

# COUNTRY LEADERSHIP PROGRAM



## for Health System Change

### Evaluation & Findings summary



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# Key Findings

## 01

### Systemic and Collaborative Impact

The programs fostered systemic changes by embedding CLP principles, leading to significant advancements in several areas such as organizational restructuring, stakeholder collaboration and curriculum development. This was translated into significant improvements in governance structures and enhanced stakeholder engagement. As a consequence, in Nigeria, a state RMNCAEH+N coordination platform was approved.

## 02

### Transformative Leadership Development

The CLP focused heavily on transformative leadership development. This was characterized by significant personal growth in leadership skills, particularly in communication, collaboration, and strategic thinking. Participants reported a clear understanding of how to apply their learning to their professional environments, emphasizing the program's effectiveness in inspiring both practical and conceptual leadership changes. They mentioned a clearer capacity to steer organizational change in line with national priorities.

## 03

### Evidence-Based Decision Making

Strengthening data use across multiple levels was one of the program's objectives. The CLPs enhanced multisectoral prioritization, resource allocation, and performance management through improved data-driven decision-making competences. This was foundational to support the creation of data dashboards and improving decision-making practices across the teams. In Guatemala, for instance, leaders emphasized the importance of the GFF support for the creation of "Salas Situacionales" (data dashboards).

## 04

### Sustainability and Long-Term Impact

The question of sustainability of the CLP programs was highlighted, with many participants reporting ongoing benefits such as the continued application of leadership competencies in their daily activities. The enduring legacy of the CLP programs is seen in both the empowerment and ongoing engagement of leaders and the contribution to systemic improvements in public health. This dual impact fosters long-term change and continuous progress in national health systems.



09 Countries



439 Health Leaders



90% Effectiveness



Inspiring reflections



Domains of impact

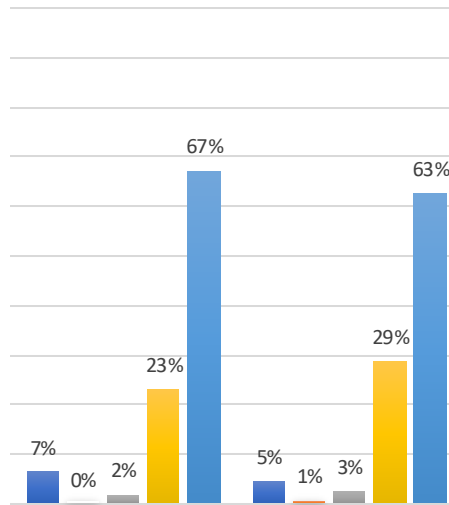


Nigeria, Zambia, Guatemala, Somalia, Chad and Burkina Faso conducted in-person editions and are included in this evaluation process.

Ethiopia, Kenya, and Malawi held online editions as "pilot countries" and were not evaluated in this process.

Representatives from various segments:

- Government (local, regional, and national levels)
  - ✓ Ministry of Health
  - ✓ Ministry of Social Development
  - ✓ Ministry of Agriculture
  - ✓ Ministry of Planning, Economy, and International Cooperation
  - ✓ Ministry of Women and Early Childhood Protection
  - ✓ Ministry of Education
  - ✓ Ministry of Communication
- Private sector
- Civil society organizations
- Academic and training institutions
- International organizations and donors:
  - ✓ World Health Organization (WHO)
  - ✓ United Nations Population Fund (UNFPA)
  - ✓ United Nations Children's Fund (UNICEF)
  - ✓ International Organization for Migration (OIM)
  - ✓ UK Health Security Agency (UKHSA)
  - ✓ USAID
  - ✓ Embassy of the Netherlands
  - ✓ Bill and Melinda Gates Foundation



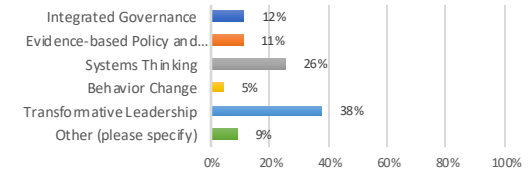
90% of the participants positively evaluated their gain of new knowledge and skills during the Leadership Retreats.

91% considered it worthwhile to have invested time in this learning experience.

“How to solve the public health problem, how to address and enhance coordination, how to manage institutions, and also how to deal with complex problems and find solutions as a team. These are some of the things that the CLP has brought us.”  
CSO leader – Apr. 23

“I look at the CLP as a game changer in leadership. Eventually we will have a generation of leaders with a new way of thinking and handling things. Really it has a far-reaching impact.”  
Government official – Mar. 23

“Amid our fatigue and sometimes excessive workload, this workshop becomes our heaven, a moment of rejuvenation. It enlightens us to a profound truth: we are integral pieces of a grander puzzle, each carrying weight in crafting impactful change.”  
Government official – Apr. 24



In Zambia, a telemedicine channel implementation was piloted using an integrated governance and evidence-based approach.

The CLP has inspired new initiatives for social change, such as Zed Future Hub (ZFH), a social enterprise founded by Zambia CLP participant Carol Milambo-Mufana, which aims to empower youth through entrepreneurship, mentoring and networking.

