

**Review of the Prime Minister's 2006-2008 Fellows Programme  
for Emerging Women Leaders from the South Pacific Island  
States**

**Programme Review Report**

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## CONTENTS

Programme Review Report .....	1
EXECUTIVE SUMMARY .....	4
<b>Project description and objectives</b> .....	4
This external review is occurring following a 3 years funding agreement between the Council of Women World Leaders (CWWL) and NZAID to manage the Prime Minister's Fellows Programme for Emerging Women Leaders from the South Pacific Island States (Emerging Women Leaders Programme) 2006-2008. The Emerging Women Leaders programme sends 6 Pacific women annually to a leadership course at the Kennedy School of Government (KSG) at Harvard University. The arrangement followed on from single year programmes in 2002 and 2004. ....	4
The review assessed programme performance in relation to: .....	4
INTRODUCTION .....	7
<b>Programme background</b> .....	7
KEY PROGRAMME INFORMATION .....	10
Was the Programme well planned and designed? .....	14
Monitoring and evaluation of the Emerging Women Leaders programme and its impacts .....	17
Has the Programme been managed and implemented effectively? ..	19
What is the level of stakeholder partners, and beneficiary satisfaction with the Programme? .....	24
What has the Programme achieved? .....	27
What are the main challenges and opportunities associated with the Programme? .....	32
Conclusions and Recommendations .....	36
ANNEX ONE: REVIEW TERMS OF REFERENCE .....	39
<b>4. What has the Programme achieved?</b> .....	41
The Consultant should assess: .....	41
<b>6. Future of the Programme</b> .....	41
The consultant should assess: .....	41
ANNEX 2 REFERENCES .....	44
ANNEX 3 CHRONOLOGY OF KEY PROGRAMME DATES, DISCUSSIONS AND INTERVIEWS .....	45
ANNEX FOUR: WORK PLAN .....	48

ANNEX 4 QUESTIONNAIRES..... 52  
ANNEX 5: DETAILED PROGRAMMES FROM HARVARD..... 56

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## EXECUTIVE SUMMARY

### Project description and objectives

This external review is occurring following a 3 years funding agreement between the Council of Women World Leaders (CWWL) and NZAID to manage the Prime Minister's Fellows Programme for Emerging Women Leaders from the South Pacific Island States (Emerging Women Leaders Programme) 2006-2008. The Emerging Women Leaders programme sends 6 Pacific women annually to a leadership course at the Kennedy School of Government (KSG) at Harvard University. The arrangement followed on from single year programmes in 2002 and 2004.

The review assessed programme performance in relation to:

- Its relevance to national and regional development in the Pacific
- the representativeness of the women selected for the programme
- the management and financial components of the programme
- participants' ability to engage in the two week Programme
- the impact the Programme has had on participants' work and leadership
- the extent to which the Programme has met the needs of individual participants, and the goals they set
- the feasibility of a continuation of the Programme, including adjustments, expansion, and other ways that the Programme may be improved.

### Methodology

The review's analysis draws on interviews with key stakeholders, a desk review of key documents, email questionnaires or phone or face to face interviews with 14 of the 18 participants in the programme between 2006 and 2008. A field trip to three countries with the largest numbers of participants - Solomon Islands, Papua New Guinea and Samoa triangulated perspectives of 2006-2008 participants, referees of seven participants, NZAID posts, participants in the 2002 and 2004 programmes, and in relation to country specific contexts.

### Findings

#### Profile of participants

The 30 participants since 2002 have come from 10 countries. Later participants are more likely to come from Melanesia, although there have been no participants from Vanuatu as yet

#### Costs

Due to travel, support and administration costs, the overall programme is very expensive. The review estimates NZAID's total costs for the 2008 programme at around \$280,000. Activities are in line with the programme plan and budget.

### **Fit with policy objectives**

While consistent with the overall goal of the NZAID Pacific Leadership Development Strategy (PLDS) and the call for more leadership development opportunities, the Emerging Women Leaders programme falls outside the objective of the PLDS to focus on Pacific-based initiatives for leadership development.

### **Project Management and implementation**

All the main stakeholders monitor their activities and have made some adjustments over the three year period. There is no overt risk analysis or risk management being undertaken in the programme although it is evident in CWWL and NZAID monitoring that risks (timeliness, budget, poor selection processes) are front of mind.

The programme could be further improved. It would be simpler and cheaper if participants organised their own travel, and arrangements at the KSG. Information dissemination could include more specifics on the programme content, and the calibre and knowledge required by potential participants. A number of recommendations are made to improve the selection process.

### **Programme benefits**

Programme participants all reported being proud of the honour of being selected for the programme and very satisfied with the KSG LID course and the support provide by both Patricia Deyton of CWWL and NZAID posts. Most participants considered Pacific men should also attend the course as it would also benefit them. Participants were generally supportive of the idea of alumni activity, with the support being strongest amongst the most recent (2008) participants. Both the KSG and the CWWL consider the programme to be highly valuable and strongly recommend that it continue. They also stress the large contribution that the Pacific women make to the diversity within the course.

Programme benefits are difficult to measure. The assessment draws on the views of 14 of the 18 2006-2008 participants and the views of 10 referees for 7 of those participants. Participants report significant gains from the high level, intensive learning environment provided in the course, as well as the benefits of learning alongside high level people, including politicians and bureaucrats, from other developing countries and transition economies. The course was rated highly by all the participants in terms of the quality of the teaching. Several participants commented that the course sharpened their concept of leadership. Several women said the course opened their mind to global issues in a way that had not occurred before.

Based on self reports and referee reports, the programme has resulted in positive behavioural shifts for almost all participants. Participants most commonly mentioned being more strategic, more focused, more positive, more respectful of others and more willing to delegate as the changes in their leadership that were

due to the programme. Referees most commonly commented on participants being more commanding of respect, listening and trusting more, prioritizing, being bolder in leadership and delegating more.

Many non participants as well as participants commented on the mana and prestige that the programme bestowed on the women, their country and on the New Zealand prime minister.

Participants in 2007 and 2008 are all in the same jobs as they were when they attended the programme, with one of these having decided to set up a business in order to achieve more influence. Of those who participated in 2006 only two are in the same job.

All participants had done some sharing of their learning from the KSG course on an informal basis at work and 11 of the 14 women reported presenting formally on at least one occasion. Several of the women mentioned referring regularly to their course notes and other materials gathered at the KSG LID for guidance and to recharge their knowledge

#### **Conclusions and options for the future**

The programme is well run, the KSG LID course is well regarded and participants and their referees can identify specific skills, and positive impacts on leadership, as a consequence of the course. The course's teaching and contributions on ethics and communication appear particularly strong. However, the programme is very expensive and it has not been established that it is value for money compared with high quality leadership development opportunities already available within the Asia-Pacific region. A focus on selecting leaders already in strategic decision-making roles and obliging participants to pass on their learnings to an appropriate forum would increase the benefits from the programme. A further opportunity from the programme is to develop a relationship between KSG and NZAID in the Pacific.

Four options for the future of the programme recognise that: Pacific women are disadvantaged in accessing leadership training; the KSG LID course is a good fit for some but not all Pacific women leaders and could benefit men; there are advantages to be gained from bringing KSG into the Pacific; and the future shape of leadership training in the Pacific will be guided more and more by national and regional priorities.

Prior to determining the future of the Emerging Women Leaders programme it is recommended that NZAID consider the implications of the growth of national and regional leadership development programmes for the future focus of NZAID-funded international development opportunities for all Pacific leaders and emerging leaders, and for Pacific women in particular. This analysis would assist in identifying a clear set of priorities for funding international opportunities that complement national and regional initiatives.

## INTRODUCTION

### Purpose of the Review

The Council of Women World Leaders (CWWL) has managed the Prime Minister's Fellows Programme for Emerging Women Leaders from the South Pacific Island States (Emerging Women Leaders Programme) for the three years 2006-2008. The project design and funding agreement requirement with NZAID required an external review to be carried out at the end of a three year funding cycle.

In brief, the objectives of the review are to assess programme performance in relation to:

- Its relevance to national and regional development in the Pacific
- the representativeness of the women selected for the programme
- the management and financial components of the programme
- participants' ability to engage in the two week Programme
- the impact the Programme has had on participants' work and leadership
- the extent to which the Programme has met the needs of individual participants, and the goals they set
- the feasibility of a continuation of the Programme, including adjustments, expansion, and other ways that the Programme may be improved.

The full Terms of Reference are attached as Annex one.

### Programme background

In 2006, a three year funding agreement was established between NZAID and the Council of Women World Leaders (CWWL) to deliver the Prime Minister's 2006-2008 Fellows Programme for Emerging Women Leaders from the South Pacific Island States (Emerging Women Leaders programme). This followed the funding of a similar programme on a single year basis in 2002 and again in 2004, which resulted from a specific request from the then PM Helen Clark that CWWL to develop a programme to provide the highest quality leadership development for women in the South Pacific Island States.

Participants in the Emerging Women Leaders Programme attend a two week Executive Education course: *Leaders in Development : Managing Political and Economic Reform* at the John F Kennedy School of Government at Harvard University. The course is held in June/July each year and targets political leaders, senior level policy makers, executives of political and public interest organizations, leaders of non-governmental organizations from developing, newly industrialized and transitional countries. Around 55-60 people attend the course each year.

NZAID facilitates the selection process which is managed through a panel of up to six with the New Zealand Prime Minister endorsing the final selection of

candidates. The CWWL was a member of the selection panel until 2006. The CWWL is responsible for liaison with the successful participants, and making arrangements for their travel, and attendance at the Harvard course.

### **Programme rationale**

The CWWL is a network of current and former women heads of state and aims to promote good governance and democracy by increasing the number, effectiveness and visibility of women leaders. New Zealand members of the CWWL are the former Prime Minister Jenny Shipley and the Rt Hon Helen Clark.

The Emerging Women Leaders Programme was developed to support and encourage women leaders who are active in the Pacific region. Globally, Pacific Island countries (excluding New Zealand and Australia) have the lowest level of representation of women in parliaments and local governments (3.1%). The Federated States of Micronesia, Nauru, Palau, Solomon Islands and Tuvalu are five of only eight countries in the world with no woman elected or appointed to sit in parliament. The Programme also contributes to meeting the demand from the Pacific for leadership development opportunities.

### **Methodology**

The review's analysis draws on:

- interviews with key stakeholders at NZAID, the CWWL and the Kennedy School of Government (KSG)
- a desk review of key documents, namely project documentation, annual reports and course evaluations as well as relevant strategic frameworks pertinent to leadership development in Pacific Island countries and selected literature (refer annex 2)
- email questionnaires or phone or face to face interviews with 14 of the 18 participants in the programme between 2006 and 2008. Three attempts were made to contact those not interviewed. Three did not respond to emails, and, one participant could not be reached by phone or email.
- a field trip to three countries with the largest numbers of participants - Solomon Islands, Papua New Guinea and Samoa - to triangulate perspectives of 2006-2008 participants, referees of seven participants, NZAID posts, participants in 2002 and 2004 programmes and in relation to country specific contexts
- review of selection panel notes 2008 and interviews with some panel members
- review of documented changes that occurred over the three year period and interviews with the Executive Director of CWWL and NZAID desk officers and contract staff responsible for administration of the programme over that time (refer annex 3 for a full list of discussions)

The same questionnaire was used for all participants and a separate schedule of questions were used in the three NZAID posts visited (annex 4) The assessment of the impacts of the programme is partial and based on the self assessment of



participants and the views of their referees. No comparative information covering the impacts of the KSG programme for participants generally, nor the specific impacts of other leadership programmes on Pacific women leaders, are available<sup>1</sup>.

Issues that emerged from the field work and initial analysis were raised with stakeholders for their consideration and response prior to the completion of the first draft of the report. This resulted in suggestions for future options.

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<sup>1</sup> Hendey (2006) has some generalized findings from research on the features of effective leadership training in the Pacific and these are discussed later in this report (p13).

## KEY PROGRAMME INFORMATION

### Participant profile

Due to the small numbers in the programme, the table below includes all thirty women who have been on the programme since its inception; the participants in the review period 2006-2008 (18) and also those who participated in 2002 and 2004 (12). It identifies participation from each of the Pacific Island countries that are members of the Pacific Forum alongside current data on their population and the political representation of women. Wallis and Futuna is also included as one 2007 participant came from there.

**Table One: Emerging Women Leader Programme Participants by Country and Sector**

Country	Population (July 2008 est*)	Women as % of parliament June 2008	2006, 2007, 2008	2002, 2004	Total	Participants x Sector			
						Govt. offic	Legal AGs, SGs	NGO	Other
Cook Is	12,271	8%	1	0	1				MP
FSM	107,665	0%	1	0	1				
Fiji	931,741	11%	2	4	6	2	1	1	1Edn 1 Senate
Kiribati	110,356	4%	0	0	0				
Marshall	63,174	3%	0	0	0				
Nauru	13,770	0%	1	0	1	1			
Niue	1,444	20%	1	0	1		1		
Palau	21,093	0%	0	2	2	1			1Trad leader
PNG	5,931,769	1%	4	0	4			4	
Samoa	217,083	8%	3	2	5	2	1		1Edn 1Pvte
Solomon	581,318	0%	4	1	5	2		3	
Tonga	119,009	3%	0	3	3	2		1	
Tuvalu	12,177	0%	0	0	0				
Vanuatu	215,416	4% (tbc)	0	0	0				
Wallis & Futuna	15,237	15%	1	0	1	1			

Sources: population estimates [www.cia.gov/library/publications/the-world-factbook/](http://www.cia.gov/library/publications/the-world-factbook/); women as % of parliament Centre for Democratic Institutions, [www.cdi.anu.edu.au](http://www.cdi.anu.edu.au)

### **Council of Women World Leaders (CWWL)**

The CWWL is a network of current and former women presidents and prime ministers, chaired by Mary Robinson, and operating as a policy programme at the Aspen Institute in Washington DC, USA. Jenny Shipley and Helen Clark are among the 37 members.

