

LEADERSHIP FOR RESULTS
UNDP's Response to HIV/AIDS



U N
D P

**ARTS AND MEDIA TRANSFORMING THE RESPONSE TO HIV/AIDS
STRATEGY NOTE AND IMPLEMENTATION GUIDE**

The Answer Lies Within



HIV/AIDS GROUP • BUREAU FOR DEVELOPMENT POLICY • 2005

Gulan Kripalani

Shivaji Bhattacharya

Monica Sharma

Pramod Kumar

Table of Contents

Foreword	3
1. Overview	5
2. Why Arts and Media?	7
3. Transforming the Response through Arts and Media	8
4. UNDP's Arts and Media Strategy	9
5. Media Participation in Leadership Development Programmes	10
6. Arts and Media Workshops	14
7. Media to Scale Up Leadership Development Programmes	22
and Community Capacity Enhancement programmes	
8. Conclusion	25
9. Annexes	26

Foreword

The Arts and Media initiative is an integral and strategic part of the Leadership for Results programme. The participation of artists and media professionals is critical for scaling up the Leadership for Results programme and reaching the scores of people needed to create the critical mass that will fundamentally change our response to the epidemic.

Today, there is virtually no issue on which the media does not have an impact upon, and which, in turn, is not shaped by the media. Mass media dominates our thinking, perceptions and behaviour. In order to bring to the public domain critical issues about HIV/AIDS and the underlying causes that are fuelling the epidemic, it is essential to engage with the media in meaningful ways.

Our stories, icons and myths reside in art and culture – they shape our deepest beliefs and responses. To address the many complex challenges that HIV/AIDS poses, it is necessary to confront and transform attitudes that reside deep within us – including our responses to people living with HIV/AIDS, gender inequality and power relations that exist in society. This is only possible with the involvement of artists who can re-create and re-position icons and metaphors that we profoundly connect with.

Involving the artists and media to change the discourse around HIV/AIDS must go beyond replacing one set of ‘messages’ with another. The Leadership for Results programme is based on the principle that the *answer lies within* – within individuals, institutions and society. The Arts and Media initiatives engage artists and media practitioners to personally experience a shift in their thinking, perceptions, commitment and action regarding HIV/AIDS. In contrast to one-off events and celebrity endorsements, this initiative enables artists and media professionals to undergo personal transformations and builds on their inherent capacity to generate a complex and sensitive response to the epidemic.

The results of the arts and media initiatives have been extraordinary in countries and regions around the world, reaching millions of people. In Africa, countries such as Ethiopia, South Africa, Botswana, Lesotho, Swaziland and Ghana have shown breakthrough results; in Eastern Europe, Ukraine has demonstrated path-breaking arts and media initiatives; in Asia, countries such as India, Nepal, Cambodia and Malaysia have reached millions with innovative actions; and in the Arab States region, Tunisia, Morocco, Algeria and Djibouti have broken the silence around HIV/AIDS and done pioneering work through creative initiatives in media and the arts.

These results have further strengthened UNDP’s resolve to continue to address this critical area. The participation of media professionals in the Leadership Development Programmes will be essential to their success and will continue in the future. As part of the long-term strategy of the Leadership for Results programme, UNDP will continue to engage the arts and media sector in interactive forums and workshops to generate a scaled-up response to the epidemic. Resources committed to this initiative will pay rich dividends, as has been proven in countries where these programmes have taken root.

The challenges faced by the epidemic are varied and complex. For a truly multi-sectoral response that will create an enabling environment, the arts and media initiatives must necessarily play a critical role.

I would like to thank the many people in UNDP headquarters, regional and country offices around the world who have played significant roles in making the Arts and Media initiatives such a success.

Special thanks to those who developed the arts and media strategy along with me—Gulan Kripalani, Shivaji Bhattacharya and Pramod Kumar, with contributions from Soumya Sen.

Thanks to Djibril Diallo and his team, especially Nicholas Gouede and Cassandra Waldron from headquarters who were supportive and dedicated partners in this process.

My deep appreciation to Nileema Noble, Signe Frederiksen, Kelemework Tekle, Senait Mulgeta, Asrat Tilahun and Barbara Torggler in Ethiopia who had the courage and conviction to host the very first and very successful arts and media workshop in Ethiopia.

My grateful appreciation to Shivaji Bhattacharya, who planned and implemented the regional arts and media workshop in South Africa that brought remarkable results, and who has used this sector in innovative ways to address the complex issues that HIV/AIDS poses within our offices and outside. Thanks also to Catherine Moat, who has been a committed and passionate advocate of this work. Special thanks to the communication officers who were instrumental in making the South Africa regional workshop a success - Iddrisu Siddiq from Ghana, Malume Mohale from Lesotho, Agnes Phiri from Swaziland and Marx Garekwe from Botswana.

My appreciation to Sonam Yangchen Rana, Pramod Kumar, Surekha Subarwal, Kumar M. Tiku, Maurice Dewulf, Sangita Khadka and Anjani Bhattarai who worked with commitment and dedication to make the India and Nepal workshops a success with outstanding breakthroughs.

Thanks to Douglas Gardner and his team in Ukraine who had the foresight and commitment to involve senior media partners in the Leadership Development Programmes, with outstanding results.

Special thanks to Maxine Olson, Brian Lariche, Angeline Ackermans and in particular to Yante Ismail, who brought together a most creative group of participants in Malaysia and worked tirelessly to make the workshop a success.

My deep appreciation to Dominique McAdams who helped introduce the process of transformation in Cambodia and to Douglas Gardner who continues to support and enhance this. Severine Leonardi, Christelle Chapoy, Pok Poun, Men Kimseng, Eap Sokha and Dr Tia Phalla, (Secretary General, NAA) whose enthusiasm and commitment to the process have yielded extraordinary results.

Emmanuel Dierckx De Casterle, Selma Nagbou, Nada Farid, Leila Tadj, Myriam Zniber, Raphael Pean, Aida Robana and Hassan Ali, all of whom made a resounding success of the arts and media regional initiative in Morocco and brought together creative professionals from Tunisia, Morocco, Algeria and Djibouti, who have generated path-breaking initiatives. Special thanks to Khadija Moalla who demonstrated her wonderful enthusiasm and commitment in making the workshop a success. Thanks to Walid Badawi for being an advocate for the arts and media initiatives in this region.

Thanks to Ravi Pradhan, Cheikh Al Khalifa Cisse, Paul Abrams and Gulan Kripalani for facilitating the arts and media workshops and inspiring breakthrough results.



Monica Sharma

*Director
HIV/AIDS Group
Bureau for Development Policy*

1. Overview

HIV/AIDS is not just a 'fatal disease', but an extraordinary epidemic with wide-ranging development ramifications that affect every aspect of human life and national economies. It is fuelled and aggravated by deep-rooted socio-economic inequities; including gender inequality, social marginalization, stigma and discrimination, lack of access to information and services and denial of rights. The epidemic makes poor people poorer, exacerbates the oppression, exploitation and violence against women and girls, and severely impairs social cohesion.

Much has been done over the past couple of decades to meet the challenges posed by the pandemic. However, as the numbers of people affected continues to rise, it is clear that there is an urgent need for a paradigm shift in thinking and action at the individual, institutional and societal levels to effectively tackle the escalating crisis.

The spread of HIV/AIDS is a symptom of the way we think and behave; the values we hold and the principles we believe in. It is about relationships between men and women and the power equations between them. It is about individuals, societies and cultures that perpetuate gender imbalances and marginalize entire sections of the population. It is about our unwillingness to make deep and fundamental changes in the way we perceive ourselves and our relationship with the world around us.

UNGASS and Millennium Development Goals: Call for an Unprecedented Response

Successful reversal of the AIDS epidemic will require certain indispensable ingredients: courageous and innovative leadership, high-level political commitment and unprecedented levels of collaboration among all actors and stake holders. The UNGASS Declaration is a demonstration of commitment by global leaders in response to this challenging task. It calls for a concerted and coordinated strategic approach, with special focus on human rights and gender dimensions, greater accountability for results, and courageous and visionary leadership.

Similarly, the Millennium Development Goals (MDG) articulate the profound impact HIV/AIDS has on human development. It has been widely accepted that without progress in tackling HIV/AIDS, the prospect of achieving any of the goals is in great jeopardy.

This link between human development and HIV/AIDS is central to the response of UNDP, which is the UN's global development network advocating for changes and connecting countries to knowledge, experience and resources to help people build a better life. It is designed to address the root causes that make people, especially women, vulnerable and the factors that fuel the epidemic. HIV/AIDS is a key corporate priority of UNDP.

Leadership for Results (L4R)

UNDP's response to HIV/AIDS – and its unique niche—is to create an enabling policy, legislative and resource environment to achieve the MDG and UNGASS goals. The Leadership for Results programme is UNDP's contribution in response to the HIV/AIDS challenge. The programme is based on the conviction that the **answer lies within** people, societies and institutions to transform the response to HIV/AIDS and address the underlying socio-cultural causes that are fuelling the epidemic. It relies on the principle that everyone has the potential to be a leader, and that in order to transform the response to the epidemic, it is necessary to begin with the self.

UNDP's corporate strategy on HIV/AIDS works at country level with a synergistic set of 3 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, institutions, 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

The **Leadership for Results** programme has been applied by UNDP to scale up and lead change in the national response in over 30 countries in every region of the world since 2001. It is composed of four mutually reinforcing programmes¹ with specific goals that progressively build leadership and institutional capacity over a three-year period to strengthen key components necessary for the achievement of strategic results on the ground.

Arts and Media: An Integral Part of UNDP's Leadership for Results Programme

The Arts and Media initiative is an integral and critical part of the Leadership for Results programme. The relevance of this initiative straddles all the service lines and is crucial in creating an enabling environment that transforms the discourse around HIV/AIDS and creates new icons for social change.

This Arts and Media strategy note and implementation guide is a document for internal circulation, aimed at core UNDP personnel in regional and country offices. It is also meant for the UN Country Team to plan joint interventions to engage the media in changing the discourse around HIV/AIDS. A common strategy for involving the arts and media sector would enhance each agency's work and make the best possible use of resources.

