

ILA Members are doing amazing leadership work around the world, from starting new degree programs to nurturing young people who make a difference, from running innovative workshops and seminars to fostering organizational change.

## Spotlight on Institute of International Education's

### Leadership Development for Mobilizing Reproductive Health Program (LDM)

Pakistan, one of the five Leadership Development for Mobilizing Reproductive Health program (LDM) focus countries, is facing rapid population growth and extremely high maternal mortality and morbidity. The low socio-economic status of women has added to the country's HIV problem, as well as other reproductive health-related diseases. With little bargaining power and low literacy rates, many women do not have the mobility or education to access reproductive health services and information. Furthermore, the rise in terrorist acts and increased Taliban control is directly impacting women's rights, and the work of civil society and reproductive health workers in particular are often targeted.



Pakistan Leadership Fellows

Developing the next generation of leaders—from within communities and districts, to local and national level organizations, right up to the policymakers and national leaders—is critical to improving reproductive health outcomes for the most vulnerable populations in Pakistan and around the world.

With funding from the David and Lucile Packard Foundation in 2001, the Institute of International Educa-

tion West Coast Center (IIE/WCC) in San Francisco established the LDM program. The program's overall goal is to build and sustain a critical core of well-trained emerging and established leaders to improve the delivery of family planning and reproductive health services in five focus countries: Ethiopia, India, Nigeria, Pakistan, and the Philippines. Many of these leaders work on such pressing global health issues as HIV/AIDS, adolescent reproductive health, gender-based violence, access to quality family planning services, and improved maternal health care. The men and women who make up the network of reproductive health leaders include doctors, lawyers, academics, Islamic scholars, public health professionals, community and youth leaders, government employees, and journalists.

Between 2000 and 2009, over 1000 men and women have accessed leadership development opportunities directly through Packard Foundation-funded population leadership programs. The majority of these Fellows participated in short-term leadership or reproductive health training courses in their own countries or in regional settings. Trainings included courses in reproductive

#### LDM Leadership Development Framework

**Leadership development is an emerging field, especially in the social sector. While there are numerous leadership theories, LDM's leadership development approach is based on the belief that leaders can be nurtured, leadership skills can be learned and that this process can be facilitated both formally and informally. While some people are born leaders, others can develop those traits which can make them better equipped to face the multitude of challenges of reproductive health. LDM sees leadership development not as a one-off training, but a continuing journey of growth, self-reflection and relationship building.**

Some of the critical elements of LDM's leadership development process are:

- Vision Building
- Understanding the Context
- Values
- Self Knowledge
- Skills

Leadership development trainings should support many of these elements. A participatory learning style ensures that the learning engages the whole person, and it triggers an on-going process of learning and reflection.

health management, transformational leadership, and other technical trainings related to improving reproductive health policies and services. As a result of their participation in the program, Fellows have expanded their ability to leverage complex social systems to affect change, strengthened their organizations, and collaborated more effectively across sectors. They continue to network to build strong coalitions and exercise collective leadership to impact both policies and services.

As the LDM program has matured, an important focus has been to work with governments, higher learning institutions, and nongovernmental organizations to institutionalize leadership programs in each of the countries. Improving access, in country, to quality reproductive health leadership programs, ensures that the goals of the program, to build a diverse cadre of leaders in the field, will be sustained over the long term.

Beyond strengthening leaders and leadership

development training programs in each country, LDM is also committed to documenting and expanding the unique cultural dialogue on leadership and leadership development taking place in our focal countries. This discourse on leadership has not yet fully emerged or been documented and there has been a growing interest on the part of LDM Fellows and others close to our program to assume some responsibility for this. Increasingly the questions emerging from our focal countries are: “What does our history teach us about leadership? How does culture interact with

leadership and vice versa? How can we document what we are learning from our own cultural history and experience as it relates to our work in reproductive health?”

The LDM program, in collaboration with the Packard Foundation, has been working to increase the participation and visibility of leaders from our focus countries in the leadership discourse. ILA is an integral part of this effort. We have participated, with selected Fellows, in offering sessions that share the experiences and lessons from our work in developing leadership for reproductive health.

In early 2009, the LDM program took another step toward this commitment and established a competitive research award process to encourage Fellows from all Packard-funded leadership programs to contribute to the discourse on leadership and



Nigerian Male Scholars

leadership development for reproductive health. A selection committee reviewed 10 finalists and awarded 7 grants—one each in Ethiopia, India, and the Philippines and two in Pakistan and Nigeria. Six of the winning research teams submitted

abstracts to the ILA of which two were accepted to present their findings at the ILA conference in Prague, Czech Republic.

One of the winning research project was submitted by a team of two LDM Fellows from the Philippines, Jackylin Robel from the Commission on Population and Cecilia Villa of the Foundation for Adolescent Development. Their project will review and assess current youth leadership programs in the Philippines.

With 277 persons per square mile, the Philippines is one of the most densely populated countries in the

world. The majority of the population lives on five of the country’s 7100 islands (Bohol, Cebu, Luzon, Negros and Panay) and an estimated 16.5 million (20% of total population) are under the age of 24—a figure that is projected to balloon to 29 million by 2020. The country’s exploding population remains one of the major causes of low per capita income and poor standards of living.



Pro-Reproductive Health Rally, Philippines

Opportunities for leadership development in reproductive health among professionals have largely been put in place and are available in the Philippines. However, the current situation suggests that the needs of the youth are largely ignored in health and development policies, programs and services. There is a critical call for leadership development programs for youth that don’t merely focus on peer counseling or adolescent reproductive health issues, but also highlight the important foundations of leadership. These programs must enrich the knowledge and skills of young people and prepare them for leadership positions in the future. By reviewing and assessing current youth leadership programs, the researchers aim to identify key elements to be included when designing comprehensive reproductive health-oriented leadership programs for youth.

Visit the Reproductive Health Leaders’ Network wiki to learn more about our work—[www.socialtext.net/rh-leaders/index.cgi](http://www.socialtext.net/rh-leaders/index.cgi). To learn more about the Institute of International Education West Coast Center, please visit our website at [www.iiesf.org/new/](http://www.iiesf.org/new/).