

**COUNTRY
LEADERSHIP
PROGRAM**



for
Health System
Change

**Guatemala Edition
Evaluation & Findings**



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Key Findings

01

Integrated Governance Enhancement

Significant advancements in integrating normative and participatory governance elements, leading to heightened stakeholder engagement and the development of actionable leadership tools, fostering greater ownership and accountability across sectors.

02

Evidence-Based Decision Making

Strengthened data use across multiple levels, enhancing multisectoral prioritization, resource allocation, and performance management. This has been foundational in supporting the creation of data dashboards and improving data-driven decision-making practices.

03

Empowerment through Capacity Building

The design and implementation of the "Tools for Leadership Governance and Decision Making" course by INAP was instrumental in enhancing the competencies of public servants, aligning with the national public policy implementation framework.

04

Sustainable Impact and Future Directions

A clear majority of participants (87%) left with actionable insights on how to apply learned concepts directly to their work environments, underscoring the program's practical relevance and potential for long-term impact.

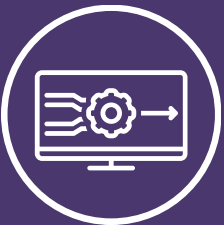


225 Participants 8 Experts

GUATEMALA EDITION

Results Overview

Outputs



Results area



- Integrated governance:
 - Greater calibration between the normative and participatory components of Great National Crusade for Nutrition - GCNN, governance, leading to increased stakeholder engagement.
 - Development of actionable approaches and tools that help leaders create mechanisms for enhanced ownership and mutual accountability across all sectors and decision-making levels.
- Evidence-based decision making
 - Strengthening data use cycle from subnational to national levels
 - Use of data to enable multisectoral prioritization, resource allocation, course correction, and performance management.

Soft targets



- 60% of participants anticipate that the most significant impact of the CLP would be on **Leadership Impact** followed by **Stakeholders' relationship**, by 55%
- 87% of the participants left with a clear understanding of **how to apply** what was learned during the Retreat to their work.

Progress



- Design of the theoretical and practical course titled "Tools for Leadership, Governance and Decision Making" by the National Institute of Public Administration – Inap, with the main objective of strengthening skills and enhancing the capacities of public servant leaders who implement the country's public policies.
- In the process of government transition, Secretariat of Food and Nutritional Security - SESAN leaders highlighted the importance of GFF support for the results achieved, in particular in the creation of the "Salas Situacionales" (data dashboards) and the strengthening of data use practices.

→ **Outputs**





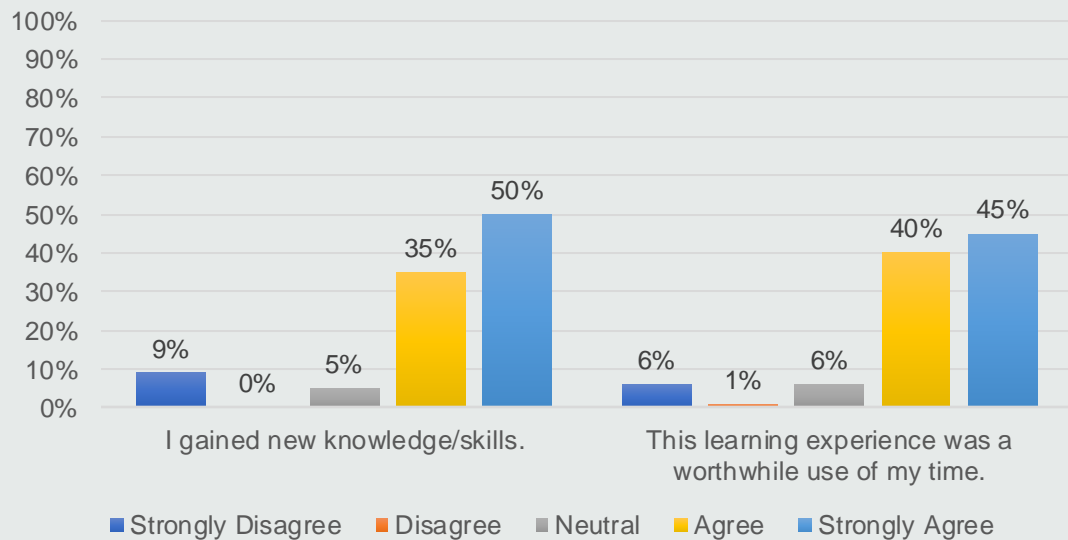
CLP PRIMARY OUTPUTS

Understanding concepts, Expectations and Learning needs

[Report](#)

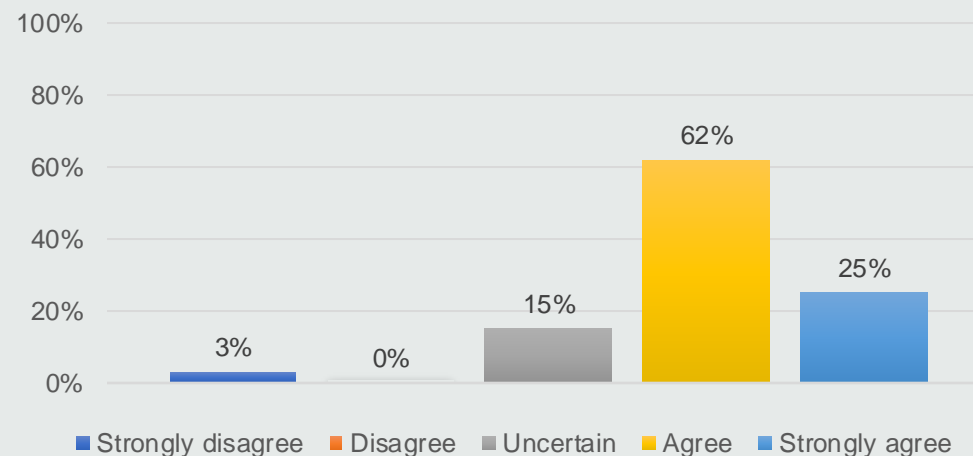


Overall Learning Experience



85% of the participants **positively evaluated their gain of new knowledge** and skills during the Retreat and **considered** this learning experience to be a **valuable investment of their time**.

