

**World Bank Group**

## **Recent and Pending Leadership Development Interventions**

### **Leadership Development Space Defined**

The Leadership Program at WBIGP is concerned with the interface between political leadership and the implementing arm of government, with particular interest in approaches that develop leadership capacity through the process changes that take shape along the way to achieving results.

However, this informal inventory looked at programs within the World Bank Group that use the “leadership” rubric as a banner, or that target leaders involved in change processes.

The report, without pretensions of completeness, takes off from previous summaries, available online<sup>1</sup>, and focuses on the period between the OPCS 2006 Update Note and the summer of 2007.

### **WBIGP Global Leadership Initiative**

WBIGP’s Leadership Development Program hosted Capacity Day 2007 (Washington DC, April 2007) and initiated follow-up consultations on the establishment of a Global Leadership Initiative (GLI) to generate international support for leadership development interventions. A second meeting of the core group for the Initiative took place in Windsor, UK, in July 2007, attended by the UN/UNDP, DfID, CIDA, the Windsor Leadership Trust, and partners from the World Bank.

During the July meeting, the group concluded that a new leadership Initiative has the potential to enhance strategic and collective leadership in partner developing countries in a way that improves service delivery, effective governance, and organizational change within governments through spurring knowledge sharing and networking among high level leaders.

The group’s multilateral and bilateral composition offers comparative advantages, such as a mandate which covers strategic and political concerns, in-country presence throughout the world, and the power to convene leaders at the top levels of government.

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<sup>1</sup>(1) 2001-2004: [Workshops for Leaders, and Leadership Workshops: Support for Meeting the Challenges of Transition](#), (2) 2005-2006: [Interventions to Build Capacity of Leaders: Deepening Bank \ Support for Meeting the Challenges of Transition](#)

The group has agreed to concentrate on existing political leaders and the nexus between the political and operational (bureaucratic) leadership levels. In the short term, the group will produce a series of case studies of past and current leadership development activities that fall under this delineation. The purpose of the studies will be to gather information that will allow the group to draw lessons for diagnosing, planning and assessing leadership development efforts in different contexts.

## **WBIGP In-country work**

The Leadership Program with WBIGP is engaged – and has been engaged - in numerous countries, including Burundi, Central African Republic, Chad, Comoros, Laos, Liberia, Madagascar, and Morocco – see the website at [www.worldbank.org/capacity/leadership](http://www.worldbank.org/capacity/leadership) for a full account. Highlights of recent work are sketched below.

### *Morocco*

#### Context:

The overarching context for the WBI Leadership Program's support in Morocco is the country's National Human Development Initiative (INDH), entering its third year, and designed to tackle rural poverty, social vulnerability, and urban exclusion in targeted urban and rural areas. The Initiative introduces a major devolution of resources and responsibilities within existing government structures. It also implies strengthening the capacities and skills of those who will implement it and monitor it – to own the achievement of outcomes in the short term and the sustainability of outcomes in the medium- to long-term.

#### Approach:

WBI's support to INDH has included technical assistance relating to the development of a capacity development strategy for the program, as well as a series of capacity development intervention targeting leaders – including two Round-Tables for Governors and Walis (May 2006 and June 2007). These roundtables examined the challenges involved in implementing INDH - a bottom-up, participatory programming mechanism in a highly centralized system.

#### Impact:

The leadership development impacts of the Roundtables, as distinct from those of the INDH as a whole, had to do with a net improvement in work quality regarding organization and management of the project.

#### Lessons learned:

- **Basing capacity building** for the Wilaya on a clear needs diagnosis of needs worked well.
- **Developing communications about the INDH** is key to implementation. To this end, a strategy, the actions of which were identified locally, is being developed at national and regional levels.

- **Mobilization of donors** for financial and technical support will be needed to continue build implementation capacity at every level.
- **Monitoring & evaluation tools** are needed to help leaders capitalize on lessons learned, make adjustments mid-course, and harmonize with other government initiatives. Plans are in place to isolate indicators and train personnel in conducting evaluation.
- **Harmonizing with the local WB team** provided a unified approach. Because WBI's work has been fully integrated with that of the Bank Country Team and INDH project preparation (now supervision/implementation) team, WBI activities and support feed into the wider goals and objectives stated by these teams.

