

# Return on Expectations Interviews: Zambia Country Leadership Programme (CLP) – Leadership & Management

November 2023

## Introduction

In November 2023, a comprehensive Return on Expectations (ROE) assessment was conducted with six participants enrolled in the Zambia Country Leadership Programme (CLP). This report aims to distill key expectations, comprehend challenges, and elucidate desired outcomes as articulated by participants actively engaged in the AMP Health Leadership & Management (L&M) training.

The assessment employed a semi-structured questionnaire, serving as a guide for in-depth interviews conducted with three distinct groups of individuals associated with the CLP. These groups comprised:

1. **Officials at Higher Levels in the Ministry:** This group included individuals at various leadership levels such as Directorate, or PS level, contingent on their country context and level of involvement in AMP Health.
2. **Team Members and Team Leads in AMP Health L&M Training:** This category encompassed individuals directly engaged in AMP Health L&M training, providing insights from both team members and their leads.
3. **External Stakeholders Regularly Engaging with the Team:** This group involved individuals external to the CLP team but actively participating and collaborating with the program. Their perspectives offer an external lens on the program's impact.

The semi-structured nature of the interviews ensured a balanced exploration of participants' experiences and expectations, allowing flexibility for additional questions to emerge organically. The primary objective was to garner a comprehensive understanding of the participants' viewpoints, enabling a nuanced analysis of expectations, challenges, and desired outcomes. Participants were encouraged to share additional thoughts and information that could provide valuable context to the ongoing CLP and AMP Health L&M program. This

approach aimed to capture the richness of participant experiences and insights, fostering a more holistic view of the program's impact on leadership and management within the public health sector of the Ministry of Health in Zambia. The subsequent sections of this report delve into the findings, highlighting the diverse perspectives and key takeaways distilled from these insightful interviews.

## Team Members, Baseline Assessment

### Objectives and Progress:

The CLP Zambia team, consisting of multiple river groups, has displayed remarkable progress beyond initial expectations. Notably, five out of eight groups have exceeded projections, showcasing a high level of engagement. The role of the Management Partner (MP) in coordinating activities has been pivotal, and the formation of a core group team has accelerated the pace of work.

*"The Management Partner (MP) has been great in coordinating. The formation of a core group team has helped to accelerate the work that we are doing." - Anonymous Team Member*

### Expectations from AMP Health L&M Programme:

Broadly, CLP Zambia envisions a revolutionary impact on the Ministry of Health's management systems, starting from higher levels and cascading down. The program is seen as a catalyst for building managerial capacity, strengthening institutions, and enhancing knowledge for effective and efficient operations.

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

### Concerns and Challenges:

Concerns raised include a perceived lack of motivation among staff due to frequent changes in the Ministry's structure. There are worries about the prioritization of L&M by HR and training departments and insufficient involvement from these departments.

*"Lack of motivation among staff due to the frequent changes in the MoH structure...  
Prioritisation of the L&M by HR and training department." - Team Member*

## Ministry of Health Leadership, Baseline Assessment

Perceived Benefits of AMP Health L&M Programme:

Initially seen as leadership training, the AMP Health L&M program has proven its value through its multifaceted tools, access to Ubiquity University, and mentorship with coaches. Participants appreciate its continuous and comprehensive approach, including Hogan assessment and access to coaching.

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

Desired Outcomes for CLP Zambia:

Participants expressed the hope that the program would address identified weaknesses and bridge gaps in leadership and management. The program is seen as a means to empower leaders to effectively manage teams and institutional goals.

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

## External Stakeholders of the Team, Baseline Assessment

Impact on Ministry of Health:

External stakeholders find the program beneficial for networking and sharing experiences with high-level individuals. The program's multi-faceted team and tools aid in managing programs effectively, providing support for leaders facing challenges.

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

### Expected Outcomes for CLP Zambia and Ministry:

Stakeholders anticipate continued networks beyond 2024, successful implementation of CLP activities, and the establishment of leadership and management training in health systems.

*"The networks set up for the programme to continue beyond March 2024... The impact of the programme will be lasting." - External Stakeholder*

### Concerns and Challenges:

Concerns raised by stakeholders include the absence of a certification process for the CLP programme and the need for increased participation beyond the cohort. Time management and the ability to say "NO" are identified challenges for the CLP as a whole.

*"There is no certification that comes out of the programme, and it will be nice to come out with a certification of completion over the years." - External Stakeholder*

### Conclusion and Recommendations:

The CLP Zambia program has demonstrated promising progress and potential transformative impacts on leadership and management in the public health sector. Addressing concerns about motivation, collaboration, and certification could enhance the program's overall effectiveness. Continued support for participants' development, ongoing collaboration, and a focus on key skills like time management and coaching will contribute to sustained success.

*"The MP is doing a good job... This level of support helps to keep us on track, and the fact that she is there for the groups and individuals is key to the success of the programme." - External Stakeholder*