ACHIEVING RESULTS THROUGH

- Strengthening coalitions
- Providing tools to navigate political and social obstacles
- Designing improved and innovative processes

CL4D Portfolio of
Unblocking Project Implementation Challenges and Accelerating Progress

Leadfordev.org
An Initiative by the Equitable Growth, Finance and Institutions vice-presidency
## Contents

<table>
<thead>
<tr>
<th>Country</th>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Algeria</td>
<td>Addressing Barriers to Increased Exports</td>
<td>1</td>
</tr>
<tr>
<td>Argentina</td>
<td>Strengthening Provincial Cabinets</td>
<td>2</td>
</tr>
<tr>
<td>Argentina</td>
<td>Transparency and Anti-Corruption</td>
<td>3</td>
</tr>
<tr>
<td>Bangladesh</td>
<td>Public Financial Management</td>
<td>4</td>
</tr>
<tr>
<td>Cameroon</td>
<td>Strengthening Public Sector Efficiency and Statistical Capacity</td>
<td>5</td>
</tr>
<tr>
<td>Caribbean</td>
<td>Supporting Decision Makers for the Blue Economy</td>
<td>6</td>
</tr>
<tr>
<td>Caribbean</td>
<td>Caribbean Growth Forum</td>
<td>7</td>
</tr>
<tr>
<td>Colombia</td>
<td>Sustainable Development Goals</td>
<td>8</td>
</tr>
<tr>
<td>Djibouti</td>
<td>Education Project</td>
<td>9</td>
</tr>
<tr>
<td>Dominican Republic</td>
<td>Ministry of Industry and Commerce</td>
<td>10</td>
</tr>
<tr>
<td>Dominican Republic</td>
<td>Coalition Building Facility for Participatory Governance</td>
<td>11</td>
</tr>
<tr>
<td>Ghana</td>
<td>Greater Accra Metropolitan Area Sanitation</td>
<td>12</td>
</tr>
<tr>
<td>Global</td>
<td>Health Systems Learning Program, Leadership Day</td>
<td>13</td>
</tr>
<tr>
<td>Global</td>
<td>Universal Health Coverage</td>
<td>14</td>
</tr>
<tr>
<td>Honduras</td>
<td>Coalition Building for Strengthening Transparency, Accountability and Public Sector Performance</td>
<td>15</td>
</tr>
<tr>
<td>India</td>
<td>Leadership Capacity Development</td>
<td>16</td>
</tr>
<tr>
<td>India</td>
<td>Sanitation PforR</td>
<td>17</td>
</tr>
<tr>
<td>Iraq</td>
<td>Modernization of PFM Systems</td>
<td>18</td>
</tr>
<tr>
<td>Jamaica</td>
<td>Economic Growth</td>
<td>19</td>
</tr>
<tr>
<td>Jordan</td>
<td>Providing Economic Opportunities for Jordanians and Syrian Refugees</td>
<td>20</td>
</tr>
<tr>
<td>Kenya</td>
<td>Capacity Development</td>
<td>21</td>
</tr>
<tr>
<td>Lao PDR</td>
<td>Environmental Management</td>
<td>22</td>
</tr>
<tr>
<td>Madagascar</td>
<td>Domestic Revenue Mobilization</td>
<td>23</td>
</tr>
<tr>
<td>Madagascar</td>
<td>Urban Water Management</td>
<td>24</td>
</tr>
<tr>
<td>Mexico</td>
<td>Special Economic Zones</td>
<td>25</td>
</tr>
<tr>
<td>Mongolia</td>
<td>Multi-Sector Technical Assistance</td>
<td>26</td>
</tr>
<tr>
<td>Morocco</td>
<td>Investing in Opportunities for Youth in Morocco</td>
<td>27</td>
</tr>
<tr>
<td>Mozambique</td>
<td>Public Financial Management Reform</td>
<td>28</td>
</tr>
<tr>
<td>Niger</td>
<td>Population and Health Support Project</td>
<td>29</td>
</tr>
<tr>
<td>Nigeria</td>
<td>Education and Environment Sectors</td>
<td>30</td>
</tr>
<tr>
<td>Pakistan</td>
<td>Public Financial Management and Accountability to Support Service Delivery</td>
<td>31</td>
</tr>
<tr>
<td>Sierra Leone</td>
<td>Civil Service Reform</td>
<td>32</td>
</tr>
<tr>
<td>Senegal</td>
<td>Triggering Effectiveness in Public Administration</td>
<td>33</td>
</tr>
<tr>
<td>Somaliland</td>
<td>Civil Service Strengthening Project</td>
<td>34</td>
</tr>
<tr>
<td>Sri Lanka</td>
<td>Business Climate Development</td>
<td>35</td>
</tr>
<tr>
<td>West Africa</td>
<td>Coastal Areas Resilience Investment Program</td>
<td>36</td>
</tr>
<tr>
<td>World Bank-Annenberg Summer Institute</td>
<td>Reform Communication: Leadership, Strategy and Stakeholder Alignment</td>
<td>37</td>
</tr>
<tr>
<td>Zimbabwe</td>
<td>State Owned Enterprise and Parastatal (SEP) Reform</td>
<td>38</td>
</tr>
</tbody>
</table>
Introduction