# Comparative analysis of CLP editions

	NIGERIA	ZAMBIA	SOMALIA	CHAD	BURKINA FASO	GUATEMALA	
<b>LEARNING EXPERIENCE</b>	<b>Number of participants</b>	38	55	46	40	35	225
	<b>Participant satisfaction rate with the Retreat</b>	91% positively evaluated their gain of new knowledge and skills during the Retreat.  95%, considered it worthwhile to have invested time in this learning experience.	90% positively evaluated their gain of new knowledge and skills during the Retreat.  90%, considered it worthwhile to have invested time in this learning experience.	90% positively evaluated their gain of new knowledge and skills during the Retreat.  94%, considered it worthwhile to have invested time in this learning experience.	97% positively evaluated their gain of new knowledge and skills during the Retreat.  94%, considered it worthwhile to have invested time in this learning experience.	100% positively evaluated their gain of new knowledge and skills during the Retreat.  97%, considered it worthwhile to have invested time in this learning experience.	85% positively evaluated their gain of new knowledge and skills during the Retreat.  85%, considered it worthwhile to have invested time in this learning experience.
<b>CONTENT</b>	<b>Program main focus</b>	Strengthening the RMNCAEH+N Platform as the National Country Platform	Facilitating the collaboration of key stakeholders and enhancing the leadership approaches needed to impact the National Health Strategic Plan	Reinforcing government's stewardship and partner alignment with its strategies and systems.	Enhancing sectoral and multi-sectoral alignment and coordination throughout the healthcare system to expedite achievement of goals outlined in the fourth National Health Development Program (PNDS 4).	Strengthening and amplifying leadership impact to catalyze stakeholder engagement and alignment across healthcare system, supporting achievement of National Health Development Program (2021-2030) outcomes.	Strengthening collaboration among actors and institutions, advancing integrated governance, and promoting evidence-based decision-making to support the Great National Crusade for Nutrition (GCNN).
	<b>Key thematic area highlighted as most valued</b>	Systems Thinking	Transformative Leadership	Transformative Leadership	Transformative Leadership	Transformative Leadership	N/A
<b>RECOMMENDATIONS</b>	<b>Areas for improvement (Participant's feedback)</b>	Additional Cohorts to monitor and evaluate results gained	Aim for greater gender balance, increased youth representation, and stronger private sector presence.	To follow up, monitor and evaluate results.	Relevance of case studies to the Chadian context.	Address a specific alignment issue in the country based on the Alignment Maturity Diagnosis results and bottleneck analysis	Having bibliography available for prior consultation.
	<b>Areas for improvement (Team and Experts' feedback)</b>	Consideration of longer-term strategy post the initial intervention Need for greater advocacy efforts after each change of government	Continuity of CLP-related activities post-transition. Content: Use simple language prioritizing clarity and simplicity.	Mandatory to include faculty/speakers from the region and/or the country.	Communication via the electronic platform was hindered by limited connectivity	Creation of a focused environment through a closed workshop. This helps to avoid distractions and ensures optimal focus on discussions and goals.	The expectations generated regarding the participation of international experts were not met when the activity was carried out exclusively by INAP's local experts.
	<b>Adaptations/improvements made based on lessons from previous editions</b>	N/A	Highlighted linkages between concepts and how they address leadership challenges/needs	Use of simple language, as many participants are non-native English speakers, prioritizing clarity and simplicity.	Having bibliography available for prior consultation.	Enhanced involvement of national institutions to ensure its relevance and long-term sustainability, while also bolstering its legitimacy and impact.	Included faculty/speakers from the country
<b>IMPACT</b>	<b>Expected impact on collective process of change</b>	92% of participants felt that the greatest impact would be on Systemic change	92% of participants felt that the greatest impact would be on Leadership impact (profiles / attitudes / actions of leaders)	90% of participants felt that the greatest impact would be on Leadership impact (profiles / attitudes / actions of leaders)	76% of participants felt that the greatest impact would be on Leadership impact (profiles / attitudes / actions of leaders)	81% of participants felt that the greatest impact would be on "Leadership impact (profiles / attitudes / actions of leaders), and "Collaboration with peers".	60% of participants felt that the greatest impact would be on Leadership impact (profiles / attitudes / actions of leaders)
	<b>Perceived impact on leadership practices after the program</b>	Identify and strengthen personal weaknesses; Positive effects in leadership behaviors, personal growth and work-life balance.	Positive effects in leadership behaviors as utilization of survey-data for decision-making; Integrated CLP perspective in crisis management	Data not available	Data not available	Data not available	Data not available
	<b>Achieved results in terms of transformational leadership or systemic change</b>	Strengthened National Country Platform effectiveness and Enhanced partner alignment around country-defined priorities	Disruptive impact on the MoH's management systems and Enhanced partner alignment around country-defined priorities	Data not available	Data not available	Data not available	Data not available

# Results Overview

## Outputs



## Results area



### System Transformation

- Integrated Governance:
  - Empowerment of government and civil society leaders to enhance coordination and collaboration across various government levels and sectors.
- Evidence-Based Decision Making:
  - Utilization of data for multisectoral prioritization, resource allocation, course correction, and performance management.

## Soft targets



- Enhanced alignment between normative and participatory components of governance.
- Support for ongoing Alignment Processes
- Strengthened data use cycle from subnational to national levels.

## Progress



### Improvement in Country Platform Functioning in Nigeria:

- 83% of respondents reported that the CLP has contributed to improving the functioning of the Country Platform.

### Strengthening Partnerships and Collaboration:

- 88% of respondents stated that the CLP has contributed to strengthening partnership and collaboration across stakeholders within the Country Platform.

### Personal Leadership Development:

- 99% of respondents indicated that the Program had contributed to their personal leadership development.

# Results Overview

## Outputs



## Results area



### Strengthened Team/Organizational Processes & Practices

- Improved Governance Structures:
  - Clearer decision-making structures involving a broader spectrum of stakeholders, fostering a more inclusive approach to health system management.
- Enhanced Organizational Practices:
  - Adoption of new processes and practices to strengthen team dynamics and efficiency.
- Curriculum Development and Training

### Changes in Individual Leadership Practice

- Leadership Development:
  - Enhanced individual leadership competencies, including adaptive and transformative leadership.
  - Increased capacity for evidence-based decision making and Accountability

## Soft targets



- 81% of participants anticipate that the most significant impact of the CLP would be on **Leadership Impact** followed by **Stakeholders' relationship**, by 74%
- 91% of the participants left with a clear understanding of **how to apply** what was learned during the Retreat to the reality of their work.
- Progress on curriculum development:
  - ✓ Training initiatives and workshops.
  - ✓ Engagement with Academia
  - ✓ Integration of CLP principles.
- Changes and impacts:
  - ✓ Changes in leadership roles;
  - ✓ Systemic interventions based on data analysis;
- Improve stakeholder collaboration

## Progress



### Educational Initiatives:

- In Guatemala, the National Institute of Public Administration – Inap, developed a Course, integrating CLP principles, aiming to enhance the capacities of public servant leaders.
- In Zambia, an action plan was developed during the Curriculum Development Institutionalization Workshop. It is based on identified needs and opportunities, including a competency-based approach.