### *Burundi*

#### Context:

The Government of Burundi has recently developed and finalized its Poverty Reduction Strategy Papers (PRSP) and donors held a Roundtable to consider contributions to the country's new development agenda. Many cabinet members and senior decision makers were new; the capacity of existing institutions to absorb and generate outcomes was a matter of concern for all stakeholders – most of all the Burundians.

#### Approach:

A Leadership Program was developed to help leaders to tackle PRSP implementation challenges. The President-appointed steering committee led the process, supported by the WBI Leadership Program. Leaders included the head of state, his deputies and cabinet, as well as key leaders in the private sector and civil society. The leadership development methodology used involved prioritizing critical outcomes, unbundling and analyzing the implementation constraints, and piloting actions using new techniques. The methodology – a combination of peer knowledge sharing and rapid results pilots - was designed to encourage innovations in problem solving and sharing accountability for visible outcomes that make a difference to beneficiaries.

#### Impact:

Through the Roundtable, leaders were able to develop a common vision for the future of Burundi, despite current challenges and constraints, and to reach consensus on the allocation of public resources based on set priorities.

#### Lessons learned:

The importance of investing in leadership development became apparent, and particularly confirmed the use of results-oriented action learning as a leadership capacity-building approaches, including the Rapid Results Approach.

### **Using the Rapid Results Approach - for Results, and for Leadership Development**

The Bank and its borrowers have been under increasing pressure to show results since the Monterrey Consensus (2002) changed the rules of engagement for development aid, shifting the focus to development impact. Results-oriented planning and management

tools first pioneered by the private sector, and subsequently in public management reform initiatives of developed countries, have been adopted in response to this.

The Rapid Results Approach (RRA), is one example of this. The approach speeds up implementation by using a series of mini-projects, with low initial investment, to produce visible results. Ambitious goals are set for Government priorities with 90, 100, or 120 day targets, resulting in detailed work plans and accountability mechanisms to track progress. The approach brings out hidden reserves of capacity in teams and organizations that come out in times of peak performance, e.g., when there is a sense of urgency, when success can be clearly defined and measured, when roles and responsibilities are well understood, and when there is a sense of excitement and mission. For the RRA to be useful, senior leadership must already have a clear idea of what it wants to achieve.<sup>2</sup>

WBI's Leadership Program has found that using the RRA as a leadership development tool works well for a variety of reasons:

- it helps leaders deliver on campaign promises;
- it often creates a culture of results, including new ways of doing business and organizing systems, and this
- creates lasting capacity for future delivery and replication.

See “**Annex 1**” for a list of countries where the Bank has been involved in using the RRA and see the [web page](#) on ongoing RRIs.<sup>3</sup>

## **PRMPS - GIA**

The Global Integrity Alliance (GIA) is an international network of individuals and organizations, launched with the support of the Bank's PRMPS unit at the World Ethics Forum in Oxford UK in April, 2006, for the purpose of promoting ethical, accountable and effective leadership and focusing on integrity as a foundational aspect of development efforts. It is to serve as a venue for knowledge sharing among various actors in the alliance, and hopes to be a catalyst for change, offering approaches to solving governance failures and championing projects that promote ethical behavior.

The Global Integrity Alliance (GIA) successfully undertook its first regional dialogue in Johannesburg, South Africa from May 4-5, 2007. The Africa Regional Dialogue (ARD) involved the GIA, twelve members of the African Leadership Initiative (ALI), four Regional Leaders from Nigeria, Zimbabwe, Uganda and South Africa, and donor representatives from World Bank, DFID and AusAID.

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<sup>2</sup>From *Final Report: An Assessment of the Rapid Results Approach*, 30 March 2007, By Alison O. Wescott, Consultant for OPCS and HRSLO, World Bank, Washington, DC

<sup>3</sup><http://web.worldbank.org/WBSITE/EXTERNAL/WBI/WBIPROGRAMS/ICLP/0,,contentMDK:20278932~menuPK:461167~pagePK:64156158~piPK:64152884~theSitePK:461150,00.html>

The South Africa dialogue was initiated and organized by the GIA as part of a series of regional meetings to introduce the GIA and to explore and identify initial activities.