Addressing the Gap

Reducing the implementation gap between the current state and desired state is 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.

What We Do

We respond to requests from country teams to support their 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. It 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.

Action into Progress

This visual portfolio of the CL4D program provides a rapid snapshot of the tremendous progress achieved and underway in sustainable development using the CL4D approach. Through this quick story line, it becomes apparent that to strengthen and accelerate the World Bank’s impact in the development arena, the proven CL4D approach of collaborative leadership and coalition is a key asset.

For a deeper dive and useful resources, visit leadfordev.org to access case stories, process guide, an indicative roadmap, toolboxes, animations, and booklets capturing lessons learned through engagement with partners and clients.
Algeria

Addressing Barriers to Increased Exports

Intervention and results

The CL4D program contributes to the Project’s objective by strengthening a collaboration platform between actors to Identify and contribute to address key critical constraints impeding exports of agricultural and industrial products; and supporting implementation of selected reforms identified:

At the individual level

- Enhanced capacity of the private sector actors to engage with government counterparts, develop trust and develop ability to formulate bottlenecks.

At the team level

- Strengthened capacity of industry associations, clusters and government units to mobilize stakeholders, advocate for the development of their sectors, agree on priorities and joint action plan.

At the institutional level

- Improved collaboration across organizations and within government—especially in terms of communication, alignment of objectives and credible commitment and decision taking.
Argentina
Strengthening Provincial Cabinets

Intervention and results

This intervention will engage with Governors and their teams in provincial governments to help them to develop a shared vision, prioritize the issues they want to address, and set up teams with action plans and coaching support to deliver on these priority actions in the program. The expected capacity development results are as follow:

At the individual level

- Enhance capacities in adaptive leadership, communication, collaboration and delegation, and project management.

At the provincial cabinet level

- Establish a cohesive and high-performing team at the top to tackle the challenges that the provincial cabinets face.

At the institutional level

- Establish leadership development capacities within the Project Implementation Unit supporting the Ministry of Interior so that they may be able to enhance capacities throughout the provincial government cabinets in a sustained, ongoing manner.
Argentina
Transparency and Anti-Corruption

Intervention and results

The CL4D program is supporting the implementation of the Transparency and Anti-Corruption Agenda in the context of a transparency Advisory Services and Analytics (ASA) in Argentina. The program is supporting the strengthening of an inter-institutional working group on transparency, led by the Government Chief of Staff Ministry that has the participation of several other national agencies, including the Ministries of Interior, Modernization, and the Anti-Corruption Office. As a result, five working groups have been established increasing levels of coordination among public sector agencies on a key priority for the country.
Intervention and results

The CL4D program supported facilitation of a consultation process amongst non-state actors, provided guidance in preparing a workshop with government officials to determine priorities for action in the new PFM strategy, and included components in the strategy to help address potential change management challenges during the reform process. This led to the following capacity results:

At the individual level

- Increased awareness of the importance and potential impact that addressing dimensions of change management can have upon chances of success in implementing the PFM reform strategy.

