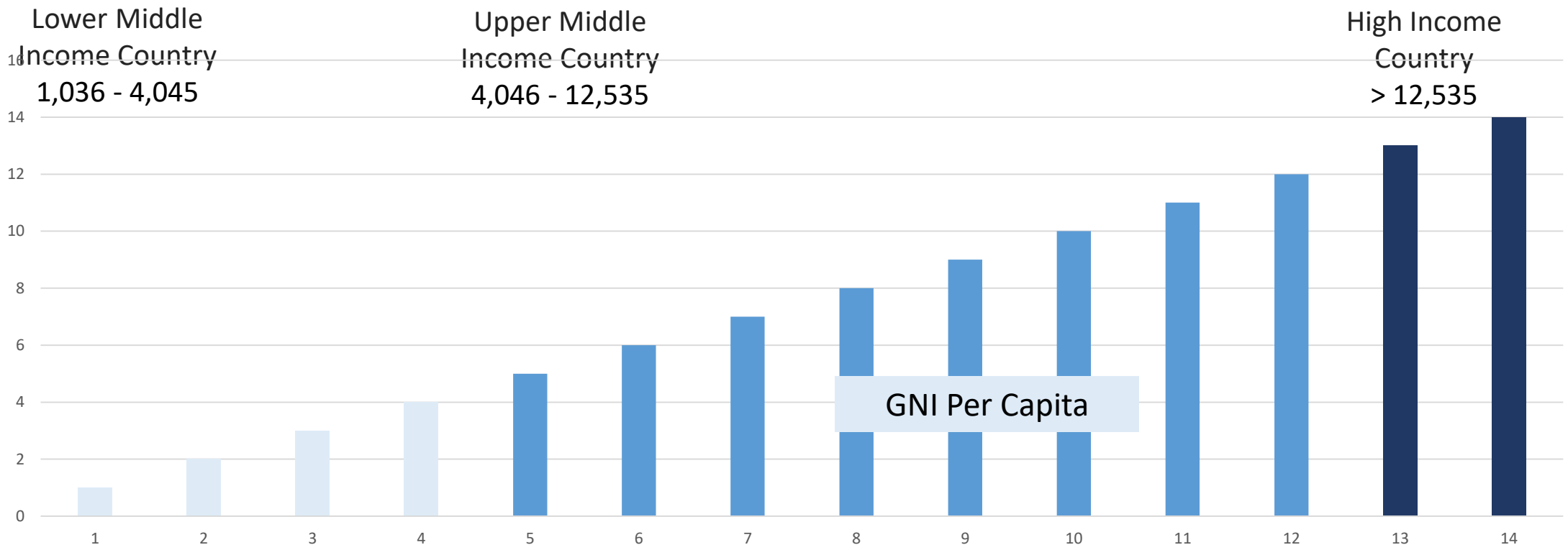
ការដឹកនាំដើម្បីបញ្ចប់ការរាលដាលជម្ងឺអេដស៍នៅប្រទេសកម្ពុជា

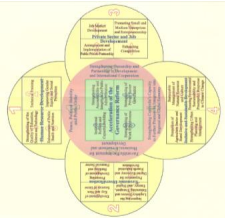
Leadership for AIDS Response in Cambodia

Internal meeting

31 Aug 2021

បច្ចុប្បន្ន... ...អណាគត





អនាគតមិនមែនជាកន្លែងដែលយើងនឹងទៅទេប៉ុន្តែជាកន្លែងដែលយើងកំពុងបង្កើត។ ផ្លូវទៅកាន់អណាគត
មិនត្រូវបានរកឃើញទេប៉ុន្តែត្រូវបានបង្កើតហើយសកម្មភាពនៃបង្កើតនោះធ្វើឱ្យមានការផ្លាស់ប្តូរទាំងអ្នកបង្កើតនិងគោលដៅ ។

The future is not some place we are going, but one we are creating. The paths to it are not found but made , and the activity of making them changes both the maker and the destination.

2019	2023	2024	2029	2030	2035	2036	2040	2041	2045	2046	2050

Where health systems are weak, the fight against the diseases is weaker.

Emmanuel Macron, President of France

តើការដឹកនាំបែបណាដែលអាចអោយ
យើងសម្រេចគោលដៅ៩៥-៩៥-៩៥ នៅឆ្នាំ២០២៥ បាន?

HIV targets by 2025	Projected business as usual status by 2025
95% HIV diagnosis	Within reach: 93% projected
95% treatment among those diagnosed	Exceeded: 99% achieved
95% viral suppression among those on treatment	On target: 96% achieved

...ប៉ុន្តែ ករណីឆ្លងថ្មី ...ថយចុះបានតែ៧៥%បើធៀបនឹងឆ្នាំ២០១០

<250 new HIV infections, 90% reduction from 2010	Not on target: 75% reduction projected

FACTORS OF SUCCESS

គ្រប់គ្រង

Do the things right

ដឹកនាំ

Do the right things

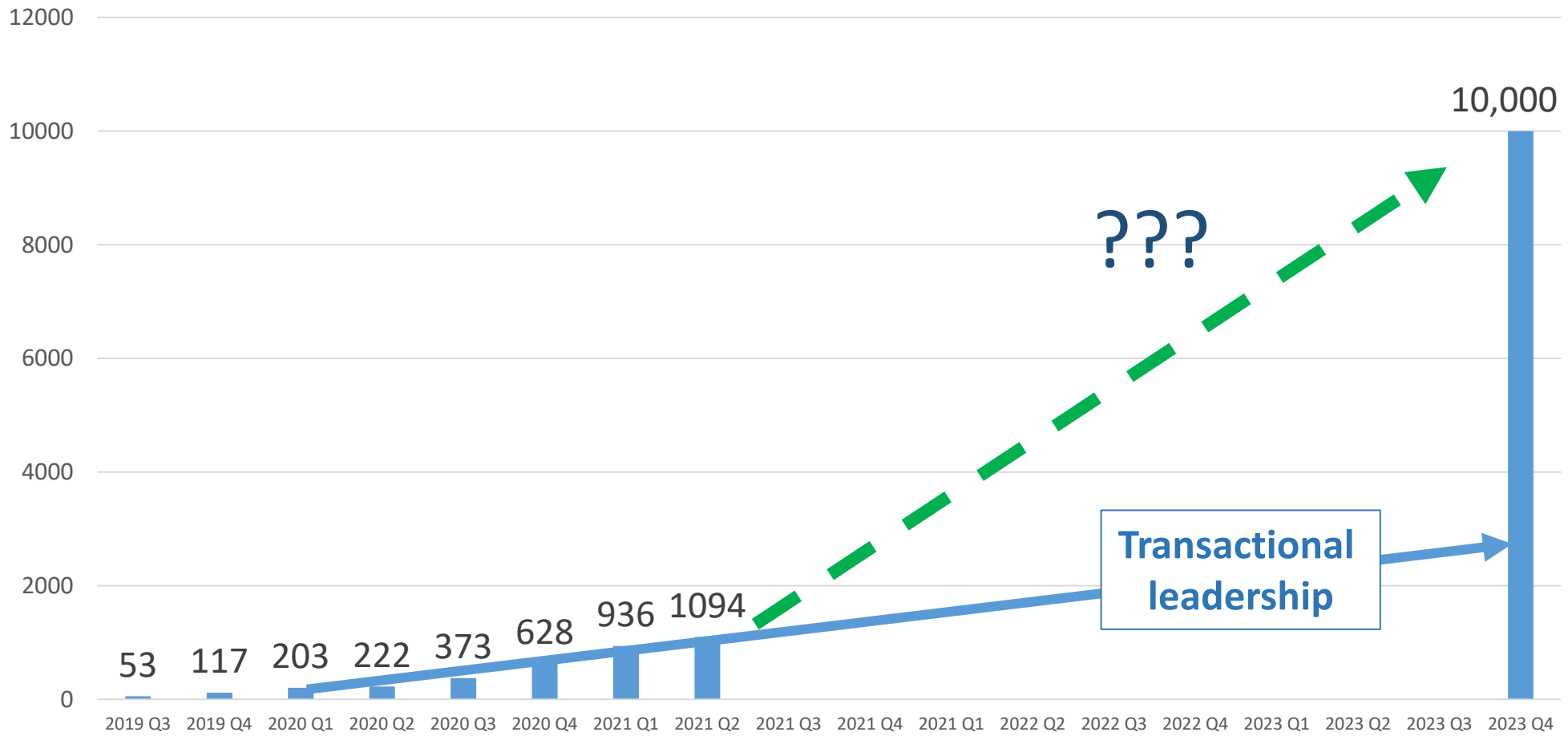
FUNCTIONS

FUNCTIONARIES

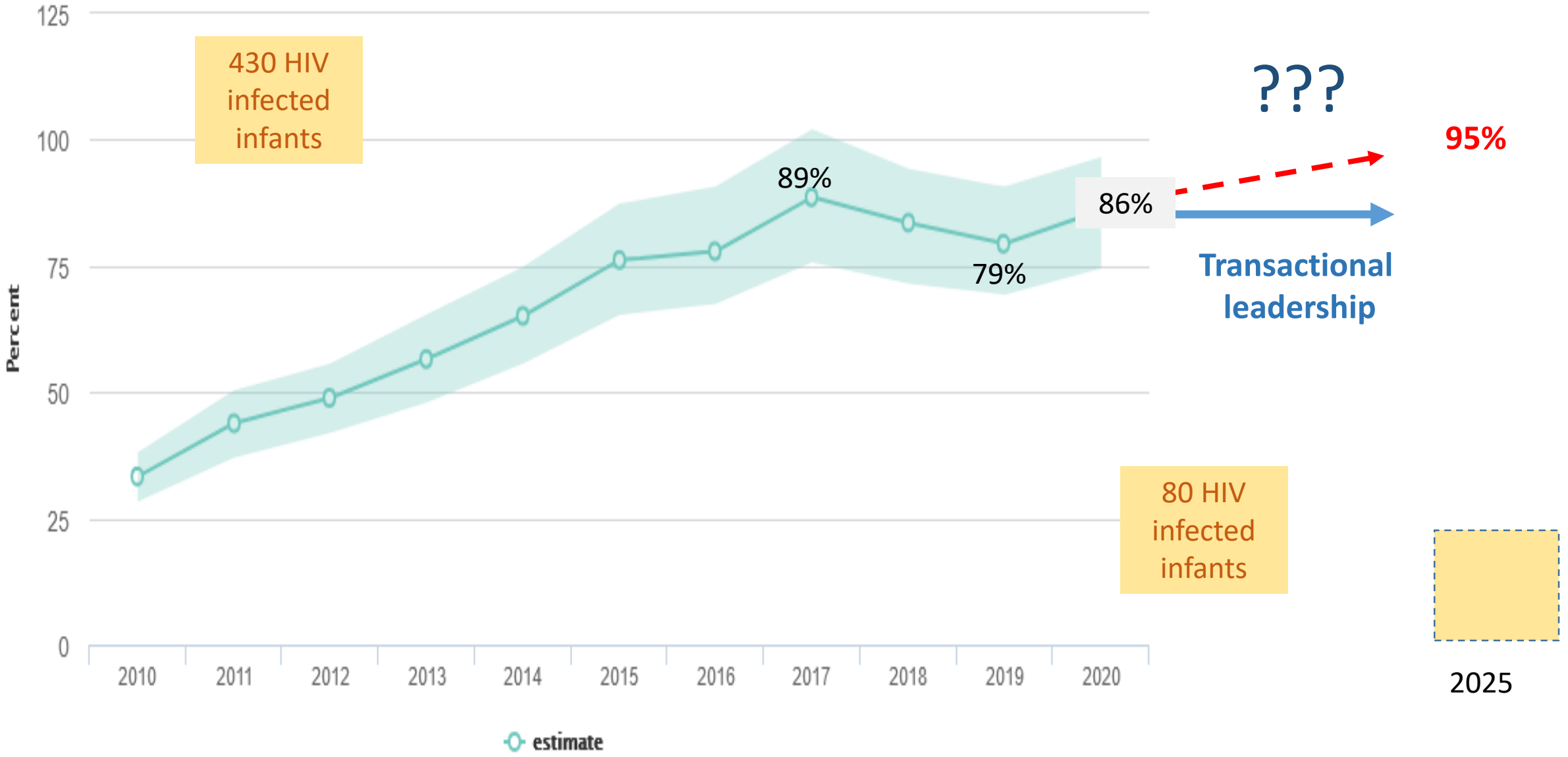
ប្រទេសកម្ពុជាអាចសម្រេចគោលដៅ ៩៥-៩៥-៩៥នៅឆ្នាំ២០២៥បាន
និងអាចបន្តយកឈ្នះថ្មីអោយទាបជាង២៥០ក្នុងឆ្នាំ២០៣០