Another current GIA project is a leadership training event, held at the behest of Freedom House, a not-for-profit in Washington DC, which will convene promising young leaders (professionals within government and non-government institutions) from across the African continent for a training focused on integrity. The event is part of an initiative to establish a new Africa Institute which can develop a cadre of networked government and civil society leaders committed to democratic principles who have the skills necessary for catalyzing change and curbing corruption.<sup>4</sup>

The GIA is governed by an interim Board of Directors, supported by a Secretariat. Its website can be found at <https://www.integrityalliance.org>.

### **Leadership and Communication programs in Timor-Leste**

#### Context:

While the split within and between security forces precipitated the 2006 crisis in Timor-Leste, several other vectors of tension were at play, including perception of Government as aloof and committed to a highly centralized decision-making structure. Weak economic growth, poor service delivery, high employment, and very high population growth all increased the risk of violence. Paramount among these risk factors was a fragmented and disconnected leadership cadre across society, and an ongoing weakness in communication among key state actors and between these actors and the broader public.

#### Approach:

A program funded by the LICUS Implementation Trust Fund is supporting training and capacity building in leadership and communication (information sharing), financing facilitation, training, and technical and material inputs to build capacity across a wide range of stakeholders, seeking to support improved skills (at the individual level), signals (at the managerial and leadership levels) and systems (at the unit, community, or organizational level) in order to enhance effective communication and leadership during the national recovery and reconciliation effort. The team is focusing on: formal and non-formal national leaders (political leaders as well as leaders of civil society, the church, the media, armed forces and police, to name a few), emergent or second generation leaders, and senior managers in critical state institutions.

### **OPCS: Strategy Forums and Leadership Conversations**

While OPCR (Results Secretariat) holds leadership development events primarily for Country Directors, in the form of strategy forums, it is seeing increased demand from its

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<sup>4</sup> From *The Africa Institute on Governing with Integrity Concept Paper* by Freedom House, July 2007.

client governments both for information and for organizational development— in other words, for support to move forward that does not necessarily involve additional Bank projects, but may instead involve convening meetings on strategic thinking and planning. Future work may therefore focus more on accompanying client governments.

This type of guidance may involve placing OD consultants within ministries, as DfID does, or training Bank staff alongside counterparts, as the Africa region does. These events are less likely to look like traditional training than strategy alignment, peer knowledge sharing, and discussion of process issues regarding results agendas, experience on the ground, the harmonization of incentives, and the difference between outputs and outcomes.

OPCFC supports country teams in leadership work with government clients and other national partners. With the UN, it often co-coordinates recovery planning exercises in partnership with national authorities in countries emerging from conflict. This is accomplished using a tool called Post-Conflict Needs Assessment. For example, between 2004 and end-2006, PCNAs were completed in Iraq, Liberia, Haiti and Sudan and initiated in Somalia and Darfur. The strategic and selective Transitional Results Framework that emerges from the PCNA is the agreed common platform for post-crisis action, and forms the base for a national-international "compact" for recovery. The assessment and matrix development process, which may begin even prior to the conclusion of peace negotiations, starts with and is sustained by “leadership conversations” that usually have an element of consensus-building that supports reconciliation.

These informal exchanges between leaders and donors concerning the many leadership behaviors and actions that will be needed to support actionable and integrated plans for rebuilding are a crucial, though informal, aspect of leadership development in these fragile contexts where so much is at stake and every development goal is a pressing priority. They can help set the direction for an agreed overall vision or strategic direction, beginning to link political and security concerns with economic and social priorities, can help inject realism into the expectations of donors and governments, and, by extension, help with managing expectations in the populace. Leadership conversations are also a way to potentially maintain the momentum that is often lost after a key transition event, such as a peace agreement or international donors’ conference.

