



**The Leadership Crucible
Preparing Young Women to Lead**

Catholic University of South Sudan

Annual Report



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Letter to Our Stakeholders



The statistics are well known to anyone who works in South Sudan: less than a third of the adult population is literate, fifty-one percent of the population lives below the poverty line, economic and health indicators are in the bottom quartile of nations, and the country has very little infrastructure. Solving the above challenges requires effective leadership, particularly from women who represent over half of the population - and who have distinct views and interests. Developing women leaders is essential to the long-term success of the country. This is the mission of ***The Leadership Crucible: Preparing Young Women to Lead***, an intensive year-long leadership development program serving university students.

I am pleased to submit the attached report to our stakeholders. It is our first annual report. This year we successfully mobilized The Leadership Crucible, raised start-up funds, built a network of supporters, acquired facilities, conducted 15 workshops, and rolled-out our mentoring program. We would like to thank all of our stakeholders whose support helped make this possible.

This report provides more details on the program, our operations, and our team. If you are interested in supporting our young women or becoming a mentor, please feel free to contact me at: Thomson_LeadershipCrucible@yahoo.com

Sincerely -

Patricia P. Thomson
Director, The Leadership Crucible



Strategic Report

Overview: This year was the Leadership Crucible’s inaugural year. The program is an intensive leadership development program for women in their 3rd or 4th year at university. It includes a series of workshops given two Saturdays a month, on-going coaching, and a mentoring program. The objectives of the program are:

- To increase the desire of participants to lead
- To help participants see themselves as leaders
- To help participants develop the *skills* they need to be effective leaders
- To promote in participants the *qualities* of effective leaders
- To help participants begin to develop professional networks

“I’ve had the chance to practice speaking to groups and leading groups. This has really increased my confidence.”

- Participant

“This program has taught me that leaders need to be able to ask tough questions, facilitate tough discussions, and help teams find solutions to problems.”

- Participant

Strategic Milestones: Thanks to the generous support of our sponsors, this year we acquired and furnished “The Crucible” comprised of a training room, a meeting/study room, and an office. Workshops were conducted on Saturdays, and participants were able to use the Center during the week to collaborate, study, and relax. Participants also had access to the Center’s laptops, as well as the internet - giving them entrée to a world of information previously unavailable to them. This year, we also successfully delivered all the planned workshops and mobilized the mentoring component of the program.

Results: Based on discussions with participants and the results of anonymous surveying, the program has achieved all of our goals (see next section for more details).

Goal:	Status
Increasing the desire to lead	●
Helping women see themselves as leaders	●
Developing leadership <i>skills</i>	●
Promoting leadership <i>qualities</i>	●
Developing professional networks	●

Challenges: Staffing is always a challenge in South Sudan. In our case, it took longer than expected to find a suitable Deputy Director, but we are pleased to now have Ms. Lona Luduro on-board. Other challenges are discussed in the table on page 7. The top strategic ones include: building a permanent home for the Leadership Crucible; developing a sustainable business model; and addressing participant’s weak English skills.

Moving Forward: We have already started the admissions process for next year’s program. We will be expanding to include students from the University of Juba, as well as the Catholic University. In addition, we plan to increase the number of participants to twenty, and are considering inviting several young professional women, who have already begun their careers, to join us. Also, an alumni program will be mobilized for our recent graduates. Finally, our current location is temporary, so we are looking for partners to help to fund the construction of a permanent facility on the new campus of the Catholic University (we estimate a suitable facility will cost between \$100,000 to \$175,000).

Operational Report

Program Features

The Leadership Crucible is designed around the following features:

Strong Underpinnings: The program is both theoretically-and experientially-based. It is built upon relevant research, as well as the experiences of other leadership development programs.

Customized: The program is designed to resonate with young women in South Sudan – one of the least developed and most-fragile countries in the world.