FUNDING

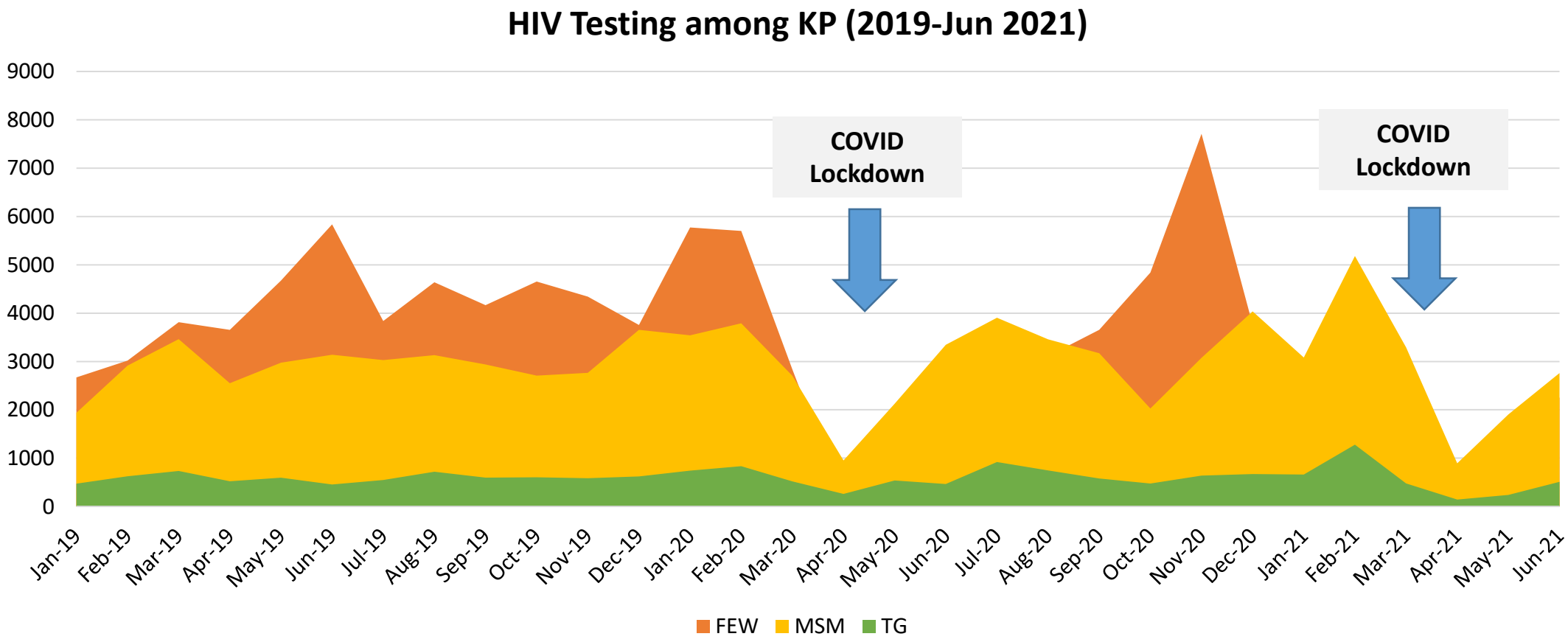
ដើម្បីសម្រេចគោលដៅPrEP



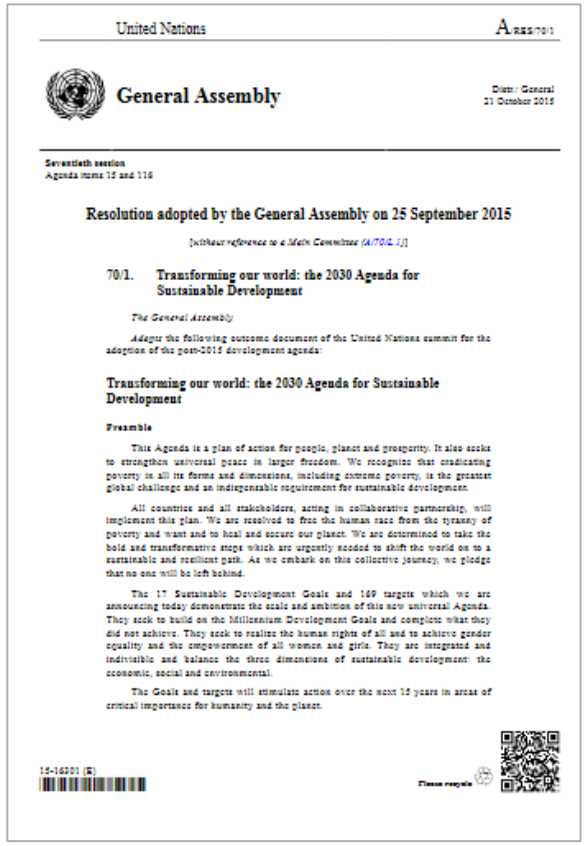
Coverage of pregnant women receiving ART for PMTCT



Challenge in HIV testing during COVID-19



Transformation…



United Nations A/RES/70/1

General Assembly

Distr.: General
21 October 2015

Seventieth session
Agenda items 15 and 116

Resolution adopted by the General Assembly on 25 September 2015

[without reference to a Main Committee (A/70/L.1)]

70/1. Transforming our world: the 2030 Agenda for Sustainable Development

The General Assembly

Adopts the following outcome document of the United Nations summit for the adoption of the post-2015 development agenda:

Transforming our world: the 2030 Agenda for Sustainable Development

Preamble

This Agenda is a plan of action for people, planet and prosperity. It also seeks to strengthen universal peace in larger freedom. We recognize that eradicating poverty in all its forms and dimensions, including extreme poverty, is the greatest global challenge and an indispensable requirement for sustainable development.

All countries and all stakeholders, acting in collaborative partnership, will implement this plan. We are resolved to free the human race from the tyranny of poverty and want and to heal and secure our planet. We are determined to take the bold and transformative steps which are urgently needed to shift the world on to a sustainable and resilient path. As we embark on this collective journey, we pledge that no one will be left behind.

The 17 Sustainable Development Goals and 169 targets which we are announcing today demonstrate the scale and ambition of this new universal Agenda. They seek to build on the Millennium Development Goals and complete what they did not achieve. They seek to realize the human rights of all and to achieve gender equality and the empowerment of all women and girls. They are integrated and indivisible and balance the three dimensions of sustainable development: the economic, social and environmental.

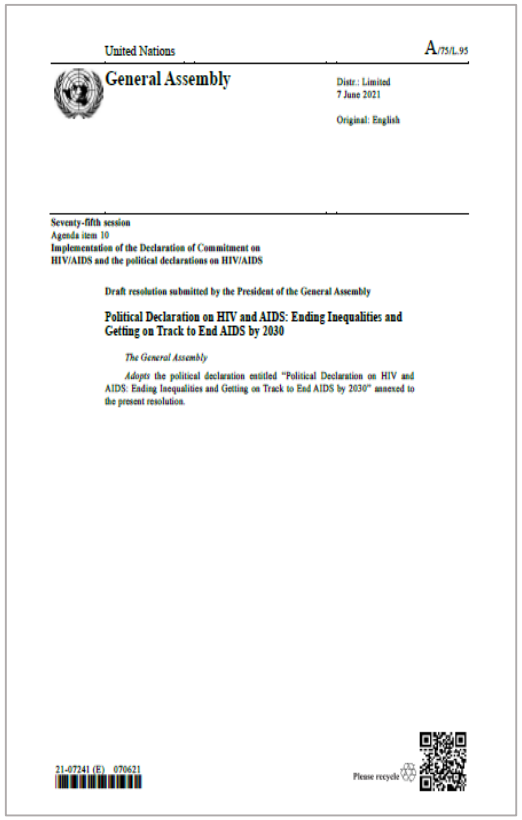
The Goals and targets will stimulate action over the next 15 years in areas of critical importance for humanity and the planet.

15-16301 (E)

Please recycle

Transformation

Sustainable Development Goals



United Nations A/75/L.95

General Assembly

Distr.: Limited
7 June 2021

Original: English

Seventy-fifth session
Agenda item 10
Implementation of the Declaration of Commitment on HIV/AIDS and the political declarations on HIV/AIDS

Draft resolution submitted by the President of the General Assembly

Political Declaration on HIV and AIDS: Ending Inequalities and Getting on Track to End AIDS by 2030

The General Assembly

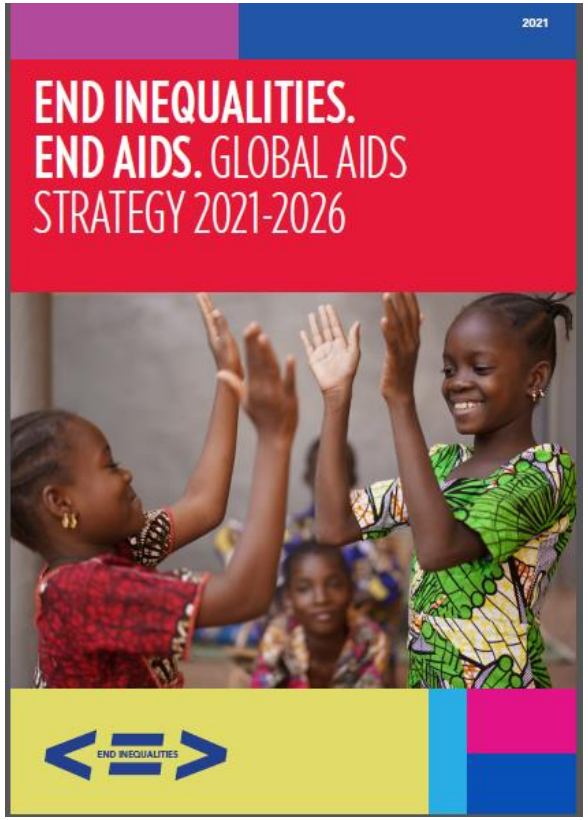
Adopts the political declaration entitled "Political Declaration on HIV and AIDS: Ending Inequalities and Getting on Track to End AIDS by 2030" annexed to the present resolution.

21-07241 (E) 070621

Please recycle

Transformation
Harm Reduction

UNGASS on AIDS 2021



Transformation
People centered
Approach

UNAIDS Global Strategy 2021-26

KINGDOM OF CAMBODIA
NATION RELIGION KING

The Fifth National Strategic Plan for a Comprehensive, Multi-Sectoral Response to HIV/AIDS

(2019-2023)

Moving Toward Ending AIDS as a Public Health Threat by 2025

November 2019

People centered Approach,
Leadership, Investment,
Partnership

Cambodia NSP V

ការអភិវឌ្ឍន៍វិស័យសុខាភិបាលតាមគម្រូ4S របស់ GFATM

Parameter	System start-up(establishment)	System Support	System Strengthening	System Sustainability
Scope	Emergency; early development of systems	May be focused on a single disease or intervention	Activities have impact across health services and outcomes	Systems are integrated, resourced and fully incorporated into the overall health sector
Longevity	Short term; depending on country situation	Effects limited to period of funding	Effects will continue after activities end	Effects are continuing without external/ extra support
Approach	Input heavy for all systems	Provide inputs to address identified system gaps impacting service delivery	Revise policies and institutional relationships to change behaviors and resource use to address identified constraints in a more sustainable manner	Systems are adjusted to adapt to changes and resources are continuous, relevant and available domestically

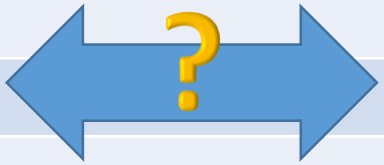
Start-up → Support → Strengthening → Sustainability