### Government Transition and Data Use:

- Secretariat of Food and Nutritional Security – SESAN - leaders emphasized the importance of the GFF support for the results achieved during the government transition, including the creation of "Salas Situacionales" (data dashboards).

### Future Expectations:

- Awaiting results from upcoming surveys to further assess program impact and progress.

→ **Outputs**

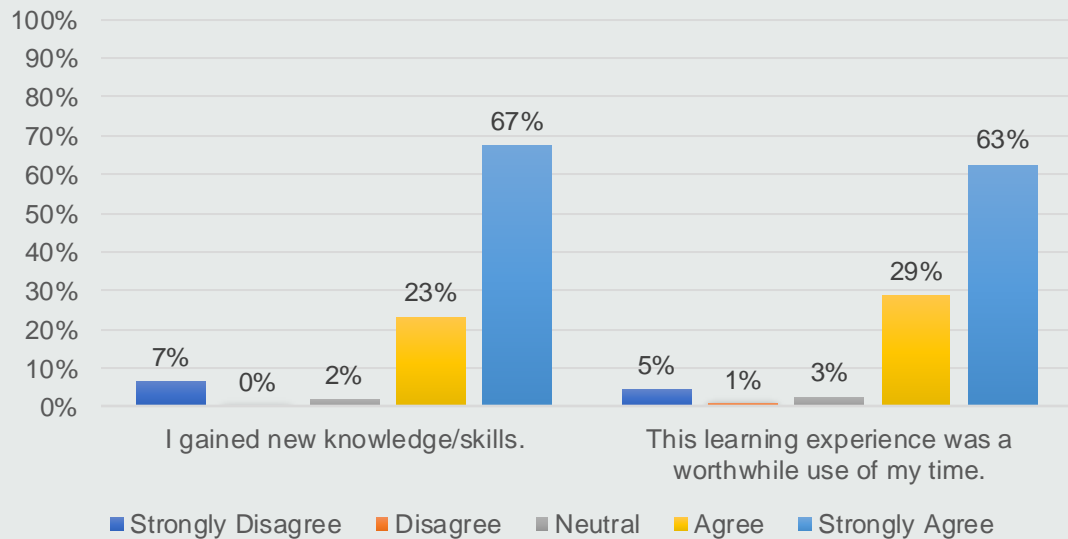




## CLP PRIMARY OUTPUTS

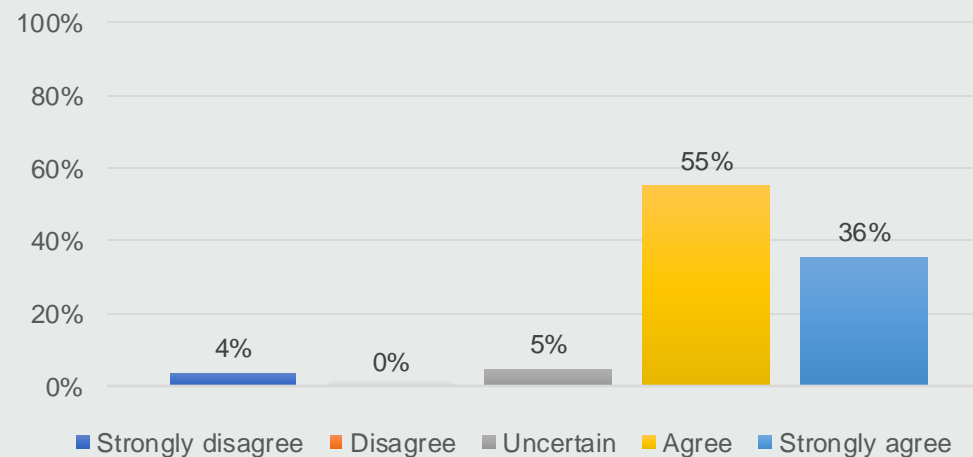
*Understanding concepts, Expectations and Learning needs*

### Overall Learning Experience



**90%** of the participants **positively evaluated their gain of new knowledge** and skills during the Retreat. While **91%** considered it **worthwhile** to have invested time in this learning experience.

### Perception of Real Application Potential



The survey highlights that **91%** of the participants **left with a clear understanding of how to apply** what was learned during the Retreat to the reality of their work.

