

**COUNTRY
LEADERSHIP
PROGRAM**



**for
Health System
Change**

**PROSPECTIVE
EVALUATION OF
THE COUNTRY
LEADERSHIP
PROGRAM**



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1 – Introduction

The purpose of this report is to provide a comprehensive evaluation and detailed results of the Country Leadership Program – CLP. The report aims to outline the outputs and outcomes of the program across its various editions, including both completed and ongoing iterations. By offering a global analysis of all editions, along with comparative analyses between participating countries, this document seeks to highlight the unique challenges and specificities of each edition.

It serves as a living document that will continue to evolve as ongoing editions of the CLP progress, demanding our continuous evaluation efforts. The insights derived from this evaluation will not only enhance the understanding of the implementation processes but will also assess the impact and effectiveness of the program at multiple levels. Our approach ensures a systematic method of learning from the CLP, fostering greater consistency and depth in our evaluations. The ultimate goal is to use these evaluations analysis to inform future planning and implementation, contributing to the continuous improvement and success of the CLP, and similar programs, across different country contexts.

2 – Background on CLP

Country leadership lies at the core of the GFF's collaborative model and is crucial to driving transformational change – that is change that reshapes systems or organizations. Leaders from across the GFF's member countries who have been championing successful efforts to improve the health of women, children and adolescents have expressed a need to further reinforce country ownership and leadership in what health system reforms are concerned as well as to enhance the impact of their own leadership agendas, at a systemic level, and in the long-term.

As part of its new strategy, the Country Leadership Program for Health System Change (CLP) was pioneered in response to such country requests, as a convening space and process for leaders in the Health arena to come together and find collective responses to their most striking challenges – mostly around (1) the implementation of the costed investment case, (2) the effective functioning of multistakeholder coordination platforms and (3) partner alignment.

The program is crafted to support systemic reforms across health systems. Designed and tested as a cross-country experience, the program is fully geared to support individual country needs, on demand. Its content, program and methodology are tailored each time to respond to the specific challenges of country health leaders.

Therefore, the main objective of the CLP is to support the GFF's efforts to improve and enhance health and nutrition gains for women, children, and adolescents by increasing the impact of country leadership and integrated governance in response to systemic challenges in an effective, sustainable, and transformative way. By helping to bring together not only government officials and leaders, but also representatives of donors and development partners, CSOs, private Sector and academia, the CLP advances a shared leadership approach –led by the government –that is critical to addressing the highly complex challenges at stake and guarantee greater systemic impact, in the long term.

2.1 – History of CLP implementation

In response to the systemic disruptions exposed by the global pandemic in developing countries' health sectors, the GFF formulated a strategic plan for 2021–2025. Recognizing the urgency to enhance leadership competencies at country level, the Country Leadership Program for Health System Change (CLP) was launched in 2020, despite COVID restrictions. The program aimed to address long-standing issues related to decentralization, governance, and resistance to systemic change in the health sector and political economy.

The virtual implementation of the pilot program (April 2021 – September 2021) comprised five modules, combining webinars and country team meetings. The program targeted high-level leaders, fostering peer-to-peer learning and systemic change in the health sector. Noteworthy features included a psychometric leadership assessment for self-awareness, a dedicated segment for female leaders, and additional resources through partner universities.

Despite the challenges posed by the COVID pandemic, the pilot edition was essential for learning about the intended results and what could be improved, both in terms of the concept and structure of the Program, as well as its implementation process. The CLP received widespread appreciation for its relevance, content, and diverse features. Participants valued its focus on transformative leadership, systems thinking, integrated governance, evidence-based policy, and change leadership. The provision of actionable tools, diversity of program features, observed changes in leadership behavior, and the program's role as a convening platform were highlighted as significant achievements.

However, feedback from mid-term evaluation emphasized the need for better communication of expectations on participants profile and engagement throughout the program, clearer articulation of program features with GFF core operations in-country, and greater engagement with country leaders

before the program. Suggestions included region-based expert input, better linkage of content with country key health system challenges, and improved mechanisms for institutionalization of transformative leadership practices.

Therefore, the strategy is to move forward involved maintaining a focus on high-level leaders, engaging new cohorts of countries, and introducing preparatory workshops. A blended program with in-person and online components, decoupling the Fem League program, replacing "Skills Workshops" with "Leadership Conversations," and utilizing the CLP Action Toolbox were proposed enhancements. Leveraging the existing CLP Community of Practice and targeting wider audiences were also part of the forward-looking initiatives. The lessons learned from the pilot edition also led to the integration of a new resource into the program's framework: an in-country Management Partner, to enable greater proximity and better support to institutionalization of transformative leadership practices.

2.2 – CLP design and core components

After the pilot edition, the CLP runs through a period (to be defined with local authorities) and kicks-off with a 4-day in-person retreat that involves a combination of expert input, application exercises, peer-to-peer learning, and action planning. After this event, participants have online and local support to actively foster their leadership competencies through 1:1 coaching sessions, group with the support of an embedded Managing Partner (when possible), leadership talks, and online courses. In this way, the learning happens through application and "doing".

The program includes the following core components:

Leadership Retreat

The Leadership Retreat is an off-site residential 4-day in-person event that introduces participants to the core approaches and competencies related to Integrated Governance, Evidence-based Policy, Systems Thinking, Behavior Change, and Transformative Leadership. It is a combination of inputs from international experts and hands-on activities for instant application to participants' working reality through the Action Toolbox supported by local experts and reflective learning with peers. By the end of the retreat participants will be ready to start their journey of applying the newly found approaches, concepts, tools and competencies.

Online Introductory Webinar

The in-person leadership workshop is preceded by an online introductory webinar. This webinar takes place about one month before the in-person Leadership Retreat. It introduces participants to the program, to each other, and is used to explore further needs and expectations. It also introduces the individual coaching program so that participants can complete their initial leadership assessment and their initial debrief with their coach before the workshop.

Action Toolbox

The Action Toolbox is a series of activities that enable participants to apply the main ideas and core concepts from the Leadership Retreat and turn them into action points for further implementation. A digital and printed version is available for all participants.

Individual and Team Coaching

The CLP provides coaching support at two levels of implementation. Firstly, each individual participant has the opportunity to be supported by a coach from a high level leadership assessment and coaching organization. Secondly, the team as a whole will be supported by a country-based Management Partner, who will be working closely with the Ministry of Health to help develop the practices and systems that will enable the participants to further institutionalize a transformative leadership approach into the culture and structure of the organization. Both organizations help participants to identify the learning resources they need to walk the talk.

Online Follow-up Webinar(s)

About one month after the in-person Leadership Retreat, there is an online Webinar that enables participants to identify their ongoing needs in bringing about systemic change in leadership, partnership and coordination. In this activity, the various support options are further developed, and participants are informed about how to access them. Participants use this space to share about their current challenges with each other and identify the resources they need going forward.

CLP Alumni Community and access to online resources

The CLP Alumni Community has been set up to gather CLP participants and experts beyond the duration of each program. The objective is to continue sharing best practices, challenges, questions, and solutions to improve the impact on systemic change in the health sector. By joining the CLP Alumni Community, participants will get access to a wealth of online resources to support leadership impact in the health sector and receive regular updates through the CLP Newsletter. Some of these resources include:

- Cross-country CLP Alumni Communities of Practice activities
- Online peer support platform
- Customized package of online courses
- Leadership conversations: expert webinars and discussions with other leaders on relevant topics
- GFF case studies and expert publications on health system improvement
- Resources to support Peer to Peer Leadership Coaching program

2.3 – Implementation

To date, the program has revealed a significant capacity to contribute toward strengthening the design and implementation of costed and prioritized country Investment Cases on RMNCAH-N by reinforcing national leadership and governance capacity to:

- Improve the effectiveness of national multi-stakeholder convening mechanisms (such as Country Platforms) to work and learn collaboratively, building collective capacity to address the most pressing leadership challenges. This may occur, for example, through establishment of processes for open and transparent exchange within a diverse community of leaders; processes for policy and program decision-making that place central focus on the use of data and evidence to inform timely course correction; clear, functional accountability mechanisms, etc.
- Amplify the effectiveness of country efforts to align government and development partners around a common agenda and advance toward a “one plan, one budget, one report” approach that can foster a more robust health system.
- Discern underlying leadership and governance conditions necessary to guarantee great impact of ongoing interventions, at a systemic and long-term level.

However, the GFF has recognized that a more systematic and rigorous approach to interrogating the CLP model is needed to generate evidence about the implementation experience to date in diverse contexts and to learn how to strengthen and adapt the model for optimal scale out to additional GFF-supported countries.

3 – Evaluation methodology and process

3.1 – Statement of need

As the first in-person edition of the CLP was rolled out in February 2022, the GFF has identified the need for a more systematic and deliberate approach to learning about the CLP—in terms of how the CLP is implemented, its effects and added value in different contexts, as well as the critical factors influencing these outcomes. While the design of the CLP curriculum and the associated ‘package’ of support activities is based on evidence, a few key knowledge gaps have been articulated, particularly regarding:

- The specific enabling conditions that bear upon effective implementation of the CLP in different settings (as well as how)
- The critical enablers and barriers to the delivery and uptake of CLP principles, competencies, and tools/approaches
- The nuanced pathways through which newly developed leadership capacity at the individual level is translated into strengthened leadership practice at the collective level (in the Country Platform), which in turn, contributes to transformative change at the system level in the longer term
- The full range and specific nature of the transformative change that the CLP can catalyze in different settings, with respect to the effectiveness of (1) IC implementation, (2) Country Platform engagement, and (3) Partner Alignment.

There is a need for a more systematic examination of the CLP processes and effects in order to fill these knowledge gaps and, in turn, continue refining and adapting the CLP approach for optimal impact and sustained benefits in GFF-supported countries.

3.2 – Evaluation Objectives

In this context, the overarching objectives of the CLP evaluations at country level are to:

- Articulate and examine the pathways of change catalyzed by the CLP initiative at multiple levels of the system, including the underlying driving mechanisms, enablers, and barriers associated with national stakeholders’ efforts to transform leadership practices
- Identify and examine early outcomes of the CLP—including unintended effects—at individual, collective, and system levels, capturing signals of potential longer-term transformative impact of the CLP in country
- Learn from ongoing implementation of the in-person model of the CLP, with all its core components, to adapt and improve the design of subsequent editions of the program based on emerging evidence about stakeholder experiences and observed effects at country level

3.3 - Overview of the Methodological Approach

3.3.1 - Design

The evaluation of the CLP uses a prospective, mixed-methods approach with multiple points of data collection over the course of GFF support to the CLP in country. This approach is intended to allow an analysis of change over time to help unpack the incremental and iterative processes associated with the development and uptake of core CLP competencies and approaches.

The primary unit of analysis is the cohort of CLP participants in a GFF-supported country (here forward, 'CLP Team'). These CLP Teams include government representatives from high and mid-level staff, as well as national and subnational levels donors and development partners, private sector, international organizations, civil society and national scientific community representatives (academia). These leaders are expected to be "change agents" with sufficient decision-making power to inform and/or influence decision-making processes and lead subsequent implementation of potential remedial measures. This group of stakeholders should also include representatives of key leadership and coordination mechanisms linked to the RMNCAH-N Investment Case, National Health Strategies, or other multi-stakeholder coordination and alignment platforms in country. These CLP Teams are therefore often not formally structured or 'functional teams' that engage in day-to-day activities but are instead composed of individuals from different sectors and fields with a common interest in RMNCAH-N reforms. The evaluation will therefore examine processes of change at the individual level as well as at a collective level (including their interaction, strategies for collaboration, communication, among others). The evaluation will also examine early effects of the CLP on the national health systems (e.g., key decision-making or coordination structures and processes; stakeholder networks; accountability mechanisms, etc.).

Given the complexity of the processes of change expected to emanate from the CLP, this evaluation effort will espouse a "contribution" logic that recognizes the multiplicity of factors driving system change and aim to establish a plausible case of the influence/role of the CLP in each country setting by articulating evidence of progress (or lack thereof) along the expected or emergent causal chain (see Conceptual Framework below).

3.3 – Overview of the Methodological Approach

3.3.2 – Conceptual framework

Drawing on the learning from the early implementation of the in-person edition of the CLP, a generic theory of change (TOC) was developed to guide monitoring, evaluation, and learning on the CLP (Annex 1). The TOC describes how the program is understood to drive change—including key factors that help or hinder change in different contexts.

Country-specific adaptations will be made to the TOC for each CLP edition, to include, for example, the collectively defined leadership goals (“leadership impact points”) or objectives, possible pathways toward these goals, (including intended processes and intermediate outcomes), as well as associated assumptions about the processes of change at multiple levels (i.e., individual, team/organizational, and system), the evaluation will also explore the any other context-specific nuances. While the country TOC is understood as a “living document” to be periodically updated based on implementation and associated evidence that will emerging in each country. This framework will help define the specific evaluation objectives and priority questions for each setting.

3.3.3 – Evaluation questions

It is expected that specific evaluation questions will be further defined and tailored to the context and focus of each country’s CLP (drawing on each country’s CLP TOC). To ensure some degree of consistency and comparability across country-specific CLP evaluations, the following general evaluation domains and possible topics of inquiry and will serve as the basis for articulating the detailed evaluation questions for each country:

Implementation of the CLP

- Utility and relevance of CLP core components from country stakeholder perspectives
- Factors impeding or enabling engagement of country stakeholders with the CLP activities/support offered
- Adaptations to the delivery of core components of the CLP that can help optimize benefits to country stakeholders while containing costs
- Strategies to strengthen likelihood that pivotal processes of change triggered through the CLP initiative can be sustained following the one-year CLP engagement period [e.g. institutionalization of new ways of working within CLP teams, or of the decision making & coordination practices/structures/mechanisms, etc.]

Critical Pathways of Change at individual, team and system level

- Individual: processes to develop key leadership competencies and adopt new approaches to leadership
- Team: processes that stimulate new ways of working collaboratively across sectors and institutions for improved coordination and alignment
- System: mechanisms and structures that enable, support, and institutionalize transformational leadership approaches
- Contextual factors that influence (enhance or hinder) these pathways of change

Early Outcomes

Individual level: Adoption of new leadership and decision-making practices/approaches by CLP alumni

- New attitudes toward and clearer understanding of the role of key country leaders
- Adoption of collaborative and integrative approaches towards leadership
- Perspectives and attitudes of key country leaders toward the value of continuous learning for strengthened leadership

Team/organizational level: Building collaborative capacity for transformative leadership and integrated governance

- Creation of structures for sub-national coordination & strengthened national/sub-national linkages to support planning and monitoring
- Demonstrated collective capacity among stakeholder groups to create enabling conditions for long-term change/reform at the system level
- Strengthened accountability mechanisms incentivize transparent and integrated leadership and fosters reinforced sense of trust amongst partners (e.g., mechanisms to manage conflicting interests or agendas)
- Any unintended (positive or negative) effects of the CLP implementation

System Level: Progress made toward country-defined 'leadership impact points', seeking to address leveraging points to amplify change / reforms at a systemic level

- Improved IC Implementation & Monitoring: Increased, more timely use of data, sharper focus (prioritization) of systemic leveraging work areas, etc
- Improved effectiveness of National Country Platform functioning: Shift from cooperative to collaborative models of integrated governance; improved ability to align differing perspectives; improved strategic decision-making supported by evidence
- Enhanced partner alignment around country-defined priorities: Effective progress towards "one plan, one budget, on report" approach; demonstrated collective agreement and ownership over priority system reforms, etc.

