

LEADERSHIP FOR RESULTS
UNDP's Response to HIV/AIDS



**LEADERSHIP DEVELOPMENT PROGRAMME
STRATEGY NOTE**

The Answer Lies Within



HIV/AIDS GROUP • BUREAU FOR DEVELOPMENT POLICY • 2005

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Foreword

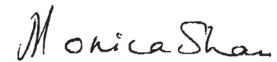
We are at a crossroad in the response to the HIV/AIDS epidemic. We can continue doing the same things over and over, hoping to reverse it, or we can choose to create a legacy that is free of HIV/AIDS. This requires exploring new ways to achieve a different set of results. This requires moving from commitment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

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

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

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

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



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1. Introduction

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

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

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

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

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

2. Leadership for the Millennium Development Goals

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

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

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

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

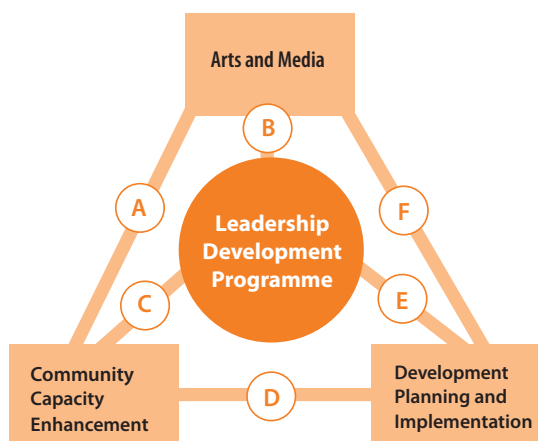
3. Leadership for Results

Governance in Action

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

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

Leadership for Results: A Set of Synergistic Initiatives



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

This strategy embodies governance in action: bringing together leaders from government, civil society, media and the private sector to generate individual and collective commitment and breakthrough actions that address the underlying causes of the epidemic. It creates the environment necessary for sustainable results. The Leadership for Results methodology can be easily applied to a variety of elements critical for an energized response to HIV/AIDS –including increasing access to treatment, building partnerships, strengthening the Country Coordinating Mechanisms (CCM) of the Global Fund for AIDS, Tuberculosis and Malaria (GFATM), and supporting the formation of legislation that protects human rights and improves access to antiretroviral treatment (ARV) and service delivery.

¹ 1. The Leadership Development Programme, which develops individual and organizational capacities to take action and achieve results; 2. Development Planning and Implementation, which focuses on inclusive and empowering planning and implementation at national and local levels; 3. Community Capacity Enhancement, which addresses underlying socio-cultural causes and adds people's voices to policy; 4. Arts and Media, that transforms the discourse around HIV/AIDS and generates new icons for social change.

4. UNDP's Leadership Development Programme

New Leadership Challenges

Eradicating poverty, halting the spread of HIV/AIDS, fostering socio-economic development, and achieving democratisation and good governance can be described as “complex adaptive challenges”. They are complex because they are composed of a multitude of interacting variables. They are “adaptive” in requiring developed and developing nations to collectively pursue new levels of thinking, societal values and ways of behaviour in order to meet the challenge posed – a process that requires leadership.

The new leadership challenge is to perceive and actualize emerging opportunities. Real power or influence comes from the ability to recognise and respond to patterns of change. The task of a leader is to recognise these emerging patterns and position herself/himself, personally and organizationally, as part of a larger generative force that will reshape the current landscape in order to achieve the sustainable results desired. The challenge for leaders is to develop “knowledge for action”(Chris Argyris).

A principle central to this perspective is that leadership resides in everyone – and therefore can be nourished and developed. Leadership in this new sense is not necessarily associated with rank and position, but is intrinsically associated with qualities such as spirit or energy, patience, perseverance, vision and imagination. Leadership perceived in this way may be defined as shaping “life-enhancing” conditions (Fritjof Capra). Such leadership is both deeply personal and inherently collective (Peter Senge). Transformational leadership, as conceived and presented in the Leadership Development Programme, enables the crafting of complex responses to complex challenges like HIV/AIDS. It involves individuals tapping into their sources of inspiration and organizations and the society at large being able to create a better future.

Leadership can be further defined as the capacity to inspire others to act. Leadership in this sense is critical for the development of individuals, organizations and societies. Transformational leadership is a way of leading in which the leader is a learner, a mentor and a teacher. She/he is a trailblazer and mapmaker. She/he is concerned not only with improving conditions within existing frameworks and mindsets, but with going one step further to design and lead processes that shift the frameworks and mindsets themselves.

Our greatest mistake is to try to exact from each person virtues which, she/he does not possess, and to neglect the cultivation and appreciation of those, which she/he has.

M. Yourcenar

UNDP's Leadership Development Programme focuses on achieving results, using theories and practices of distinction, leadership conversations for effectiveness, emotional intelligence competencies, and frameworks for understanding complexities and generating organizational development. Ultimately, the Programme aims to develop thousands of leaders around the world who are able to understand how to employ the journey of personal transformation as the basis for the progressive transformation of organizations, institutions and societies. It is for individuals who are ready and willing to expand their view of what is possible for themselves, their organisation and their society. It is for individuals, no matter how well trained, who are willing to be learners and engage in a process of profound personal growth. It is for results-oriented individuals with a deep commitment to take effective, urgent action. These are leaders who are able to generate durable solutions to the world's most pressing challenges, including HIV/AIDS.