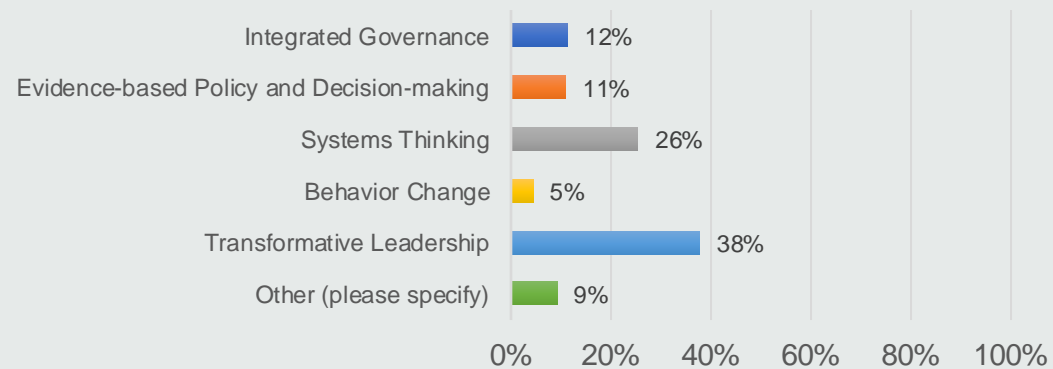




## CLP PRIMARY OUTPUTS

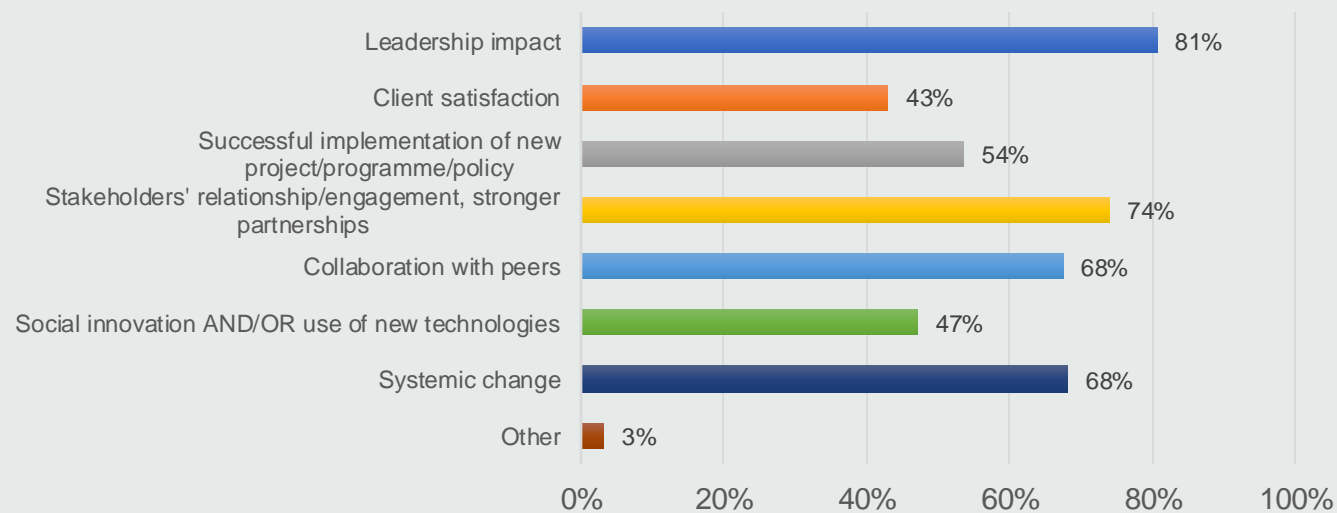
*Understanding concepts, Expectations and Learning needs*

### Most Valuable Topic Areas



**38%** of the participants highlighted **Transformative Leadership** as the most valued of all the thematic areas that were worked on during the Retreat

### Expected Impact on Collective Processes of Change



When asked about their expectations for impact on collective change processes, **81%** of participants felt that the greatest impact would be on **Leadership profile and impact**



## CLP PRIMARY OUTPUTS

*Understanding concepts, Expectations and Learning needs*

### Impressions and Reflections

**“I look at the CLP as a game changer in management.** Eventually we will have a generation of leaders with a new way of thinking and handling things. Really it has a far-reaching impact. That is my vision and I'm so excited and I would really love to see this go on. Have so many of our managers enrolled into this program, it will change the way we do things. (...)I can assure you the impact of this program will go far. If countries adopt it, if ministries adopt it and try to cascade it lower down to the other levels.”

**Dr Callistus Kaayunga – Mar. 23**

Province Health Director in Southern Province

"Amid our fatigue and sometimes excessive workload, this workshop becomes our haven, a moment of rejuvenation. It enlightens us to a profound truth: we are integral pieces of a grander puzzle, each carrying weight in crafting impactful change."

**Anonymous – Apr. 24**

“Before I came, I didn’t expect to see what I have been seeing here. (...) Because it didn’t come with a cook recipe, but it tries to understand your situation. And then you work it out by yourself and define your own areas of strengths, your own areas of weakness. And it presents to you how you can deal with situations. **So, I found it very, very unique, with a very innovative approach.**”

**Dr Salma Anas Ibrahim – Ap. /22**

Director Federal Ministry of Health & Special Adviser to President on Health

“It is a workshop that really has an impact (...) because it gives us a different perspective of the problems and of our way of acting, both individually and collectively. It also allows us to evaluate precisely how we are working at the moment and what we can improve to really have an impact from where we are.“

**Anonymous – May 23**

"We always knew there was a problem, but now we are looking at it from a different and unique perspective."

**Anonymous – Nov. 23**



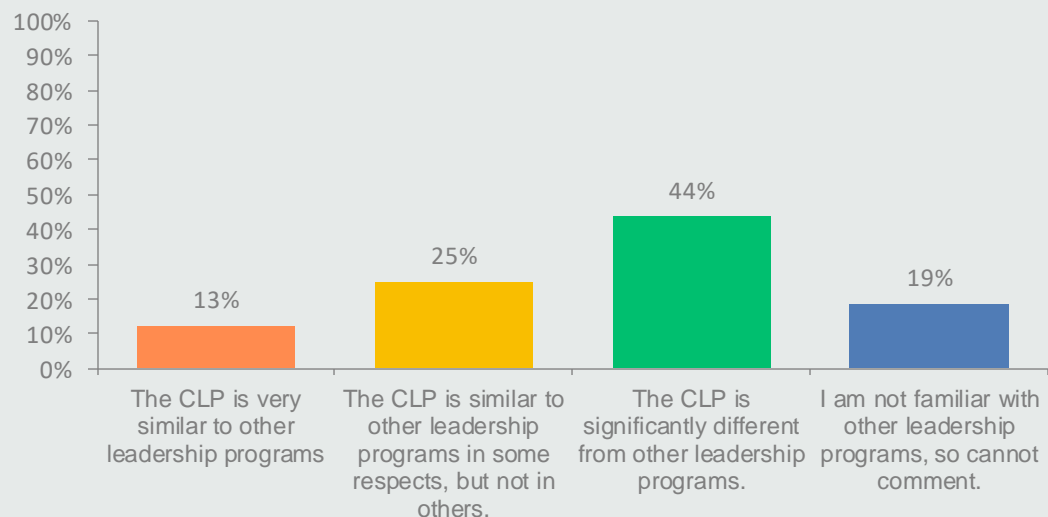
## CLP PROCESS OUTPUTS

Contributions, uniqueness and sustainability

[Survey dashboard](#)



### Nigeria Edition\* CLP vs Other Leadership programs: Content, Approach, and Activities



44% of respondents noted distinctions between CLP and other programs, while 38% indicated that the program shared partial or complete similarities with others.