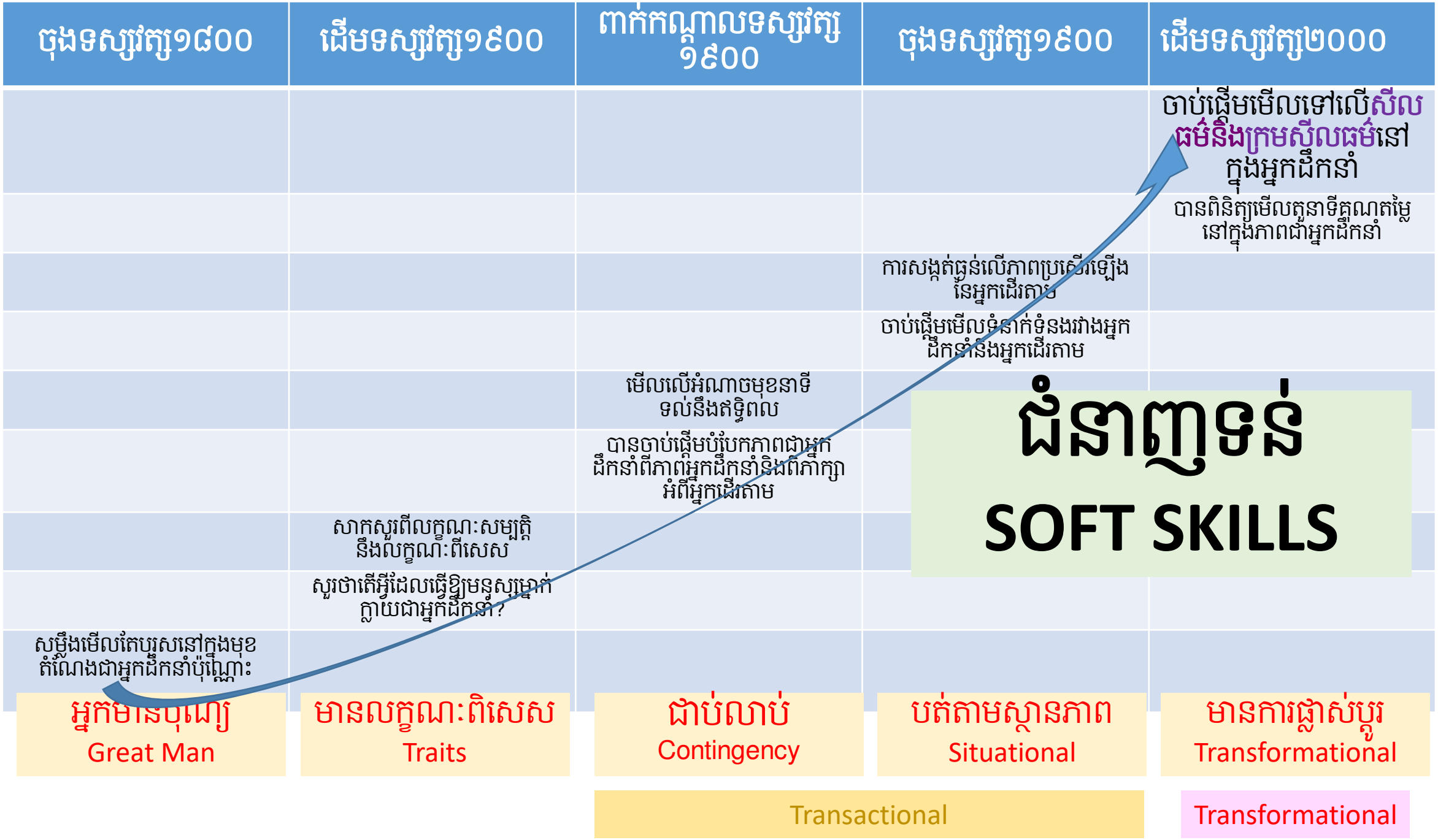
Transformational Leadership

មានតែរឿងបីទេដែលកើតឡើងដោយធម្មជាតិនៅក្នុងអង្គភាព: ការកកិត ភាពច្របូកច្របល់ និងលទ្ធផលការងារទាប។ អ្វីៗផ្សេងទៀតទាមទារភាពជាអ្នកដឹកនាំ ។

"Only three things happen naturally in organizations: friction, confusion, and underperformance. Everything else requires leadership."

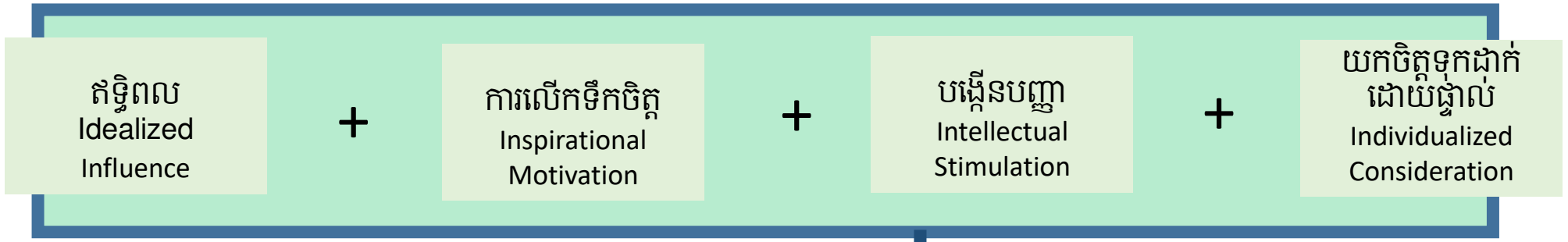
Peter Drucker

	Mindset A		Mindset B
Area of focus	naa		NAA
Approach	Do things right		Do the right things
	Context /Format		Content
	Management		Leadership
	IQ : Command		EQ: Inspire
	Outside		Inside
	Descriptive		Analytic
	Short term		Long term
	Easy ,Easy (status quo)		Diving deep/ Spirit (long term development)


ចុងទស្សវត្ស១៨០០
ដើមទស្សវត្ស១៩០០
ពាក់កណ្តាលទស្សវត្ស ១៩០០
ចុងទស្សវត្ស១៩០០
ដើមទស្សវត្ស២០០០
ចាប់ផ្តើមមើលទៅលើសីលធម៌និងក្រមសីលធម៌នៅក្នុងអ្នកដឹកនាំ
បានពិនិត្យមើលតួនាទីគួណតម្លៃនៅក្នុងភាពជាអ្នកដឹកនាំ
ការសង្កត់ធ្ងន់លើភាពប្រសើរឡើងនៃអ្នកដើរតាម
ចាប់ផ្តើមមើលទំនាក់ទំនងរវាងអ្នកដឹកនាំនិងអ្នកដើរតាម
មើលលើអំណាចមុខនាទីទល់នឹងឥទ្ធិពល
បានចាប់ផ្តើមបំប្លែកភាពជាអ្នកដឹកនាំពីភាពអ្នកដឹកនាំនិងពីភាក្សាអំពីអ្នកដើរតាម
ជំនាញទន់
SOFT SKILLS
សាកសួរពីលក្ខណៈសម្បត្តិនឹងលក្ខណៈពិសេស
សួរថាតើអ្វីដែលធ្វើឱ្យមនុស្សម្នាក់ក្លាយជាអ្នកដឹកនាំ?
សម្លឹងមើលតែឃ្លួសនៅក្នុងមុខតំណែងជាអ្នកដឹកនាំប៉ុណ្ណោះ
អ្នកមានបុណ្យ
Great Man
មានលក្ខណៈពិសេស
Traits
ជាប់លាប់
Contingency
បត់តាមស្ថានភាព
Situational
មានការផ្លាស់ប្តូរ
Transformational
Transactional
Transformational

ប្រភេទ Categories	ការដឹកនាំបែបប្រតិបត្តិការ Transactional Leadership	ការដឹកនាំបែបផ្លាស់ប្តូរ Transformational Leadership
• ប្រភពនៃអំណាចរបស់អ្នកដឹកនាំ Source of Leader's power	• ឋាន:, នាទី Rank , Position	• លក្ខណៈសម្បត្តិ, សមត្ថភាព Character, Competence
• ប្រតិកម្មរបស់អ្នកតាមដាន Follower reaction	• គោរពធ្វើតាម Compliance	• ការប្តេជ្ញាចិត្ត Commitment
• ស៊ុមពេលវេលា Timeframe	• រយៈពេលខ្លី Short term	• រយៈពេលវែង Long Term
• រង្វាន់ Reward	• តំឡើងប្រាក់ខែ តំឡើងតួនាទី។ ល Pay, Promotion, etc.	• មោទនភាព, ការអោយតម្លៃខ្លួនឯង។ ល។ Pride, Self-esteem, etc.
• ការត្រួតពិនិត្យ Supervision	• សំខាន់ Important	• មិនសូវសំខាន់ Less important
• ការផ្តោតអារម្មណ៍ប្រឹក្សា Counselling focus	• ការវាយតម្លៃ Evaluation	• ការអភិវឌ្ឍន៍ Development
• កន្លែងដែលការផ្លាស់ប្តូរកើតឡើង Where change occurs	• ឥរិយាបថអ្នកក្រោមបង្គាប់ Follower behavior	• ឥរិយាបថអ្នកតាមដាន, តម្លៃ Follower attitude, values
• កន្លែងដែល" ភាពជាអ្នកដឹកនាំ" ត្រូវបានរកឃើញ Where" leadership" found	• អាកប្បកិរិយារបស់អ្នកដឹកនាំ Leader's behavior	• បេះដូងអ្នកក្រោមបង្គាប់ Follower 's heart

ភាពជាអ្នកដឹកនាំដែលផ្លាស់ប្តូរ
Transformational Leadership



4 ”I”

ភាពជាអ្នកដឹកនាំប្រតិបត្តិការ
Transactional Leadership

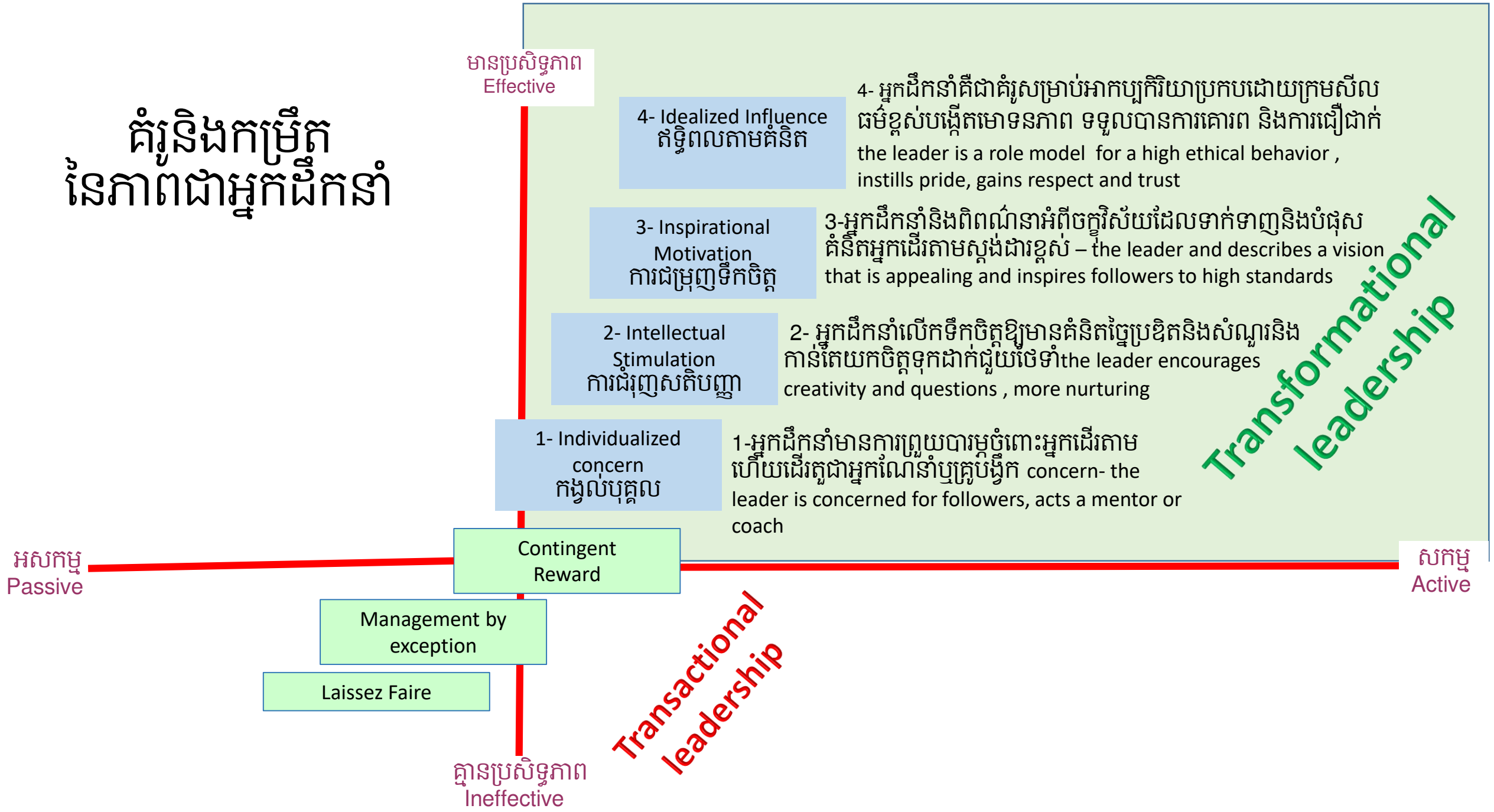
ផ្តល់រង្វាន់ពេលបាន
លទ្ធផលល្អ
Contingent
Reward

ចុះមកគ្រប់គ្រង
ពេលមានបញ្ហា
Management by
exception

លទ្ធផលរំពឹងទុក
Expected
Outcomes

លទ្ធផលដែលហួសការ
រំពឹងទុកPerformance
Beyond
Expectations

គំរូនិងកម្រិត នៃភាពជាអ្នកដឹកនាំ



លទ្ធផលដែលហួសការរំពឹងទុក
Performance Beyond Expectations

អ្នកដឹកនាំលើកទឹក
ចិត្តនិងជម្រុញចិត្ត

អ្នកដឹកនាំបង្កើនបញ្ញា
អោយស្វែងរកគំនិតឆ្នៃប្រឌិតថ្មីៗ

SOFT SKILLS

ឥទ្ធិពលព្រោះអ្នកដឹក
នាំធ្វើជាគម្រូ

អ្នកដឹកនាំដើរតួ
ជាគ្រូបង្វឹក

Four I's

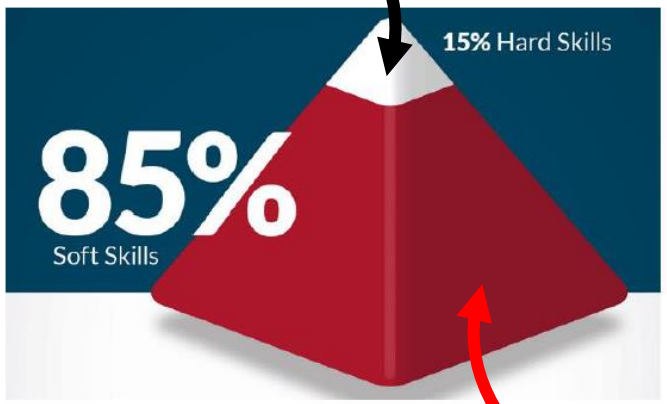
ភាពដឹកនាំដែលនាំអោយមានការផ្លាស់ប្តូរ
Transformational Leadership

