

COUNTRY LEADERSHIP PROGRAM



for Health System Change

Zambia Edition Evaluation & Findings



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Key Findings

01

Transformative Leadership Development

A strong emphasis on transformative leadership, with 96% of participants gaining a clear understanding of how to apply their learning to the realities of their work, highlighting the program's effectiveness in inspiring practical and conceptual leadership changes.

02

Systemic and Organizational Impact

Significant advancements in curriculum development and integration of CLP principles, with notable changes in leadership roles and organizational restructuring reflecting a data-driven approach to systemic interventions.

03

Stakeholder Engagement and Collaboration

Enhanced engagement and collaboration among stakeholders, maintaining robust commitments throughout the year and utilizing meetings and workshops to foster synergies, reflecting a cohesive and dedicated CLP community.

04

Sustainability and Long-Term Impact

Reports of continued application of leadership skills and competencies in daily activities and specific projects, demonstrating the sustainable impact of the program on participants' leadership practices.



55 Participants 9 Experts

ZAMBIA 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 **Leadership Impact** followed by **Stakeholders' relationship**, highlighted by 84%
- 96% 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



- *Waiting for upcoming survey results*

Results Overview

Outcomes



Results area



- Curriculum Development and Training
- Organizational Changes and Project Impact
- Enhanced stakeholder engagement and collaboration
- The group of CLP participants has established its own transformative commitments during the initial Retreat:

“We promise to let go of old ways when they no longer serve.”

“We promise to hold our own center in uncertainty.”

“We promise to look after ourselves and others in a stressful environment.”

Soft targets



- Progress on curriculum development:
 - ✓ Training initiatives and workshops.
 - ✓ Engagement with academic institutions.
 - ✓ Integration of CLP principles.
- Changes and impacts:
 - ✓ Changes in leadership roles;
 - ✓ Restructuring of departments and implementation progress of several projects;
 - ✓ Utilization of survey data for decision-making;
 - ✓ Systemic interventions based on data analysis;
- Improve stakeholder collaboration:
 - ✓ Stakeholder meetings and workshops.
 - ✓ Opportunities for synergies with ongoing activities.
 - ✓ One year into the CLP process, stakeholder commitment and engagement remain strong.

Progress



- Curriculum Development Institutionalization Workshop was held in March 2024:
 - ✓ Clear roles and visibility established within relevant structures for L&M curriculum project.
 - ✓ Support from key departments within MoH enhances engagement with regulatory bodies and access to resources.
 - ✓ Action plan developed based on identified needs and opportunities, including a competency-based approach.
- The CLP has inspired new initiatives for social change, such as **Zed Future Hub (ZFH)**, a social enterprise founded by CLP participant Carol Milambo-Mufana, which aims to empower youth through entrepreneurship, mentoring and networking.
- Response to external events:
 - ✓ Response to the cholera outbreak: integration of CLP perspective in crisis management.

