

**COUNTRY
LEADERSHIP
PROGRAM**



for
Health System
Change

**Nigeria Edition
Evaluation & Findings**



**GLOBAL
FINANCING
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Key Findings

01

Transformative Leadership Development

99% of participants reported significant personal leadership development, highlighting enhancements in communication and collaboration, crucial for transformative leadership.

02

Systemic and Collaborative Impact

The program fostered systemic changes, with 92% of participants anticipating significant impacts on collective change processes and 88% noting improvements in collaboration and partnerships within the Country Platform.

03

Enhanced Organizational Effectiveness

Strengthening of the National Country Platform's effectiveness and improved alignment of partners around nationally defined priorities, contributing to integrated governance and collaborative leadership capacity.

04

Sustainability and Long-Term Impact

81% of respondents highlighted the sustainability of benefits one year after the program's conclusion, with ongoing progress in leadership impact points, demonstrating the enduring legacy of the CLP in empowering and engaging leaders.



38 Participants 9 Experts

NIGERIA EDITION

Results Overview

Outputs



Results area



- Systemic Transformation.
- Strengthened Team/Organizational Processes & Practices.
- Changes in individual Leadership Practice.

Soft targets



- 92% of participants anticipate that the most significant impact of the CLP would be on Systemic change followed by Relations with stakeholders and Collaboration, both highlighted by 89%
- 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



- 83% of respondents reported the CLP has contributed to improving the functioning of the Country Platform.
- 88% stated the CLP has contributed to strengthening partnership and collaboration across stakeholders within the Country Platform (one of the Leadership impact point defined by the group at the beginning of the Program).
- 99% of respondents indicated that the Program had contributed to their personal leadership development.

Results Overview

Outcomes



Results area



- Strengthened National Country Platform Effectiveness
- Enhanced partner alignment around country-defined priorities
- Building collaborative capacity for transformative leadership and integrated governance
- CLP Alumni adopt new leadership and decision-making practices, becoming more agile & responsive to system needs

Soft targets



- Improved efficiency of the Department of Family Health and the RMNCAEH+N platform.
- Improved Partnership/Collaboration
 - ✓ Strengthened engagement between national and subnational levels
 - ✓ Improved relationships between departments and projects
- Improved Coordination/Communication
 - ✓ Reduced silo effect and improved cooperation
 - ✓ Adaptation of communication styles to different stakeholders
- Improved Accountability
- Positive effects were observed in leadership behaviors, personal growth, and work-life balance.

Progress



- Approval of the National RMNCAEH+N Steering Committee by the Minister of Health
- Action plan developed based on impact points identified during the CLP Retreat
- Multiple partnership engagements since the CLP retreat:
 - ✓ RMNCAEH+N Multi Stakeholder partner Coordination Platform (MSPCP) meeting
 - ✓ RMNCAEH+N Strategy planning meetings, among others...
- Approval for state RMNCAEH+N coordination platforms (Dec 2022)
- Process changes within the RMNCAEH+N secretariat to improve internal coordination and planning
 - ✓ Pre-set regular meetings
 - ✓ Communication channels
 - ✓ Archiving meeting reports and documents
- Participants aimed to cascade CLP skills to health workers and stakeholders

→ **Outputs**





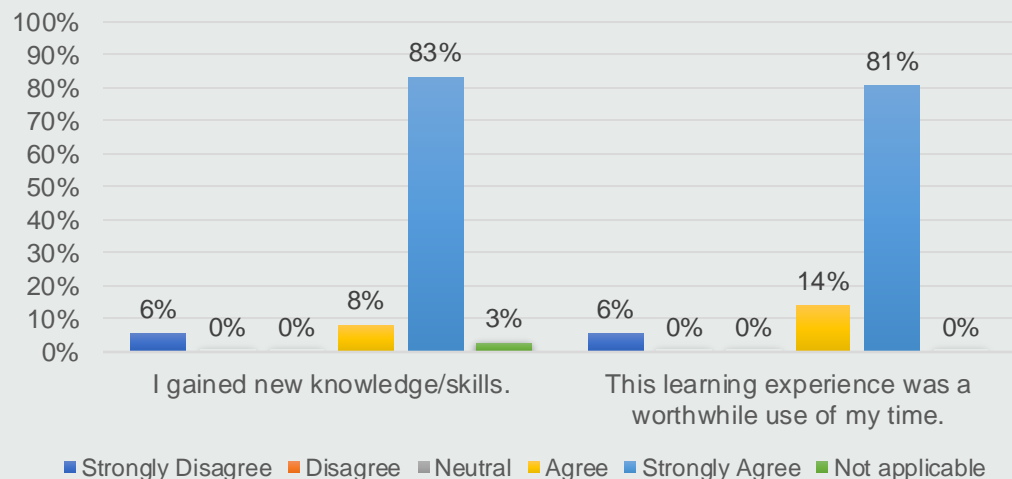
CLP PRIMARY OUTPUTS

Understanding concepts, Expectations and Learning needs

[Survey dashboard](#)



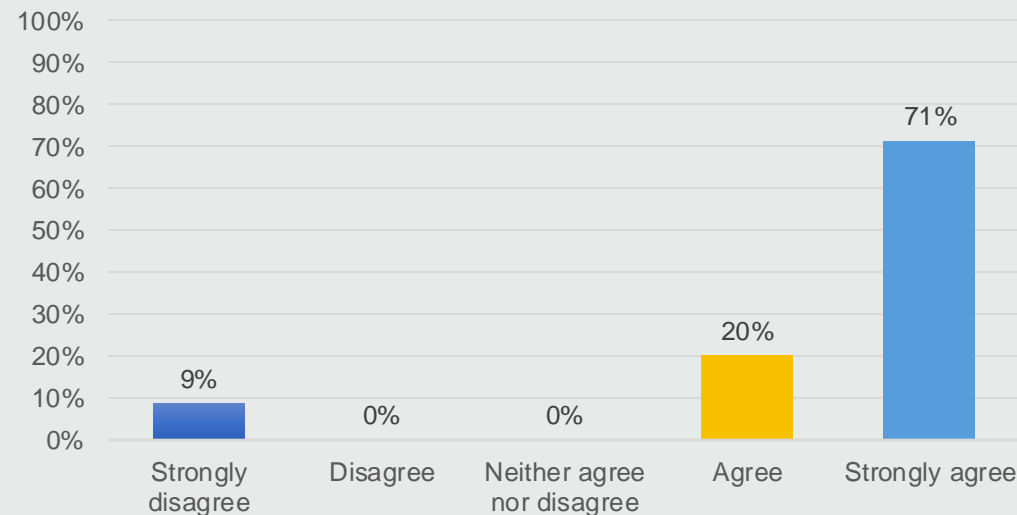
Overall Learning Experience



91% of the participants **positively** evaluated their gain of new knowledge and skills during the Retreat.