At the institutional level

- Increased awareness by government agencies of the experiences and perspectives of non-government stakeholders affected by PFM reforms, and increased awareness amongst these stakeholders of government plans and challenges;

- Increased dialogue during workshops and consultations to identify priorities and inform the design of the upcoming PFM reforms in an inclusive and participatory manner.
Cameroon

Strengthening Public Sector Efficiency and Statistical Capacity

Intervention and results

The CL4D program contributes to the Project’s objective of improving the effectiveness of public spending by enhancing targeted ministries and agencies’ institutional capacity for implementation and sustainability. This will be carried out through various methods and techniques including coalition building; multi-stakeholder retreats; adaptive leadership Training of Trainers and practice; Rapid results initiatives. This is thus expected to lead to the following capacity development outcomes:

At the individual level

- Enhanced capacity of the project coordination unit’s core team members and local coaches for quickly identifying bottlenecks, addressing adaptive challenges and focusing on results all along the implementation process.

At the team level

- Increased willingness and ability to mobilize stakeholders, work effectively on teams, and learn by doing.

At the institutional level

- Improved authorizing environment based on a more systematic and structured way of collaborating at different levels—departments, institutions—especially in terms of communication, reporting, credible commitment and decision taking.
Caribbean
Supporting Decision Makers for the Blue Economy

Intervention and results

The CL4D program supports the Environment GP with the institutional strengthening, knowledge services and capacity building approaches for the Caribbean Regional Oceanscape Program (CROP). Starting in FY18, CROP will assist the Caribbean countries to identify and unlock the economic potential and contribution of their oceans resources and coastal and marine ecosystems through the promotion and stimulation of sustainable blue growth.

The CL4D program is designing and implementing interventions for the project in order to improve decision-making over transitions to a blue economy through increasing country-level and regional capacity for multi-sectoral dialogue and action.

At the national and regional level

- Increased awareness and improved skills of key policy makers and stakeholders;

- Increased capacity of the Organization of Eastern Caribbean States (OECS) to facilitate and mobilize national and regional coalitions towards Blue Economy.
Caribbean Growth Forum

Intervention and results

The Caribbean Growth Forum (CGF) is a policy platform launched by Caribbean heads of state in 2012 to accelerate inclusive private-sector-led growth reforms. The CGF is a platform where civil society, private sector and government agree on priority pro-growth reforms and hold each other accountable for reform implementation under three themes investment climate, skills and productivity, and logistics and connectivity. Phase 2 of CGF is meant to re-animate faltering dialogue between the stakeholder groups and show proof positive that the reforms can be achieved.

- The T&C GP has developed an improved model and process for the CGF and introduced CL4D methodologies to accelerate the pace of reform;

- CL4D is focused on launching initiatives on CGF reforms which need to be jumpstarted because of coordination and implementation challenges. Grenada and St Lucia are the first two countries. St Lucia is approaching the final review of three teams working on reduction in time for construction permits, increase in use of certifications and moving the country to a safer bus transportation system;

- Already the Ministry of economy and finance is seeing increased operational collaboration between actors. Teams have been forced to strengthen their problem solving skills.
The CL4D program is supporting the implementation of the Sustainable Development Goals (SDG) agenda by closely working with the National Department of Planning. The program was successful in designing and building a national multi-stakeholder platform that includes the participation of government agencies, civil society members, and private sector representatives. Colombia has been playing a critical role on the SDG agenda internationally and this multi-stakeholder platform is expected to help build trust and collaboration among development actors who seek to achieve the SDGs in the country.
Djibouti
Education Project

Intervention and results

The CL4D program contributed to strengthening the institutional capacity of the Ministry of National Education and Vocational Training. It supported the process for developing and implementing various results-oriented tools aiming at improving the management of the education system.

At the program level

- Annual Work Plans and related M&E Plans have been developed with a clear focus on results and ownership, based on a broad participatory multi-stakeholder process;

- Implementation of the project has seen significant progress over the last twelve months.

At the team level

- The teams demonstrate a deeper sense of rigor in the planning and implementation of their action plans, and evince a higher sense of teamwork for addressing problems they faced all along the process towards achieving their results.

At the institutional level

- Institutional culture has shifted to the values of results and accountability, as reflected in the Minister’s scoping letter and road map, as well as the Education Action Plan for the period 2017-2019 based on the Master Plan adopted by the Government.
Dominican Republic
Ministry of Industry and Commerce

Intervention and results

The CL4D program is engaging in a RAS with the Ministry of Industry and Commerce to: (i) develop leadership capacity in the Ministry of Industry of Commerce to more effectively implement policies that deliver on the strategic objectives of the ministry; and (ii) increase transparency and efficiency in the ministry’s processes when delivering services. This is expected to lead to the following capacity development results:

At the individual level

• Enhanced leadership skills and capacities, and empowerment of staff to perform their functions.