1. UNDP's Leadership for Results strategy incorporates four mutually reinforcing and synergistic components to advance implementation of the service lines and strengthen national responses to HIV/AIDS: (i) Leadership Development Programmes (LDP) to develop capacity of leaders from all sectors of society to take effective action to address HIV/AIDS; (ii) Community Capacity Enhancement (CCE) programmes to empower communities to take decisions and actions to halt the spread of HIV/AIDS; (iii) Development Planning and Implementation (DPI) initiatives promoting inclusive and empowering planning and implementation at national and local levels; and (iv) Arts and Media (A&M) programmes focusing on changing the discourse around HIV/AIDS and empowering women and people living with HIV/AIDS.

2. Why Arts and Media?

Artists and the media are in many ways the cultural mirrors of our times. They interpret the world for us. Often, the way media reacts to an issue determines how society responds to it. The role, reach and influence of the mass media (TV, radio and press) and artists (writers, filmmakers, artists, theatre directors etc.) in responding to any issue and setting the tone of nationwide conversations is unparalleled.

Artists and media are capable of constructing a new social reality and inspiring action. They can shift public perceptions and help create new meanings, icons, metaphors, images and stories that help change our attitudes and influence our behaviour. They can create an environment that generates multi-sectoral responses; influence the perceptions and values of people to address the underlying causes of the epidemic; help create an enabling environment that is sensitive to women's issues, people living with HIV/AIDS and their rights; and act as negotiators for societal change.

In bringing about the new paradigm shift for an effective response to the epidemic, and in scaling up the impact of the Leadership for Results programme, arts and media assumes a central and indispensable function. It is with this understanding that UNDP has focused on the Arts and the Media sector as key partners to ensure an effective response to HIV and AIDS.

3. Transforming the Response Through Arts and Media

“I am enough of an artist to draw freely upon my imagination. Imagination is more important than knowledge. Knowledge is limited. Imagination encircles the world.”

Albert Einstein

The contribution of media has been significant in creating awareness and disseminating information about HIV/AIDS in many countries. Experience has taught us however, that while information is important, it is not sufficient in creating sustainable behaviour change. Further, some of the early negative images and responses to the epidemic have had adverse connotations that still impact the HIV/AIDS discourse. While this needs to change, we know that change does not occur by replacing one set of messages with another. It requires a shift in the very thinking and being of communicators.

UNDP’s unique methodology engages individuals from the arts and media sector in ways very different from the conventional ‘information download’ approach. Our methodology provides a space for people to undertake a profound personal journey. It enables each individual to experience a shift in their thinking, perceptions, commitment and action regarding HIV/AIDS. It deepens our understanding of the underlying causes fuelling the epidemic and empowers us to take action and risks that we otherwise would not have. It inspires us to take a stand and make a real difference.

HOW UNDP’S ARTS AND MEDIA STRATEGY DIFFERS FROM THE CONVENTIONAL APPROACH

CONVENTIONAL A&M STRATEGIES FOR BEHAVIOUR CHANGE COMMUNICATION	UNDP’S A&M STRATEGY FOR TRANSFORMATION
Focus on training media about basic facts	Focus on transformation of media practitioners and artists and generating their commitment
Addresses the behaviour and actions of people	Addresses the ‘hidden’ attitudes, beliefs and perceptions that impact on behaviour and actions of people
Dissemination of ‘right messages’	Fundamentally changes the discourse around HIV/AIDS
Improves reporting skills	Inspires innovation; generates empowering language
Focus on dos and don’ts	Focus on values and principles
Focus on immediate issues	Generates an understanding of the underlying causes
Applied to specific issues	Can be applied to all development challenges
Media practitioners are engaged by development agencies because they are a sector with reach and influence	Media practitioners are engaged as real partners and stakeholders who have ownership of the issues

4. UNDP'S Arts and Media Strategy

UNDP has a three-pronged strategy to engage the arts and media sector for an effective response to HIV/AIDS.

- ❑ **Media participation in Leadership Development Programmes**
Include senior media practitioners as participants in Leadership Development Programmes in every country/region. This group should form at least 5% of the total number of participants, and work on their own (media -based) breakthrough initiatives.
- ❑ **Arts and Media Workshops**
Involve key artists and media practitioners in a 3 day country or regional workshop, conducted by a trained coach. Plan follow-up strategies to sustain momentum.
- ❑ **Media to scale up Leadership Development Programmes and Community Capacity Enhancement**
Involve media in promoting and scaling up the impact of the breakthrough initiatives and community actions resulting from the Leadership Development and Community Capacity Enhancement programmes.

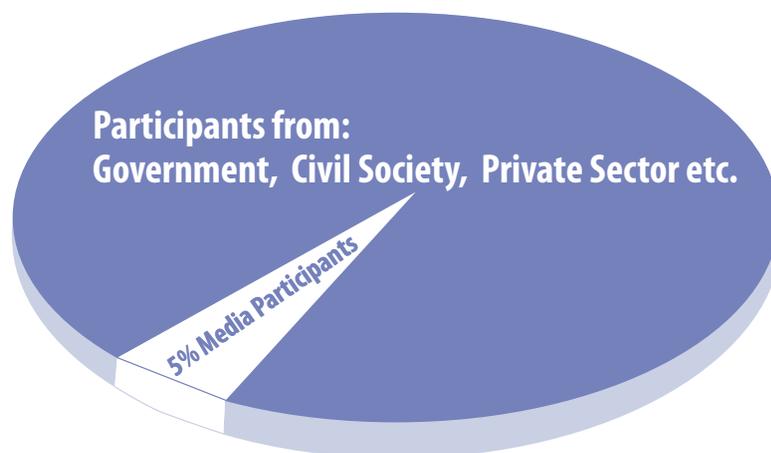


Each part of UNDP's Arts and Media strategy is linked to the other and unfolds in a systematic way. Similarly, the entire strategy is interconnected to the other components of the Leadership for Results programme – the Leadership Development Programme and Community Capacity Enhancement. This programming link is a deliberate strategy to take the response to HIV/AIDS to scale and multiply its effectiveness.

5. Media Participation in Leadership Development Programmes

The Leadership Development Programmes rolled out in different countries includes participants from all sector and sections of society. A percentage of the participants (at least 5 percent) should be drawn from the media sector.

PARTICIPATION IN THE LEADERSHIP DEVELOPMENT PROGRAMMES



Rationale:

Senior media practitioners from TV, radio and press wield enormous influence over their own organizations and society as a whole. The inclusion of this group in the Leadership Development Programme is a strategically critical one. These are the relatively small group of people in society who determine the content of all media and dictate the nature and perspective of all the information society receives. Capacity building of this key group through the LDP has wide ranging implications and repercussions – and can significantly change the discourse around HIV/AIDS in the media.

The Leadership Development Programme creates opportunities for generating innovative action for results by:

- Enhancing key stakeholders' understanding of the multidimensional complexity of the HIV/AIDS epidemic and thereby shifting the response paradigm to meet challenges more effectively
- Providing leaders, institutions and communities with learning opportunities to enhance existing leadership skills, generate strategic options, increase organizational effectiveness and leverage their influence in the response to HIV/AIDS
- Offering leaders the opportunity to strategically explore and increase their commitment to address the fundamental social factors and underlying causes that fuel the epidemic, and supporting them to identify concrete actions to achieve key goals

- Bringing leaders from different sectors together to form dynamic, results-oriented partnerships and communities of practice; learn how to shift from resignation and organizational paralysis to a sense of possibility and urgency; and find in themselves (and others) new sources of hope, commitment and strength for sustained action
- Supporting leaders in generating sustainable and measurable ‘breakthrough initiatives’ that will make a sustainable difference in the response to HIV/AIDS, and in discovering and applying new ways to change attitudes and assumptions that perpetuate stigma, denial and silence.

In contrast to leadership programmes that emphasize improving managerial capacities and styles, UNDP’s Leadership Development Programme focuses on achieving results-taking leaders through a structured active learning process that generates concrete actions. Media participation in this process ensures a more comprehensive advocacy intervention and sustainability of efforts. The breakthrough initiatives generated by media participants also opens doors to a new kind of thinking and discourse about HIV/AIDS, potentially reaching millions of people.

The involvement of media participants in the Leadership Development Programme aims at achieving the following outcomes:

- Breaking the silence surrounding HIV/AIDS
- Addressing underlying issues that fuel the epidemic
- Generating new images, metaphors, icons and examples to promote the new type of leadership: role models who empower and nurture
- Making visible and acknowledging the role of women’s leadership in the response to HIV/AIDS, and in coping and caring for those infected and affected
- Positioning people living with HIV/AIDS in productive, leadership roles
- Motivating arts and media leaders to support social change and transformation
- Forming networks and coalitions of artists and media practitioners to address HIV/AIDS and related issues
- Improving the quality and quantity of media outputs (empowering language, no stigmatization, no sensationalism, repositioning desirable qualities in men and women, promoting human rights and gender equality, discussing women’s issues, promoting testing and condom usage)

Participant Criteria

Participants from the media sector for the LDP need to be chosen strategically. Senior media practitioners who are in positions of authority and responsibility and who can influence policy decisions within their own organizations should be chosen. Since this group of participants would be small in number, it is suggested that they are owners/editors/publishers of print media; owners/programming heads of national and private TV and radio channels and also key persons representing media associations and networks.

Enrolment of Participants

The main objective of the enrolment process is to introduce the Leadership Development Programme and build a network of influential individuals from the UN, government, development partners, civil society, media and the private sector who will become engaged in standing for the vision of the programme to support breakthrough results in the response to HIV/AIDS in the country.

The enrolment process includes meetings, interviews and presentations (one to one or to groups) to inspire stakeholders, have them see the LDP programme as an opportunity for themselves and their country, and have them commit to be full partners in the phases to come. *(For complete details of the LDP and its enrolment processes, please see the LDP Strategy Note and Implementation Guide)*

Media participants in LDP generate breakthrough results in Ukraine

Three years into UNDP's HIV/AIDS programme in Ukraine, two shifts have taken place in the media: an increase in the amount of coverage devoted to the epidemic, and a transformation of the way the epidemic is portrayed. Coverage now goes beyond negative aspects to convey a sense of life and hope. These two changes have helped to increase awareness and reduce stigma associated with HIV/AIDS. Most importantly, they have shifted discussion of the virus beyond simple prevention and dissemination of information to a broader analysis that is transforming the social, cultural and environmental factors affecting its spread. Approximately 50 media professionals have participated in the Leadership Development Programme, and have influenced countless others.