→ **Outputs**





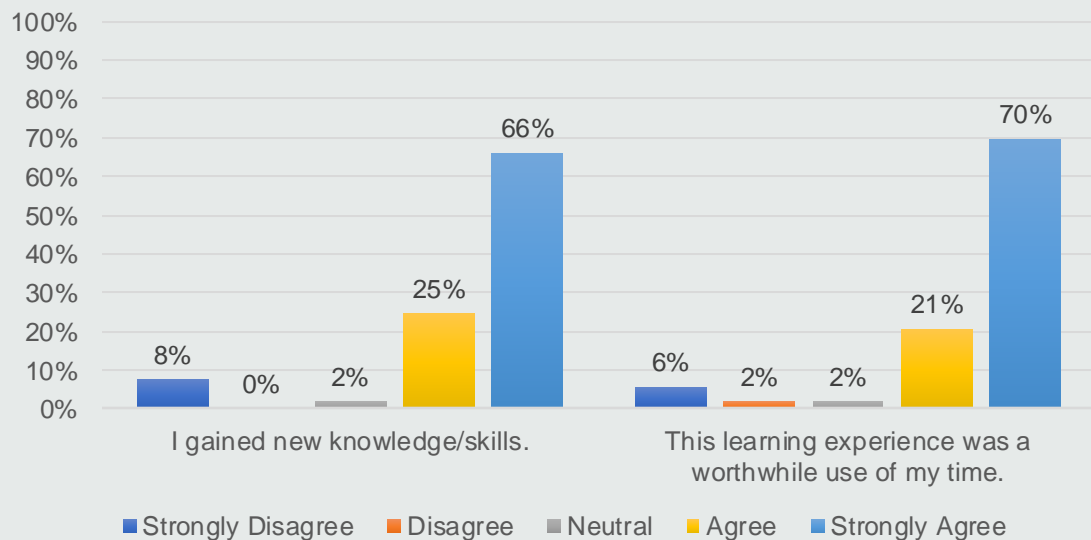
CLP PRIMARY OUTPUTS

Understanding concepts, Expectations and Learning needs

[Survey dashboard](#)



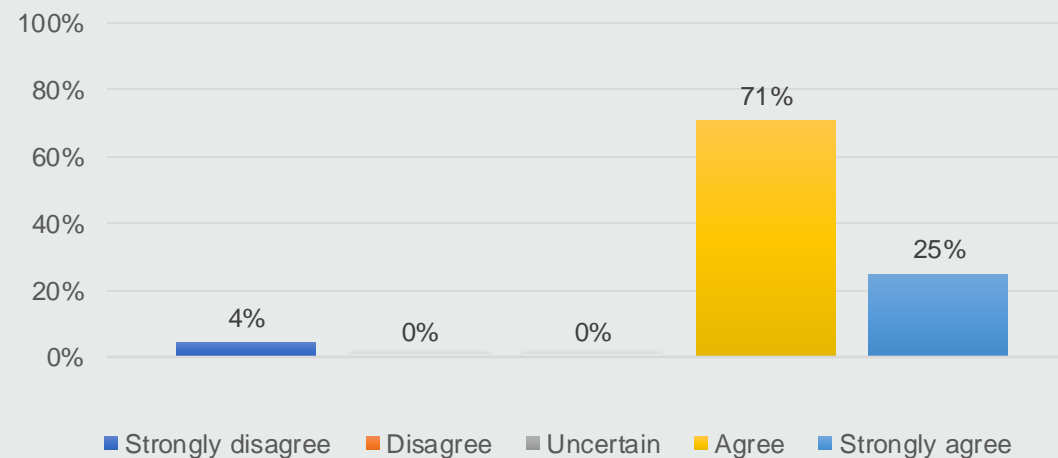
Overall Learning Experience



90% of the participants **positively evaluated their gain of new knowledge and skills** during the Retreat.

Possibly the same **90%** were those who **considered it worthwhile** to have **invested time** in this learning experience.

Perception of Real Application Potential



The survey highlights that **96%** of the participants **left with a clear understanding of how to apply** what was learned during the Retreat to the reality of their work.