At the team level

• Enhanced distributed leadership and coordination within the Ministry to accelerate implementation of reform activities.

At the institutional level

• Improve and institutionalize practices for collaboration between the Ministry and its decentralized institutions.
Dominican Republic

Coalition Building Facility for Participatory Governance

Intervention and results

Dominican Republic has showed in the past that multi-sector reform coalitions can be a powerful force for positive change. Building on this experience, and in close collaboration with Governance GP, the CL4D program supports strengthening of the Dominican institutions to facilitate multi-stakeholder dialogues and coalitions of reform.

The Ministry of Economy, Planning and Development (MEPyD) selected the Santo Domingo Technological Institute (INTEC) to build such local capacity.

To date, the CL4D program has led two successful ToTs teams for MEPyD and INTEC on coalitions and leadership. While the capacity building efforts continue, as a next step, the Governance GP and the CL4D program is supporting INTEC to facilitate one or two of these national dialogues that are about to start in country.
Ghana

Greater Accra Metropolitan Area Sanitation

Intervention and results

The CL4D program is integrated in the Project’s capacity building and behavior change activities. The program supports 11 municipal assemblies through results oriented coaching and leadership development to achieve sustainable access to sanitation for the urban poor. The following capacities were developed:

At the individual level

- Improved leadership capacity and results orientation of municipal staff and management.

At the team level

- Collaboration across silos and between municipalities to achieve shared goals.

At the institutional level

- Developed more effective processes for engaging community members to increase payment for household toilets;

- Close relationship between stakeholders improves follow-up and overcoming of bottlenecks, to implementation;

- Friendly competition between municipalities mobilizes teams and management to take action.
Global Health Systems Learning Program, Leadership Day

Intervention and results

Global Flagship Course on Health Systems Strengthening and Sustainable Financing is a course for Universal Health Coverage (UHC) reformers that is run by Health GP of the World Bank Group in collaboration with the Harvard University. The CL4D program contributes to this course with a one-day program on leadership to help participants go beyond the technical aspects of reform and:

- Deepen reformers’ appreciation of the complexity and multi-sectoral nature of the UHC reform environment and the role of Leadership;
- Recognize aspects of UHC reform as “adaptive challenges” that cannot be solved by sound technical fixes alone and learn strategies to address adaptive challenges;
- Learn new tools and practices that will help UHC reformers become better listeners, communicators, and leaders.
Global Universal Health Coverage

Intervention and results

The CL4D program supports the Leadership for Universal Health Coverage (UHC) agenda in countries by advancing and accelerating their support to UHC reformers (as individuals and as country teams) with leadership training, coalition building support and results-oriented collective action initiatives. The focus is on “how to” tackle political economy and adaptive challenges of the UHC agenda, and engage and mobilize stakeholders.


CL4D in partnership with World Bank Health GP, GiZ, WHO and P4H network facilitates the modules and manages the in-country support.

At the individual level

- Participants improve their leadership and coalition building skills.

At the team level

- All countries were able to bring together stakeholders from civil society, Ministry of Finance, Ministry of Labor and or Social Protection and Ministry of Health to articulate a common vision in the modules and at home of what UHC is for their countries.

At the institutional level

- Chad experimented with citizen dialogues on health that they learned about in their first module in Tunisia;

- In Nepal District Level Initiatives have reduced the irrational use of essential drugs so that there is improved drug availability;

- In Laos the government has tentatively negotiated the merging of several insurance schemes and in Cambodia advancements have been made in establishing a Payment Certification Agency, advancing a National Quality Enhancement Initiative and meeting the legal requirements for setting up the National Social Security Fund.
Honduras
Coalition Building for Strengthening Transparency, Accountability and Public Sector Performance

Intervention and results

Challenge

Honduras vulnerability to shocks and low growth have been persistent. The analysis of the bottlenecks to growth, inclusion, and sustainability underscore issues related to institutional quality. The conclusion is that it is important to identify entry points, or policy levers, that can help break or revert the existing vicious cycle. Weak implementation and coordination capacity exacerbates the situation.