Even more participants, **95%**, 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.



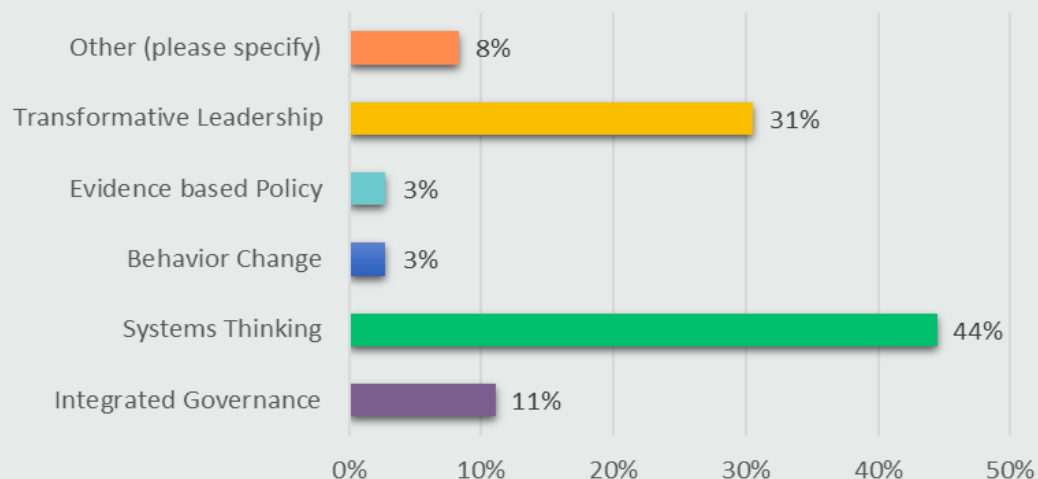
CLP PRIMARY OUTPUTS

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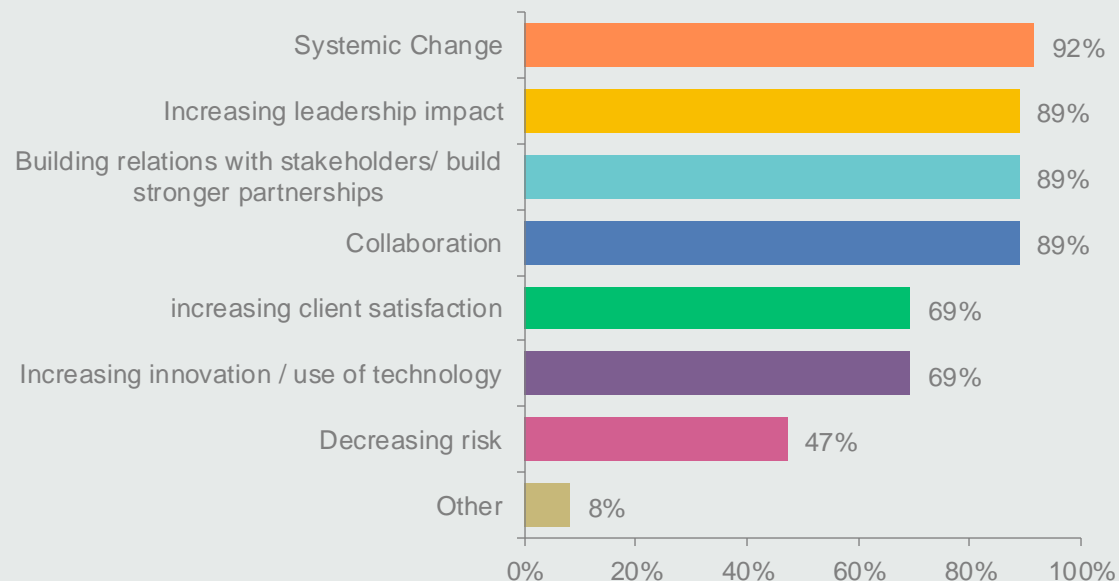


Most Valuable Topic Areas



44% of the participants highlighted **Systems Thinking** 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, 92% of participants felt that the greatest impact would be on **Systemic change**



CLP PRIMARY OUTPUTS

Understanding concepts, Expectations and Learning needs

[Survey dashboard](#)



Impressions and Reflections

“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 - Director Federal Ministry of Health & Special Adviser to President on Health – Apr. 22

“It has been a platform to improving communicational between the national and subnational levels. Gathering multi stakeholder to work together and reflect how we can do thinks better. It is not just about the work that we do, but the reflection... It is a place for us as leaders to reflect what we are doing well and what we are not doing well, and how we can make things better.”

Dr Hajara Kera - Kaduna’s Director of Public Health – Apr. 22

“Having people across... from the horizontal level and having people from national level in the same room and at the same time provides the platform for us to talk about our issues. Something that usually does not exist.”

Anonymous - Director of Public Health (subnational level) – Apr. 22

“But the one... That really interested us most was when we gathered from our different groups and came together and shared the experiences. So, we are thinking all different. It’s so wonderful, so very wonderful.”

