ACCELERATING PROJECT IMPLEMENTATION TO BOOST SHARED PROSPERITY
Collaborative Leadership for Development (CL4D) is designed to accelerate the implementation of development projects. CL4D seeks to address the ‘people’ issues that often impede the pace of implementation of technically well-designed projects.

Focusing on behavioral changes that are required to navigate complex reforms, CL4D builds teams’ capacity to mobilize key stakeholders, build coalitions, and achieve results. Consequently, teams adopt a multi-stakeholder approach to developing innovative solutions that address local challenges and deliver results within a short timeframe.

These intermediary outcomes, when institutionalized, contribute to the overall behavioral, organizational and institutional change to enable teams to achieve shared prosperity.

CL4D has delivered positive outcomes across different sectors, including health, education, civil service reform, public financial management, water, sanitation and solid waste management.
We respond to requests from country teams to support its clients and accelerate the reduction of global poverty. We complement the technical ‘what’ of reform, by addressing the ‘how’ of implementation. Our approach, grounded in the literature, field tested, and embedded in World Bank Group operations, is problem-driven, solution-focused, hands-on work with multi-stakeholder teams that supports deeper analysis and experimentation, encourages learning by doing, maps actions and tracks progress closely to achieve tangible results. We highlight the individual and the group, collective and collaborative work, and build on the drive to create a better future. Our CL4D framework of transformation is focused on creating public value by:

- providing customized, ongoing support using a framework of proven and practical tools;
- delivering the most effective outcome for colleagues and clients;
- consciously working to develop capacities that remain with clients;
- focusing on behavioral and institutional changes that sustain results beyond our engagement;
- demonstrating the benefit of the CL4D approach to projects and country teams;
- expanding the demonstration to scale;
- institutionalizing the approach, tools, and methods in the client country itself.
THE APPROACH

CL4D

SUPPORTING STAKEHOLDERS TO ENGAGE AND WORK DIFFERENTLY TO UNBLOCK PROJECT IMPLEMENTATION AND ACCELERATE PROGRESS TOWARDS DEVELOPMENT RESULTS

APPROACH

EMBEDDED IN WBG OPERATIONS

PROBLEM DRIVEN

MULTI-STAKEHOLDERS TEAM

RESULTS FOCUSED

LEARNING BY DOING

PROJECT IMPLEMENTATION SUPPORT & COACHING

leadfordev.org
CL4D complements technical work (the “what”) by addressing the ‘people’ aspects of a change process (the “how”). This approach helps to:

1. **Engage and mobilise key stakeholders.**
   A collaborative approach to team engagements is designed to help establish a strong authorizing environment, build ownership of solutions, and commitment to action.

2. **Build change momentum through delivery of results.**
   Using tools like the Rapid Results Approach for project implementation, teams are able to deliver on shorter-term ‘stretch goals’ that are aligned with longer-term plans. Regular tracking of progress enables learning and course correction, builds confidence and capacity through delivery of results and momentum to sustain the change.

3. **Build high-performance teams.**
   CL4D helps to develop the capacity of local reform teams to better identify their challenges, develop action plans, manage uncertainty, and accelerate a sustained reform effort. This is achieved through a combination of face-to-face and virtual workshops based on joint problem solving, cycles of learning and doing, and coaching support.

4. **Establish an environment of innovation and collaborative problem solving.**
   Working with colleagues, CL4D co-creates an environment for stakeholders to meet and engage. Using collaborative approaches to identify the interests of stakeholders, teams are able to mobilize coalitions and facilitate joint problem solving.
There exists a gap between where projects are (current state) and where they want to be (desired state). The current state is the result of a particular way of doing things. Existing mindsets, organizational structures and incentives account for the status quo outcome. Moving towards the desired state will require change. Assumptions, mental models and behaviors will have to be reviewed and modified. Reducing this gap is therefore a unique leadership challenge. Why? Because, in order to do so, a complex array of stakeholders will have to be mobilized to review their assumptions, mental models and modify their behaviors in alignment with reaching the desired state. Ultimately, stakeholders need to see, think and behave differently.

Development problems are more complex than generally assumed. The predominant view is that to “solve” them, we need to apply technical solutions – solutions that can be found elsewhere and technically competent personnel can bring to bear their expertise on the problem and “solve” them.

Complex development problems also have another dimension. We call this dimension “adaptive challenges.” These challenges require that the people with the problem acquire new ways of doing things, to review their values and learn to do better. This is a process that takes time and focus, requires experimenting during implementation, and demands group learning and adaptation. It is an iterative process.