3.3.4 - Data collection

Considering the complex and emergent nature of the transformational change the CLP aims to catalyze, this prospective evaluation will comprise a phased and mixed methods approach to data collection that will allow for triangulation of evidence as well as the ongoing construction of change stories as they evolve. **Figure 1** summarizes the sequence, timing, and purpose of the various data collection activities proposed, which are further described below.

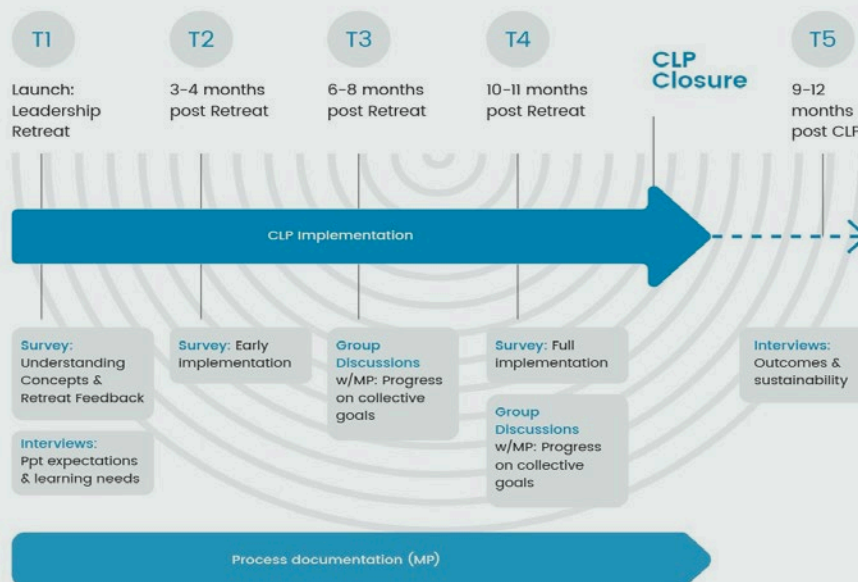


Figure 1: Illustrative Timeline of CLP Evaluation Data Collection Activities

Process documentation

Throughout the duration of the CLP implementation, the Management Partner (MP) will conduct a structured documentation of key processes to establish a clear timeline of key events both within the CLP teams (e.g. key activities/key decision points, challenges, successes) as well as critical events in the local and system context that may impact their efforts (e.g. elections, policy changes, etc.). This will also entail compiling supporting documents that corroborate reported outputs or outcomes.

CLP Retreat (T1)

Two methods will be used to gather information about the initial CLP Retreat in each country: 1) a survey 2) semi-structured interviews of a sample of participants. The purpose of the survey is to elicit early impressions and understanding of the CLP and its key concepts as well as to obtain feedback on the workshop learning experience. The evidence generated will help inform subsequent support activities in country as well as further adaptations to the CLP retreat design more broadly. The purpose of the semi-structured interviews is to explore participants' expectations for the CLP process in country at individual, team, and system levels and to identify specific learning needs or other support needs perceived by participants.

Early implementation (T2)

About 3–4 months after the initial CLP retreat another brief survey will be sent to CLP participants to identify early-stage CLP processes and any associated enablers or barriers to the implementation of the participants' action plans. Furthermore, this survey will help 1) gauge the evolution of perspectives of participants regarding their expectations and their understanding of key concepts and 2) identify emerging examples of participants' application of newly gained leadership competencies and other forms of behavior change promoted through the CLP (or how they plan to do so).

Mid-term (T3)

At about 6–8 months after the initial CLP retreat, the MP will carry out the follow up to the T2 survey findings by engaging CLP participants in structured discussions that can be incorporated into existing/planned group activities (e.g., meetings), possibly using 'pause and reflect' methodology. The purpose of this data collection is to explore the CLP team perspectives about the progress toward collective goals (and identify any examples of emerging 'transformative leadership') as well as to identify critical contextual factors influencing progress and intended system level changes.

End of CLP Engagement (T4)

Prior to the close of the CLP engagement (at about month 11), a brief survey will be conducted to identify late-stage CLP processes and emerging signals of system level change/outcomes, as well as associated enablers and barriers. This will also be an opportunity to gauge the continued evolution of perspectives among participants regarding both their expectations as well as their understanding of key concepts and to identify examples of participants' application of newly gained leadership competencies and other forms of behavior change. Drawing on the findings of this survey, another structured discussion ('pause and reflect') will be organized with CLP participants to unpack these findings and explore team perspectives about progress toward collective leadership goals ("Leadership impact points") and critical factors influencing progress as well as intended system level changes. This will also be an opportunity to explore participants' expectations about the sustainability of 1) newly introduced leadership approaches, mechanisms and practices based on 'CLP model' and 2) the change processes initiated by the CLP team in this period. As feasible, at this stage it would also be valuable to conduct semi-structured interviews with a few system stakeholders external to the CLP who are engaged in key change processes/activities and whose perspectives can complement those of the CLP participants on these key processes and their effects in the wider system.

Post-CLP Engagement (T5)

About 9-12 months after the conclusion of the formal CLP engagement, semi-structured interviews will be conducted with both CLP Alumni and other key system stakeholders involved in the processes/changes initiated through the CLP. The purpose of these interviews is to identify early effects/outputs of processes intended to drive system-level change (or where relevant, evidence of transformational system level changes) and associated enablers and barriers as well as 2) to explore participant expectations to drive the transformational system level change will move forward. This stage of data collection is critical for an initiative such as the CLP that aims toward system level change that requires longer timeframes for concrete changes to be observed.

Ideally, the interviews through T1-T5 will be conducted by the same team who will be able to identify nuanced narratives of any change stories.

3.3.5 - Analysis

Given the prospective design of this evaluation, in which early stages of data collection are informing subsequent stages, the analytical process is also ongoing, with intermittent rapid analyses of available data at given times. Suitable descriptive analysis methods are being used for the survey data, whereas a rapid and iterative approach to qualitative analysis using approaches such as Framework Analysis (Gale, 2013) is being employed for key informant interviews. Triangulation of different data sources as well as different stakeholder perspectives is central to this analysis; a review of documents compiled for the purpose of corroborating reported outputs and outcomes is also being integrated as relevant at each phase. Therefore, temporal analysis of how change processes evolve during the project period is contributing to and enriching understanding of the causal pathways at play. Appropriate methods are being employed to validate all data collected, as possible (e.g., checking for the qualitative interview summaries).

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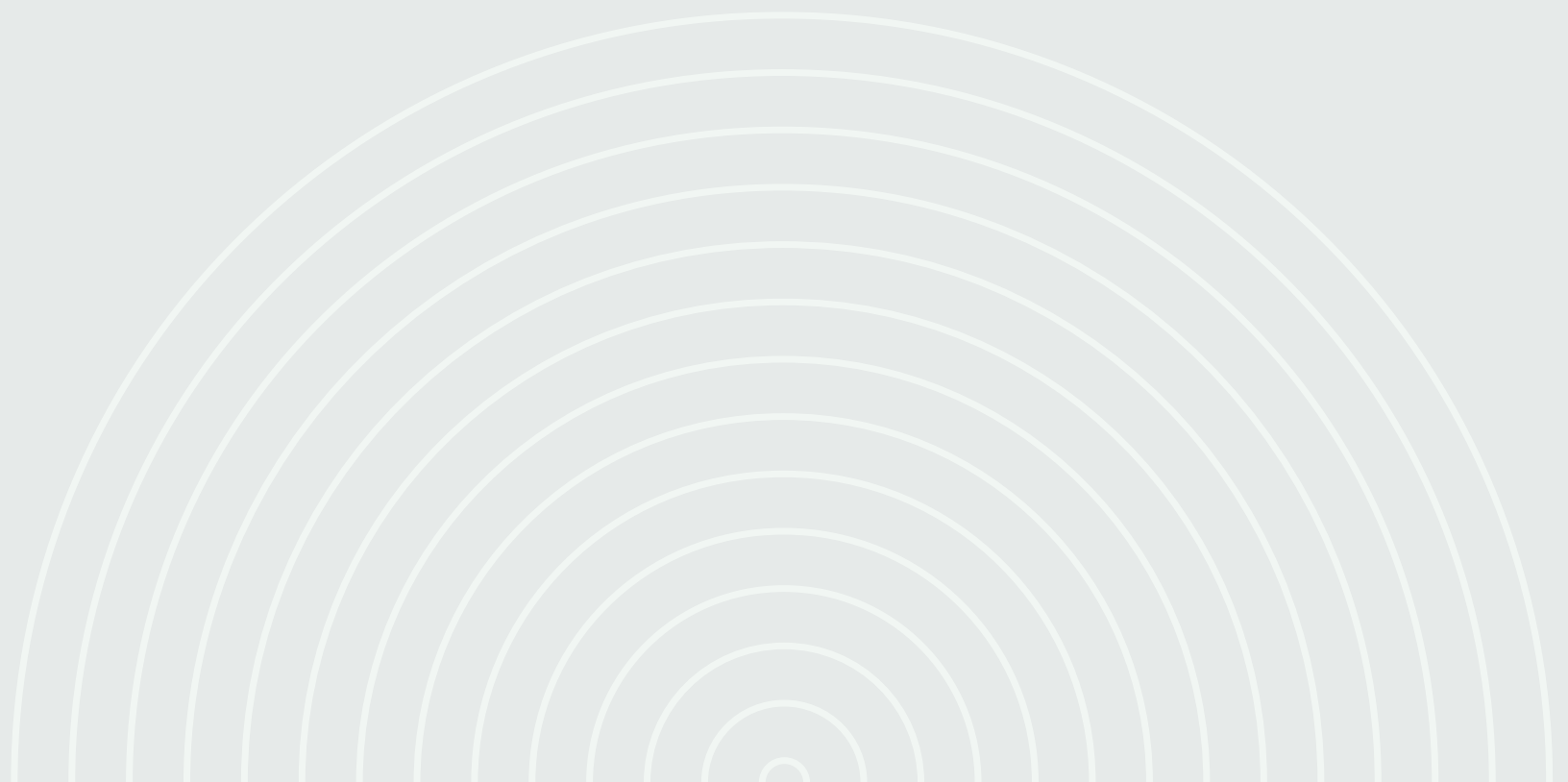


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4. Editions and Findings



4.1 Cross-country comparative analysis

The comparative analysis synthesizes findings from various editions of the Country Leadership Program (CLP), identifying shared outcomes, divergent paths, and insights that transcend individual country experiences. This section juxtaposes the systemic impacts, leadership transformations, and sustainability outcomes achieved across different national contexts.

Between 2022 and 2024, the CLP program engaged 439 leaders from six different countries, reflecting the program's comprehensive approach to health leadership and governance. The evaluation process adhered to a consistent framework to ensure systematic procedures, reliable data management, and the capability for detailed analysis through the cross-referencing of information from a unified database. Meanwhile it was possible tailor it to match specific developmental and operational requirements in each country, for a deeper understanding of each edition's dynamics.

In Nigeria, the program completed its entire evaluation cycle, utilizing a diverse array of data collection tools, including surveys and a final assessment one-year post-program, to gauge long-term impacts. The Management Partner embedded within Nigeria's Ministry of Health played a pivotal role in fostering leadership development at various governmental levels. This partnership is a hallmark of the AMP Health's involvement, which is also present in Zambia and Chad and is planned for Burkina Faso.

The Zambian edition recently concluded its main activity cycle, with results and learnings to be showcased at a later stage. The T4 evaluation stage is pending and when concluded, will ensure future editions of the report are informed by comprehensive and updated data.

Guatemala's adaptation of the program model to meet specific local needs allowed for an evaluation process incorporating surveys, interviews, and direct engagements with The Secretariat of Food and Nutritional Security (SESAN) and the National Institute of Public Administration (INAP) teams. This approach ensured that the evaluation was responsive to the unique challenges faced in the country.

Somalia, Chad, and Burkina Faso's evaluation processes are not completed and, therefore, do not reflect the full evaluation process. Nevertheless, the current evaluations findings are useful to understand how the CLP has been perceived.

4.1 Cross-country comparative analysis

Participants in the CLP spanned various sectors and included representatives from:

- Government: Local, regional, and national levels, including:
 - Ministry of Health
 - Ministry of Social Development
 - Ministry of Agriculture
 - Ministry of Planning, Economy, and International Cooperation
 - Ministry of Women and Early Childhood Protection
 - Ministry of Education
 - Ministry of Communication
- Private Sector
- Civil Society Organizations
- Academic and Training Institutions
- International Organizations and Donors:
 - World Health Organization (WHO)
 - United Nations Population Fund (UNFPA)
 - United Nations Children's Fund (UNICEF)
 - International Organization for Migration (OIM)
 - UK Health Security Agency (UKHSA)
 - USAID
 - Embassy of the Netherlands
 - Bill and Melinda Gates Foundation

Over 30 experts (facilitators, evaluators, subject-matter experts) from diverse backgrounds and countries contributed to the conceptual and methodological framework of the program. Their input was crucial to adapt the program to the unique challenges and realities of each country, while also incorporating lessons learned from previous editions.

4.1.1 Key Findings

SYSTEMIC AND COLLABORATIVE IMPACT

Across editions, the CLP consistently facilitated systemic changes. This is evident in the strengthened governance structures and collaborative efforts among stakeholders. For instance, enhancements in data-driven decision-making and multisectoral coordination were significant in Guatemala, where the creation of "Salas Situacionales" improved strategic responses to public health challenges.

TRANSFORMATIVE LEADERSHIP DEVELOPMENT

The program's impact on leadership skills, including strategic thinking and effective communication, was profound. In Nigeria, for instance, 99% of participants reported substantial personal growth, attributing their enhanced capabilities to the structured learning environment provided by the CLP.

EVIDENCE-BASED DECISION MAKING

A core achievement across the CLP editions has been the advancement of evidence-based decision making. In multiple contexts, this has led to improved resource allocation and performance management, significantly aligning with national health priorities and fostering a culture of accountability and precision.

SUSTAINABILITY AND LONG-TERM IMPACT

The enduring legacy of the CLP is its sustained influence on participants and their practices. This sustainability underscores the program's effectiveness in embedding competencies that endure beyond the structured interventions.


The synthesis of these findings illustrates the multifaceted impact of the CLP, showcasing significant advancements in leadership, systemic change, and sustainable practices in the different health systems. These outcomes not only validate the program's foundational strategies but also provide a roadmap for future implementations, tailoring interventions to meet specific country needs while maintaining the core objectives of transformative and sustainable leadership development.