The CWWL's mission is "to promote good governance and enhance the experience of democracy globally by increasing the number, effectiveness and visibility of women who lead at the highest levels in their countries". The Council Secretariat convenes ministerial meetings for women ministers within a variety of portfolios such as health, education, environment, finance, economy, development, women's affairs and culture, and organises speaking events in the US. It has two externally funded fellowship programmes, one of which is the Prime Minister's fellows programme for Emerging Women Leaders from South Pacific Island States. ([www.womenworldleaders.org](http://www.womenworldleaders.org))

### **The Kennedy School of Government (KSG) Programme: Leaders in Development: Managing Political and Economic Change (LID)**

Leaders in Development is "designed for leaders in public affairs whose responsibilities place them at the centre of (the challenges of globalization, decentralization of decision-making, pressures for democratization and participation and the expansion of knowledge)". The programme is developed so that: "participants will:

- Sharpen problem solving, analytic, and strategic action skills to help them plan, introduce and sustain major policy and institutional reform.
- Consider new ways to strengthen representative politics and open markets, and manage the challenges of globalization.
- Share experiences with their counterparts in order to engage countries in a collective search for effective response to change."  
([www.ksgecprogram.harvard.edu/programs/lid/overview.aspx](http://www.ksgecprogram.harvard.edu/programs/lid/overview.aspx))

The course is structured to be highly interactive. All participants are required to bring their own case studies of situations that have taxed their leadership skills and these are worked through in small group sessions. As well as teaching sessions, participants are presented with and analyse real world case studies in small group and class sessions. Annex Five contains the detailed programme for 2008 as well as the programme for the additional two day programme on gender intelligence introduced for the first time in 2008.

The LID programme places particular emphasis on the ethics of leadership. Whilst cross-cutting issues such as human rights, gender and environment are not directly addressed in the KSG LID (refer Annex 5), the focus on ethics is likely to have a positive impact on these and goals such as good governance and political stability.

The faculty is comprised of well-established academics in specialist fields that include public policy and public sector reform, public management in developing countries, international trade and investment, leadership, and political and professional ethics.

**Pacific participation at KSG LID compared to all course participation**

Fewer women than men attend the KSG LID programme. The Pacific women participants make up around 1/3 of all the women on the course.

**Table Two: KSG LID course participants: 2007 and 2008**

	Female	Male	Total	Countries Represented
2007	16	42	58	32 (6 PICs)
2008	19	37	56	31 (3 PICs)

Source: Kennedy School of Government data

The course participants are primarily government officials and politicians. Imrana Jaal, a participant in 2007, noted "there were 16 Ministers/Deputy Ministers and MPs (including 2 DPMs and a former Mayor of Abuja, Nigeria and Presidential candidate); 25 heads of Ministries (RSS, Chief Secretaries, Secretaries, Under Secretaries and Directors – 5 heads of civil service); 2 Solicitors General; 3 heads of programmes/Government CEOs of corporations/Institutes; 3 UN staff (1 UNDP Res Rep); 3 NGO Heads; 3 Advisors to PMs/Ministers; and 3 heads & staff of IFIs and NFIs (including 2 Governors of Reserve Banks)" (Jaal, 2007)

The Prime Minister's Fellowship for emerging women leaders has also provided three quarters of all Pacific participation in open enrolment Executive Education programs at Harvard/KSG programmes; between 1999 and 2008, there were 41 Pacific participants in programmes, 30 of these being the women in the Leaders in Development programme. Only one of the other 11 Pacific participants in programmes was female (KSG data)

**Programme Costs and Responsibilities**

At current exchange rates, NZAID programme costs for 2008, including the accommodation costs associated with an additional two day gender intelligence workshop, were \$NZ 221,703 (1 November 2008 exchange rate) . In addition, costs for per diems, visas and additional travel in relation to obtaining visas at the posts have been estimated at an average of \$2750 per woman, based on preliminary data from PNG (\$16,500) with administration at NZAID HO and at NZAID posts guesstimated to be around \$40,000 per year. This means the total costs were around \$278,203 with less than one third of costs being tuition. Cost breakdowns are shown in Table Three below.

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**Table Three: 2008 Share of Estimated Total NZAID Programme Costs 2008 \$NZ (November 1 2008)**

KSG Tuition and course accomodation \$84,766 (30.5%)	Travel and additional housing costs \$66,137 (23.8%)	CWWL management and Aspen overhead \$70,800 (25.4%)	NZAID per diems, visas admin \$56,500 (20.3%)
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The diagram below maps the key responsibilities of the stakeholders involved in the Emerging Women Leaders' programme.

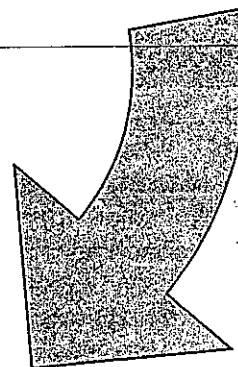
**Diagram One:**

**Stakeholder Roles and Responsibilities: Emerging Women Leaders Programme**

NZAID advertises and selects panel and fellows in liaison with PM, assists fellows with visa and other pre-departure needs, and funds programme

CWWL organizes travel, and additional accommodation, supports fellows whilst in US, liaises with the KSG, and manages overall budget

KSG delivers LID course and keeps 6 places each year for programme participants



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## FINDINGS AND ANALYSIS

### Was the Programme well planned and designed?

#### Strategic fit of the programme

Supporting leadership skill development of emerging women leaders in South Pacific countries is consistent with specific goals within relevant development frameworks including:

- Pacific Strategy, 2007-2015 (outcome of good leadership at all levels of society in the Pacific)
- The Pacific Programme for Strengthening Governance 2006-2008 (the outcome of enhanced Pacific leadership at all levels of society to address poverty elimination)
- Achieving Gender Equality and Women's Empowerment (the focus area of enhancing leadership, participation and representation of women at all levels of decision-making;)
- Mainstreaming Gender Equality and Women's Empowerment Action Plan 2007-12 (Outcome NZAID's programmes reflect a commitment to addressing systemic gender inequality and assisting the protection, promotion and realization of women's human rights including through targeted activities and budget allocations)

While consistent with the overall goal of the NZAID Pacific Leadership Development Strategy (PLDS) (good leadership at all levels of society in the Pacific) and the focal area of women, the Emerging Women Leaders programme does not fit with the objective of the PLDS to focus on Pacific-based initiatives for leadership development. In addition, the PLDS particularly aims to support experiential-based learning opportunities, mentoring, peer support and action learning. This focus reflects findings on effective leadership development (Hendey, 2006) and the call from delegates to a Pacific Regional Workshop on Leadership Development (July 7-9 2005) that the Pacific Forum support and invest in "culturally-appropriate leadership development activities in our own countries" (The Suva Statement). Hendey (2006) concluded that the best practice leadership development at an organisational level stresses feedback and relationship opportunities within the organization (development plans, executive coaching and peer interaction) as being most important. Second in importance are experiential programmes within the organisation (such as increased decision-making and working in a new area) and external education programmes are the least important. She also noted "Within Eurocentric models of education and constructs of leadership, Pacific Country participants are likely to experience dissonance and disconnect between "in-school" and "out-of-school" values, which in turn will impact negatively on their learning, synthesis of constructs and their application of leadership skills."

Predominately, aid priorities are settled through bilateral discussions between New Zealand and its developing country partners or multilateral arrangements that reflect the priorities of regional bodies such as the Pacific Forum. More and more, spending priorities are being established by the plans set out by developing countries and regional bodies themselves. This is in line with the Paris Declaration on Aid Effectiveness which embodied five key principles:

- Ownership – partner countries take the leadership of aid programmes
- Alignment – aid programmes must be aligned with countries' strategies, systems and procedures
- Harmonisation – donor actions must be coordinated
- Managing for results – aid programmes should focus on results for people rather than on process
- Mutual Accountability – donors and partners hold each other accountable for performance and results.

In Samoa, for example, the country-led approach means the in-country training strategy is managed by Olimanu, a business unit of the University of Samoa which, in turn, contracts providers from within and outside Samoa to provide training. The 30 training programmes, funded jointly by AusAID and NZAID, include courses for the public, private and NGO sectors based on their self-identified priorities. There are both management and leadership courses and they target second and third tier public sector managers for these courses. In a partnership with the Victoria University of Technology, Olimanu is also on three year path to take over delivery and management of a project management course (Maima Koro, pers comm). In the Solomon Islands, the Regional Assistance Mission for the Solomon Islands – to which 15 countries, including New Zealand, contribute, has a Women in Government programme.

Leadership has become more and more of a priority issue in the Pacific over the last decade. Other programmes operating in the leadership space include the Emerging Pacific Leaders activities which saw 120 emerging leaders – from all sectors, countries and with a good gender balance - undertake a professional development programme in 2006. Brenda Heather, a 2002 fellow on the Emerging Women Leaders Programme, is the Samoan representative on a regional board which will steer the second professional development /conference in 2009/2010. The Australian Leadership Awards scholarships are academically elite awards offered to high achievers from the Asia-Pacific region each year to undertake postgraduate study (Masters or Doctorate) and a Leadership Development Program in Australia and intended for those who are already leaders or have the potential to assume leadership roles that can influence social and economic policy reform and development outcomes, both in their own countries and in the Asia-Pacific region.

At a regional level, a couple of new programmes target leadership. UNIFEM Pacific, in partnership with AusAID is launching a \$AUD 7.2 million five year

regional programme *Stronger Women Citizens and Leaders* to advance gender equality in political governance in the Pacific region. The initiative focuses on community and local government level, and will work towards opening up and gender sensitizing parliamentary and local government structures and operations. The Pacific leadership programme, based at the Pacific Forum aims to support innovative leadership practice and has established a high-level group of Pacific experts to explore, and provide guidance on, context specific leadership in the Pacific and how it can be fostered within the Pacific. The project plans to establish a solid research base for Pacific leadership, and foster leadership through coaching and mentoring and inter-country exchanges (eg between Samoa and Tonga) (Ian Bignall, pers comm.).

With a focus on government, the Commonwealth Advanced Seminar has focused on building leadership knowledge and skills for first and second tier public sector managers from throughout the Commonwealth, including from the Pacific, via a two week seminar at Victoria University in Wellington. Global NGOs also deliver programmes that impact positively on women's leadership skills. For example, AWID (the Association for Women's Rights in Development) hosts 3 yearly international forums ([www.awid.org](http://www.awid.org)) and DAWN (Development Alternatives with Women for a New era) runs workshops in the Pacific region to build awareness and skills of young women ([www.dawnnet.org](http://www.dawnnet.org)). There are also Asia-Pacific initiatives.

As an external programme, the Emerging Women Leaders initiative did not directly take account of the programmes being offered in the Pacific. It aimed to provide a high quality international leadership experience. In 2002, CWWL was a programme in residence at KSG. Prior to the 2006-2008 three year funding agreement, a number of other leadership courses, for example at Columbia University, were explored. The KSG course was again selected because of its focus on leadership in developing countries and the opportunity provided by all participants being from developing countries or transition economies (Patricia Deyton, pers comm).

There does not appear to be anything equivalent to the CWWL programme within Pacific development programmes focused on leadership. Notwithstanding this, Pacific women leaders appear to access a range of international leadership and management training as well as international education and conferences. Five of the 11 CWWL programme alumni who reported in detail on their previous leadership training had had prior access to management and leadership programmes at a range of institutions including: Bradford University (UK); The Australian Centre for Pacific Studies; New England University (Australia); CEDPA training for women in NGOs, and the UNITEC diploma in not-for-profit management. As noted earlier, The KSG attracts a small number of other Pacific people into its courses; in addition to the 30 women sent through the Emerging Women Leaders Programme, 11 other people (ten men and one woman) from



Pacific Island Countries have attended KSG executive course in the last ten years.

There are also international elite scholarship programmes based in North America that are open to Pacific women. Examples include: the Yale World Fellows programme brings 16 to 18 emerging international leaders from any field to Yale each year for a special 15-week leadership programme; the Ford Foundation has an international scholarships programme and the Women's Leadership Scholarship (WLS) supports non-doctoral graduate education in human rights, sustainable development, and public health.

Some external and internationally based leadership opportunities are likely to remain a complementary element in regional and national development priorities, particularly for those who are established leaders and need international stimulation. As Pacific-based leadership programmes become more established, the balance of funding is expected to shift towards more Pacific-based programmes. The options for the future of the Emerging Women Leaders programme, discussed at the end of this report, provide a mix of options that enhance, or build from the current programme, some which are more able to be aligned with country priorities.

