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invite folks for
debriefing -
- NIH
- CDE
- Justice*

UNAIDS/PCB(3)/96.3
10 May 1996

Programme Coordinating Board

Third meeting
Geneva, 10-11 June 1996

Provisional agenda item 4

Workplan for UNAIDS

EXECUTIVE SUMMARY

Presentation of 1996-1997 workplan for PCB review based on approved strategic plan

- Each department has elaborated its objectives and expected outcomes for the period. Budget lines are associated with each area of work.
- Three cross-cutting themes are identified (gender, young people and PWAs) and these are integrated across the Programme.
- Technical collaboration has significant presence in both country support and policy strategy and research. The overall approach and activities have been jointly developed.

ACTION REQUIRED AT THIS MEETING

- PCB should discuss and agree on strategic orientation of the workplan.



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Joint United Nations Programme on HIV/AIDS

Workplan 1996 - 97

(Draft - May, 1996)

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for integrating a gender perspective in
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I. INTRODUCTION

This document contains the workplan of the Joint United Nations Programme on HIV/AIDS (UNAIDS) for the 1996-97 biennium. It is intended to provide the Programme Coordinating Board (PCB) with details of the areas in which UNAIDS will work, and their objectives. It has been developed from the UNAIDS **strategic plan** (1996-2000) and the Programme Areas described in the **budget** for 1996-97 approved by the PCB at its meeting in November 1995, i.e. Country Support, International Best Practice (Policy, Strategy and Research), and Programme Direction and Support, including External Relations and Advocacy. Its aim is to describe the work UNAIDS will carry out in its first years of existence. In implementing the workplan, the comparative advantages of the different cosponsoring agencies will be given due consideration through a process of continuing consultation, to determine the major collaborating and implementing partners.

The present document provides an overview of the workplan, the **process** leading to its development, and a description of the overall **approach** adopted.



Process of Workplan Development

The workplan has been developed as a result of wide consultation across UNAIDS. Cross-departmental working groups were constituted to develop work in each substantive area. Consultation also took place with cosponsors and other UNAIDS partners, a process that will be strengthened over the coming months as the workplan is further developed. Inter-agency working groups are in the process of being set up to develop coordinated workplans for themes around which several agencies, particularly the cosponsoring agencies, will be engaged.

An important feature of the workplan is the designation of three cross-cutting themes (gender, young people, and the greater involvement of people living with HIV/AIDS) that are integrated across the Programme. Since this integration has been achieved at the cost of explicit visibility, separate documents are being prepared to describe activities relevant to each theme. An action plan has been drawn up to implement the recommendations of a Strategy Paper commissioned by the Programme on how best to ensure a gender perspective within the work of UNAIDS (Annex 1). A similar document detailing UNAIDS' focus on young people is also under development, in consultation with partners. Finally, a strategy paper on the involvement of PWAs will be prepared over the coming months.

Since a number of staff positions in UNAIDS have yet to be filled, workplan development has to some extent been hampered by a lack of staffing. Expertise is still lacking in some areas, although efforts have been made to access such expertise where possible. Furthermore, responsibilities related to activities carried over from WHO's Global Programme on AIDS (GPA), have inevitably occupied a significant proportion of staff-time in some areas. While the importance of these activities is undeniable, they have created challenges for the planning of new activities because of the broadening in perspective that this exercise has demanded.

For these reasons, some areas of the workplan are less well developed than others, and are thus not described in detail in the present document. Over the coming months, the Programme will develop these areas more fully, in consultation with partners. The PCB will be provided with updates on the development of these areas at its meeting in June 1996.

This document is intended to give an overview of the Programme's work; hence, it does not specify the full range of activities proposed in a work area, nor does it describe staff responsibilities. Detailed plans of activities for the day to day management of the Programme are being developed, which include these details as well as the financial allocation, time-lines, and the specific outputs linked to each activity.

UNAIDS sees workplan development as an evolving process, involving constant reflection and re-evaluation, as well as team-building. An effort is currently being made to prioritise, and further streamline, the workplan, and will be continued over the coming months.



Overall Approach

The workplan has been developed around the following Programme Areas as identified in the budget (1996-97):

- Country Support (COS)
- International Best Practice/Policy, Strategy and Research (PSR)
- Programme Direction and Support, including:
 - Programme Direction (OED)
 - External Relations and Advocacy (EXR)
 - Programme Administration (PAD)

The following information is given for each of the respective areas of work within each of the above Programme Areas:

- the funds for activities (staff costs excluded) currently allocated to the area of work;
- objectives of the area of work (developed in relation to the UNAIDS mission, roles, and objectives as defined in the Strategic Plan (1996- 2000) (see boxes below):
- sub-objectives;
- expected outcomes;
- a brief description of each area of work including a rationale for its inclusion in the Programme's work, its focus, and examples of activities.

An effort has been made to ensure that the objectives and sub-objectives for each Programme Area are consistent with and supportive of, those of other Programme Areas¹.

One of the best examples of close linkage between Programme Areas is the area of technical collaboration, which has significant presence in both COS and PSR workplans. Activities have been developed by each Programme Area on the basis of joint planning. Specific mechanisms for technical collaboration are being developed to ensure that UNAIDS fulfils its role of technical collaboration, effectively. The following section describes the overall objectives of technical collaboration as seen by UNAIDS, its objectives, the overall approach including the mechanisms, and the guiding principles.