The design and goals of UNDP's Leadership Development Programme are based on years of cutting-edge human and organizational development research and practice with thousands of people to call forth the capacity to initiate and sustain profound change. Sustainable results have been demonstrated in positive change for people, teams and their organizations around the world.

This Programme is about education, learning, consultation, coaching and producing results. It generates immediate action and addresses urgent situations. But more importantly, it produces sustainable long-term results. Ultimately, the transformative power of this programme is in giving people the experiential tools to achieve *breakthroughs* – defined as unprecedented, unpredictable leaps in effectiveness to address the complex challenges that HIV/AIDS poses.

Given the complexity and challenges of the epidemic, it is imperative that leaders in all sectors mobilise energy, commitment and talent in their daily work. HIV/AIDS will not be halted without outstanding leadership teams, acting in concert around the globe. Action of the scope outlined in the UNGASS Declaration and in UNDP's corporate strategy on HIV/AIDS requires many parts of larger social, political and economic systems to work together against the spread and towards the reversal of the epidemic.

Leaders and their teams, whether in government, the UN system, or civil society; must be aligned – in their mission, goals, strategy and on how to implement it together. The how of leadership is too often implicit, and is not addressed. The “alignment” aspect of leadership is a key differentiator of UNDP's approach to capacity development. This approach supports different actors and sectors in working together towards a common goal.

There is no freeway to the future. No paved highway from here to tomorrow. There is only wilderness. Only uncertain terrain. There are no roadmaps. No signposts. So leaders rely on a compass and a dream.

Kouzes Posner

5. Leadership Development Programme Goals

Generating Innovation, Results and Breakthroughs

The Leadership Development Programme is a central component of the Leadership for Results strategy and will be the focus of this document. Working with experts in transformative leadership and organizational development, UNDP has pioneered a transformative programme that builds competencies, and unleashes the full individual and organizational potential to meet complex governance challenges such as HIV/AIDS. This Programme offers leaders the opportunity to become agents of change by providing experiential tools that enable them to take innovative action. Key elements include developing the capacity of leaders to achieve results and generate change in the face of highly complex and dynamic situations. In addition, the programme enhances leaders' competencies to lead large-scale, multisectoral initiatives, and effectively mainstream HIV/AIDS priorities into development planning processes and plans.

The world we have made as a result of the level of thinking we have done thus far creates problems that we cannot solve at the same level at which we have created them... We shall require a substantially new manner of thinking if humankind is to survive.

Albert Einstein

UNDP's Leadership Development Programme creates opportunities for generating innovative action for results by:

1. Enhancing key stakeholders' understanding of the multi-dimensional complexity of the HIV/AIDS epidemic and thereby shifting the response paradigm to meet challenges more effectively.
2. Providing leaders, institutions, and communities with learning opportunities to enhance existing leadership skills, generate strategic options, increase organizational effectiveness, and exponentially leverage their influence in the response to HIV/AIDS.
3. Offering leaders the opportunity to strategically explore and increase their commitment to address the fundamental social factors and underlying causes that fuel the epidemic in their nation/region, supporting them to identify concrete actions to achieve key goals.
4. Bringing leaders from different sectors together – to form dynamic, results-oriented partnerships and communities of practice, to learn how to shift from resignation and organizational paralysis to a sense of possibility and urgency for action, and to find in themselves (and others) new sources of hope, commitment and strength for sustained action.
5. Supporting leaders in generating sustainable and measurable “breakthrough initiatives” that will make a sustainable difference in the response to HIV/AIDS, and to discover and apply 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.

While formulating and putting policies in place is a necessary first step, in most HIV/AIDS-affected countries the crucial next step, which is the actual implementation of the policies, has not been successfully taken into account. The gap between policy and action must be bridged. This involves the strategic alignment and harmonization of activities of government sectors, as well as coordination with other key partners in civil society, the private sector and the UN. Serious, thoughtful analysis must be undertaken to determine whether policies are actually achieving the desired end effect successfully halting the spread of the epidemic, and if not, why? Critical issues that are particularly prone to being left unaddressed through the policy-action gap (yet are crucial to achieving measurable results within a rights-based development framework) include equal access to treatment, equal rights of women, addressing stigma and discrimination against vulnerable groups, alignment of regional and national groups, and cooperation between civil society organizations (CSOs) and national HIV/AIDS committees.

The Leadership Development Programme provides a structured platform for leaders from which to address policy-action gaps. It assists them in seeing the big picture from a new perspective, assessing areas of weakness and taking opportunities to co-create active solutions. The programme brings together key actors who may otherwise never have the opportunity to share strategies, insights, success stories and hard-learned lessons – and gives them the chance to plan together and build partnerships for results. As a co-sponsor of UNAIDS, UNDP is accountable for key outcomes identified in the Unified Budget and Workplan (UBW). The principle results were used to orient regional consultations on the UBW 2006–2007 and act as the frame of reference for the development of the respective cosponsor, Secretariat and interagency key results.²

Many of these outcomes will be generated through the Leadership Development Programme and include the following:

- 1.** Leadership and capacity of governments, civil society, development partners, communities, and individuals including women, young people and PLWHAs, is developed to respond effectively to the epidemic through increased commitments and partnerships/coordination.
- 2.** HIV/AIDS responses as multisectoral and multilevel national, district and community actions that mainstream HIV/AIDS (including gender issues) are integrated into national development plans/budgets and instruments such as a poverty reduction strategy (PRS), poverty reduction strategy paper (PRSP), medium-term expenditure framework (MTEF), highly indebted poor countries (HIPC) initiative, etc. and into sector policies and programmes.
- 3.** Stigma and discrimination are reduced and the rights of women, girls and vulnerable groups better protected through advocacy, communication and legal reform.
- 4.** Human and institutional capacity is built for improved HIV/AIDS programmes in the least developed and/or worst affected countries.