The involvement of senior media participants in the Leadership Development Programmes sets the stage for building of an enabling environment to halt and reverse the HIV/AIDS epidemic. By forming strategic partnerships and generating breakthrough initiatives, this group creates the momentum for a fundamental change in the media environment.

Further, the involvement of media practitioners in the programme provides an excellent base for the Arts and Media workshops that follow within countries. Senior media professionals who have experienced the process of the Leadership Development Programme are far more likely to encourage others in their organizations to participate and benefit from these initiatives. As a result, a larger and more varied group of media practitioners are able to participate in Arts and Media workshops. The participation of professionals from different hierarchical levels in media organizations including journalists, feature writers, scriptwriters and programme designers in TV and radio) in the arts and media workshops ensures a more comprehensive advocacy intervention.

Documentation

The breakthrough initiatives generated by media participants of the Leadership Development Programme provide an excellent impetus for a wider group of media personnel to be involved and engaged in the response to HIV/AIDS. This will give the programme greater traction and bring new ideas and partners to bear on the issues and a larger community of commitment to carry forward the solution. These breakthrough initiatives need to be documented and disseminated through media channels in order to influence peers within the media circles who play a decisive role in shaping media content.

Documentation will also further another strategic aspect of the initiative. The recording and dissemination of innovative partnerships and strategic alliances formed by media participants and other stakeholders will generate a snowball effect on the programme. There is an opportunity for media participants to leverage their senior positions in the industry to increase the reporting and widen the dissemination of the LDP process and the breakthroughs generated.

It is very critical for the documentation to be a live and evolving process, rather than the mere recording of an event. As such it will also constitute an invitation for more and expanded alliances.

Strategies for Sustainability

The programme is designed to generate a 180-degree shift in the management and programmatic perspectives of senior media managers. Being a three-part process, the Leadership Development Programme sessions will stay and grow with the participants over a period of time. The programme is therefore designed to revisit issues and to deepen the concepts of nurturance and results-orientation through the course of the sessions.

This shift in management style at the apex level will trickle down to middle management and the larger team in the media organizations, resulting in a transformation in management culture and ownership of key social issues. The shift in perspective, where the participants place themselves at the centre of the issue, makes the media a responsible and proactive stakeholder with a commitment to addressing the problem rather than merely reporting it. This shift is the basic foundation of sustainability.

The scale-up potential of the media in terms of reach and opportunity-to-see (OTS) has already been dealt with and goes a long way to generating the numbers that will trigger a critical mass of stakeholders reached and transformed.

6. Arts and Media Workshops

The Arts and Media workshops are a new breakthrough in terms of intended outcomes and methodologies. UNDP works with artists and media professionals and engages them in a process of exploration, innovation and creativity that will transform the response to HIV and AIDS. These workshops are not 'business as usual'. There are few presentations and fewer speeches. Instead, artists and media people are challenged to make a critical difference in their own thinking and find the space to re-invent themselves - and transform society.

About 100 artists and media professionals are invited to participate for the entire duration of the three-day residential workshop. The workshop is facilitated by a world-class coach. The synergistic quality of the Leadership for Results initiatives ensures that the tools and methodologies used in the Arts and Media workshops are the same as those used in the Leadership Development Programmes.

"You see things and you say, 'Why?' But I dream things that never were and say, 'Why not?'"

George Bernard Shaw

Envisioning the future, mental maps that help to understand the underlying causes of the epidemic, transformational thinking and being etc. are some of the experiences that participants undergo and internalize. They are challenged to explore new ideas; to innovate and break out of traditional ways of thinking and acting. They are inspired to find new 'languages of expression' – create new metaphors and icons and images of leadership that will resonate throughout society. They create a new future for their people based on the positive aspects of their heritage. They are inspired to present their best ideas, their most innovative, creative and imaginative thinking.

Participants engage in practical inquiry on key topics with regard to HIV and AIDS; hold dialogues and discussions with each other; reflect on personal experiences, beliefs and assumptions; build on the existing strengths of their societies and challenge social norms that contribute to fuelling the epidemic.

Media Coalition formed in Ethiopia to address HIV/AIDS

The Ethiopian Volunteer Media Professionals Against HIV/AIDS was founded at a media workshop supported by UNDP. The first media coalition in the country to include private and government media professionals, the organization has dedicated itself to covering HIV/AIDS in print, radio and television. The coalition has devised an action plan that includes a content analysis of current media responses to the epidemic, in order to pinpoint gaps in coverage and identify opportunities for enhancement. Coalition journalists have also reported on UNDP's programmes, including the Leadership Development Programme and Community Capacity Enhancement Programmes in local and national media, and are helping UNDP document the CCE process.

Key Intended Purpose and Outcomes of the Arts and Media Workshops

For participants (artists and key media people) to personally experience a shift in their thinking, perceptions, commitment and action regarding HIV/AIDS. This includes making a declaration of commitment to make a critical difference through individual or collective action.

Generate a set of images, metaphors, icons and examples to shift the conversations and actions to:

- Promote the new type of leadership: Build role models of leaders who empower and nurture
- Make visible the role of women's leadership in the response to HIV and AIDS – in coping and caring
- Position people living with HIV and AIDS in productive, leadership roles
- Motivate Arts and Media leaders for social change and transformation

Participants engage in challenging themselves with questions such as:

- How do we generate or kindle the flame of hope, confidence and self-trust – about the future and our capacity to construct a new future, to shape the course of history? What will it take for each one of us to stand up and commit to shaping our destiny – despite the circumstances and past history?
- How do individuals catalyze a conversation about new possibilities and making a difference in their families, workplace, communities, etc?
- How do we shift outdated myths, meanings, and icons to ones that will promote a new kind of leadership, the role of women as leaders, men as champions of gender equality, and the role of people living with HIV/AIDS in reversing this epidemic?
- How do we (as individuals, as media, etc) identify, illuminate and amplify stories of hope, courage, innovations, etc?

Strategic Objectives of the Arts and Media Workshops

To empower Arts and Media participants to:

- Break the silence around HIV/AIDS
- Position HIV/AIDS as a development issue, promote a deeper understanding of the epidemic and its underlying causes, and create an enabling environment to reverse the epidemic and reduce its impact on people.
- Use all forms of communication in creative and innovative ways to propagate and scale up the values and concepts of the new transformative leadership, in order to produce breakthrough results.
- Form and strengthen alliances, coalitions and linkages (especially South-South) within Arts and Media and between communities, community organizations and Arts and Media.
- Reposition the stereotyped images of women, people living with HIV/AIDS, leaders and men as powerful, productive and positive role models.
- Create space for dialogue on culturally 'taboo' issues such as sexuality, stigma, fear, discrimination, gender equality etc.

Artists and Media in Ethiopia take on the HIV/AIDS challenge

Ethiopia was the first country to host UNDP's Arts and Media Workshop in 2002. Artists, painters, poets, singers and media practitioners attended this workshop from all over the country. Unique to this workshop were the limited number of speeches and presentations, with a focus instead on giving participants the time and space to explore and challenge their thinking and create new icons and metaphors to change existing reality. A cartoonist who participated in the workshop stated, "The workshop has given me ideas that I can use to address HIV/AIDS. It has reinforced my conviction that women can play a leading role...and that men should play a supportive role to women. I have been energized to translate all these convictions into my work."

Rising to the challenge set forth in the workshop, participants created no less than 38 inspiring poems featuring women as leaders, passionate expressions against stigma and discrimination, and new icons. By writing extensively about stories of courageous men and women responding to the epidemic, journalists brought to the public a new and empowering view of HIV/AIDS. Following the workshop, 48 radio programmes addressing different aspects of the HIV/AIDS epidemic were produced and aired, with a reach to thousands of Ethiopians. These radio programmes challenged cultural stereotypes and created new female icons. By disseminating their powerful messages throughout the country, artists and media professionals have contributed to spreading the word about the quiet social revolution underway in parts of Ethiopia.

Methodology

The Arts and Media workshops include four basic stages of planning:

1. Identifying and enrolling the participants
2. Identifying and enrolling the Core Group (from among the participants)
3. Planning and implementing the workshop, including documentation
4. Planning and implementing next steps and strategies for sustainability

Participants

While identifying artists and media participants for the workshops, it is suggested that **influential** practitioners who represent **diverse disciplines** and cover **different regions of the country** be chosen. Special emphasis needs to be given to individuals who shape and develop popular culture – television serials, feature filmmakers, popular lyricists etc. and those who reach and communicate with local populations in their own languages.

For a detailed participant criteria list, please see Annex II.

ARTS AND MEDIA WORKSHOP PARTICIPANTS



Enrolment for Commitment

Engaging key artists and media practitioners and enrolling them in the Arts and Media workshop process is critical. The immediate challenge is to enrol and create partnerships with the media, to make them realize their stake in the response and obtain their commitment for sensitive, proactive and sustained support.

In order that professional and influential artists and media people can attend a forum where they will participate as learners, it is crucial that they understand and are open to an unusual experience that challenges and engages them in unique ways.

For details on enrolment, please see the relevant sections in the LDP Strategy Note and Implementation Guide documents.

Core Group

The role of a Core Group (identified from among the Arts and Media workshop participants) is critical for sustainability of the arts and media initiatives and for tracking, monitoring and evaluation of the processes and outcomes.

A group of 8–10 individuals need to be chosen to be part of the Core Group for the workshops. When regional workshops are held, there should be at least two representatives from each country in the Core Group. Before the workshop, the Core Group will need to be specially enrolled to the vision of the Arts and Media workshop and be given special insights into their role and expectations.

The Core Group should consist of people from diverse disciplines (print journalists, TV, radio, poets, writers etc.) and it is best to select individuals who already have some demonstrated commitment to social causes and will be willing to give time for follow-up activities after the workshop is over.

The key role of the Core Group would be to work with the participants during the workshop, clarify issues, ensure full participation and provide daily feedback to the coach. A detailed debriefing and planning of next steps is essential with the Core Group at the end of the workshop. Most importantly, this group will work in close collaboration with the UNDP Country Offices after the workshop to track and monitor what actions have taken place, network, energize, provide regular feedback and plan strategies for sustainability.

