



Result oriented Leadership Development: An Effective Approach to Build Community Capacity in Project Planning and Implementation

Background

Poor and vulnerable community (right holders) are often unable to communicate their needs and priorities properly with the supporting agencies (duty bearers) due to lack of knowledge and skills to identify, prioritize and document their needs and submit to relevant agencies. As a result, their voice is unheard, and they can't access resources to address their needs and priorities. On the other hand, duty bearers may end up with inappropriate targeting and inefficient utilization

of their resources. The Result Oriented Leadership Development (ROLDP) approach has been used by ADRA over past years which involves a series of training to improve the leadership and management skills of target beneficiaries. The approach is useful in developing capacities of local communities and civil society leaders in identifying and prioritizing needs, developing need-based projects (Challenge Projects), and their effective implementation in an inclusive manner. ROLDP has shown considerable promise as an approach to access local funds, mobilize available resources, and to increase ownership in community. In addition, the promotion of bottom-up planning process through increased knowledge and skills on leadership and governance, helped to strengthen relationship and ownership among the local governments and community. The GOAL project used ROLDP to catalyze beneficiary-led local development process with the aim of enhancing leadership and community capacity to identify needs, design and implement projects and seek technical and financial support from local governments and other agencies to effectively and efficiently implement community projects.

Project in Brief:

Name: Good Governance and Livelihood

Location: Rolpa, Pyuthan and Dhading

Duration: 2014-2019

Funding Partners: Australian Government through Department of Foreign Affairs and Trade (DFAT) and ADRA Australia