## **Monitoring and evaluation of the Emerging Women Leaders programme and its impacts**

Monitoring systems used by KSG, CWWL and NZAID address different aspects of the programme and largely operate separately from each other. There is no overt risk analysis or risk management being undertaken in the programme although it is evident in CWWL and NZAID monitoring that risks (timeliness, budget, poor selection processes) are front of mind. All the stakeholders have made some adjustments over the three year period.

The KSG LID monitoring applies to the course overall and is not specific to Pacific participants. It alters sequences and adds new approaches and case studies in line with feedback from the previous years programme and new developments in the field. During the two week programme, there is a constant feedback process and dialogue with faculty chairs sitting in on sessions and teachers joining meals. Student satisfaction surveys rate the course as 4 on a five point scale (Amy Capman, pers comm) The KSG LID does not undertake any follow-up with individual programme participants to cement their learning nor to monitor the impact of the programme on their subsequent leadership practice.

Harvard University consistently scores at the top of league tables comparing universities world wide. There is no specific ranking of the KSG LID programme against other leadership programmes.

The CWWL has reported annually to NZAID on the overall operation of the Emerging Women Leaders programme (Deyton, 2006, 2007, 2008). The reports cover the impact of the programme on participants (KSG feeds into this), the impact of participants on the programme, and the identification of issues and problems. The reports indicate some fine tuning of the programme over the three years with the 2008 programme reported as being problem-free and having secured direct feedback from all six participants by the end of October, 2008 (compared with four of six in 2006, and five of six in 2007). Changes initiated by CWWL that were implemented over the three year period included:

- deciding not to continue with a meeting between programme participants and Pacific diplomats due to the difficulties in getting diplomatic representatives to come from New York to Cambridge Massachusetts (a distance of around 300 kms)
- successfully advocating for the selection process to commence in November/December so that the travel arrangements ran more smoothly
- negotiating with the Women's Leadership Board of the KSG to provide, at the Leadership Board's expense, an additional two day training session, the Gender Intelligence Workshop, in 2008.

CWWL also made recommendations to NZAID, and in particular recommended that NZAID facilitated alumni networking and activity within the Pacific.

NZAID monitoring and evaluation covers communication, the selection process and timeframes and oversight of the CWWL programme. At the end of each cycle there tends to be a review note leading to revisions.

An undated file note in 2007 (NZAID, 2007) set out revised timeline process for the 2008 selection round. It also:

- clarified that participants should be citizens of Pacific Island Countries who reside there and plan to continue to live in a Pacific Island country (A number of New Zealand resident Pacific women applied for the programme in 2007).
- confirmed that the PM would be sent the names and profiles top 12 candidates as prioritized by the selection panel from which to select the six final participants
- provided guidance on timing of selection panel decisions and notifying participants to ensure they occur after the Prime Minister's final decisions.

A couple of other points in this file note were not endorsed. These were:

- that there should be no more than one candidate per country in the final selection. The 2008 panel specifically recommended that country size also be taken into account when making selections
- Posts should organise travel and per diems for successful candidates (in 2008, posts paid per diems and assisted CWWL with travel arrangements)

A file note from Woolford (2008) documented changes made in response to the 2007 lessons. These included: adapting the application form so that it included all the information Harvard needed and the long listing of 27 applicants from 50 to smooth the panel selection of the final twelve. Issues unresolved were the time commitment involved in undertaking all the referee checks from Wellington, the voluntary nature of the selection panel and its composition being all New Zealand residents, and the lack of clarity around whether the target group for the programme were existing leaders holding high positions or emerging leaders.

## **Has the Programme been managed and implemented effectively?**

### **Efficiency and effectiveness of programme management**

The Emerging Women Leaders Programme is expensive; the Kennedy School programme is prestigious and high quality and the costs of tuition and accommodation reflect this. The two week course fee in 2008 (including tuition, accommodation and meals) was around \$NZ14,128 per person (1/11/08 exchange rate) This compares with \$NZ10,074 (including GST) per person fee for the two week Commonwealth Advanced Seminar at Victoria University (including tuition, accommodation and meals).

Travel costs are high, and so are the administration costs, which are incurred in the United States (CWWL), Wellington (NZAI HO) and in the NZAI posts. Costs have also risen due to the recent significant decline in the value of the NZ dollar against the US dollar (Diagram Two).

The programme also has a large number of geographically disparate stakeholders: The CWWL and the KSG (United States), NZAI HO (New Zealand), NZAI posts throughout Pacific Country capitals, and the Office of the New Zealand Prime Minister. The multiple stakeholders (Diagram One) and the mediation of relationships between the main programme provider (KSG) and the participants by the CWWL and NZAI means the process of generating applications for the KSG LID programme is distant from the programme itself, and the administration of the programme is complex and time-consuming.

Communications between NZAI (posts and Head Office) have largely been by email to the CWWL programme manager (Patricia Deyton) and communications with the KSG have been via the CWWL. Communications with the New Zealand Prime Minister have been from NZAI H/O.

Relationships between the stakeholders are cordial and there appear to have been no major issues or any conflicts over the three year programme. The physical separation of the players, and the bilateral relationships with the New Zealand Prime Minister (via NZAI HO) and with the KSG (via CWWL) appear to

have resulted in some unhelpful disjunctures that impact negatively on the implementation of the programme. In particular:

- Most NZAID staff have little knowledge about the content of the KSG LID course. Material circulated about the programme to NZAID posts, the applicants and the selection panel has lacked specificity. For example, several NZAID staff acknowledged that they either did not know, or had taken some time to realize, that the LID course was not a course just for women. A few participants also indicated that they did not realize until they arrived in the United States that the course involved men and women.
- The Prime Minister has taken a direct interest in the composition of the selection panel and the selection of the six participants from a short list of 12. NZAID appears to have had little or no direct discussion with the Prime Minister over the programme as a whole, and the impacts of the programme on the participants' leadership roles.
- There has been no direct link between the Prime Minister and the participants. A few participants have thanked the Prime Minister by writing to her directly and several mentioned they would appreciate an opportunity to thank her in person.

The review has identified two areas where programme arrangements could be streamlined and costs reduced. These are:

- paying lump sum grants to participants to cover the costs of travel and related expenses. The costs of administration of per diems, visa acquisition, travel arrangements in both the Pacific and the US are very high. The programme participants are executive level women, all of whom have previously studied outside the Pacific and are capable of organizing their own travel within a set budget.
- participants liaise directly with the KSG regarding accommodation and other arrangements and needs before, and whilst attending, the LID course. The CWWL has played an important role in introducing the Pacific women leaders to the Harvard environment, and in ensuring the relationships run smoothly. After five years of the programme, however, there are enough alumni throughout the Pacific to brief new participants on what to expect at Harvard and on the KSG LID course. All other course participants liaise directly with the KSG over their accommodation arrangements and other needs during the course.

#### **Contract, budget and financial matters**

The Funding Arrangement between NZAID and CWWL (NZAID, 2006) for the three year programme 2006-2008 is straight forward. It provided for adjustments due to changes in travel costs. A few issues arise:

- The development of an alumni network was raised in the contract as being best managed in the South Pacific region, but there was no clear assignment of responsibilities or a budget for this to occur. Email correspondence indicates an NZAID suggestion that future funding to support alumni activities be considered after the evaluation of the programme was accepted by the CWWL (emails, Geoff Woolford - Patricia Deyton, December 2007).
- The CWWL has ended up carrying an increase in KSG course fees due to a misunderstanding between itself and the KSG over the holding of fees for the three year period.

Activities are in line with the programme plan and budget. CWWL has incurred costs for extral activities from its allocated administration funds. There was no explicit budget line for extra CWWL initiated activities around the KSG LID course so the fact that there were additional activities in 2006 (meeting with Pacific diplomats) and 2008 (Gender Intelligence Programme) and no specific activity in 2007 is not material to the core budget, although costs were higher in 2008 due to the additional days spent on the Gender Intelligence Programme. Responses to the Gender Intelligence Programme were mixed and it is unlikely to be repeated in its current form.

#### **The effectiveness of the selection process**

The first stage in selection is dissemination of information to potential participants. Different approaches were taken in the three countries visited. In one country, the High Commissioner, as well as NZAID staff, were active in notifying women they considered should apply and in ensuring the information was widely circulated. In 2008, they also organized an information session for potential applicants with a former participant.

The other two countries relied much more on local networks to get the message out and, in one instance, approached a female politician to assist. In both these countries the actual reach of information was not known by the posts and, in one country, it was unclear whether information had gone beyond the capital city. The integrity of the programme would be enhanced by a uniform approach to information dissemination.

Information dissemination also needs to include more specific information on the programme content, and the expected calibre, and knowledge, required by potential participants. The KSG stresses that the LID course is designed for leaders in public affairs whose responsibilities place them at the centre of issues such as the impacts of globalization, decentralization and democratization of decision-making, cross-sector partnerships, and the exponential expansion of knowledge. Some of the participants on the programme, whilst clearly gaining from the LID course, indicated that aspects of the course work (most commonly raised were issues of trade and economics) were difficult to follow and engage

with. The intensity of participation required should also be communicated to potential participants and those with input into the selection (refer Annex 5 for the full programme in 2008).

Selection occurs in several stages. Applications are received (50 in 2008) which are then reduced to a manageable long list (25 in 2008) by NZAID HO for the selection panel to determine a short list of 12 candidates with the Prime Minister having the final determination over the six participants selected.

Only three women in political roles (one MP, one Senate member and one traditional leader) have participated in the programme. Whilst in part this reflects the low level of female participation in political roles, the timing of the course is problematic for some women; for example, it clashes with the budget cycle in Samoa which means politicians cannot attend.

Two posts were strongly of the view that they should be asked to comment on the calibre and suitability of the applicants from the country where they are based. This occurs now, but generally after the short-listing. This was also seen as a useful approach by one selection panel member as a way to manage the risk of poor selection. Another selection panel member considered that while NZAID/MFAT have considerable in-country knowledge and networks in the smaller Pacific Island countries, other strategies are likely to be needed to identify leaders in the larger Melanesian countries where large populations, diversity, parochialism and leadership being more based in traditional community roles make this a more complex task.

The selection panel is chosen by the Prime Minister and, in 2008, was made up of New Zealand-based members (4 of whom were Pacific people resident in New Zealand and/or Pacific New Zealanders). The New Zealand-based panel met face-to-face to determine their short list of 12 which made the process far easier than conference call approaches from earlier years (Woolford, 2008). Two panel members interviewed, however, made the point that they considered it is critical to have someone from the Pacific, or with long and recent residence in the Pacific, on the panel. In order to sharpen the focus on the appropriateness of the course for specific applicants, it is also recommended that the KSG is also asked for comments on the suitability of the long list of applicants that are forwarded to the selection panel. This would enable the KSG to align the selection of Pacific participants with its direct selection of other participants.

#### *Representativeness*

The 2008 panel raised the question of the fairness of aiming for selection from the widest range of countries when countries had such differences in population size. As Table One shows, at least one woman from 10 of 15 countries (PIC and Wallis and Futuna) has participated in the programme. Given the large number of countries, the huge variation in population size, and the lack of criteria on the representativeness being sought, it is difficult to draw firm conclusions from the

data on the rightness or wrongness of the mix of participants. The distribution of participants shows a distinct movement towards greater participation from the Melanesian countries of The Solomon Islands and Papua New Guinea in the review period compared with the first two years of the programme. Other points of interest are:

- despite Vanuatu having the fifth largest population of all Pacific Island Countries, no women from Vanuatu have been selected.
- the majority of participants have been high ranking civil servants or high ranking members of quasi government organizations including roles in the legal system
- 8 of the 40 participants came from the NGO sector, with all but two of these participants being from either Papua New Guinea or the Solomon islands
- two parliamentarians and one traditional leader have participated in the programme
- the field study revealed that even if countries are well represented and have a spread of participation across sectors, there may be clustering of participants in ways that are not immediately apparent. For example, in the Solomon Islands not only were all the participants from Honiara, but they were also all Malaitian.

#### *Candidate calibre and position*

The KSG LID programme assumes participants are in a significant leadership role where they are already responsible for making key strategic decisions. If participants are not in a significant leadership role, then there will not be opportunities to reinforce the learnings from the course. In addition, the course content (refer Annex 5) presumes a role that requires, or is enhanced by, knowledge of economics, globalization, and government responsibilities.

It appeared from interview, questionnaires and self assessments of participants – with the caveat that this is a small group of very diverse women – that having some former formal management training assisted people to grasp concepts and benefit more fully from the programme. In addition, it appeared that those at a high level in their career were likely to gain more from the programme. A caution here, however, is that at least one participant at the highest level reported that the course confirmed her knowledge rather than provided new knowledge. This suggests more value will be gained by selecting those hungry to learn. The time a potential participant has already been in a leadership role and the executive leadership support they have already accessed are important considerations. The course is primarily designed for political and government leaders; this suggests only NGO and private sector leaders who have a broad interest area and are closely connected to government decision-making are likely to gain maximum benefit.

### *Countries within scope and other matters*

It would be useful to confirm the countries that are within the scope of the programme. The descriptor of the programme includes a reference to women leaders from "South Pacific Island States". This is not accurate as FSM and Palau are in the northern Pacific. It appears that implicit boundaries are the Pacific Island Countries that are members of the Pacific Forum (with the exception of one participant from Wallis and Futuna in 2007).