Planning and Implementing the Workshop

The Arts and Media workshop is designed very differently from other similar forums. The idea is for participants to learn and explore together how each of them can:

- Generate an extraordinary response to HIV/AIDS
- Understand of the complexity of the issue and why it needs a complex response
- Believe in the ‘Power of One’
- Comprehend that this event is not a one-off – but a process and part of a growing social movement

- Discover that this is about self renewal – art changes people/people change art
- Understand the context and how the workshop fits into the overall Leadership for Results strategy

Most importantly, the workshop provides a space for people to explore their own creativity and provides tools for interpreting the world and the context of HIV/AIDS from a completely different paradigm. The unique feature of these workshops is that they generate breakthrough initiatives not only after the workshops, but during the sessions themselves. Songs, paintings, poetry and music are created by artists and shared among all participants, generating an energy and momentum built on creativity and innovation.

Focus of the first arts and media workshop

- Foundation for personal stand
- Understanding of the underlying factors fuelling the HIV/AIDS epidemic
- Breakthroughs and new approaches through innovation and creativity
- Building of collaborative relationships

OBJECTIVES FOR ARTS AND MEDIA WORKSHOPS: EACH DAY OPENS NEW WINDOWS

DAY 1	DAY 2	DAY 3
To create new possibilities in participants' minds/hearts;	To create a new possibility for self, take a stand and commit to it;	To generate new possibilities and plans for action
To explore the underlying causes of the epidemic and the need for new responses	To enhance relationships with each other;	
	To confront the personal realities of HIV/AIDS and the value of life;	
	To construct new icons, metaphors for social change	

For details on planning the workshop, please see Annex I.

Regional artists make HIV/AIDS part of their agenda

In August 2003, nearly 100 artists and media professionals participated in a UNDP regional Arts and Media workshop in Johannesburg, South Africa. Participants hailed from Botswana, Ghana, Lesotho, Swaziland and South Africa. With a key goal to generate positive and empowering images of both women and people living with HIV/AIDS, participants created written, visual, and audio materials on HIV/AIDS themes during the workshop. They also made personal commitments to promote hope and transformation among the public, in an effort to achieve lasting results. Inspired by the workshop, one participant commented, "I will not stand and watch. I will commit to making the circumstances I want in order to make the impossible possible." Another participant proclaimed, "I commit to self awareness and the challenge to grow. To know my status, to find love and reflect that love. May we all sing LOUDLY!"

Artists and Media break the silence

A regional Arts and Media workshop held in Morocco in September 2004 included participants from Tunisia, Algeria, Morocco and Djibouti. Extraordinary responses were generated immediately after the workshop. Twelve articles concerning HIV/AIDS were published in the most popular magazines and newspapers in the country. This was a path-breaking achievement as the issue of HIV/AIDS was a taboo subject for the local press in the past. A workshop participant wrote an article about HIV/AIDS which was published on the front page of a popular Tunisian newspaper for the first time ever. A cartoon on condoms appeared in the most popular newspaper, reaching 750,000 people in Tunisia. Live programmes are being broadcast on radio and television on an on-going basis, addressing issues such as stigma and discrimination, gender relations and subjects related to HIV/AIDS, reaching millions of people.

Documentation

UNDP places great emphasis on documenting processes and results of initiatives. This is particularly important as the Leadership for Results programme is a unique methodology that has been adapted from organizational transformation techniques and applied to development work for the first time. Documentation of the arts and media workshop processes and breakthroughs enables understanding of these new processes, methodologies and programmes and demonstrates the outstanding results they have produced in the field. These documents further showcase the work done by the HIV/AIDS group and enables stakeholders in different regions and countries to learn from them.

Some key documentation tools have been developed to position the Leadership for Results work in the overall UNDP context and align them to the Strategic Results Framework (SRF), Multi-Year Funding Framework (MYFF) and Millennium Development Goals (MDGs).

It is essential to document the Arts and Media workshops and to capture the processes, outputs and creative energy they generated. They serve not only to inspire and motivate further work with creative artists and media people across regions, but can also result in the creation of regional/global networks and coalitions of artists and media practitioners.

For details on Documentation Guidelines, please see Annex X.

Next Steps and Strategies for Sustainability

The Arts and Media workshops are the beginning of a process, not an end in itself. At the close of the workshop, participants make declarations of commitment and also plan future strategies for action, in groups or individually. The energy and momentum created by the workshop will need to be sustained and nurtured. This is best achieved by continuing close interaction with the participants, particularly through the Core Group.

UNDP can further sustain arts and media responses by actively supporting networking activities by:

- Developing websites, e-mail networks, newsletters etc
- Assisting in the formation of Arts and Media coalitions and associations
- Providing ongoing capacity enhancement in media skills, appropriate language and reporting techniques
- Supporting initiatives to track media responses (both qualitative and quantitative)
- Instituting special incentives for proactive responses from participants– such as Special Awards to be given by UNDP (in partnership with other UN agencies and /or private sector, donors etc.) for sensitive and empowering coverage of HIV/AIDS issues and its underlying causes.

For award details, please see Annex V.

A smaller, more intense, second follow-up workshop should be planned 3–5 months after the first one. The participants for this would be chosen from among the most committed individuals from the first workshop, the Core Group and other artists and media professionals who have been proactive in responding to the HIV/AIDS epidemic and have addressed underlying issues in a sensitive and effective manner. The second workshop will build on the first, deepen understanding and focus particularly on results and actions generated. This workshop could be planned against the backdrop of showcasing the results of the first workshop (films, articles, artwork etc. generated by the participants) This initiative would create the opportunity for further media exposure, thus generating a snowball effect to ensure sustainability.

Focus of the second arts and media workshop:

- Share experiences and underlying factors of success
- Deepen thinking on creativity and innovations
- Expand breakthrough initiatives
- Learn techniques and skills to expand networks
- Strengthen emotional competencies

Feedback and Evaluation

Workshop participants are encouraged to fill in evaluation forms specially designed to receive constructive feedback. The forms are in two parts : the first part needs to be filled by participants immediately at the end of the workshop. Part II is meant for completion after three months – and serves to collate and track activities and breakthroughs that have resulted post-workshop and can be showcased as sustainable responses to the epidemic.

For detailed evaluation forms, please see Annex VI

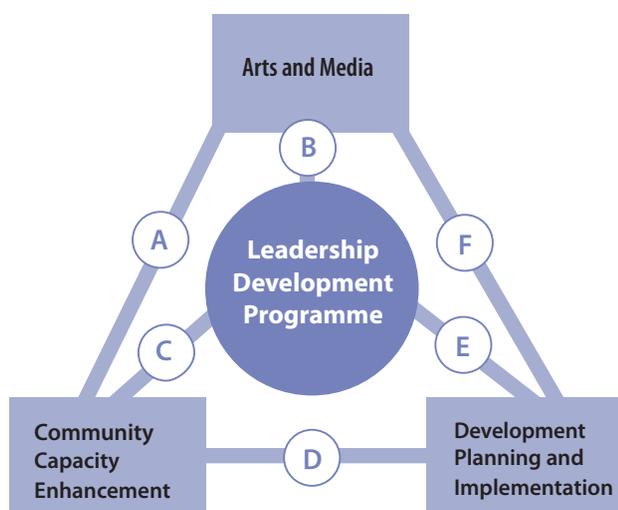
7. Media to Scale up Leadership Development Programmes and Community Capacity Enhancement

While the LDP and CCE programmes generate a new kind of leadership and breakthrough initiatives within countries, there are a finite number of people whom these initiatives can reach directly.

This is where media can play an invaluable role by scaling up the impact of these programmes and reaching millions of people by reporting on the breakthrough initiatives, sharing extraordinary decisions and actions taken by communities and disseminating messages of hope, transformation and results.

Involving the media in the LDP and CCE processes is imperative in creating a critical mass: when the media picks up on and disseminates the breakthrough initiatives that LDP participants generate, or when they transmit community decisions and actions across the length and breadth of the country and region, their impact is multiplied several times over.

Leadership for Results: A Synergistic Package for a Comprehensive Response to HIV/AIDS



- 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 breakthrough initiatives reflected in all media inspire change nationwide
- C.
 - CCE National Expert Team participate in LDP to enhance each initiative
- D–F.
 - Integrate community concerns and voices in national and sub–national strategic plans
 - National and sub–national planners participate in LDP
 - Media reflect societal concerns that are integrated into national and sub–national plans

Scaling up the Leadership Development Programmes

Stories of individual and institutional change, personal commitments, and transformation in attitudes and behaviour of participants have emerged from the LDP. These stories need to be circulated to the media for wide dissemination. UNDP can engage key media professionals (chosen from the Arts and Media workshop participants) to write and produce programmes about the breakthrough initiatives the participants have generated. UNDP could also facilitate key participants of LDP to 'meet the media' (in special forums) and share their experiences to amplify their impact.

The associations and alumni networks for all LDP participants that are emerging in different countries present another opportunity for media to play an active and effective role, by giving wide coverage to the breakthrough results they are generating.

UNDP needs to involve media groups, especially the Core Group identified in the Arts and Media workshops, in all programmes, events, and meetings to continuously keep development issues alive in the media and create an environment where positive changes are consistently being disseminated to the general public.

Bollywood addresses HIV/AIDS

A major breakthrough initiative of UNDP's Leadership Development Programme in India was the creation of the first full-length Bollywood feature film on HIV/AIDS. The film, *Phir Milenge* (See You Again), was directed by Re-vathy Menon, a leading actress/director, and was released in August 2004. Menon was a participant of the Leadership Development Programme for people living with HIV/AIDS in Kerala in September 2003. The film has already reached millions of viewers through the appeal of its popular stars.

Scaling up the Community Capacity Enhancement Programmes

The Community Capacity Enhancement programme empowers marginalized communities to identify and find solutions to their own problems. In the context of HIV/AIDS, this is especially significant as ordinary people act in extraordinary ways – and often harmful traditional practices (unchallenged for decades) are swept away by communities themselves as they explore new solutions to problems.