² See Annex 1 for UNAIDS UBW UNDP Key Results. December 2004

5. The Resident Coordinator (RC) System is supported to implement the Common Country Framework (CCF)/UN Development Assistance Framework (UNDAF) and UN Implementation Support Plans (UNISPs), and to strengthen partnerships to enhance the principles of one national HIV/AIDS authority and one agreed national multisectoral HIV/AIDS action framework.

Since early 2002, the Leadership Development Programme has generated results in over 30 countries including Argentina, Barbados and St. Kitts, Botswana, Cambodia, Cape Verde, China, Cuba, Dominican Republic, Ecuador, Eritrea, El Salvador, Ethiopia, Gambia, Ghana, Guyana, Haiti, Honduras, India, Jamaica, Lesotho, Malaysia, Nepal, Nigeria, Panama, Papua New Guinea, Russia, Senegal, South Africa, Sudan, Suriname, Swaziland, Togo, Trinidad and Tobago and Ukraine. Many of these outcomes were presented at the Global Resident Representatives Meeting in October 2003. Resident Representatives attending this meeting expressed the need to widely utilize this methodology as one of UNDP's key services to programme countries to not only develop capacity in responding to HIV/AIDS, but also to meet other development challenges. In Senegal, 65 percent of participants decided to get tested for HIV following the Leadership Development Programme, and sector ministries have partnered with the National AIDS Council to develop HIV/AIDS plans; in Ethiopia, the programme built partnerships and resulted in the creation of a nationwide women's coalition and 35 breakthrough initiatives; in Ukraine, ministries started implementing HIV/AIDS programmes in the workplace and radio disc jockeys addressed the issue of intravenous drug use; and in Cambodia, Buddhist monks addressed stigma and discrimination by mobilizing community-based organizations.³

³ UNDP, 2004, Leadership for Results: UNDP's response to HIV/AIDS

6. Leadership Development Programme Roll-out

The synergistic package of programmes that constitute the L4R response strategy are designed to be rolled out over a three-year period.

Year one is geared towards enrolment, ownership and launching of programmes. During this first phase, the following are achieved:

- ❑ Partnership building among 150–200 influential decision makers (from government, CSOs, the arts and media and the private sector) who define and act on an HIV/AIDS agenda.
- ❑ Implementation and documentation of 30-plus innovative breakthrough initiatives.
- ❑ High-level enrolment for ministers and their cabinet directors.
- ❑ In-country dialogue to set agendas and take action.
- ❑ Enrolment of government stakeholders to define the national agenda in a transparent manner.
- ❑ Empowerment of the UNDP Country Office.

Year two aims at consolidating, developing capacities and involving ministries. The accomplishments are:

- ❑ The deepening of the Leadership Development Programme to institutionalize organizational capacity development at all levels of society.
- ❑ High-level ministerial enrolment in the Leadership Development Programme.
- ❑ Capacity building of 10–15 local Leadership Development Programme trainers.
- ❑ Set up of a mechanism for Leadership Development Programme alumni from year one.
- ❑ A greater commitment from governments.
- ❑ 350–450 influential decision makers acting on the HIV/AIDS agenda.
- ❑ The implementation of 75 innovative breakthrough initiatives.
- ❑ The initiation of quality assurance activities.
- ❑ The mainstreaming of gender and HIV/AIDS into the work of the UNDP Country Office.

Year three is the exit strategy year and includes nationwide scaling-up and enhanced South-South collaboration. The scale-up strategy must inspire more people to action without losing depth, and penetrate into wider geographic areas. It should favour the following:

- ❑ Reaching 1,500 top decision makers acting on the HIV/AIDS agenda.
- ❑ The implementation of 200 innovative breakthrough initiatives.
- ❑ The strengthening of mechanisms for the Leadership Development Programme alumni.
- ❑ The institutionalization of UNDP practices within government, CSOs, non-governmental organizations (NGOs) and the private sector.
- ❑ Policy changes as a result of UNDP efforts, including gender mainstreaming.
- ❑ Evidence that partners and governments use Leadership Development Programme as part of their work.

This document focuses on the year one enrolment/launch phase of UNDP's Leadership Development Programme, which spans a six to nine month period. The specific programmatic components of this first phase will be described in greater depth in the following sections.

UNDP takes the gender dimensions associated with HIV/AIDS and leadership development very seriously. The Leadership Development Programme addresses these in two different ways: First, in the identification of participants, every attempt is made to ensure that 50 percent are women leaders. Second, the sessions are designed to explore and respond to the gender dimensions of HIV/AIDS, both from a generalized, global perspective as well as through specific modules that address the issues and challenges present at the national or regional level.