COMPARATIVE ANALYSIS SUMMARY OF CLP EDITIONS

	NIGERIA	ZAMBIA	SOMALIA	CHAD	BURKINA FASO	GUATEMALA	
LEARNING EXPERIENCE	Number of participants	38	55	46	40	35	225
	Participant satisfaction rate with the Retreat	91% positively evaluated their gain of new knowledge and skills during the Retreat. 95% considered it worthwhile to have invested time in this learning experience.	90% positively evaluated their gain of new knowledge and skills during the Retreat. 90% considered it worthwhile to have invested time in this learning experience.	90% positively evaluated their gain of new knowledge and skills during the Retreat. 94% considered it worthwhile to have invested time in this learning experience.	97% positively evaluated their gain of new knowledge and skills during the Retreat. 94% considered it worthwhile to have invested time in this learning experience.	100% positively evaluated their gain of new knowledge and skills during the Retreat. 97% considered it worthwhile to have invested time in this learning experience.	85% positively evaluated their gain of new knowledge and skills during the Retreat. 85% considered it worthwhile to have invested time in this learning experience.
CONTENT	Program main focus	Strengthening the RMNCAEH+N Platform as the National Country Platform	Facilitating the collaboration of key stakeholders and enhancing the leadership approaches needed to impact the National Health Strategic Plan	Reinforcing government's stewardship and partner alignment with its strategies and systems.	Enhancing sectoral and multi-sectoral coordination throughout the healthcare system to expedite achievement of goals outlined in the fourth National Health Development Program (PNDS 4).	Strengthening and amplifying leadership impact to catalyze stakeholder engagement and alignment across all healthcare system levels, supporting achievement of National Health Development Program (2021-2030) outcomes.	Strengthening collaboration among actors and institutions, advancing integrated governance, and promoting evidence-based decision-making to support the Great National Crusade for Nutrition (GCNN)
	Key thematic area highlighted as most valued	Systems Thinking	Transformative Leadership	Transformative Leadership	Transformative Leadership	Transformative Leadership	N/A
RECOMENDATIONS	Areas for improvement (participant feedback)	Additional Cohorts to monitor and evaluate results gained.	Aim for greater gender balance, increased youth representation, and stronger private sector presence.	To follow up, monitor and evaluate results.	Relevance of case studies to the Chadian context.	Address a specific alignment issue in the country based on the Alignment Maturity Diagnosis results and bottleneck analysis.	Having bibliography available for prior consultation.
	Areas for improvement (staff and stakeholder feedback)	Consideration of longer-term strategy post the initial intervention. Need for greater advocacy efforts after each change of government.	Continuity of CLP-related activities post-transition. Content: Use simple language prioritizing clarity and simplicity.	Mandatory to include faculty/speakers from the region and/or the country.	Communication via the electronic platform was hindered by limited connectivity.	Creation of a focused environment through a closed workshop. This helps to avoid distractions and ensures optimal focus on discussions and goals.	The expectations generated regarding the participation of international experts were not met when the activity was carried out exclusively by INAP's local experts.
	Adaptations/improvements made based on lessons from previous editions	N/A	Highlighted linkages between concepts and how they address leadership challenge/needs.	Use of simple language, as many participants are non-native English speakers, prioritizing clarity and simplicity.	Having bibliography available for prior consultation.	Enhanced involvement of national institutions: to ensure its relevance and long-term sustainability, while also bolstering its legitimacy and impact.	Included faculty/speakers from the country.
IMPACT	Expected impact on collective process of change	92% of participants felt that the greatest impact would be on Systemic change	92% of participants felt that the greatest impact would be on Leadership impact (profiles / attitudes / actions of leaders)	90% of participants felt that the greatest impact would be on Leadership impact (profiles / attitudes / actions of leaders)	76% of participants felt that the greatest impact would be on Leadership impact (profiles / attitudes / actions of leaders)	81% of participants felt that the greatest impact would be on Leadership impact (profiles / attitudes / actions of leaders), and "Collaboration with peers".	60% of participants felt that the greatest impact would be on Leadership impact (profiles / attitudes / actions of leaders)
	Perceived impact on leadership practices after the program	Identify and strengthen personal weaknesses; Positive effects in leadership behaviors, personal growth and work-life balance.	Positive effects in leadership behaviors an utilization of survey data for decision-making; Integrated CLP perspective in crisis management.	Data not available	Data not available	Data not available	Data not available
	Achieved results in terms of transformational leadership or systemic change	Strengthened National Country Platform effectiveness and Enhanced partner alignment around country-defined priorities.	Disruptive impact on the MoH's management systems and Enhanced partner alignment around country-defined priorities.	Data not available	Data not available	Data not available	Data not available

4.1.3 Results overview

Outputs



Results area

System Transformation

- Integrated Governance:
 - Empowerment of government and civil society leaders to enhance coordination and collaboration across various government levels and sectors.
- Evidence-Based Decision Making:
 - Utilization of data for multisectoral prioritization, resource allocation, course correction, and performance management.

Soft targets

- Enhanced alignment between normative and participatory components of governance.
- Support for ongoing Alignment Processes
- Strengthened data use cycle from subnational to national levels.

Progress

Improvement in Country Platform Function in Nigeria:

- 83% of respondents reported that the CLP has contributed to improving the functioning of the Country Platform.

Strengthening Partnerships and Collaboration:

- 88% of respondents stated that the CLP has contributed to strengthening partnership and collaboration across stakeholders within the Country Platform.

Personal Leadership Collaboration:

- 99% of respondents indicated that the Program had contributed to their personal leadership development.

Outcomes



Results area

Strengthened Team/Organizational Processes & Practices

- Improved Governance Structures:
 - Clearer decision-making structures involving a broader spectrum of stakeholders, fostering a more inclusive approach to health system management.
- Enhanced Organizational Practices:
 - Adoption of new processes and practices to strengthen team dynamics and efficiency.
- Curriculum Development and Training

Changes in Individual Leadership Practice

- Leadership Development:
 - Enhanced individual leadership competencies, including adaptive and transformative leadership.
 - Increased capacity for evidence-based decision making and Accountability.

Soft targets

- 81% of participants anticipate that the most significant impact of the CLP would be on **Leadership Impact** followed by **Stakeholders' relationship**, highlighted by 74%.
- 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 on curriculum development:
 - Training initiatives and workshops.
 - Engagement with Academia
 - Integration of CLP principles.
- Changes and impacts:
 - Changes in leadership roles
 - Systemic interventions based on data analysis.
- Improve stakeholder collaboration.

Progress

Educational Initiatives:

- In Guatemala, The National Institute of Public Administration - Inap, developed a Course, integrating CLP principles, aiming to enhance the capacities of public servant leaders.
- In Zambia, an action plan was developed during the Curriculum Development Institutionalization Workshop. It is based on identified needs and opportunities, including a competency-based approach.

Government Transition and Data Use:

- Secretariat of Food and Nutritional Security - SESAN - leaders emphasized the importance of the GFF support for the results achieved during the government transition, including the creation of "Salas Situacionales" (data dashboards).

Future Expectations:

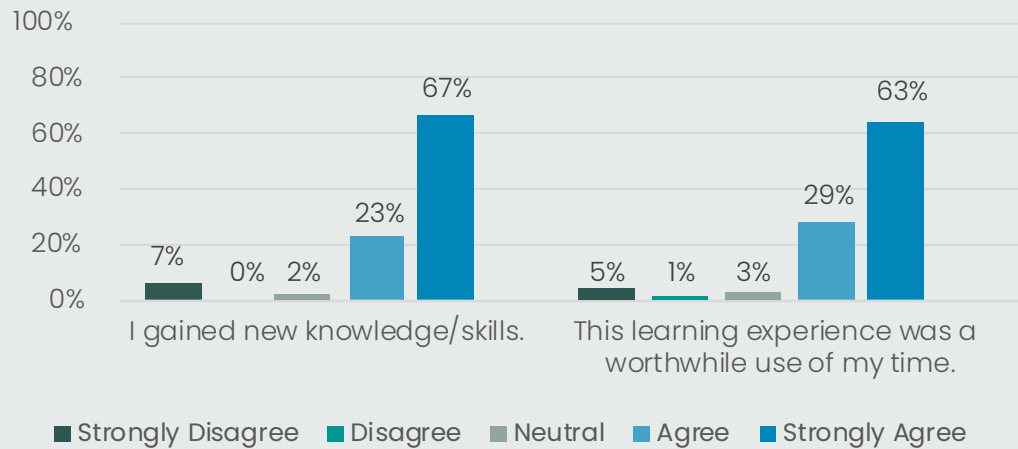
- Awaiting results from upcoming surveys to further assess program impact and progress.

For better understanding in this report, we will use "Outputs" to refer to the tangible and measurable products resulting from the CLP. "Outcomes" will be the terminology used to represent the changes or perceived benefits resulting from the activities or products delivered. This describes the long-term consequences or impacts that the Program aims to achieve. While outputs are more immediate and measurable, outcomes, in this context, are broader and require long-term assessment to be observed.

4.1.4 CLP primary outputs

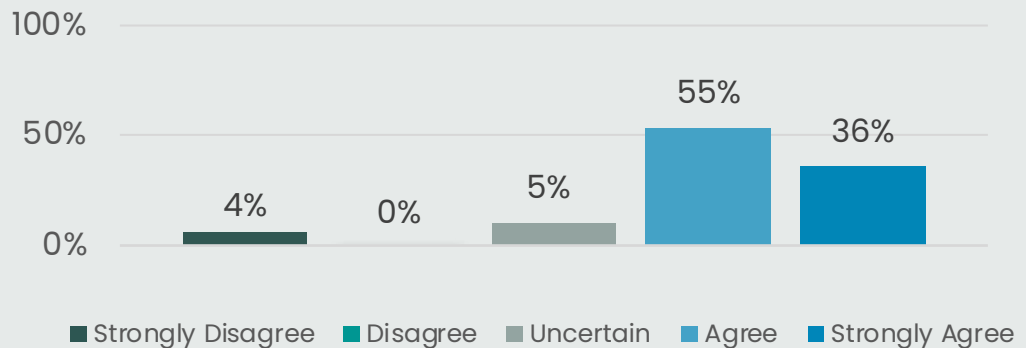
Understanding concepts, Expectations and Learning needs

OVERALL LEARNING EXPERIENCE



90% of the participants **positively evaluated their gain of new knowledge** and skills during the Retreat. **91%** considered it **worthwhile** to have **invested time** in this learning experience.

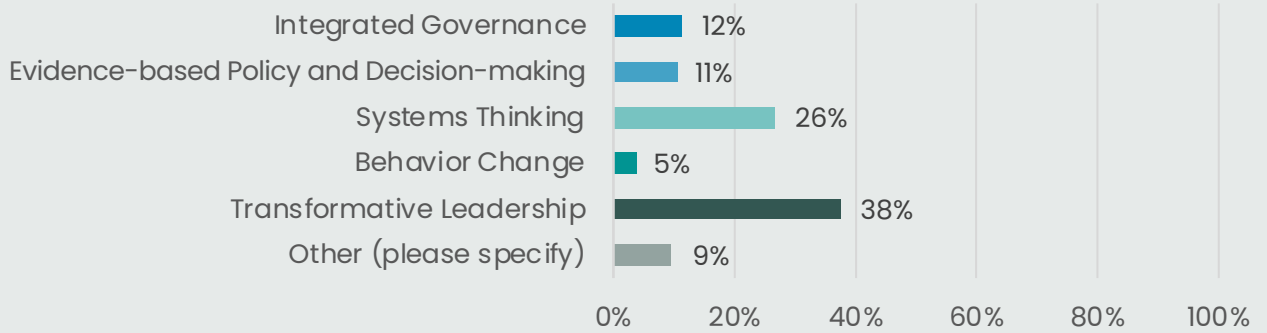
PERCEPTION OF REAL APPLICATION POTENTIAL



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.

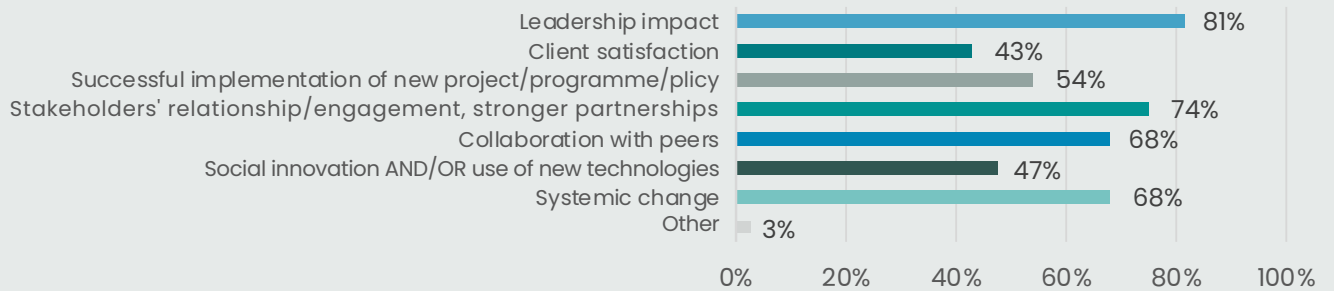
4.1.4 CLP primary outputs

MOST VALUABLE TOPIC AREAS



38% of the participants highlighted **Transformative Leadership** as the most valued of all the thematic areas of the Retreat.

EXPECTED IMPACT ON COLLECTIVE PROCESSES OF CHANGE



When asked about their expectations **for impact on collective change processes**, **81%** of participants felt that the greatest impact would be on **Leadership profile and impact**.

4.1.5 Perceived added-value and impact

This section presents the perceived added-value and impact of the CLP and highlights the significant enhancements in leadership competencies attributed to the Program.

- 1.** Significant impacts have been reported (in surveys, interviews and analysis carried out by the K&L Team and AMP Health) at the three at which the CLP is expected to catalyze change: individual CLP alumni; the teams and the organizations of which they are a part; and the wider system.
- 2.** The wide diversity of stakeholders in the group was instrumental for success.
- 3.** 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.
- 4.** Participants eager to apply program knowledge, acting as multipliers of the principles of integrated governance and evidence-based decision-making.
- 5.** Systemic impact by integrating health with economic and developmental policies.
- 6.** Continuous capacity building has empowered leaders to effectively manage public health initiatives.
- 7.** High demand indicated by multiple requests for CLP extensions.

4.1.6 Areas of improvement

The ability of the GFF and its partners to develop and implement six editions of the program across diverse realities has been instrumental in generating numerous learnings and insights the preliminary evaluation results that accompanied the program's development. This continuous evaluation process allowed for real-time adjustments as well between editions. This iterative approach has significantly enhanced the program's effectiveness and relevance, ensuring that it meets the evolving needs and contexts of the participating countries. The main areas of improvement are the following:

Long-term Strategy and Sustainability:

- Continuity of CLP-related activities.
- Planning for leadership transitions.
- Need for more robust mechanisms to ensure the sustainability of the changes implemented, particularly beyond the supporting/monitoring period of the CLP.

Challenges faced:

- Integration across sectors is required to ensure that health initiatives are comprehensive and aligned with other national development goals.
- Political and Organizational changes: transitions and change of government led to special challenges and need for greater advocacy efforts.
- Stakeholder engagement: importance of having champions across agencies and sub-national levels.