It is essential that the media be enrolled and involved in the Community Capacity Enhancement process to scale up the impact of this initiative across the country. UNDP country offices need to identify a core media group (which should include members of the Core Group formed in the Arts and Media workshops) that would accompany the CCE facilitators in order to share with the public the 'quiet transformation' taking place at the grassroots. Local radio channels and local language publications are especially important to widen the reach of the community conversations, which are resulting in community decisions and actions. The Community Capacity Enhancement programme offers engaging visuals for TV programmes, interviews, etc. potentially reaching the policy and opinion makers with the voices and images of people. The 'unsung heroes and heroines' of countries – people who take risks, face challenges and transform themselves and their communities will find a place in the sun through the strategic use of media. A close rapport between local media organizations and programme planners and trainers will result in inspiring stories of change and commitment reaching millions of people.

Documentation

The key focus of documentation in this specific intervention is for media to provide participants with feedback and energization of their commitments and breakthrough initiatives. Communication theories state that acknowledging and making achievements visible energize stakeholders and increase commitment to processes.

This acknowledgement process also presents the opportunity for other potential partners working in the areas of the breakthrough initiative to step into the process and participate in the response. For example, a senior UN staffer's Back-to-Office report after a mission to Ethiopia highlighted UNDP's community conversation in session. This report was broadcast in the public domain generating the necessary traction for an international development organization to approach UNDP with the objective of partnership and capacity building for their programmes on the ground in Zambia and Tanzania.

Strategies for Sustainability

The sustainability of this initiative lies squarely in its ability to generate scale. Scale in media terms is directly proportionate to the reach and OTS (opportunity-to-see) of the message. The reach is provided by the sheer size of audiences contacted by a media vehicle or set of vehicles, namely press, TV, radio etc. OTS, on the other hand, is the repeated coverage one unit of the audience is exposed to. Both these features are linked to the efficient use of media, which deepens the commitment, broadcasts the results and triggers a critical mass of stakeholders who are reached and transformed by the messages.

8. Conclusion

Just as artists and media mirror social reality, they also shape our realities for us.

UNDP's Arts and Media initiatives have brought HIV/AIDS into the public domain through the work of artists and the mass media – including print, radio, and television. Critical issues such as gender equality and stigma and discrimination are being discussed openly. National media organizations are developing greater capacities for disseminating positive messages about HIV/AIDS. Innovative partnerships between media organizations and other stakeholders are increasing. Media and arts coalitions and networks are being formed to address HIV/AIDS and its underlying causes.

These initiatives are filling an essential gap in the challenge to reverse the spread of HIV/AIDS by breaking the silence, creating a space for open dialogue and encouraging discussions about 'taboo' subjects while probing the complex issues underlying the epidemic.

UNDP's strategy has made the arts and media sector true stakeholders and partners in addressing the challenge of HIV/AIDS. Innovative and creative action by artists and media groups in country after country has led to a host of path-breaking outputs and breakthrough initiatives that are reaching and transforming millions of people.

(See document on 'Leadership for Results: Breakthrough Initiatives from around the World' for specific arts and media breakthroughs and outputs.)

"Minds, like parachutes, only work when open"

Anonymous

ANNEXES

ANNEX I.	Planning for an Arts and Media Workshop
ANNEX II.	Criteria for Workshop Participants
ANNEX III.	Draft Invitation Letter
ANNEX IV.	Arts and Media Workshop Agenda
ANNEX V.	Concept Paper for Arts and Media Award
ANNEX VI.	Evaluation
ANNEX VII.	UNDP Key Results Areas for Service Lines
ANNEX VIII.	Strategic Framework for Results
ANNEX IX.	Indicators for Measurement
ANNEX X.	Leadership for Results Documentation Guidelines
ANNEX XI.	Resource List for Leadership for Results

Responding to HIV/AIDS is one of UNDP's corporate priorities. UNDP works to create an enabling policy, legislative and resource environment for an effective response to HIV/AIDS, focusing on three service lines or areas of action: (1) Leadership and capacity development; (2) Development planning and implementation; and (3) Advocacy and communication. UNDP's **Leadership for Results** strategy incorporates four mutually reinforcing and synergistic components to advance implementation of the service lines and strengthen national responses to HIV/AIDS: (i) Leadership Development Programmes to develop the capacity of leaders from all sectors of society to take effective action to address HIV/AIDS; (ii) Community Capacity Enhancement programmes to empower communities to make decisions and actions to halt the spread of HIV/AIDS; (iii) Development Planning and Implementation initiatives promoting inclusive and empowering planning and implementation at national and local levels; and (iv) Arts and Media programmes focusing on changing the discourse around HIV/AIDS and empowering women and people living with HIV/AIDS. The following Annexes highlight key frameworks for measuring and documenting outcomes of service lines and of the Leadership for Results programme.

Annex I. Planning for an Arts and Media Workshop

ARTS AND MEDIA WORKSHOP – CHECKLIST

- Participating countries
- Dates
- Location
- Coach
- Workshop Coordinator
- Support
- Logistics Responsibility
- Finalize Agenda
- Identify and enrol participants
- Identify and enrol potential Core Group
- Workshop handouts (to be translated)
- Films/videos (to be screened during workshop)
- Interpreters
- Invitation letters
- Arts and Media background information to be sent to invitees with agenda
- Workshop folders to be designed and printed
- Arrange video documentation of the workshop (optional)
- Arrange written documentation of workshop with photographs

LOCATION CHECKLIST

The Arts and Media workshop must be a residential one, to allow for deep reflection, creativity and networking.

- Location finalization and booking for about 100 people (Ideally the location should have large open spaces/greenery/space for reflection)
- Board, lodging, all meals
- Facilities for simultaneous translations/interpreters
- Large Conference room for 100 people (seating around round tables – approximately six people per table)
- Break-out rooms
- Flip charts, markers etc.
- LCD Projector
- Overhead Projector
- DVD player/laptop computer/video (VHS) and audio player
- TV
- Microphones (wireless) for facilitators at each table
- Tape recorder
- UNDP Office at location: computer centre + office room (Internet facilities, printers, photo copiers etc.)
- Doctor on call

WORKSHOP MATERIALS

- Paints
- Crayons
- Brushes
- Paper
- Computer (if computer graphics professionals are participating)
- Stationary – pads and pens

Annex II. Criteria for Workshop Participants

50 percent men, 50 percent women

5 percent people living with HIV/AIDS who can participate and contribute towards a deeper understanding of the issue.

The workshop aims at reaching a key group of media practitioners and artists in each country who will be able to internalize the new transformative process and influence their peers and audiences to reach a complex understanding HIV and AIDS in a way that is empowering and value-based.

It would be preferable if participants had some proven track record of commitment to social issues. Care should be taken that representatives from all parts of the country/region are represented.

MEDIA PARTICIPANTS

Participants should include senior people in positions of responsibility, authority and influence. In addition, media practitioners from different hierarchical levels of media organizations should be included.

Heads/programme planners/chief operating officers of TV and radio Channels (private and government).

Producers of popular TV, cinema and radio programmes (private and government).

Practitioners of popular 'traditional' media.

Editors/ senior management of newspapers and magazines with high circulations (emphasis on local language publications).

Key faculty of large communication institutes.

Key practising professionals representing: journalists' associations, advertising agencies' associations, film, TV and radio producers' associations etc.

Journalists, scriptwriters, news-agency staff.

ARTISTS PARTICIPANTS

Independent filmmakers, popular theatre personnel, representatives from street theatre, influential painters, poets and writers, popular singers, composers and musicians, photographers, local entertainers using traditional forms etc.

Annex III. Draft Invitation Letter

Dear _____

We are delighted to invite you to a unique retreat and workshop for media and artists to transform the response to the AIDS epidemic in our country.

Some of the most important and influential stakeholders in the national response to HIV and AIDS are people working in the media and the arts. Communicators such as heads of media (both print and electronic) and artists, writers, theatre personnel, painters, singers, filmmakers etc. are key influencers in shifting the nation-wide conversations around the issue and creating an enabling environment that is value-based and empowering.

In the last two decades, the media and arts have played a major role in the response to the epidemic: nationally, regionally and globally. As UNDP's key partners, the media and arts can transform our society's response through their vision and commitment.

The workshop will include key media practitioners and artists from (name of country) By bringing together creative and committed people like you, we believe that we can collectively envision a new tomorrow that will be based on human rights and free from stigma and discrimination. It is UNDP's intention to help support a powerful community of media and artists who share a common vision, are personally and professionally committed to the goal of transforming public perceptions and who will lend their skills and influence to effect a scaled-up response to HIV and AIDS.

To this end, this workshop has been designed to tap your experience and expertise in producing compelling images, creating new icons and metaphors, and influencing public opinions and behaviour. The workshop design is based on the assumption that the participants possess a great deal of experience and wisdom. That they have certain aspirations and dreams and that they are willing to share their wide knowledge for an issue that concerns us all. As an influential and committed citizen, this will be an exciting and unique opportunity for you to share and initiate a sensitive and responsible dialogue on HIV and AIDS and the underlying social causes that are fuelling the epidemic.

We are requesting your full participation in all three days of this workshop. Unlike traditional workshop designs, these three days will engage you in practical, innovative and creative ways and will demand from you your best thinking, creativity, imagination and commitment. Through this workshop we plan to achieve a shared understanding, alignment and commitment to produce a new level of breakthrough on an issue that threatens all of humanity. Your personal involvement and efforts will catalyze a social movement that can transform our society's response and bring path-breaking results.

The workshop will be held in (location) UNDP will fund all travel, board and lodge expenses.

In conclusion, let me add that we feel sure you will personally gain immensely from this workshop, which will provide you a space for interaction with colleagues from (other countries and cultures) and which will stimulate your creativity and innovation and be a truly transformative learning experience. It goes without saying that this workshop in turn will benefit enormously from your participation, experience and expertise.

We look forward to your participation and confirmation latest by (date)

We also look forward to a very creative and productive time working together.

Thanking you,

Yours Sincerely, _____

Annex IV Draft Arts and Media Workshop Agenda

ARTS AND MEDIA AGENDA

Day 1

Outcomes: To create new possibilities in participants' minds/hearts; to explore the underlying causes of the epidemic and the need for new responses

Time	Topic/Theme	Facilitator
	Registration/checking in	
	Welcoming toast	UNDP Resident Representative
	Introduce facilitators, UNDP team and core group	10 minutes
	Introduce the concept of the workshop	Facilitator: 15 minutes
	Key note speech	10 minutes

Time	Topic/Theme
	Introductions
	Overview of workshop, methodologies and processes
	Experiential exercise (What if HIV positive?)
	Coffee break
	Background conversations
	Transformational thinking—past, present and future
	Lunch
	Analysis of underlying causes of epidemic Introduce Wilber frame and map the analysis
	Myths and facts about HIV/AIDS
	Break
	UNDP Strategy
	Film and discussion (Everyday Creativity)
	Key learning
	Assignment: 70th Birthday—How will I be remembered?