Additionally, the inclusion of PLWHAs as active participants and contributors to the refinement of the national or regional strategy is recognised by UNDP as critical to the success of any national response to HIV/AIDS. Therefore, their full participation in the Leadership Development Programme is actively sought.

Enrolment/National Ownership

This phase happens during the first visit to a country. The main objective is to introduce the Leadership Development Programme and build a network of influential individuals from the UN, government, development partners, civil society and the private sector who will become committed to the vision of the programme and produce breakthrough results in the response to HIV/AIDS in the country. The enrolment visit involves a series of activities:

- Briefing/listening meetings with UNDP staff, including the Resident Representative and Deputy Resident Representative; the UN theme group on HIV/AIDS; national HIV/AIDS coordinating body staff members; influential bilateral donors; selected ministers and permanent secretaries; NGOs, including women's organizations; and PLWHA.
- A six-hour workshop introducing key transformational leadership development concepts, distinctions and mental maps to inspire stakeholders. This workshop allows national stakeholders to see the programme as a valuable opportunity for themselves and their country, and commit to being full partners in the phases to come.
- A final debriefing session with UNDP staff, including the Resident Representative and Deputy Resident Representative. This meeting outlines agreed next steps, including who will do what regarding local coordination of the programme and funding/fundraising.

Interviews

Prior to large group sessions, the leadership coach conducts one-on-one and small group interviews with participants from different stakeholder groups. When language permits, she/he submits questions for written responses as well.

The interviews and meetings:

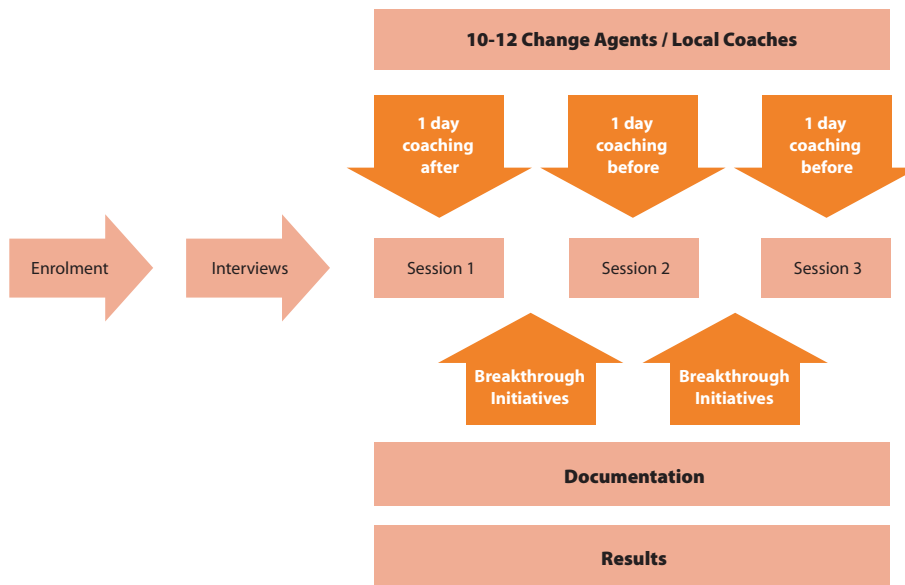
- Provide insights into the ways of working and culture of individuals, organizations and local communities, allowing the leadership coach to tailor the agenda to the stakeholders' particular opportunities and needs.
- Provide a chance for participants to express their hopes and concerns for their organization, society and workplace.
- Begin to build the relationship and buy-in that allow the programme to be launched speedily and smoothly.

A report of the interviews is produced as a baseline, with clearly defined result areas for the programme.

Leadership Development Sessions

Three separate, three-day, country capacity-building sessions then occur over a period of six to nine months. Between 100 and 120 participants, who are strategically identified and invited in response to the specific policy and capacity development needs of the country, will ideally take part in all three sessions. Participants include leaders from national and district level government, influential CSOs, the private sector, communities, the media, the arts, political and faith-based organizations, and trade unions, as well as the UN Country Team and the UNDP Country Office. Every effort should be made so that women make up 50 percent of the participants, CSOs 25 percent, and PLWHA five percent.

6-9 Months Programme 3 Sessions of 3 days 120-150 Participants



Brief summary of the session focus and content

Session I. Making what seems Impossible, Possible

Day One: Building the Foundation

Day Two: Critical Thinking and Creating Possibility

Day Three: From Possibility to Breakthrough Commitment

Session II. Being in Action

Day Four: Self-evaluation, Self-management, Coaching Skills

Day Five: Designing Strategic Actions

Day Six: Breakdowns lead to Breakthroughs: Management Effectiveness

Session III. Generating and Sustaining Inspired Action

Day Seven: Sustaining Momentum by Managing “Conversations”

Day Eight: Dissolving Limitations to Inspired Action

Day Nine: Completing the Program and Sustaining Transformational Development

Sustaining the Momentum: Breakthrough Initiatives

A breakthrough happens when one achieves something that was previously seen as impossible for the community one serves. During the programme, participants are guided to form small “breakthrough initiative” teams. These working groups identify pressing organizational or community-related issues to be the focus of special initiatives. Using the action learning approach, they apply the concepts, tools, and methods acquired during the leadership sessions to their work in developing and implementing these initiatives, using them as both laboratories and vehicles for producing real and measurable results in their community.