Content and methodology:

- 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
- Having a bibliography available for prior consultation could be an opportunity for participants to feel more comfortable with the topics covered.
- Use simple language, as many participants are non-native English/French speakers, prioritizing clarity and simplicity.
- Aim for greater gender balance, increased youth representation, and stronger private sector presence.
- The CLP must continue to be precisely tailored to the cultural and operational contexts of each country to enhance its relevance and effectiveness.
- Include faculty/speakers from the region and/or the country.

4.1.6 Areas of improvement

Future strategies to address the identified challenges should include a detailed plan for enhancing inter-sectoral collaboration, increasing stakeholder engagement, assuring continuity of CLP-related activities at the end of the program and continuously updating the program's content and methodologies to reflect the evolving needs of the health systems in the participating countries.

Once the evaluation process is concluded in all the countries that hosted the CLP editions, the findings and learnings will be more precise and comprehensive.

In the following sections, we will delve into the specificities, findings, and results of each program edition to provide a comprehensive understanding of the program dynamics in each country and the current stage of development and maturity of both the program and the evaluation process.

COUNTRY LEADERSHIP PROGRAM

for Health System Change

GLOBAL FINANCING FACILITY

SUPPORTED BY WORLD BANK GROUP

Editions and Findings

4.2 Nigeria Edition



4.2. Nigeria Edition

In Nigeria, the CLP has catalyzed significant improvements in leadership competencies and governance structures. These changes have facilitated more effective use of data in policy-making and have strengthened the alignment between government actions and health system needs. Notably, the program has supported the development of strategies that promote evidence-based decision-making and have led to more collaborative approaches across various levels of government and stakeholders, contributing to more efficient health service delivery.

4.2.1 Results overview

Outputs



Results area



- System 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.

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 for different stakeholders
- Improved Accountability
- Positive effects were observed in leadership behaviors, personal growth, and work-life balance.

Progress



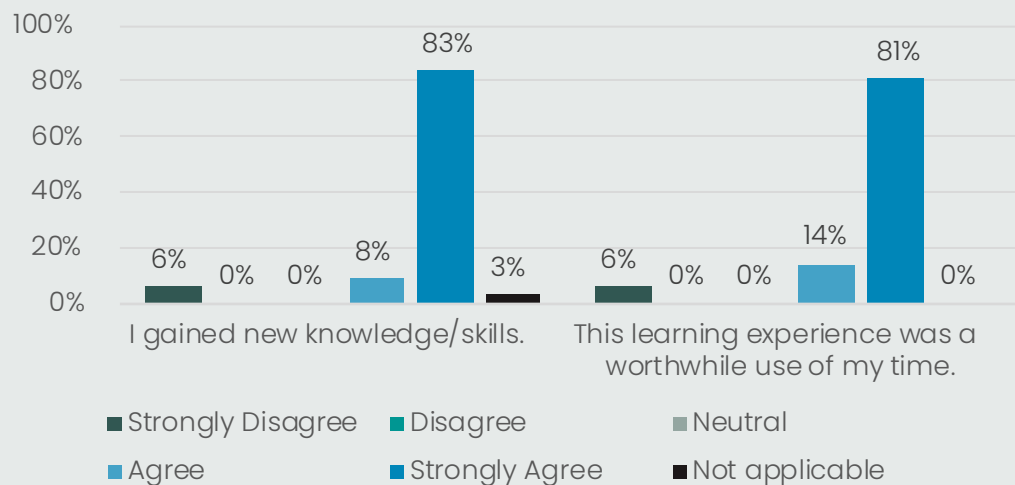
- Approval of the National RMNCAEH+N Steering Committee by the Minister of Health
- Action plan developed based on impact points
- Multiple partnership engagements since the CLP retreat:
 - ✓ RMNCAEH+N Multi Stakeholder partner Coordination Platform (MSPCP) meeting
 - ✓ RMNCAEH+N Strategy planning meetings, among others...
- NCH approval for state RMNCAEH+N coordination platforms (Dec 2022)
- Process changes within the CU/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

4.2.2 CLP Nigeria primary outputs

The Leadership Retreat took place in Lagos, Nigeria, in April 2022, with 38 participants from the highest hierarchical level of the health system, all engaged in the Country Platform. The retreat featured 9 expert sessions over 4 days, totaling 40 hours of activity. Following the retreat, all participants completed a survey to establish the foundation for evaluating the Nigeria CLP edition. The survey aimed to gather data on participants' understanding of the presented themes/concepts, their expectations regarding the program, and the learning needs they identified. The collected data can be accessed on the following [dashboard](#), and further information is provided in the Retreat Report, available via this [link](#).

Understanding concepts, Expectations and Learning needs

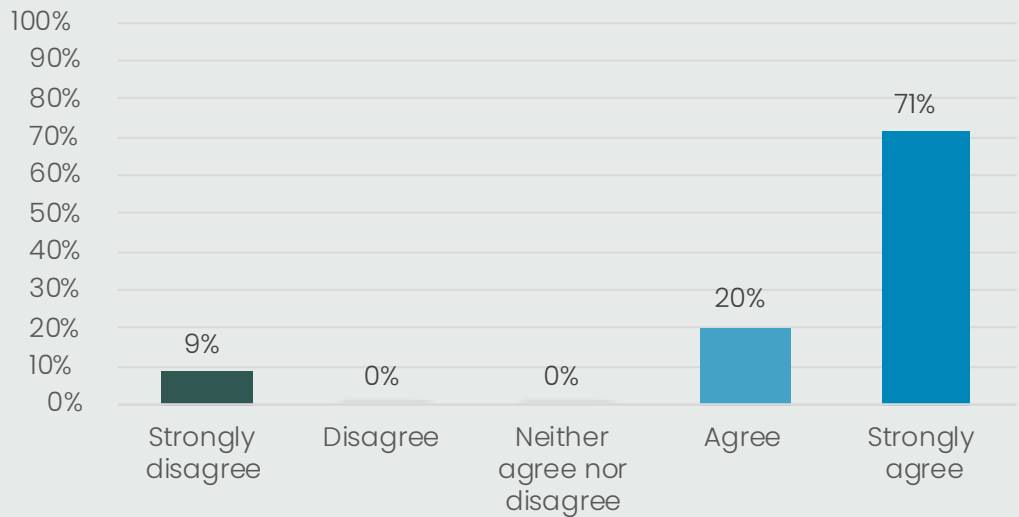
OVERALL LEARNING EXPERIENCE



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

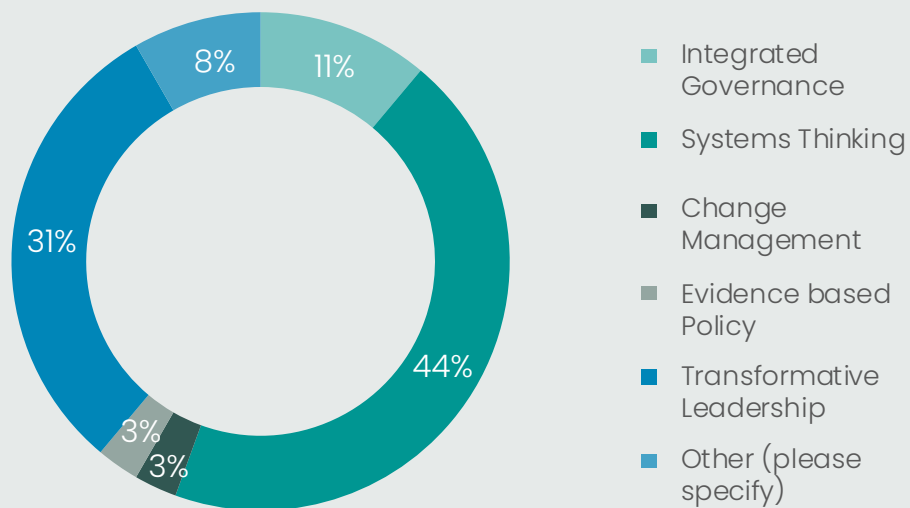
Even more participants, **95%**, **considered it worthwhile** to have **invested time** in this learning experience.

PERCEPTION OF REAL APPLICATION POTENTIAL



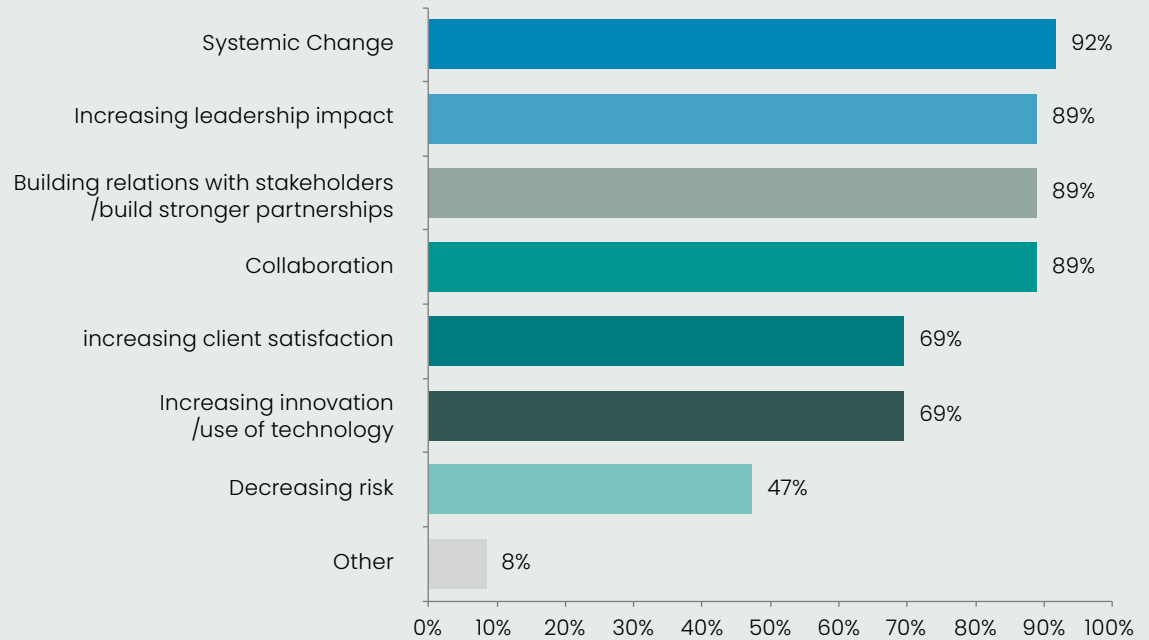
The survey highlights that **91%** of the participants **left with a clear understanding of how to apply** what was learned during the Retreat to the reality of their work.

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**.

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 things 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**

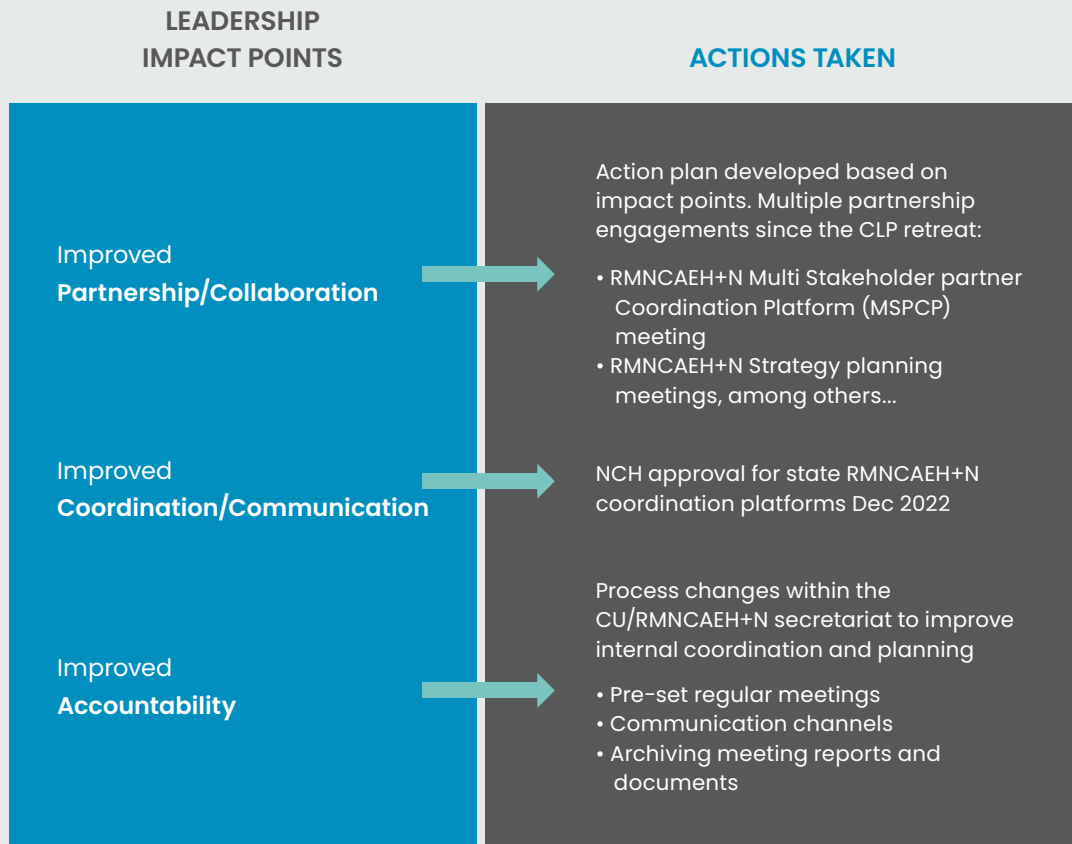
4.2.3 CLP Nigeria primary outcomes

This section outlines the initial impacts observed at the end of the CLP program in Nigeria, based on semi-structured interviews with participants conducted in May 2023. These early effects provide insights into the immediate benefits and changes perceived by those involved, setting the stage for a deeper exploration of sustained outcomes.

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

IMPACT OF ACHIEVEMENTS ON COLLECTIVE PROCESSES OF CHANGE

The outlined actions and impacts collectively foster systemic changes, highlighting the overarching contributions of the CLP efforts. Rooted in the Theory of Change (TOC) framework (Annex 1), which guided the entire evaluation process, these outcomes reflect the structured approach to capturing and understanding the depth of the program's influence on public health leadership and governance.

