

**LEADERSHIP ENHANCEMENT AND ADVANCEMENT PROGRAM
FIRST STEERING COMMITTEE MEETING**

Tanoa Waterfront Hotel, Lautoka, Fiji
18 October 2005, Tuesday, 9:00 – 12:00 am

ATTENDEES:

- **LEAP Steering Committee Members**
 1. Meeja Hamm, Asian Development Bank
 2. Peter Forau, Pacific Islands Forum Secretariat
 3. Vince Pangelinan, Federated States of Micronesia
 4. Cathy Francisco, Palau
 5. Alex Brillantes, Jr., University of the Philippines

- **LEAP Team Members**
 6. Joel Mangahas
 7. Zenaida Ribaño
 8. Rizalino Cruz

A. Meeting Agenda and Objectives

1. The first meeting of the Steering Committee of the Leadership Enhancement and Advancement Program (LEAP) was called to order by Ms. Meeja Hamm at 9:04 a.m. Ms. Hamm welcomed the members of the Steering Committee and explained the objectives of the meeting as follows:
 - a. Validate the results of the Training Needs Analysis (TNA);
 - b. Review and approve project implementation strategies; and
 - c. Identify partners for twinning arrangements and areas for collaboration.

2. It was further explained that the key responsibilities of the Steering Committee as outlined in the Terms of Reference are to:
 - a. Assist in the confirmation and validation of the TNA findings;
 - b. Review and provide inputs to strengthen leadership framework and package of initiatives development through LEAP;
 - c. Approve policy guidelines governing the management of LEAP training interventions;
 - d. Identify and assist in securing the necessary policy, institutional, and organization support to implement and sustain capacity building programs on leadership development; and
 - e. Monitor and evaluate overall progress of LEAP implementation.

The Steering Committee will convene at least annually to review progress and resolve any implementation issues.

3. It was noted that the members of the Steering Committee are representative of the North and South Pacific, the relevant sectors including the private sector, non-government organizations, and development agencies. Other members accepted LEAP's invitation to serve as members of the Steering Committee, but were unable to attend the first meeting.

B. LEAP and Training Needs Analysis

4. Mr. Mangahas, LEAP Team Leader, gave a brief overview of LEAP and presented the major findings of the TNA conducted from March to August 2005. He explained that the TNA used a combination of data gathering techniques such as survey, interviews, focus group discussions, and desk review of related literature. It conducted field missions to six Pacific Developing Member Countries (PDMCs). A total of 506 respondents from government, private sector, and civil society participated in the TNA. The TNA sought gather information about the respondents' organizations, proficiency levels, and competency requirements.

5. The TNA identifies training needs common and specific to the three sectors. The identified priority common needs were grouped into the following course themes:

- a. Promoting good governance;
- b. Planning strategically;
- c. Improving self and developing others;
- d. Using analytical tools and techniques;
- e. Managing institutional and organizational development;
- f. Formulating and analyzing policies;
- g. Developing and managing programs and projects; and
- h. Managing financial systems.

Mr. Mangahas further outlined the proposed strategies for implementation and the next steps to be taken to move LEAP forward.

6. The Steering Committee gave the following remarks:

- d. The TNA was systematic and comprehensive. The results are sensible and proposed themes are relevant to the functions of senior and middle level executives from government, private sector, and civil society.
- e. It should be clarified that the list of proposed course themes are not prioritized in terms of importance and need and that the list is an agglomeration of topics aimed at enhancing different but interrelated competency areas for effective leadership.
- f. The module on *Promoting Good Governance* as the introductory module can serve as the overarching theme that encompasses the other modules. It was also suggested that the module on *Improving Self and Developing Others* to be made a basic course for all target trainees of LEAP. In addition, the module on *Developing and Managing Programs and Projects* must include effective management official development assistance.
- g. Ms. Cathy Francisco fully supports the initiative to involve the three sectors. She noted that government agencies are usually the ones that benefit from training programs. She added that it is seldom that the private sector and civil society get to know training opportunities coursed through the government.
- h. Ms. Francisco reported that the Palau Chamber of Commerce is composed of private sector and civil society. Both sectors are taking the initiative to contribute to the economy by opening up business opportunities for individuals through training sessions, product identification and improvement, and the like. There is, however, the need for government and the private sector to sit together and dialogue to build better partnerships. She thus agrees with the approach of LEAP to bring together the three sectors in the same training courses as an opportunity to dialogue and share information.