...គឺខុសពីវគ្គដទៃៗទៀត

ជំនាញរឹង

គឺជំនាញបច្ចេកទេស

Harvard University, Carnegie Foundation and Stanford Research center :
85% of job success comes from having well developed soft skills and people skills
while only 15% of job success comes from hard skills



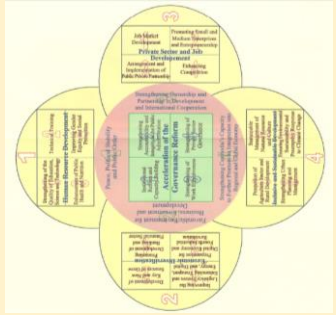
In 2010 employers spent 171 Billion USD on employee training and
27.6% of those training was on soft-skills

Activate
Go to Setti

ជំនាញទន់
គឺជីវកនាំ/
គ្រប់គ្រង

.....វគ្គនេះជាវគ្គមួយដែលអ្នកត្រូវដាក់ខ្លួន
ដើម្បីសាកល្បងដោះស្រាយបញ្ហាប្រឈម

Research conducted by Harvard University, the Carnegie Foundation and Stanford Research Center has all concluded that **85% of job success comes from well-developed soft skills and people skills,** and only 15% of job success comes from technical skills and knowledge (hard skills)



Rectangular Strategy IV

Dynamic of Stakeholders System

KINGDOM OF CAMBODIA
NATION RELIGION KING

The Fifth National Strategic Plan for a Comprehensive, Multi-Sectoral Response to HIV/AIDS
(2019-2023)

Moving Toward Ending AIDS as a Public Health Threat by 2025

November 2019

ជំនាញទន់
SOFT SKILLS

UNAIDS
The Global Fund
CHAI
LHSS PROJECT
psi
AHF
HACC
WNU
friends international
MHC
MHSS
DMHSA
NATIONAL AIDS AUTHORITY
How to...
Effectively ...
coordinate ...
USAID
FROM THE AMERICAN PEOPLE
PEPFAR
RITAC
KHANA
CRS
Epic FHI
AUA
CWPD
Korsang
NMCHC
CENAT
Stakeholders?
Stakeholders

Committees
GFATM Country Coordinating Committee
Technical Working Groups
Provincial AIDS Committees (PAC)
Provincial AIDS Secretariats (PAS)
Group of Champions (GOC)

Partner Agencies / Donors
UN
WHO, UNAIDS, UN FPA, UNICEF
US Government
USAID, US-CDC, PEPFAR
The Global Fund
GFATM Portfolio Team
Local Fund Agent – PWC
Fiscal Agent – GFA
Procurement Agent - UNICEF
GFATM PR-Offices
NCHADS-PR
UNOPS-PR
MOH-PR
CENAT-PR
INGO
Clinton Health Access Initiative
AIDS Health Fo
Médecins Sans Fr
University & Research partners
URC
Institute for Tropical Medicine - Belgium (ITM)
Agence Nationale de Recherche sur le Sida - France (ANRS)
Palladium
Not for profit facilities
Sihanouk Hospital – Center for HOPE

National AIDS Authority (NAA)

Ministry of Health
HIV National Program
National Center for HIV/AIDS, Dermatology & STI Control (NCHADS)
NCHADS Laboratory
NCHADS Dermatology & STI clinics
National Referral Laboratory (NIPH)

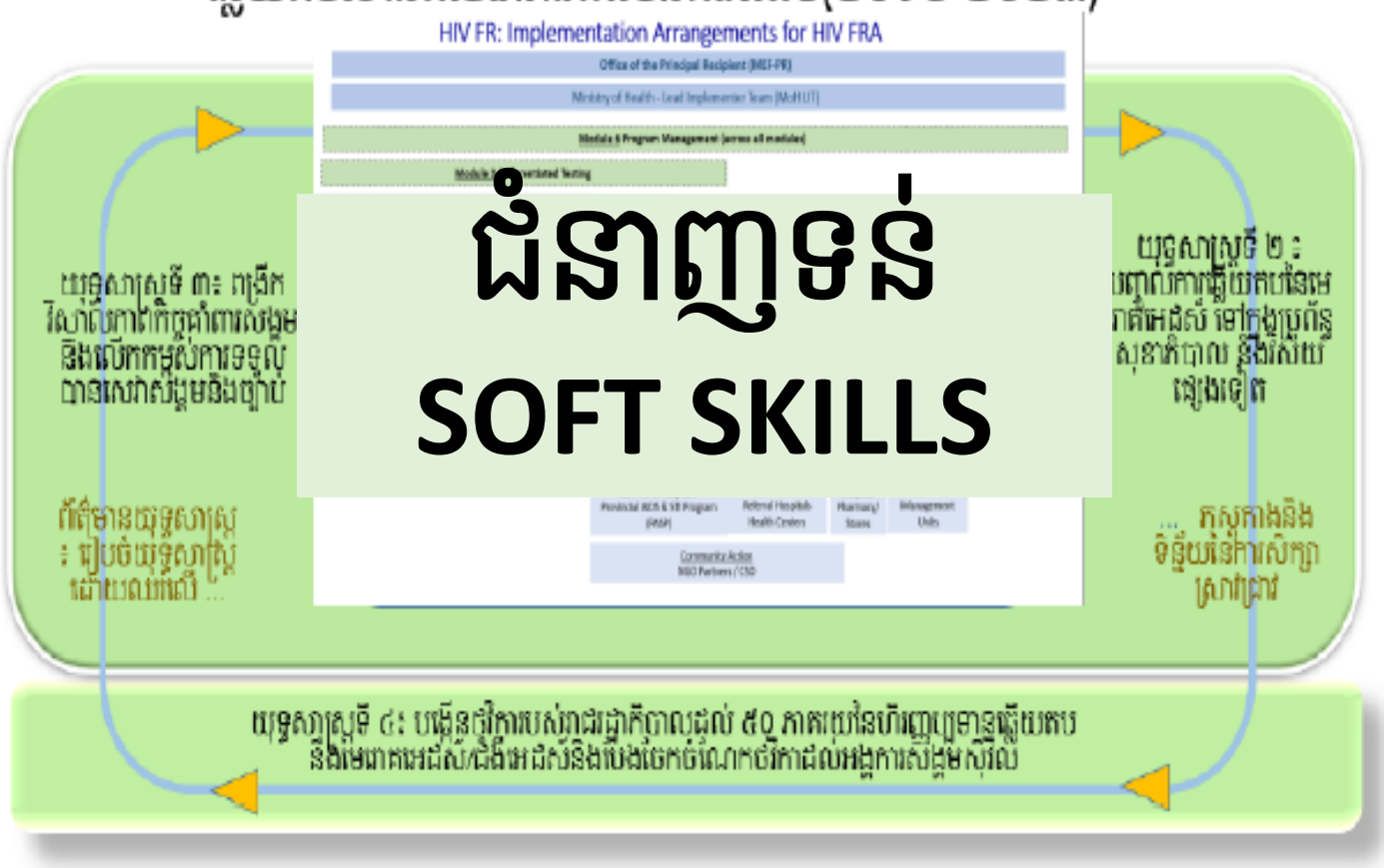
MOH Departments
Department of Communicable Disease Control
Department of Drugs, Cosmetics and Food
Department of Hospital Services
Department of Mental Health & Substance Abuse
Department of Planning & Health Information
Department of Preventive Medicine

Related MOH institutions
National Center for Tuberculosis & Leprosy Control
Central Medical Stores (CMS)
National Blood Transfusion Service (NBTS)
National Health Promotion Center (NHPC)
National Institute of Public Health (NIPH)
Univers[illegible]lth Sciences (UHS)
[illegible] (PNH) x 9
[illegible]atric Hospital
[illegible]al Center for Mother & Child Health

Provincial
Provincial Health Departments (PHD)
Provincial AIDS & STI Program (PASP)
Referral Hospitals:
(FHC / VCCT / pre-Art/ART centers)
Operational Districts
Health Centers

Ministry of Planning
Ministry of Economics & Finance
Ministry of Labor & Vocational Training

ផែនការយុទ្ធសាស្ត្រជាតិទូលំទូលាយនិងពហុវិស័យ
ឆ្លើយតបទៅនឹងមេរោគអេដស៍និងអេដស៍(២០១៩-២០២៣)



Concerned Ministries

Fast Track Cities PNP, BBG, BMC, SRP

LHSS (Local Health System Sustainable)

- *Social Contracting*
- *Integration of HIV/AIDS Services in Public Health Systems*

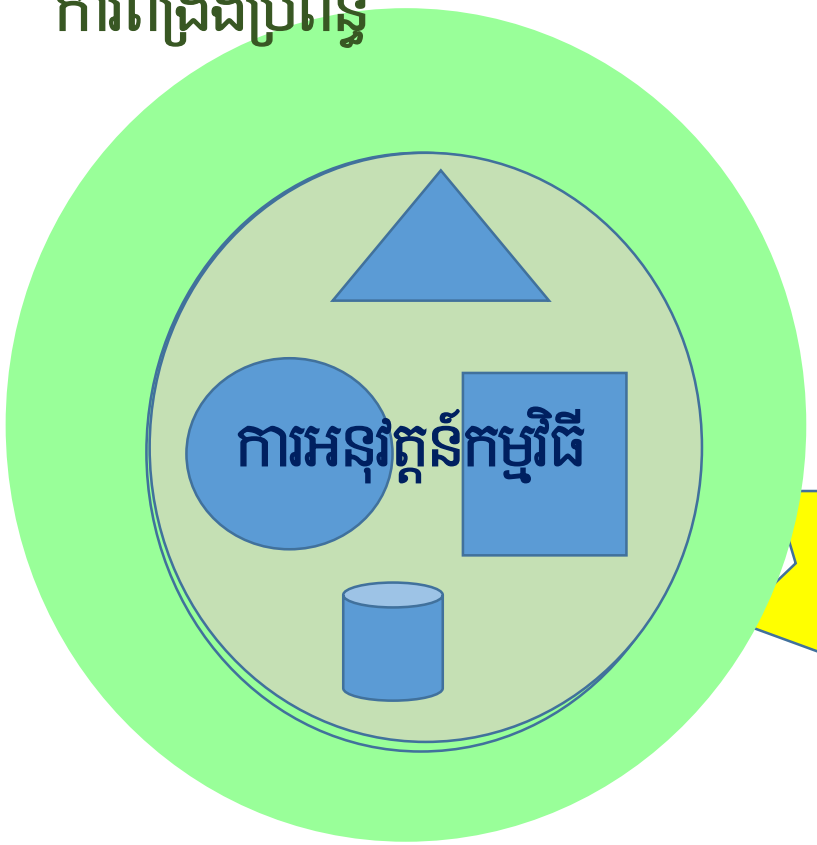
JMI : 35% in 2020 and 50% in 2023 of all expenditure from NB