<p>System Transformation</p>	<p>Improved IC Implementation and Monitoring</p> <ul style="list-style-type: none"> • N/A 	<p>Strengthened National Country Platform Effectiveness</p> <ul style="list-style-type: none"> • Improved efficiency of the Department of Family Health and the RMNCAEH+N platform. 	<p>Enhanced Partner alignment around country-defined priorities</p> <ul style="list-style-type: none"> • Approval of the National RMNCAEH+N Steering Committee by the Minister of Health • Strengthened engagement between national and subnational levels 			
<p>Strengthened Team/Organizational Processes & Practices</p>	<p>Building collaborative capacity for transformative leadership and integrated governance</p> <table border="1"> <tr> <td data-bbox="464 1157 776 1505"> <p>CLP had a significant impact at both individual and team levels: it fostered working relationships with colleagues and aligning relationships with subnational colleagues</p> </td> <td data-bbox="776 1157 1128 1505"> <p>Positive impact on relationships and collaboration:</p> <ul style="list-style-type: none"> • Improved relationships between departments and projects • Enhanced understanding of individual team members and motivation • Reduced silo effect and improved cooperation </td> <td data-bbox="1128 1157 1482 1505"> <p>Positive impact on communication:</p> <ul style="list-style-type: none"> • Adaptation of communication styles for different stakeholders </td> </tr> </table>			<p>CLP had a significant impact at both individual and team levels: it fostered working relationships with colleagues and aligning relationships with subnational colleagues</p>	<p>Positive impact on relationships and collaboration:</p> <ul style="list-style-type: none"> • Improved relationships between departments and projects • Enhanced understanding of individual team members and motivation • Reduced silo effect and improved cooperation 	<p>Positive impact on communication:</p> <ul style="list-style-type: none"> • Adaptation of communication styles for different stakeholders
<p>CLP had a significant impact at both individual and team levels: it fostered working relationships with colleagues and aligning relationships with subnational colleagues</p>	<p>Positive impact on relationships and collaboration:</p> <ul style="list-style-type: none"> • Improved relationships between departments and projects • Enhanced understanding of individual team members and motivation • Reduced silo effect and improved cooperation 	<p>Positive impact on communication:</p> <ul style="list-style-type: none"> • Adaptation of communication styles for different stakeholders 				
<p>Changes in individual Leadership Practice</p>	<p>CLP Alumni adopt new leadership and decision-making practices, becoming more agile & responsive to system needs</p> <table border="1"> <tr> <td data-bbox="464 1667 776 1906"> <p>CLP had a significant impact at both individual and team levels: it helped identify and strengthen personal weaknesses</p> </td> <td data-bbox="776 1667 1128 1906"> <p>Positive effects were observed in leadership behaviors, personal growth, and work-life balance.</p> </td> <td data-bbox="1128 1667 1482 1906"> <p>Participants aimed to cascade CLP skills to health workers and stakeholders</p> </td> </tr> </table>			<p>CLP had a significant impact at both individual and team levels: it helped identify and strengthen personal weaknesses</p>	<p>Positive effects were observed in leadership behaviors, personal growth, and work-life balance.</p>	<p>Participants aimed to cascade CLP skills to health workers and stakeholders</p>
<p>CLP had a significant impact at both individual and team levels: it helped identify and strengthen personal weaknesses</p>	<p>Positive effects were observed in leadership behaviors, personal growth, and work-life balance.</p>	<p>Participants aimed to cascade CLP skills to health workers and stakeholders</p>				

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**

“...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**

“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.”

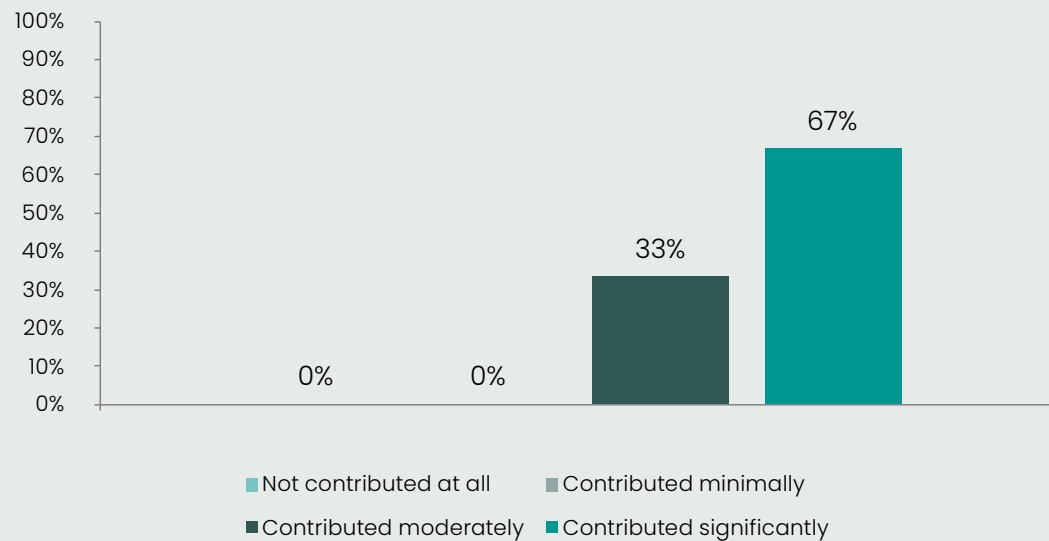
Anonymous - CSO - **Apr.23**

4.2.4 CLP Nigeria process outputs

Contributions, uniqueness and sustainability

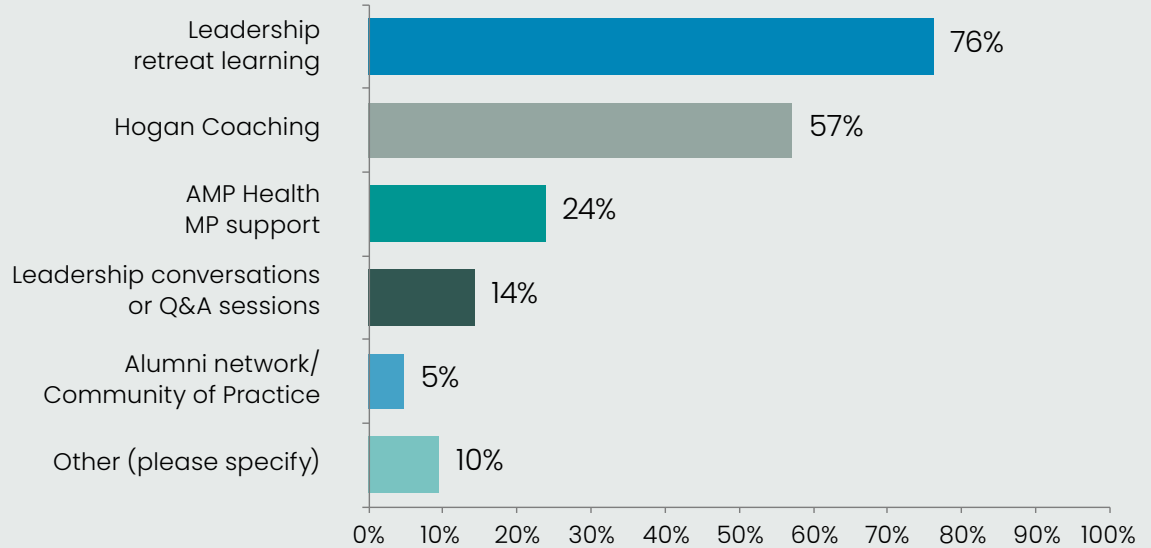
By defining 'Outputs' as the tangible, measurable products of the program, and 'Outcomes' as the broader changes or benefits derived from these products, the CLP frames its objectives to not only address immediate needs but also to foster sustainable improvements. This long-term perspective is crucial to observe gradual effects that the program aims to achieve in for health systems and its leaders.

CONTRIBUTION OF CLP ENGAGEMENT TO PERSONAL LEADERSHIP GROWTH



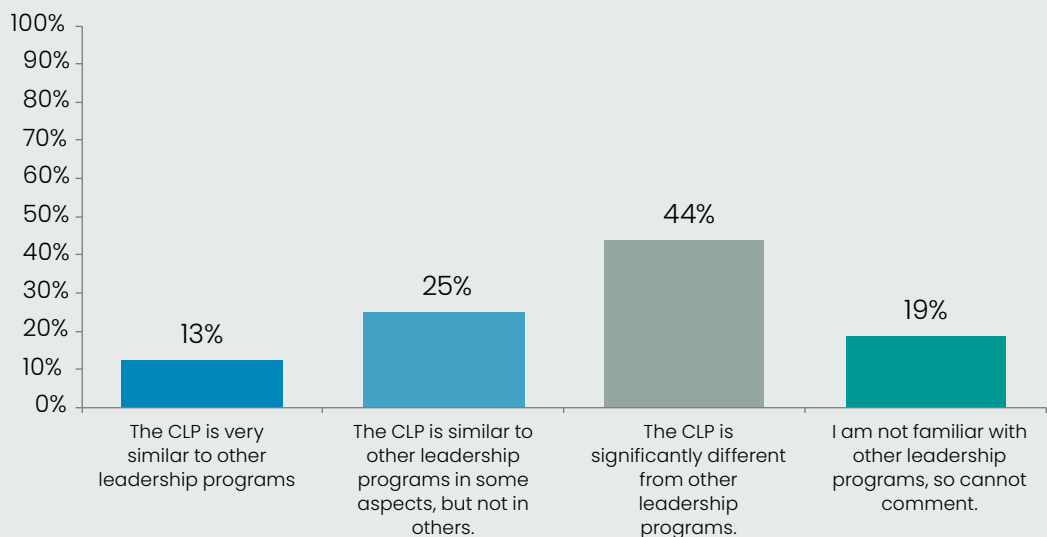
In the survey conducted one year after the conclusion of the CLP process (March 2024), 100% of respondents indicated that the Program had **contributed to their personal leadership development.**

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 vs OTHER LEADERSHIP PROGRAMS: CONTENT, APPROACH, AND ACTIVITIES



44% of respondents noted distinctions between CLP and other programs, while 13% indicated similarities between this and others leadership programs.

Testimonials

"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."

"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."

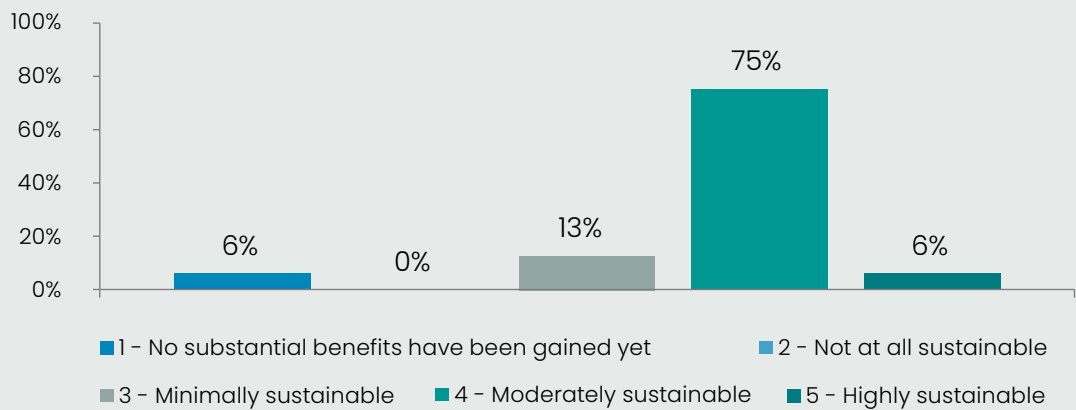
4.2.5 CLP Nigeria process outcomes

Contributions, uniqueness and sustainability

This section discusses the process outcomes of the CLP in Nigeria, detailing the systematic improvements and sustainability measures adopted. It underscores the contributions and uniqueness of the Program as perceived by participants.

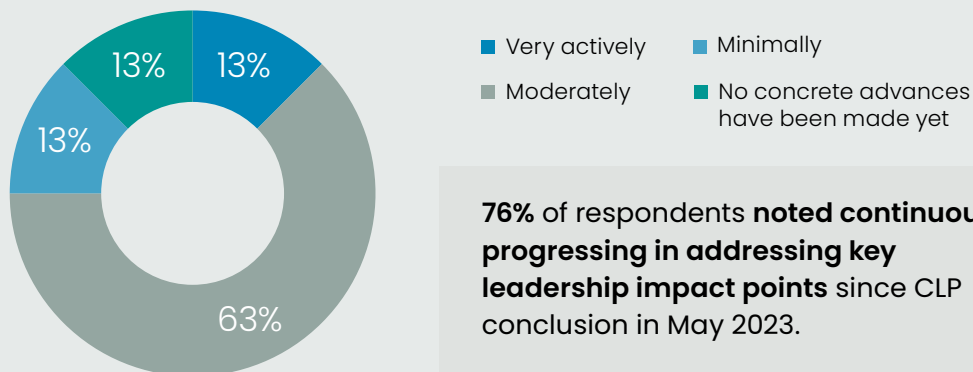
The section also delves into the results of AMP Health's monitoring and evaluation efforts, focusing on the observed improvements in competences and confidence of the participants. It highlights the key areas of development and the subsequent impact on health leadership and system.

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)

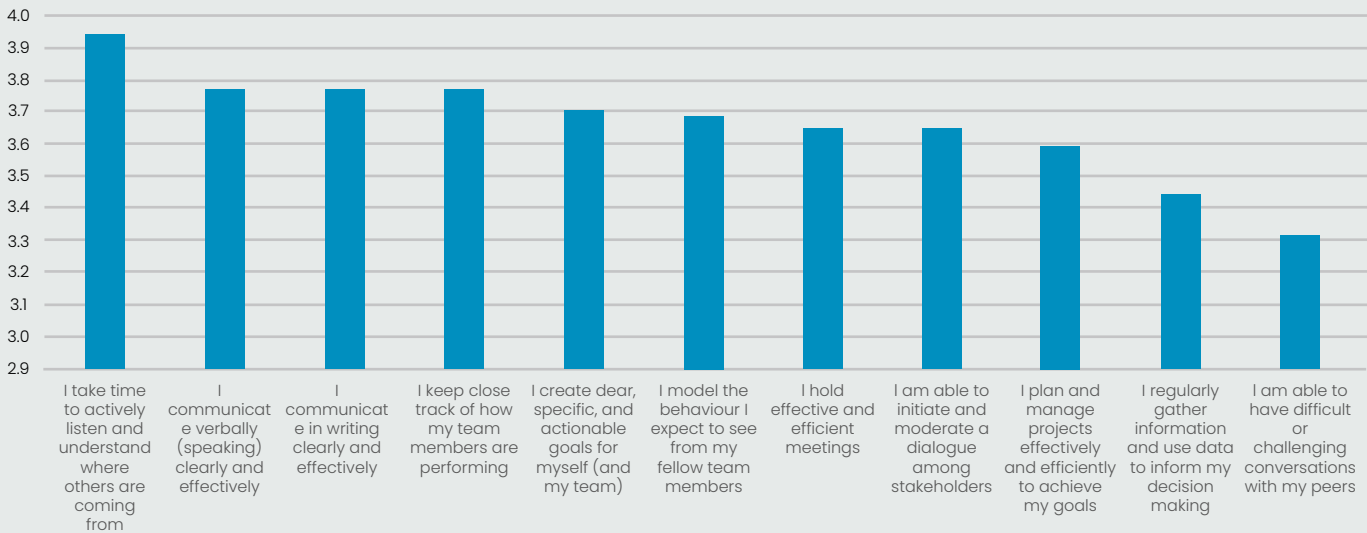


76% of respondents noted continuous progressing in addressing key leadership impact points since CLP conclusion in May 2023.