Breakthrough initiatives must fulfil certain criteria including: offering visibility and measurability, producing near-term results and going beyond ‘business as usual’ (e.g., reflecting velocity, productivity, innovation, effectiveness, participation, impact, efficiency). They should not be an ‘add-on’ to existing projects. Breakthrough initiative teams meet at least once a month between the workshops through the end of the programme. These three-hour meetings are a platform for team members to further develop their leadership competencies.

Breakthrough initiatives are not entitled to funding from UNDP. However, one way to reward them is to develop a system of awards for innovative initiatives, whether they have succeeded or not. Such awards could be offered on World AIDS Day, to have more people hear and learn about the innovations.

Obstacles are those frightful things you see when you take your eyes off the goal.

Hannah Moore

Building National Capacity

Programme Participants

In most countries around the world, the national response has been organized to include all sectors, public and private, civil society and PLWHA. UNDP's role is to support a nationwide response that is multisectoral, gender sensitive and results-oriented. This must be reflected in the choice of participants, who will determine to a great extent whether the Leadership Development Programme will succeed. The selection of participants will also depend on the results that are to be produced (e.g., partnership building, three-by-five issues, etc.).

The following are criteria to help guide the choice of participants:

- 100–120 participants from UNDP, the UN, NGOs, CSOs, government, media, the private sector, GFATM, CCM, youth, etc.
- Currently in leadership or advocacy positions.
- Able to commit to entire process and time frame.
- Personally committed to making a difference on the HIV/AIDS epidemic.
- Fluent in the official language in the country and applicable national language(s).
- National and district level representation.
- Representation of different ministerial sectors: finance/planning, health, justice, media, social welfare, education, and others relevant to the country situation.
- 50 percent women.
- 25 percent civil society.
- Meaningful participation of PLWHA (at least five percent).
- Meaningful participation of senior media professionals in leadership positions (five percent).
- About five to eight people from each entity (organization or ministry) to ensure critical mass.

Given the step-wise progression of the programme and the significant investment of time and resources given to make this endeavour a success for all involved, all participants must attend the first session, and must commit to (and have permission to) attend all subsequent sessions. Of course, on rare occasions a person may have to miss part of a session, but it is the intention that each person enrolled is fully aware of and committed to the entire process, and will make every effort to attend and participate fully.

Change Agents

A central aspect of the Leadership Development Programme is identifying and further developing local capacity to lead large-scale multisectoral HIV/AIDS programmes. Therefore, eight to ten remarkable nationals (change agents) are identified in each country during the enrolment phase to undergo a more intensive development of leadership skills and capacities. Change agents are oriented to the leadership development methodologies immediately prior to the Leadership Development Programme, in order to act as expert resource persons in the facilitation of the sessions' large and small group processes. They are subsequently eligible to be part of a future intensive Capacity Transfer Programme aimed at developing locally based leadership coaches able to facilitate additional Leadership Development Programmes.

Change agents act as mentors or coaches to the other participants, initiating and sustaining the participants' working group activities. This includes brainstorming innovative breakthrough initiatives that apply the leadership and management capacity developed through the session to address an unresolved challenge in the country related to prevention, treatment or access to care. In this way, the Leadership Development Programme begins to reach even further into the communities at risk to transform the lives of countless others.

International Coaches

The Programme's sessions are facilitated by coaches who are internationally established experts in leadership and organizational development. These coaches have worked with thousands of individuals and scores of organizations in both the private and public sectors, supporting the development of human and institutional capacity to meet the unique leadership challenges of the 21st century. They have offered their expertise and services to UNDP because of their profound commitment to creating opportunities for social transformation, and in particular, to reversing the HIV/AIDS epidemic.

These international experts have brought cutting-edge transformative methodologies that are based on years of applied practice and research. In cooperation with UNDP, they designed the global Leadership Development Programme template. Each country programme is tailored to its specific HIV/AIDS leadership issues and challenges. These remarkable men and women are committed to transferring the capacity to facilitate the small and large group processes, and lead the training modules for the local coaches to enable them to co-facilitate Leadership Development Programme sessions.

Documentation

UNDP places great emphasis on documenting processes and results of initiatives. This is particularly important for the Leadership Development Programme, which is a unique methodology that has been adapted from organizational transformation techniques and for the first time applied to development issues. Documentation 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 UNDP's HIV/AIDS Group, and feed into the process of monitoring and assessing the achievements and impacts of the programme. This information serves as a learning resource for stakeholders in different regions and countries.

Documentation starts at the beginning of the programme and covers both the process and the results. The data is collected through face-to-face or group interviews, various experiential exercises during sessions, breakthrough initiatives, and the tracking of individual, organizational and societal transformation as the programme unfolds.

Capacity Transfer Programme

The sustainability of the leadership programme, its replication and expansion require the development of local coaches who must be able to facilitate, educate and lead work of similar depth. The ultimate goal of the Capacity Transfer Programme (CTP) is to build the capacity in the developing world to design and lead programmes to develop transformational leaders. Creating venues and platforms that nourish South-South collaboration is an important UNDP mandate, and this programme actively promotes that goal. The programme provides an intensive, transformational learning experience that improves the effectiveness of leaders and teams; it provides participants with important new skills for communication and leadership that can initiate powerful shifts in personal and team performance. The delivery of the Capacity Transfer Programme encompasses three years of action-learning, coaching, and supervised leading of programmes and conferences.