Anonymous—Permanent Secretary of Public Health (subnational level) – Apr. 22

→ **Outcomes**





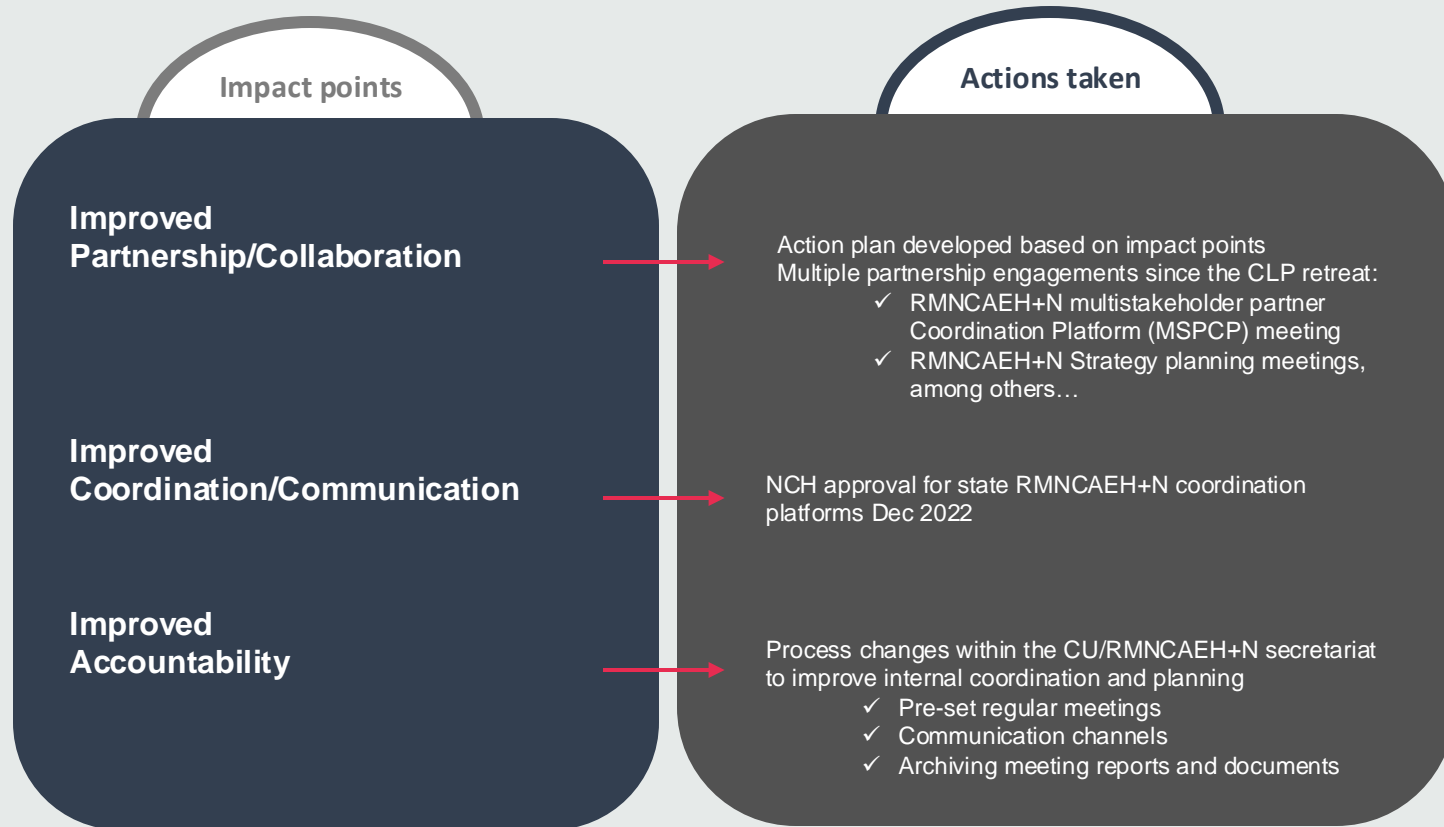
CLP PRIMARY OUTCOMES

Early Effects – Based on semi-structured interviews realized at the end of the CLP process (May 2023)

Main contributions and outcomes

1. Improved efficiency of the Department of Family Health and the RMNCAEH+N platform.
2. Approval of the National RMNCAEH+N Steering Committee by the Minister of Health
3. Strengthened engagement between national and subnational levels

Impact points and progress from Nigeria



defined by the participants at the CLP Retreat – April 22

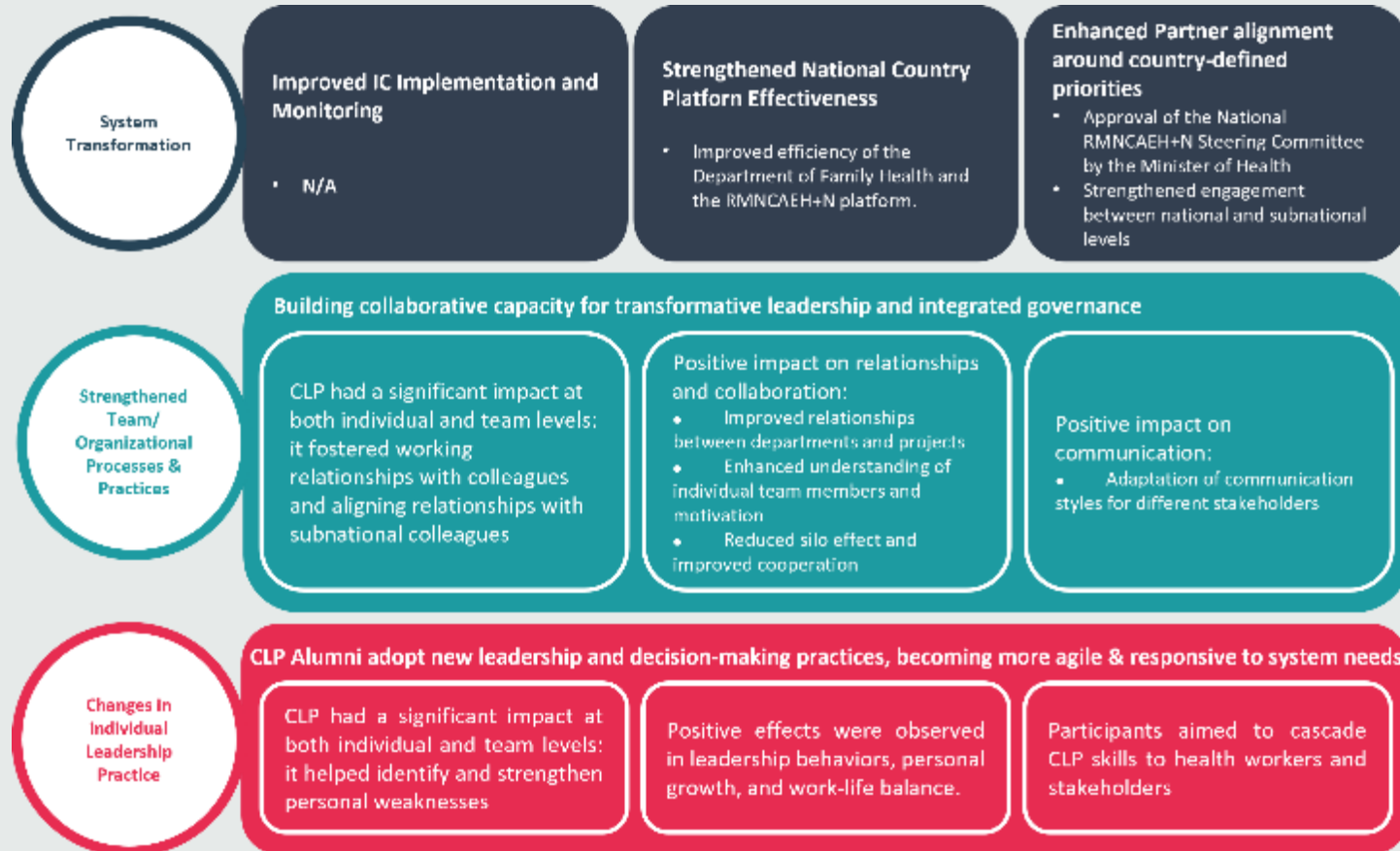
discussed during the CLP Close Out @ RMNCAEH+N strategy meeting, conducted by Dr Shola Dele-Olowu - AMP Health MP – May 23