Implementing Partners: Rupantaran, FIRDO Nepal, RUDAS Nepal

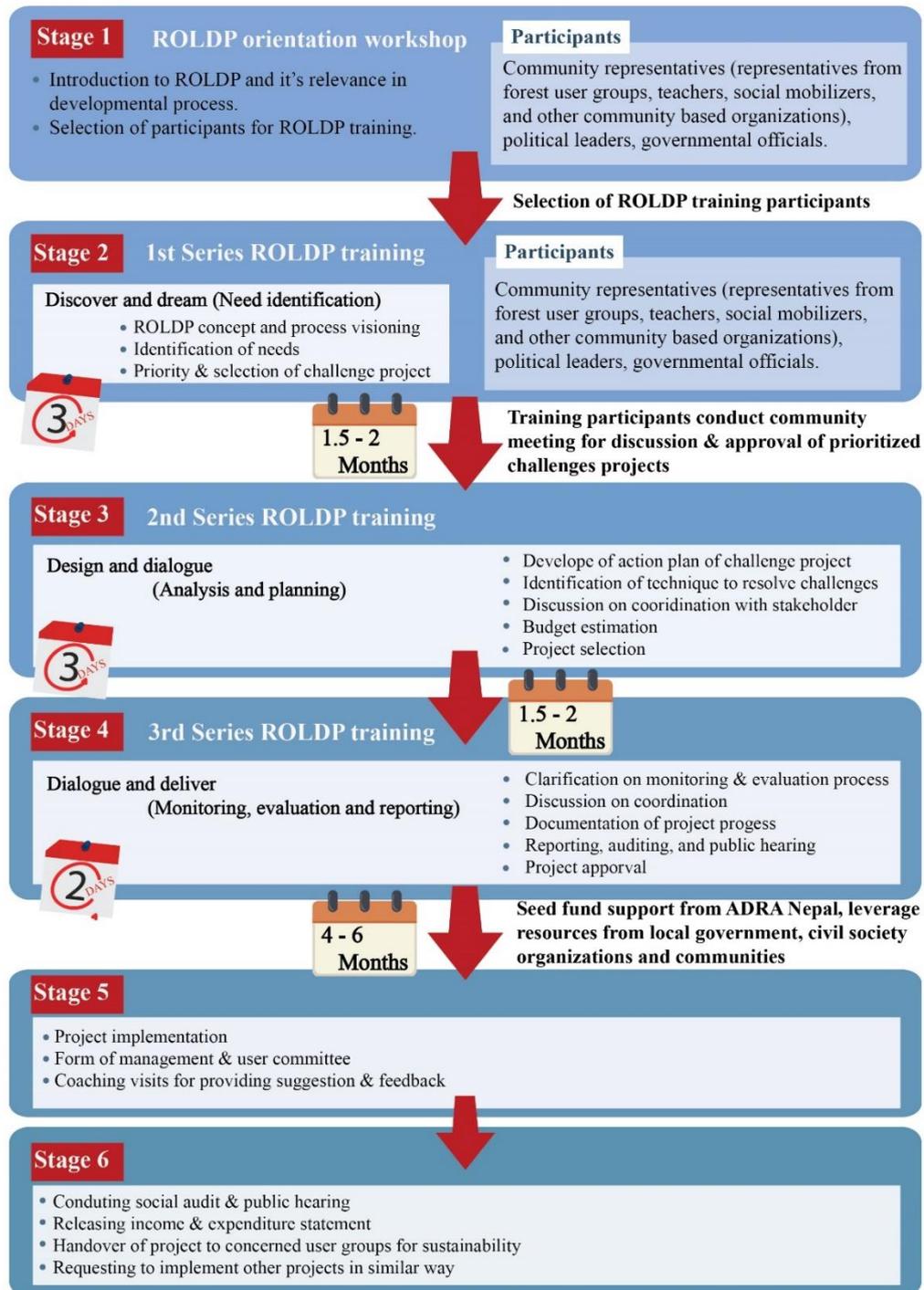
Implementation Approach/Methodology

The ROLDP approach involves a series of training to improve the leadership and management skills of target beneficiaries. It starts with a training to selected participants from community groups on ROLDP process in order to make them capable of identifying and prioritizing needs and designing and implementing small-scale projects. The groups then design a project with coaching and mentoring from project staffs. Then the project provides the "Challenge Project Seed Fund" as a starter, which is followed by searching for additional resources by the groups to make the fund bigger and work at a bigger scale than just the seed fund could have made possible. Finally, the group implements the project in close coaching and mentorship of project staff. The project is termed as a "challenge project" because communities take a challenge in completing the bigger project building on a small "seed fund" provided by the project.

In the GOAL project, MoU were signed between Agriculture, Forestry and Environment Committee (AFEC), which used to be integral part of then VDC, and the project in witness of local government for execution of the ROLDP. A mechanism was created where AFEC played intermediary role to handover of the Challenge Project seed fund (NRs. 20,000 per Challenge Project) provided by project to the community. Facilitation were also provided to the community to form Challenge Project committee and its sub-committees (procurement, implementation and monitoring). Regular coaching visit was provided

to each Challenge Project Committee and were provided guidance. The following chart details ROLDP approach implementation:

ROLDP Process



Outcomes and Impacts

Developed Leadership and Management Skills:

ROLDP approach was found to be effective in providing leadership and management skills. Training carried out under the ROLDP approach enabled participants to realize the need of creating a vision, goals, and objectives of their projects. Participants learned, through the challenge model, that

community benefits can be achieved through visioning, formulating priority actions and assessing work environments to address current and potential obstacles in spite of financial constraints. Using improved leadership and management trainings, they were able to implement challenge projects with small seed funds.

During the evaluation process, participants were able to reflect on ROLDP concepts and showed confidence of using it for community development projects. They mentioned that ROLDP challenge model taught them to create a shared vision, to assess their current status and identify urgent community needs, to create action plans, and to implement them. They also expressed their satisfaction towards ROLDP training in pushing participants to achieve measurable results with constant support and in providing training on good governance. With the newly learned skills, participants were able to strategically develop and implement plans with accountability and transparency. They had developed the ability to identify and face challenges and to achieve measurable result in all complex situations

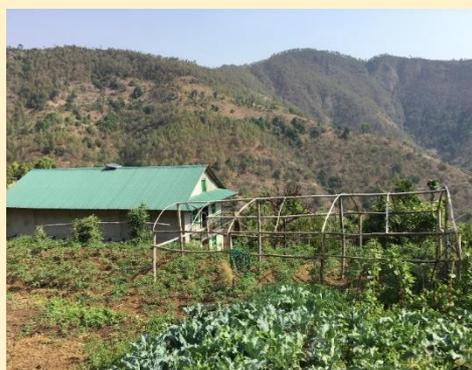
“ROLDP training was instrumental in providing skills to design projects, to select projects based on community need assessment, and to develop capabilities to seek collaboration with relevant stakeholders and to leverage resources. Through ROLDP, we have also understood the importance of good governance, which reinforces values of transparency, and accountability, responsiveness, and social auditing.”
- Sudhamshu Mahara, ROLDP training participant, Rolpa.