SCN 213

ចរន្តជាតិតែមួយ

មេដឹកនាំពិភពលោកបញ្ឈប់ការរីករាលដាលនៃជំងឺអេដស៍នៅឆ្នាំ ២០៣០ URGENT TRANSFORMATION

ការពង្រឹងប្រព័ន្ធ



COVID 19

ប្រទេសកម្ពុជាបញ្ចប់ ការរាលដាលមេរោគអេដស៍ VERY URGENT TRANSFORMATION

2020-21 កូវីដ១៩

2022-23 អន្តរាគមន៍ពន្លឿនការឆ្លើយតប

2024-25 អញ្ជើញក្រុមអន្តរជាតិ ការវាយតម្លៃពីអន្តរជាតិ

ទៅឆ្នាំ២០២៥

2030

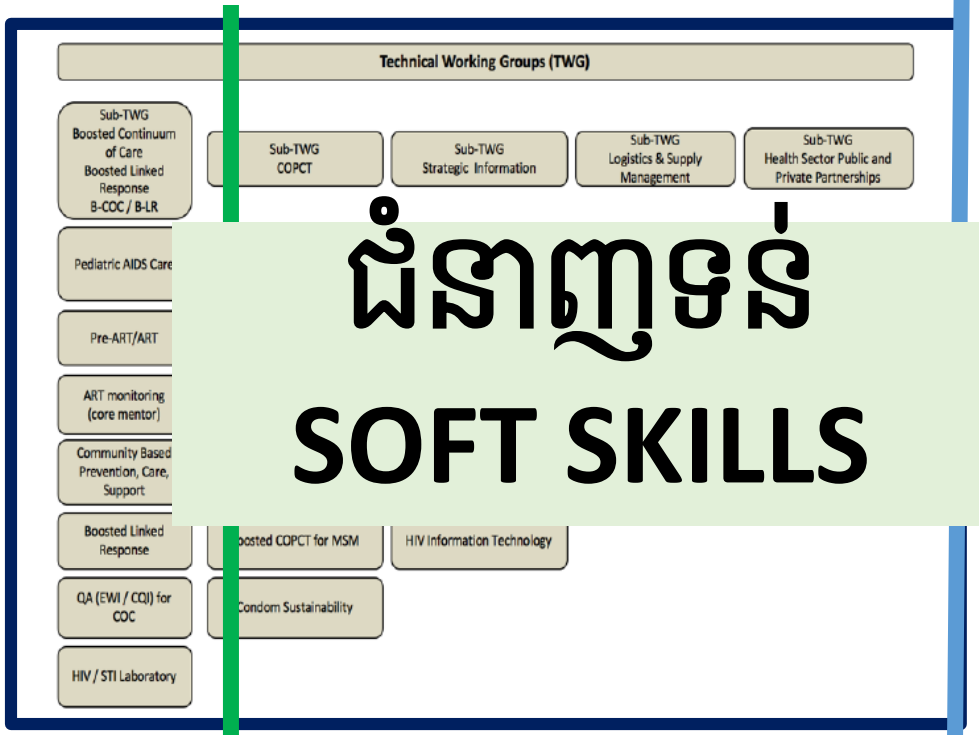
One Coordinating body

NAA

PAB

TAB

S1: Prevention, Care and Support NCHADS



ជំនាញទន់

SOFT SKILLS

One Action Framework (NSPV)

S3:Social Protection and Legal WG

S2: Integration WG

One M&E System

S4: Resource Mobilization WG

Purpose: Ending AIDS as Public Health threat by 2025

Transition and Sustainability (SCN 213)

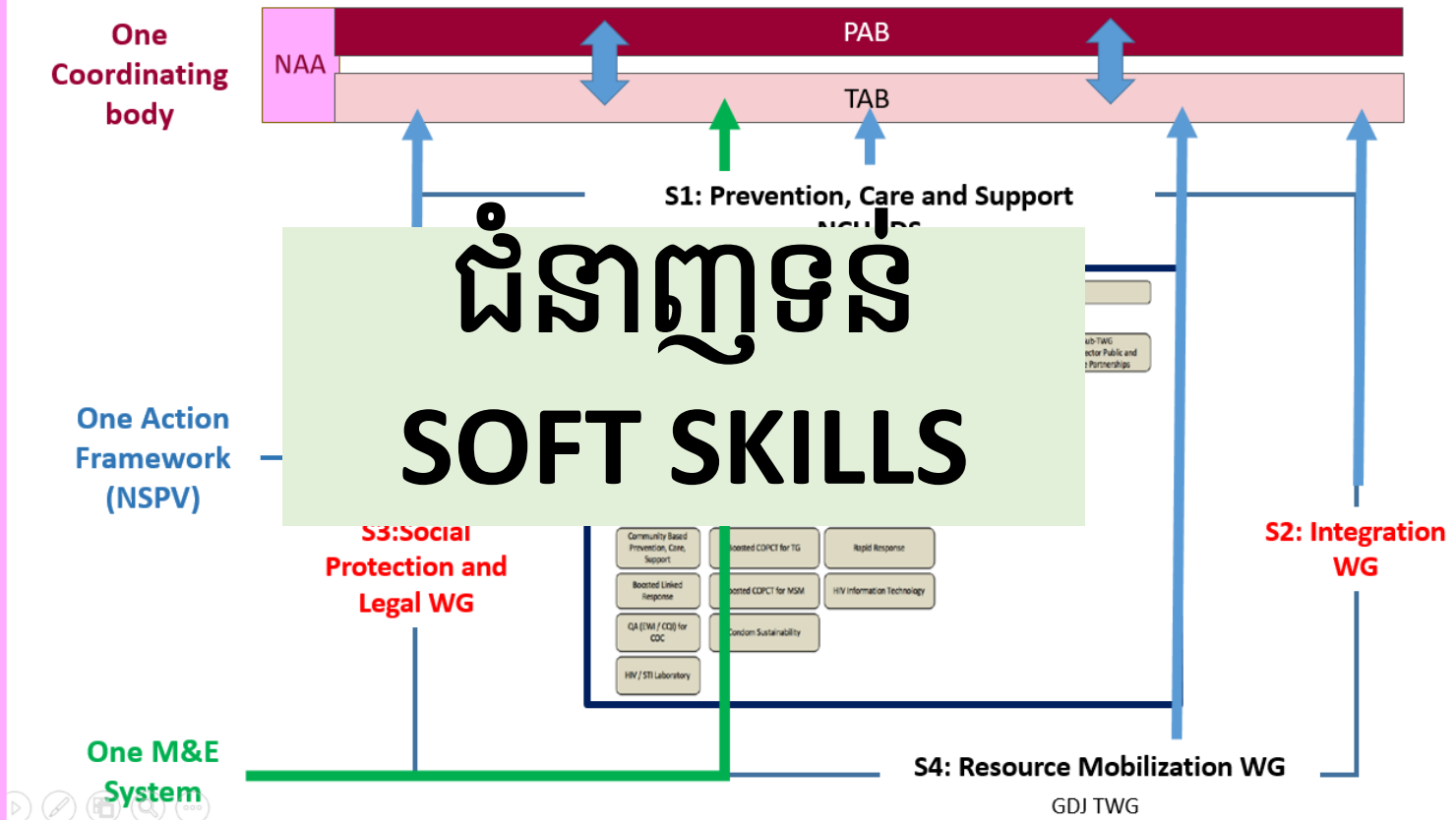
Principles

- National ownership
- Alignment with the SDGs and gov. policies
- Sustainable financing
- Equity
- Efficient use of resources
- Evidence-based interventions

Participation

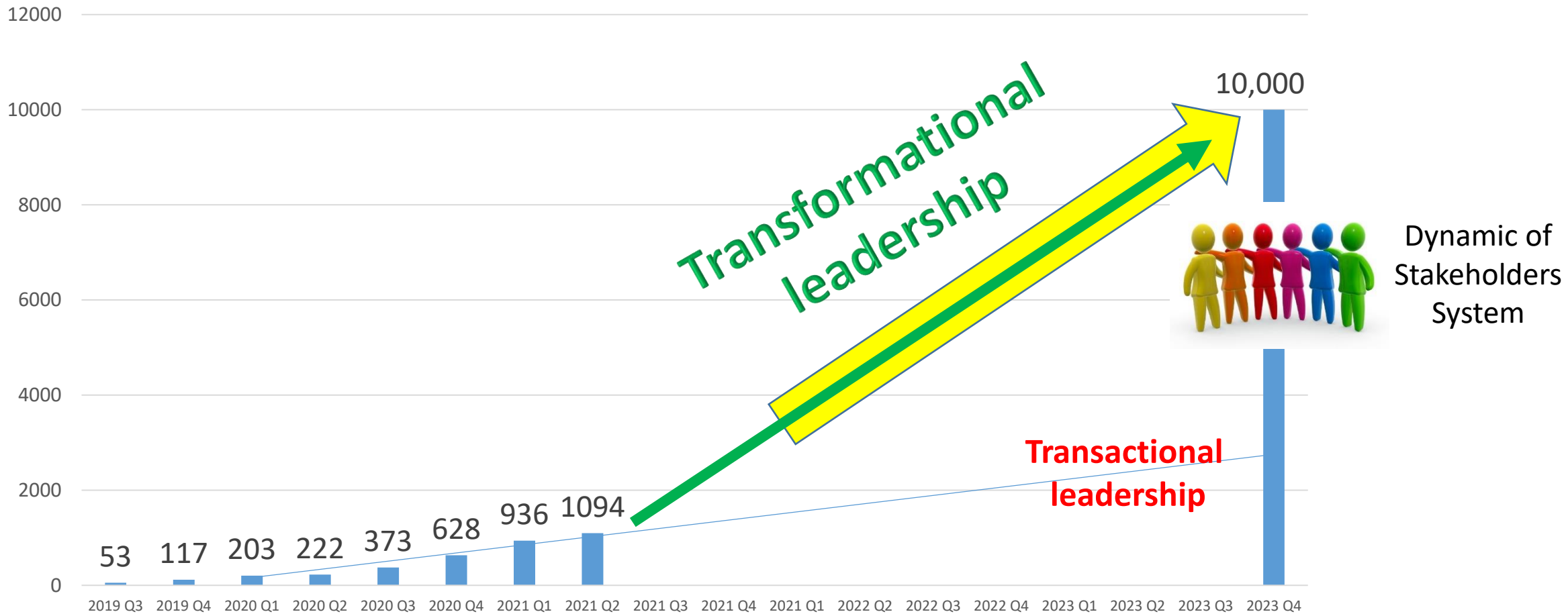
- Dynamic of stakeholders participation
- Multi-sectoral collaboration
- People-centered approaches
- Gender equality
- Civil society participation

