improvements in this area, due to their high capacities in this area prior to the training. However, PPAG and CEDEP staff noted that the AYA financial management training served as a refresher of financial guidelines and a reminder of the need to adhere financial requirements and procedures. CEDEP staff noted that participation in the workshop led to increased communication between program and finance officers and facilitated smoother implementation of project activities. NYC had delays and errors in the initial reports; however, these were corrected after a technical assistance visit from AYA/Pathfinder's financial officer. NYC also put in place a system to separate project funding and improved the efficiency of its financial management due to the installation of computer-based software (Pascal). CHAG also had initial issues with timely submission and quality of reports, due in part to low capacity of facility accountants, but financial reporting improved over the course of the grant. The CHAG financial manager is adapting the format for other projects within the organization.

Table 2: General ICB Post-intervention Survey Financial Management Scores

Element		PPAG		CEDEP		CHAG		NYC	
		Pre-train	Post-train	Pre-train	Post-train	Pre-train	Post-train	Pre-train	Post-train
1	Basic procedures in place for the recording and reporting of financial information.	High Eff	High Eff	Good	Good	Good	Good	Good	Good
2	Policy manuals or documented guidelines that include accounting procedures, a standard chart of accounts, approval authority for financial transactions, and guidelines for controlling expenditures in place.	Good	Good	Good	Good	Good	Good	Good	Good
3	Mechanisms in place to ensure separation of project funds.	High Eff	High Eff	High Eff	High Eff	Good	Good	Non exis	Good
4	The IP conducts a budgeting process.	High Eff	High Eff	High Eff	High Eff	Good	Good	Good	Good
5	Budgeting process coincides with the preparation of the annual operating plan.	High Eff	High Eff	Good	Good	Good	Good	Good	Good
6	Controls are in place to prevent expenditure of funds in excess of approved, budgeted amounts.	High Eff	High Eff	Good	Good	Good	Good	Good	Good
7	Adequate requisitioning, purchasing, and stock control procedures in place.	Good	Good	Good	Good	Func	Func	High Eff	High Eff
8	Internal and external financial audits conducted annually.	High Eff	High Eff	High Eff	High Eff	Good	Good	High Eff	High Eff
9	Financial reports for AYA submitted on time (as per AYA procedures).	Non exis	High Eff	Non exis	High Eff	Non exis	High Eff	Non exis	High Eff
10	Financial reports for AYA conform to partner reporting standards. If the reports submitted still have errors, please indicate to what extent number and seriousness of errors has been reduced (or increased).	Non exis	High Eff	Non exis	High Eff	Non exis	High Eff	Non exis	High Eff

MIS

Two trainings were held in this area: MIS and Report Writing and Data Management and Analysis. Staff from ten organizations (all but MOH/GHS and NMCG) participated in the first workshop and all but NMCG participated in the second training. Sampled organizations showed the most improvement in this area, particularly CHAG, CEDEP, and PPAG.

CHAG staff indicated a number of improvements in this area. They reported that the training helped them determine core and process indicators for tracking their activities, develop data collection tools (that disaggregate data by age, sex, and services offered), and design a computerized MIS system for AYA reporting (which minimized their reporting errors and allowed for timely submission). They also noted that the tools have been integrated into other projects within the organization and shared with partners, as they feel the tools are simple to use, while capturing all the information they need for all of their donors.

CEDEP staff reported going from non-existent or weak to good in most of the elements of data reporting and analysis. The availability of the AYA data collection tools and reporting formats facilitated their reporting, and with strengthened capacity to analyze data, the quality of their reports has improved. In addition, an assistant manager for MIS and monitoring and evaluation was hired and has been working to standardize data collection tools and reporting formats across the organization, using AYA forms as the guides.

NYC now has a set of data collection tools available at national, regional, and district levels for ASRH, and efforts are underway to adapt them for other core activities of NYC (projects with the Ghana AIDS Commission and UNICEF). The organization is also in the process of recruiting a deputy director of monitoring and evaluation to better handle its data collection and reporting activities. NYC programmatic reports improved in timeliness and quality over the project period, and they have shared the MIS formats with other organizations.

PPAG made gains in a few areas as a result of the trainings. According to PPAG staff, the training prompted them to do an MIS needs assessment and, as a result, the IPPF regional office approved co-funding for improvement of its system. As a result, they were able to standardize their data collection formats, which have been shared across the organization. PPAG staff did note, however, that changes in reporting formats and indicators in the first half of the project caused some initial confusion at the facility level.