CLP PRIMARY OUTCOMES

Early Effects – Based on semi-structured interviews realized at the end of the CLP process (May 2023)

Main contributions and outcomes: Impact of achievements on collective processes of change





CLP PRIMARY OUTCOMES

Early Effects – Based on semi-structured interviews realized at the end of the CLP process (May 2023)

Impressions and Reflections

“I don't think we have measure that (how the changes made has impacted the health system) and we evaluated that but one thing I would say is the resolution of the NCH is a very big way. (...)

So, you can now imagine if the resolution is followed and all the 36 states plus FCT have that structure for coordinated RMNCAEH+N in the state, the impact will actually be **rippled effect**.”

Anonymous—Deputy Director FMOH – Apr. 23

“How to solve the public health problem, how to address, how to send in coordination, how to manage institutions, and also how to deal with complex problem and find solutions as a team. So, these are **some of the things that the CLP has helped me to improve** as well.”

Anonymous—CSO Representative– Apr. 23

“...within the Ministry of Health we have within the family department, we have five divisions, and all the division heads were part of leadership training, and I can tell you categorically that since the leadership training our relationship inter-divisional relationship; inter- departmental relationship within the ministry and inter-ministerial relationship with other ministers have become more robust because we now know that you **cannot do it all in silo's**. You need to work with people. Because **teamwork is the spirit**.”

Anonymous - Director Federal Ministry of Health – May. 23



Process Outputs





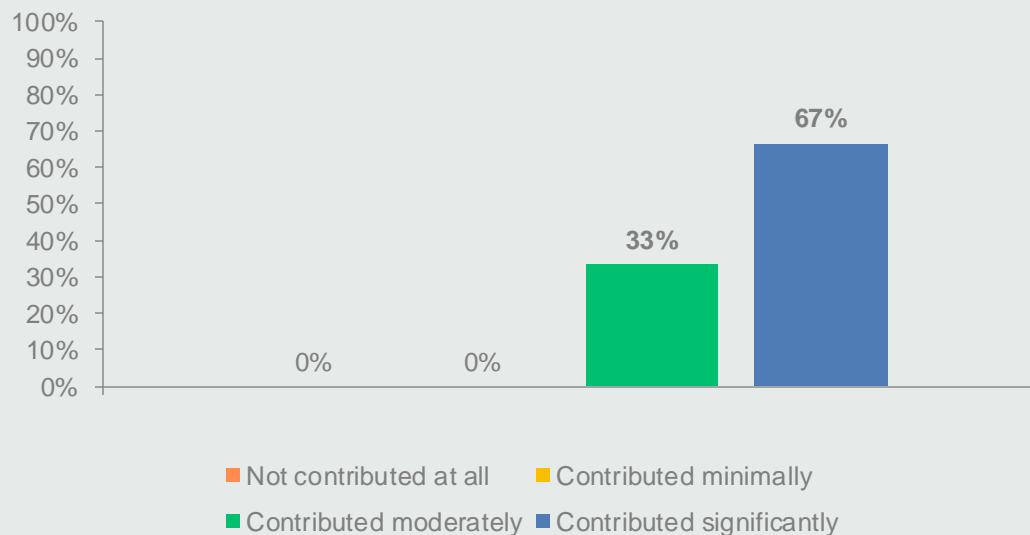
CLP PROCESS OUTPUTS

Contributions, uniqueness and sustainability

[Survey dashboard](#)