#### DISTINCTIONS

“I have had the privilege of participating in number of leadership programmes within and outside Nigeria. The evidence-based design and contents of the CLP, facilitation by a wide range of international experts, and the participation of top-level local stakeholders on RMNCAEHN, and very conducive learning environment made one to wish for nothing more in training.”

“It has been customized to address the issue of leadership bringing out salient points in relation to RMNCH+A.”

“The CLP is better than the other Leadership and Management Programmes that I have attended by being more interactive, practical and followed up Hogan coaching, Leadership interactions and further mentoring.”

#### SIMILARITIES

“They all focus on principles/characteristics that leaders are expected to possess to be able to effectively manage people and resources towards achieving expected results.”

“Other leadership program: such as ARiN leadership programme. It is different from it with respect to the coaching sessions and the participation at the CLP Community platform.”

\* Survey only conducted with Nigeria participants as, the only country that completed all the stages of evaluation.

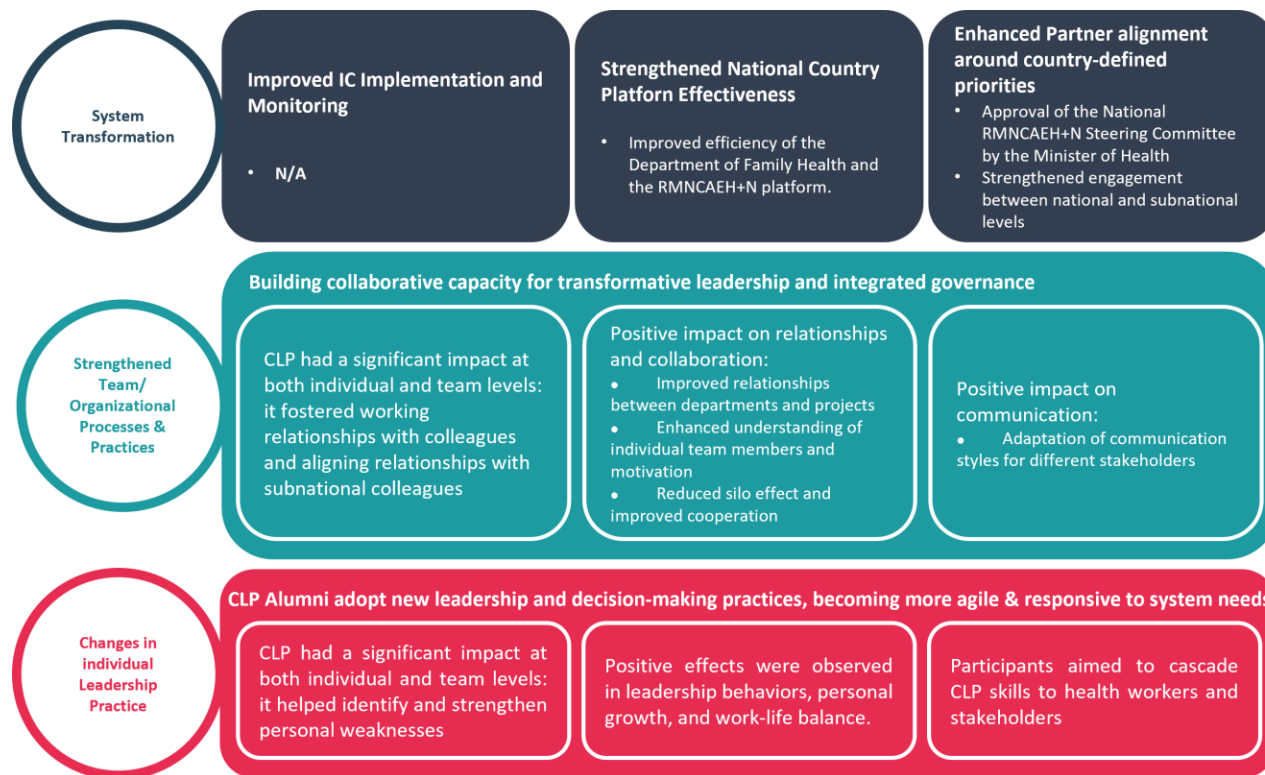
→ **Outcomes**



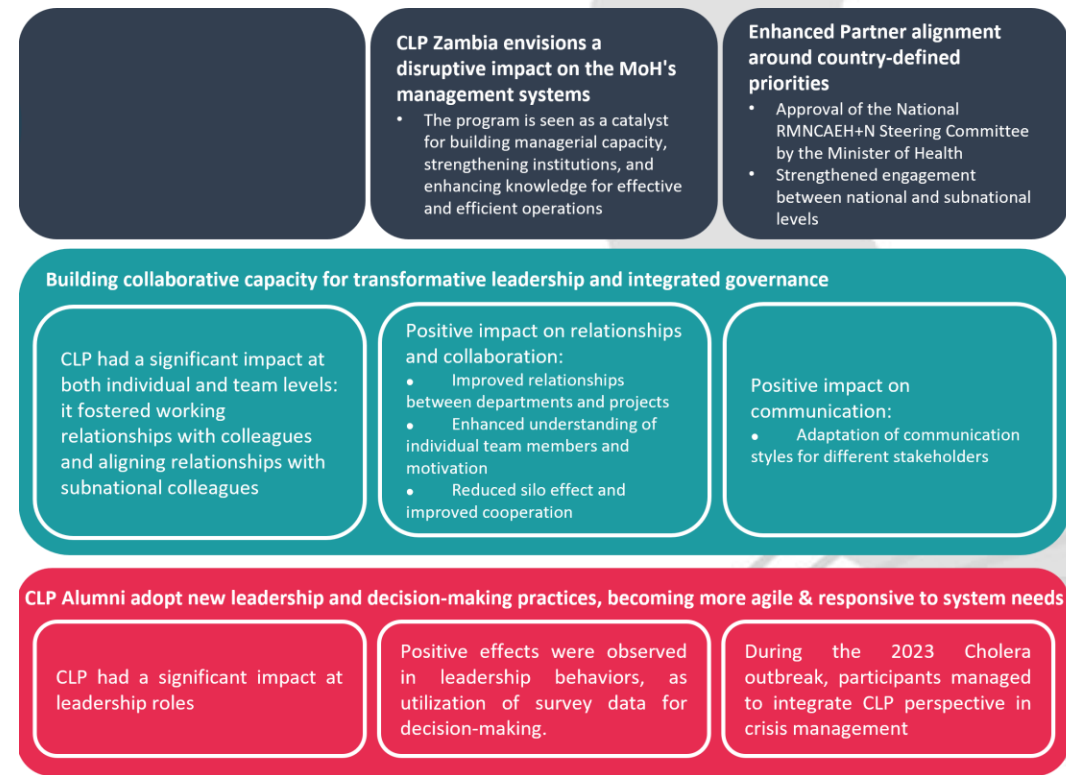
# Main Contributions And Outcomes

The CLP editions in Nigeria and Zambia started in April 2022 and April 2023, respectively. This allowed to advance the evaluation processes in these countries compared to others, providing a better understanding of the achieved results and generated impacts.

## IMPACT OF ACHIEVEMENTS ON COLLECTIVE PROCESSES OF CHANGE FROM NIGERIA



## PROGRESS FROM ZAMBIA



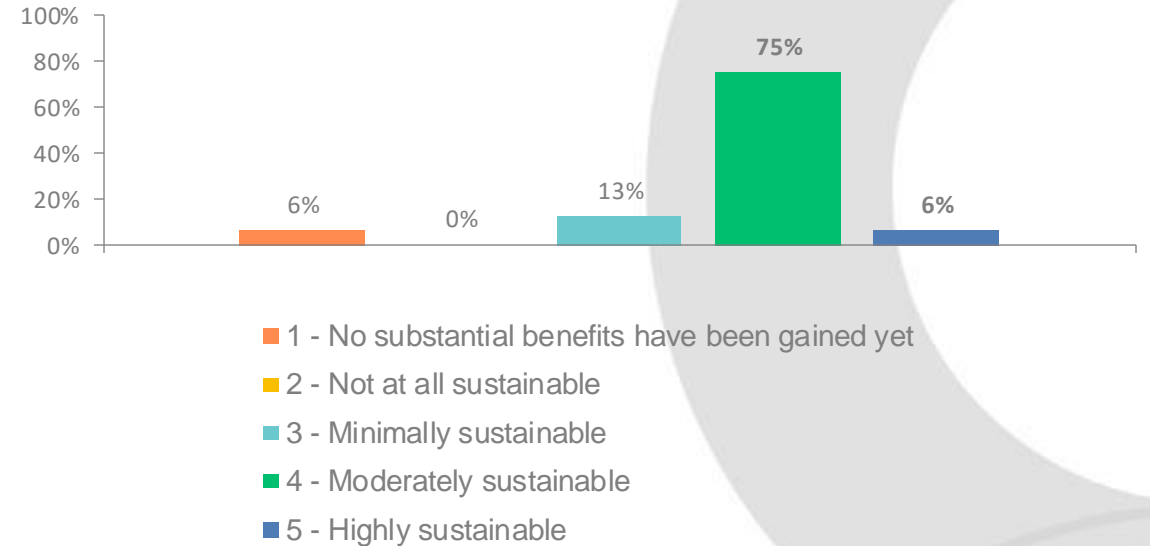


**Perceived added-value and  
impact & Areas of improvement**

# Perceived Added-value And Impact

1. **Significant impacts have been reported** (in surveys, interviews and analysis carried out by the K&L Team and AMP Health) at the three levels where the CLP is expected to catalyze change: individual participants; teams and organizations they are a part of; and the wider system.
2. The **wide diversity of stakeholders in the group was instrumental for success**.