Intervention

The CL4D program has partnered with the teams in governance global practice to design a Non Lending Technical Assistance (TA) that addresses the issues of coordination and implementation directly.
India

Leadership Capacity Development

**Intervention and results**

The CL4D program provided the Facilitator’s Toolbox curriculum on adaptive leadership and multi-stakeholder collaboration to the Lal Bahadur Shastri National Academy of Administration (LBSNAA) which provides training programs to Indian Administrative Service (IAS) officers. The tools from the curriculum will help LBSNAA to enhance the training programs through relevant national and global content, emerging topics of knowledge and innovative pedagogical tools.

These tools were tested by the LBSNAA during the Phase 1 training program for IAS officers in May 2016, and the overall approach of collaborative leadership was well received by the participants (rated at 90%). The WB Team is currently exploring the possibility of deeper collaboration in FY18.
India
Sanitation PforR

Intervention and results

The CL4D program is assisting Government of India’s Rural sanitation program, with Program for Results Operation (PforR) and technical assistance support to help India become open defecation free (ODF). The Bank is piloting the CL4D approach with focus on multi-stakeholder coalition building and Rapid Results Planning to achieve district-wide ODF in Chittorgarh District in the Rajasthan state. Since June 2016, the team has provided mentoring, coaching and facilitation support to the district to institutionalize the process of multi-stakeholder dialogue, decentralized planning, capacity building and adaptive learning to achieve sustained sanitation outcomes.

At the institutional level

- From merely 13% households with toilets in June 2016, the district has been declared ODF in April 2017 in the span of 10 months;
- The district is now planning to adopt this CL4D approach in other sectors like education and health to bring multi-stakeholder groups together to achieve development outcomes.
Iraq

Modernization of PFM Systems

Intervention and results

The CL4D program contributed to the design of the new Modernization of Public Financial Management (PFM) Systems Project since the early stage of Capacity Needs Assessment (CNA) which identifies areas of PFM capacity development to be part of the project. So far this support produced the following deliverables and outcomes:

- Increased awareness of government agencies on collaborative leadership contribution to the design of the Change management process within the Change Management Strategy as part of the CNA;
- Enhanced and extended approach for implementing the PFM component of the project by adapting the CL4D approach to address the adaptive challenges to change in the Iraqi context.
Jamaica

Economic Growth

Intervention and results

Challenge

Over the past 30 years, Jamaica has experienced low economic growth and high fiscal deficits which are linked to a weak business environment. In March of 2013, debt hit 146% of GDP. The government of Jamaica has responded to this crisis by pursuing strong macroeconomic reforms. As is the case in many countries, implementation is always a challenge. Even when necessary activities are pursued it may not translate to outcomes on the ground. Jamaica has stayed a difficult course in its macroeconomic reforms. However, this has not led to an uptick in growth and activity in the private sector.

Intervention

The CMU and T&C team asked the CL4D program to make presentation to the government on coalition building and implementation challenges. The CL4D program also worked with private sector led, Economic Growth Council to design a visioning process and think about how they can improve their implementation capabilities.
Jordan

Providing Economic Opportunities for Jordanians and Syrian Refugees

Intervention and results

The Project’s objective is to support Syrian refugees and the Jordanian host communities through improving Jordan’s competitiveness and attractiveness to investments to foster job creation. CL4D contributes to the project’s objective by establishing coalitions in selected value-chains that will provide job opportunities and strengthening government units to engage with relevant stakeholders in improving Jordan’s investment climate.

At the individual level

• Enhanced capacity of the private sector actors, communities to engage with government counterparts, develop trust and ability to identify bottlenecks.

At the team level

• Strengthened capacity of industry associations, clusters and government units to mobilize stakeholders, agree on priorities and joint action plan.

At the institutional level

• Improved collaboration across organizations and within government—especially in terms of communication, alignment of objectives, credible commitment and decision taking.
Kenya

Capacity Development

Intervention and results

The CL4D program is supporting capacity development at national and county levels through customized collaborative leadership, planning, and implementation and monitoring of results at the national and county level. In 2016, the program focused on political leadership at the county level and organized a workshop for Deputy Governors of 47 counties, which was themed as “Building winning teams for County Effectiveness.” The workshop focused on strengthening leadership and provided space for the Deputy Governors to share experiences and perspectives so as to build their capacity for more effective public service delivery.