Table 3: General ICB Post-intervention Survey MIS Scores

Element		PPAG		CEDEP		CHAG		NYC	
		Pre-train	Post-train	Pre-train	Post-train	Pre-train	Post-train	Pre-train	Post-train
1	Trained personnel are in place to manage IP's monitoring, evaluation and reporting activities.	Func	Func	Non exis	Good	Weak	Good	Non exis	Non exis
2	Data collection tools in place for IP programs/projects.	Good	Good	Weak	Good	Func	Good	Non exis	Good
3	Data collection tool for AYA is integrated into the IP's overall data collection format.	Non exis		Weak	Good	Non exis	Good	Non exis	Good
4	Systems in place to:								
	(i) collect data;	Good	High Eff	Weak	Good	Weak	Good	Non exis	Good
	(ii) collate it;	Good	High Eff	Weak	Good	Weak	Good	Non exis	Good
	(iii) assess its quality;	Good	Good	Weak	Good	Weak	Good	Non exis	Good
	(iv) analyze it.	Good	Good	Weak	Good	Non exis	Weak	Weak	Good
5	Analyzed data inform programmatic decisions. Give concrete examples.	Good	Good	Weak	Good	Weak	Good	Non exis	Weak
6	Internal monitoring and evaluation system in place – explain the different ways in which the monitoring and evaluation system works.	Good	Good	Good	Good	Good	Good	Good	Good
7	The IP has a written long-term strategic plan that it follows.	High Eff	High Eff	High Eff	High Eff	High Eff	High Eff	Non exis	Non exis
8	The IP has an annual work plan for the whole organization.	High Eff	High Eff	High Eff	High Eff	Good	Good	Weak	Good

Element		PPAG		CEDEP		CHAG		NYC	
		Pre-train	Post-train	Pre-train	Post-train	Pre-train	Post-train	Pre-train	Post-train
9	The IP has project specific annual work plans.	High Eff	High Eff	High Eff	High Eff	Good	Good	Good	Good
10	The IP has detailed quarterly work plans.	High Eff	High Eff	High Eff	High Eff	Good	Good	Weak	Good
11	Quarterly narrative reports submitted on time (as per procedures).. If not, explain why not.	Non exis	Good	Non exis	Good	Non exis	Good	Non exis	Good
12	Quarterly narrative reports conform to data collection tools with minimum errors. If not, explain why not.	Non exis	Good	Non exis	Good	Non exis	Good	Non exis	Good
13	Data presented in quarterly narrative reports was effectively analyzed and presented (e.g. narrative supplemented by appropriate graphs).	Non exis	Good	Non exis	Good	Non exis	Good	Non exis	Good

Proposal Development

Ten organizations (all but NMCG and MOH/GHS) attended this workshop. Of the organizations, all continued to develop proposals as had been done prior to the training. However, PPAG noted that the training's emphasis on first making contact with a donor to better understand their interests and following up with a concept paper and/or proposal has strengthened their proposal development efforts. For example, discussions with DFID revealed that the former was interested in addressing adolescent and youth issues, which lead to development and submission of a proposal by PPAG.   NYC staff reported that the proposal format guidelines were clear, and helped them write proposals that were concise, but that contained all the needed information. CEDEP notes that the organization now makes a conscious effort to contact donors, while CHAG has developed a database of potential donors and follows up with them on a regular basis regarding funding opportunities. CHAG and CEDEP are now providing technical support in proposal development to other organizations, and NYC is providing support to regional and district officers and youth training institutions in submitting proposals to the District Assemblies. Staff of each organization also explained that while proposal formats differ from donor to donor, the training helped them understand the basic content of proposals, which remain the same irrespective of the donor.

None of the organizations has developed a strategic fundraising plan and put in place a system for monitoring that plan.

Table 4: General ICB Postintervention Survey Proposal Development Scores

Element		PPAG		CEDEP		CHAG		NYC	
		Pre-train	Post-train	Pre-train	Post-train	Pre-train	Post-train	Pre-train	Post-train
1	IP has sought additional funding by drafting and submitting proposals to potential funders.	Highly Eff	Highly Eff	Good	High Eff	Good	Good	Weak	Good
2	IP has developed a strategic fundraising plan.	Non exis	Non exis	Non exis	Non exis	Non exis	Non exis	Non exis	Non exis
3	IP has system in place to identify potential funding opportunities.	Non exis	Non exis	Non exis	Non exis	Weak	Good	Non exis	Non exis
4	IP monitors progress against the strategic fundraising plan on a regular basis.	Non exis	Non exis	Non exis	Non exis	Non exis	Non exis	Non exis	Non exis

NYC Strategic Management and Leadership Training Workshop

A comparison of the pre- and post-tests clearly showed a significant vertical shift in the level of knowledge and understanding of all the 13 selected management and leadership issues.

