

Mindanao Bridging Leaders Program

Background

The Philippines is a country beset by complex divides. It is marked by high inequality not solely in terms of the distribution of income, but also in terms of access to basic social services such as health and education. This situation of high inequality leads to the continuing presence of widespread poverty throughout the country. These circumstances, coupled with the general unresponsiveness and weakness of institutions, rouse prevalent social unrest that result to peace and security concerns.

The Communities in Mindanao, especially in the Autonomous Region of Muslim Mindanao (ARMM), best illustrate areas of complex divides. When compared with the national averages, striking gaps appear in terms of the region's poverty incidence, income, literacy, and life expectancy. The unevenness of the provision of opportunities provided by the state and society becomes clear.

As we confront a Philippines that is increasingly beleaguered by complex divides, it is clear that the way we do leadership in the past is not enough for the uncertain and new problems that we face. The complex leadership challenge of our time demands a new breed of leaders, armed with different leadership knowledge, skills and values that will enable them to effectively handle complexity. This new breed of leaders must have credibility and authority recognized by different sectors; promote the value of shared integrity; understand the complexity of challenges and address their effects and

causes; bring diverse stakeholders to co-own the issue and its solution; and lead the process of coming up with new institutional arrangements and solutions to address social divides.

In order to continue responding to the pressing need to develop this new breed of leaders, the Asian Institute of Management – TeaM Energy Center for Bridging Leadership (The “Center”), through the generous support of the World Bank, offers the Mindanao Bridging Leaders Program (“MBLP”).

The Program

The overall objective of the MBLP is to build a cadre of Bridging Leaders in Muslim Mindanao, who can effectively address issues like peace, education, health, land conflicts, poverty, and poor local governance, among others. It has two key components: a *Leadership Formation Program* for individuals and *Institutional Development* for academic institutions to conduct research and training during the period.

Leadership Formation. This Leadership Formation component is an intensive **15-month* Fellowship program** for emerging leaders in Mindanao anchored on the Bridging Leadership Framework as the appropriate leadership approach for addressing complex societal inequities.

*** Fellows continue with their normal activities; Four (4) in-classroom 5-day workshops are carried out during the period with practical application required in between workshops.**

Essentially, the Fellowship's goal is to develop socially responsible Bridging Leaders who are able to look at a problem, understand its complexity and develop a collaborative response to address it, in order to reach societal equity that is sustained by institutions and stakeholders that are transformed toward greater responsiveness and participation.

In this component, 48 Fellows in two cohorts will be trained to improve their capacity to achieve their leadership goals within the context of the issue they seek to resolve. They will undergo training courses to merge Bridging Leadership theory with practice, discuss real-world cases and personal experiences, and go through coaching sessions with local academic institutions and development professionals – all partners of the Center. They will also participate in learning events with veteran development practitioners, and enjoy improved access to resource institutions.

This component specifically targets leaders who are committed to addressing Local Governance concerns throughout conflict-affected areas in Muslim Mindanao through multi-stakeholder and inclusive processes. Cohort 1 Fellows of the MBLP represent key geographic parts of the Island. To ensure sufficient geographic coverage of Mindanao as whole under the MBLP, Cohort 2 gives priority to applications or nominations from the ARMM islands and the Zamboanga Peninsula.

Institutional Development

An equally important component to this Program is the development of local academic institutions to provide Bridging Leadership training to leaders who will be part of the Fellowship.

Through this approach, the development of leaders will happen at a much closer, more efficient, and more contextual level, than if the capacity building occurred or was centralized at the AIM or at the Center. Also, local academic institutions are better equipped to provide Bridging Leadership training in the local dialect and to incorporate local and culturally-effective elements to the course.

Alongside AIM and Center faculty and resource persons, these local academic institutions will be in a position to co-train and help form these leaders in Bridging Leadership by being purposively engaged in the training and execution of the Fellowship.

The institutional partners shall collaborate to identify co-trainers for the Fellowship. Local partner institutions shall serve as co-convenors of capacity building activities under the MBLP, with the Center serving as main coordinator and facilitator.

Aside from being co-trainers, local partner institutions shall co-develop core groups and mechanisms for coordination, among the Center, the different local institutions and with the leaders they co-train and support. To sustain the interventions, these institutions will work hand in hand with the Center to create knowledge, training materials and

academic research towards the replication of the MBLP. **Fellows are expected to work with partner institutions in helping address their social divide, ensuring that it is aligned with the Bridging Leadership Framework – the central theory of change for the MBLP.**

Most of the Institutional Development have preceded the conduct of the first Cohort to effectively support Leadership Formation.