Organization



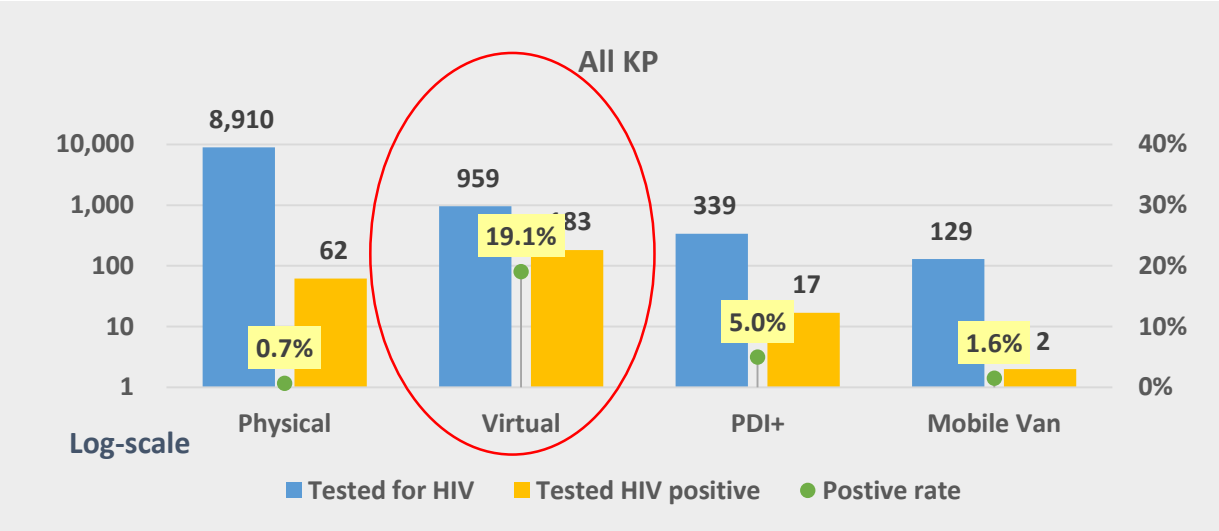
ជំនាញទន់
SOFT SKILLS

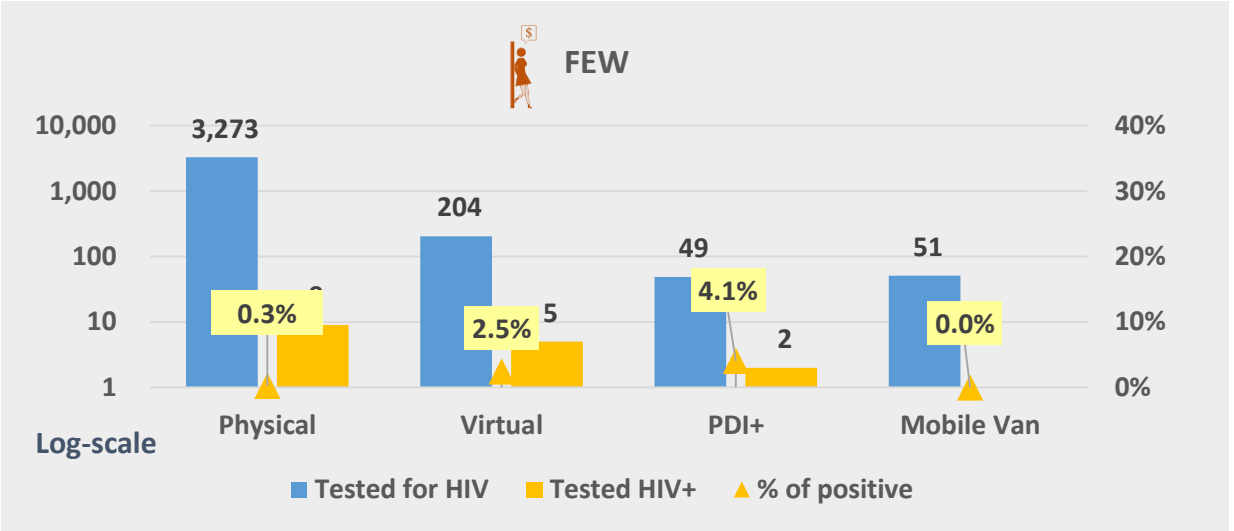
ដើម្បីសម្រេចគោលដៅPrEP

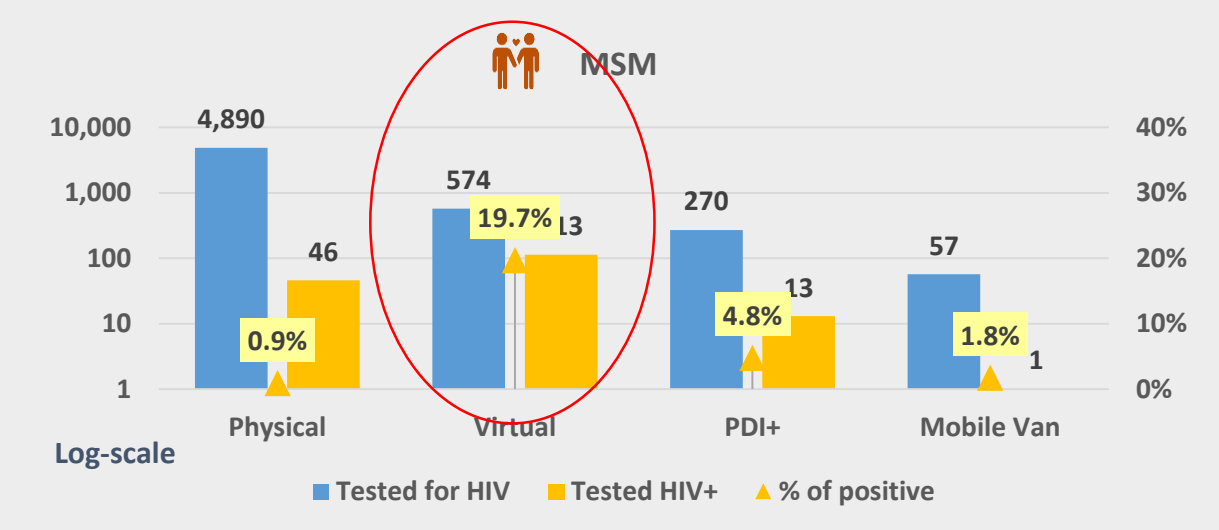


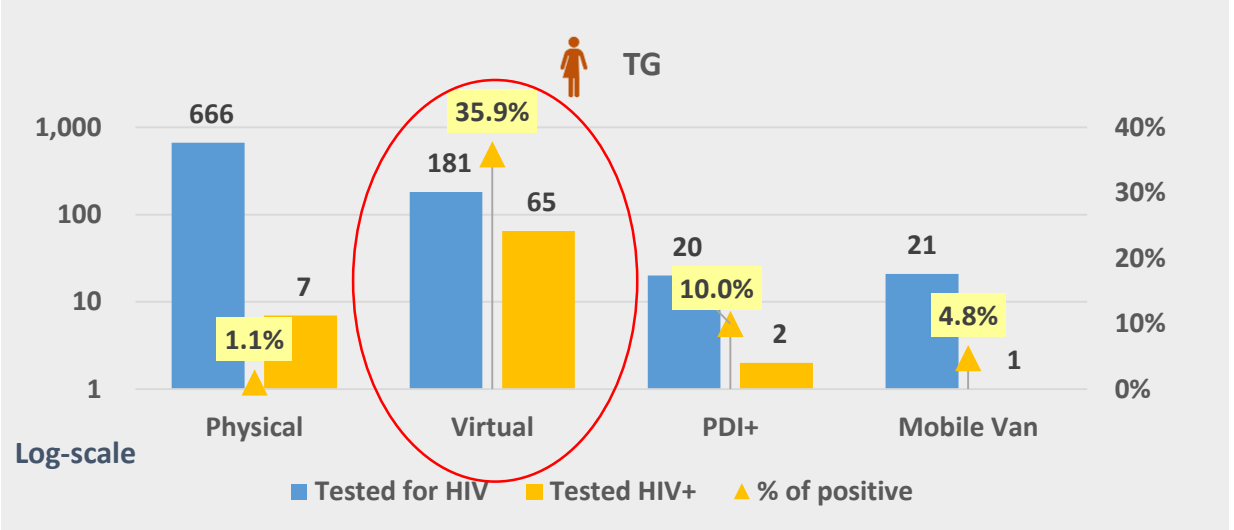
KP Prevention Cascade – FY21-Q3 by modality

Overall testing rates down 30-50% but high yield virtual testing partially filled the case-finding gap.