The pre-test revealed that participants, most of whom had held leadership positions in NYC for longer than 5 years, had an average knowledge and understanding of the 13 key management and leadership topics covered in the training (Table 5). 44 percent of the participants had an average (scale 3) knowledge and understanding of the issues; another 25% of the participants had very little knowledge and understanding of the issues (scale 1 and 2). Only about a fifth of the participants recorded high knowledge and understanding of management and leadership topics (Scale 4). Four issues, namely polarities framework; importance of alignment to enhance organizational framework; situational leadership framework; and different phases of organizational development emerged the least known and understood by participants – ranging between 48 percent and 74 percent below average (Scale 1&2).

In contrast, the post-test showed a marked improvement in the level of knowledge and understanding of the issues, an indication that the intervention had had positive effect on the beneficiaries. Whereas, on average, only a fifth of the participants' recorded a high level of knowledge and understanding of the 13 management and leadership issues (Scale 4&5) when the pre-test was administered, in the post-test the level of knowledge and understanding had increased to 88 percent i.e. nine out of every 10 participants. Post-test results also show that none of the participants indicated a level of knowledge and understanding below the average scale (scale 1&2), compared with the pre-test results where about a third of the participants fell into this category. An increase in knowledge occurred in all the 13 management and leadership issues, but was more pronounced for the four issues for which majority of participants had recorded least knowledge and understanding in the pre-test.

Table 5: Pre- and Post-Test results of NYC Strategic Management and Leadership Training

Issues	Answer Scale (Pre-Test)						Answer Scale (Post-Test)						Change in knowledge
	1	2	3	4	5	Average Score	1	2	3	4	5	Average Score	% Increase in Score
The difference between management and leadership	0	6	15	1	1	2.87	0	0	1	10	12	4.48	56%
The difference phases that an organization goes through as it develops	3	8	9	3	0	2.52	0	0	3	16	4	4.04	60%
The different elements that enhance organizational effectiveness	1	7	11	4	0	2.78	0	0	4	10	9	4.22	52%
The polarities framework of leadership	6	11	5	0	1	2.09	0	0	4	7	12	4.35	108%
The different roles that manager's play	0	4	10	9	0	3.22	0	0	1	8	14	4.57	42%
The importance of alignment to enhance organizational effectiveness	4	9	7	2	1	2.43	0	0	6	13	4	3.91	61%
A strategic planning process framework	2	5	9	6	1	2.96	0	0	3	11	9	4.26	44%
The importance of strategic planning to an organization	1	3	11	5	3	3.26	0	0	3	6	14	4.48	37%
The roles different people play in teams	1	2	16	1	3	3.13	0	0	1	14	8	4.30	38%
The role of teamwork in enhancing organizational function	1	2	13	4	3	3.26	0	0	1	10	12	4.48	37%
The different ways of motivating employees	1	1	7	12	2	3.57	0	0	0	11	12	4.52	27%
The situational leadership framework and how to apply it in your organization	3	9	7	4	0	2.52	0	0	3	11	9	4.26	69%
The importance of performance management systems to enhance organizational effectiveness	2	9	11	1	0	2.48	0	0	5	13	5	4.00	61%

Youth Leadership and Training Workshop for 30 Youth Leaders

Generally, the level of knowledge and understanding of the 30 participants of the 13 management and leadership issues showed an improvement on the results of the pre-test and post-test. As shown in Table 6, about 66% of the participants rated their level of knowledge and understanding of the management and leadership issues on scale 1 and 2, with only 4% indicating a high knowledge and understanding (scale 4) in the pre-test. Only about a third rated their knowledge and understanding of the issues as average (scale 3). Like the participants of the Strategic Management and Leadership Training workshop, the level of knowledge and understanding of the youth leaders on issues such as situational leadership framework; polarities framework of leadership; different elements of strategic planning process; and different phases of organizational development were very low.

After the intervention, however, the level of knowledge and understanding of the issues had increased significantly. Only 2 percent rated their level of knowledge and understanding at scale 2 whilst as high as 81 percent rated it high (scale 4 and 5). About 13 percent each still rated their knowledge and understanding of situational leadership framework and polarities framework of leadership as low (scale 2).