The 2008 participants raised the point that having two people per country attend had a large number of benefits including sharing perspectives on their country's development issues during the course and in terms of supporting each others' learning and dissemination activities back home after the course.

A further issue raised by the panel was the title of the programme and the extent to which the selectors were expected to recommend emerging or established women leaders. If the programme remains Harvard-based (refer options one and two below), then the focus of the programme should be clearly aligned with the group of leaders who will get the most out of the course, namely people in strategic decision-making positions.

One panel member commented that the overly complex nature of the decision-making matrix used in selection and the rigour with which it was applied was unhelpful and provided little scope for other knowledge and overall judgements. The weight given to this process, alongside the desire to achieve representativeness, can be difficult for the panel and needs resolution.

Referee checks and confirming availability of candidates occurs once there is a short list of 12. In terms of ownership of process and efficiency, it is recommended that the NZAID/MFAT posts could undertake both these roles at the short list stage. One suggestion was that, given the high stakes and costs of the course, candidates should ideally be interviewed face to face.

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## **What is the level of stakeholder, partners, and beneficiary satisfaction with the Programme?**

### **Programme participants**

Programme participants all reported being proud of the honour of being selected for the programme, very grateful to the Prime Minister for setting up the programme, and very satisfied with the KSG LID course and the support provided by both Patricia Deyton of CWWL and NZAID posts. From the KSG, CWWL and participants' own reports, the 2006-2008 participants – with 1-2 exceptions – engaged well with the course and participated in small group and larger sessions. No problems with language were reported, or evident.



There was considerable support for the use of real life case studies; the majority of participants, however, felt they would have benefited more if there had been a Pacific-based case study. As noted above, some participants struggled with following some content, modules on the economy and trade were noted as being difficult and in a couple of cases this was seen as also a deficiency with the lecturer. On the other hand, Marty Linsky was singled out by several participants as being a particularly inspirational teacher. A couple of participants who had the benefit of other highly rated management/leadership training, were less overawed by the course, but still rated it highly. One comment made was that there was nothing new on the management side, but the KSG LID course excelled on teaching soft skills, negotiation, communication, patience and reasoning. This point is echoed in many participant and referee comments on the change effected by the course. One participant was firmly of the view that the resources could be better spent on good leadership training options closer to home.

Most participants considered Pacific men should also attend the course as it would benefit them. A few were adamant about this. One said that other countries had one man and one woman attending and that it was therefore more appropriate for the Pacific countries to also have a mixed gender group. A couple of women, however, were strongly of the view the course should be for women – at least in the short run - as women missed out on other leadership opportunities. The composition of the other Pacific attendees at KSG programmes over the last ten years (one woman, ten men – refer page 11) confirms this point. One women considered the participation of six Pacific women should continue with the addition of a smaller group of men. In one country, there had also been some sarcasm in newspaper coverage of the fellowship about the fact it was just for women.

Participants were generally supportive of the idea of alumni activity, with the support being strongest amongst the most recent (2008) participants. Several participants requested email addresses of all alumni. In terms of actual contact, most women kept in touch with some of the other participants, with the level of contact waning over time. The strongest contacts were with other women from the same country and few had maintained contact with any of the course participants from outside the Pacific group. Samoan alumni were planning a get together before the end of 2008, and many of the Solomon Island alumni were in regular contact with each other.

#### **Kennedy School of Government and Council for Women World Leaders**

Both the KSG and the CWWL consider the programme to be highly valuable and strongly recommend that it continue. As well as their observations that the participants contribute on an equal level with others in the LID course, they also stress the large contribution that the Pacific women make to the quality of the course. This contribution comes from them putting the Pacific on the map for other participants, the fact that they extend the diversity of the course participants

(more women, more and different countries) add a different perspective in terms of island issues and NGO issues, and add a liveliness to the classroom due to the cohesiveness of Pacific women's group.

The CWWL has identified establishing a network of Pacific alumni as a priority. They recommend a working group from NZAID, the Council, and one or more alumnae be constituted to design an effective network and that its plans include regional reunion and ongoing development meetings. They see the value of the costs being offset by establishing a body of knowledge about the impact of the programme (Deyton, 2008).

#### **NZAID**

All of the three NZAID posts were positive about supporting the dissemination of information about the programme and supporting selected participants with accessing visas. Two posts had made successful efforts to get media coverage for the selected participants which provided a positive story about New Zealand as well as the women concerned. Two of the three NZAID posts commented that they were not resourced to support the Emerging Women Leaders and similar programmes and that sometimes the resource involved was quite substantial. This was particularly the case when a participant had to undertake extra travel to obtain a visa and when travel arrangements were made on a tight time frame and/or required assistance from the post.

This review took place in October and early November 2008 and due to this timing coinciding with the lead up to a General Election, there was no opportunity to interview the Prime Minister. Due to the nature of the programme, there has been no direct involvement of country partners

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## **What has the Programme achieved?**

### **Participant's engagement with the programme, its impact on their leadership skills and their future goals**

Many factors influence leadership and improvements in an individual's leadership skills. As it is impossible to separate out the particular contribution of a single university programme on leadership effectiveness, this section draws largely on the views expressed by 14 of the 18 2006-2008 participants (through interviews, phone conversations, written questionnaires and emails) and the views expressed by the referees of 7 participants on the changes they observed or experienced following the participants' return from Harvard.

### **Direct impacts of the course methods and composition**

Deyton (2008) summarised the factors that participants noted as contributing to their learning as:

- The quality of the teaching at the highest stands that inspired the leadership elements of the program.
- The learned ability to immediately apply theory to practice.
- Changing the understanding of effective leadership to one of application of leadership qualities as opposed to an individual focus on the leader.
- Highly beneficial classes on globalization and social and economic impact.
- Application of ethics to the tasks of governing and leading.
- Bringing together of different disciplines of knowledge to enhance the position of each "leader in development".
- The strength of the group interaction and its value in terms of respecting and understanding international diversity.
- The opportunity to rethink the whole concept of leadership and one's own leadership role.
- Increased understanding of the scope and recognition of the issues around leadership roles and the adaptive challenges faced by leaders."

### **Participant's views from interviews and questionnaires**

Similar themes to those raised by Deyton emerged from the interviews, questionnaires and course evaluations and are highlighted below.

#### ***Learning techniques and processes***

The course was rated highly by all the participants in terms of the quality of the teaching. This was most commonly attributed to the varied and effective teaching methodology involving small group work, the reading programme, the inclusiveness and skill of the questioning of class members, the analysis of real life case studies, and the quality of the lecturers and the class members.

Participants commonly identified two techniques as being particularly helpful to their analysis. These were:

- “Getting on the balcony” – rising up above your own position and taking an overview of events and the perspectives of different players;
- The “strategic triangle” – taking account context, capacity and legal authority as part of the decision-making process.

Other touchstones identified by participants included “orchestrating the conflict” that is, use stress productively to work the issues, “beware of Founder’s syndrome” in other words, enable the organization to adapt and change, and “giving the work back” that is, putting responsibility on the people that need to make the change.

Most participants also commented that the course exposed them to new ways of negotiation and management of people.

#### ***Participants’ views on leadership***

Several participants commented that the course sharpened their concept of leadership. There was a recognition that leadership was not about being in a top job; one participant said it made her realize the importance of community leadership roles such as galvanizing people in a village to clean up rubbish. Leadership was a way of being rather than a job and about being accountable and responsible and not about being a “yes” person. Most women mentioned the emphasis placed on the ethics of leadership and a couple mentioned the concept of “leadership as a labour of love”. These concepts of leadership were not new to all the women.

#### ***International exposure***

“ Pacific potential leaders need to understand and feel what the global community are doing, how it affects their own development, and take back learnings to promote equitable and sustainable change in their own islands” (Participant, 2008)

All the women commented on the value of being involved in an international group from developing and transitional economies, and coming away from the course with a global perspective on issues. Comments included that the international mix enabled them to: meet women in powerful positions in other countries; recognise the universality of some problems and challenges, practice and observe respecting difference in a real environment; and participate in rich discussions due to the calibre and mix of the international class – including the presence of politicians, high ranking officials and NGO heads. Several women said the course opened their mind to global issues in a way that had not occurred before. Others also commented on the mana and prestige that the programme bestowed on the women, their country and on the New Zealand prime minister.

On the other hand, the absence of Pacific content or case studies in the course (apart from that introduced by the women themselves), was identified as a factor that limiting the direct usefulness of the course.

#### **CWWL input**

The CWWL involvement in supporting programme participants has been very much appreciated by all the Pacific participants. Within its own terms of reference, the CWWL programme has made some useful adaptations over the period 2006-2008. However, attempts by the CWWL to establish useful additional programmes for the participants have, so far, not been successful. The location of the Kennedy School, several hundred kilometres distant from both Washington and New York, makes it difficult to organise visits and meetings that could reinforce the leadership benefits of the KSG LD programme. The Gender Intelligence Workshop, staged in 2008, had mixed reviews from participants and would not be repeated in its current form (Patricia Deyton, pers com).

CWWL has also not been in a position to effectively stimulate specific alumni activity for the Pacific women leaders group. Resourcing has been identified as part of the problem, but there are deeper reasons. While the CWWL is well-placed to support emerging women leaders in the United States, it does not have any comparative advantage in addressing the specific issues facing Pacific women leaders and has no base in the Pacific. In addition, as the sponsor, rather than designer and deliverer of the KSG Leadership programme, its potential role in relation to follow-up after training is necessarily as a facilitator.

#### **Changes in participant's behaviour and work methods following the course**

Almost all the women reported a sense of pride and/or confidence and/or empowerment as coming from the experience of being selected for, as well as participating in the course at Harvard. In terms of specifics of what changed the following issues came up most frequently:

- more strategic and focused on what can and needs to done and where there is room to manoeuvre
- more positive and "can do" /problem solving
- more respectful in their dealings with others
- less defensive and dominant and better at listening
- more delegation
- better understanding of themselves and what they have been doing wrong
- more focused on goals and charged up to learn

"I now prefer to build bridges than take the high road" (Participant, 2006)

A couple of the most qualified and high level participants, with other management or leadership training under their belt, considered that the programme reaffirmed what they were currently doing rather than stimulating new behaviours.

**Changes in participants' behaviours and skills: Views of referees**

Referees raised similar issues to participants when asked about changed behaviour. Some had very specific examples:

"she is more professional now and handles discussions well at meetings. Before she was not up to standard"

"I have to prepare my own budget and plan now, and she has encouraged me to do more training"

"her women staff hold their heads up now, and the men are less patronizing"

"she expects more and supports us more, and places more emphasis on staff training"

The Table below notes the behaviours and skills that were identified by referees as being enhanced, or were new, after the Harvard training. Discussions with referees were open ended so it cannot be assumed that if a behaviour was not mentioned that there was no change - the table simply identifies the behaviours that were mentioned the most often. Of the ten referees, 5 were staff members, 2 were in a managerial/board or management support role, and 3 were colleagues in a job or organization.

**Table 4: New or improved behaviours/skills raised most frequently by referees for seven participants**

	1	2	3	4	5	6	7
Commanding of respect/confidence	*	*	*	*	*	*	*
Listens, consults & trusts more, seeks information	*	*	*			*	*
Strategic focus and skills/prioritises		*		*	*	*	*
Bolder and braver in leadership		*	*		*	*	
Delegates more/empowering others		*		*		*	*
Staff/women look to her as a leader		*		*		*	
No longer confrontational and/or frustrated	*						*
More analytical/light bulbs/manages battles		*	*				
Improved business English				*			

### **Changes in participant's jobs and leadership roles**

Participants in 2007 and 2008 are all in the same jobs as they were when they attended the programme, with one of these having decided to set up a business in order to achieve more influence. Of those who participated in 2006, only two are in the same job. Two participants report that their job changes represent conscious steps towards greater formal leadership roles; one of these moved to a higher ranked job in the same organization and the other moved to a different and more political organization with a more substantial leadership role. Another participant lost her seat in parliament and has consciously stayed within the parliamentary system and taken a job within the prime minister's office. The final participant who changed jobs did not respond to the questionnaire. The three Samoan and PNG participants who attended the earlier programmes in 2002 and 2004, have all changed jobs; two now operate private sector businesses and one undertook further study in the US and moved from an NGO to a management position within government.

The limited movement of recent participants from their current occupations since attending the course is probably not surprising for several reasons:

- the review is taking place so soon after their attendance
- many found the course empowered them to better tackle their current priority issues within their current jobs
- the small numbers of jobs and populations within most countries mean scope to change jobs is limited.

Several women commented on the leadership course sharpening their focus on mentoring others, particularly women.

### **Sharing and recharging the learning**

All the women identified ways that they had shared their learning from Harvard. All had done some sharing on an informal basis at work and 11 of the 14 women reported presenting on at least one occasion on what they learnt at the KSG LID course. Two of 2008 participants indicated that they have a planned presentation to come. Several mentioned that they were now placing more importance on staff training. One 2008 participant commented on having successfully used a leggo tool during a training exercise. As a counter to this, one of the interviewees who was present at a training exercise with an course alumni observed the unnamed participant attempting to use a tool from the course but not succeeding. This was attributed to the short time frame of the course, and the lack of follow up.