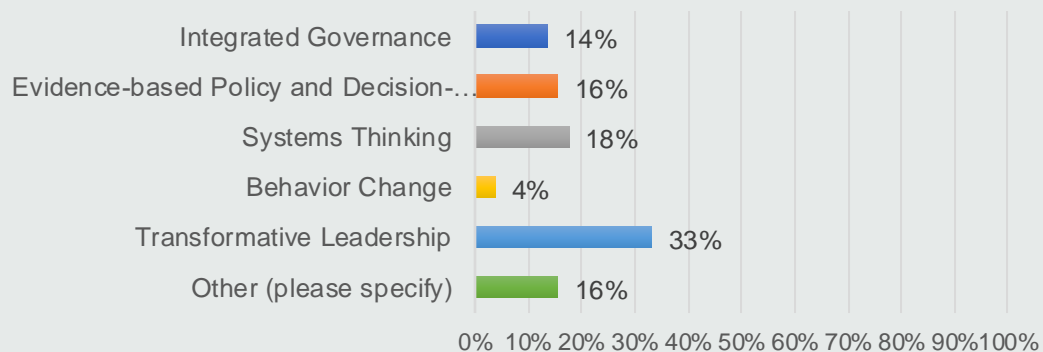
CLP PRIMARY OUTPUTS

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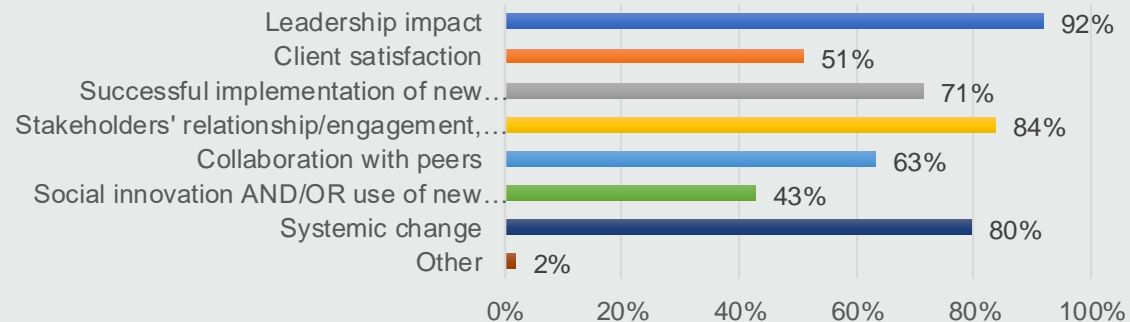


Most Valuable Topic Areas



33% 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, 92%** of participants felt that the greatest impact would be on **Leadership profile and impact**



CLP PRIMARY OUTPUTS

Understanding concepts, Expectations and Learning needs

[Survey dashboard](#)



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

Province Health Director in Southern Province

“What the CLP is trying to do is have a kind of leadership that takes into account, like I said, every stakeholder, the data, make sure it's whatever decisions you're making as a leader is based on factual data. Or just may be opinions or hearsay. And dig deeper. Go broader.”

Anonymous – Mar. 23

“I think what comes to every person, they always think that they are good leaders. If you asked me before I came here, I would tell you I am, I'm this excellent leader. And I think that is a place that we get to when we think we are doing all that we know. But we are living in a very diverse world, changing every day, so the desire should be, and the appetite should be, around what can I learn different from what I know. What is the world demanding of that I, perhaps, I didn't know.”

Anonymous – Mar. 23

“The first question I had upon arrival was where are the women? (Because it is a program about maternity and newborn health...) I thought that the program was really, really targeting them. I don't want to call it the wrong people, but I was expecting a certain percentage... if you check now you will notice that for every table there's only maybe one female or two females. Most of them are, and I don't know whether if it's a standard issue of the sector we are dealing with, but then I would also expect that there could be nurses and all those things... “