The political leadership has committed to engage more frequently on pertinent county development challenges, drawing on successful experiences and solutions developed at county level. As part of 2017–18 work plan, the program plans to work with the Kenya School of Government in customizing the Collaborative Leadership course for County and National officials.
Intervention and results

The CL4D program is developing leadership and training capacities of National University faculty members and ministerial staff. This aims to improve their delivery of training sessions and knowledge to provincial government staff who implement and monitor Protected Area and wildlife management laws and commitments in Laos:

At the individual level

- Enhance leadership skills and capacities in designing effective learning sessions for provincial staff to improve outcomes in environmental management in Protected Areas.

At the team level

- University faculty training teams have been able to accelerate implementation—and improve the quality—of their training agenda for provincial staff to meet project targets.

At the institutional level

- Bringing together and facilitating collaboration and lesson learning amongst various change agents in environmental management in Laos.
The CL4D team provided support in the analytical phase of project design, deepening the team’s understanding of the political economy challenges and opportunities facing a comprehensive tax reform project. The results of participatory stakeholder network analysis directly fed into the project design, especially concerning the selection of disbursement-linked indicators, governance and stakeholder risks and the necessary mitigating interventions. This led to the following results:

**At the project team level**

- Stronger project design aligned with the specificities of the country context;
- Development of interventions to strengthen collaboration and overcome adaptive challenges to implementation.
In a post crisis context of complex politics, institutional arrangements and interests, CL4D program supported the Water GP in enabling stakeholders in Antananarivo to improve the management of their urban water cycle through an integrated urban water management (IUWM) platform and planning process. The CL4D program helped stakeholders in water, sanitation, flood management and water management define how they could improve urban water management planning and coordination for the Greater Antananarivo region.

At the team level

- Mobilized stakeholders to define a common vision of collaboration, negotiate the platforms structure, set up working groups and organize themselves to contribute to a IUWM strategy for the Greater Antananarivo region.

At the institutional level

- Provided a dialogue process for stakeholders to formalize their collaboration and joint vision for IUWM. This resulted in the signing of the platform charter.
Mexico
Special Economic Zones

Intervention and results

The CL4D program engages with the newly developed Special Economic Zone Authority to support their organizational development and to help them overcome stakeholder risks to the implementation of Special Economic Zones on the ground. The CL4D program facilitated leadership development and the participatory analysis of stakeholder risks and political economy of the intervention. This led to the following capacity development results:

At the team level

- Understanding of the complex political economy and stakeholder networks that will support and hamper the implementation at the local level;

- Agreement on the need to engage local stakeholders strategically;

- Strengthening of team spirit among members of the new Special Economic Zone Authority.
To address the non-technical challenges that may hinder successful achievement of MSTA2, the CL4D program proposes to strengthen the PIU’s leadership capacities to lead and implement reforms under the project, as well as to facilitate strategic multi-stakeholder conversations that will aim to provide a collaborative environment for agreeing on priority next steps. This is expected to lead to the following capacity development results:

**At the individual level**

- Increased awareness of the importance and potential impact that addressing dimensions of change management can have upon chances of success in implementing the MSTA2.

**At the team level**

- Enhanced stakeholder engagement planning, systemic thinking and team working to that will help implementing teams to deliver project results.

**At the institutional level**

- Increased dialogue and collaboration during proposed workshops, seminars and consultations to support implementation of the upcoming reforms in an inclusive and participatory manner.
Morocco

Investing in Opportunities for Youth in Morocco

Intervention and results

CL4D contributes to the Project’s objective by designing and implementing a set of activities aiming at improving the capacity of Moroccan authorities to design and implement social and economic integration policies and projects for the underserved youth population.

At the individual level

- Enhanced capacity of government actors, private sector organizations and community based organizations actors to engage, develop trust and ability to identify bottlenecks.

At the team level

- Strengthened capacity of government units to mobilize stakeholders, learn from best practice, agree on approaches to youth inclusion and jobs.