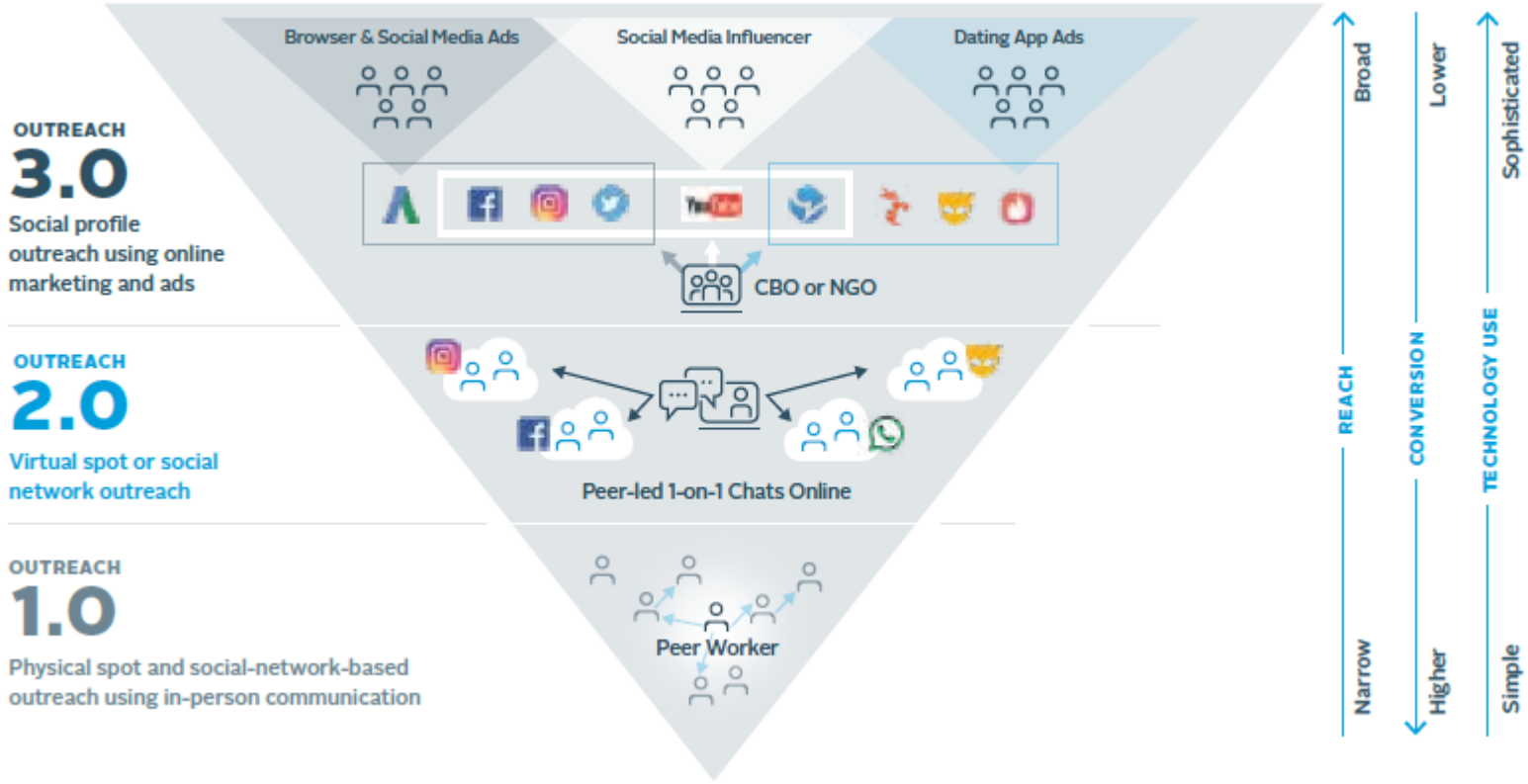








Generations of HIV outreach

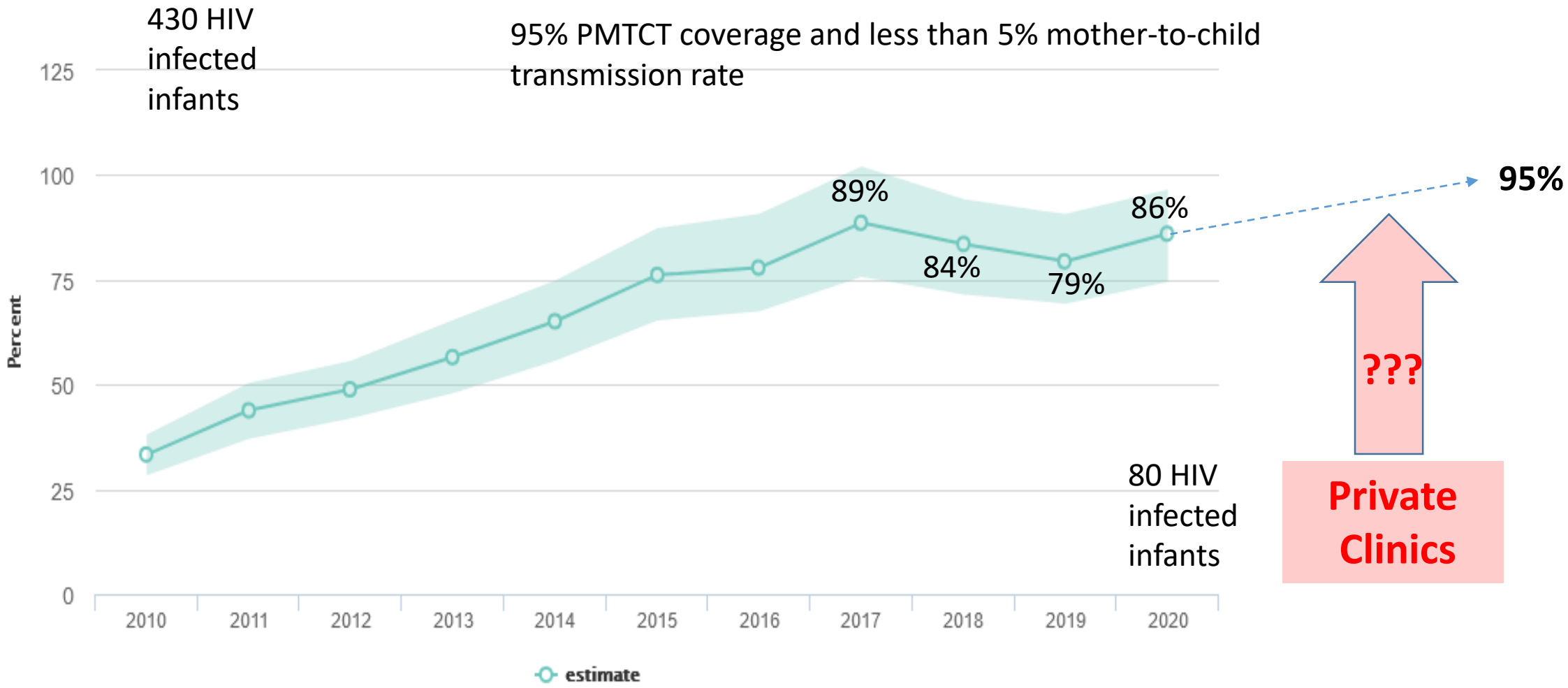


Client Friendly Services

Coverage of pregnant women receiving ART for PMTCT

430 HIV infected infants

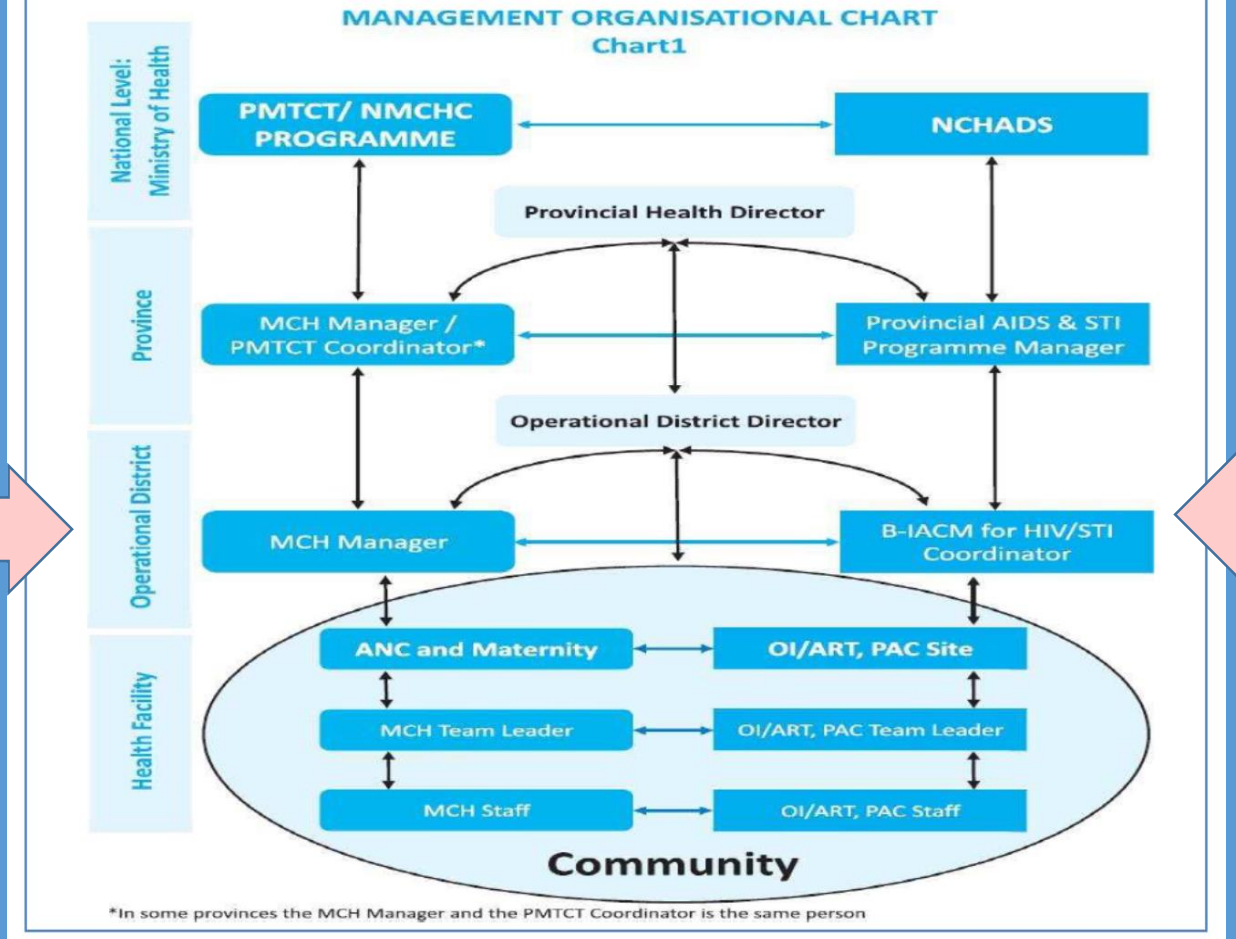
95% PMTCT coverage and less than 5% mother-to-child transmission rate