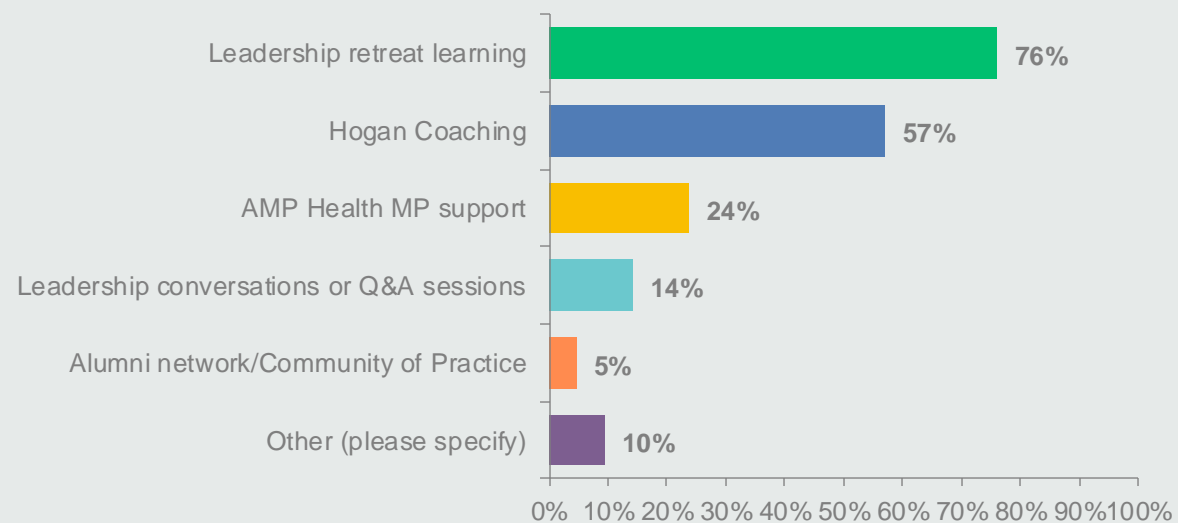


Contribution of CLP engagement to personal leadership growth



In the survey conducted one year after the conclusion of the CLP process (March 2024), **99% of respondents** indicated that the Program had moderately or significantly **contributed to their personal leadership development**.

Most impactful core CLP activities for leadership development



The survey highlights that **76%** of the respondents **emphasized the value of the Retreat** among all the activities offered by the Program.



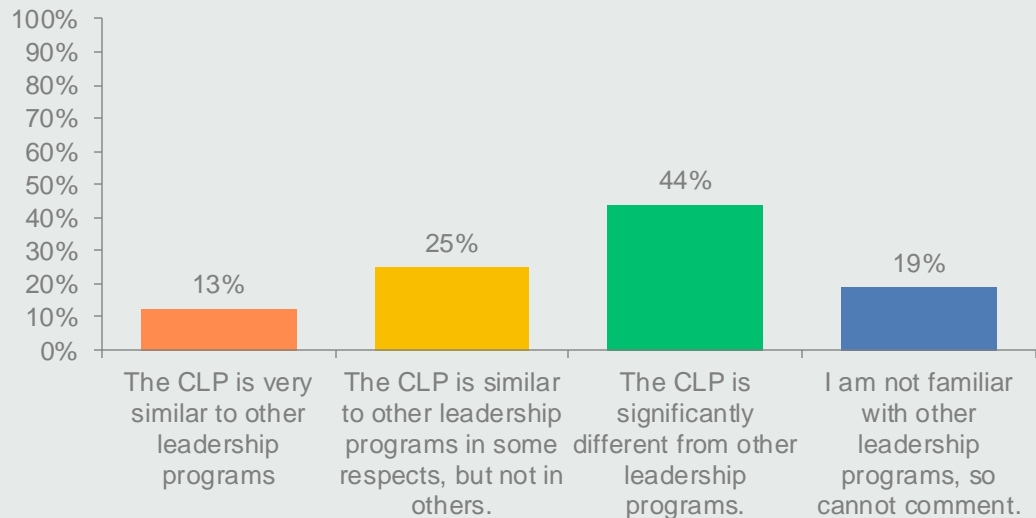
CLP PROCESS OUTPUTS

Contributions, uniqueness and sustainability

[Survey dashboard](#)



CLP x 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.”



Process Outcomes



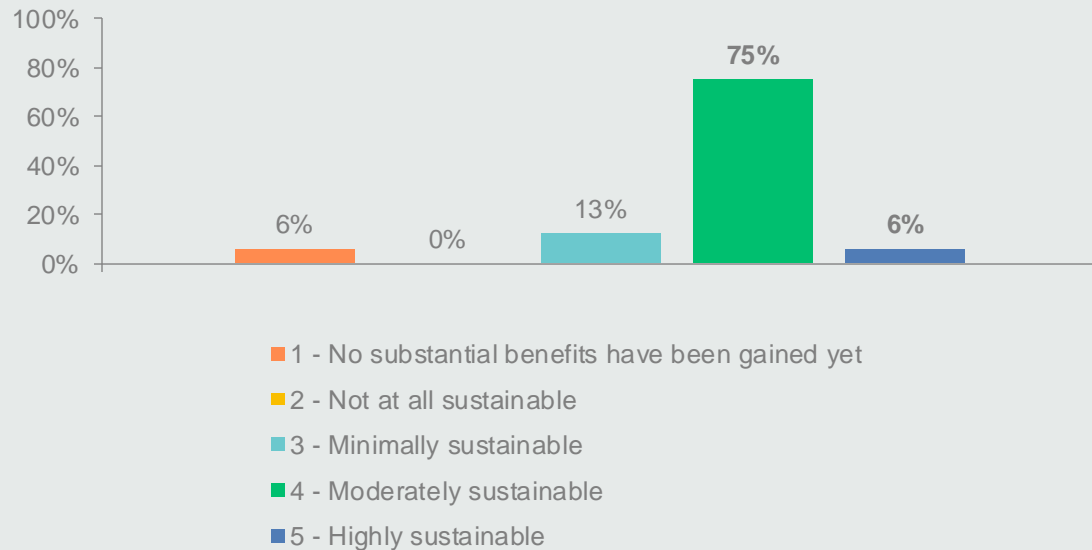


CLP PROCESS OUTCOMES

Contributions, uniqueness and sustainability

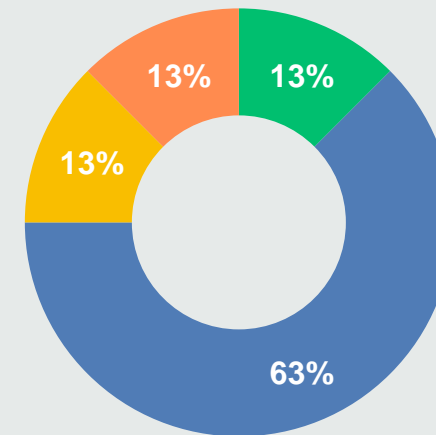
[Survey dashboard](#)

Sustainability of the benefits



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

Progress in addressing key leadership impact points 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.



