

Collaborative Leadership for Developmental Impact in an “Era of Consequences”

Ms. Mil Niepold

President, The Mara Partners

Session Outline

- Setting the Stage – Current Context
- Impact Drivers/Obstacles
- Role of PPD
- Frameworks for PPD
- Conclusion

Context



MICHAEL BOCHIERI/GETTY IMAGES

“Era of Consequences”

“To put it differently, development policy is due for its own redesign based on careful consideration of human factors”. *HDR 2015*

ENVIRONMENT

Researchers Link Syrian Conflict to a Drought Made Worse by Climate Change



Women working in fields in northeastern Syria in 2010. A new report suggests extreme drought in Syria was most likely a factor in the violent uprising that began there in 2011.

Louai Beshara/Agence France-Presse — Getty Images

Impact Obstacles

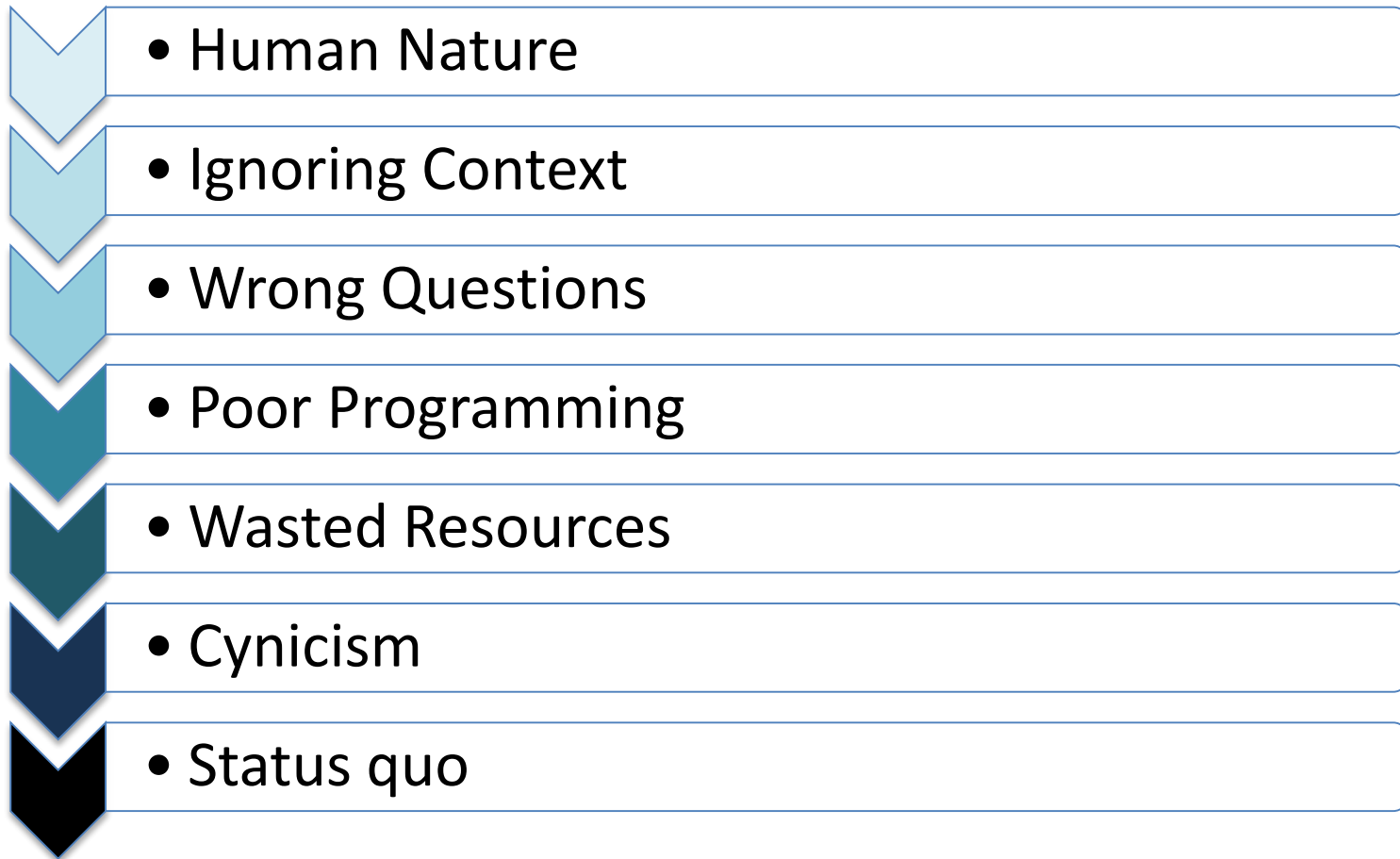
January 26, 2015 7:24 pm

The World Bank fails to credit intelligence of the poor

Michael Holman