Annex V. Concept Paper for Arts and Media Award

The Leadership for Results programme involves the Arts and Media sector in all countries as a key partner in transforming the response to HIV/AIDS.

The Arts and Media Workshops create high levels of interest, involvement and commitment from the participants. What is required is to sustain the momentum created by this process, and to expand its base in order to create a country-wide social movement involving artists and media practitioners to be at the forefront of the response. As a key strategy to launch this movement, an Arts and Media Annual Award can be planned.

The purpose of the Award is to create and sustain the momentum and inspire new action to respond to the epidemic. A mass media publicity campaign to announce the Award could result in artists and media practitioners from all over the country participating in this competition.

The jury to select the finalists could include key people from the UN system, Ministry of Information and Culture, top artists and media people and other opinion leaders.

The Award Ceremony itself could be a big media event with live telecasts/ press conference/ showcasing of the award-winning works in an exhibition open to the general public.

CRITERIA FOR AWARDS

The criteria for the award needs to be carefully crafted. It is critical that the works awarded this special recognition fulfil the following criteria:

- They inspire hope and a positive vision of a better future.
- They portray role models who are gender-sensitive and free from stigma and discrimination.
- Women leaders are honoured and their role in coping with HIV/AIDS acknowledged.
- Men who champion women's causes are acknowledged.
- People living with HIV/AIDS are portrayed as leaders and contributing members of society.

Works that sensitively address underlying causes of the epidemic (e.g. gender inequality, violence, power relations, stigma and discrimination etc.) should be strongly considered for the awards.

THE ARTS AND MEDIA AWARD

This could be an Annual National Arts and Media Award developed in partnership with UNDP and other UN partners, national AIDS associations and others.

The best outputs in the arts and media could thus be honoured by public recognition. The annual award would inspire and motivate others to continue work in this area.

The Award itself could be in the form of trophies and citations. A small cash award could also be considered.

CATEGORIES

Awards could be given to individuals, teams or organizations depending on the format. Some suggested categories could be:

- Best press article(s)/regular columns on HIV/AIDS and related issues in newspapers.
- Best TV spot(s)
- Best radio spots(s)
- Best TV serial/soap/talk show/phone-in programme/other formats
- Best radio serial/soap/talk show/phone-in programme/other formats
- Best short story/novel
- Most inspiring painting(s)
- Most inspiring poem(s)
- Most inspiring song(s)
- Most inspiring short films/documentaries/docu-dramas
- Best theatre/plays (script and production)
- Traditional Arts responding to HIV/AIDS
- Special Category: Most innovative Arts and Media project responding to HIV/AIDS
- Outstanding individual contribution (celebrities/pop stars/entertainers)
- There could be Gold and Silver Awards (two awards per category)

POTENTIAL PARTNERSHIPS

The Media and Arts Award could result in a number of potential partnerships with UN agencies, NGOs private sector and others:

Sponsorship for cash awards/ organizing of the award ceremony etc: private sector

Developing criteria for Awards: relevant UN agencies, national AIDS associations, communication NGOs

Collating and analyzing entries: UN partners, communication NGOs, students of communication institutions/other communication organizations, university students of art/culture/media/ institutes of fine arts etc.

Jury: UN Country Team, Ministry of Information and Culture, respected artists and media practitioners, bilateral donor and partners

Award: UN partners, National AIDS Associations, private sector etc.

Annex VI. Evaluation

This questionnaire could be filled out by the HIV/AIDS focal point in the Country Office, or by the Communication Officer and also by participants of the Arts and Media workshop. (Part I to be filled in immediately after the workshop, Part II to be filled in 3-4 months after the workshop).

DRAFT FORMAT OF EVALUATION FORM

The Arts and Media initiative, as part of the Leadership for Results programme, has generated significant results in countries across the globe. We would like to showcase the insights, breakthroughs and results of your country Arts and Media Programme, and to share these profound transformations with the world.

Please help us to achieve this by answering these questions, in as much detail and specificity as possible. This will enable us to discover the measurable impact of the Arts and Media initiatives in your country.

These questions seek to capture the ways in which countries:

1. Have generated action during the Arts and Media workshop
2. Are generating new initiatives after the workshop
3. Are contributing to national capacity/response
4. Have sustained action through funding
5. Are looking to the future

PART I

(To be filled in immediately after the workshop)

Action generated during the Arts and Media workshop

How many participants were there?

From Media:

Artists:

Who were the coaches?

How long was the workshop?

Where was the workshop held?

What were your expectations from the workshop?

Were these expectations met? Did you gain more than you had expected? How? What?

What changes did you notice in participants during the workshop process?

What changes did you notice in yourself as you experienced the workshop?

What was different/unique in the process itself?

How did some of the new methods/frameworks used in the workshop enable a deeper understanding of issues?

What new understanding did you gain about the role of artists and media (in addressing to HIV/AIDS)
as a result of the workshop?

What new understanding did you gain about HIV/AIDS as a result of the workshop?

Do you think this new understanding will change the way you work in the future?

What new images/icons/metaphors were created at the workshop? Why were these important?

Some participants committed to taking action at the end of the workshop. Approximately how many commitments were generated? What were they?

What commitment/s did you make?

How do you plan on turning the commitments into action?

What did people say about the Arts and Media workshop experience? (anecdotal and experiential)?

Please share your feelings/experiences about the workshop in general.

What could have been done to improve the workshop agenda and process?

GENERATING NEW INITIATIVES AFTER THE ARTS AND MEDIA WORKSHOP

After the Arts and Media workshop was completed in your country what specific actions were taken to: (please make this as quantifiable as you can)

- Sustain the energy and commitment created during the process
- Nurture current and create further initiatives
- Facilitate contact and experience-sharing with participants

What motivated/prompted the establishment of these efforts?

Why are these efforts important/of value to you, and your country?

What have the results of the efforts been so far?

How can these efforts be pursued and sustained?

CONTRIBUTING TO NATIONAL CAPACITY/RESPONSE

In what way did the Arts and Media initiative and subsequent actions contribute to strengthening the national capacity to address HIV/AIDS?
(*Note specific changes.*)

Identify specific contributions in prevention, care and support.

What capacity was developed?

Partnerships, networks, coalitions etc.

SUSTAINING ACTION THROUGH FUNDING

What specific funding solutions have you explored and found?

LOOKING TO THE FUTURE

What challenges are you personally dealing with for continuing this work and expanding/deepening this effort?

What plans do you personally have for continuing these efforts?

What changes would you like to see in the Arts and Media in your country to respond more effectively to the HIV/AIDS challenge?

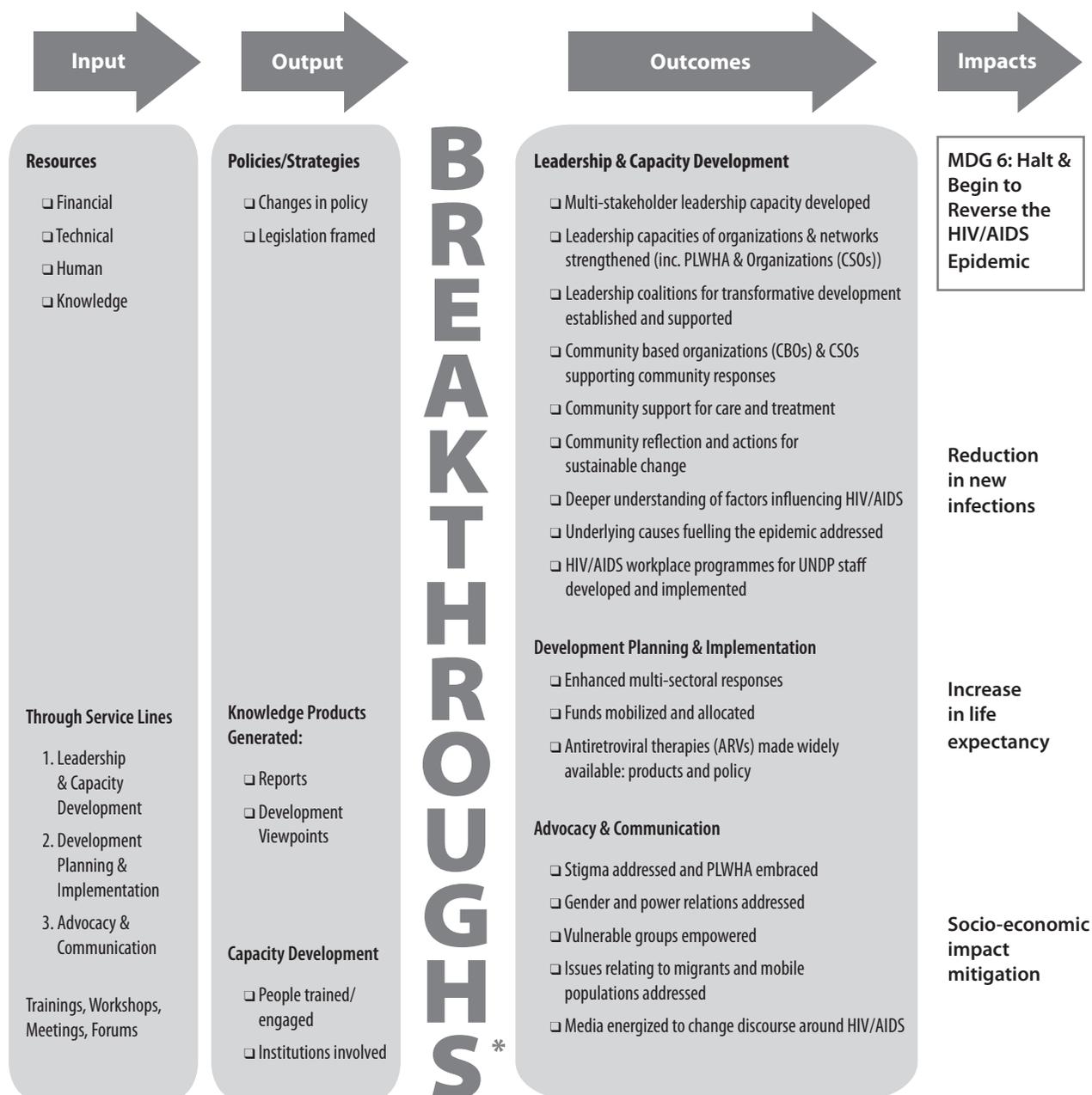
What can you do to achieve the above?