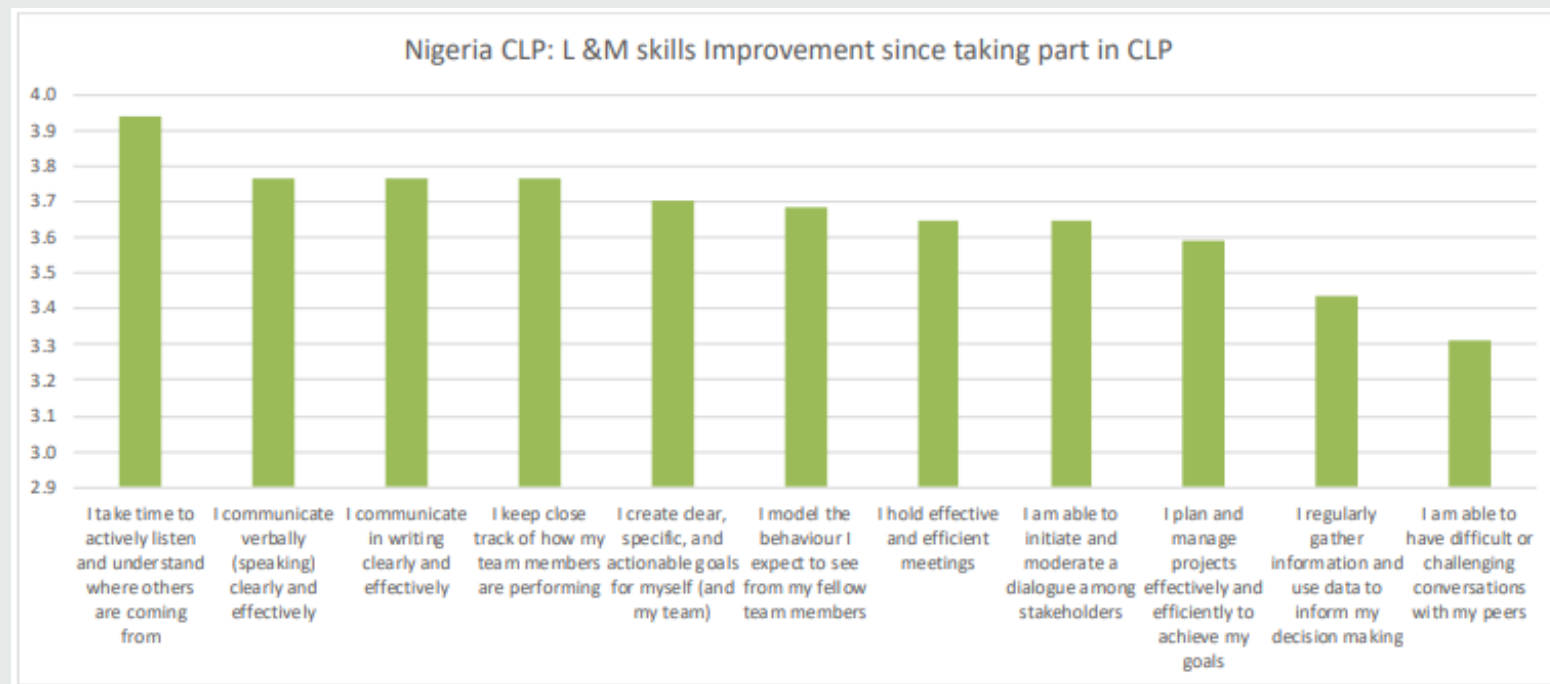
CLP PROCESS OUTCOMES

Contributions, uniqueness and sustainability



AMP Health monitoring and evaluation: Improvements in skills and confidence

Members of the RMNCAEH+N who are also CLP leaders completed a self-reported survey at the end of the Management Partner's (MP) engagement in May 2023. **The largest improvement (+3.9) was reported in taking time to actively listen for understanding. This is a core competency of transformative leadership, and it was a key focus of the MP work.** Verbal and written communication skills (both showing an improvement of +3.8) also scored very high. Team members reported significant improvements in performance monitoring, goal setting, and modelling desirable behaviors (all +3.7). Leaders reported large increases in their own ability to hold effective meetings, initiate and moderate dialogue with stakeholders, and manage projects (+3.6). Leaders reported large increases in their own ability to hold effective meetings, initiate and moderate dialogue with stakeholders, and manage projects (+3.6).





