



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 island leaders;
- Enabling and achieving policy and institutional change;
- Delivering high quality and influential communication to inform policy and practice.

PLP commenced in 2008 and is in Phase 3. An Advisory Panel of influential Pacific islanders guides the program. PLP works at the regional level, including with regional organisations, and nationally and sub-nationally in Samoa, Solomon Islands, Tonga and Vanuatu.

HOW WE WORK

PLP works with influential individuals and organisations 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 tailored to the specific needs of each partner. This includes: funding, mentoring, capacity development, research, monitoring and evaluation, training (including 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 groups of people working together (i.e. coalitions) to other reform initiatives occurring nationally, regionally and internationally.

PLP's regional activities are aligned with the shared priorities of Australia and Pacific island countries. PLP support is focused around the following broad priority areas:

- Women's leadership
- Future development leadership
- Political - bureaucratic leadership
- Community leadership
- Private sector leadership
- Melanesian leadership

Developmental change and reform coalitions

PLP views coalitions as a strong 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 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.

Practice-based research helps inform PLP's work, as well as providing insights for our partners and other stakeholders, including donors, policy makers and the wider development community. PLP's 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 also enables the program to contribute to a 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 and undertake key research and policy analysis. PLP also facilitates our partners' participation in broader, cross-sectoral coalitions for change. Current PLP-supported coalitions, organisations and initiatives include:

- Regional
 - Adaptive leadership training for selected leaders from regional, private sector, government and civil society organisations
 - Greg Urwin Awards for emerging Pacific leaders
 - Green Growth Leaders' Coalition facilitated by the International Union for Conservation of Nature (IUCN)
 - Pacific Islands Private Sector Organisation
 - Pacific Youth Council
- Samoa
 - Samoa Chamber of Commerce and Industry
 - Samoa National Leadership Development Forum
 - Leadership Samoa
 - Women in Leadership Advocacy network
 - Samoa National Youth Council
- Solomon Islands
 - Simbo for Change – a women's economic empowerment and leadership initiative
 - Technical advice and support to Oxfam's Safe Families Program, the Secretariat of the Pacific Community's (SPC) Youth@Work program and SPC's Regional Rights Resource Team's Pacific People Advancing Change program

- Tonga
 - Tonga National Leadership Development Forum
 - Tonga Chamber of Commerce and Industry
 - True Tonga Inc
 - Civil Society Forum of Tonga
 - Tonga National Youth Congress.
- Vanuatu
 - Women in Shared Decision-Making coalition
 - Transparency International Vanuatu
 - Vanuatu National Youth Council

PLP and Adaptive Leadership

One of PLP's key offerings for Pacific leaders of change is training, coaching and support in adaptive leadership. Adaptive leadership is the practice of mobilising people to successfully tackle tough challenges – in their organisations, communities and countries.

Contemporary international literature confirms the experience of PLP to date, showing that local leadership of developmental change is the key to achieving long-term development results. This highlights the importance of adaptive leadership training with Pacific island nationals as a mechanism to help local leaders tackle development challenges in their countries and region. Adaptive leadership training encourages leaders to think creatively, take informed risks and to work with others (including opponents) to bring about real – and lasting – change.

The adaptive leadership framework is especially interesting for minorities and groups that are isolated from the traditional power structure in the Pacific, including women, the disabled and young people. This is because adaptive leadership redefines leadership as an activity rather than a position of influence. It defies many of the traditional premises about leadership and authority and helps people to mobilise others to achieve change with or without formal authority.

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, which deliver leadership workshops for the Harvard Kennedy School. They provide individuals currently engaged in the leadership of change with new skills and perspectives to help them progress their work, build a support base and overcome barriers or opposition.

For further information on PLP email: PLP@cardno.com