Presently, the following academic partners have entered into Memoranda of Agreement with the MBLP:



Ateneo de Zamboanga University



Western Mindanao State University



Mindanao State University -
General Santos City



University of Southern Mindanao



Mindanao State University –
Iligan Institute of Technology



Xavier University

Who Are Eligible To Nominate?

For impartiality, MBLP's partner institutions will not nominate applicants. However, in general, nominators must be in respected standing in a community or organization that is serving, at least, at the city or municipal level, and can personally attest to the accomplishments, the character and the resolve of the nominee. Appropriate forms and other documentary requirements should be completed and submitted for nominations to be valid. *See Instruction and Reminders in this Application Kit.*

The Preferred Fellow

Applicants should be leaders or those who are in a position of formal or informal authority with demonstrable conviction and commitment to Peace and Development through local governance interventions and multi-sectoral/inclusive processes in conflict-affected areas in Muslim Mindanao.

Applicants must have specific initiatives/projects meant to address **a social divide so complex to require multi-stakeholder processes.** Applicants must be able to articulate and define managerial interventions required and how the fellowship can help his/her project achieve its goals. **Joint (tandem or trio) applications by those from different sectors focused on a shared project shall be preferred.**

Eligibility Criteria:

1. Applicants must occupy a position of authority in the organization s/he belongs with clear potential as agent of change within said organization

2. 3 to 5-year record of service in a leadership capacity in public service (government agency, LGU, etc.), civil society (NGO, academic or religious institution, etc.) or private sector with significant, demonstrable role in effecting policy reform or steering project success in regional, national or institutional level
3. At least 28 years old at the time of nomination has the ability to deliver change in conflict-affected areas of Muslim Mindanao;
4. **Availability for interview as scheduled between January 14-21,2012.**
Applicants have the following options:
 - January 14-15, 2012 – Manila
 - January 16-17, 2012 – Cagayan de Oro
 - January 18-19, 2012 – Davao
 - January 20-21, 2012 – Zamboanga City;
5. Ability and willingness to undertake program requirements including but not limited to:
 - a. Attendance and participation in all trainings, special meetings, peer learning sessions and coaching sessions spread out across the period of the Fellowship;
 - b. Engaging key stakeholders in relation to the societal goal who may provide feedback and evaluation of the Fellow and his/her activities during and after the course of the program;
 - c. Regular and timely submission of his or her program plans, updates, evaluation and other related documents;
 - d. Public Presentation of work to key stakeholders that will take place at the end of the Fellowship; and
 - e. Engaging the Center’s network of fellows and partners towards effective

learning exchange, knowledge management and program evaluation; and

6. Availability for scheduled workshops under the Fellowship:

- February 20-27, 2012 – 1st workshop
- May 21 to 25, 2012 – 2nd workshop
- October 22-26, 2012 – 3rd workshop
- January 28-30, 2013 – Public presentation and 4th workshop.

A minimum of twenty (20) to a maximum of twenty-six (26) applicants shall be selected for the 2nd Cohort subject to deliberations of the screening committee.

Application Process

Kindly refer to Instructions and Reminders of this Application Kit

Prospective Fellows must submit:

- An accomplished Application Form;
- A statement of purpose;
- Curriculum vitae;
- Letter of endorsement from organization;
- Two (2) accomplished recommendation forms from persons who can personally attest to the accomplishments, character and resolve of the Applicant (and who are not members of the Applicant’s immediate family); and
- An accomplished Proposed Proposal Form.

If applicant is nominated by an Individual or Organization, a **Letter of Nomination** from the Individual or Organization will need to be submitted as documentary or testimonial evidence to Applicant’s/Nominee’s works and commitment.

Applicants will undergo a competitive selection process based on their background and demonstrated leadership record, the depth of expertise based on offered evidence of capacity to meet fellowship requirements and implement proposed fellowship project, potential societal impact based on individual qualifications and potential societal impact based on potential group interaction with fellows and partners (towards building a critical mass to address their chosen divide). The Center for Bridging Leadership shall form a selection committee that will verify these from the submitted documents, referrals and personal interviews.

Applications may be submitted through any of our partner institutions or through post directly to the Center's business address. Complete details of the application process are outlined in the Instructions and Reminders page of this Application Kit.