Anonymous – Mar. 23

→ **Outcomes**





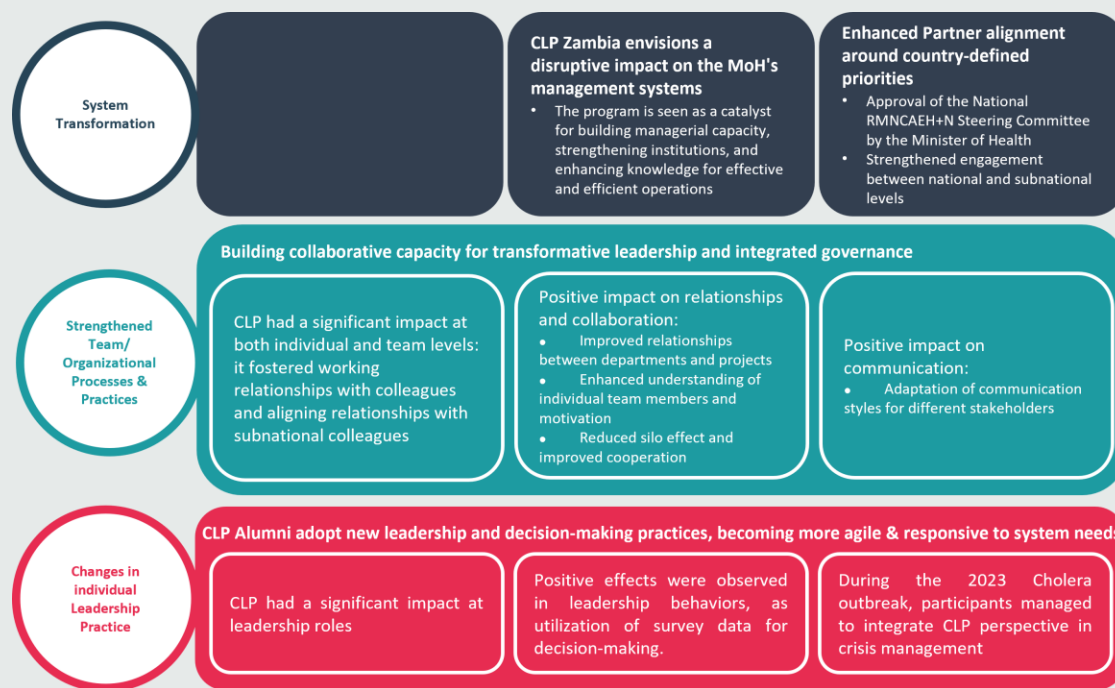
CLP PRIMARY OUTCOMES

Early Effects

Main contributions and outcomes

1. Progress on curriculum development:
 - ✓ Training initiatives and workshops conducted.
 - ✓ Engagement with academic institutions.
 - ✓ Integration of CLP principles into training programs
2. Identified changes and impacts:
 - ✓ Changes in leadership roles;
 - ✓ Restructuring of departments and implementation progress of several projects;
 - ✓ Utilization of survey data for decision-making;
 - ✓ Systemic interventions based on data analysis;
3. Improved stakeholder Engagement/Collaboration:
 - ✓ Stakeholder meetings and workshops conducted.
 - ✓ Opportunities for synergies with ongoing activities.
 - ✓ One year into the CLP process, stakeholder commitment and engagement remain strong: participants groups (the so-called River Groups), persist in their efforts, demonstrating dedication to advancing collaborative efforts.

Progress from Zambia





CLP PRIMARY OUTCOMES

Early Effects

Impressions and Reflections

"Broadly CLP Zambia has the potential of revolutionizing the management systems at the ministry coming down to the different levels."

Anonymous – Nov. 23

"Having a multi-faceted team is helpful... When we bring such people together, there is a lot of magic and progress."

Anonymous – External Stakeholder - Nov/23

"The program is helping bridge the gap (leadership skills) and become an effective leader." –

Anonymous - Ministry Official – Nov. 23

"The program is genuinely interested in the growth of a leader because it does not have a one-off approach... It sticks with you."