Organisation's bias in its perceptions of those in poverty has shaped flawed policy, writes Michael Holman

Interconnected Impact Obstacles



Impact Drivers

Impact Drivers

- Inclusion of Women
- Science of “Change”
- Behavioral Sciences
- Macro thinking
- Collaboration
- Listening

Gender



A Word on Gender...

*“Development organizations could be more effective if practitioners became aware of their own **biases** and if organizations implemented procedures that mitigate their effects.”*

Persistence of Poverty and Gender

*“Many mental models are useful; others are not and contribute to the **intergenerational transmission of poverty**”.*

- Experience and research illustrate how this is particularly acute re: gender
- Magnitude of negative impacts deceptively large
- Gender bias limits willingness to notice/address bias

= VICIOUS CIRCLE

The Good and The Bad

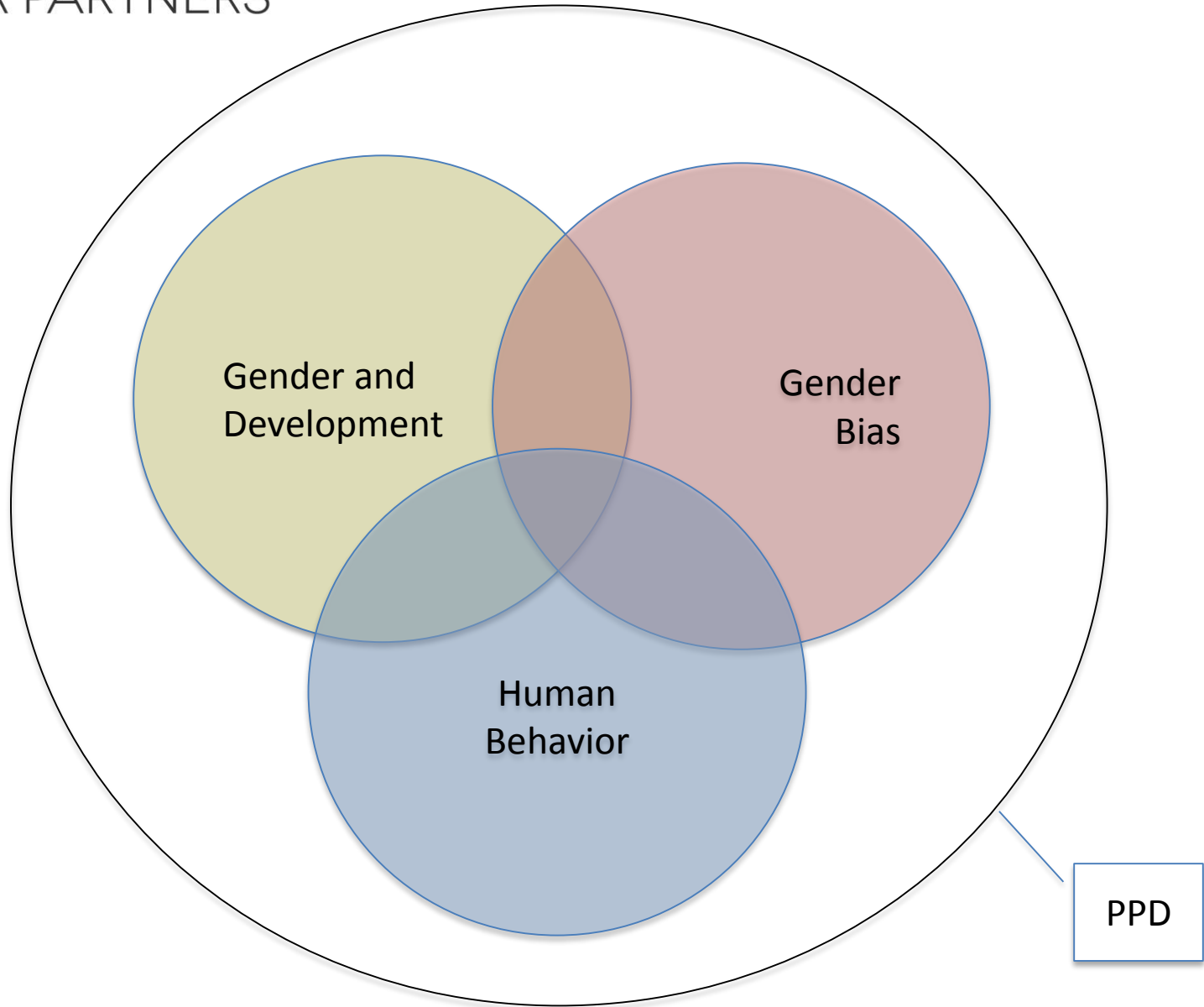
For:

Poverty alleviation

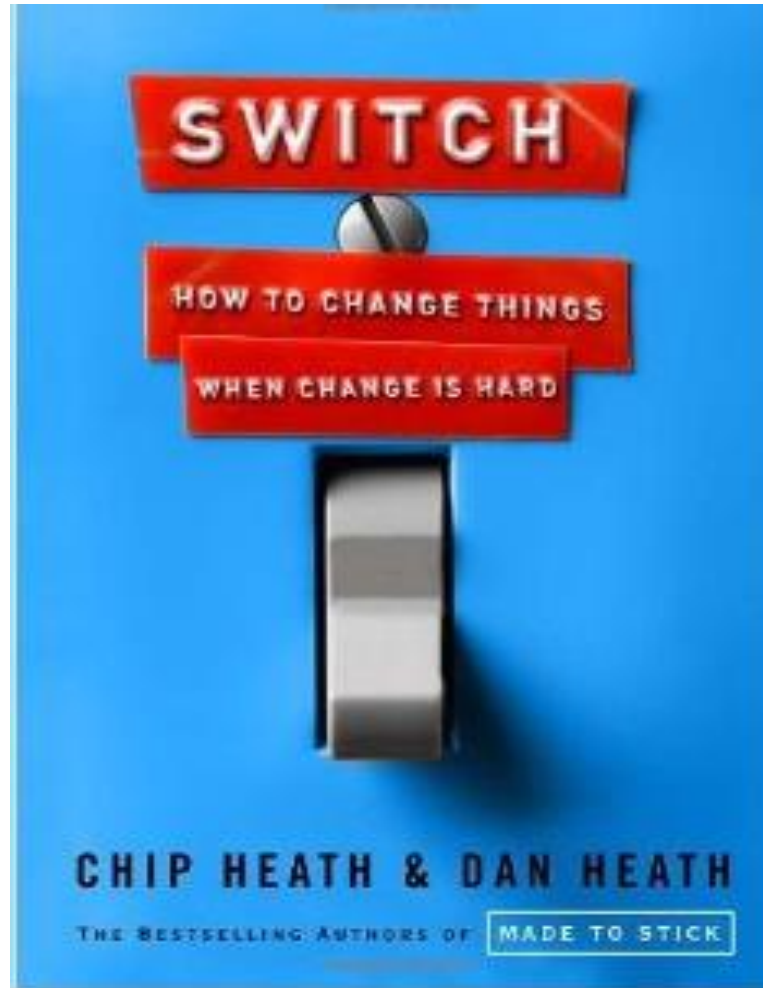
climate change

improve human development

Research on gender and development, on gender bias and on human behavior ***all combine to suggest that bias is limiting development effectiveness***