AMP HEALTH MONITORING AND EVALUATION: IMPROVEMENTS IN SKILLS AND CONFIDENCE

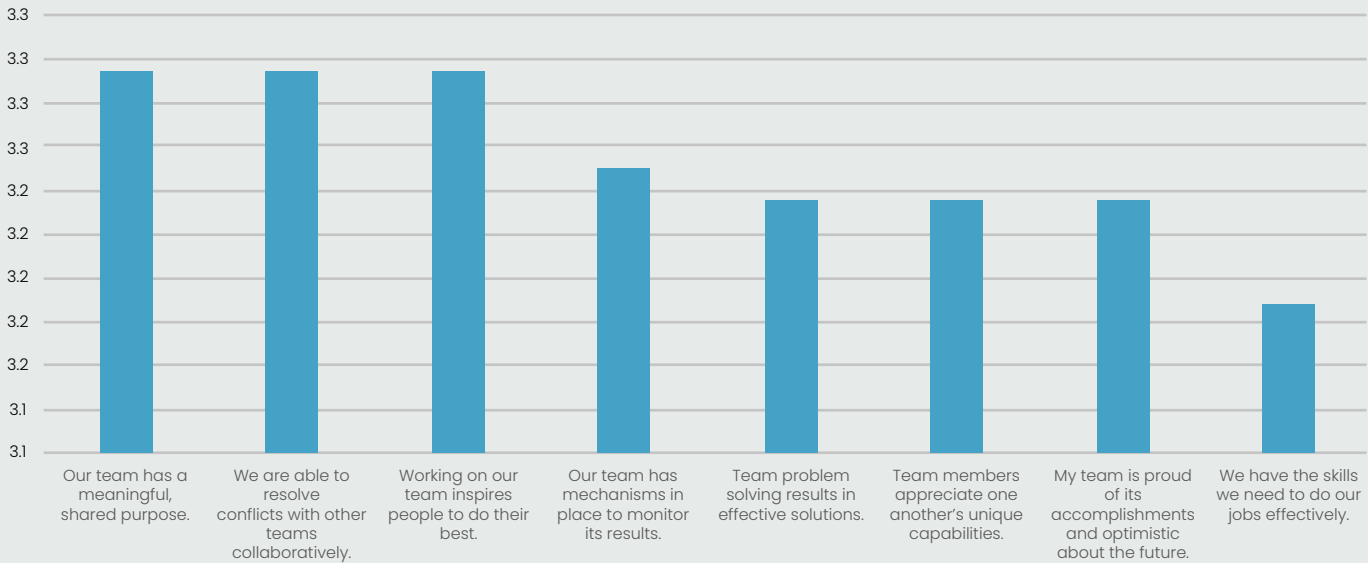
The CLP team completed a self-reported survey at the end of the one-year Management Partner’s engagement in May 2023. The largest improvement (+3.9) was reported in taking time to actively listen for understanding. This is a core competency of transformative leadership, and it was a key focus for the MP. 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 behaviours (all +3.7). Individuals reported large increases in their own ability to hold effective meetings, initiate and moderate dialogue with stakeholders, and manage projects (+3.6). Individuals reported large increases in their own ability to hold effective meetings, initiate and moderate dialogue with stakeholders, and manage projects (+3.6).

Nigeria CLP: L & M skills Improvement since taking part in CLP



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 competences relate to the impact points set by the team at the start of the MP’s engagement (e.g. to improve collaboration and accountability). Other areas of skill improvement include problem-solving, team pride, and conflict resolution within the team (all +3.2).

Nigeria CLP: Team Skills improvement-RMNCAEH+N coordination platform's improvement since taking part in the CLP



AMP HEALTH MONITORING AND EVALUATION: KEY SUCCESS FACTORS IDENTIFIED

The AMP Health Management Partner 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. As these secondary roles were not defined this led to a lack of ownership and accountability for the coordination platform activities.

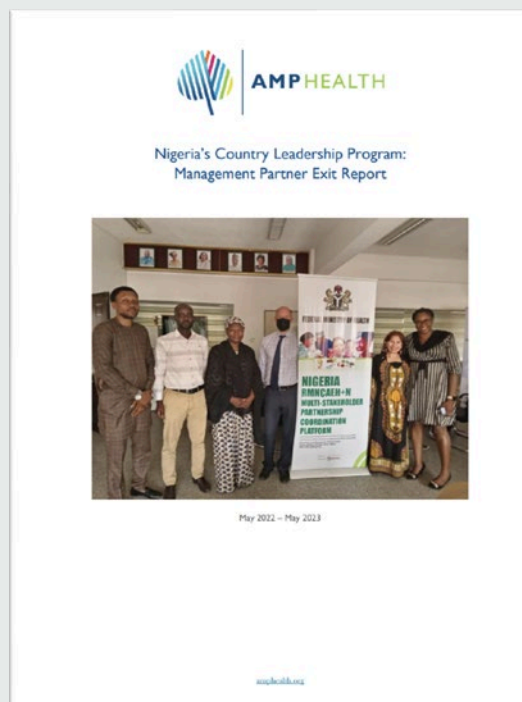
- **Building strong relationships**

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 skills, more team members were being heard. This was an important leadership skill that helped the team achieve some of their shared goals

[AMP Health Report](#)



4.2.6 Perceived added-value and impact

[Click here to know more about the survey circulated post-CLP](#)

This section presents the perceived added-value and impact of the CLP as reported by participants across various initiatives. It highlights the significant enhancements in leadership competencies and programmatic functions attributed to the Program and interventions provided, illustrating the broad and effective reach of CLP.

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%

The following data and participant feedback illustrate the significant contributions of the CLP to leadership development and organizational improvements. These points highlight the measurable impact of the program on expanding leadership competencies, improving organizational functions, and fostering stronger partnerships and communication within the Country Platform.

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 PLC is expected to catalyze change: individual CLP alumni; the CLP teams and the organizations of which they are a part; 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 CLP editions (extension) from and to various groups
5. Informal feedback highlighting successes in collaboration

4.2.7 Areas of improvement

AREAS OF IMPROVEMENT

The following identified 3 key areas for improvement are based on the evaluation findings. They focus on strategic long-term sustainability, stakeholder engagement, and the effectiveness of content and methodology. The insights provided here aim at refining and enhancing future iterations of the CLP, or similar initiatives, to maximize impact and address identified challenges.

1. Long-term Strategy and Sustainability:

- 1.1. Consideration of longer-term strategy post the initial intervention

2. Challenges faced: Stakeholder engagement and Advocacy

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

3. Content and methodology:

- 3.1. To support the coherence of the program:
- 3.2. Create a common glossary of terms/concepts
- 3.3. Develop a program "map" or infographic illustrating the linkages between concepts and how they address leadership challenges/needs
- 3.4. 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."

COUNTRY LEADERSHIP PROGRAM

for Health System Change



Editions and Findings

4.3 Zambia Edition



4.3.1 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.

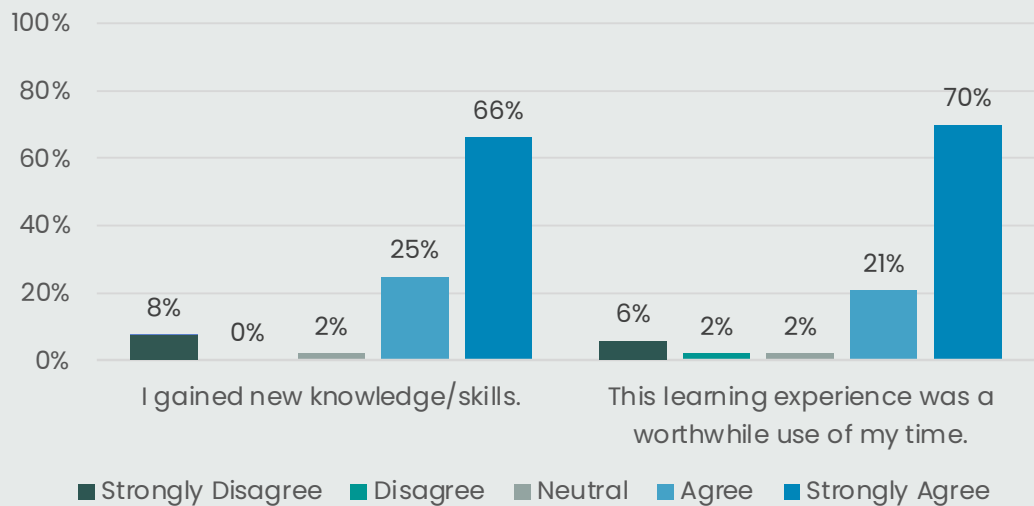
Note: see before for better understanding in this report, we will use "Outputs" to refer to the tangible and measurable products resulting from the CLP. "Outcomes" will be the terminology used to represent the changes or perceived benefits resulting from the activities or products delivered. This describes the long-term consequences or impacts that the Program aims to achieve. While outputs are more immediate and measurable, outcomes, in this context, are broader and require long-term assessment to be observed.

4.3.2 CLP Zambia primary outputs

The Leadership Retreat took place in Lusaka, Zambia, in March 2023, with 55 participants from the highest hierarchical level of the health system. 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. The retreat featured 9 expert sessions over 4 days, totaling 32 hours of activity. As for the several editions, following the retreat, all participants completed a survey to establish the foundation for evaluating the Zambia CLP edition. The survey aimed to gather data on participants' understanding of the presented themes/concepts, their expectations regarding the program, and the learning needs they identified. The collected data can be accessed on the following [dashboard](#), and further information is provided in the Retreat Report, available via this [link](#).

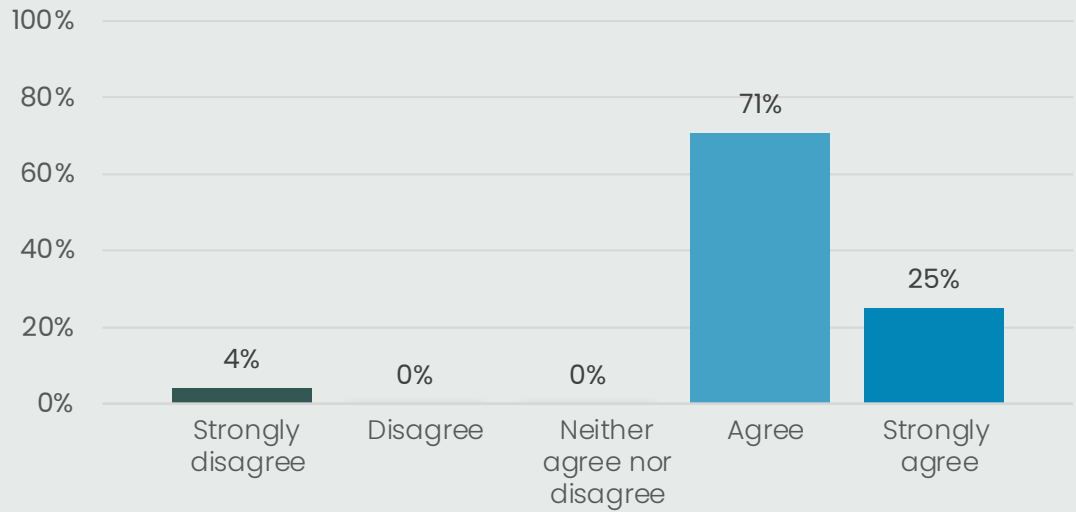
Understanding concepts, Expectations and Learning needs

OVERALL LEARNING EXPERIENCE



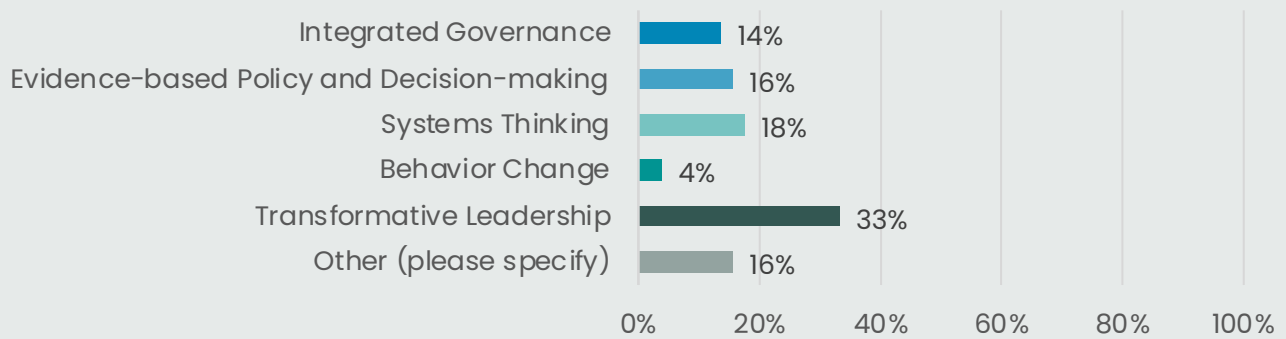
91% of the participants **positively evaluated their gain of new knowledge** and skills during the Retreat.
91% considered it worthwhile to have **invested time** in this learning experience.

PERCEPTION OF REAL APPLICATION POTENTIAL



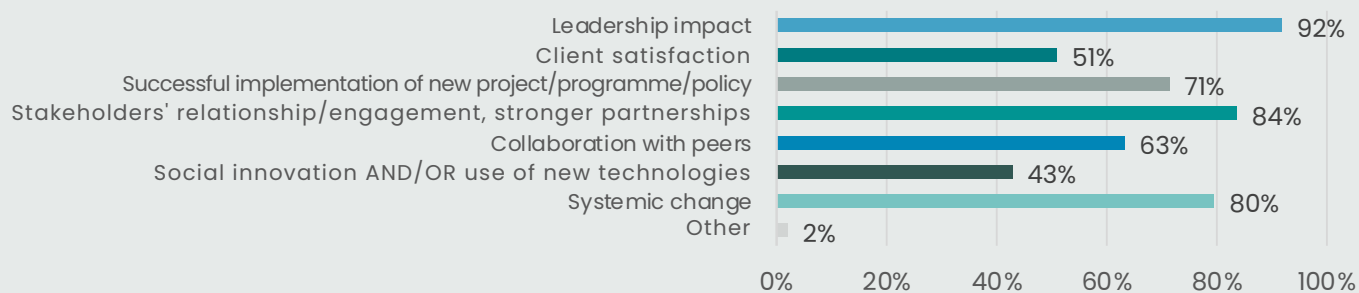
The survey highlights that **96%** of the participants **left with a clear understanding of how to apply** what was learned during the Retreat to the reality of their work.

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**.

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 - **Mar. 23**

"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

4.3.3 CLP Zambia primary outcomes

This section presents the primary outcomes observed from the CLP program in Zambia. These early effects provide an initial understanding of the program's immediate impacts and the ways it has begun to influence leadership practices and organizational efficiency.

MAIN CONTRIBUTIONS AND OUTCOMES

1. Progress on curriculum development:

- 1.1 Training initiatives and workshops conducted.
- 1.2 Engagement with academic institutions.
- 1.3 Integration of CLP principles into training programs

2. Identified changes and impacts:

- 2.1 Changes in leadership roles;
- 2.2 Restructuring of departments and implementation progress of several projects;
- 2.3 Utilization of survey data for decision-making;
- 2.4 Systemic interventions based on data analysis;

3. Improved stakeholder Engagement/Collaboration:

- 3.1 Stakeholder meetings and workshops conducted.
- 3.2 Opportunities for synergies with ongoing activities.
- 3.3 One year into the CLP process, stakeholder commitment and engagement remain strong: participants groups, or the River Groups, persist in their efforts, demonstrating dedication to advancing collaborative efforts.