Annex VII. UNDP Key Results Areas for Service Lines

Service Lines	Sample Outcomes and Outputs
<p>Leadership and capacity development to address HIV/AIDS:</p> <p>UNDP provides support for national HIV/AIDS strategies that mobilize social and political leadership and action across all sectors. These strategies involve the promotion of a deep transformation of norms, values and practices, guided by the principles of participation, gender equality and human rights. UNDP also assists governments, community organizations, civil society and the private sector to develop capacity to address the underlying causes of the epidemic, and strengthens the capacity of communities for action, social mobilization and change.</p> <p>Core Results:</p> <ul style="list-style-type: none"> ❑ Multi-stakeholder leadership capacity developed at individual, institutional and societal levels that generates breakthrough responses for reversing the course of the epidemic.* ❑ Individual and community responses to the epidemic developed addressing attitudes and practices that influence the spread of the epidemic.* 	<ul style="list-style-type: none"> ❑ Multi-stakeholder leadership capacity developed ❑ Leadership capacities of networks and organizations (including for PLWHA and CSOs) developed ❑ Leadership coalitions for transformative development established and supported ❑ CBOs and CSOs supporting community responses ❑ Community reflection and actions to address HIV/AIDS ❑ Community support for care and treatment ❑ Deeper understanding of factors influencing HIV/AIDS ❑ Underlying causes fuelling the epidemic addressed ❑ HIV/AIDS workplace programmes for UNDP staff developed and implemented
<p>Development planning, implementation and HIV/AIDS responses</p> <p>UNDP promotes national development planning processes as multi-sectoral and multi-level engagements by governments, the United Nations and other partners. This involves the mainstreaming of HIV/AIDS into national development planning instruments, including national development plans and budgets; the PRSP process, HIPC and other debt processes; UNDAFs; country programmes; and sectoral studies.</p> <p>Core Results:</p> <ul style="list-style-type: none"> ❑ Broad-based, multi-sectoral and multi-level response generated, integrating HIV/AIDS into national development plans and mainstreaming HIV/AIDS into key sectors and ministries.* ❑ Individual, institutional and societal capacities developed to effectively respond to the epidemic in crisis countries, high-prevalence countries, small island states and countries with other special circumstances.* 	<ul style="list-style-type: none"> ❑ HIV/AIDS mainstreamed into development planning instruments (national development plans and budgets, PRS/PRSPs, expenditure frameworks, and HIPC and other debt processes), CCA/UNDAF and Country Programmes ❑ HIV/AIDS mainstreamed into line-ministries and sectoral policy studies ❑ National AIDS Councils strengthened ❑ Multi-sectoral HIV/AIDS responses planned and implemented at national, sub-national and district levels ❑ HIV/AIDS aspects of CEDAW implemented ❑ HIV/AIDS strategy developed in emergency settings and response generated ❑ Strategies addressing the loss of work-force due to HIV/AIDS formulated ❑ Funds mobilized and allocated ❑ Antiretroviral therapies made widely available ❑ The RC System supported to implement CCA/UNDAF and UNISPs*
<p>Advocacy and communication to address HIV/AIDS</p> <p>UNDP uses advocacy and communication to promote a deeper understanding of the epidemic, reduce its impact and reverse its spread. Areas of support include: communication strategies to address stigma, discrimination, and gender relations that render women and girls vulnerable to infection; advocacy for legal reforms; policy dialogue on prevention and impact mitigation; and formulation of anti-discrimination, legislation for people living with HIV/AIDS.</p> <p>Core Results:</p> <ul style="list-style-type: none"> ❑ Enabling environment developed to achieve UNGASS goals and MDGs, addressing human rights, gender equality, and issues of vulnerability and silence that fuel the epidemic. ❑ Advocacy and Communications strategies created that develop a deeper understanding of the epidemic and its underlying causes, and address issues of vulnerability, stigma and discrimination.* ❑ Rights of People Living with HIV and AIDS (PLWHA) and vulnerable groups protected and promoted. 	<ul style="list-style-type: none"> ❑ National and Regional HDRs with an HIV/AIDS focus prepared ❑ Multi-stakeholder national policy dialogues to achieve UNGASS goals and create an enabling environment promoted to address prevention; treatment and care; socio-economic impact mitigation; mobile and migrant populations; and reducing vulnerability and vulnerable groups ❑ Round-tables on resource mobilization and high-level seminars on HIV/AIDS undertaken ❑ Legal reforms and formulation of anti-discrimination legislation for PLWHA and gender equality ❑ Communication strategies formulated to promote gender equality, and address gender dimensions of HIV/AIDS and stigma and discrimination against PLWHA ❑ Media and artists energized to change HIV/AIDS discourse

* Also a key result for UNDP under the UNAIDS Unified Budget and Workplan

Annex VIII. Strategic Framework for Results: HIV/AIDS



* Breakthroughs are generated through the decisions and actions that are outcomes of the Leadership for Results programme, including Leadership Development Programmes, Community Capacity Enhancement processes, Development Planning and Implementation initiatives, and Arts and Media programmes

Annex IX. Indicators for Measurement

OUTCOMES AND CHANGES IN DEVELOPMENT CONDITIONS

	Outcome	Indicator
Leadership & Capacity Development	<ul style="list-style-type: none"> <input type="checkbox"/> Multi-stakeholder leadership capacity developed <input type="checkbox"/> Networks and coalitions strengthened <input type="checkbox"/> Testing becomes a norm <input type="checkbox"/> Community support for care and treatment <input type="checkbox"/> Community-based organizations (CBOs) and civil society organizations (CSOs) engaged <input type="checkbox"/> Community reflection and actions for sustainable change <input type="checkbox"/> Deeper understanding of factors influencing HIV/AIDS <input type="checkbox"/> Underlying causes fuelling the epidemic addressed 	<ul style="list-style-type: none"> <input type="checkbox"/> Country has a functional national and sub national & multi-sectoral HIV/AIDS management body and includes substantive representation of women <input type="checkbox"/> Country has policy of promoting women as leaders in the response to HIV and AIDS <input type="checkbox"/> Country has functional national & sub national HIV/AIDS body/processes that promote interaction for generating results among government, private sector and civil society, including 50% participation by women <input type="checkbox"/> Country has functional national, sub-national and local mechanisms for involving community-based organizations and civil society for the response, including women's groups and PLWHA. <input type="checkbox"/> Increased number of community initiatives for prevention, home-based care, change in harmful traditional practices, reduction of stigma and discrimination, support for orphans, voluntary counselling and testing, and addressing women's issues and PLWHA <input type="checkbox"/> Percentage of young people aged 15-24 who both correctly identify ways of preventing the sexual transmission of HIV and reject major misconceptions about HIV transmission; at least 50% of youth are women
Development Planning & Implementation	<ul style="list-style-type: none"> <input type="checkbox"/> Enhanced multi-sectoral responses <input type="checkbox"/> Funds mobilized and allocated <input type="checkbox"/> Antiretroviral HIV therapies (ARVs) made widely available: products and policy <input type="checkbox"/> Improved functioning of delivery systems, voluntary counselling and testing (VCTs), treatment centres 	<ul style="list-style-type: none"> <input type="checkbox"/> Amount of national funds spent by governments on HIV/AIDS, also specifying what is spent on women and girls <input type="checkbox"/> Country has developed gender-sensitive, multi-sectoral strategies to combat HIV/AIDS <input type="checkbox"/> Country has integrated HIV/AIDS into its general development plans with national, regional and local strategies for also addressing problems related to women and girls, and engaging them in the response <input type="checkbox"/> Health facilities capable of providing interventions for prevention & medical treatment for HIV- infected persons, and also including the needs of women <input type="checkbox"/> Increased utilization by women and girls of health facilities with capacity to deliver basic level counselling and medical services for HIV/AIDS <input type="checkbox"/> Data for people with advanced HIV infection receiving anti-retroviral combination therapy, disaggregated for men and women
Advocacy & Communications	<ul style="list-style-type: none"> <input type="checkbox"/> Stigma addressed and people living with HIV/AIDS (PLWHA) embraced <input type="checkbox"/> Gender and power relations addressed <input type="checkbox"/> Vulnerable groups empowered <input type="checkbox"/> Media energized to change discourse around HIV/AIDS <input type="checkbox"/> Increased workplace programmes 	<ul style="list-style-type: none"> <input type="checkbox"/> Country has a general policy or strategy to promote information, education and communication (IEC) on HIV/AIDS, and also addresses issues related to women and girls <input type="checkbox"/> Country has laws and regulations that protect against discrimination of people living with HIV/AIDS, and laws that ensure women's rights to inheritance and property <input type="checkbox"/> Country has a policy to ensure equal access for men and women to prevention and care, with emphasis on vulnerable populations

IMPACT ON THE HIV/AIDS EPIDEMIC

Impact	Indicator
<input type="checkbox"/> Reduction of new infections	<input type="checkbox"/> Percentage of young people aged 15-24 who are HIV infected, disaggregated by gender
<input type="checkbox"/> Increase in life expectancy	<input type="checkbox"/> Life expectancy at birth disaggregated for women and men and for people living with HIV/AIDS
<input type="checkbox"/> Socio-economic impact mitigation	<input type="checkbox"/> Ratio of current school attendance among orphans to that among non-orphans aged 10-14, disaggregated by gender

Annex X. Leadership for Results Documentation Guidelines

COMMUNICATING OUR WORK TO THE WORLD

UNDP places great emphasis on documenting the processes and results of the Leadership for Results (L4R) programme. Documentation demonstrates the outstanding results L4R has produced and enables understanding of the unique methodologies used in the programme. Documentation also enables stakeholders in different regions and countries to learn from experiences and plan effective strategies for next steps for sustainability of efforts.

