



DLP

Policy and Practice for Developmental
Leaders, Elites and Coalitions

DEVELOPMENTAL LEADERSHIP PROGRAM

Background Paper 05

The Developmental Leadership Program: Overview and Objectives

February 2011





The Developmental Leadership Program (DLP) is an international policy initiative informed by targeted research and directed by an independent steering committee. DLP is supported by a global network of partners and currently receives its core funding from the Australian aid program.

The views expressed in this publication are those of the author(s) and do not necessarily represent those of the Australian Government or any of DLP's other partner organisations.

05

The Developmental Leadership Program: Overview and Objectives

Adrian Leftwich and Steve Hogg

The Developmental Leadership Program (DLP) addresses an important gap in international thinking and policy about the critical role played by leaders, elites and coalitions in the politics of development.

Current development thinking tends to focus on institutional change, policy reform and structural adjustment in the economics and politics of developing countries. By contrast, the DLP's growing program brings together government, academic, business and civil society partners to explore and promote the role of human agency in the dynamic political processes of development.

DLP addresses the policy, strategic and operational implications of 'thinking and working politically' – for example, how to help key players (both individuals and organizations) solve collective action problems, forge developmental coalitions, negotiate effective institutions, promote successful policy reforms and build stable states.

DLP is a multi-stakeholder initiative, supported by the Australian Government through AusAID. Current DLP partners are Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), The Asia Foundation, Oxfam (Australia), Transparency International (TI), and Leadership PNG.

The DLP works currently in Africa, the Middle East, Asia and the Pacific.

DLP has three main streams of work

- Research and Analysis
- Developing policy and operational advice and recommendations from the research
- Communication and dissemination of findings and policy messages to achieve maximum impact and influence

Key research and policy issues

The central research objective is to generate policy-relevant findings and evidence about:

- How, when and why developmental leaderships and coalitions emerge.
- The factors that promote and frustrate this.
- How developmental leaderships and coalitions 'work politically' to achieve developmental outcomes in different institutional settings.
- The factors that influence their relative developmental success or failure.
- The policy, program and operational implications for relevant development actors, partner governments, NGOs and civil society organizations.

- How such actors can enhance their capacity to support the emergence and success of developmental leaderships and coalitions.

With its central focus on the critical role of political processes and human agency (and leaderships in particular) in shaping institutional arrangements and determining developmental trajectories, this work also has direct relevance for many other global challenges such as security, peace-building, climate change, health and corruption.

BACKGROUND

The Program was established in July 2009 as a multi-stake-holder initiative with funding from the Australian Government. It builds on work previously undertaken by the *Leaders, Elites & Coalitions Research Program* (LECRP) which was initiated in 2007 in order to investigate the provenance, nature and achievements of developmental leaderships and elites.

All DLP papers, from past and present phases of work, are available on the DLP website at: www.dlprog.org

CORE FOCUS

At the core of the DLP approach is the recognition that politics is central to developmental outcomes. However, our understanding of 'politics' goes well beyond the conventional and narrow view associated with governments, parties and elections.

By 'politics' we mean all the activities of conflict, negotiation and co-operation which occur when people with different interests, ideas, power and influence have not only to shape and abide by common institutions, but also to take decisions about how resources are to be used and distributed and about how power is to be gained and used.

Leadership is clearly a fundamental part of this political process. DLP aims to improve understanding of the role of developmental leadership and coalitions in promoting political settlements, stable polities, sustainable growth and inclusive social development, especially in weak and fragile states.

Working Hypotheses:

Six organizing hypotheses underpin the work:

1. The forms and processes of leadership directly influence the kind and quality of institutions and the patterns of state building.
2. Developmental 'leadership' is a political process, involving the capacity to mobilise people and resources, and to forge coalitions, in the pursuit of positive developmental goals.
3. Coalitions (formal and informal) are groups of leaders and organizations that come together to achieve objectives that they could not achieve on their own.
4. Coalitions are the key political mechanisms by which collective action problems may be resolved, and are commonly facilitated by the existence of prior networks.
5. Institutions matter, but more attention needs to be given to political and agency issues, and hence to the role of leaders, organizations and coalitions in shaping effective institutions.
6. Local leaders, elites and coalitions are the critical necessary agents that are required to contest,

negotiate and devise legitimate, effective and durable institutions.

As the research findings emerge from the exploration of these hypotheses, the DLP will produce a series of policy briefs that identify the policy, program and operational implications of this work.

AREAS AND THEMES OF WORK

Current research and policy work is being undertaken in Yemen, Indonesia, Zimbabwe, Egypt, Jordan, China, India and Papua New Guinea, exploring the politics of different patterns of leadership and coalition formation across a number of sectoral, thematic and issue areas. Details are on the DLP website (www.dlprog.org) under the Current Research tab.

Current priority areas are:

- The role of secondary and tertiary education and scholarships in shaping developmental leaders and leadership
- Women's leadership and coalitions
- The challenges for Pacific leaderships
- The sub-national politics of emissions-reduction processes (climate change)
- Case studies on the theory and practice of 'working politically'
- Political Settlements, pacts and governments of national unity
- Political Analysis - tools and applications for understanding and 'thinking politically'.