Perception of Real Application Potential



The survey highlights that **87%** of the participants **left with a clear understanding of how to apply** what was learned during the Retreat to the reality of their work.



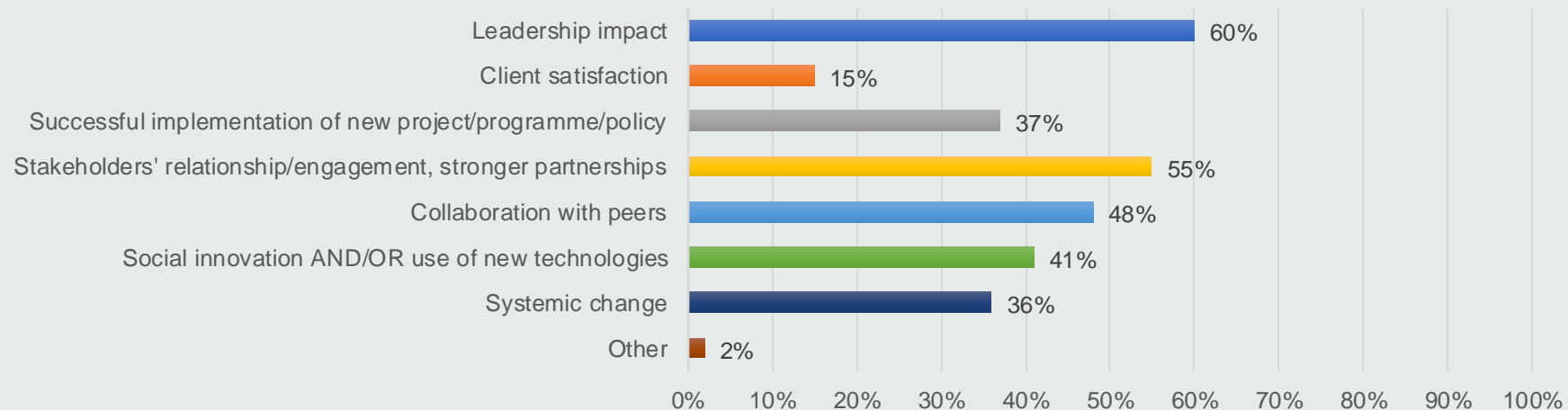
CLP PRIMARY OUTPUTS

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[Report](#)



Expected Impact on Collective Processes of Change



When asked about their expectations for impact on collective change processes, 60% of participants felt that the greatest impact would be on Leadership profile and impact.

→ **Outcomes**





CLP PRIMARY OUTCOMES

Early Effects

Main contributions and outcomes

1. Valuing the perspective of integrated governance, real stakeholder engagement and greater accountability between the diverse actors involved:
 - ✓ Theoretical and practical course titled "Tools for Leadership, Governance, and Decision Making." designed by INAP, integrating CLP principles.
 - ✓ Identification of the need for additional consultancy to analyze and review the country's governance evaluation methodology.
2. Strengthening of data use practices:
 - ✓ Utilization of data for decision-making;
 - ✓ Support the creation of the "Salas Situacionales" (data dashboards).





CLP PRIMARY OUTCOMES

Early Effects

[Report](#)



Impressions and Reflections

“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

“This initiative addresses issues of engagement and negotiation with sectors to solve SESAN's problems, bringing together 4 different institutions on the same issue.”

Anonymous – Sep. 23

“One is not born a leader but becomes a leader as a result of their circumstances. There are times in life when you may make several mistakes that prevent you from being able to lead. And these workshops are designed to help you learn how to better respond to this.”

Anonymous – Aug. 23

“It strengthened our leadership, through methodology and tools that allowed us to participate as part of the integrated governance for food security and, above all, to evaluate our commitment..”

Anonymous – Sep. 23



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

Perceived Added value And Impact

1. The participants have expressed their desire to bring the knowledge acquired in the Program back to their teams, acting as **multipliers of the principles of integrated governance and evidence-based decision making**.
2. In the process of government transition, SESAN leaders highlighted the importance of the GFF support for the results achieved, in particular for the creation of the "**Salas Situacionales**" (**data dashboards**) and the **strengthening of data use practices**.
3. The **wide-reaching dissemination of CLP principles** and visions generated by the participation of more than 220 people from different parts of the country.



Areas of Improvement

Long-term Strategy and Sustainability:

- Continuity of CLP-related activities post-transition.

Challenges faced: Political changes

- Challenges faced during transitions/change of government.

Content and methodology:

- Having bibliography available for prior consultation could be an opportunity for participants to feel more comfortable with the topics covered.
- The expectations generated by Workshops I and II regarding the participation of international experts were not met when the activity was carried out exclusively by INAP's local experts at Workshops III and IV.



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