CL4D offers frameworks and tools to help teams address complex, intractable or new challenges, where existing approaches do not provide an answer. It does so by enabling a transition towards more reflective thinking, reviewing assumptions and mental maps and collectively constructing a different way of seeing, thinking and working in order to get different outcomes from the ones currently at hand. The approach seeks to contribute project teams to make progress in addressing their complex challenges and getting results on the ground to advance development objectives.
ADAPTIVE LEADERSHIP AS A FRAMEWORK

Adaptive Leadership provides the theoretical framework for our program. It argues that leadership is more about actions, and not just about the position that one holds. Leadership is the ability to mobilize people and resources for the common good. Within Adaptive Leadership there are distinctions and concepts that form the core of the framework:

• **Technical problems and adaptive challenges:**
  Helps us differentiate between problems and solutions that are known (for which people have the competence to solve) and challenges that require us to re-examine our roles, processes and underlying values. To be addressed, these ‘Adaptive’ challenges need leadership actions because it is our ability to mobilize people and resources to deal with these often ‘hidden’ challenges which will make the difference.

• **Formal authority versus informal authority:**
  Shows us that to exercise leadership we need both formal authority, which is constant and informal authority which changes as a function of our interventions in a social system.

• **Social function of authority:**
  Helps us understand the social expectations people have of those they see as leaders. It also explains the inherent tension that arises from tackling adaptive challenges, because those expectations will be tested when the work of reviewing assumptions and values is given back to the people.
In any change or development endeavor, one needs to understand the current reality and the current allocation of resources. Political economy analysis and more specifically collective action constraints help explain why it is hard to mobilize people and resources for a common cause. Identifying the constraints helps us understand better which types of solutions might be needed. For example, a few of the constraints:

- **Tragedy of the Commons** occurs when several people exploit a shared but limited resource and cause a depletion of the resource.

- **Information asymmetry** occurs when one party has information that gives them an advantage over others.

- **Agenda Setting** occurs when some people strategically shape the discussion to a desired outcome. This can become either a solution or a problem.

- **Free Rider Problem** occurs when those who benefit from resources, goods, or services do not pay for them, which results in an under-provision for those goods or services.

Taking political economy into consideration in an operationally relevant way when designing a program can help reduce the risk that the program will be derailed midstream which, in the context of lending is reflected in slow disbursements or worse, no disbursement. Often enough, projects end up having to be radically restructured because the political economy aspects of a situation were not taken into account during design and/or implementation.

The CL4D approach combines political economy analysis and stakeholder influence mapping to help understand the landscape, the players and the “rules of the game” – to inform the design and implementation of projects.
THE PROCESS OF COLLABORATIVE LEADERSHIP FOR DEVELOPMENT

how

We respond to requests from country teams to support its clients and accelerate the reduction of global poverty. We complement the technical ‘what’ of reform, by addressing the ‘how’ of implementation. Our approach, grounded in the literature, field tested, and embedded in World Bank Group operations, is problem-driven, solution-focused, hands-on work with multi-stakeholder teams that supports deeper analysis and experimentation, encourages learning by doing, maps actions and tracks progress closely to achieve tangible results. We highlight the individual and the group, collective and collaborative work, and build on the drive to create a better future. Our CL4D framework of transformation is focused on creating public value by:

multi-stakeholder teams

CL4D is problem-driven, solution-focused, hands-on work with multi-stakeholder teams that supports deeper analysis and experimentation, encourages learning by doing, maps actions and tracks progress closely to achieve tangible results.

collective and collaborative work

CL4D highlights the individual and the group, collective and collaborative work, and build on the drive to create a better future.
The path from the status quo to the desired state, as Ian A. Goldin remarked, “is littered with uncertainty,”[1] but CL4D has developed a roadmap to help implementation teams keep moving. CL4D facilitators work with clients to tailor the roadmap to their specific development context. The roadmap consists of 18 detailed steps grouped into four phases:

1. **Scope:**
   Bring people and information together to develop a strategic frame in which to address the problem.

2. **Design:**
   Mobilize stakeholders to create an integrated approach to overcoming the development roadblock.

3. **Implement:**
   Take action and track progress, staying flexible and willing to learn and adapt throughout the process.

4. **Sustain:**
   Take stock and plan an approach to sustain and scale the development intervention.

---