Several of the women mentioned referring regularly to their course notes and other materials gathered at the KSG LID for guidance and to recharge their knowledge. Particularly popular was the book "Leadership on the Line, Staying Alive through the Dangers of Leading" (2002) by one the course tutors, Marty Linsky and Ronald Heifitz.

Based on self reports and referee reports, the programme has resulted in positive behavioural shifts for almost all participants. The significance of these appears mainly to have been in the workplace in the short run, although some women also reported improved negotiation skills in the family environment as well. The changes had meant that, for most women, they were more comfortable in their jobs, and feeling like they were up to the leadership challenge in those jobs. For one recent participant, the course sharpened her focus on wanting to go into private business to have more influence.

In the main, the participants appear to be generous in passing on their knowledge and appeared to be holding onto the confidence gained from attending the programme.

In some ways, the success of the course in the views of the participants is an important point to capture in the Pacific Leadership work in the future as it suggests there is an important role for international exposure.

### **What are the main challenges and opportunities associated with the Programme?**

A key challenge for the programme is the high operating costs due primarily to the distance of the programme from the Pacific and the complexity of stakeholders in such a small programme. If NZAID contracted directly with the KSG, and participants were responsible for organizing their own travel within a defined budget, the costs could be reduced by around 25%. This would, however, effectively eliminate the gender focal point of the programme, namely the oversight of the CWWL. At 75% of current total costs, the programme would still be around 120% -150% higher per person than attendance at a two week leadership course in the Pacific (including Australia and New Zealand)<sup>2</sup>

As discussed earlier, the KSG programme is very intensive, well regarded, and appears to have a number of strengths including its teaching and handling of ethics and communication issues. If it is decided to continue the programme based at KSG (options one and two below) then, to enhance value for money, it is recommended that firstly, the selection criteria is made more rigorous to ensure participants are those who can maximize the opportunities provided by the course and secondly, that the KSG commits to engaging in the Pacific and developing a Pacific case study and, finally, that there are clear expectations on participants to formally pass on their learnings through an appropriate in-country

<sup>2</sup> based on the 2009 programme costs for the Commonwealth Advanced Seminar and estimated travel costs and ex-course expenses estimated to average between \$4,000 and \$6000 per person



opportunity. In this regard, one suggestion has been that, on return, participants could do a presentation at an appropriate regional leadership programme.

The CWWL has identified establishing a network of Pacific alumni as a priority, and recommended a working group be constituted to design an effective network and that its plans include regional reunion and ongoing development meetings. While 2008 programme participants reported being enthusiastic for this to occur, enthusiasm had tended to wane for most participants from earlier programmes. The women stayed in contact where this was seen as useful.

The scope for reinforcing leadership lessons via a Pacific-based alumni alone is likely to be limited. The course is arguably too short for participants to learn how to pass on techniques effectively to others. In addition, participants reported significant gains from aspects that could not be replicated without expense; such as the benefits of learning from skilled teachers and alongside high level people – including politicians and bureaucrats – from other developing countries and transition economies. Without a significant commitment of resources, KSG teachers would not be available for refresher activities, and women could not travel to attend them. There also does not appear to be a strong justification to resource such activities exclusively for alumni of a two week course. More than activities just for alumni, many participants emphasised the value of exposing more leaders, including men, to the KSG teaching techniques.

A more cost effective opportunity, discussed by several interviewees, would be to develop a relationship between the Kennedy School of Government and NZAID based on the KSG becoming more directly involved with leadership development in the Pacific. This would enable the KSG's best practice leadership teaching to be shared with more Pacific leaders or even with Pacific institutions and locally-grown leadership training. The KSG has indicated a willingness to send lecturers to the Pacific in the future (Amy Capman, 7 November email). The exchanges could also open up the opportunity to include a suitable Pacific case study in the KSG LID course.

Four options are sketched out below to explore future possibilities for the programme. Option one is an enhanced version of the current programme for Pacific women. Option two opens the KSG LID programme up to Pacific men and would be complemented by Option three, an elite scholarship programme for Pacific women. Option four is a devolved scenario that would take some time to develop.

**Option one** is an enhanced version of the status quo scheme which sends 6 Pacific women leaders to the KSG LID course each year. The programme is improved by: KSG commitment to Pacific content; more explicit approaches to information dissemination and selection for the programme, costs being reduced by participants receiving a travel and expenses grant and making their own arrangements. Specific CWWL

activities built around the Harvard course could be funded on a case by case basis.

- **Option two** send a mixed gendered group of Pacific leaders to the KSG LID course each year. The KSG LID programme would benefit Pacific men as well as women, and the course is not the most appropriate choice for a women's programme because it is not tailored to the issues women leaders in developing countries are dealing with. The improvements to arrangements set out in option one would also be introduced but it is unlikely that the CWWL would continue to be involved in specific adjunct activities.
- **Option three** maintains an elite scholarship for Pacific women leaders but the women develop a personal proposal which can include a mix of training, placement and other leadership opportunities. The needs of women leaders are varied and the KSG LID cannot meet all the needs, for example for women leaders in specific fields like education and health. Its timing excludes other women leaders such as Samoan politicians. In addition, a personalized programme provides more flexibility for individual women as well as for the Prime Minister who can review the focus of the programme over time. An example of the kind of initiative that could occur is a partnering with existing local awards for women leaders that have robust selection processes<sup>3</sup>.
- **Option four** replaces the PM's fellows programme with leadership development opportunities that reflect national and regional priorities as determined in the Pacific. Bottom up setting of priorities is aligned with the principles of Aid Effectiveness and enables the focus to be determined within the context of national priorities and national selection processes. The funding could still be tagged exclusively for women's programmes until such time as their take-up of leadership opportunities in generic programmes equals that of men. Partnering with the KSG in the Pacific could also be explored under this option if it was endorsed within national and regional priority setting processes.

Table Five summarises the advantages, disadvantages, costs and risks of the four options outlined above.

<sup>3</sup> one suggestion made was that the scholarship could be aligned with, for example, the Westpac awards for women businesses in Papua New Guinea.

Table Five: Summary/Assessment of Strengths and Weaknesses of the Options for the Future

	Advantages	Disadvantages	Costs	Risks
<p><b>Option one</b> – PM's fellow - enhanced status quo</p>	<p>Builds on the successes to date Provides an opportunity for KSG to engage with the Pacific via a case study Provides for the programme to be tightly targeted to candidates that would benefit most</p>	<p>The KSG has no specific advantage in focus in on the specific leadership issues Pacific women face. The programme does not meet the diversity of women leaders needs The programme is not suitable for emerging women leaders</p>	<p>Could reduce by 25% if participants organized own travel and the CWWL support provided to participants at KSG was discontinued</p>	<p>Participants do not perform as well without the CWWL on site support Woman only fellows for this programme is not easy to defend as the course does not specifically address issues for women leaders</p>
<p><b>Option two</b> – PM's Fellow - both male and female Pacific leaders attend the KSG-LID</p>	<p>Fits with common view that men leaders would benefit from the course Avoids potential backlash Provides an opportunity for KSG to engage with the Pacific via a case study Provides for the programme to be tightly targeted to candidates that would benefit most</p>	<p>May not be the most cost effective spend Does not promote local or regional ownership Does not address the purpose of the programme - namely the development needs of Pacific women leaders</p>	<p>Costs could reduce by 25% if participants organized own travel</p>	<p>Women may loose out without a quota arrangement May need to increase total number of places to meet expectations from women</p>
<p><b>Option three</b> – PM's fellow - funding of elite leadership development for women</p>	<p>Women can apply for a programme that meets their specific needs Can potentially reach a wider group of leaders with a wider set of needs</p>	<p>Selection likely to be more difficult as the potential level of demand is very high. Criteria will need to be very specific and high level</p>	<p>Flexible - The programme can be as large or small as wanted</p>	<p>Candidates would probably need a local assessment process to manage the breadth of candidates - may compromise PM fellow concept</p>
<p><b>Option four</b> – leadership development opportunities that reflect national priorities</p>	<p>In step with Aid effectiveness principles Enables funds to be directed to highest priority needs</p>	<p>Loss of NZ profile and prestige</p>	<p>Flexible - The programme can be as large or small as wanted</p>	<p>That women do not benefit sufficiently from pooled funds - manage through tagging funds for women</p>

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## Conclusions and Recommendations

The Emerging Women Leaders Programme was developed to support and encourage women leaders who are active in the Pacific region. The Programme also contributes to meeting the demand from the Pacific for leadership development opportunities. The programme is well run by the CWWL, participants are highly satisfied with the KSG LID course and they and their referees can identify tangible benefits from the programme. Over the three years 2006-2008, improvements have been made to the administration of the programme. The total programme costs, however, are very high, and the specific nature of the KSG LID programme means it is most suitable for leaders who are already in strategic decision-making roles.

Since the first Emerging Women Leaders Programme in 2002, there has been considerable energy devoted within the Pacific to developing leadership across all sectors. This leadership development is occurring alongside an agenda for improving institutions and governance. Stronger Pacific-based leadership, with local universities and other institutions playing a lead role is the way of the future (NZAID, 2005). Experiential-based learning opportunities, mentoring, peer support and action learning are given particular emphasis.

High quality international leadership courses such as KSG LID are likely to play a complementary role to the growing Pacific-based leadership programmes over the short to medium term, especially for those in established leadership roles. There are, however, many good leadership courses with lower costs within the Asia-Pacific region and more value for money needs to be gained from the KSG-LID if it is to continue. Four actions are proposed: participants being responsible for organizing their own travel and arrangements at the KSG; ensuring those most likely to achieve a maximum benefit are selected; providing an opportunity for the KSG professors to engage more directly in the Pacific, and obliging participants to share their learning through an appropriate forum when they return home.

The four options sketched out for the future of the programme variously recognise that:

- Pacific women are disadvantaged in accessing leadership training;
- the KSG LID course aims to enhance the skills of people already in strategic decision-making roles and is a good fit for some, but not all Pacific women leaders;
- the KSG LID course is not focused on women-specific leadership challenges and most participants considered Pacific men should also attend;
- there are advantages to be gained from bringing KSG into the Pacific;
- the future shape of leadership training in the Pacific will be guided more and more by national and regional priorities.

A firm recommendation on the best way forward is difficult. Option one has risks due to its exclusive focus on women within a course that is not women-focussed and Option four would need some time to develop. Option three is a more inclusive design than option one for a women-specific elite leadership programme and Option two is a more defensible design for a continued fellowship to KSG, although the value for money of the spend compared with leadership programmes within Asia-Pacific - which are cheaper to get to - has not been tested.

As a priority, it is recommended that NZAID consider the implications of the growth of national and regional leadership development programmes for the future focus of NZAID-funded international leadership development opportunities for all Pacific leaders and emerging leaders, and for Pacific women in particular. This analysis would assist in identifying a clear set of priorities for international opportunities that complement national and regional initiatives.

### Recommendations

1. NZAID considers the implications of the growth of national and regional leadership development programmes for the future focus of NZAID-funded international leadership development opportunities for all Pacific leaders and emerging leaders, and for Pacific women in particular.
2. NZAID discusses the analysis and recommendations of this report with key stakeholders and determines its direction over the short and medium term
3. If option one or two are adopted then the following recommendations made throughout this report are relevant.

#### Recommendations (Options one and two)

Participants are paid a grant to cover the costs of travel and related expenses and organise their own arrangements

Participants liaise directly with the KSG regarding accommodation and other need over the period of the LID course

The information to applicants, information to NZAID/MFAT posts and the criteria for selection stress the content of the course, who the course is designed for, the range of issues they are expected to have experience and knowledge of, and the intense demands of the KSG LID course.

There is a uniform and transparent approach taken by NZAID/MFAT posts to dissemination of information about the course to potential participants

NZAID/MFAT posts provide short comments on all the applicants from their country prior to the long listing of candidates in Wellington and use local networks and interviews with candidates as appropriate

The Prime Minister notes the views of panel members that having at least one panel member who is (or has recently been) a Pacific resident would add value to the selection process

KSG provides comments on the suitability of the long list of applicants prior to decisions by the selection panel

In the light of the findings of this review, the Prime Minister and NZAID discuss the following review recommendations:

- that the programme be focused on established leaders in strategic decision-making roles
- that programme participants must be resident in Pacific Island Countries that are members of the Pacific Forum
- that there are tighter criteria for selection and clear guidelines for the panel on representation across the Pacific

In selecting the short list of participants NZAID/MFAT posts undertake referee checks, and interviews as appropriate

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## ANNEX ONE: REVIEW TERMS OF REFERENCE

### Purpose of the Review

The project design and funding agreement with NZAID require that an external review be carried out at the end of a three year funding cycle. The purpose of the review is to provide key stakeholders with a comprehensive review of the Programme, including adaptations and challenges throughout the period under review and lessons learned. The review will seek to determine the effectiveness of the current Programme in strengthening leadership development skills in the Pacific participants. The recommendations from the review will be an important part of dialogue between the Council and NZAID with regard to future planning and support to the Programme.