## **HRSLO**

The unit within the Bank specifically dedicated to developing leadership within the ranks of WBG staff, HRSLO (Leadership and Organizational Effectiveness) often contracts leading innovators in the field of Organizational Development to facilitate individual staff, manager, and intact-team learning, with particular emphasis on peer learning across sectors. Courses offered include Foundations of Team Leadership, the New Managers Leadership Program, Executive Coaching and Peer Learning Events.

HRSLO has moved in recent years to a model of embedded learning, which targets curriculum design to the challenges staff face in the course of their work. To meet unique

leadership challenges, HRSLO customizes programs to meet the needs of individual units and may provide support for those programs, in alignment with corporate priorities.

### **Special Initiatives in the Water Sector**

The Water Program of WBISD addresses leadership with the use of three basic tools. First, in 2-3 hour sessions embedded in multi-day programs on such topics as Water Utilities Performance Management or Leadership Forums on Urban WSS. These include lectures on Change Management and the role of Executive Leaders and Leadership at different levels, promoting 'authentic leadership' (based on the literature and materials developed by the team), and interactive brainstorms about key characteristics of leaders and effective teams. The sessions start with an inventory what participants already know from their own experience before moving to facilitator input.

Second, in a forthcoming flagship course on Sustainable Management of Water Utilities, which is a 5-day fee-based program to be offered annually outside the US, there is a full day allocated to 'leading change' that addresses, through dialogues and role-plays, key leadership skills and behaviors such as mind observation, inner-outer dialogues on authenticity, body-mind relations, breath awareness, the art of facilitation, team building, inspiring people, and leading by example.

Third, in Technical Assistance projects aimed at organizational change or sector reforms (e.g. Indonesia, Egypt, Nile Basin Initiative, Arab Water Academy), the team adds to the workshops described above a coaching component, as there is programmatic collaboration and pilot-change projects. These "personal dialogues" with Vice-Ministers, DGs, Directors, and Managers focus on individual roles and attitudes within a process and on doing things differently.<sup>5</sup>

### **WBI work with Parliamentarians**

The Global Organization of Parliamentarians against Corruption (GOPAC) was founded in 2002 and is organized into national and regional chapters. GOPAC and WBIPR support parliamentarians, through training, events, and sharing information, to network to fight corruption, learn from one another, and pursue anti-corruption legislation, parliamentary budget oversight, and public engagement on these issues. Initiatives such as the UN Convention Against Corruption and initiatives to strengthen anti-money laundering and recovery of assets are to be undertaken in collaboration with similar organizations.

GOPAC is comprised of financially and administratively independent regional and national chapters, which are supported by a small secretariat based in Ottawa. The Secretariat's financial and administrative work is managed by the Parliamentary Centre, an independent NGO, on a cost recovery basis. GOPAC is managed by an international

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<sup>5</sup> Atem Ramsundersingh interview August 29, 2007.

Board of Directors, selected by its regional Chapters, and an Executive Committee elected by the Board. A member of Bank staff will participate in an expert advisory group that will provide guidance and advice to the annual Board of Directors meetings. An independent evaluation will be done in 2008 . At the end of fiscal year 08 it is envisaged that the GOPAC will have a fully developed and operational long-term financial strategy for financing its operations.

### **Leadership work in the WBI RCT**

WBIRC has conducted peer-to-peer policy reform dialogues in Bosnia & Herzegovina, Liberia, Sudan, Turkey, and Tajikistan. In Turkey, for example, a series of knowledge transfer programs were delivered at the request of the government, called the EU Accession Leadership Program. The events brought together senior government officials from other EU member countries to share their accession experience with the Government of Turkey. Similar events on EU accession were organized for Bosnia & Herzegovina.

WBIRC also held a high-level leadership seminar for the Government of Tajikistan on strategic directions for development. The objective of the event was to assist the newly elected Government to strategically think through a set of key priorities for reforms over the next couple of years. Among others, the seminar focused on the issues of public sector management, administrative and public expenditure reform, human development and private sector development.

