

Expanding Leaders' Capacity to Collaborate for Results



The Leadership Capacity Development Program is a unique resource within the development community that offers customized support to top level decision-makers; groups of government, civil society, and private sector leaders who must innovate to meet tough development challenges and fulfill promises to their people.

Leadership is of immediate concern. The development community now recognizes that equipping leaders is a crucial strategy. In the post-conflict client countries the World Bank Institute (WBI) often supports, leadership is phenomenally important. Leaders of countries where resilience and institutional fabric (culture and systems) have been damaged must quickly propel transformation of systems and norms to meet pressing needs. Leadership development is not just a useful thing to do in our client countries; it is *critical*.

Leaders expand capacity through finding ways to: Raise awareness of critical factors and diagnose problems; Improve team functions, share knowledge, and increase transparency and accountability; Ease formulation of beneficial strategies and policies and set priorities; Increase implementation know-how and focus on results; Foster ability to reach consensus, adapt, resolve conflicts, and build alliances, and Network effectively, learn from peers, and involve multiple stakeholders, including civil society and the private sector.



Focusing on Results and convening leaders around the effectiveness dimension of their role means catalyzing their ability to drive change in high-priority sectors, such as health and education. This improves the lives of the poor through concrete gains in service delivery, and builds the capacity of government systems to later win similar results in other sectors.

A customized approach identifies needs and designs activities in **consultation** with the client, based on the Bank's analytical work and on current change management theory. Client **ownership** means that the program enters at the request of the head of state or

senior minister, works with a local steering group, supports extensive background research using local consultants, and engages continuously with the client in the preparatory and delivery phases.

Types of interventions include:

- Case studies of international best practice;
- Learning seminars, including South-South exchange;
- Process-oriented practical pilots in selected sectors;
- Peer-to-peer knowledge sharing of relevant experience;
- Team coaching at top levels on critical issues;
- Twinning of regions facing similar challenges.



Examples of In-Country Activities

Burundi: Introduced a culture of results across the new Cabinet by focusing on implementation of the emergency program

Central African Republic: Mobilized multiple stakeholders to set priorities for the transition and appealing to opponents to put the public good above their own political agenda as elections approached

Comoros: Implemented consensus building and prioritizing to streamline service delivery and collaborate on a cross-cutting process regarding revenue management.

Egypt: Facilitated (by WBICD) in May 2006 the first high-level dialogue on corruption in Egypt at the request of the Ministry of Investment.

Liberia: Assisted in the design of a seminar for members of the executive and legislative branches of the Government around the budget process, as requested of the Bank (WBI) and other donors by the Minister of Finance.

Madagascar: Consolidated lessons and rolled out the rapid results approach at the regional level, and coached at the ministerial level.

Morocco: Introduced governors and mayors and central authorities to external best practice, new modes of working together and optimizing peer learning, and unleashing local capacity. Leaders want to mobilize and deliver on bottom-up social funding, where resources are being planned and dispatched in a decentralized manner.



Global and Regional Activities

Global Dialogue on Leadership: This proposed activity would convene key stakeholders at the global level to make a case for elevating the profile of leadership development work on the global agenda, increasing the available resources and impact of interventions, and networking practitioners and leaders.

WBI Capacity Day: This April 2007 event will help shape the Dialogue agenda, bringing together leading international development thinkers, practitioners, and partners from around the world.

Learning Materials

Proposed content for release in 2007 includes the following:

Just-in-Time Factsheets on shared analytical frameworks and a generally accepted understanding of leadership-related words and terms. A sort of mini-“Wikipedia” will be continuously updated when practitioners share new insights and trends. This initiative is cosponsored by the Institute of Public Administration in Canada.

Interviews with a new generation of African leaders will highlight the new rules of the game emerging in Africa, a result of and contribution to global trends and efforts. Prominent African leaders exemplifying this new leadership will appear in a series of video clips, telling their personal stories and sharing lessons learned. This will be conducted with local film teams and respected journalists in client countries.

Leading for Results Framework and Multimedia Web Site, which will provide practitioners, researchers, and policy makers with a “one-stop shop” that matches needs with capacity development approaches, objectives, indicators, and tools, including examples, needs assessment processes, and monitoring and evaluation frameworks.



One of several WBI programs that conduct leadership-related activities, the Leadership Development Program evolved over the past few years to respond to an increasing demand by national leadership teams for activities specifically focused on expanding their capacity to govern responsibly and effectively, fulfill promises to their people, and satisfy donor requirements.

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