### The Scope of the Review

The scope of the review covers the three years of the current Programme 2006-2008. Included in the scope will be an assessment of the recruitment and selection process, the management of the Programme by the Council, the relevance and value of the Programme to development in the Pacific region and the impact of the Programme on the participants and their work. The review will also assess the budget and funding mechanisms in terms of distribution and management, and value for money.

### Stakeholders

Key stakeholders in the initiative include NZAID, the Council, staff of the Leaders in Development Programme of the Kennedy School of Government, the participants, and the organizations and ethnic and social groups in which the participants work and lead. The governing structures of the Pacific Islands countries are stakeholders in this initiative. The New Zealand Prime Minister, Rt Hon Helen Clark, also takes a direct interest in this Programme.

### Overall Objectives

- Determine the relevance of this Programme to national and regional development in the Pacific region.
- Determine the effectiveness of the selection process, and whether they are representative of geographical, professional, and ethnic groups throughout the Pacific.
- Assess the management and financial components of the Programme by both NZAID and the Council.
- Determine participants' ability to engage in the two week Programme. Considerations include how the course is presented, course materials, interaction of individual participants during the course, individual level of comprehension and understandings, language.
- Assess the impact the Programme has had on participant's work and leadership, including ability to provide others with knowledge and create change, based upon learning and commitment that was developed through the Programme.
- Determine the extent to which the Programme has met the needs of individual participants, and the goals they set. These can be compared to the actual outcomes of learning and subsequent application.
- Use the evaluative data to determine the feasibility of a continuation of the Programme, including adjustments, expansion, and other ways that the Programme may be improved.

### Review questions

### 1. Was the Programme well planned and designed?

The consultant should assess:

- a) The level of alignment that exists between the objectives of this Programme and NZAID's policies and objectives. (Reference NZAID's Policy Statement; Pacific Strategy; Pacific Programme for Strengthening Governance Strategic Framework 2006-08; and the Pacific Leadership Strategy)
- b) The extent to which the Programme's planning takes account of other similar leadership development Programmes being offered in the Pacific at this level, the alignment between these Programmes, synergies and the relationship impact on Programme outcomes.
- c) Strategies used by the Council for planning and implementation and whether they are appropriate, and the extent to which they are reviewed.
- d) The relevance of Programme to national and regional Pacific priorities.
- e) The potential of this Programme to build leadership development in the Pacific.
- f) Whether monitoring and evaluation mechanisms were included in the Programme design, and if so whether they have been effective.
- g) Whether a risk analysis was included in the Programme design, and if so whether it has assisted effective Programme implementation and management.

### 2. Has the Programme been managed and implemented effectively?

The consultant should assess:

- a) The efficiency and effectiveness of Programme management, including financial management, and reporting to stakeholders. Determine the effectiveness of the selection process, and whether participants are representative of geographical, professional and ethnic groups in the Pacific.
- b) The effectiveness of the management relationships between NZAID, the Council and the Kennedy School of Government.
- c) The structure and role definitions between the Council and the Kennedy School of Government.
- d) Whether activities and expenditure were in line with the Programme plan and budget, and whether any variations sought were valid.
- e) The mechanisms in place, both formal and informal for internal and external communication, consultations and dialogue between Programme stakeholders.
- f) The key management lessons from the Programme.

### 3. What is the level of stakeholder, partners, and beneficiary satisfaction with the Programme?

The consultant should assess:

- a) How the partnership approach is used in achieving Programme outputs and outcomes.
- b) Whether Pacific participants are maximising the potential of available assistance from the Programme and if not, how this could be improved.
- c) The extent of the Programme's relevance, alignment and harmonisation to regional and national priorities.
- d) The extent to which the Programme has promoted local ownership.
- e) The quality of the Programme. Determine Pacific participants ability to engage in the two week Programme. Considerations include how the course is presented, course materials, interaction with individual participants during the course, individual level of comprehensive and understanding, language.
- f) The extent of the Programme's alignment with the Pacific Aid Effectiveness Principles.



#### 4. What has the Programme achieved?

The Consultant should assess:

- a) Achievements of the Programme and the significance and strategic importance of these
- b) How Programme beneficiaries have used the information and knowledge obtained through the Programme.
- c) The extent to which leadership skills have improved and been utilized by Programme participants. The impact the Programme has had on participant's work and leadership, including ability to provide others with knowledge and create change.
- d) Determine the extent to which the Programme has met the needs of individual participants and the goals they set. These can be compared to the actual outcomes of learning and subsequent application.
- e) Whether available resources have been adequate, used efficiently and effectively, and targeted appropriately to the agreed activities and needs of participants.
- f) Whether monitoring and evaluation information and knowledge has been obtained under the Programme, systematically or informally. Whether monitoring data is stored, and in a format that can be added to and utilised for future planning

#### 5. What are the main challenges and opportunities associated with the Programme?

The Consultant should assess:

- a) The main challenges and opportunities for the Programme to date, regionally and nationally.
- b) How challenges have been addressed and opportunities capitalised on.
- c) Regional and national challenges and opportunities that can be foreseen for the future of the Programme and how these might be managed.
- d) How the Programme has addressed cross cutting issues including gender equality and women's empowerment, human rights, conflict prevention and peace building, environmental sustainability and addressing HIV/AIDS. Are there opportunities to enhance the Programme's contribution to these areas.

#### 6. Future of the Programme

The consultant should assess:

- a) Options that exist for the future development of the Programme including sustainability, replication and growth.
- b) What future activities could be undertaken to strengthen leadership with Programme participants, and what might be the role in this regard for the Council.

#### Review Methodology

The review will be carried out in a participatory and inclusive way. Development of the workplan for the review will need to take account of the challenges of distance and communication in the geographical area and with the United States.

The methodology will include, but not be limited to:

1. A pre review briefing with NZAID, the Council and the Kennedy School of Government (in person and/or via teleconference). Ongoing liaison throughout review as necessary to obtain background information or viewpoints.
2. Assessment of Project documentation, annual reports and course evaluations etc.

3. Consultations with stakeholders either by direct interview, focus groups, through phone or email surveys.
4. Field work in three Pacific countries. These have been determined by the number of participants in each country. In-country review to include individual interviews, as well as focus group discussions with participants where appropriate
5. Provide verbal feedback to stakeholders on preliminary results prior to leaving each country.

Where possible all participants should be consulted. The reviewer will need to design an appropriate questionnaire to elicit information from those participants who it is not possible to interview directly.

Those involved in the review process should be provided by the Team Leader with full disclosure regarding the purpose of the review, and make it clear to participants the importance of their role in the review. All who participate in the process will be provided with a copy of the review report if required.

Confidentiality must be respected throughout the review process however, and a willingness to share openly will provide the most valuable basis for the collection of information.

Information to be collected will include the data on all aspects of the Programme, including recruitment, selection, participants, budget and financing, management, content of the Emerging Leaders Programme.

The review's conclusions and recommendations must be based on sound qualitative and quantitative evidence and presented in a balanced and transparent way.

#### **Cost effectiveness/value for money**

The review should assess whether the intervention provided value for money by considering how much money has been spent compared qualitatively with the broad outcomes, impacts or changes brought about by the work

#### **Time Frame**

The review will take place in October and November 2008. It is expected to require 20-25 working days for the review team leader, including background briefings, field work and preparation of a final report. The indicative time frame is as follows:

September 2008 – Recruit Team Leader

Early October 2008 – Review background information and reports

5 October 2008 – Meeting with Secretary General of the Council in Auckland

(date tbc) October 2008 – Undertake in-country travel

(date tbc) Early November 2008 – draft report presented to NZAID

(date tbc) Draft Report released by NZAID for comment

(date tbc) Feedback received by consultant on draft report

(date tbc) Final report submitted by consultant to NZAID

#### **Deliverables**

The review Team Leader will provide a brief plan (no more than 5 pages) for the review that builds on the Terms of Reference and provides key detail about how the review's objectives will be fulfilled. The Plan will include a schedule for the data collection, including the timing of country visits, and/or interviews with key informants. This should be submitted to NZAID, and the Council prior to commencing the review.

Following the review the Team Leader is required to produce a detailed Review Report addressing the requirements of the Terms of Reference. The report should document all significant lessons learned and provide recommendations for consideration by NZAID and the

Council. These are to include advice on any required changes to the objectives, scope and management of the Programme should a further term be agreed to. An report format outline is attached at Annex C.

The report should be submitted in draft no later than (tbc) November 2008. NZAID and the Council will provide feedback on the draft by (date tbc) November. The final report is due no later than two weeks after feedback on the draft is received by the Team Leader. At the latest the report is to be finalized by 26 November 2008. The final report will need to be to a standard acceptable to NZAID and the Council and should be in accordance with the DAC Quality Standards for Evaluations.

#### **Review Follow-up**

The final report will be presented to NZAID's Evaluation Committee. The Committee will consider in particular the recommendations from the review, and NZAID commitment to future support of the Programme. The final report and recommendations will also be considered by the Council and the Kennedy School of Government.

A formal discussion at the end of the review could take place via conference call(s) between NZAID and the Council.

A summary of the final report will be placed on the NZAID website. If requested, the full review document would be made available to the public by NZAID.

#### **Management of the Review**

This is an NZAID commissioned review. The Team Leader for this review has been identified as Maire Dwyer. Maire is an independent consultant selected off the NZAID Approved Contractors Database. Chris Day is the NZAID Programme Manager. Patricia Deyton is Executive Director of the Council; Amy Capman is representative of the Kennedy School of Government.

Under the direction of the Team Leader and in concert with the established time frame, other members of the team will provide information, prepare documentation and any other requested data.

#### **Composition of the Review Team:**

The selection of a Team Leader for the review provides the leadership for the process. The skills and knowledge of the person selected indicate her ability to lead the process; the skills and knowledge of the Programme and goals of their respective institutions are evident in the review personnel from the Council and the Kennedy School. Inclusion of NZAID post professionals further compliments the team, along with other NZAID officials who are experienced in Review processes.

This Programme is gender specific and an important part of the review is to obtain information on the empowerment of the programme participants as women leaders. The participants also represent a broad range of ethnicity throughout the geographical region, and this should be reflected in the review.

The team identified for the review is primarily female, although not ethnically specific. The Team Leader will need to manage the review with due regard to eliminating bias.

## ANNEX 2 REFERENCES

### List of background materials or papers utilised

Deyton, Patricia (2006) *Interim Progress Report to the New Zealand Agency for International Development from the Council of Women World Leaders on the Prime Minister's Fellow Programme for Emerging Women Leaders from the South Pacific Island States*, September

Deyton, Patricia (2007) *Second Interim Progress Report to the New Zealand Agency for International Development from the Council of Women World Leaders On the Prime Minister's Fellows Programme for Emerging Women Leaders from the South Pacific Island States*, October

Deyton, Patricia (2008) *Third and Final Progress Report to the New Zealand Agency for International Development from the Council of Women World Leaders on the Prime Minister's Fellows Programme for Emerging Women Leaders from the South Pacific Island States* October

Hendey, Dianne (2006) *Pacific Programmes for Strengthening Governance: A Desk Study for the NZAID Pacific Leadership Development Programme*, unpublished

Jaal, Imrana (2007) *Report on Leaders in Development, Managing for Political and Economic Change*

NZAID (2005) *Pacific Regional Leadership Development Workshop, Suva 7-9 July 2005: Post workshop report and the Suva Statement AID/GG/5/2*

NZAID (2006) *Funding Arrangement between New Zealand Agency for International Development and Council of World Women Leaders; Prime Minister's Fellow Programme for Emerging Women Leaders from the South Pacific Island States AID/PAC/GD/5 April*

NZAID (2007) *Council of Women World Leaders (CWWL) Lessons learned from the 2007 selection process File note, undated and no author noted*

NZAID (200x) *Pacific Strategy, 2007-2015* NZAID (200x) *The Pacific Programme for Strengthening Governance 2006-2008*

NZAID (200x) *Achieving Gender Equality and Women's Empowerment*

NZAID (200x) *NZAID Mainstreaming Gender Equality and Women's Empowerment Action Plan 2007-12*

NZAID (200x) *Pacific Leadership Development Strategy*

Sanga, Kabini F and Keith D Walker (2005) *Apem Moa Solomon Islands Leadership Institute for Research and Development in Maori and Pacific Education*, Victoria University of Wellington

Woolford, Geoff (2008) *CWWL Selection Process: Lessons Learned and suggested changes, May 21 file note AID/PAC/GD/5*

### ANNEX 3 CHRONOLOGY OF KEY PROGRAMME DATES, DISCUSSIONS AND INTERVIEWS

Dates	Event
2 October	Workplan and provisional budget established, contract signed
5 October	Interview Laura Liswood (Auckland)
3-14 October	Initial conversations and interviews with stakeholders, collation and review of core documentation, setting up meetings and field trip arrangements, sending questionnaire to all 2006-2008 participants
15- 26 October	Field trip via Brisbane to Solomon Islands (16-20 October), Port Moresby and Goroka PNG (20-23 October), Samoa (23 -24 October)
28-31 October	Pursue questionnaires not returned, further phone interviews with stakeholders and participants, frame up report and options for the future
3 November	Oral progress report and meeting with Chris Day
3-7 November	Complete first draft of report
7 November	Draft report sent to Chris Day
17 November	Revised draft submitted
2 December	All stakeholder feedback received
X December	Final report submitted