### **WBI Community Radio Program**

This program operates in Africa to help create a broadcasting sector that encourages informed engagement, building leadership capacities and practices throughout society. For community non-profit broadcasting, this extends to training of community reporters and producers, and stimulating people at the grass roots – including the very poor and marginalized – to raise questions that concern them, to critically evaluate the information they get, and to identify sources of information and local professional experts – the local nurse, the agricultural extension officer – to give regular programs and answer questions on the air. This mode of thinking and doing is one way of nurturing people's capacities for collective leadership.

### **WBISD – Mayors, Public Officials, and Youth**

WBISD has sets of courses aimed at mayors, local public officials, youth, and members of civil society. The content focuses on facing the challenges of weak institutions and corruption, and how to take steps to reform their own institutions. Participants discuss incentives, creative innovation, better service delivery, preventing corruption, and the adoption and adaptation of market-inspired institutional arrangements. Creating

institutions that respond like markets to mediate the demand and supply of public services and displace corrupt practices, dishonesty, and coercion is an alternative 'soft skills' approach to a development problem that in the past has been framed as a "crime," or fought as a "war," with little sustainable results to show for those efforts so far. Based in actual experience in local government, this WBISD approach is documented in a forthcoming multimedia interactive learning tool produced with BBC-WIL that includes a book, case studies, and PPT presentations.

### **WBIFP - Private Sector Leadership Development**

WBI has also continued to work with private sector leaders on their leadership capacities, in particular focusing on ethical leadership development. To this end, the Business, Competitiveness and Development (BCD) team has integrated leadership components into its training programs for business leaders on issues of corporate responsibility, business action to meet the Millennium Development Goals, and private sector roles in fighting corruption. Strong and visionary leadership within firms, and among their stakeholders, is essential for positive change on these issues. In one example, the BCD team held workshops for business representatives in Brazil in the spring of 2007, which included case study based learning.

In a complementary process, the BCD team has also been working with the next generation of leaders to discuss the importance of effective leadership, notably through the continuation of the Global Classroom Initiative linking MBA and MPA students worldwide for discussions of real-world cases and to explore their responses through role playing and discussion. The Global Classroom had a full program in the fall semester of 2006 into spring 2007. The team also actively seeks to create opportunities for future leaders to interact with leaders of today, for example, by inviting selected youth leaders to participate in events with current leading representatives of business, government and civil society.

### **AFTP2 – Public Finance Management Trainings**

AFTPR has sponsored a number of seminars and trainings for leaders on the topic of public finance management (PFM). Examples include:

#### *Somalia:*

A Leadership and PFM Seminar for the Transitional Federal Government (executive and parliament) for Somalia was held in June 2006 in Nairobi. Attended by several cabinet members, including the Prime Minister, Deputy Prime Minister, Ministers of Planning, Finance, International Cooperation, and staff at the level of state ministers and permanent secretaries, as well as the deputy speaker and members of the Transitional Parliament, this workshop was the first event to bring together the Somali leadership in discussions of actually restarting core governance systems other than security systems.

#### *Puntland, Somalia:*

A leadership seminar and PFM training for senior officials of Puntland was held in December 2006 in Addis Ababa. It was attended by several senior officials, including the Deputy Minister for Finance, Deputy Minister for Planning and International Cooperation, Governor of the Bank of Puntland, Accountant General, Auditor General, Director General of the Ministry of Finance, and two members of Parliament. Officials from the Ministry of Local Governments and the Executive Director of the Puntland Development Research Center also participated.

*Somaliland, Somalia:*

A leadership seminar and PFM training for senior officials of Somaliland was held in December 2006 in Addis Ababa. It was attended by several senior officials including the Minister of National Planning, International Cooperation, Deputy Minister for Finance, Accountant General, Auditor General and senior officials of the Ministries of Finance and National planning. Other participants were from the Ministry of Local Governments and the Somaliland Chamber of Commerce.

(Separate and parallel training sessions for Somaliland and Puntland officials were held by the team due to strong political concerns on a joint event from the Somaliland side.)

*Khartoum, Sudan:*

A Leadership and PFM Seminar for senior public financial officials of Sudan was held in December 2006 in Khartoum. The seminar was attended by high level officials, including executive officials of relevant agencies from the center and the regions.

**AFRPR – Madagascar and Rwanda**

Leadership development activities are being undertaken as a component of wider public sector reform initiatives in various countries (Madagascar's PGDI, Chad's PAMFIP, etc.)