Comprehensive: The program is comprehensive. It involves more than just skills training. The program is designed to help participants develop a leadership identity, and to encourage them to take on leadership roles – even if this means stepping outside their comfort zone. The program is also designed to help participants see that the benefits of leadership outweigh the risks.

Mentors: The program includes mentors. Developing a professional network that includes mentors is important to emerging leaders. Through mentors, the participants observe different leadership styles, hear about different career paths, and receive advice from experienced women.

Role Models: The program also includes role models. Unlike mentors, participants need not meet role models. Through **CrucibleProfiles**,[©] participants are introduced to and inspired by a wide-range of role models, including heads of state, heads of multinational corporations, and leaders in political, cultural, and social movements.

Operational Results

During this academic year, we acquired and furnished “The Crucible,” successfully delivered all the planned workshops, and mobilized the program’s mentoring component. Work was completed on schedule and under budget. Attendance was 96%, and eight of the participants had perfect attendance. One participant was asked to leave the program because competing commitments prevented her from fulfilling program requirements. Based on discussions with participants and the results of anonymous surveying, the program achieved all five of its goals:

The Leadership Crucible Workshops

Part 1: Why Leadership Matters

- ✓ **Workshop 1: Why Leadership Matters**

Part 2: The Roles / Skills of a Leader

- ✓ **Workshop 2: Asking Tough Questions, Facilitating Tough Discussions**
- ✓ **Workshop 3: Thinking Critically**
- ✓ **Workshop 4: Thinking Strategically**
- ✓ **Workshop 5: Motivating and Influencing**
- ✓ **Workshop 6: Engaging Stakeholders**
- ✓ **Workshop 7: Securing Authority, Earning Legitimacy (1/2 day)**
- ✓ **Workshop 8: Building Capacity, Developing Staff (1/2 day)**
- ✓ **Workshop 9: Managing Conflict**

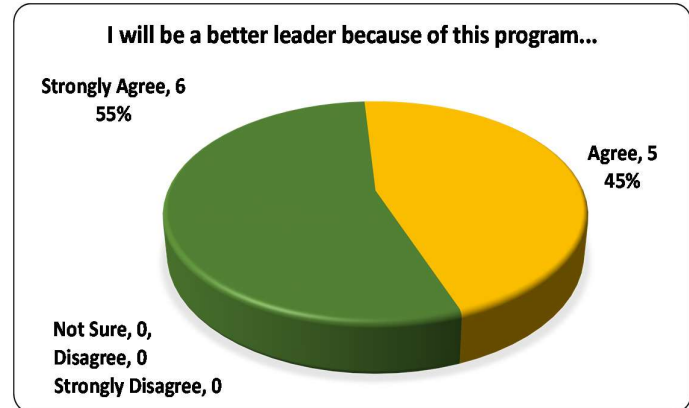
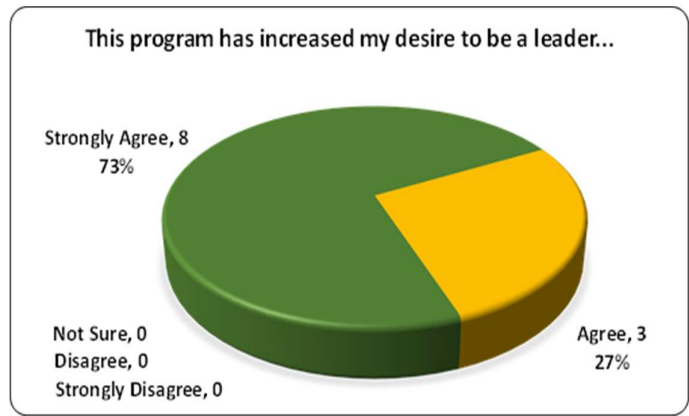
Part 3: The Qualities of a Good Leader