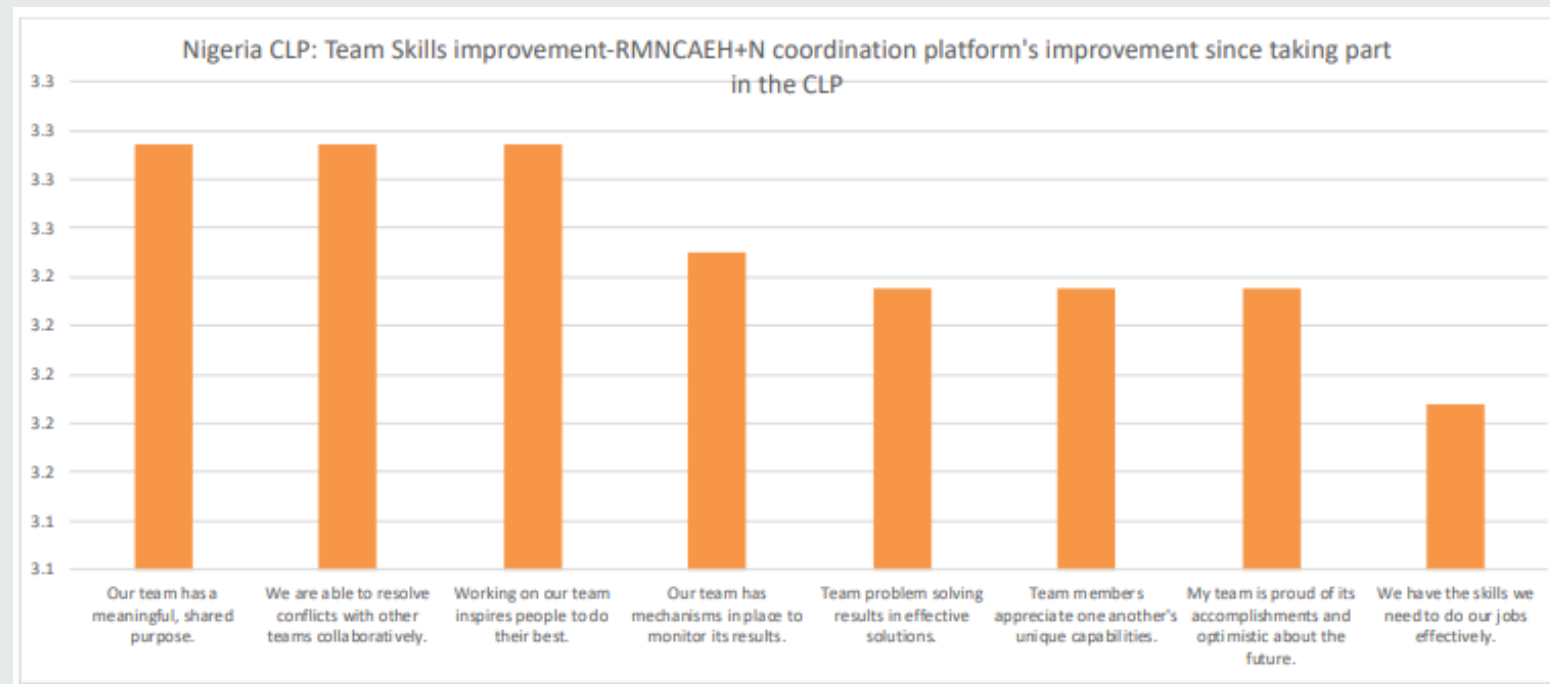
CLP PROCESS OUTCOMES

Contributions, uniqueness and sustainability



AMP Health monitoring and evaluation: Improvements in skills and confidence

The most notable improvements were seen in the team's sense of purpose, ability to work collaboratively with other teams, ability to inspire strong individual performances, and performance monitoring (all +3.3). Many of these capabilities relate to the impact points set by the CLP groups at the start of the MP's engagement (e.g. to improve collaboration and accountability). This suggests that the work of the MP and the team was focused on the impact points identified in the beginning of the engagement. Other areas of skill improvement include problem-solving, team pride, and conflict resolution within the team (all +3.2).





CLP PROCESS OUTCOMES

Contributions, uniqueness and sustainability

[AMP Health Report](#)



AMP Health monitoring and evaluation: Key success factors identified

The AMP Health Report identifies three possible critical success factors:

- **Defining roles and responsibilities**

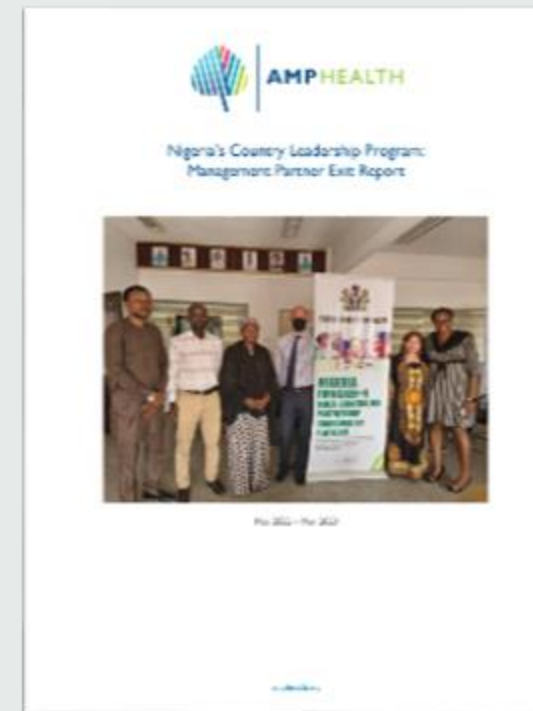
Most FHD team members were expected to have dual roles; their primary responsibility within the department was their technical RMNCAEH+N role and their secondary role was within the coordination platform. These secondary roles were not defined and led to lack of ownership and accountability for coordination platform activities.

- **Building strong relationships**

By re-establishing the responsibilities of the different stakeholders, it became clear which areas required attention and who was responsible for ensuring the necessary steps were taken. Building strong relationships through frequent interactions was a key success factor for the program.

- **Listening to relevant stakeholders for RMNCAEH+N**

With more open communication and improved listening, more team members were being heard. This was an important leadership skill that helped the team achieve some of their shared goals



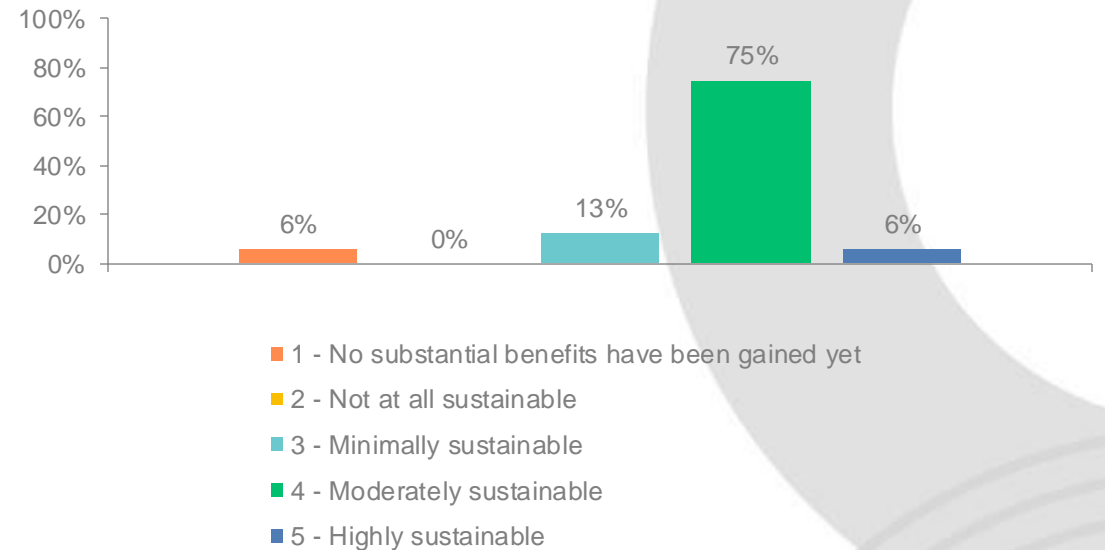


**Perceived added value and
impact & Areas of improvement**

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 at which the CLP is expected to catalyze change: individual CLP participants; teams and organizations they are a part of; and the wider system.
2. 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.
3. The **value and support of coaches, mentors, and the embedded Management Partner** (Dr. Shola Dele-Olowu) **were highly appreciated.**
4. There were **several requests for additional CLP editions** (extension) from and to various groups
5. Informal feedback highlighting **successes in collaboration**