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**Discussions and Interviews** (\* denotes by phone; ! denotes by email, and/or questionnaire, all others in person)

Solomon Islands	
	Women's leadership desk, Solomon Islands National Council of Women (NCW), former president and Acting General Secretary for NCW (2000-2004), president of Soroptomist international, referee for
	President of NCW, former member of parliament (1991-2001 - minister 1993-2001), referee for
	General Secretary, NCW, programme participant 2007
	Deputy Director, Ministry of Women, Youth and Children's Affairs (MWYC), programme participant 2002 and referee for
	Permanent Secretary, MWYC, programme participant 2008
	Manager, NZAID, Solomon Islands and programme manager ( NZAID H/O, 2006)
	Executive coach, SIDT and referee for
	Permanent Secretary, Department of National Planning and Aid Coordination, programme participant, 2006
	Executive Director, Solomon Islands Development Trust, programme participant, 2008
	NZAID, programme administrator (Solomons) 2007
Papua New Guinea	
	Executive Director, Anglicare Stop AIDS PNG, programme participant, 2008
a	Community Educator, Eastern Highlands Family Voice, referee for
	Director, Melanesian Centre for NGO Leadership, Programme Participant, 2006
	Acting General Secretary, YWCA, referee for
	NZAID, Papua New Guinea
	Programme Manager, Voluntary Services Overseas, programme participant, 2008
	Operations Manager, Eastern Highlands Family voice, referee for
	Executive Director, Eastern Highlands Family Voice, programme participant 2007
	Discussion with aspiring politicians
Samoa	
	First Secretary, Development Assistance, (AusAid), Apia
	NZ High Commissioner, Apia
	Association of Women Graduates, Western Samoa and referee for
	Computer Services Ltd, referee for <u>nuvasa-Savea</u>
	Partner, Latu, Ey and Clarke lawyers (participant 2002)
	Olimanu Centre, University of Samoa with contract for AusAid, NZAID harmonised in-country training programme
	Deputy Chief Executive and Academic Director, Samoa Polytechnic, programme participant 2006

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	Private consultant, former Secretary of the Public Service Commission programme participant, 2004
	Development Programme Coordinator, NZAID
	Chief Executive Officer, Computer Services Ltd, programme participant 2008
	Chief Executive Officer, Ministry of Health, programme participant, 2008
<b>Other participants (2006-2008)</b>	
	Human Rights Advsor, Pacific Regional Rights resource Team (RRRT) (participant, 2006, Fiji)
	Solicitor General, Niue (participant 2007)
	Former MP and consultant, now adviser to PM Cook Islands (participant 2006)
<b>Council of Women World Leaders</b>	
	Senior Advisor to the Council of Women World Leaders
	General Secretary, Council of Women World Leaders
<b>Kennedy School of Government, Harvard University</b>	
	Course Director
<b>NZAID Head Office</b>	
	Programme Manager, Governance, Pacific Group
	Gender Advisor, NZAID and selection panel member, 2008
	Programme Administrator, 2008
	Evaluation Adviser, NZAID
<b>Ministry of Foreign Affairs and Trade</b>	
	Director, Pacific Division and chair, selection panel, 2008
<b>Other</b>	
	Manager, Professional and Executive Development, Centre for Continuing Education and Executive Development, VUW and coordinator, Commonwealth Advanced Seminar
	Senior Policy Advisor, Network on Gender Equality, Development Assistance Committee, OECD and former NZODA gender advisor
	Director, Centre for Development Studies, University of Auckland, Pacific regional Coordinator, DAWN, selection panel member 2008

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## ANNEX FOUR: WORK PLAN

Work plan: Review of the Prime Minister's Fellow Programme for Emerging Women Leaders from the South Pacific Island States				
Task	Purpose	Method		Risks
<b>Pre-review phase</b>				
Define budget, tasks and timeline	Task clarification and sizing	Distillation of ToR Discussion with Chris Day	½ day	field work within tight timeframe
Briefings with NZAID	information understanding expectations	Meetings	½ day	
<b>Preparation, stakeholder interviews and scoping of field work</b>				
Establish research plan	Identify information sources relevant to TOR	(refer following table)	½ day	
Obtaining and assessing project documentation, annual reports and course evaluations	draw out core data contribute towards answering key review questions identify important interviewees	Liaison with Chris Day Electronic transmission	2.5 days	Information not complete or not available within timeframe
Determine interviewees and develop interview schedules/questionnaires (IS) for – stakeholders programme participants Staff and managers of participants	Ensure interviews obtain information needed for review Participant interview will be broadly identical stakeholders and others will differ depending on role.	Assess information needed from review questions	1 day	
Scheduling flights, accommodation interviews in PNG, SI and Samoa	Efficient field trip		½ day	
Undertake stakeholder interviews in Wellington and by teleconf	To feed into review	Set up NZAID interviews in liaison Chris Day	2 days	Risk interviews are too long
Dispatch and analyse participant questionnaires to participants not being interviewed face to face	To feed into review		1 day	Risk of non-return of questionnaires managed by follow up
<b>Field work 10 days</b>				
<b>Report write up, reporting and discussion</b>				
First draft written and circulated			5 days	
Discussions and review of comments			1 day	
Finalise draft and recommendations			1 day	



**Plan of Information sources for analysis**

Key research questions	Method
<b>Was the Program well planned and designed?</b>	
a) The level of alignment that exists between the objectives of this Program and NZAID's policies and objectives. (Reference NZAID's Policy Statement; Pacific Strategy; Pacific Program for Strengthening Governance Strategic Framework 2006-08; and the Pacific Leadership Strategy)	Source documents Interviews with NZAID
b) the extent to which the Program's planning takes account of other similar leadership development Programs being offered in the Pacific at this level, the alignment between these Programs, synergies and the relationship impact on Program outcomes.	Source documents Interview with Council
c) Strategies used by the Council for planning and implementation and whether they are appropriate, and the extent to which they are reviewed.	Source documents Interview with Council
d) The relevance of Program to national and regional Pacific priorities.	References in source documents participant's views on what changed/what they learnt
e) The potential of this Program to build leadership development in the Pacific.	participant progress Comparison with achievements of other leadership development programmes
f) Whether monitoring and evaluation mechanisms were included in the Program design, and if so whether they have been effective.	Source documents Interviews with the Council Kennedy School of government, NZAID
g) Whether a risk analysis was included in the Program design, and if so whether it has assisted effective Program implementation and management.	Source documents
<b>Has the Program been managed and implemented effectively?</b>	
h) The efficiency and effectiveness of Program management, including financial management, and reporting to stakeholders. Determine the effectiveness of the selection process, and whether participants are representative of geographical, professional and ethnic groups in the Pacific.	Source documents Interviews with stakeholders Analysis of participant characteristics
i) The effectiveness of the management relationships between NZAID, the Council and the Kennedy School of Government.	Source documents Interviews with stakeholders
j) The structure and role definitions between the Council and the Kennedy School of Government.	Source documents Interviews with stakeholders
k) Whether activities and expenditure were in line with the Program plan and budget, and whether any variations sought were valid.	Source documents augmented by interviews with participants, NZAID and Kennedy School of Government
l) The mechanisms in place, both formal and informal for internal and external communication, consultations and dialogue between Program stakeholders.	Source documents Interviews with stakeholders
m) The key management lessons from the Program	Interviews with stakeholders Synthesis of data

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<b>What is the level of stakeholder, partners, and beneficiary satisfaction with the Program?</b>	
n) How the partnership approach is used in achieving Program outputs and outcomes.	Document analysis Interviews with stakeholders
o) Whether Pacific participants are maximising the potential of available assistance from the Program and if not, how this could be improved	Interview with KSG and Council Interviews with participants Assessment of evaluations
p) The extent of the Program's relevance, alignment and harmonisation to regional and national priorities.	Interview with stakeholders
q) The extent to which the Program has promoted local ownership.	
r) The quality of the Program. Determine Pacific participants ability to engage in the two week Program. Considerations include how the course is presented, course materials, interaction with individual participants during the course, individual level of comprehensive and understanding, language.	Interviews with Kennedy School of Government, the Council and participants
s) The extent of the Program's alignment with the Pacific Aid Effectiveness Principles.	
<b>What has the Program achieved?</b>	
t) Achievements of the Program and the significance and strategic importance of these.	Data on participant career progression Interviews with participants, their staff and managers
u) How Program beneficiaries have used the information and knowledge obtained through the Program	Participant interviews and staff/management interviews
v) The extent to which leadership skills have improved and been utilized by Program participants. The impact the Program has had on participant's work and leadership, including ability to provide others with knowledge and create change.	Participant interviews and staff/management interviews
w) Determine the extent to which the Program has met the needs of individual participants and the goals they set. These can be compared to the actual outcomes of learning and subsequent application	Participant interviews and staff/management interviews
x) Whether available resources have been adequate, used efficiently and effectively, and targeted appropriately to the agreed activities and needs of participants.	Part of overall assessment
y) Whether monitoring and evaluation information and knowledge has been obtained under the Program, systematically or informally. Whether monitoring data is stored, and in a format that can be added to and utilised for future planning	Source documents Interviews with stakeholders and participants
<b>What are the main challenges and opportunities associated with the Program?</b>	
z) The main challenges and opportunities for the Program to date, regionally and nationally	Synthesis
aa) How challenges have been addressed and opportunities capitalised on.	Source documents on changes over the three years Stakeholder interviews
ab) Regional and national challenges and opportunities that can be foreseen for the future of the Program and how these might be managed.	Stakeholder interviews – especially NZAID
ac) How the Program has addressed cross cutting issues including gender equality and women's empowerment,	Stakeholder and participant interviews

human rights, conflict prevention and peace building, environmental sustainability and addressing HIV/AIDs. Are there opportunities to enhance the Program's contribution to these areas.	Source documents Comparison with other leadership programmes, synthesis
<b>Future of the Program</b>	
ad) Options that exist for the future development of the Program including sustainability, replication and growth.	All interviews and synthesis
ae) What future activities could be undertaken to strengthen leadership with Program participants, and what might be the role in this regard for the Council?	All interviews and synthesis

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# ANNEX 4 QUESTIONNAIRES

## Questionnaire for Participants

### Review of the Prime Minister's Fellows Programme for Emerging Women Leaders from the South Pacific Island States 2006-2008

#### 1 BACKGROUND

In 2006, the Prime Minister of New Zealand, Helen Clark, approved a three year contract for the above Programme with the Council of Women World Leaders (the Council) to be administered through NZAID following earlier programmes in 2002 and 2004.

The Council is an international non-government organization whose members are current and former women prime ministers and presidents of democratic countries. The mission of the Council is to mobilize the highest-level women leaders globally for collective action on issues of critical importance to women.

This Prime Minister's Fellows Programme was developed to support and encourage women leaders who are active in the Pacific region. Participants in the Programme attend a two week Executive Education Programme entitled: *Leaders in Development: Managing Political and Economic Reform* at the John F Kennedy School of Government at Harvard University. The course targets political leaders, senior level policy makers, executives of political and public interest organizations, leaders of non-governmental organizations from developing, newly industrialized and transitional countries. The course is designed for those are interested in sharing their experiences of leadership, challenging political and economic environments, and who have a desire to use their positions to promote equitable and sustainable change in their countries.

NZAID's call for applications is delivered publicly including through Pacific women email networks. Applicants are selected according to pre-determined agreed criteria for this Programme. The selection process is managed through a panel of up to six with panel nominees agreed by the New Zealand Prime Minister who also endorses the final selection of candidates. The Council is responsible for liaison with the successful participants, and making arrangements for their travel, and attendance at the Harvard course.

#### Purpose of the Review

The project design and funding agreement with NZAID require that an external review be carried out at the end of a three year funding cycle. The purpose of the Review is to provide key stakeholders with a comprehensive review of the Programme, including adaptations and challenges throughout the period under review and lessons learned. The Review will seek to determine the effectiveness of the current Programme in strengthening leadership development skills in the Pacific participants. The recommendations from the Review will be an important part of dialogue between the Council and NZAID with regard to future planning and support to the Programme.

#### The Scope of the Review

The scope of the Review covers the three years of the current Programme 2006-2008. Included in the scope will be an assessment of the recruitment and selection process, the management of the Programme by the Council, the relevance and value of the Programme to development in the Pacific region and the impact of the Programme on the participants and their work. The Review will also assess the budget and funding mechanisms in terms of distribution and management, and value for money.

## 2. QUESTIONS FOR PROGRAMME PARTICIPANTS

### YOUR BACKGROUND

#### 1. Which university courses had you completed prior to attending the Kennedy School of Government Programme

- 1a) Within the Pacific Island States
- 1b) and elsewhere (please specify where)

#### 2. Occupation and Employment Status

- 2a) What was your occupation and position at the time you were selected as a fellow on this programme?
- 2b) If your occupation or position has changed, please indicate your current position and indicate whether it represents a larger or smaller leadership role than the position at the time you were selected for the programme
- 2c) If you changed your position or job, what was the motivation for this to occur?
- 2d) What impact, if any did the Kennedy School programme have on your future goals for work or participation in civil society or political roles?