3. Beneficial CLP topics included systems thinking, problem-solving skills, emotional intelligence, interpersonal skills, working towards a common vision, cooperation, teamwork, delegation and appreciating interpersonal differences.
4. Participants eager to apply program's learning and acting as **multipliers of the principles** of integrated governance and evidence-based decision-making.
5. **Systemic impact** by integrating health with economic and development policies.
6. Continuous capacity building has **empowered leaders** to effectively manage public health initiatives.
7. **High demand indicated by multiple requests for CLP extensions**.

## Sustainability Of The Benefits\*



**81% highlighted the sustainability of the benefits gained through the CLP 1 year after the end of the Program.**

\* Survey only conducted with Nigeria participants as, the only country that completed all the stages of evaluation.

# Perceived Added value And Impact

1. Participants stated they are applying leadership skills and competencies in their daily activities and projects, in particular in the following areas:

- **Personal Skill Development**

e.g. Delegated with confidence and engaged in positive self-talk.

- **Planning and Organization**

e.g. Telemedicine Implementation: Piloted telemedicine using an integrated governance and evidence-based approach.

- **Team Development and Coordination**

e.g. **Mentoring**: Mentored coordinators to improve service provision and early risk detection

- **Collaboration and Stakeholder Engagement**

e.g. **Collaboration with local authorities** to maintain urban cleanliness and develop sustainable strategies.

- **Capacity Building and Training**

e.g. **Developed specialized training programs** for public service workers based on needs assessments.

- **Data Utilization and Evidence-Based Approaches**

e.g. Used **data triangulation during spot checks** to relate commodity availability to **service delivery indicators**.

- **Transformational and Systemic Leadership**

e.g. Applied transformational leadership principles to resolve issues and improve processes.