Sustainability of the benefits



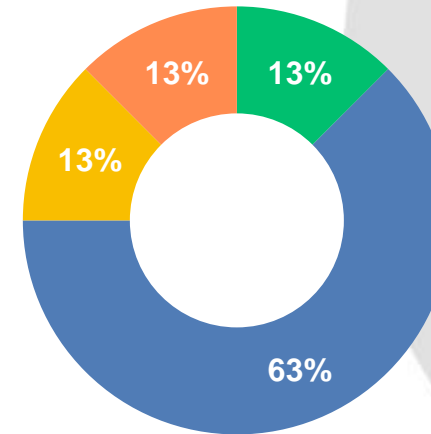
81% highlighted the sustainability of the benefits gained through the CLP 1 year after the end of the Program.

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.

Areas of Improvement

Long-term Strategy and Sustainability:

- Consideration of longer-term strategy post the initial intervention

Challenges faced: Stakeholder engagement and Advocacy

- Need for greater advocacy efforts after each change of government
- Importance of champions across agencies and sub-national levels

Content and methodology:

- To support the coherence of the program:
 - 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
- Include faculty/speakers from the region and/or the country.

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."

"Needs to have some form of monitoring and evaluating the results gained."

"There is need to extend the period of coaching and to also provide onsite mentorship with embedded technical support."

"By having frequent refresher courses."

[Survey dashboard](#) 

**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

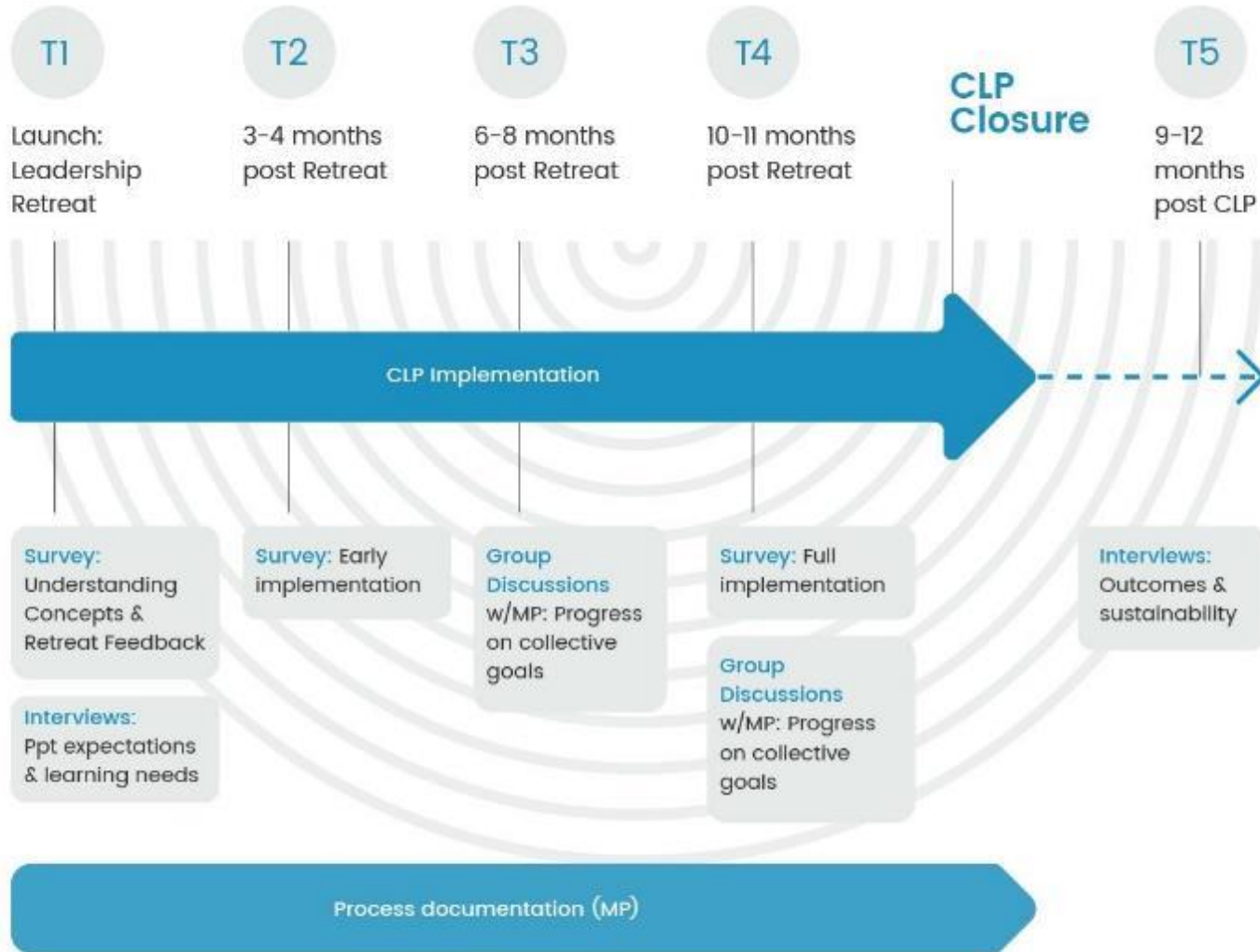
Analytical Approach

- 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