- i. A major challenge in the implementation of the training modules is the targeting of trainees. LEAP has to consider closely the process in identifying trainees. There may be a need to understand the institutional setup in different PDMCs to know, for instance, whether a Department Secretary or Minister is appointed or elected, or whether they are of the same rank performing the same functions and responsibilities. Another issue is identifying which part of government or who among the NGOs or the private sector groups should be nominated as participants. There may be a need to establish the same point of reference across PDMCs to facilitate targeting.
 - j. Mr. Vince Pangelinan proposed to include not only national institutions but also those at the State level in the TNA and in the coming training programs of LEAP. This is particularly important for the Federated States of Micronesia (FSM) given that the country has four states with four governors enjoying much financial autonomy. Covering the national institutions alone does not give the whole picture of the entire society of FSM. Mr. Pangelinan sees much benefit in bringing together representatives from national and State institutions of FSM in LEAP training courses.
 - k. Ms. Francisco noted that the case of Palau is different from FSM. She said that inviting the governors of Palau might not be advisable considering that some of them have very small constituents, e.g., 50 constituents. The Chairman of the association of governors might instead be a good target for leadership courses.
7. **DECISION:** The Steering Committee expressed full support to TNA findings and endorsed implementation of the proposed courses.

D. Implementation Strategies

8. Mr. Peter Forau, Deputy Secretary General of the Pacific Islands Forum (PIF), agreed that adopting a regional perspective is the right direction for LEAP. He proposed a phased implementation for LEAP. The initial phase should focus on identifying and addressing issues and needs that are common to the whole region. The next phase might look at the sub-regional level in terms, for example, of North and South, or Melanesia, Polynesia, and Micronesia. The subsequent phases can go into in-country training which should address country specific leadership issues. The tools, methodologies, and approaches, would differ for each phase.
9. Ms. Hamm noted that LEAP is a regional technical assistance that is pushing for regional cooperation among the PDMCs, among other objectives. Going country specific at this point in the program may be difficult to justify and support given resource constraints.
10. With its regional focus, the Steering Committee members agreed that LEAP is on the right track. The strength of the Pacific as a region should be emphasized through the conduct of training courses to foster regional cooperation and promote strategies that would create a critical mass of competent leaders in various PDMCs.
11. Insofar as the focus is regional, Mr. Brillantes suggested that LEAP should also look into the sub-regional context to enrich participation. LEAP targets the various sectors and hopes to promote dialogue and collaboration between and among these sectors. Further, he followed up the suggestion of Mr. Pangelinan to involve state or local institutions. Thus,

Mr. Brillantes proposed bringing into the discussion the issue on national-local relations and local governance.

12. The need to tap into existing regional bodies was also suggested. The newly created Network of Asia-Pacific Schools in Public Administration and Governance (NAPSIPAG) under the auspices of ADB and the Eastern Regional Organization for Public Administration (EROPA) supported by the University of the Philippines provide windows for twinning arrangements to develop and implement LEAP training courses.

13. There is a need to consciously work on sustaining LEAP initiatives. The twinning arrangements between and among training institutes and other bodies, such as the PIF Secretariat, are seen as one mechanism to establish presence in the region as well as to ensure the continuity of programs beyond LEAP's timeframe.

14. Mr. Forau proposed a possible attachment program for some of the alumni of LEAP. Leaders or senior-level officials who underwent training in LEAP could be seconded or attached to the PIF Secretariat for a period of six months. They could assume high-level positions in the PIF Secretariat to gain hands-on experience on management and leadership. Those who would need specific skills could be seconded in other institutions. This type of program would be a first in the PIF Secretariat.