Anonymous – Ministry Official – Nov. 23



Process Outputs

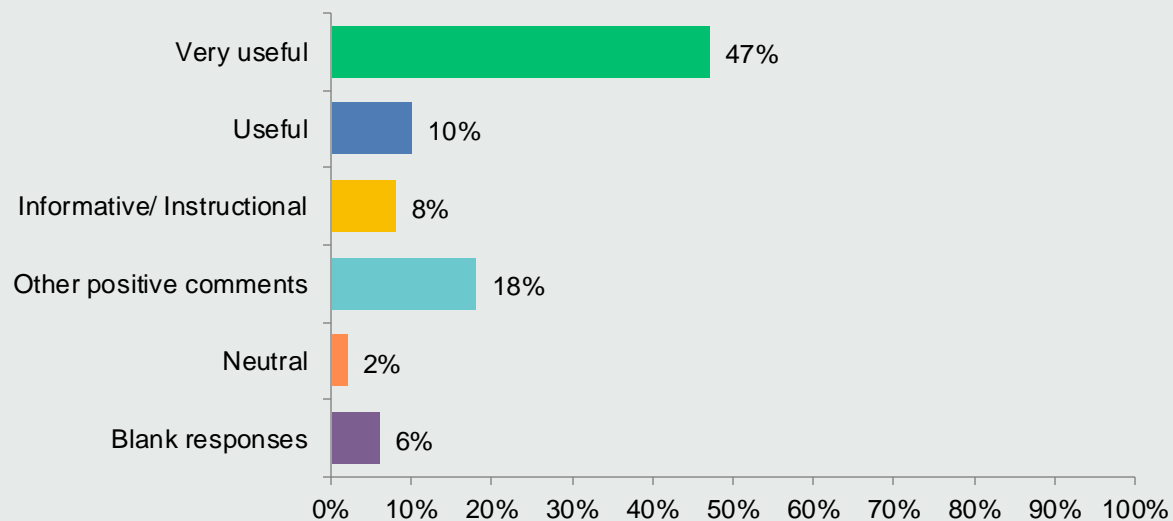




CLP PROCESS OUTPUTS

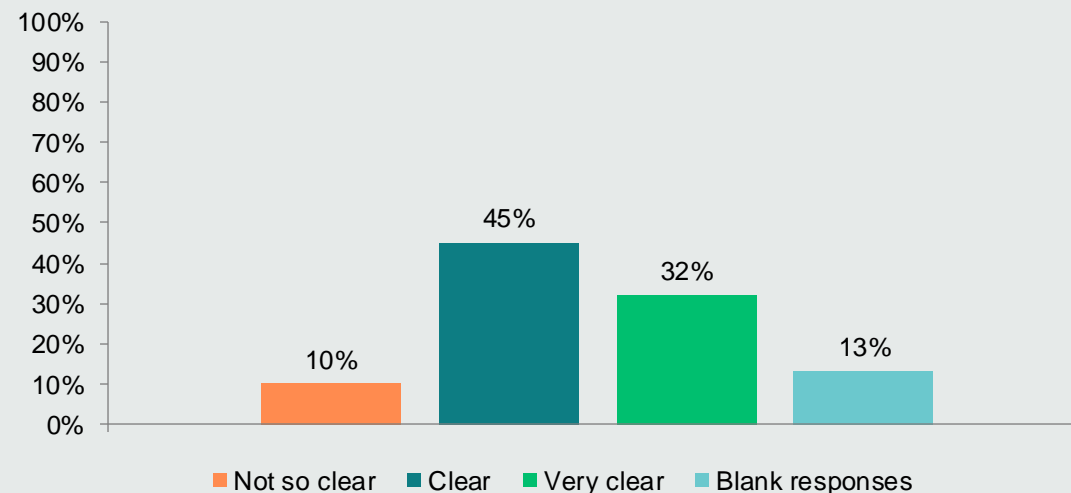
Contributions, uniqueness and sustainability

Perceived usefulness of CLP activities (april 2023 - august 2023)



Participants were asked to spontaneously comment on how useful they found the activities conducted within the CLP from April 2023 to August 2023. **83% of respondents provided positive evaluations.**

Clarity on how to address leadership challenges (on river groups)



The survey highlights that **77% of the respondents emphasized they know how to address the leadership challenges** identified by their groups.



CLP PROCESS OUTPUTS

Contributions, uniqueness and sustainability

Contribution of CLP engagement to personal leadership growth

Most impactful core CLP activities for leadership development

**MORE TO BE FOUND ON THE
UPCOMING SURVEYS/ACTIVITIES**



Process Outcomes





CLP PROCESS OUTCOMES

Contributions, uniqueness and sustainability

Sustainability of the benefits

Progress in addressing key leadership impact points
since CLP conclusion (may/23)

**YET TO BE FOUND ON THE
UPCOMING SURVEYS/ACTIVITIES**



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

Perceived Added-value And Impact

1. Participants stated they are applying leadership skills and competencies in their daily activities and specific projects, in particular on 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.
2. **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.
3. *“The greater the complexity of the challenges we face, the greater the diversity we need to help resolve them”* – the **wide diversity of stakeholders in the group was instrumental for success**. Including, two participants from Nigeria speaking and two representatives from Somalia MoH.
4. **EXTRA**: After one year of the CLP process, both the new GFF Government Focal Point and the Liaison Officer for Zambia have committed to supporting CLP-related activities beyond the formal closure.

Areas of Improvement

Long-term Strategy and Sustainability:

- Planning for leadership transitions.
- Continuity of CLP-related activities post-transition.

