

A Menu for WBI Leadership Support Services

It takes good leadership to achieve lasting results in the drive to improve economic growth, reduce poverty and improve lives. Recognition is growing for the idea that support to leaders and their teams – existing and future – can make an important difference in the vision, pace of reform and effectiveness of implementing a development agenda. This has increased demand from inside and outside the Bank for such targeted support.

In response to this growing demand, WBI provides capacity support to top-level leadership (national and/or sub-national), including political, government, private sector, and civil society leaders to help them more effectively assume their changing roles and responsibilities in meeting the following challenges:

1. Building consensus and understanding, by formulating a shared vision, securing commitment and mobilising stakeholders;
2. Implementing reforms, while confronting resistance to needed changes in attitude and behaviour;
3. Assuring effective service delivery and the achievement of concrete, measurable results;
4. Spearheading the introduction and adoption of policy reform for enhanced accountability.

WBI provides the following support/services in order to strengthen leadership capacity to respond more effectively to these challenges:

- High level retreats and consultations;
- Learning-by-doing through the use of Rapid Results Pilots;
- Networking and coalition building;
- Mentoring and coaching;
- Twinning and peer-to-peer learning;
- South-South exchanges;
- Leadership strategies in support of national governance agendas.

Costing:

WBI's leadership support programs are tailored to clients' needs and the level of support requested. Costs therefore vary greatly. The cost of an initial assessment, tailoring and implementation of pilot activities – including a cabinet level consultation or retreat – runs between \$100,000 to \$150,000.

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Examples of Leadership Support Services:

1. Building consensus and understanding, by formulating a shared vision:

Madagascar

In Madagascar high-level retreats introduced the cabinet to the president's vision of a results-oriented government and to international best practices in managing for results. Leadership coaching and Rapid Results Pilots helped articulate and cascade the results framework throughout the government from the ministries to the Chefs de Région down to Mayors -- creating ownership, fostering consensus and teamwork around the Government's annualized plan, known as the Madagascar Action Plan, or MAP. The learning program was reinforced through twinning arrangements between Malagasy and Canadian politicians and government officials.

Approaches:

- High level retreats and consultations;
- Mentoring and coaching;
- Twinning and peer-to-peer learning;
- Learning-by-doing through the use of Rapid Results Pilots.

2. Implementing reforms, tackling changes in attitude and behaviour

Morocco

In Morocco, Leadership Roundtables and Rapid Results Pilots are helping realize the goals of the country's National Human Development Initiative (INDH), a major initiative to reduce poverty and vulnerability through targeted interventions in nearly 700 urban and rural communities. The project relies on bottom-up participation and planning, gives a more central role to elected local governments and civil society, and necessitates new relationships among national, regional and local governments and civil society. Leadership services aim to assist leaders at all levels better understand their new roles and responsibilities within the INDH structure and provide them with tools for better executing their roles. An important part of this work focuses on behaviors and processes central to implementing fundamental reforms.

Approaches:

- Leadership retreats and consultations;
- Peer-to-peer learning;
- Learning-by-doing through the use of Rapid Results Pilots.

3. Assuring effective service delivery and the achievement of concrete, measurable results

Burundi

High-level leadership consultations and Rapid Results Pilots were introduced in Burundi to enhance the role of political leaders in the implementation process – translating their vision into action. This approach has built confidence, teamwork and convinced leaders to play a greater role in solving implementation problems. Furthermore it involved the application of Rapid Results approaches to a wide array of government priorities and programs including anticorruption. Among the most concrete outcomes was a breakthrough in delivering 250,000 textbooks to rural schools in support of universal primary education. For the first time textbooks arrived before the first day of school. Rapid Result Pilots have been formally endorsed by the council of ministers and scaled up across 11 other ministries. This approach has also been used to accelerate the work program and prioritize the key outcomes of Burundi's economic governance.

Approaches:

- High level retreats and consultations;
- Peer-to-peer learning;
- Learning-by-doing through the use of Rapid Results Pilots.

4. Spearheading the introduction and adoption of policy reform for enhanced accountability.

Republic of the Philippines

Advisory services in managing the politics of change enabled the leadership team within the Philippines' Department of Budget and Management (DBM) to engage constituencies to support government-wide procurement reform to enact new legislation. Capacity development in strategic communications and political advocacy were introduced to raise awareness, mobilize public support and help build coalitions within government and civil society. Coaching, learning-by-doing, technical advice in procurement reform and on the process of implementing policy change served to strengthen the capacities needed to secure ratification of the new legislation.

Approaches:

- High-level consultations;
- Coaching;
- Coalition building.