The Programme is generating a network of local coaches who will become advocates for transformational development. Their speaking will inspire and influence individuals, institutions and communities to take effective action. At the end of the programme, participants are fully equipped to promote and use a combination of cutting-edge methodologies to ignite hope, produce breakthrough results, and engender transformation in the campaign to halt and reverse HIV/AIDS and make progress on issues related to the MDGs.

7. Conclusion

The Leadership Development Programme is intended to support national HIV/AIDS responses and is situated within the framework of national strategic plans. The programme is jointly implemented by UNDP and the national HIV/AIDS multisectoral coordinating body, with full involvement of the United Nations system, as a strategy to boost implementation of UNGASS goals and the MDGs.

The intention of the programme is to further empower and enable individuals in their daily work, generating a new type of leadership and organizational culture, which translates into new levels of commitment, effectiveness and high performance within organizations. UNDP intends to develop leadership capacity at the country level, and to provide a mechanism for ongoing leadership development in different regions. We intend to include multiple constituencies, to ensure that women and men participate equally, and to meaningfully involve PLWHA in the process.

UNDP's response to HIV/AIDS – Leadership for Results, creates an enabling policy and resource environment that directly contributes to achieving not only the sixth MDG (halting and reversing the spread of HIV/AIDS by 2015) but also all the other goals as well.

The Leadership Development Programme is a unique methodology that can be applied to any development or governance challenge, not just HIV/AIDS. Beyond simply developing specific leadership competencies, it produces in participants an enhanced capacity to strategically perceive and respond to the complex leadership challenges involved in implementing large-scale programmes.

The illiterate of the future are not those who cannot read and write,
but those that cannot learn, unlearn, and re-learn.

Alvin Toffler, Future Shock

ANNEXES

- ANNEX I.** UNAIDS Unified Budget and Workplan
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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. UNAIDS Unified Budget and Workplan UNDP Key Results, December 2004

I. KEY RESULT DESCRIPTION

Leadership and capacity of governments, civil society, development partners, communities, and individuals – including women, young people and PLWHAs – developed to respond effectively to the epidemic with increased commitments and partnerships/coordination.

Principal result to which the key result is linked

#3. Advocacy /leadership #6. Prevention Programmes #11. Family and community-based care

Achievement indicator(s) for key result

- Number of countries supported for multi-stakeholder leadership capacity developed at individual, institutional and societal levels that generates breakthrough responses for reversing the course of the epidemic.
- Number of communities supported for development of individual and community responses to the epidemic that address attitudes and practices that influence the spread of the epidemic.

Main Deliverables

- Demonstrable commitment and actions (rights/gender-based) of national partners in responding to the epidemic.
- Enhanced and expanded strategic initiatives and coalition/networks with civil society organisations, private sector and other stakeholders that creatively respond to the epidemic (in partnership with ILO, WHO, civil society and private sector etc).
- Increased capacity and commitment of communities to take decisions and actions to respond to the epidemic, including prevention, care and support especially for women and girls.
- Increased visibility and importance of HIV/AIDS for achieving MDGs.

Elements of the strategy to be used

- Develop capacity and leadership that promotes effective response based on participation, gender equality and human rights principles.
- Support leadership coalition and networks.
- Enhance community capacity by generating conversations and community decisions for action.
- Mobilise South-South collaboration networks for leadership and forums for exchange.
- Organize/assist multi-stakeholders events, national policy dialogues and high level seminars to promote creative ways to achieve the UNGASS goals and MDGs.

References

- UNDP/UNFPA Executive Board (DP/2003/32): Second multi-year funding framework, 2004-7
- Breakthrough: UNDP's Response to HIV/AIDS, June 2004
- UNDP Development Viewpoints and Practice Notes

II. KEY RESULT DESCRIPTION

Implementation of HIV/AIDS responses as multi-sectoral and multi-level national, district and community actions that mainstream HIV/AIDS (including gender issues) into national development plans/budgets and instruments – Poverty Reduction Strategies/Poverty Reduction Strategy Papers (PRS/PRSPs), Medium–Term Expenditure Framework (MTEF), and HIPC, etc – and into sector policies and programmes.

Principal result to which the key result is linked

#5. Country capacity: “the three ones” #12. National action to alleviate impact #15. Financial resources

Achievement indicator(s) for key result

- Number of countries supported to generate a broad based, multi-sectoral and multi-level response, integrating HIV/AIDS into national development plans and mainstreaming HIV/AIDS into key sectors and Ministries.
- Number of countries supported to develop capacity for sustainable access to ARV.

Main Deliverables (in 20 countries)

- Increased capacity of a single national HIV/AIDS authority to manage HIV/AIDS response.
- Enhanced National HIV/AIDS strategic planning processes and its implementation.
- Implementation of sub-national, including district level, comprehensive and gender-based HIV/AIDS responses.
- Countries in humanitarian and post-conflict situations are supported in planning and re-planning.
- Policy or strategy in place to promote comprehensive HIV/AIDS care, support, and access to HIV/AIDS-related medicines, with special emphasis on vulnerable groups.
- Convene the inter-agency mechanism Governance and Development Planning to develop a joint UN system response.

