

COUNTRY LEADERSHIP PROGRAM

for Health System Change

• Zambia – Leadership Retreat



The purpose of the CLP Leadership Retreat in Zambia was to facilitate the collaboration of the key stakeholders in the Zambian healthcare system and enhance the leadership approaches needed to make a significant and positive impact with the National Health Strategic Plan. By the end of the retreat, we intended for participants to be able to:

- Explain the role of the 1-year-long Country Leadership Program in enhancing implementation of the National Health Strategic Plan;
- Address and respond collaboratively to existing challenges as part of a wider process of health system change, in more impactful and sustainable ways;
- Describe (and reinforce) transformative leadership competencies (in areas of Integrated Governance, Data-Driven Decision-Making, Systems Thinking, Behavior Change) that can help meet the goals of the National Health Strategic Plan;
- Work with the CLP Action Toolkit to design interventions for daily leadership work moving forward (including further development of transformative leadership competencies);
- Access ongoing support for greater leadership impact, through the embedded Management Partner, assigned coaches, the CLP Alumni Community and other online resources provided by partners.
- Although it will take some time before we see if many of these outcomes have been achieved in the longer term, it is clear from the report below that together we all made an excellent start. Congratulations to the Class of '23!

Peter Merry

CLP Facilitator and Transformative Leadership Expert



Lusaka March 21–24, 2023

Representatives from various segments: government (local, regional and national level – central, provincial, districts, community levels), private sector, civil society organizations, international organizations (donor partners: WHO, UNICEF, UNFPA, UKHSA).