\* All the examples are from Zambia due to maturity stage of this country CLP Edition and related collecting data phases

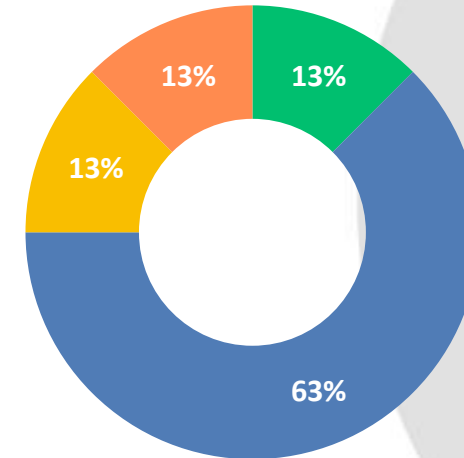


# Perceived Added value And Impact

Proportion of CLP participants that reported the CLP has contributed to:

1. expanding their **leadership capabilities** in the context of RMNCAH-N platform coordination: **94%**
2. improving the **functioning of the Country Platform (CP)**: **83%**
3. strengthening **partnership and collaboration across stakeholders** within the CP [*Leadership impact point*]: **88%**
4. strengthening **communication among stakeholders** of the CP [*Leadership impact point*]: **75%**
5. strengthening **accountability processes/mechanisms for the RMNCAEH+N** program [*Leadership impact point*]: **75%**

## Progress On Leadership Impact Since CLP Conclusion (May 23)\*



■ Very actively ■ Moderately ■ Minimally ■ No concrete advances have been made yet

**76% of respondents noted continuous progressing in addressing key leadership impact points since CLP conclusion in May 2023.**

\* Survey only conducted with Nigeria participants as, the only country that completed all the stages of evaluation.

# Areas of Improvement

## Long-term Strategy and Sustainability:

- Continuity of CLP-related activities post-transition.
- Planning for leadership transitions.
- Need for more robust mechanisms to ensure the sustainability of the changes implemented, particularly beyond the supporting/monitoring period of the CLP.

## Challenges faced:

- Integration across sectors is required to ensure that health initiatives are comprehensive and aligned with other national development goals
- Political and Organizational changes: transitions/change of government implies special challenges and need for greater advocacy efforts after each change of government
- Stakeholder engagement: importance of having champions across agencies and sub-national levels

## Participants Suggestions To Enhancing Long-term Impact:

*“Continued Leadership interactions, mentoring and knowledge/ experience sharing. And regular updates on emerging Leadership issues.”*


*“Participation should be multisectoral.”*

*“Additional Cohorts.”*

*“Need to have some form of monitoring and evaluating the results gained.”*

*“There is a need to extend the period of coaching and to also provide onsite mentorship with embedded technical support.”*

*“By having frequent refresher courses.”*

[Survey dashboard](#) 

# Areas of Improvement

## Content and methodology:

- Create a common glossary of terms/concepts
- Develop a program "map" or infographic illustrating the linkages between concepts and how they address leadership challenges/needs
- Having a bibliography available for prior consultation could be an opportunity for participants to feel more comfortable with the topics covered.
- Use simple language, as many participants are non-native English/French speakers, prioritizing clarity and simplicity.
- Aim for greater gender balance, increased youth representation, and stronger private sector presence.
- CLP must continue to be precisely tailored to the cultural and operational contexts of each country to enhance its relevance and effectiveness.
- Include faculty/speakers from the region and/or the country.





ZAMBIA



SOMALIA



NIGERIA



Click on the images to know more about findings from each CLP



GUATEMALA



GUATEMALA



GUATEMALA



GUATEMALA





CHAD



BURKINA FASO



Click on the images to know more about findings from each CLP

**COUNTRY  
LEADERSHIP  
PROGRAM**



**for  
Health System  
Change**

**EVALUATION  
FRAMEWORK**



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# Evaluation Objectives & Methodological Approach

## Objectives Of The Evaluation

- Articulate and examine pathways of change catalyzed by the program
- Identify and examine early outcomes at individual, collective, and system levels
- Learn from ongoing implementation to adapt and improve future editions.

## Methodological Approach Overview

- Prospective, mixed-methods approach with multiple points of data collection
- Primary unit of analysis: CLP Teams, comprising stakeholders from various sectors
- Emphasis on understanding incremental and iterative processes of change.





# Conceptual Framework

- Generic Theory of Change (TOC) guiding evaluation
- Country-specific adaptations to TOC based on CLP edition and context
- Evaluation questions aligned with CLP objectives and priorities

## Data Collection Overview

- Phased and mixed methods approach for triangulation of evidence
- Illustrative timeline of data collection activities, including process documentation and surveys
- Importance of ongoing analysis to inform subsequent stages

