



LEADERSHIP DEVELOPMENT PROGRAMME STRATEGY NOTE

The Answer Lies Within



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Foreword

We are at a crossroad in the response to the HIV/AIDS epidemic. We can continue doing the same things over and over, hoping to reverse it, or we can choose to create a legacy that is free of HIV/AIDS. This requires exploring new ways to achieve a different set of results. This requires moving from commitment to action.

The Leadership Development Programme (LDP), an integral part of the UNDP's Leadership for Results programme, is based on a unique methodology that helps build partnerships, overcome institutional inertia, generate innovations, and produce breakthrough results essential for halting the epidemic.

The following document outlines the rationale and strategy behind the Leadership Development Programme.

The success of the Leadership Development Programme would not have been possible were it not for the vision and commitment of UNDP's country offices, in particular Resident Representatives, Deputy Resident Representatives, Programme Officers, leadership coaches, government partners and members of the HIV/AIDS Group at headquarters and in the field who tirelessly advocated for the programme and worked innovatively and over long hours to ensure its success.

This strategy note was produced by Allan Henderson, Serra Reid, Caty Fall Sarr and me, with the contribution of Moustapha Gueye, Joseph Friedman and Linda Gioja.



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1. Introduction

HIV/AIDS is one of the greatest development challenges of our time. The devastation wrought by HIV/AIDS affects us at many levels – individual, community, institutional and societal. The epidemic forces us to look closely at personal and collective attitudes, behaviours and norms that contribute to its spread.

HIV/AIDS is not only about a virus. It is also about shame and guilt, gender inequality, power relations, silence and denial, stigma and discrimination. As a complex phenomenon, it requires an extraordinary response that comprehensively addresses the multiple factors that fuel its trajectory, progressively realizes policies that reduce vulnerability and protect rights, and energizes institutions to implement effective responses.

UNDP's key contribution to reversing the epidemic is assisting in creating a policy, legislative and resource environment that will support the achievement of the following four key areas of the Declaration of Commitment issued by the UN General Assembly Special Session (UNGASS) on HIV/AIDS: (1) prevention of new infections; (2) provision of improved care, support and treatment for those infected and affected by HIV/AIDS; (3) reduction of vulnerability, especially among groups with high or increasing rates of infection, or who are at greatest risk of infection; and (4) mitigation of the social and economic impact of HIV/AIDS.

UNDP's corporate strategy on HIV/AIDS works at the country level towards these goals with a synergistic set of three services, building upon the opportunities available and the country's needs:

- 1. Leadership and capacity development to address HIV/AIDS:** promoting leadership at all levels, and developing the capacity of governments, civil society, development partners, communities and individuals to effectively respond to the epidemic.
- 2. Development planning, implementation and HIV/AIDS responses:** strengthening development planning and systems to comprehensively respond to HIV/AIDS at the national, district and community levels.
- 3. Advocacy and communication to address HIV/AIDS:** generating a society-wide response that is gender-sensitive and respectful of the rights of people living with HIV/AIDS (PLWHA).

2. Leadership for the Millennium Development Goals

A key lesson of the last decade is that dynamic, committed leadership is the common thread in countries that are successfully responding to HIV/AIDS. Leadership is the first of eight core strategic development areas articulated by the UNGASS Declaration of Commitment. It stresses: “Strong leadership at all levels of society is essential for an effective response to the epidemic... Leadership involves personal commitment and concrete action.” Concurrently, the full authority and power of the state need to be brought to bear on this crisis, recognizing that HIV/AIDS poses a major governance challenge for developing countries. UNDP’s governance mandate, and status as a long-time trusted partner of governments in developing countries, uniquely positions the organisation to promote action-oriented initiatives. This includes the mobilisation of political commitment and institutions beyond the health sector. In addition, UNDP supports the development of leadership competencies to enable greater accountability and transparency.

The Millennium Development Goals (MDGs) campaign is one of UNDP’s most important global advocacy measure. The sixth goal aims at halting and reversing the spread of HIV/AIDS by 2015, and UNDP is working to create the enabling policy and resource environment to achieve this.

Furthermore, UNDP’s approach to HIV/AIDS contributes to achieving other key MDGs:

- ❑ Reducing poverty and hunger (MDG 1)
- ❑ Empowering women (MDG 3)
- ❑ Reducing maternal and child mortality (MDGs 4 and 5)
- ❑ Developing a global partnership for development (MDG 8)

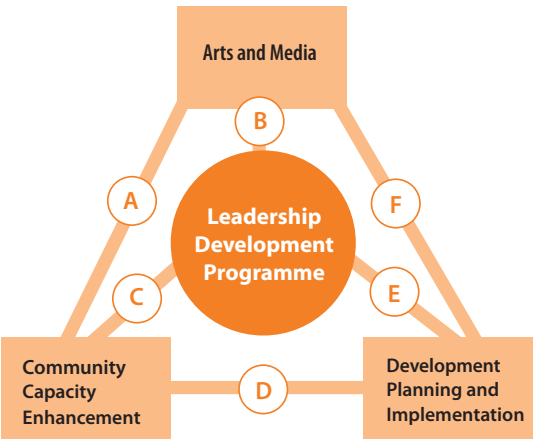
3. Leadership for Results

Governance in Action

Effective leadership for addressing HIV/AIDS must be inclusive and proactive. It must actively address key issues such as gender equality, human rights, and equitable access to prevention, care and treatment. To meet the complex, multi-dimensional development challenges posed by HIV/AIDS, leaders must have the courage to take risks and overcome obstacles. They need to have commitment and integrity. They need to take action and produce results, and empower others to do the same.

The Leadership for Results strategy has been applied by UNDP since 2002 to scale-up and lead change in the national responses in over 30 countries in every region of the world. The strategy is composed of four mutually reinforcing programmes¹ with specific goals that progressively build leadership and institutional capacity over a three-year period.

Leadership for Results: A Set of Synergistic Initiatives



- A.
 - ❑ CCE reaches finite numbers directly
 - ❑ Media can reach millions
 - ❑ Stories of community decisions and actions reflected in all media inspire change nationwide
- B.
 - ❑ LDP reaches finite numbers directly
 - ❑ Media can reach millions
 - ❑ Media leaders participate in LDP
 - ❑ Stories of LDP regional projects and leaders reflected in all media inspire change nationwide
- C.
 - ❑ CCE National Expert Team participate in LDP to enhance each initiative
- D–F.
 - ❑ Integrate community conversations and voices in national and subnational strategic plans
 - ❑ National and subnational planners participate in LDP
 - ❑ Media reflect societal concerns that are integrated into national and subnational plans

This strategy embodies governance in action: bringing together leaders from government, civil society, media and the private sector to generate individual and collective commitment and breakthrough actions that address

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