### VALUE OF THE FELLOWSHIP

#### 3 Impact of the leadership programme on your work and broader contributions

- 3a) Looking back, what have been the most useful "take home" skills, or attitudes and beliefs that you acquired on the course, and why?
- 3b) Did you alter the way you work (either in employment or as part of your broader political or civil society roles) as a consequence of the course and, if so, what changed and why?
- 3c) Did you have opportunities to share what you learnt at Harvard with peers and colleagues at home? If so, did this occur informally or formally (give details of any formal sharing processes)
- 3d) Did you experience any frustrations in applying what you learnt on the course? If so, what were these frustrations about and how did you manage them?
- 3e) Have your work colleagues, staff and/or manager or colleagues in other organizations remarked on any change in your communication, negotiation or other skills since you attended the course, and what in particular have they commented on?

#### 4 Impact of the Council of Women World Leaders support

- 4a) What activities or support provided by the CWWL and Patricia Deyton were most useful to you whilst on the course and why? Were there any aspects missed out? Were any aspects not needed and why?
- 4b) Were there particular benefits you experienced from being one of a group of six women from Pacific Nations at the course? If so, what were they?

4c) And were there any disadvantages to being part of this group? If so, what were they?

#### 5 The Kennedy School of Government

5a) As a forum for exposure to international issues, ideas and approaches to economic and political issues, how do you rate the course *Leaders in Development: Managing Political and Economic Reform*?

5b) What impact did the presence of six Pacific Island women leaders have on the course content and discussions?

5c) Do you have specific comments on the appropriateness and effectiveness of the Kennedy School of Government programme that you wish to make?

#### 6 Networking with Alumni after the programme

6a) Are you in regular contact with any of the other Pacific women who were fellows in the same year as you were?

6b) Are you in regular contact with any course participants you met from other countries?

6c) Are you in regular contact with any other women in your country or neighbouring countries who were fellows in one of the other years?

6d) What have been the benefits of these ongoing contacts with alumni from the course?

#### 7. Selection and Administration

What were your experiences of the application, selection, and preparation process? Do you have any suggestions for improvements?

#### 8. Future Issues

8a) In your view, is the Kennedy School programme more suited to the needs of emerging or established leaders, and why?

8b) Pacific leaders from which sectors would benefit most from attending the Kennedy School programme, and why?

8c) Thinking strategically about leadership development in Pacific nations, do you consider the Prime Minister's fellow programme is a high priority component of an overall leadership development strategy? Give your reasons

8d) Do you see benefits to having an alumni organization for graduates from the Kennedy School programme? If you do, what in particular would you like to see an alumni organization do, and why?

**Review of the Prime Minister's Fellows Programme for Emerging Women Leaders from the South Pacific Island States 2006-2008**

**Questions for NZAID posts**

**Was the programme well planned and designed?**

What do you know about the Prime Minister's Fellows programme for Emerging Women Leaders?

What other leadership development programmes are being offered to Pacific peoples? Does the programme overlap with other leadership development programmes, or would there otherwise be a gap?

Will there be a greater or lesser need for this programme in the future? (explain your answers)

**Has the Programme been managed and implemented effectively?**

Describe what processes are used to disseminate information about the programme? Have you altered these processes over the three years of the programme and if so, why?

Have these processes been effective in reaching the women who would gain optimum benefit from the programme? If not, why not?

Any comments on the selection process?

What has been your role in assisting with arrangements for successful applicants? How has this worked? Has your role changed over the three years of the programme? What do you think the role of the posts should or could be in the future?

Do you have any role in relation to unsuccessful applicants?

**What is the level of stakeholder, partners, and beneficiary satisfaction with the Programme?**

What do you consider to be the impacts of the programme on the leadership skills of the participants? How has this impact been demonstrated?

Has the programme had any specific flow on impacts on good governance, gender equality and women's empowerment in particular?

Have there been any debriefs or follow-up with programme participants once they return home and, if so, how has NZAID been involved?

How have the participants' countries benefited from the programme?

**Future of the Programme**

What future activities could be undertaken to strengthen leadership with Program participants

## ANNEX 5: DETAILED PROGRAMMES FROM HARVARD

Leaders in Development: Managing Political and Economic Change  
June 9-20, 2008

Monday, June 9 Tuesday, June 10 Wednesday, June 11 Thursday, June 12 Friday, June 13  
Saturday, June 14

7:00-8:00 am 7:00-8:00 am 7:00-8:00 am 7:00-8:00 am 7:00-8:00 am  
Breakfast Breakfast Breakfast Breakfast Breakfast

Taubman BC Taubman BC Taubman BC Taubman BC Taubman BC

8:00-8:45 am 8:00-8:55 am 8:00-8:55 am 8:00-8:55 am 8:00-8:55 am

Study Groups Study Groups Study Groups Study Groups Study Groups

8:45-9:00 am 9:00-10:30 am 9:00-10:30 am 9:00-10:30 am 9:00-10:30 am

Program Logistics

Amy Capman Achieving Sustained Growth Leading in Challenging Times Leadership & Ethics  
Taubman BC

9:00 - 10:30 am *Structural Transformation Leadership and Authority A Framework for Ethics*  
Implementing Strategy & Change

Managing Complexity Ricardo Hausmann Marty Linsky *A Gift of Life Managing in Complex*  
*Environments*

*Bureaucrat's Dilemma* Kenneth Winston *HIV/AIDS in South Africa*

Merilee Grindle 6 Matt Andrews

2 Group Photo 9 12 15

Break 10:30 - 11:00 am Break 10:30 - 11:00 am Break 10:30 - 11:00 am Break 10:30 - 11:00  
am Break 10:30 - 11:00 am

11:00-12:30 pm 11:00-12:30 pm 11:00-12:30 pm 11:00-12:30 pm 11:00-12:30 pm

Building and Sustaining Managing Complexity Building and Sustaining Implementing Strategy &  
Change Taubman BC

Support for Policy Change *The Politics of Policy Change* Support for Policy Change *Corruption in*  
*La Paz* Implementing Strategy & Change

*Context and Players* Merilee Grindle *Philippine Fuel Prices* Matt Andrews *Managing in Complex*  
*Environments*

*The Dabhol Power Corporation* John Thomas *HIV/AIDS in South Africa*

John Thomas (Continued)

Matt Andrews

3 7 10 13 16

12:30-2:00 pm 12:30-2:00 pm 12:30-2:00 pm 12:30-2:00 pm

Lunch Lunch Lunch Lunch/Speaker Lunch

Taubman BC Off-Site, Border Cafe Taubman BC Ronald MacLean-Abaroa

13.5 Box Lunches

2:00-3:30 pm 2:00-3:30 pm 2:00-3:30 pm 2:00-3:30 pm Outside of Taubman BC

Implementing Strategy & Change Achieving Sustained Growth Implementing Strategy & Change  
Leading in Challenging Times

*What is Good Management? Growth Diagnostics Cancun Technical & Adaptive Challenges*

*Paying the Bills at the Junta* Ricardo Hausmann Matt Andrews Marty Linsky

Matt Andrews

4 8 11 14

5:30-6:30 pm Break 3:30 - 4:00 pm Tour of Harvard Harvard Shop

Program 4:00-5:30 pm

Registration Achieving Sustained Growth FREE TIME

Malkin Penthouse *Why are Poor Countries Poor?* FREE TIME FREE TIME

Ricardo Hausmann FREE TIME

6:30 PM 5

Opening Dinner 6:30-7:30 pm 6:30-7:30 pm 6:30-7:30 pm

Malkin Penthouse

1 Dinner DINNER Dinner Dinner



Taubman BC **ON YOUR OWN** Malkin Penthouse Taubman BC  
All classes will be held in L150, meal locations are indicated on schedule. 10/22/2008 12:36 PM

**Leaders in Development: Managing Political and Economic Change  
June 9-20, 2008**

**Sunday, June 15 Monday, June 16 Tuesday, June 17 Wednesday, June 18 Thursday, June 19 Friday, June 20**

7:00-8:00 am 7:00-8:00 am 7:00-8:00 am 7:00-8:00 am  
Breakfast Breakfast Breakfast Breakfast

Taubman BC Taubman BC Taubman BC Taubman BC  
8:00-8:55 am 8:00-8:55 am 8:00-8:55 am 8:00-8:55 am 8:00-8:55 am

Study Groups Study Groups Study Groups Study Groups Breakfast, Taubman BC  
9:00-10:30 am 9:00-10:30 am 9:00-10:30 am 9:00-10:30 am 9:00-10:30 am

Leadership & Ethics Building and Sustaining Leading in Challenging Times Participant Cases  
Managing Complexity

*Ethics in a Developing World* Support for Policy Change *Working with the Media* John Thomas  
*Better Governance in*

*Discovery in the Amazon Brazil's Toll Roads* Marty Linsky Chignahuapan  
Kenneth Winston John Thomas Merilee Grindle

17 20 23 26 29

**Break 10:30 - 11:00 am Break 10:30 - 11:00 am Break: 10:30 - 11:00 am Break 10:30 - 11:00  
am Break 10:30 - 11:00 am**

11:00-12:30 pm 11:00-12:30 pm 11:00-12:30 pm 11:00-12:30 pm 11:00-12:30 pm

Building and Sustaining Leadership & Ethics Leadership & Ethics Leading in Challenging Times  
**Taubman BC**

Support for Policy Change *Confronting Corruption* *Exporting Ethics* *Staying Alive* Managing  
Complexity

*Bujagali Dam The Good Commissioner Making the List* Marty Linsky Group Exercise  
John Thomas Kenneth Winston Kenneth Winston Merilee Grindle

18 21 24 27 30

FREE TIME 12:30-2:00 pm 12:30-2:00 pm 12:30-2:00 pm 12:30-2:00 pm

**Lunch Lunch Lunch Lunch Lunch**

T Allison Dining Room T Allison Dining Room T Allison Dining Room Taubman BC Box Lunches  
2:00-3:30 pm 2:00-3:30 pm 2:00-3:30 pm 2:00-3:30 pm Taubman BC

Managing Complexity Managing Complexity Participant Cases Implementing Strategy & Change  
*Brazil's Education Minister Good Enough Governance* John Thomas *The China-Singapore*

Merilee Grindle Merilee Grindle Suzhou Industrial Park

Matt Andrews

19 22 25 28

**FREE TIME FREE TIME FREE TIME FREE TIME**

6:30-7:30 pm 6:30-7:30 pm 6:30-9:00 pm

**Dinner Dinner DINNER Cocktail Reception**

T Allison Dining Room T Allison Dining Room **ON YOUR OWN** and

**Final Dinner**

Loeb House

All classes will be held in L150, meal locations are indicated on schedule.

10/22/2008 12:36 PM

## Gender Intelligence Workshop

June 21-June 22, 2008

This workshop was offered to the women participants to Leaders in Development and sponsored by the Women's Leadership Board of Harvard's Kennedy School. This body, a distinguished group of women from over 20 countries, supports established and aspiring women leaders through programs at Harvard.

The intent of the workshop was to further refine participants' leadership skills, while providing specific strategies for addressing obstacles that are unique to women leaders operating in a male paradigm. It was led by a skilled professional who has conducted such training for corporate and government leaders around the world for over twenty years.

The program topics included:

- Introduction – Why are we here?
- What is Action Learning?
  - Ways of gaining new knowledge
- What are our Leadership & Gender Challenges?
  - What are the top challenges you experience as a leader
  - What are the top challenges you experience working with men
- Common Traps for Women Leaders
  - Research from 200 organizations
  - Ways to avoid these common traps
- Scientific Facts of Gender Differences in Leadership
  - Brain based differences between men and women
  - Competitive advantage of gender balanced leadership
  - Same Words, Different Language
  - Communication differences between men and women
  - Effective ways you can frame your conversations so you are heard and understood
- States of Leadership Integrity
  - Ways to identify cultural norms and organizational states of mind
  - Solutions to Situational Leadership Constraints
- Effective ways to build your Advisory Network

## ANNEX 6: CONFIDENTIAL ANNEX FOR NZAID:

### The Prime Minister – NZAID relationship in the Prime Minister's Fellows programme for Emerging Women Leaders in South Pacific Nations

Issues arising in the review that relate to Prime Minister's role (only some of which are included in the report) were:

1. Managing potential risks of a prestigious Prime Minister's fellows programme needs to incorporate a close relationship between the managing agency and the Prime Minister. A review of files suggest briefings to the Prime Minister have focused on the composition of the selection panel for the programme and the selection of applicants from a short list, rather than the overall direction of the programme or any results. For example, it does not appear that the participants' reports on how the course benefited them are routinely sent to the Prime Minister for information. It also appears that all communication has been by memorandum. If this is the case, I would recommend that face-to-face communication occurs in future to ensure that the Prime Minister has an opportunity to discuss concerns or issues with officials prior to making final choices on the panel and programme participants.
2. I recommend that the KSG has a role in commenting on the long list of 25 applicants as a guidance to the panel in terms of who, in their view, was capable or not capable of they would select or not select. This would be helpful to the integrity of the future programme (options one and two) and is practice adopted in selections for the Commonwealth Advanced Seminar.

3.

4.

5. Finally, if the programme is to continue as an elite PM's scholarship (options one, two or three) in my view NZAID needs to establish a much more proactive stance in relation to briefing the Prime Minister on the evolving leadership programmes supported by NZAID in the Pacific region and the value added by the elite scholarship programme in that changing context.

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