Elements of the strategy to be used

- Develop capacity of National AIDS Councils as well as of national, sub-national and decentralized/local entities.
- Provide technical assistance for review/update/revision of the national strategic planning/budgeting processes and their implementation.
- Provide technical assistance for mainstreaming HIV/AIDS (in collaboration with ILO, World Bank, UNESCO, WHO, WFP, UNHCR, UNICEF, and Secretariat etc).
- Develop capacity of ministries of Trade and Health to adopt enabling policy and legislation to sustainably access ARVs for PLWHA.
- Promote South-South exchange of best practices in development planning and application of TRIPS for sustainably accessing ARVs.

References

- UNDP/UNFPA Executive Board (DP/2003/32): Second multi-year funding framework, 2004-7
- Global Project on Trade and Access to HIV/AIDS Drugs
- UNDP Development Viewpoints and Practice Notes

III. KEY RESULT DESCRIPTION

Stigma and discrimination reduced and rights of women, girls, and vulnerable groups better protected through advocacy, communication and legal reform.

Principal result to which the key result is linked

#2. Human rights #7. Women and adolescent girls #9. Programmes addressing vulnerability

Achievement indicator(s) for key result

- ❑ Number of countries supported to: develop an enabling environment for achieving the Millennium Development and UNGASS goals that addresses human rights, gender equality, and issues of vulnerability and silence that fuel the epidemic; and protect and promote the rights of PLWHA and vulnerable groups.
- ❑ Number of countries supported to create advocacy and communications strategies that develop a deeper understanding of the epidemic and its underlying causes, and address issues of vulnerability, stigma and discrimination.

Main Deliverables

- ❑ Deeper understanding of the epidemic and its underlying issues among opinion leaders, decision makers and key actors.
- ❑ Better protection and promotion of rights of PLWHAs, women, girls, and vulnerable groups by legal reform and formulation of anti-discrimination legislation, particularly as it relates to inheritance and property rights.
- ❑ Intensified and coordinated activities on cross border issues-mobility, trafficking etc.

Elements of the strategy to be used

- ❑ Develop and implement advocacy and communication strategies addressing underlying causes – stigma and discrimination, gender, and vulnerability; and legal reform and formulation and anti-discrimination legislation for PLWHA.
- ❑ Develop capacity of the arts, media, civil society, and private sector; and new or expanded partnerships with/among civil society, NGOs, PLWHAs, FBOs, business and philanthropic entities, and inter-governmental organisations for social change, policy development, legal reform, and advocacy/communications/actions addressing stigma and discrimination, gender, human rights, and protection of PLWHA, women, girls and vulnerable groups (in collaboration with ILO, UNODC etc).
- ❑ Organize national stakeholder consultations to address legal reforms or formulation of legislation for support and protection of the rights of PLWHAs, especially women.
- ❑ Promote/assist production of National and regional Human Development Reports (HDRs) with HIV/AIDS focus as a tool for advocacy and generation of dialogue.
- ❑ Develop an enabling legal environment that promotes the rights of PLWHA and women, and generate breakthrough initiatives that address the disconnect between legislation and practice related to women and inheritance laws and property rights, in partnership with UNIFEM and the Global Coalition of Women (ICRW, FAO).

References

- ❑ UNDP/UNFPA Executive Board (DP/2003/32): Second multi-year funding framework, 2004-7
- ❑ Breakthrough: UNDP's Response to HIV/AIDS, June 2004

IV. KEY RESULT DESCRIPTION

Human and institutional capacity built for improved HIV/AIDS programmes in least developed and/or worst affected countries.

Principal result to which the key result is linked

- #10. Strengthening health systems for HIV/AIDS service delivery
- #13. Conflict and disaster-affected regions #16. Human and technical resources

Achievement indicator(s) for key result

- Number of countries supported to strengthen national capacity for development and implementation of initiatives financed by the GFATM.
- Number of countries supported to develop individual, institutional and societal capacities to effectively respond to the epidemic in crisis countries, high prevalence countries, small island states and countries with other special circumstances.

Main Deliverables

- Increased capacity of countries in crisis to respond to the epidemic – especially in critical sectors (health, education and agriculture etc) – in partnership with WHO, UNESCO and WB), with a special focus on the UNDP Southern African Capacity Initiative (SACI) covering 9 countries in the sub region.
- Least developed and/or worst affected countries’ capacity built and systems strengthened to manage funding from donors in 30 countries.
- Countries in special circumstances – LDCs are supported intensively to accelerate their efforts to address HIV/AIDS and capacity to achieve MDGs.
- Special initiatives developed to address the epidemic in “new wave countries” including Nigeria, India and China.

Elements of the strategy to be used

- Accelerate human capacity development under SACI.
- Strengthen partnership with GFATM and UNAIDS to develop national capacity for implementation.
- Close collaboration with the UN for high-level support to countries in special circumstances – LDCs; and with UNESCO for small island states.

References

- UNDP/UNFPA Executive Board (DP/2003/32): Second multi-year funding framework, 2004-7
- Breakthrough: UNDP’s Response to HIV/AIDS, June 2004
- Southern Africa Capacity Initiative (24th CCO paper)

V. KEY RESULT DESCRIPTION

The RC System supported to implement CCF/UNDAF and UNISPs and to strengthen partnership to enhance the principles of one national HIV/AIDS authority and one agreed national multisectoral HIV/AIDS action framework.