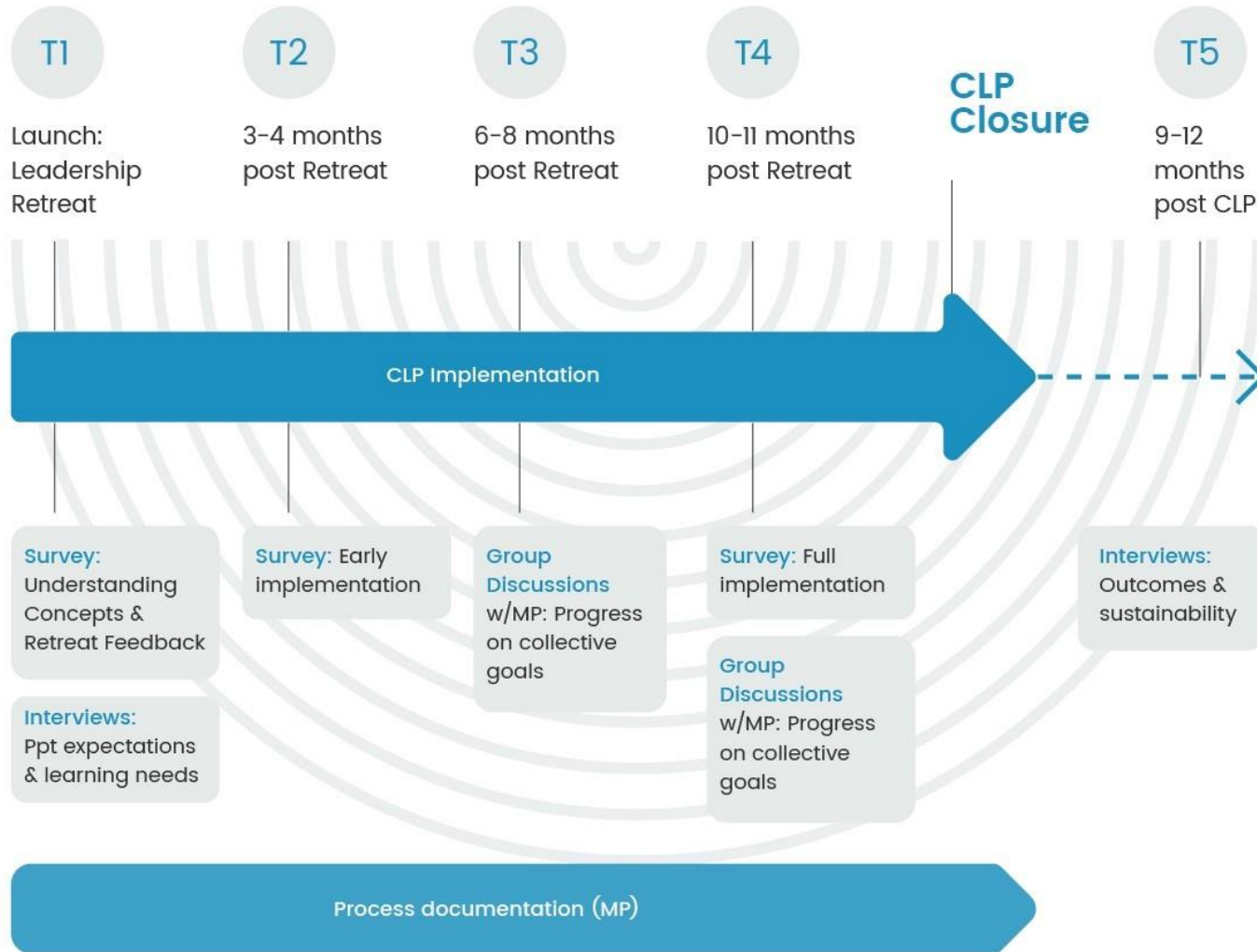
## Analytical Approach

- Descriptive analysis for survey data
- Rapid and iterative qualitative analysis using Framework Analysis
- Triangulation of data sources and stakeholder perspectives



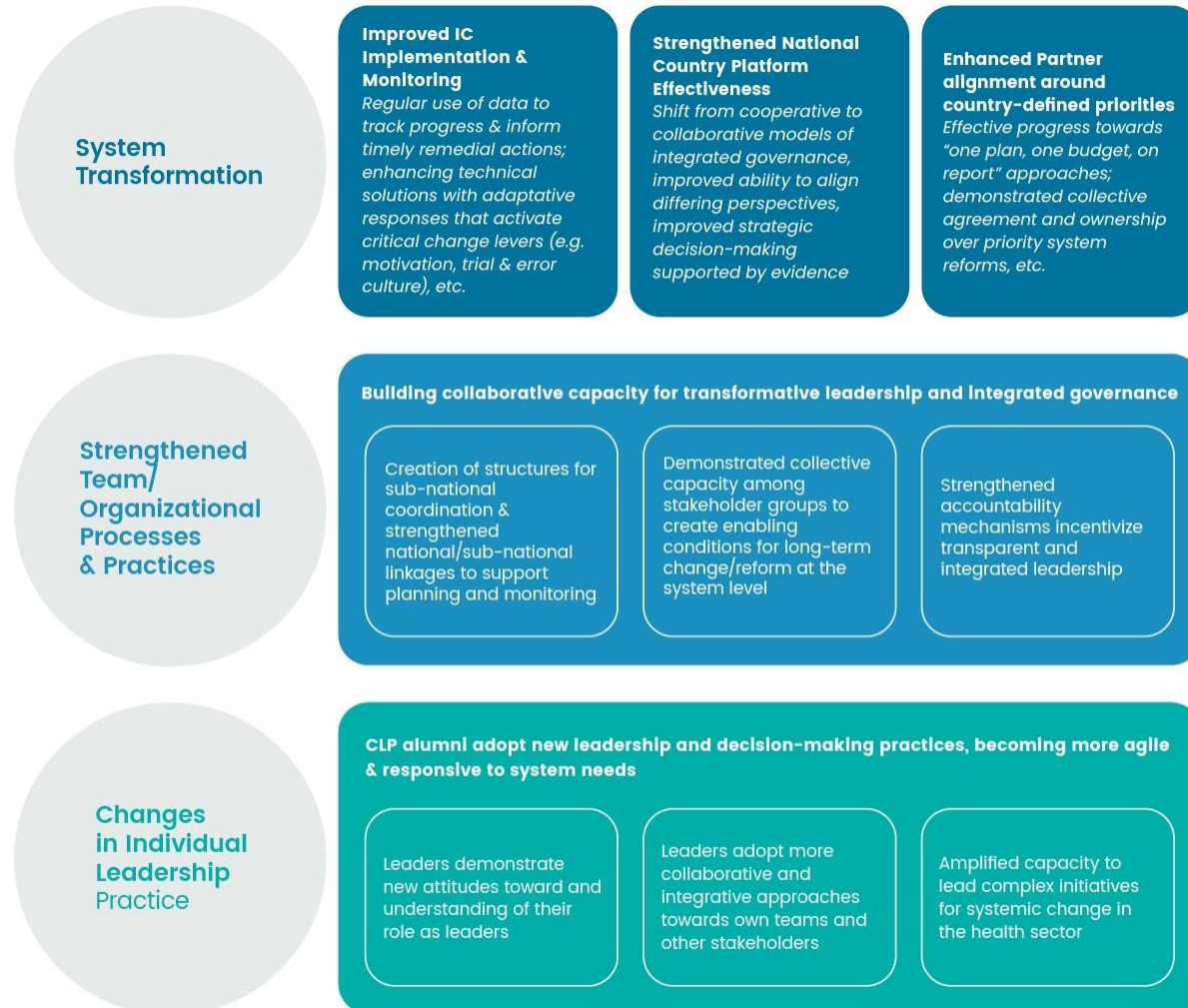
# Conceptual Framework

## Illustrative Timeline of CLP Evaluation Data Collection Activities



# Conceptual Framework

## High-level Theory of Change for the Country Leadership Program



**COUNTRY  
LEADERSHIP  
PROGRAM**

→ **for  
Health System  
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