At the institutional level

- Coalition building multiple stakeholder engagement. Improved collaboration across organizations and within government—especially in terms of communication, alignment of objectives and priorities setting.
Mozambique
Public Financial Management Reform

Intervention and results

Weak implementation of Public Financial Management (PFM) systems and procedures in line ministries and at local levels stifles progress on central government PFM reforms. This situation had a negative impact on their medical supply chain and school performance and management. The CL4D program collaborated with the governance GP in the program design and implementation support.

At the team level

• Working groups are learning how to overcome implementation challenges.

At the individual level

• Those involved in working groups are seeing how increased communication on the details and joint planning at the strategic and operational levels can accelerate the pace of results.
Intervention and results

In 2016, the CL4D program started its support to the Population and Health Support Program on a pilot basis at the level of 2 (out of 5) regions, and 3 (out of 8) Disbursement-Linked Indicators (DLIs) representing 55% of total amount of the 8 (DLIs). This has so far generated the following outcomes:

At the individual level

- Increased results-oriented project management skills of around 200 health staff members at different levels (central, regional and district) along the initiatives teams they led;
- Enhanced change implementation capacity of around 30 health staff members who played the role of coaches along the process.

At the team level

- Project 2016 annual targets for these regions/DLIs achieved within less than 6 months.

At the institutional level

- Effective changes sustained through committees at the district and region levels, composed by various influential stakeholders (in particular religious leaders, traditional healers, husbands, and local radios in addition to the public administration);
- The experience is extended to three additional regions which were active participants during the 2016 final reviews of the RRIs.
Nigeria

Education and Environment Sectors

Intervention and results

The Nigeria Leadership Program has worked with 26 State and Federal government project teams over 2 years, to strengthen their capacity to address their projects’ complex, non-technical challenges and make measurable progress on delivery of results for citizens. The programmatic intervention is integrated with the day-to-day work of the project and provides approaches and tools to help teams to build trust based collaborative working relationships within the team and with project stakeholders, for shared problem resolution and shared ownership of solution implementation.

At the individual level

• Increased confidence in using leadership approaches for communication and engagement, resulting in improved trust based relationships with a broader range of stakeholders.

At the team level

• Improved team effectiveness as a result of increased openness, trust and collaboration and improved team morale.

At the institutional level

• Improved individual leadership capacity, team effectiveness and knowledge sharing are improving external collaboration and issue resolution, resulting in accelerated project delivery.
Pakistan

Public Financial Management and Accountability to Support Service Delivery

Intervention and results

The objective of the Pakistan Improving Accountability for Service Delivery Project (IASDP) is to further strengthen public financial management performance to improve transparency and accountability for service delivery in Pakistan. CL4D contributes to designing and supporting the implementation of the ambitious change management component to improve institutional collaboration and achieve intended behavior change.

At the individual level

- Increased ownership by stakeholders of the reforms and adoption of new systems for improved service delivery.

At the team level

- Strengthened capacity of reform teams to collaborate, develop joint action plan and implementation.

At the institutional level

- Improved collaboration across government at national and sub-national level—especially in terms of authorizing environment, communication, alignment of objectives, credible commitment and decision taking.
Intervention and results

The CL4D program was able to create a synergy between enhancing the capacities of multiple implementing teams to deliver project results on complex and politically challenging reforms, while also supporting a stronger authorizing environment amongst the project leadership team.

At the individual level

• Enhanced capacities in leadership, project management and communication skills.

At the team level

• Boosted team performance that helped achieve project results through training and coaching in team work and collaborative leadership.

At the institutional level

• High-level review sessions with key implementing agencies improved organizational arrangements and collaboration by providing a space to bring and resolve issues, boost a sense of joint ownership and accountability and agree ways to move forward.
Senegal

Triggering Effectiveness in Public Administration

Intervention and results

The CL4D program is part of the WB team supporting the Government of Senegal in improving the performance of the public administration. It has facilitated high level multi-stakeholder workshops; launched pilot initiatives on two priority public services aiming at reducing the processing and delivery times; and trained local rapid results (RRI) coaches. This has so far led to the following capacity development results:

At the individual level

- Increased capacity of local coaches on RRI and Knowledge Management.

At the team level

- Motivated governmental change teams willing to identify innovative approaches for addressing bottlenecks towards better delivery of selected public services in the short term.