15. There may be restrictions as to how long a senior-level official could be released from office to attend a training course or to undergo an exchange program. The preference of those who participated in the TNA is 6 to 10 days of training. There is therefore a need to study closely this attachment program. A similar type of program should also be available to middle-level officials, who in reality are the ones deeply involved in policy formulation and implementation. They can be fielded in other countries for specific skills upgrading.

16. **DECISION:** The Steering Committee resolved that LEAP will:
- a. Adopt a regional perspective in its training programs during the first phase in line with the strategic objectives to promote regional cooperation and to build capacities among PDMCs.
 - b. Pursue further discussions with the PIF Secretariat to forge partnership with LEAP.
 - c. PDMC representatives (Mr. Pangelinan and Ms. Francisco) to the Steering Committee to send letters from their respective governments endorsing the proposed partnership between PIF and LEAP.

E. Twinning Arrangements

17. The importance of twinning arrangements as a component of LEAP was emphasized. It is envisaged that the training curriculum, course designs, and knowledge products including instructional materials generated and facilitated by LEAP will be owned, used, and improved by educational and training institutions in the Pacific island countries. LEAP will therefore endeavor to establish and enhance twinning arrangements of educational and training institutions within and without the Pacific region.

18. Mr. Brillantes reported that the National College of Public Administration and Governance (NCPAG) of the University of the Philippines (U.P.) has on-going programs leadership and executive development in the Philippines and the region with

support from the United Nations Development Programme (UNDP) and the Ash Institute of Kennedy School of Government of Harvard University. UP-NCPAG offered to dovetail its programs with LEAP.

19. LEAP has likewise initiated discussions with the East-West Center in Hawaii. East-West Center is listed as one of the most preferred training partners by LEAP TNA respondents. A proposal was made to make the PIF Secretariat as a regional institutional partner of LEAP. PIF will provide a strong political and regional support to leadership development initiatives such as LEAP. All 14 PDMCs PIF members. A memorandum of understanding between PIF Secretariat and ADB-LEAP will be pursued.

20. Mr. Forau indicated that the PIF could be interested in LEAP. He added that LEAP can be linked to PIF's good governance program. It was suggested that ADB should closely collaborate with PIF Secretariat in order to include LEAP in the PIF program of activities and agenda in the next high-level PIF meeting.

21. Mr. Forau expressed optimism in getting the support of PIF leaders. He suggested that LEAP should pursue discussion with the Secretary General to explore areas of collaboration and formalize partnership.

22. **DECISION:** The Steering Committee agreed on the following:
- a. Collaboration between LEAP and UP-NCPAG. Mr. Brillantes will work out the details of the twinning arrangement.
 - b. Mr. Brillantes will explore possible funding from UNDP for LEAP activities. He will prepare the framework for collaboration between LEAP and the Kennedy School of Government through the U.P. NCPAG.
 - c. Mr. Peter Forau will liaise with heads of the PIF Secretariat to promote the adoption of LEAP in the PIF agenda.

F. Other Areas of Collaboration

23. Mr. Forau further suggested that LEAP can also consider sending trainees to PIF under secondment or attachment program for six months. He said that this can be an excellent opportunity for senior leaders of PDMCs to enhance their leadership competencies and gain deeper appreciation of regional issues and concerns. Mr. Pangelinan supported the idea, but indicated that middle-level executives are the more appropriate target beneficiaries since a six-month long program is too long for top executives to be away from their posts.

24. Mr. Pangelinan emphasized the need for LEAP to involve in-country universities and colleges as training partners, which may be a more cost-effective way of providing training. It was clarified LEAP actually plans to increasingly involve educational and training institutions in the region in the delivery of training interventions as well as enhancement of training curriculum for leaders and development of instructional materials under LEAP. Other possible areas of collaboration in the future will be e-learning and alumni networking.

G. Adjournment

25. The meeting was adjourned at 11:50 am.