ROLDP approach in enhancing good governance

Good governance can be promoted by building capacity of civil society organizations for disseminating information and building accountability. The ROLDP approach has fostered encouraging values like adherence to rule of law, civic participation, consensus orientation, accountability, transparency, responsiveness, equitability and inclusiveness, efficiency and effectiveness. As the challenge projects were designed and implemented by the community itself, these proved to be a well-accepted for resource allocation, cost effectiveness, transparency, accountability and sustainability. Challenge projects demonstrated culture of conducting public hearings and reporting income and expenditure at community and VDC/ward level upon completion of the project. Today, social public and public hearing are being conducted for most of the projects at ward and municipal levels.

Case Story: Construction of Irrigation pond in Sisnepani, Ranipokhari-8, Rolpa district

Chandra Bahadur Pun Magar from Sisnepai, Jaulipokhari-8, Rolpa district, with four other people from the village, attended the ROLDP training provided by the project. He shared that the training taught them how to seek budget from the VDC and other institutions for their project. They discussed within the group and came up with a plan to construct water pond to address the need to irrigation in their village. The location of the irrigation pond was selected based on proximity to water resources and potential farm land nearby for irrigation. With the seed fund and resources leveraged from VDC and other stakeholders the committee implemented the project costing NPR 76,000. Locals donated money and/ or labor during the construction of the pond. Currently, 16 households are using water from the irrigation pond for agriculture and are growing vegetables like beans, potatoes, cabbage, etc. All users are contributing labor to clean up the pond regularly. “There are occasional problems when some people require more water for agriculture, but we have developed a system of rotation to use water from the irrigation pond,” explained Magar. Crops cultivated are sold mostly in Dang and Pyuthan districts.

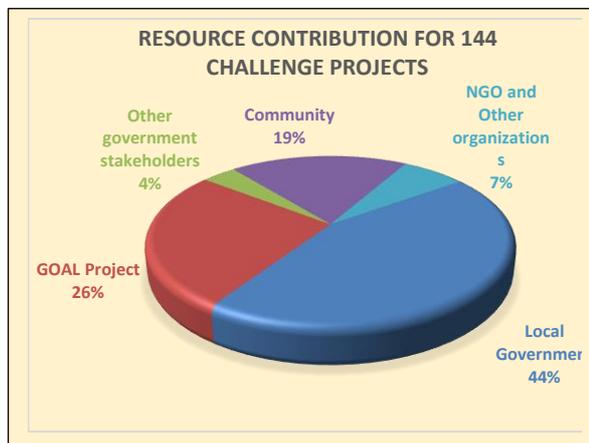


Effectiveness of ROLDP in mobilizing local resource and stakeholders in community development

The ROLDP approach has been effective in helping community members leverage financial and human resources from within the community and other stakeholders for their priority projects. With only a small seed grant averaging NPR 20,000, community members were successful in implementing financially ambitious projects. Challenge project implementation teams devised innovative ways to generate funds from local community, for instance, local communities organized Deusi Bhailo program during festival

times to gather additional funds for construction of community buildings. Coaching visits by field staff were used as effective means used to pull community resources to complete the challenge projects. In GOAL project, total of 120 first round Challenge Projects and 24 second round Challenge Projects were developed by beneficiary communities of Rolpa and Pyuthan beneficiaries. The total budget of these Challenge Project was NRs. 1,13,19,190 out of which NRs. 91,68,430 leverage from different stakeholders by community.

Types of Challenge Projects	
Income generation	53
Skill upgradation	18
Climate change and environment conservation	14
Drinking water schemes and sanitation	30
Small Infrastructure Development and Renovation	29
Total	144



Key Learning

- There is a huge opportunity of resource mobilization if the community is prepared appropriately to identify and design need-based projects as evidenced by the volume of resources accessed by communities in GOAL project.
- ROLDP training should also include maintenance aspects of infrastructure developed through challenge projects so that the focus is not just limited to developing projects and accessing resources.
- The project kept the type and size of challenge projects open which resulted in the development of a wide range of projects. There should be some criteria developed to limit the highly ambitious projects. Similarly, the size of Challenge Project seed fund should be dynamic and as per size of the project.
- Most of the projects were designed based on community's limited technical knowledge and there was a lack of technical support during design and implementation phase of challenge projects. There has to be a mechanism to provide technical support for technically complex projects. It would also be good to have a system of environmental assessment while approving challenge projects
- Regular coaching, mentoring and technical backstopping after the ROLDP training is crucial to enable community to identify projects and access resources
- ROLDP approach has been useful to make local planning and budgeting process demand-led and has greatly contributed to local government's planning process. There is an opportunity to collaborate with local governments to adopt this practice to strengthen 7-step planning process.

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