Change



Change our Theory of Change

- Current Approaches upside down
- Over-reliance on “root cause analysis”, “M+E” etc.
- Look for what is working and repeat it

Role of Public – Private Dialogue

Where Leadership Fits In

- HDR 2015 good example of new leadership
- Exemplifies the mindset needed for paradigm shift
- Leadership for developmental impact requires
 - Honesty
 - Humble approach
 - Embracing Uncertainty
 - **Increased adoption of PPD**

PPD Frameworks

Mutual Gains Approach to STAKEHOLDER ENGAGEMENT

PREPARE

- Know your team, define your task
- Consider interests and needs of stakeholders and your organization
- Map stakeholders and design engagement accordingly

EXPLORE

- Engage stakeholders to clarify needs, priorities
- Share feedback internally to build organizational alignment
- Adapt engagement approach based on stakeholder input
- Build trust with clear information, consistent action

CONSTRUCT

- Work together to develop credible information
- Generate options with shared value
- Make wise trade-offs with issues you value differently
- Identify shared criteria for making difficult decisions

FOLLOW THROUGH

- Promote organizational capacity to live up to commitments
- Prepare for 'predictable' surprises
- Involve stakeholders in implementation and monitoring
- Capture learning

Process Design Matters

“... seemingly small details of design can sometimes have big effects on individuals’ choices and actions”.

- Gender disaggregated data
- Crowd sourced data (anonymized)
- Intentional, and substantive, inclusivity
- Perspective taking
- Listening
- Adopt the “What If?” mindset

Structure of Dialogue

- Formal vs. informal
- Who's in/Who's out/Who decides
- Size vs. inclusivity and representativeness
- Leadership body and/or Secretariat
- Roles and Responsibilities
- Facilitation
- Funding Source
- Signatory Authority

Select Case Studies

- Women in the workplace: Mining
- Child labor in value chains: Cocoa
- Natural resource and land use management:
Oil and Gas, Nigeria

Case: Mining: Women in Workforce

- Rio Tinto, increasing number of women:
 - leverages existing talent and expands reach for new talent
 - maximises business value and performance
 - proactively addresses stakeholder expectations
- World Bank Papua New Guinea



Case: Child Labor in Cocoa

- International Cocoa Verification Board
- CocoaAction
- Mondelez (Cocoa Life)



Case:

Resource Use: Oil and Gas, Nigeria

- Chevron
- Ford Foundation



Conclusion



WE CAN'T DRINK MONEY!

A group of people is participating in a protest or demonstration on a city street. They are holding a large, light-colored banner that reads "WE CAN'T DRINK MONEY!". The banner features a drawing of a glass of water on the left and a glass containing a dollar bill on the right. The protesters are holding various signs and umbrellas, and the scene is set against a backdrop of city buildings and a clear blue sky.

The “Business” Case

- Research (Upenn) shows “the value of the relationship with politicians and community members is worth twice as much as the value of the gold that the 26 mines ostensibly control.”
- A Goldman Sachs worldwide study of 200 infrastructure projects showed that 70% of delays due to land acquisition conflicts
- McKinsey estimated that Shell Oil incurred over \$10 billion in losses over the last decade due to non-technical [social conflict] delays alone
- **Flip side:** proactive community engagement strategy (Palm Oil), a *single day* of conflict (and corresponding project delays) will have a calculated return on investment (ROI) of **880%**

The Dialogue Imperative

- PPDs require mutual understanding – speaking the other’s language
- Human development in resource constrained world urgently requires collaborative leadership
- Existential opportunity for Governments, corporations and NGOs to work together
- Or face the consequences...