Some key documentation tools have been developed to position the Leadership for Results work in the overall UNDP context and align them to the Service Lines, UNDP Strategic Results Framework (SRF), Multi-Year Funding Framework (MYFF), MDGs and UNGASS goals. These are outlined below:

1. How UNDP Strengthens National Responses
2. How core results are achieved through expected outcomes
3. How key drivers serve as frameworks
4. Achievements of reach and scale

1. How UNDP strengthens national responses

Key questions to be addressed

- How do our approaches achieve the UNGASS Goals in the context of National Strategies?
- How do our approaches achieve the MDGs?
- How do governments/policy makers/development partners/stakeholders engage with our programmes?
- What is the cost of not doing the L4R programme? What happened that would otherwise not have happened without UNDP's inputs?

2. How core results are achieved through expected outcomes

Service Lines / Core Results	Key Questions on Expected Outcomes
<p>Leadership and capacity development to address HIV/AIDS</p> <p>Core Results:</p> <ul style="list-style-type: none"> ❑ Multi-stakeholder leadership capacity developed at individual, institutional and societal levels that generates breakthrough responses for reversing the course of the epidemic. ❑ Individual and community responses to the epidemic developed addressing attitudes and practices that influence the spread of the epidemic. 	<ul style="list-style-type: none"> ❑ How has multi-stakeholder leadership capacity been developed ? ❑ How have leadership capacities of organizations & networks (inc. PLWHA & CSOs) been strengthened? ❑ How have leadership coalitions for transformative development been established and supported ? ❑ How have community-based organizations (CBOs) & civil society organizations (CSOs) supported community responses? ❑ How are communities supporting care and treatment needs? ❑ How are community reflections and actions leading to sustainable change? ❑ How is the deeper understanding of factors influencing HIV/AIDS being demonstrated? ❑ How are the underlying causes fuelling the epidemic being addressed? ❑ How are HIV/AIDS workplace programmes for UNDP staff being developed and implemented?
<p>Development planning, implementation and HIV/AIDS responses</p> <p>Core Results:</p> <ul style="list-style-type: none"> ❑ Broad-based, multi-sectoral and multi-level response generated, integrating HIV/AIDS into national development plans and mainstreaming HIV/AIDS into key sectors and ministries. ❑ Individual, institutional and societal capacities developed to effectively respond to the epidemic in crisis countries, high prevalence countries, small island states and countries with other special circumstances. 	<ul style="list-style-type: none"> ❑ How have multi-sectoral responses been enhanced? ❑ What funds have been mobilized and allocated (to whom)? ❑ How have antiretroviral HIV therapies (ARVs) been made widely available: what are the products and policies?
<p>Advocacy and communication to address HIV/AIDS</p> <p>Core Results:</p> <ul style="list-style-type: none"> ❑ Enabling environment developed to achieve UNGASS goals and MDGs, addressing human rights, gender equality, and issues of vulnerability and silence that fuel the epidemic. ❑ Advocacy and Communications strategies created that develop a deeper understanding of the epidemic and its underlying causes, and address issues of vulnerability, stigma and discrimination. ❑ Rights of People Living with HIV and AIDS (PLWHA) and vulnerable groups protected and promoted. 	<ul style="list-style-type: none"> ❑ How has stigma been addressed and PLWHA accepted and welcomed? ❑ How have gender and power relations been addressed? ❑ How have vulnerable groups been empowered? ❑ How are issues relating to migrants and mobile populations being addressed? ❑ How has media been energized to change discourse around HIV/AIDS?

3. How key development drivers serve as frameworks

6 Key drivers serve as frameworks for documentation

Key Drivers for documentation frameworks	Key questions to be addressed
Develop national capacities	<input type="checkbox"/> How do our programmes develop national capacities?
Promote national ownership	<input type="checkbox"/> How do our programmes enhance national ownership?
Advocate for and foster an enabling policy environment	<input type="checkbox"/> How do our programmes advocate for and foster an enabling policy environment?
Advocate for South-South solutions	<input type="checkbox"/> How do we seek South-South solutions?
Promote gender equality	<input type="checkbox"/> How do our programmes promote gender equality?
Forge strategic partnerships	<input type="checkbox"/> How do our programmes forge strategic partnerships for results?

4. Achievements of reach and scale

Documentation needs to address strategic questions about the scale and reach of interventions

Key questions to be addressed
<input type="checkbox"/> How many people are reached directly by the interventions?
<input type="checkbox"/> How many people are reached indirectly or what is the (estimated) potential reach of these interventions?

Documentation of L4R needs to strike a balance between capturing inspiring, anecdotal experiences of participants and the sharper, strategic positioning our work requires. The transformational methodology of L4R has an impact on people's minds and hearts, while inspiring action to generate results. The challenge of effective documentation is to capture and record both the personal insights and the results they generate.

Annex XI. Resource List for Leadership for Results

Books/Booklets/Communication Packages

- ❑ *Achieving Exceptional HIV/AIDS Responses for Development*, UNDP Human Development Viewpoint, 2004
- ❑ *Arts and Media: Transforming the Response to HIV/AIDS*, Gulan Kripalani, Shivaji Bhattacharya, Monica Sharma et al, UNDP, 2005
- ❑ *Breakthrough: UNDP's Response to HIV/AIDS*, UNDP, 2004
- ❑ *Choices Supplement – Access for All: UNDP Partnerships in HIV/AIDS and Development*, UNDP, 2004
- ❑ *Committed Leadership Can Reverse the Course of the HIV/AIDS Epidemic*, UNDP Human Development Viewpoint, 2004
- ❑ *Community Capacity Enhancement Handbook*, Moustapha Gueye, Daouda Diouf, Thebisa Chaava et al, UNDP, 2005
- ❑ *Community Capacity Enhancement Strategy Note*, Moustapha Gueye, Daouda Diouf, Thebisa Chaava et al, UNDP, 2005
- ❑ *HIV/AIDS Corporate Strategy*, UNDP, 2004
- ❑ *HIV/AIDS Thematic Guidance Note for National Human Development Reports*, Nadia Rasheed, Bjørg Sandkjær and Dace Dzenovska, UNDP, 2005
- ❑ *Leadership Development Programme Implementation Guide*, Monica Sharma, Allan Henderson, Serra Reid, et al, UNDP, 2005
- ❑ *Leadership Development Programme Strategy Note*, Monica Sharma, Allan Henderson, Serra Reid, et al, UNDP, 2005
- ❑ *Leadership for Results Booklet*, UNDP Strategic Management Team and Executive Team Meeting, 2004
- ❑ *Leadership for Results Catalogue*, UNDP, 2005
- ❑ *Mobilizing Artists and the Media for HIV/AIDS Action*, UNDP Human Development Viewpoint, 2004
- ❑ *Responding to HIV/AIDS: Measuring Results*, UNDP 2005
- ❑ *Reversing the HIV/AIDS Epidemic is not Possible without Community Action*, UNDP Human Development Viewpoint, 2004
- ❑ *Strategy Note and Guide on District Development Planning and Implementation*, Joseph Annan and Benjamin Ofofu-Koranteng, UNDP, 2005
- ❑ *Strategy Note and Guide on National Development Planning and Implementation*, Joseph Annan, UNDP, 2005
- ❑ *The Answer Lies Within – Leadership for Results: Arts and Media for Social Change*, UNDP, 2004
- ❑ *UNDP HIV/AIDS Communication Package*, Bangkok Conference, UNDP, 2004
- ❑ *Voices of Change, Voices of Action. Transforming the response to HIV/AIDS: An Ethiopian Experience*, UNDP, 2003
- ❑ *We Care Communication Package*, UNDP, 2004

Films/Videos

- ❑ *Mindwalk* Directed by Bernt Capra
(based on the book *The Turning Point* by Fritjof Capra)
- ❑ *Everyday Creativity* by Dewitt Jones
- ❑ *What the Bleep Do We Know* by Mark Vicente, Betsy Chasse, William Arntz

- ❑ *Solo* by Mike Hoover
- ❑ *Capturing the Impact of Leadership Development Programme Around the World* (UNDP production)
- ❑ *Arts and Media film from South Africa* (UNDP production)
- ❑ *Community Capacity Enhancement Film from Ethiopia* (UNDP production)
- ❑ *We Care Video* (UNDP production)

Other References

- ❑ *Emotional Intelligence* by Daniel Goleman (and workbook) (Bantam, 1995)
- ❑ *Primal Leadership* by Daniel Goleman, Annie McKee and Richard E. Boyatzis (Harvard Business School Press, 2002)
- ❑ *Leadership Without Easy Answers* by Ronald Heifetz (Harvard University Press, 1994)
- ❑ *How The Way We Talk Can Change The Way We Work* by Robert Kegan and Lisa Laskow Lahey (Jossey-Bass, 2000)
- ❑ *The Dance of Change* by Peter Senge (Doubleday/Currency, 1999))
- ❑ *The Marriage of Sense and Soul* by Ken Wilber (Random House, 1998)
- ❑ *The Web of Life* by Fritjof Capra (Anchor Books, 1996)
- ❑ *Global Mind Change* by Willis Harman (Warner Books, 1990)
- ❑ *Leadership in the Context of Emerging Worlds* by W. Brian Arthur, Jonathan Day et al (Summary paper on an Ongoing Research Project, McKinsey – Society for Organizational Learning 1999-2000)



UNDP is the UN's global development network, advocating for change and connecting countries to knowledge, experience and resources to help people build better lives. UNDP is on the ground in 166 countries, working with them on their own solutions to global and national development challenges. As they develop local capacity, they draw on the people of UNDP and its wide range of partners.

World leaders have pledged to achieve the Millennium Development Goals, including the overarching goal of cutting poverty in half by 2015. UNDP's network links and coordinates global and national efforts to reach these Goals. The organization's focus is on helping countries build and share solutions to the challenges of:

- Democratic Governance
- Poverty Reduction
- Crisis Prevention and Recovery
- Energy and Environment
- HIV/AIDS

UNDP helps developing countries attract and use aid effectively. In all its activities, UNDP encourages the protection of human rights and the empowerment of women.



United Nations Development Programme
Bureau for Development Policy
HIV/AIDS Group
304 East 45th Street
New York, NY 10017, USA
<http://www.undp.org>