PROGRESS FROM ZAMBIA

<p>System Transformation</p>		<p>CLP Zambia envisions a disruptive impact on the MoH's management systems</p> <ul style="list-style-type: none"> • The program is seen as a catalyst for building managerial capacity, strengthening institutions, and enhancing knowledge for effective and efficient operations 	<p>Enhanced Partner alignment around country-defined priorities</p> <ul style="list-style-type: none"> • Approval of the National RMNCAEH+N Steering Committee by the Minister of Health • Strengthened engagement between national and subnational levels
<p>Strengthened Team/ Organizational Processes & Practices</p>	<p>Building collaborative capacity for transformative leadership and integrated governance</p>		
<p>Changes in individual Leadership Practice</p>	<p>CLP Alumni adopt new leadership and decision-making practices, becoming more agile & responsive to system needs</p>		
	<p>The CLP had a significant impact at both individual and team levels: it fostered working relationships with colleagues and aligning relationships with subnational colleagues</p>	<p>Positive impact on relationships and collaboration:</p> <ul style="list-style-type: none"> • Improved relationships between departments and projects • Enhanced understanding of individual team members and motivation • Reduced silo effect and improved cooperation 	<p>Positive impact on communication:</p> <ul style="list-style-type: none"> • Adaptation of communication styles for different stakeholders
	<p>The CLP had a significant impact at leadership roles</p>	<p>Positive effects were observed in leadership behaviors, as utilization of survey data for decision-making.</p>	<p>During the 2023 Cholera outbreak, participants managed to integrate the CLP perspective in crisis management.</p>

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."

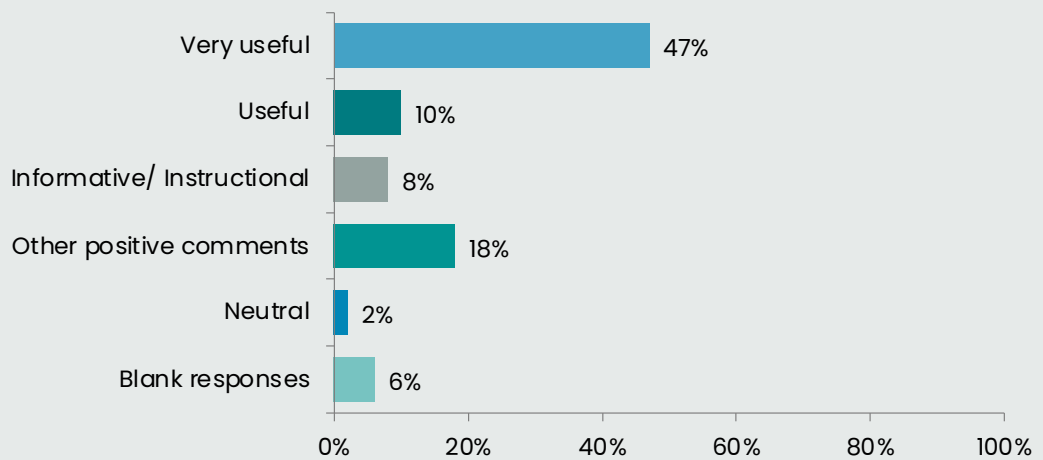
Anonymous - Ministry Official - Nov. 23

4.3.4 CLP Zambia process outputs

Contributions, uniqueness and sustainability

These outputs reflect the program’s commitment to enhancing leadership competencies, improving health governance, and ensuring long-term benefits for the participating stakeholders.

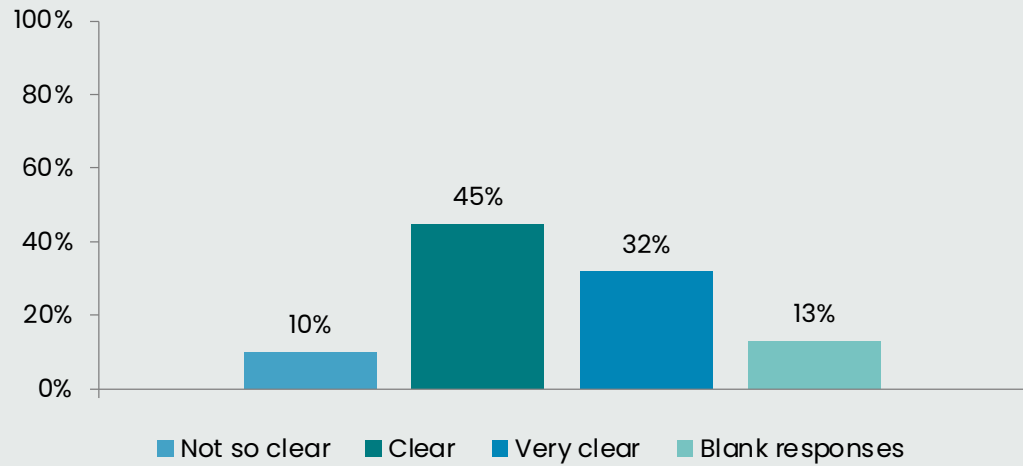
PERCEIVED USEFULNESS OF CLP ACTIVITIES (APRIL 2023 – AUGUST 2023)



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

[Click here to know more about AMP Health Report about Return on Expectations Interviews \(circulated on Nov.23\)](#) and [click here to know more about Workshop Impact Report](#)

CLARITY ON HOW TO ADDRESS LEADERSHIP CHALLENGES (FROM RIVER GROUPS)



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

Further insights will be gathered from upcoming surveys and activities, enriching our understanding in subsequent reports.

4.3.5 Perceived added-value and impact

This section presents the perceived added value and impact of the CLP as reported by its participants. It highlights the significant enhancements in leadership competencies and the strengthened partnerships and communication among stakeholders.

1. Participants stated they are applying leadership skills and competencies in their daily activities and specific projects, especially 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.

4.3.6 Areas of improvement

The following key areas were identified for improvement based on feedback and observations gathered during the evaluation process. It focuses on long-term strategy and sustainability, stakeholder engagement, advocacy, and content and methodology. To support the program's coherence, it is crucial to create a common glossary of terms and concepts, develop a program 'map' illustrating the linkages between concepts and how they address leadership challenges, and include faculty and speakers from the region and country to enrich the experience.

These recommendations, among several others present in the Zambia Report, aim to enhance the effectiveness and impact of future CLP, or similar initiatives, iterations.

1. Long-term Strategy and Sustainability:

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

2. Organizational Changes

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

3. Content and methodology:

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

COUNTRY LEADERSHIP PROGRAM

for Health System Change




Editions and Findings

4.4 Guatemala Edition



4.4.1 Results overview

Outputs	Results area	Soft targets	Progress
	<ul style="list-style-type: none"> Integrated governance: <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> Strengthening data use cycle from subnational to national. Use of data to enable multisectoral prioritization, resource allocation, course correction, and performance management. 	<ul style="list-style-type: none"> 60% of participants anticipate that the most significant impact of the CLP would be on Leadership Impact followed by Stakeholders' relationship, highlighted by 55% 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. 	<ul style="list-style-type: none"> Design of the theoretical-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.

4.4.2 CLP Guatemala primary outputs

The Guatemala edition brought together health and nutrition leaders at both national and local levels from various sectors to strengthen collaboration, advance integrated governance, and promote the effective use of data and evidence for decision-making, benefiting the Great National Crusade for Nutrition (GCNN).

From May to September 2023, the program conducted four face-to-face leadership workshops in different cities, engaging 225 leaders. These workshops, featuring contributions from international experts, provided customized leadership tools for immediate application. The sessions covered 10 prioritized GCNN departments, including Alta Verapaz, Chiquimula, Jalapa, Huehuetenango, Totonicapán, Quetzaltenango, San Marcos, Quiché, Chimaltenango, and Sololá.

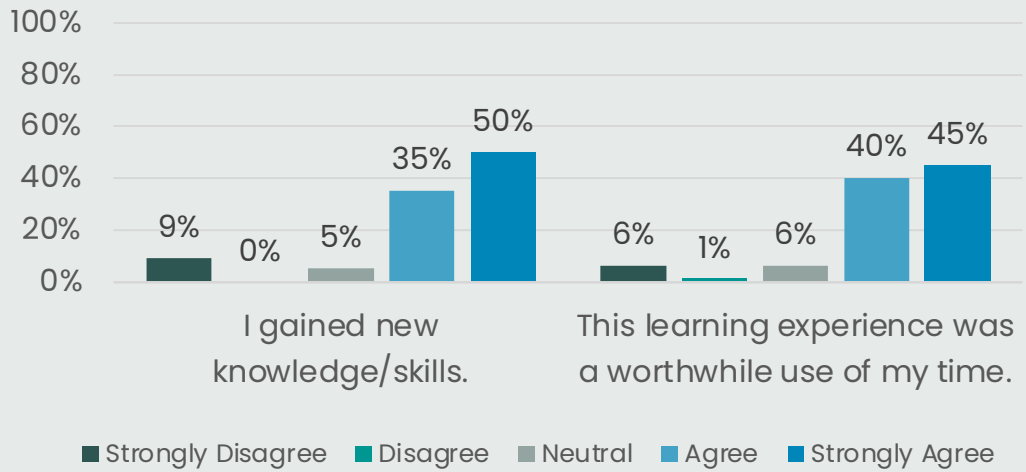
INAP, Guatemala's public institution for capacity-building, was selected to assist with the implementation and institutionalization of the program's results.

Following each retreat, all participants completed a survey to establish the foundation for evaluating the Guatemala CLP edition. The collected data can be accessed on the following dashboards ([CLP Retreat survey dashboard I](#), [CLP Retreat survey dashboard II](#), [CLP Retreat survey dashboard III & IV](#)) and further information is provided in the Retreat Report, available via this links ([CLP Retreat I Report](#), [CLP Retreat II Report](#), [CLP Retreat III & IV Report](#), [CLP Retreat - All editions Report](#)).

Guatemala's experience confirmed the Program's ability to adapt and even customize to the different realities, demands, needs and possibilities of countries and territories.

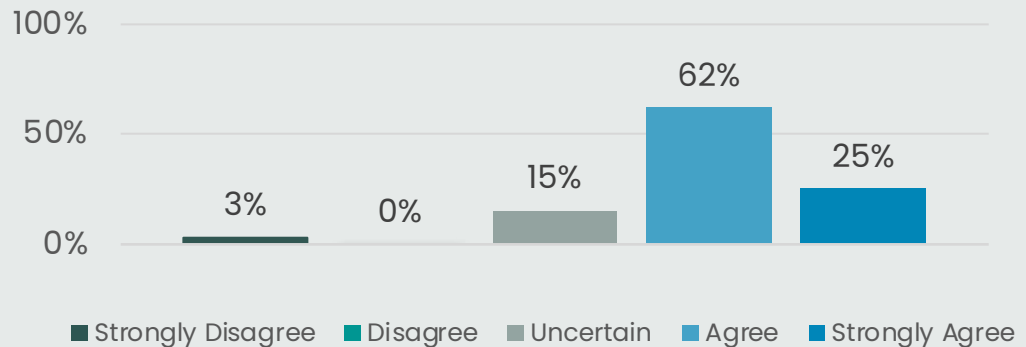
Understanding concepts, Expectations and Learning needs

OVERALL LEARNING EXPERIENCE



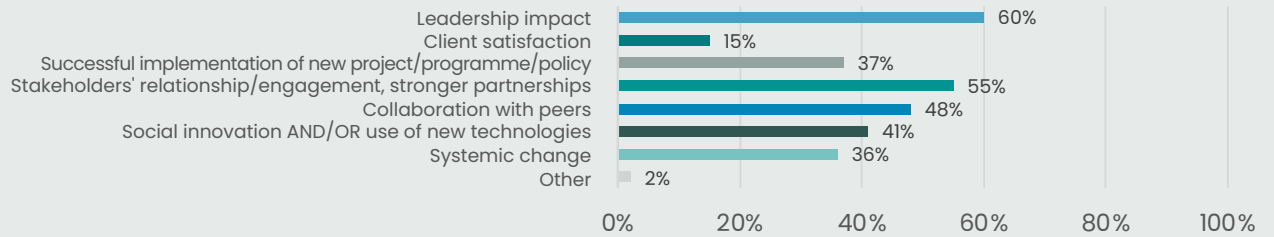
85% of the participants **positively evaluated their gain of new knowledge** and skills during the Retreat and **considered** this learning experience to be a **valuable investment of their time**.

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.

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**.

4.4.3 CLP primary outcomes

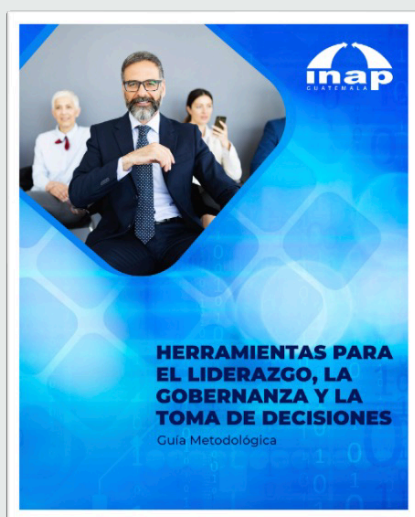
[Click here to know more about Guía Metodológica](#)

Early Effects

The CLP in Guatemala excelled in effectively integrating normative and participatory governance elements, resulting in robust stakeholder engagement and the development of actionable leadership tools. These initiatives reinforced ownership and accountability, aligning with the program's objectives to improve integrated governance practices. Furthermore, data utilization has been enhanced across multiple levels, improving multisectoral prioritization, resource allocation, and performance management. These improvements are foundational in supporting the creation of data dashboards and elevating data-driven decision-making practices, essential for informed governance and strategic planning within the public health and nutrition sectors.

MAIN CONTRIBUTIONS AND OUTCOMES

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



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 - Mar. 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

4.4.4 Perceived added-value and impact

This section details the direct effects and broader implications of the CLP as reported by its participants and leaders in Guatemala.

- 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 GFF support for the institutionalization of results, especially for the creation of the "Salas Situacionales" (data dashboards) and the strengthening of data use practices.
- 3.** The wide-reaching dissemination of CLP's principles and visions generated by the participation of more than 220 people from different parts of the country.



4.4.5 Areas of improvement

To ensure the sustainability of the CLP's impact in Guatemala, it is identified that there is a need for long-term strategies beyond the initial intervention. This includes developing a comprehensive plan to maintain and build upon the program's achievements over time. Challenges in stakeholder engagement and advocacy, especially following governmental changes, highlight the need for more robust advocacy efforts and the importance of champions across agencies and sub-national levels.

1. Long-term Strategy and Sustainability:

1.1. Continuity of CLP-related activities post-transition.

2. Challenges faced: Political changes:

2.1. Challenges faced during transitions/change of government

3. Content and methodology:

3.1. Having bibliography available for prior consultation could be an opportunity for participants to feel more comfortable with the topics covered.