PARTNERSHIPS

Partnerships are central to the multi-stakeholder Program. Partnerships give effect to the influencing role of the Program and are important for the formation of a broad coalition of interest in the role of leadership in successful and sustained economic and social development. More information about our partners is available on the website.

OUTPUTS

The Program is generating a range of outputs and deliverables through:

- Policy and programming papers and briefs
- Background papers and literature reviews
- Research papers
- Thematic, synthesis and analytical papers
- Seminars, workshops and conferences
- An initial international conference to be held in 2011
- Databases, and a Political Analytical Tool (PAT)

GOVERNANCE

The Program is managed by a small management team and overseen by an independent Steering Committee to guide overall strategic direction and quality of outputs.

Steering Committee

The current steering committee consists of the following people. As new partnerships develop further members may join the team.

- Mr Alan Morris (Chair) (Former Chair, Commonwealth Grants Commission for Australia, and former Executive Director of the European Bank for Reconstruction and Development)
- Dame Meg Taylor (Vice-President, The World Bank)
- Mr John Davidson (Head of the Office of Development Effectiveness, Australian Agency for International Development, AusAID)
- Mr Scott Guggenheim (Senior Social Policy Adviser, Asia and Middle East, AusAID - Indonesia)
- Dr Bill Cole (Senior Director, The Asia Foundation)
- Mr Pascal Fabie (Regional Director, Asia Pacific, Transparency International)
- Mr Chris Roche (Director Development Effectiveness, Oxfam Australia)
- Dr Ulrich Mueller (Senior Policy Adviser, Asia/Pacific and Latin America/Caribbean Department, GIZ)
- Mr Cameron Cowan (Institutional Strengthening Advisor for the New Zealand Agency for International Development, NZAID).
- Mr Russell Taylor (Principal, Australian Institute of Aboriginal and Torres Strait Islander Studies, AIATSIS)

Program Director: Chris Wheeler

Director of Research: Dr Adrian Leftwich (Department of Politics, University of York, United Kingdom).

DLP Publications

Research Papers

1. Jo-Ansie van Wyk (2009) "Cadres, Capitalists and Coalitions: The ANC, Business and Development in South Africa".
2. David Subudubudu with Patrick Molutsi (2009) "Leaders, Elites and Coalitions in the Development of Botswana".
3. Eduard Grebe with Nicoli Nattrass (2009) "Leaders, Networks and Coalitions in the AIDS Response: A Comparison of Uganda and South Africa".
4. Deborah Brautigam with Tania Diolle (2009) "Coalitions, Capitalists and Credibility: Overcoming the Crisis of Confidence at Independence in Mauritius".
5. Jo Beall with Mduduzi Ngonyama (2009) "Indigenous Institutions, Traditional Leaders and Developmental Coalitions: The Case of Greater Durban, South Africa".
6. Adrian Leftwich (2009) "Bringing Agency Back In: Politics and Human Agency in Building Institutions and States".
7. Junji Banno & Kenichi Ohno (2010) "The Flexible Structure of politics in Meiji Japan".
8. Marine Destrez & Nick Harrison (2011) "Leadership Training and Network Formation: The evolution of the LEAD process".
9. Michael Bratton & Eldred Musunungure (2011) "The Anatomy of Political Predation: Leaders, Elites and Coalitions in Zimbabwe, 1980-2010".

Background Papers

1. Adrian Leftwich & Steve Hogg (2007) "Leaders, Elites and Coalitions: The case for leadership and the primacy of politics in building effective states, institutions and governance for sustainable growth and social development".
2. Adrian Leftwich & Steve Hogg (2008) "The Politics of Institutional Indigenization: leaders, elites and coalitions in building appropriate and legitimate institutions for sustainable growth and social development".
3. Heather Lyne de Ver (2008) "Leadership, Politics and Development: A Literature Survey".
4. Heather Lyne de Ver (2009) "Conceptions of Leadership".
5. Adrian Leftwich & Steve Hogg (2011) "The Leadership Program: Overview & Objectives".
6. Adrian Leftwich (2010) "An Overview of the Research in Progress for the Leadership Program: Developmental Leaders, Elites and Coalitions".
7. Isabelle van Notten (2010) "Integrity, Leadership, Women's Coalitions and the Politics of Institutional Reform. Bringing Agency Back In. Mid-Term Workshop Report, Cape Town 25-26 May 2010".
8. Edward Laws (2010) "The 'Revolutionary Settlement' in 17th Century England: Deploying a Political Settlements Analysis".



The Developmental Leadership Program (DLP) addresses an important gap in international thinking and policy about the critical role played by leaders, elites and coalitions in the politics of development. This growing program brings together government, academic and civil society partners from around the world to explore the role of human agency in the processes of development. DLP will address the policy, strategic and operational implications of 'thinking and working politically' - for example, about how to help key players solve collective action problems, forge developmental coalitions, negotiate effective institutions and build stable states.

The Developmental Leadership Program

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