Challenges faced: Organizational Changes

- Challenges faced during transitions/change of government
- Needs of sustainability efforts and succession planning.

Content and methodology:

- Use simple language, as many participants are non-native English speakers, prioritizing clarity and simplicity.
- Aim for greater gender balance, increased youth representation, and stronger private sector presence.



**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

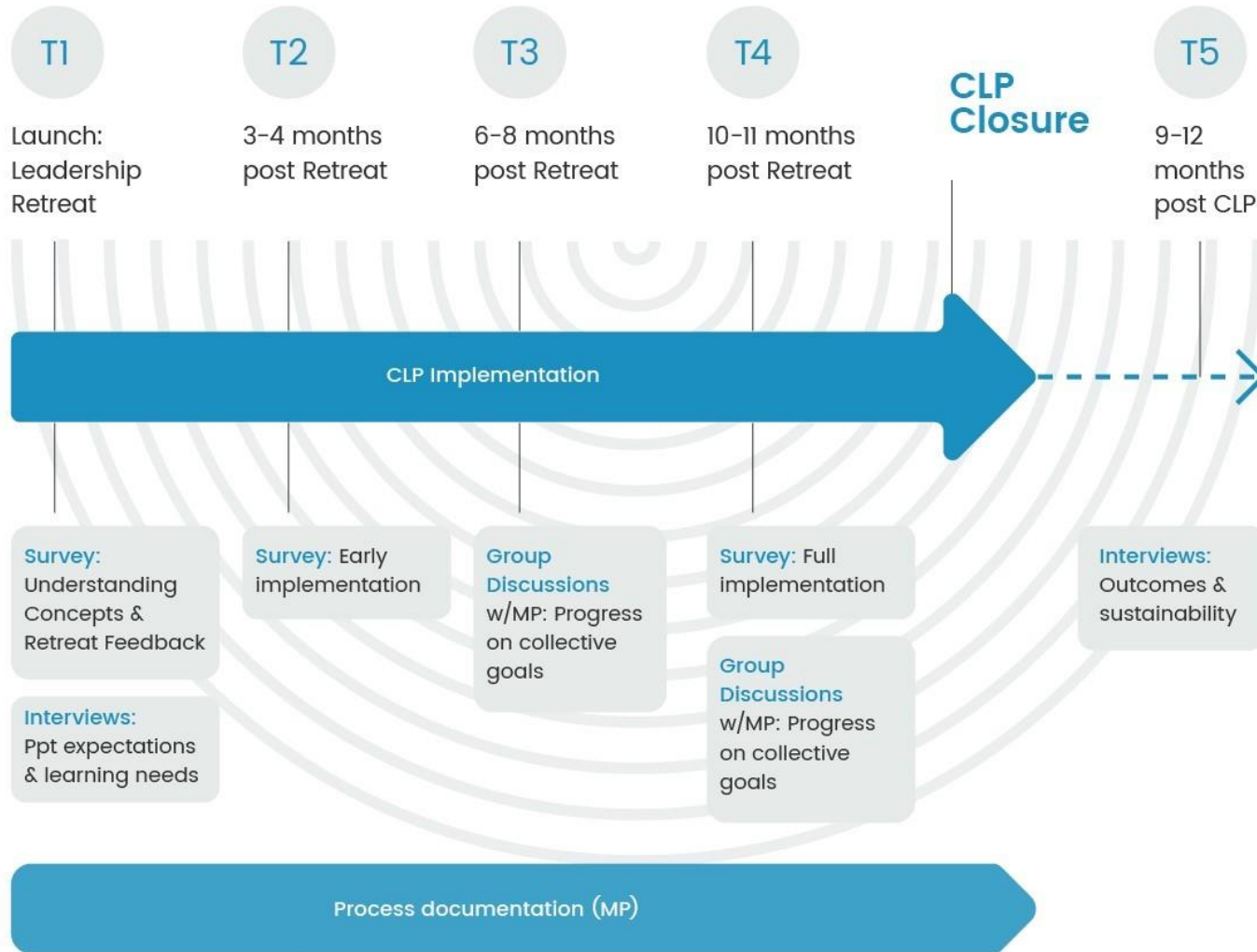
Analytical Approach

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



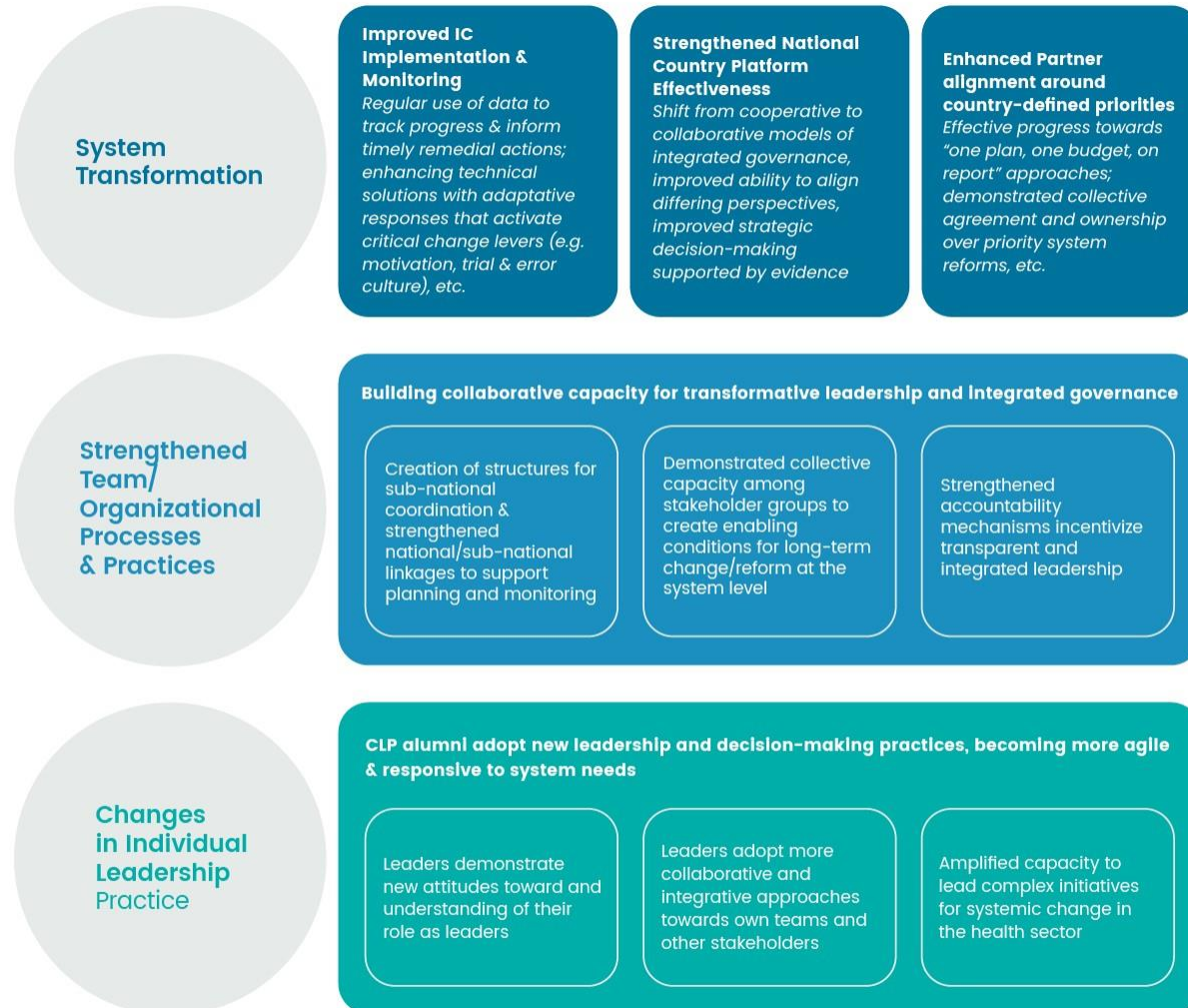
Conceptual Framework

Illustrative Timeline of CLP Evaluation Data Collection Activities



Conceptual Framework

High-level Theory of Change for the Country Leadership Program



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