55 participants



4 days of retreat



32 hours of activities



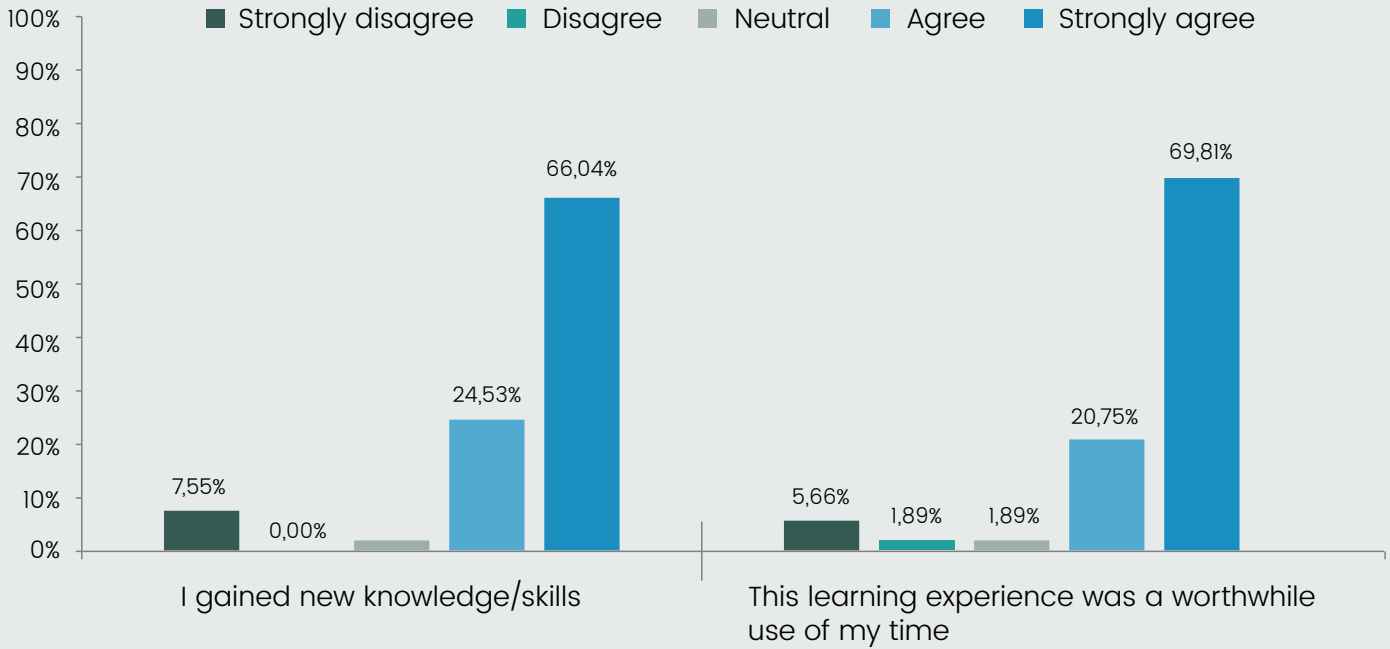
9 faculty members



3 facilitators



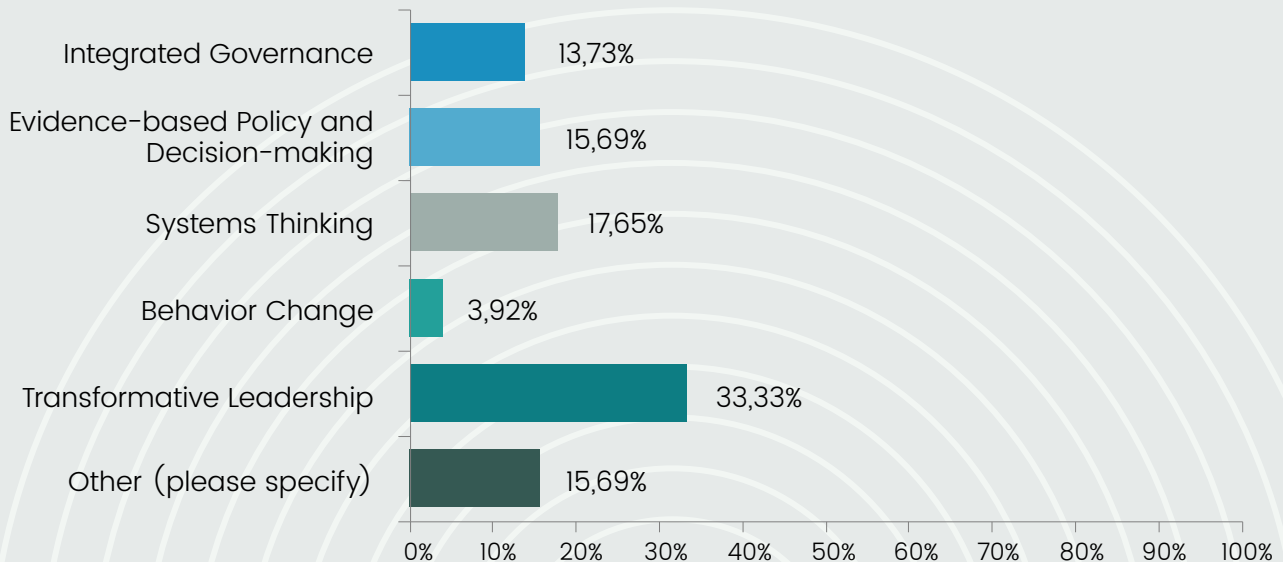
Overall learning experience



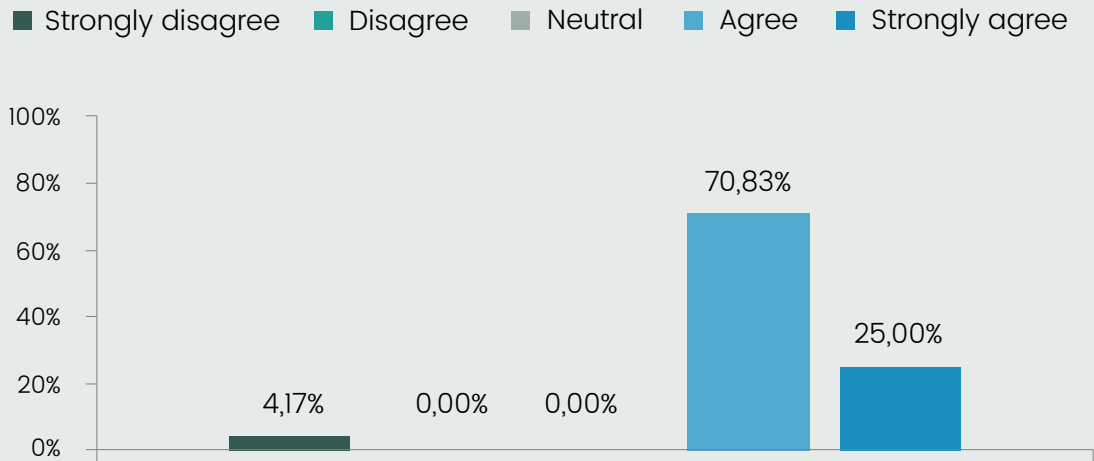
90% of the participants **positively evaluated their gain of new knowledge** and skills during the Retreat.