Principal result to which the key result is linked

#1. UN System Coordination #4. Partnerships #15. Financial Resources

Achievement indicator(s) for key result

- Number of RC system/UNCT supported for capacity development.

Main Deliverables

- Increased UN system's commitment and capacity at country level for technical assistance and action on HIV/AIDS.
- Improved and coherent joint UN annual support actions for national HIV/AIDS response.
- Improved donor and stakeholder coordination while ensuring national ownership.
- UNISP developed in selected counties

Elements of the strategy to be used

- Develop capacity of RCS/UNCT.
- Provide technical assistance to RCS/UNCT in integration of HIV/AIDS into CCA/UNDAF and in formulation of ISPs.
- Organize round table meetings for partnerships development and resource mobilisation in collaboration with government, donors and UN agencies.

References

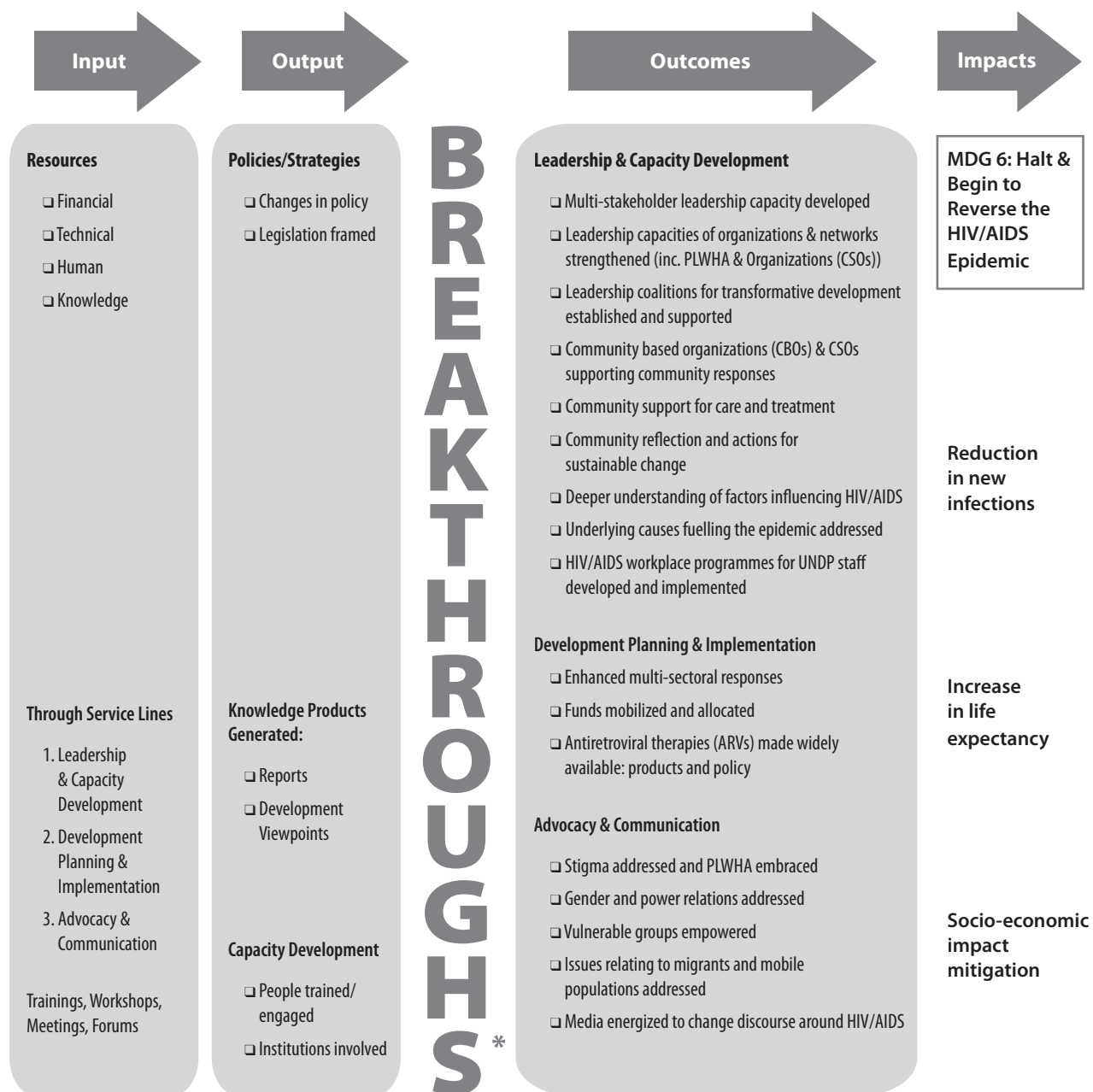
- UNDP/UNFPA Executive Board (DP/2003/32): Second multi-year funding framework, 2004-7
- Breakthrough: UNDP's Response to HIV/AIDS, June 2004
- UNDP Development Viewpoints and Practice Notes

Annex II. 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 III. 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 IV. 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 V. 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 VI. 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 Oforu-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.



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