



# PACIFIC LEADERSHIP PROGRAM

## ABOUT THE PROGRAM

The Pacific Leadership Program (PLP) is a regional initiative of the Australian Department of Foreign Affairs and Trade that recognises the pivotal role of leadership in development. PLP builds, applies and shares knowledge on developmental leadership i.e. individuals, organisations and other stakeholders working together on inclusive policy and institutional change for the public good.

PLP's work is structured around the following Results Streams:

- Building a body of knowledge on developmental leadership in the Pacific;
- Supporting collective action by Pacific Islands leaders;
- Enabling and achieving policy and institutional change;
- Delivering high quality and influential communication to inform policy and practice.

PLP commenced in 2008. Phase 3 of the program commenced in July 2014 and is expected to run for another three to five years. Guided by an Advisory Panel of influential Pacific Islanders, PLP works at the regional level, including with regional organisations; and nationally and sub-nationally in four countries - Solomon Islands, Vanuatu, Samoa and Tonga.

## HOW WE WORK

PLP works with influential individuals, organisations and coalitions to learn from and support them as they work to pursue an identified policy reform or behaviour change. We recognise that exercising developmental leadership can be complex and unpredictable, and provide flexible support that is tailored to the specific needs of each partner. This includes: funding, mentoring, capacity development, targeted research and knowledge initiatives, monitoring and evaluation, training (including training on adaptive leadership), networking and information sharing. PLP also facilitates and supports collective action by bringing stakeholders together to share information and resources, and

linking these groups of people working together (i.e. coalitions) to other reform initiatives occurring nationally, regionally and internationally. In Phase 3, PLP support will be focused under the following broad priority areas:

- Women's Leadership
- Future Development Leadership
- The interface between Political and Bureaucratic leadership spheres
- Community Leadership
- Private Sector Leadership
- Melanesian Leadership

## Developmental change and coalitions

PLP views coalitions as an important mechanism for overcoming the deeply entrenched and complex problems that define most development challenges. Coalitions are groupings of individuals and/or organisations working together on a common development problem. Coalition members bring different capabilities, resources, and social and political 'capital' to the coalition, contributing to the achievement of shared objectives.

## KNOWLEDGE AND DEVELOPMENTAL LEADERSHIP

A key priority for PLP Phase 3 is to build a body of robust, contestable knowledge on developmental leadership in the Pacific. Our research and knowledge work is 'hard wired' into all PLP activities, and encompasses a range of tools and approaches, including action research, political economy analysis, developmental leadership and case studies.

PLP's practice-based research helps inform the Program's and our partners' own work, and that of other stakeholders, including donors, policy makers and the wider development community. Through strategic partnerships with La Trobe University's Institute for Human Security and Social Change, the Developmental Leadership Program, and the Australian National University's State, Society and Governance in Melanesia program, PLP also contributes to the growing body of international literature on developmental leadership and coalitions for change.

## WHO WE WORK WITH

PLP works through robust relationships with Government and non-government stakeholders to support their pursuit of developmental reforms. We assist our partners to develop and implement leadership initiatives, undertake key research and policy analysis to inform their work, and facilitate partners' participation in broader, cross-sectoral coalitions for change. Current PLP-supported coalitions, organisations and initiatives include:

- Adaptive Leadership training and coaching for CROP and other agencies/ organisations, *Regional*
- Greg Urwin Awards for emerging Pacific leaders, *Regional*
- Green Growth Leaders' Coalition, facilitated by the International Union for Conservation of Nature (IUCN), *Regional and National*
- Women in Shared Decision Making coalition, *Vanuatu*
- Tonga National Leadership Development Forum, *Tonga*
- Samoa National Leadership Development Forum, *Samoa*
- Leadership Samoa *Samoa*
- 'Simbo for Change' Women's Leadership and Economic Empowerment pilot, *Solomon Islands*
- Support for private sector policy reform programs, *Samoa, Tonga and Solomon Islands*



## PLP and Adaptive Leadership

One of PLP's key offerings for Pacific leaders of change is training, coaching and other support in Adaptive Leadership. Adaptive Leadership is the practice of mobilising people to successfully tackle tough challenges – in their organisations, communities and countries. In contrast with more traditional leadership training, Adaptive Leadership training focuses less on general "characteristics" of leadership, and more on the practical exercise of leadership for change.

The Adaptive Leadership framework is an appropriate approach to analyse and address leadership challenges in the Pacific, where diverse cultures, large distances, competing national and regional priorities and agendas, and constrained resources all make the process of change complex, difficult and often unpredictable. It doesn't offer textbook approaches or solutions, but rather a range of diagnostic and management tools that leaders can draw on when leading change within an organisation, or by working in coalition with others. It encourages leaders to think creatively, take informed risks, and to work with others (including their 'opponents') to bring about real – and lasting – change.

PLP's Adaptive Leadership training tools and resources have been developed over the past three years in collaboration with the internationally renowned Cambridge Leadership Associates (CLA), which delivers leadership workshops for the Harvard Kennedy School. These provide individuals currently engaged in the leadership of change with new skills, perspectives and insights to help them progress their work, build a support base, and overcome barriers or opposition.