Transformational Leadership : Role of the National AIDS Authority

Ministry of Health
Provincial AIDS Committees

Management and Coordination roles of NCHADS

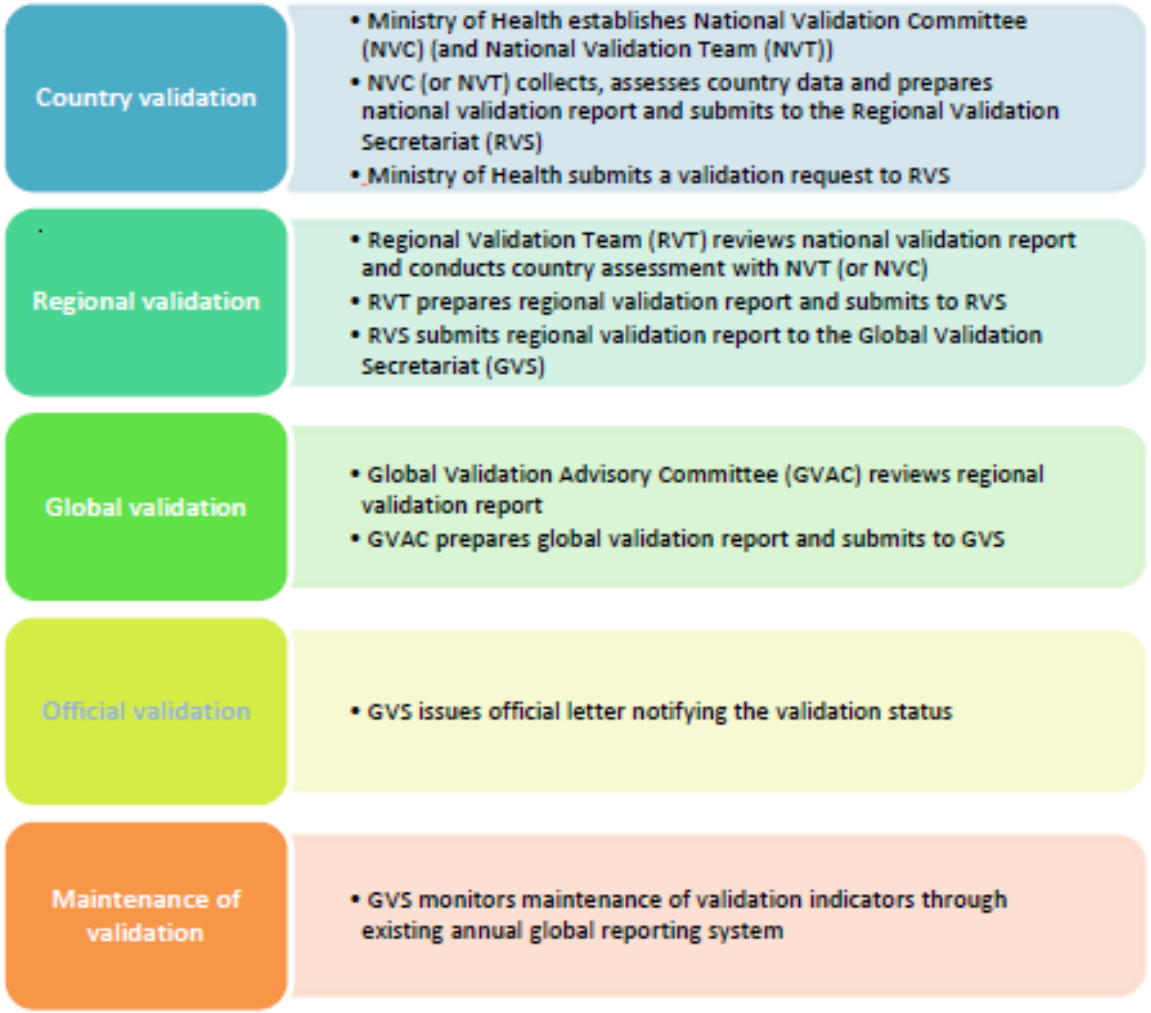


Private Hospitals /Clinics

HIV and Syphilis Test

ART

Procedure for applying for validation of elimination eMTCT

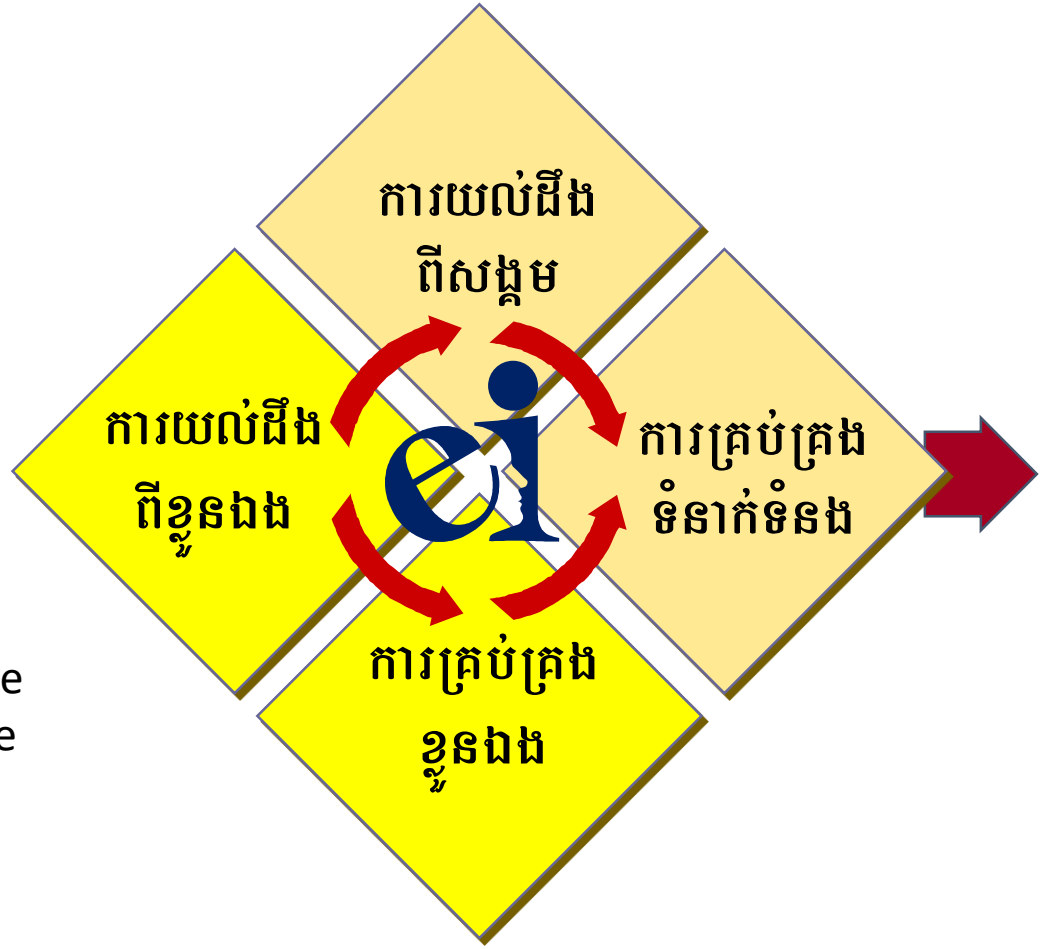


Transformational Leadership : Role of the National AIDS Authority

CRC
MOH

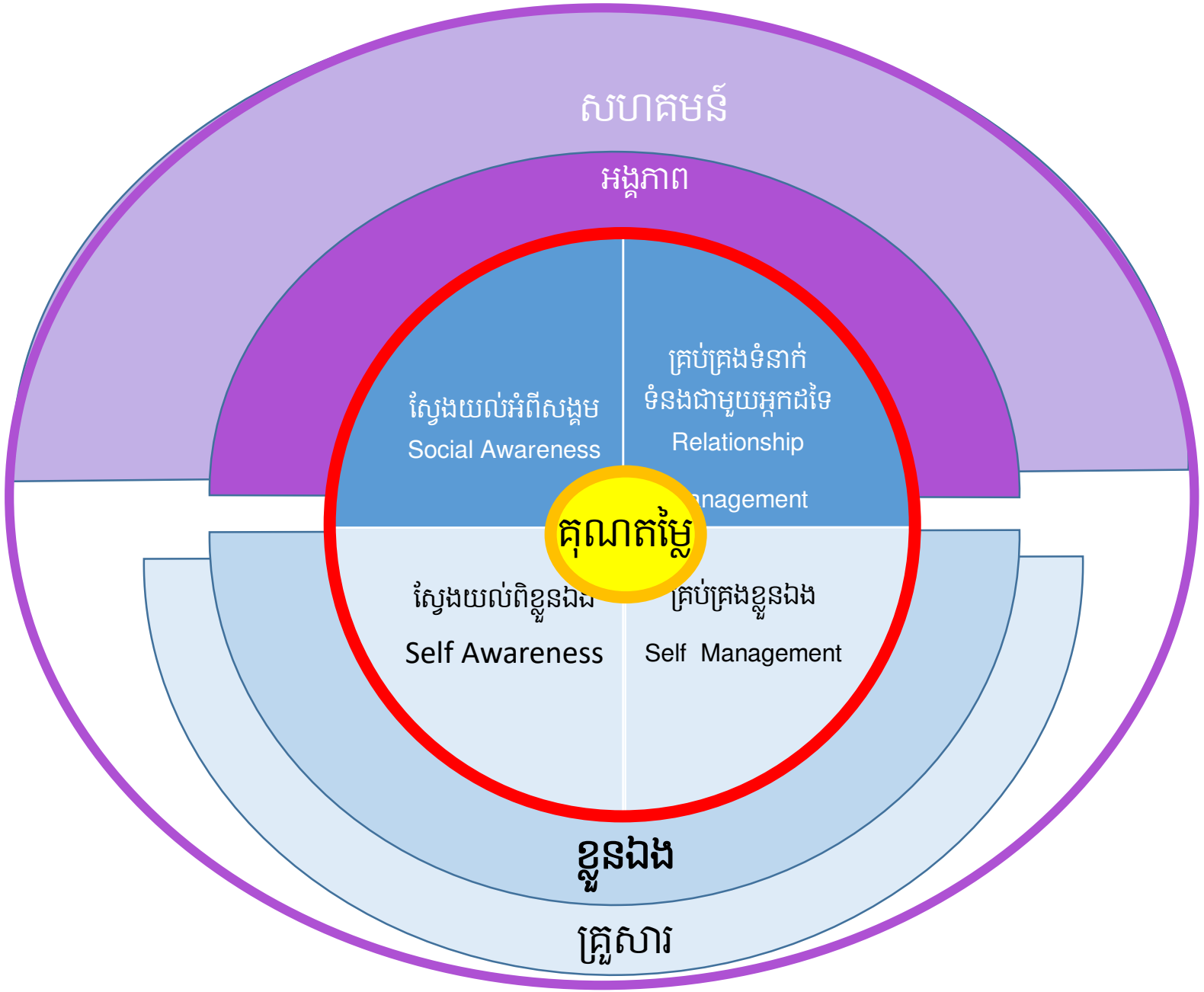
PAC
DAC
CAC

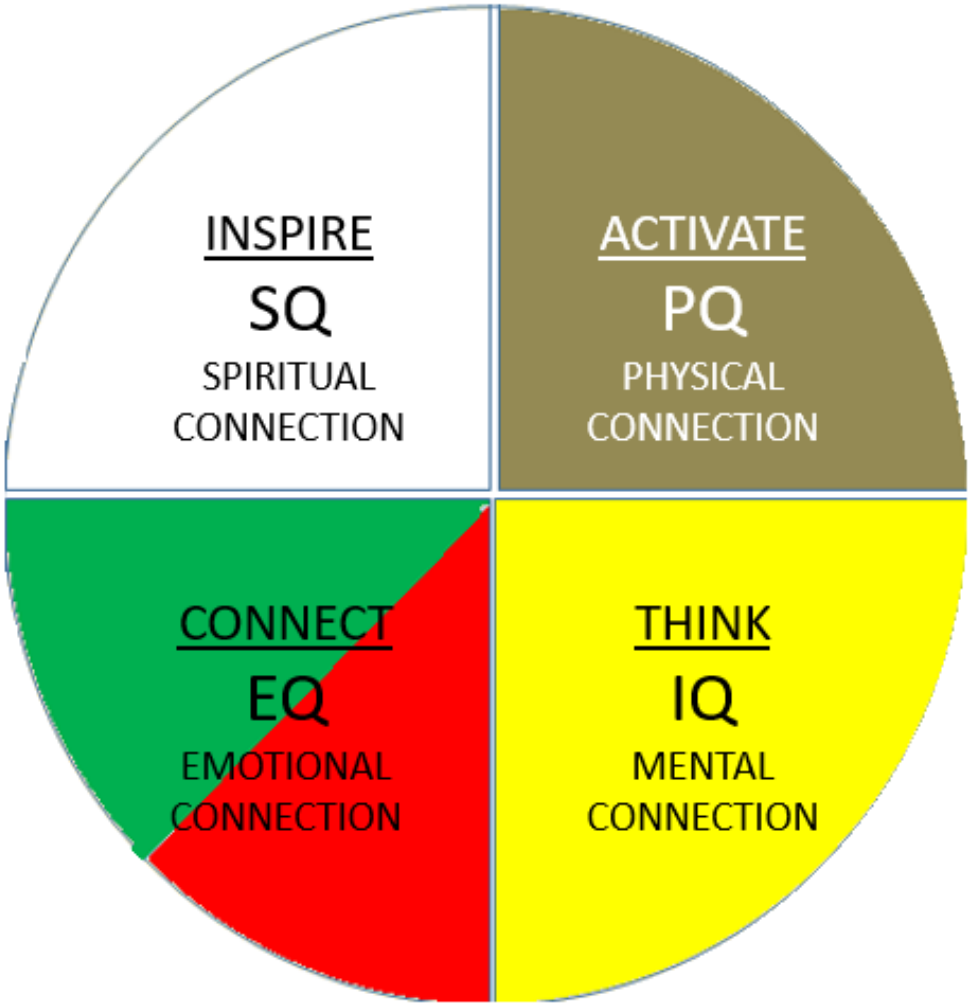
បញ្ញាអារម្មណ៍
Emotional Intelligence

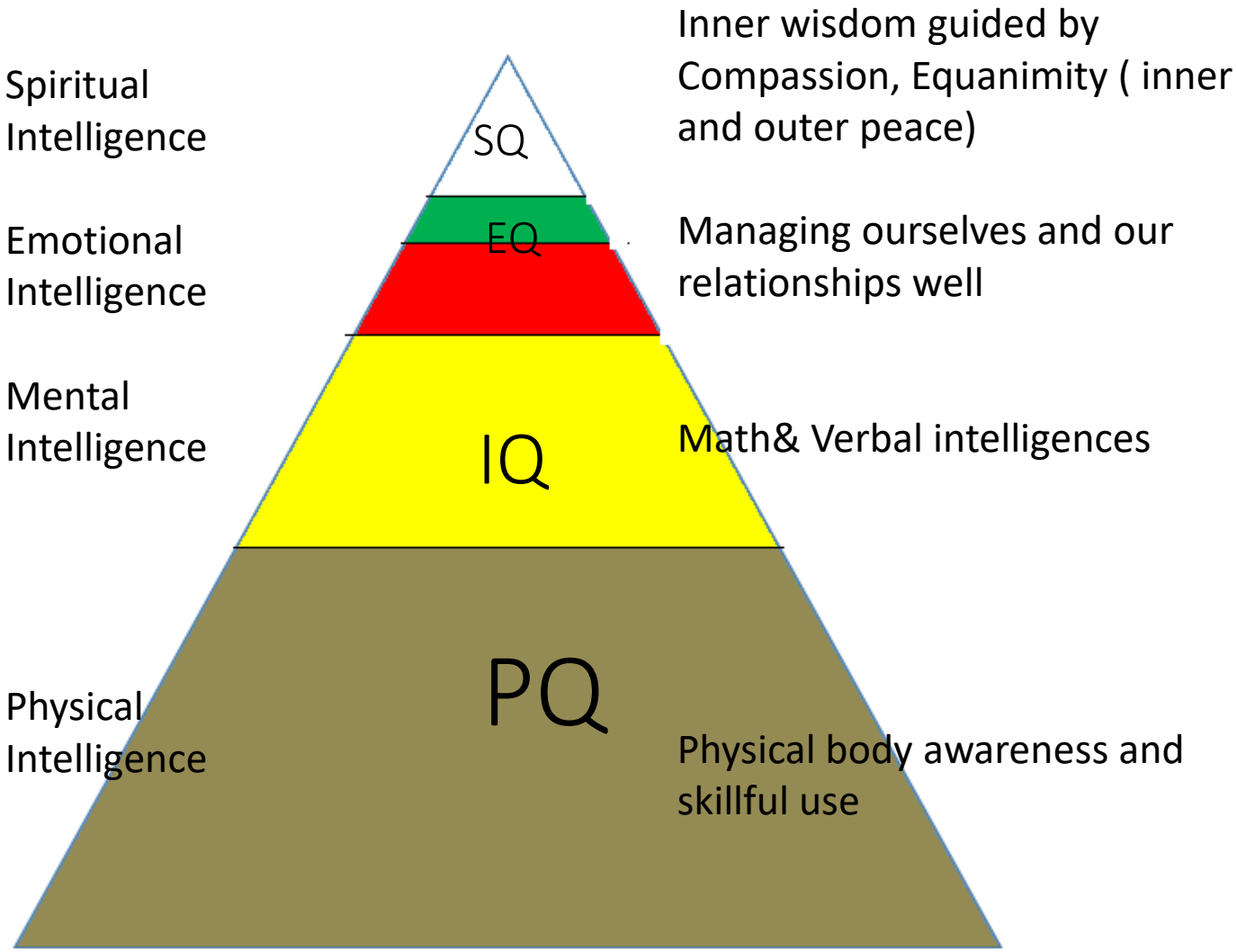


លទ្ធផលដែលហួសការ
រំពឹងទុក
Performance
Beyond
Expectations

Heart Beat rate
Blood Pressure
Glycaemia
…


សហគមន៍
អង្គភាព
ស្វែងយល់អំពីសង្គម
Social Awareness
គ្រប់គ្រងទំនាក់
ទំនងជាមួយអ្នកដទៃ
Relationship
nagement
គុណតម្លៃ
ស្វែងយល់ពីខ្លួនឯង
Self Awareness
គ្រប់គ្រងខ្លួនឯង
Self Management
ខ្លួនឯង
គ្រួសារ


INSPIRE
SQ
SPIRITUAL
CONNECTION
ACTIVATE
PQ
PHYSICAL
CONNECTION
CONNECT
EQ
EMOTIONAL
CONNECTION
THINK
IQ
MENTAL
CONNECTION


Spiritual Intelligence
Inner wisdom guided by Compassion, Equanimity (inner and outer peace)
SQ
Emotional Intelligence
EQ
Managing ourselves and our relationships well
Mental Intelligence
IQ
Math& Verbal intelligences
Physical Intelligence
PQ
Physical body awareness and skillful use

SQ

To leave a Legacy

Spiritual

Value Clarification & Commitment , Study and Meditation

IQ

To learn

Mental

Reading, Visualizing Planning, Writing

EQ

To love

Social/ Emotional

Service, Empathy Synergy , Intrinsic Security

PQ

To live

Physical

Exercise, Nutrition Stress Management

យកមកសំយោគទាំងអស់គ្នា

សូមប្រើអ្វីដែលយើងដឹងអំពីEDSO ដើម្បីបង្កើតកន្លែងធ្វើការដែលមានអារម្មណ៍ថាមានសុវត្ថិភាពនិងជោគជ័យ

រឿងមួយគឺថេរ - វាតែងតែមានគ្រោះថ្នាក់និងការគំរាមកំហែងខាងក្រៅនៃកុលសម្ព័ន្ធ សហគមន៍ ឬអង្គការរបស់យើង។ អាកាសធាតុ បច្ចេកវិទ្យាថ្មីដែលធ្វើឱ្យអាជីវកម្មរបស់យើងលែងប្រើ ឬដៃគូប្រកួតប្រជែងធ្វើឱ្យមានការចាប់អារម្មណ៍ដល់កំណើនរបស់យើង។ កត្តាដែលអាចផ្លាស់ប្តូរបានគឺបរិយាកាសដែលយើងបង្កើតនៅខាងក្នុងប្រសិនបើយើងអាចបង្កើតរង្វង់សុវត្ថិភាពនៅផ្នែកខាងក្នុងយើងអាចជំនះឧបសគ្គនិងសម្រេចបាននូវអ្វីដែលគួរអោយកត់សំគាល់ជាមួយគ្នា។

Cortisol គឺ cortisol ។ វានឹងបង្ហាញឡើងនៅពេលដែលយើងមិនមានអារម្មណ៍សុវត្ថិភាព។ ដូច្នេះឥឡូវនេះតើយើងបង្កើតរង្វង់សុវត្ថិភាពទេ?

វាចាប់ផ្តើមពីអ្នកណាដែលយើងស្ថិតនៅក្នុងរង្វង់សុវត្ថិភាពរបស់យើង។ អង្គការដែលមានវប្បធម៌ដែលបានកំណត់យ៉ាងច្បាស់នូវគុណតម្លៃនិងផលប្រយោជន៍ត្រូវបានដឹងនិងអនុវត្តន៍។យើងបានជ្រើសរើសយ៉ាងខ្លាំងទៅលើអ្នកដែលពួកគេទុក - និយោជិក អ្នកលក់ អតិថិជន សមាជិកក្រុមប្រឹក្សាភិបាលនិងអ្នកពាក់ព័ន្ធទាំងអស់។ នៅពេលយើងដឹងច្បាស់ថា យើងជានរណា យើងរំពឹងថានឹងធ្វើអោយដូចអ្វីដែលយើងជឿ

ពេលណាយើងស្ថិតនៅក្នុងបរិយាកាសដែលយើងមានអារម្មណ៍សុខស្រួលជាមួយមនុស្សជុំវិញខ្លួនយើងការពារពួកគេតាមធម្មជាតិនិងយកចិត្តទុកដាក់ចំពោះផលប្រយោជន៍របស់ពួកគេ។ មេដឹកនាំរបស់យើងការពារយើង ហើយយើងការពារមេដឹកនាំរបស់យើង។ យើងសង្ឃឹមថានឹងធ្វើឱ្យមេដឹកនាំរបស់យើងមានមោទនភាពដែលបង្ហាញពួកគេថាគំរូរបស់ពួកគេដើម្បីការពារយើងនិងជួយយើងឱ្យរីកលូតលាស់បានសមរម្យ។ យើងកាន់តែមានសមត្ថភាពក្នុងការយកឈ្នះលើគ្រោះថ្នាក់ថេរពីខាងក្រៅនិងបង្កើតរង្វង់សុវត្ថិភាពនៅខាងក្នុង។

From Program to System Strengthening

PEPFAR

GFATM

NB

DFAT