**Annex 1**

**LIST OF RRI PROJECTS**

**SCOPE OF PROJECT APPLICATION SUPPORTED BY R.H. SHAFFER AND ASSOCIATES, THE CROSSLAND GROUP, AND WBI (from *Final Report: An Assessment of the Rapid Results Approach*, 30 March 2007, By Alison O. Wescott, Consultant For OPCS and HRSLO)**

<b>Project/Program</b>	<b>RHSA</b>	<b>TC G</b>	<b>W BI</b>	<b>Region</b>	<b>Sector</b>	<b>RRA Funding Source</b>	<b>Year</b>
1. Bolivia Support to CAS		X		LAC	CAS		2000
2. Brazil/Ceara Poverty Reduction Strategy		X		LAC	Multi-sector		2000
3. Cote d'Ivoire Support to CAS		X		Africa	CAS		2002
4. The Gambia HIV/AIDS (HARRP) (ARI)		X		Africa	HIV/AIDS		2003
5. Ghana Support to the CAS		X		Africa	CAS		
6. Mali Private Sector Alignment		X		Africa	Multi sector		2003
7. Eritrea HAMSET Project	X			Africa	HIV/AIDS	GAMET, Africa Learning Budget	2003
8. Ethiopia ICT	X			Africa	ICT	AFR Learning	2004
9. The Gambia: CDD (with HRSLO)				Africa	Health		
10. Ghana	X			Africa	Health	GOG	2006
11. India Health Sector (Nutrition in Maharashtra Province)	X			South Asia	Health	N/A	2004
12. Kenya Public Sector Reform and Water Sector Reform	X			Africa	Multi sector	AFR Learning/IDF/WBI	2004
13. Kenya HIV/AIDS	X			Africa	HIV/AIDS	AFR Learning	2003
14. Madagascar Parliamentarians and CDD	X			Africa	Multi sector	Project Funds	2005 -
15. Mauritania				Africa	HIV/AIDS	N/A	
16. Mozambique	X			Africa	HIV/AIDS	Supervision budget	2004
17. Nicaragua Agricultural Technology I	X			LAC	Agriculture	LAC Learning Budget	2002
18. Sierra Leone Initiative	X			Africa	Governan	AFR Learning	2004

for Institutional Reform and Capacity Building Project (IRCBP)					ce	+PHRD Japan Trust Fund	-
19. Sierra Leone HIV/AIDS Response Project (SHARP)	X			Africa	HIV/AIDS	Africa Learning Budget	2004
20. Sudan CDD	X			Africa		LICUS	2006 /07
21. Sri Lanka National HIV/AIDS Prevention and Control	X			South Asia	HIV/AIDS	GAMET	2005
22. Tanzania			X	Africa		WBI	2006 /07
23. Turkey Training Workshop			X	ECA			2005
24. Yemen Health Sector Reform			X	MENA	Health	WBI	2006

## Annex 2

### Other World Bank Leadership Development Initiatives Summary

Program/Initiative	Audience	Objective	Approach	Location	WB Unit	Years
Leadership Development Program	Cabinets	Build capacity through meeting concrete development goal	Peer learning, rapid results pilots	Comoros, African countries	WBIGP	Since 200x
Peer-to-peer Policy Reform Dialogue	Political leaders	Public sector reform	Knowledge sharing events on EU accession (Bosnia/Turkey) and on strategic directions for development (Tajikistan) focusing on issues of public sector management, public expenditure, human development and private sector support	Bosnia, Liberia, Turkey, Tajikistan	WBIRC	Tajikistan since 2004; Turkey since 2006; Bosnia since 2006
Private Sector Leadership Development	Business leaders				WBIFP	
Anti-corruption programs	Parliamentarians	Support them to network, fight corruption, learn from one another, and pursue anti-corruption legislation, parliamentary budget oversight, and public engagement on the issue	Training, events, and sharing information		WBIPR	
Local Government Competitiveness	Mayors	To develop competitiveness in 20 cities in Brazil, and to foster urban growth, and to create employment and public-private partnerships	Collaboration with WB operations, and national think tanks.	Brazil	WBISD	
Local Government Development in Transition Economies	Mayors, Public Officials, and Trainers	To support urban transformation and institutional capacity building, and transparency	Training of Trainers	Romania, Bosnia and Herzegovina, Moldova	WBISD	
Local Government Competitiveness	Mayors	To develop competitiveness in cities, and to foster urban growth, and to create employment and public-private partnerships	Collaboration with WB operations, National Government, Municipal Federation, universities and national think tanks	Argentina	WBISD	
Local Government Oversight Network	Lead Members of Local Government Associations	To support local government associations in building an oversight network, which fosters the development of local governments	Local Government Associations Capacity Building Initiative	India	WBISD	
Local Government Development	Lead Public Officials, Trainers	To support urban transformation and institutional capacity building, and	Training of Trainers	Middle East/ North Africa region	WBISD	