- ✓ **Workshop 10: Honest, Loyal (1/2 day)**
- ✓ **Workshop 11: Inspiring, Visionary (1/2 day)**
- ✓ **Workshop 12: Courageous, Open-minded (1/2 day)**
- ✓ **Workshop 13: Resilient, Persistent (1/2 day)**

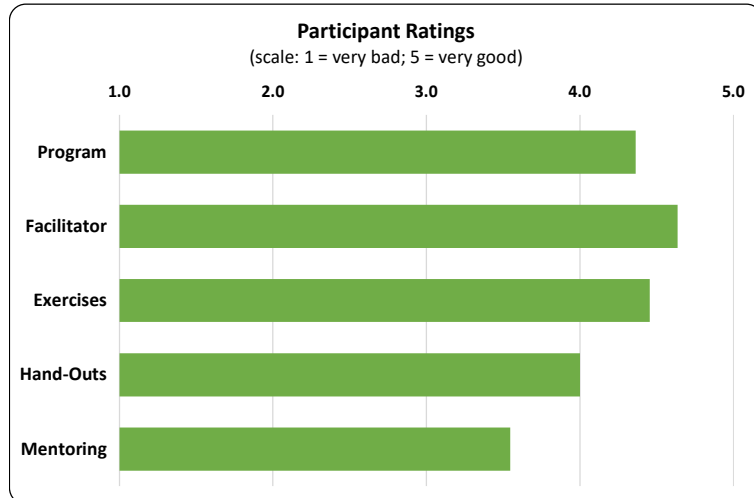
Part 4: The Voice of Women Leaders in South Sudan

- ✓ **Workshop 14: Advice from Women Leaders (panels)**
- ✓ **Workshop 15: Crafting a Compelling CV**

- Goal 1: All eleven participants agreed that the program increased their desire to lead; eight of them “strongly agreed.” This translates to an average rating of 4.7 out of 5.0.
- Goal 2: All of the participants saw themselves as leaders before joining the program, but all reported that the program helped strengthen that belief.
- Goals 3 and 4: All eleven participants agreed that the program helped them develop the skills and qualities they need to be better leaders; six of them “strongly agreed.” This translates to an average rating of 4.5 out of 5.
- Goal 5: In terms of professional networks, when asked what they liked most about the program, participants consistently cited the relationship they’ve built with other participants. They also rated the nascent mentoring program 3.5 out of 5.0. We anticipate this rating will increase as the participants continue to meet with their mentors.



To further gauge program quality, participants were asked to rate the overall program, as well as its facilitator/director, exercises, hand-outs, and mentoring component. The bar chart below summarizes the average ratings:



- Overall the participants rated the program 4.4 out of 5.0.
- The facilitator received a rating of 4.6.
- The exercises received a rating of 4.5
- The hand-outs received a rating of 4.0
- The mentoring component received a rating of 3.5

Formative Evaluation

When asked what they liked most about the program, participants consistently cited the following: (1) the benefit of

building relationship with other participants, (2) the facilitator, and (3) the workshops. Because this was the pilot year, we were particularly attentive to areas that we can improve in the future. Based on discussions with staff and participants, as well as the survey results, we have identified the following opportunities for improvement:

Opportunities to Improve / Challenges	Planned Action
WORKSHOPS:	
Balance all the material we <i>could</i> cover with the limited time we have.	We will continue to refine our workshops based on credible research, as well as needs assessments from participants and stakeholders.
Provide subsidies to help pay for transport and lunch.	Most of our participants have very little money. Midway through the pilot year we were able to re-program funds to pay for transport to the workshops and for lunch. We will continue to include these cost in future budgets.
Make sure the University administration keeps Saturdays free for participants to attend workshops.	Next academic year, we will work more closely with the Vice Chancellors, Deans, and lecturers to minimize scheduling conflicts, and to help lecturers make other arrangements for Leadership Crucible participants when there is overlap.
Involve more women leaders with on-the-ground experience.	Next academic year, we will recruit additional facilitators to teach workshops, as well as arrange more optional panels.
MENTORING PROGRAM:	
Continue to offer and strengthen the mentoring program.	Strengthening the mentoring component is one of our top priorities. Next academic year, we plan to more actively recruit mentors, provide more training, and provide more opportunities for the mentors to engage with each other.
STRATEGIC:	
Build a permanent home for The Leadership Crucible.	Our current location is temporary, so we are looking for partners to help to fund the construction of a permanent facility on the new campus of the Catholic University (we estimate a suitable facility will cost between \$100,000 to \$175,000).
Develop a sustainable business model.	We continue to research sustainable funding models. In addition to traditional grants, we are considering corporate sponsorships, endowments, and a sliding fee schedule that charges participants based on what they can afford.
Provide ESL training (the English skills of participants are mixed, but all of them could benefit from more English training).	We are looking for partners to help us provide remedial English training to our participants.
Provide more programming (even though participants have many demands on their time, they requested more programming).	We plan to provide a second-year program for alumni. We will also continue to look for ways to encourage participants to reflect on and practice what they have learned outside of the workshops.
Make the program available to participants beyond CUofSS.	Next academic year, we will expand the program to University of Juba students. If funding is available, we will also pilot it with several young professionals in the workforce.

Financial Report / Forecast

Revenues:

Caster Family Trust:	\$48,665
Cordaid:	\$71,940
Total:	\$120,605

Operating Expenses:¹

\$114,030

Operating Expenses by Category:

Staff / Facilitators	\$71,867
Course Materials	\$1,711
Equipment. Supplies	\$1,740
Laptops	\$9,480
Other	\$336
Transport, Lodging, Meals	\$28,896
TOTAL	\$114,030

"One of the best things about [The Leadership Crucible] is meeting, working with, socializing with, and supporting other women."

- Participant

"If your actions inspire others to dream more, learn more, and become more you are a leader."

- Participant

Overhead Rate:

Expenditures related to administration and fundraising accounted for approximately 8% of all expenses.

In-Kind Donations:

- USAID VISTAS (administered by AECOM): Furniture, internet services, and rent for a temporary facility (approximate value: \$42,000)
- Dynamic Consult: Website design services (approximate value: \$300)
- Mr. Luc Picard: Pro bono services
- Ms. Patricia Thomson: Pro bono services

¹ Does not include the value of in-kind donations, or the design of the program or workshop materials, which were provided at no-cost.

Our Team



Fr Mathew Pagan, PhD
Vice Chancellor
Catholic University of South Sudan



Patricia Powers Thomson
Director
The Leadership Crucible



Lona James Elia Luduro
Deputy Director
The Leadership Crucible



Ezbon Jusline Tabringwa
Administrative Assistant
The Leadership Crucible

Our Core Values

Our Core Values are not just aspirations. They guide our day-to-day conduct. They also frame the work we do to develop our participants, and are integrated into our program, staff evaluations, and decision-making processes.

- **Excellence:** We are committed to excellence.
- **Solidarity:** We are inspired by the Golden Rule. We find strength in diversity, and unity in a shared commitment to building the nation; we do not let tribal, regional, or political differences become divisive.
- **Human Dignity:** We value the inherent dignity of each person.
- **Service and Community:** We are committed to serving others and to supporting the communities in which we work and live.
- **Accountability:** We take responsibility for our actions; learn from our mistakes; and celebrate our achievements.
- **Integrity:** We honor our country, communities, families, and selves by adhering to the highest standards of conduct. We endeavor to do what is right, even when no one is watching.
- **Hard Work:** We work hard every day striving to achieve our personal goals and the goals of the program.
- **Empowerment:** We empower staff and participants to take initiative and to solve problems.
- **Collaboration:** We work collaboratively with our partners; we build trust by listening and following through.
- **Innovation:** Guided by both experience and vision, we work to keep our program relevant, fresh, and innovative.