At the institutional level

- Enhanced collaboration between central and decentralized government departments;
- Moving forward, the team expects an improved way to accelerating service delivery delays, increased implementation capacity based on multi-stakeholder teams, and a momentum for results-oriented change process for the reform agenda.
Somaliland
Civil Service Strengthening Project

**Intervention and results**

The project’s objective is to strengthen basic functions for payroll, human resources and policy management in selected central agencies and line ministries in Somaliland. CL4D supports the project implementation through collaborative leadership and result-focused strategic planning and delivery. It facilitates high-level review or retreat sessions to build trust and consensus on priority reforms supported by the project.

**At the individual level**

- Increased ownership and strengthened capacity of relevant stakeholders to apply result-focused strategic planning and delivery approaches for selected reform initiatives.

**At the team level**

- Strengthened cohesiveness and effectiveness of the leadership teams with a focus on civil service reform and initiatives promoted by this project.

**At the institutional level**

- Improved collaboration across government—especially in terms of authorizing environment, communication, alignment of objectives, credible commitment and decision taking.
Sri Lanka

Business Climate Development

Intervention and results

The CL4D program supports the Government of Sri Lanka to improve their competitiveness and their investment climate in areas covered by the Doing Business (DB) report. The team has facilitated the analysis of stakeholders crucial for the reform and is supporting selected Task Forces in the development of a results oriented reform implementation process. This has so far led to the following capacity development results:

At the team level

- Increased understanding of the complex political economy of large-scale reform and resulting strategies.

At the institutional level

- Adjusted institutional arrangements for reform implementation, including the addition of operational teams and two change coaches using a disciplined flexible approach to facilitate results oriented work planning and implementation;

- As the implementation proceeds, the team expects measurable results toward improving investment climate in areas covered by the DB report and increased capacity of the client to collaborate and deliver results in a timely manner.
West Africa
Coastal Areas Resilience Investment Program

Intervention and results

CL4D contributes to the Project’s objective of reducing the vulnerability of coastal areas and coastal communities in selected West African countries by strengthening coordination structures at national and regional level and supporting reform implementation teams:

At the individual level

• Increased awareness of manmade and natural hazards affecting citizens livelihood on coastal areas in 17 countries; mobilization of government actors, private sector organizations and community based organizations actors to engage and change behavior.

At the team level

• Strengthened capacity of government units, CBOs and other organizations to mobilize stakeholders, develop joint action plan.

At the institutional level

• Strengthened coordination at national level and regional level, increased visibility of environmental issues, increased ability to mobilize funds, improved collaboration across organizations and within government—especially in terms of communication, alignment of objectives and priorities setting.
World Bank-Annenberg Summer Institute

Reform Communication: Leadership, Strategy and Stakeholder Alignment

Intervention and results

This Program is designed and delivered for leaders, strategists and advisors who want to strengthen the critical communication skills required to support change agents and reform initiatives in developing countries by the External and Corporate Relations (ECR); the Annenberg School for Communication and Journalism at the University of Southern California; and the Annenberg School for Communication at the University of Pennsylvania, and the CL4D program.

During the 10-day program, participants learn the most recent advances in strategic communication and best practices for building coalitions for reform. The program encourages participants to collaborate with peers to solve complex problems, examine real-world case studies and learn from leading experts in the field of communication and coalitions for reform.

At the individual level

- Participants learn how to craft multi-stakeholder collaboration and network building strategies and tactics to support reform;
- And, develop strategic communication skills that lead to development results.
Zimbabwe

State Owned Enterprise and Parastatal (SEP) Reform

Intervention and results

The CL4D program is working with the State Owned Enterprise and Parastatal Reform Authority and the Office of the President and Cabinet to accelerate the implementation of reforms, by strengthening their engagement strategy, building their leadership capacity and reinforcing cohesion between the various teams. Further support aims to develop a broad base for reform, and to strengthen the performance of key SEPs.

The following capacities were developed:

At the team level

- Shared strategies for moving reforms forward;
- Increased cohesion and sense of shared purpose.

At the individual level

- Ability to assess risks and opportunities for accelerating reforms in a complex stakeholder constellation;
- Understanding of strategies for exercising leadership with and without formal authority.
Leadfordev.org

An Initiative by the Equitable Growth, Finance and Institutions vice-presidency