Table 6: Pre- and Post-Test of level of knowledge and understanding of 13 management and leadership issues (Youth Leadership and Development Training workshop)

Issues	Answer Scale (Pre-Test)						Answer Scale (Post-Test)						Change in knowledge
	1	2	3	4	5	Average Score	1	2	3	4	5	Average Score	% Increase in Score
The difference between management and leadership	7	8	12	2	0	2.23	0	0	4	16	10	4.20	88%
The different phases that an organization goes through as it develops	14	5	11	0	0	1.90	0	0	3	9	18	4.50	137%
The different elements that enhance organizational effectiveness	9	14	7	0	0	1.93	0	0	2	12	16	4.47	131%
The polarities framework of leadership	14	9	6	0	0	1.67	0	4	8	9	9	3.77	126%
The different roles that manager's play	10	4	11	4	0	2.23	0	0	2	14	14	4.40	97%
The different elements of a strategic planning process	14	8	7	0	0	1.70	0	0	5	20	5	4.00	135%
How to develop a personal vision and mission	9	10	10	0	0	1.97	0	0	10	15	5	3.83	95%
How to develop a plan to achieve one's vision and mission	8	14	8	0	0	2.00	0	0	3	10	17	4.47	123%
The roles different people play in teams	8	11	9	1	0	2.03	0	0	1	8	21	4.67	130%
Understanding one's own and other people's temperaments	8	9	11	1	0	2.10	0	0	3	3	24	4.70	124%
The role of teamwork in enhancing organizational function	6	8	12	3	0	2.33	0	0	3	10	17	4.47	91%
The different ways of motivating employees	4	11	8	6	0	2.47	0	0	1	9	20	4.63	88%
The situational leadership framework	18	4	8	0	0	1.67	0	4	16	10	0	3.20	92%

CONCLUSIONS AND RECOMMENDATIONS

Despite the fact that ICB assistance was limited to five workshops, all of the organizations showed improvements in MIS, financial management and proposal development. Almost all of the organizations reported having made changes to their program and financial reporting as a result of the assistance received by AYA/Pathfinder. Several of the organizations adopted the finance and program reporting formats across the organization and have been recognized by other donors for their strength in these areas.

The organizations identified one main challenge to implementing ICB. The lack of step-down training limited the impact the trainings could have had in some organizations, due to lack of capacity at the facility level and staff turnover. Staff also noted that the availability of refresher training may have helped in this area.

AYA/Pathfinder learned several lessons throughout the project, including the following:
- General ICB can succeed when interventions are focused on only a few key areas and with limited interventions. General ICB interventions were limited to four workshops on financial systems development, MIS development, and improving proposal development skills.
- The OCA process can lead to gains on its own, despite the lack of intensive ICB efforts. For example, the assessment of CHAG in 2002 facilitated the development of its 5-year strategic plan (2002-2007).
- MIS development succeeded, where time was invested to generate ownership within the leadership and staff of organizations on the importance of data for decision making. For example, PPAG's investment in the improvement of its MIS yielded gains for the organization in this area. Without the commitment of leadership, this work would not have moved forward.
- Provision of regular technical assistance and feedback to organizations minimizes errors in reports (financial and programmatic) and facilitates timely reporting.
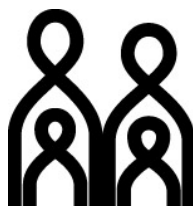
Although ICB interventions take time and need a series of progressive activities to create enough momentum to shift an organization, AYA/Pathfinder achieved commendable results in Ghana with limited interventions. It is hoped that the commitment generated through the OCA and assistance process will lead to future efforts to improve capacity in these organizations. It is further recommended that organizational capacity efforts be built into future programs.

Appendix A: Organizations Implementing ICB Activities

	Organization	Component	Type of ICB support	Assessment
1	National Youth Council (NYC)	YFS	FR, MIS, PD	OCAT[2], Post-Intervention Survey (PIS)
2	Planned Parenthood of Ghana (PPAG)	YFS	FR, MIS, PD	OCAT, PIS
3	Christian Health Association of Ghana (CHAG)	YFS	FR, MIS, PD	OCAT, PIS
4	Ministry of Health/Ghana Health Service (MOH/GHS)	YFS	FR, MIS	None
5	Nurses and Midwives Council for Ghana (NMCG)	YFS	None	None
6	The Centre for The Development of People (CEDEP)	BCC	FR, MIS, PD	OCAT, PIS
7	International Federation of Women Lawyers (FIDA)	P&A	FR, MIS, PD	None
8	National Population Council (NPC)	P&A/ Coordination	FR, MIS, PD	None
9	Junior Graphic	BCC	FR, MIS, PD	None
10	Population Impact Project	P&A	FR, MIS, PD	None
11	Ghana Education Service (GES)	P&A/ Livelihood	FR, MIS, PD	None
12	Voluntary Service Organization (VSO)	Livelihood	FR, MIS, PD	None

KEY: PD – Proposal Development, FR – Financial Resources, MIS – Management Information System

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[2] This refers to OCAT baseline assessments. Because intensive ICB activities were not able to be implemented, organizations were assessed using the OCAT-lite at the conclusion of the project.