3.2. 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.

**COUNTRY
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Editions and Findings

4.5 Somalia, Chad and Burkina Faso Edition



The Country Leadership Programs in Somalia, Chad, and Burkina Faso aimed to improve the coordination among a wide range of stakeholders in each country.

[The CLP Retreat Somalia](#) was held in Nairobi in November 2023 with 46 participants attending. This Retreat, following a successful Alignment Workshop earlier in the year, was crucial in advancing the alignment processes. Initiated at the request of the Somali Ministries of Health and as part of the broader GFF initiative, it focused on strengthening governmental stewardship functions and improving coordination around national health strategies. The program saw robust participation from government officials, civil society, academia, and donors at both federal and state levels. It put the emphasis on topics such as systems thinking, integrated governance, evidence-based decision-making, behavioral change, and transformative leadership. Functioning as a collaborative platform, the CLP facilitated dialogues and mutual learning, strengthening partnerships to address Somalia's healthcare challenges. The launch of Alignment Principles marked a milestone, shifting from cooperation to coordinated collaboration, in line with the program's emphasis on ownership and leadership.

Meanwhile, [the CLP Retreat in Chad](#) took place in N'Djamena, in February 2024. The first CLP initiatives in francophone countries, with materials and sessions adapted to French, aiming to support ongoing Alignment Working Group activities. Chad's CLP is integral to advancing sectoral and multi-sectoral coordination throughout Chad's healthcare system, aligning with the objectives of the fourth National Health Development Program (PNDS 4) and Chad's Investment Case for Reproductive, Maternal, Newborn, Child, Adolescent, and Youth Health and Nutrition, and Civil Registration (RMNCAHN-CR).

In **Burkina Faso**, the [CLP Retreat](#) was inaugurated in Ouagadougou in April 2024. respectively, in early 2024. The CLP's main purpose was to increase stakeholder engagement and alignment with the National Health Development Program (2021-2030), advocating for a culture of transparency and responsibility. It promoted the "one plan, one report, one budget" approach to streamline operations and improve effectiveness.

The data collected by the first survey in each country edition can be accessed on the following dashboards: [Somalia](#), [Chad](#), [Burkina Faso](#).

4.5.1 Results overview

Outputs



Results area



- To empower government and civil society leaders to improve coordination and collaboration across various government levels and sectors, with specific emphasis on:
 - Somalia:** Strengthening transformative leadership and applying evidence-based practices to address specific health challenges.
 - Chad:** Promoting a culture of accountability and transparency, along with strengthening adaptive and transformative leadership capacities.
 - Burkina Faso:** Focusing on improving coordination and integration across various health and social development initiatives.

Soft targets



- 82% of participants anticipate that the most significant impact of the CLP would be on **Leadership Impact** followed by **Collaboration with peers**, highlighted by 70%
- 93% 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

Outcomes



Results area



- Somalia:** Strengthening transformative leadership and applying evidence-based practices to address specific health challenges.
- Chad:** Promoting a culture of accountability and transparency, along with strengthening adaptive and transformative leadership capacities.
- Burkina Faso:** Focusing on improving coordination and integration across various health and social development initiatives.

Soft targets



- Soft targets in the programs focused on qualitatively improving leadership competencies and increasing awareness of the importance of integrated governance. Aspects such as developing a shared vision, promoting inclusive leadership, and encouraging innovation in decision-making processes were key. Additionally, there was a conscious effort to:
 - Encourage the development of resilient leaders who can adapt to political and socio-economic changes.
 - Utilize evidence-based approaches for policy planning and implementation.
 - Strengthen stakeholder relationships to ensure effective collaboration and more robust governance.

Progress



- Progress across the three countries are reflecting improvements in the capacity to respond to health system challenges and implement more effective policies:
 - Somalia:** There is a perception of an increase in leaders' ability to apply practical learnings to managing complexities in the health system, especially in a post-conflict environment.
 - Chad:** Advances were made in creating a collaborative environment, with leaders becoming more capable of engaging and mobilizing diverse interest groups around common objectives.
 - Burkina Faso:** Advances were noted in consolidating data platforms for informed decision-making, along with overall strengthening of coordination among different agencies and government levels.

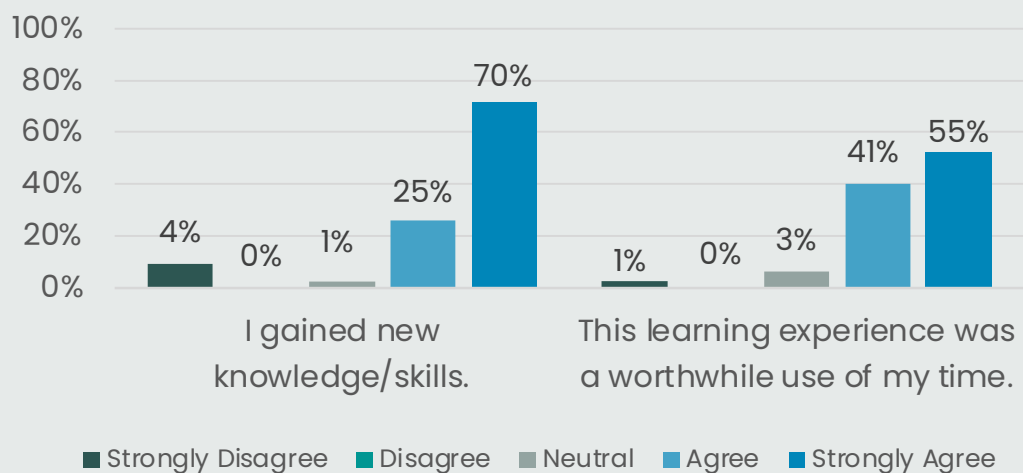
4.5.2 CLP primary outputs

The CLP fostered significant improvements in Somalia, Chad, and Burkina Faso by enhancing leadership competencies, inter-sectoral collaboration, and data-driven decision-making. This collaborative approach strengthened governance and policy implementation in these countries, addressing key public health challenges effectively.

To further delineate the specific impacts within the CLP initiatives of Somalia, Chad, and Burkina Faso, it is essential to include distinct sections that discuss the unique challenges and achievements of each country. This approach will enhance understanding of the localized efforts and successes within the broader collaborative framework. For now, due to the maturity stage of these three program editions and their related evaluation processes, the decision was made to present the early outputs and initial findings aggregated in one single session.

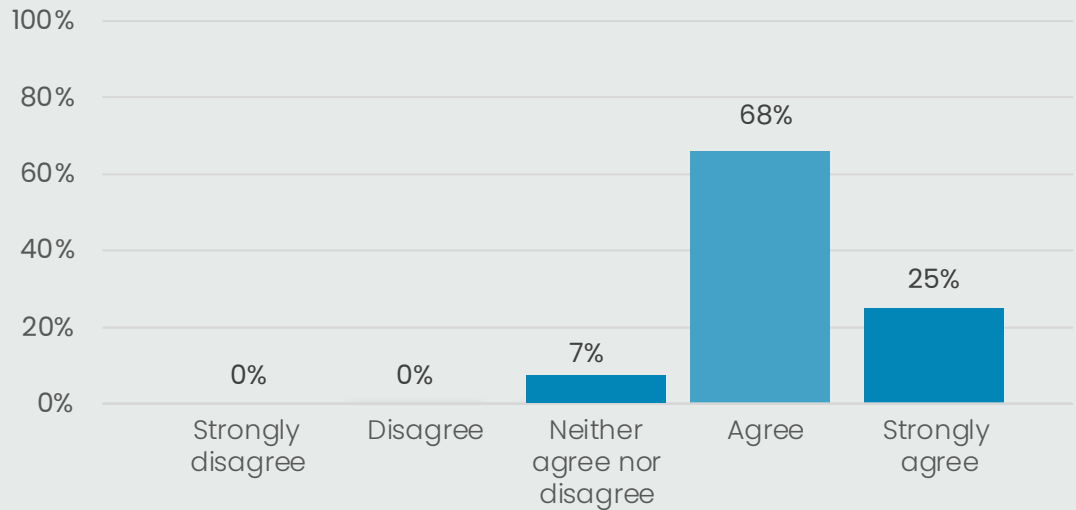
Understanding concepts, Expectations and Learning needs

OVERALL LEARNING EXPERIENCE



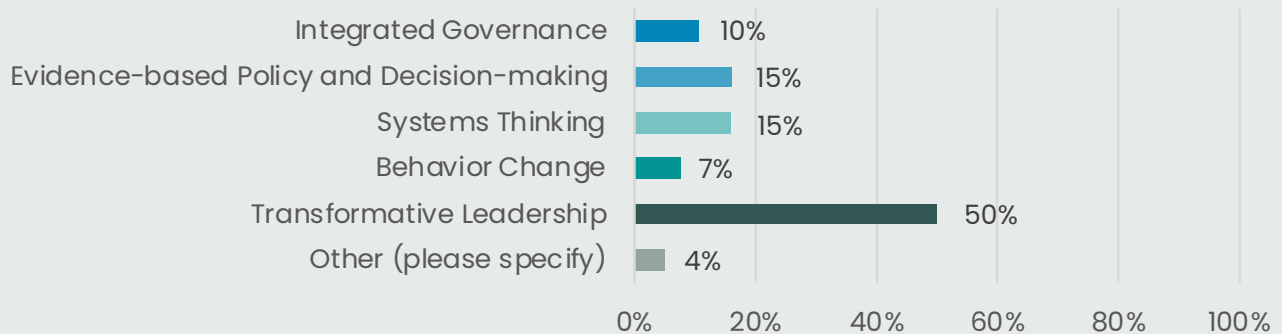
95% of the participants **positively evaluated their gain of new knowledge** and skills during the Retreat and **96%** **considered** this learning experience to be a **valuable investment of their time**.

PERCEPTION OF REAL APPLICATION POTENTIAL



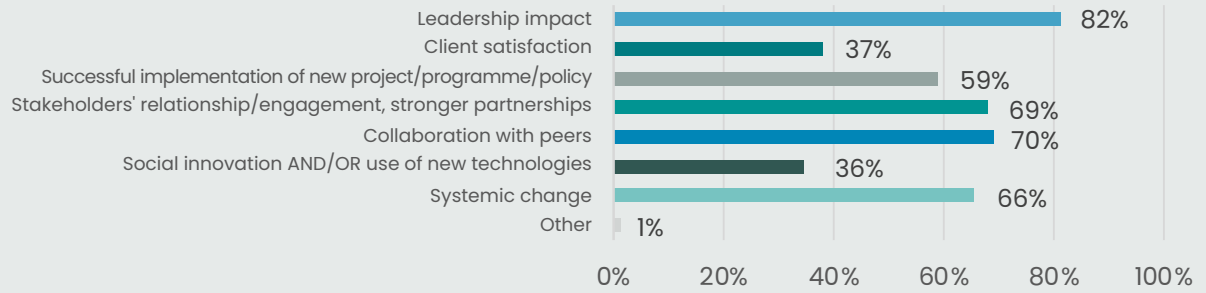
The survey highlights that **93%** of the participants **left with a clear understanding of how to apply** what was learned during the Retreat to the reality of their work.

MOST VALUABLE TOPIC AREAS



50% 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, 82%** of participants felt that the greatest impact would be on **Leadership profile and impact.**

4.5.3 CLP primary outcomes

Early Effects

The CLP initiatives in Somalia, Chad, and Burkina Faso have already led to improvements in leadership strategies, evidence-based decision-making, and sectoral integration. Key achievements include the development of robust governance frameworks that incorporate comprehensive data analysis, enhancing the overall effectiveness of health system management and policy implementation in these countries.

MAIN CONTRIBUTIONS AND OUTCOMES

The CLP initiatives across the three countries have led to enhancements in leadership and governance within the health sectors. Key contributions include:

1. Leadership Development

There has been a growth in leadership proficiency, with an emphasis on transformative and adaptive competences that are critical for navigating complex health challenges and reforms.

2. Governance Structures

Strengthening governance has been a major focus, resulting in greater clarity on the need of improved structures for decision-making that involve a broader spectrum of stakeholders, fostering a more inclusive approach to health system management.

3. Policy Implementation

There is an enhanced capacity for evidence-based policy development and implementation, particularly through the use of data and analytics to inform health strategies and actions.

Impressions and reflections

"Amid our fatigue and sometimes excessive workload, this workshop becomes our haven, a moment of rejuvenation. It enlightens us to a profound truth: we are integral pieces of a grander puzzle, each carrying weight in crafting impactful change."

Anonymous - Apr. 24

"We always knew there was a problem, but now we are looking at it from a different and unique perspective."

Anonymous - Nov. 23

"We do not often have the opportunity to work together to gain an understanding of concepts and tools. Being able to exchange ideas with colleagues from different backgrounds and understand their perspectives is truly rewarding, both personally and professionally. This interaction strengthens our cohesiveness and will enable us to act in a more coordinated manner in the future. Ultimately, it strengthens our bonds and our overall effectiveness."

Anonymous - Feb. 24

"The retreat was a very important and exciting session, where we have renewed the commitment and excitement of the leadership of the Somalia Health System. We have been exposed to a different models of doing things and used new tools to identify the gaps and leadership aspects of our health system."

Anonymous - Nov. 23

4.5.4 Perceived added-value and impact

1. Stakeholder Engagement

Increased engagement of various stakeholders has not only improved program implementation but also ensured that these improvements are sustainable and aligned with national health priorities.

2. Systemic Impact

The CLP has had a systemic impact by integrating health interventions with broader economic and developmental policies, thereby promoting a holistic approach to public health.

3. Capacity Building

Continuous capacity building has empowered local leaders and health officials, improving their ability to lead and manage public health initiatives effectively.

4.5.5 Areas of improvement

To ensure the sustainability and increase the impact of the CLP across Somalia, Chad, and Burkina Faso, strategic long-term planning and stronger inter-sectoral integration are essential. These efforts require enhanced stakeholder engagement and continuous advocacy to adapt to changes in governance and policy environments. Moreover, program content and methodologies need to be continuously refined to align with the specific needs and challenges faced by these countries.

1. Long-term Strategy and Sustainability:

- 1.1. There is a need for more robust mechanisms to ensure the sustainability of the changes implemented, particularly beyond the supporting/monitoring period of the CLP.

2. Challenges faced: Integration Across Sectors

- 2.1. Greater integration is required between different government sectors and levels to ensure that health initiatives are comprehensive and aligned with other national development goals.

3. Content and methodology:

- 3.1. Cultural and Contextual Relevance: CLP must continue to be precisely tailored to the cultural and operational contexts of each country to enhance its relevance and effectiveness.

**Annex 1
High-level Theory of Change for the Country Leadership Program**

This high-level theory of change captures critical outcomes at the three levels in which the CLP is expected to catalyze change: the individual CLP alumni; the CLP teams and the organizations of which they are a part; and the wider system. For simplicity, these are captured as separate levels; however, it is expected that the outcomes across levels interact and influence how change happens in a particular context, with reinforcing or balancing feedback loops.