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

Most valuable topic areas

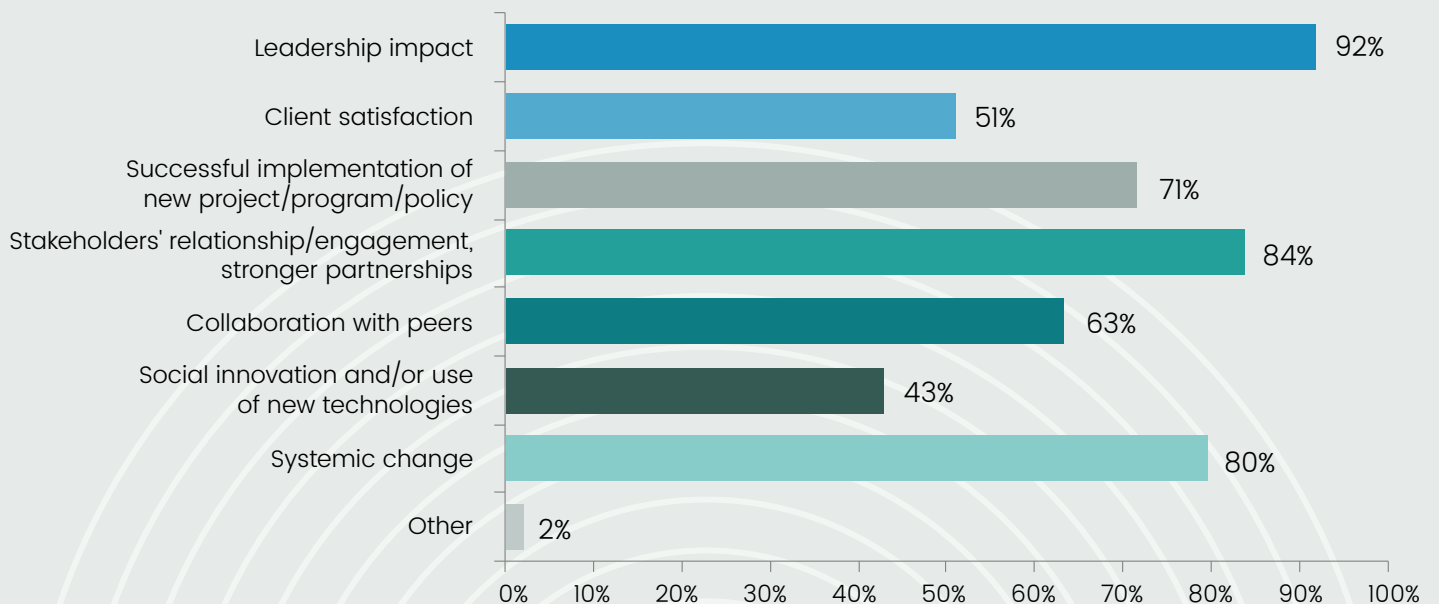


Perception of real application potential



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.

Expected impact on collective processes of change related to...





Lessons learned

- Keep the language as simple as possible. Many of the participants have English as a second language which makes it even more important to value simplicity and clarity in communication. ("How would you explain this concept to your grandmother?" It became a popular catchphrase during the week).
- Seek to have a greater gender balance among the participants and enhance youth representativeness as well as private sector presence.
- Make the virtual sessions more dynamic, extending the time for interactions between lecturer and participants and reducing the conceptual exposure time.
- "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 alumni from CLP Nigeria speaking and two representatives from Somalia MoH.

The Class of '23



Transformative Commitments

- **"The Class of '23"**, nickname adopted by the group in reference to the British documentary about the famous Manchester United team of 1992, has established its own transformative commitments.
 - 1 We promise to let go of old ways when they no longer serve.
 - 2 We promise to hold our own center in uncertainty.
 - 3 We promise to look after ourselves and others in a stressful environment.

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

Toughts shared by participants at the end of the retreat experience:

"The leadership retreat was impactful because..."

It provided me relevant insights into changing the health system.

It provided me a platform to learn from a cross-section of stakeholders.

The participants were diverse but critically important to policy and decision making in the health system.

It provided me an environment to think through the different ways in which we lead.

It focused on real challenges and priorities leaders encounter daily, and on what anchors productive leadership and governance systems.

It invoked a realization that not all is lost – transformative leadership is a way to systematically tackle the challenges in our health system.