		transparency				
Comprehensive Youth Development in Post-Conflict Cities	Youth Leaders	To support the building of institutional capacity of We are the Future (WAF) centers in post conflict cities, and to train youth trainers	Training of Trainers	Ethiopia, Rwanda, Sierra Leone	WBISD	
Leadership development within Water Sector projects	Public Officials	Increase capacity for obtaining concrete results	Retreats, skillbuilding in communication and reflection	China, Ghana, West Bank and Gaza, India, Jordan	WBISD	
Community radio	Civil Society	Develop voice and leadership at the grassroots level	Broadcasting educational programming and dialogue	Ghana, Kenya, Nigeria, Liberia, South Africa, Sri Lanka	WBICD	
Global Integrity Alliance	Networks of leaders at various levels	Build networks of leaders to promote public ethics	Research and consultation, to influence policy	Global	PRMPS	
Work in Fragile States	Leaders in post-conflict states	Make smooth transitions	Workshops spanning technical, experiential, and transformational interventions	Burundi, Madagascar, Tajikistan, Papua New Guinea, CAR	Country teams with support from OPCFC and WBI	
Leaderships' Communications Capacity	Current and emerging leaders and senior managers in critical state institutions in post-conflict states	Support leadership capacity in communication	Training	Timor-Leste	EACDF	
Post-Conflict Needs Assessments to form Transitional Results Matrices	International partners in conversation with national leaders in post-conflict states	To create shared and strategic priorities for common action	"Leadership conversations," begun during peace process and extending through implementation of recovery plan	Timore-Leste, Sri Lanka, Liberia, Iraq, Afghanistan	Country teams with support from OPCFC	
WB internal human resource development	Bank staff	Enhance Bank operations and organizational functioning	Coaching and seminars	DC HQ, also global	HRSLO	
Public Finance Management Trainings	High level leaders and officials	Support leadership capacity in public finance management	Seminars and trainings	Somalia, Sudan	AFTP2	

Annex 3  
Leadership Initiatives 2005-2006

	Participant Mix							Tools, Content, and Delivery Approach			
	Government (National)	Sub-National Government	Parliament / Political Parties	Civil Society	Private Sector	Military / Security	Donor Agencies	Transformational and Coaching	Peer-to-Peer	Experiential	Technical
<b>Turkey</b> – EU Accession Leadership Program	X								☐		☐
<b>Sudan</b> – Technical Dialog during Peace Processes	X		X					☐	☐		☐
– Peer-to-Peer Leadership Support	X		X								
<b>Tajikistan</b> – Peer-to-Peer Workshops, 2005 and 2006	X								☐	☐	
<b>Morocco</b> – Institutional Leadership and Change Management	X	X	<i>planned in phase 2</i>	<i>in phase 2</i>						☐	☐
<b>Egypt</b> – Anti-Corruption Dialogue	X			X	X				☐	☐	☐
<b>Central African Republic</b> – 2005 Leadership Workshop	X								☐	☐	☐
<b>Madagascar</b> – Third Cabinet Retreat	X	X		X	X				☐		☐
– Transformation Project	X	X						☐		☐	
<b>Liberia</b> – Enhancing the Budget Process	X		X						☐		☐