¹ As an example on what is meant here, consider the area of communication and public information in EXR, in which one of the subobjectives is the promotion and dissemination of best practices, the central purpose of PSR. Because EXR undertakes activities that are different from those of PSR, and more in line with its specific functions, EXR will thus, identify audiences for such dissemination, be responsible for development of products, and develop a system for document and material dissemination. PSR on the other hand, will have the technical responsibility of developing and identifying best practices in identified priority areas, identifying relevant materials and dissemination sources, and updating the materials on an ongoing basis. Both will work closely with each other to meet the overall Programme objective of identifying, developing and disseminating best practices.



UNAIDS Mission

As the main advocate for global action on HIV/AIDS, UNAIDS will lead, strengthen and support an expanded response aimed at preventing the transmission of HIV, providing care and support, reducing the vulnerability of individuals and communities to HIV/AIDS, and alleviating the impact of the epidemic.

UNAIDS Roles

• Policy Development and Research

To identify, synthesize, further develop and be a major source of best practices and to promote and support relevant research on HIV/AIDS.

• Technical Collaboration

To catalyse technical collaboration targeted at strengthening national capability for an expanded response to HIV/AIDS.

• Advocacy

To speak out for and promote a comprehensive, multisectoral response to HIV/AIDS that is technically, ethically and strategically sound, and is provided with adequate resources.

• Coordination

To coordinate and rationalise action by the cosponsors and other UN bodies in support of the national response to HIV/AIDS.

UNAIDS Objectives

- ✓ to foster an expanded national response to HIV/AIDS particularly in developing countries;
- ✓ to promote strong commitment by governments to an expanded response to HIV/AIDS;
- ✓ to strengthen and coordinate UN action on HIV/AIDS at the global and national levels;
- ✓ to identify, develop and advocate international best practice.



II. TECHNICAL COLLABORATION

A more intensive and diversified response to the HIV/AIDS epidemic will require correspondingly broader access to high quality technical resources for programme strategy development, design, monitoring and evaluation. Strengthening technical collaboration mechanisms will consequently be one of the major strategies through which UNAIDS will seek to fulfill its mandate.

Objectives

UNAIDS primary focus in this area will be to substantially accelerate the process of building and mobilising the country, regional and global level "expert systems" required to guide an expanded response to the epidemic. Specific objectives include:

- To substantially enhance global level and inter-country technical collaboration processes which harmonize and strengthen technical resource management among the UNAIDS Cosponsors and expands the availability of quality technical resources within countries;²
- To assist in the strengthening of institutional capacity at country, intercountry and global levels to provide more and higher quality inputs required for programme strategy development, design, monitoring and evaluation;³
- To help assure that urgently required quality technical support is identified, facilitated — and where necessary — directly provided, on an increasingly proactive basis;⁴
- To assist in the development of strategies required to respond to global and regional issues which contribute to the spread or impact of the HIV/AIDS/STD and related epidemics through regional projects and other collaborative mechanisms.

² By actively engaging the cosponsors in the design and execution of UNAIDS technical collaboration process - and incorporating available cosponsor technical and programme resources within those processes - a more synergistic approach and more substantial outputs can be effected. For example, the distribution and configuration of the UNAIDS Intercountry Teams will take into account the availability of expertise of cosponsors' staff as well as that of other organizations or agencies, national and international. Through the Task Force and Technical Group mechanisms, they will seek to co-opt the staff within UN agencies' regional offices (UNICEF, WHO) or regional support teams (UNFPA), national and international country programme officers working on HIV/AIDS or HIV/AIDS-related projects, as well as UNAIDS country programme advisers.

³ A dramatic enhancement in relevant institutional capacity will be sought by systematically identifying institutions and organizations with relevant capacities, strategically linking them to other partners - especially those engaged in programme implementation - and facilitating regular communication and stimulating a dialogue with a broader set of interested parties.

⁴ Following its initial assessment, UNAIDS will monitor on an ongoing basis the urgent technical needs of countries and partners. Mechanisms for meeting urgent technical assistance by cosponsors and "third parties" within a UNAIDS framework. These efforts will also seek to better anticipate future technical support requirements of partners in order to shape the technical collaboration dialogue among countries, cosponsors, bilateral agencies, national and international NGOs to more pro-actively respond to needs by strengthening national expertise and ensuring the most cost-effective use of resources.



Approach

Strengthening technical collaboration is a major priority for both the Departments of Country Support (COS) and Policy, Strategy and Research (PSR). It will be approached by UNAIDS through the elaboration of an array of inter-connected entities — comprising a “virtual organisation” of collaborators — made-up of UNAIDS staff, cosponsors, bilateral and other collaborating partner individuals and institutions. These entities include global and intercountry level UNAIDS Teams, Task Forces, Technical Referral and Resource Groups, and Information Exchange Networks. Together these mechanisms will seek to organise and facilitate the “institutional learning processes” required to substantially expand the availability of high quality technical resources.

The Department of Country Support will be primarily responsible for facilitating the development of these entities at the country and inter-country level, and assuring the substantive content in the area of programme planning, management and monitoring. A budget of US\$8,553,600 is allocated to cover technical collaboration requirements at country and intercountry (see area of Technical Collaboration in COS). The Department of Policy, Strategy and Research will be primarily responsible for facilitating the development of these entities at global level, and assuring the substantive content throughout in the technical and thematic areas described in subsequent sections. In the PSR workplan, technical collaboration has been built into each area of work (see PSR workplan). The two Departments will work closely with each other in the development and facilitation of technical collaboration.

The technical collaboration entities are described as follows:

UNAIDS Teams are comprised primarily of UNAIDS staff members — located in one or more strategic locations in headquarters, a region, sub-region or more remote location — who meet regularly and communicate frequently with reference to a specific workplan. UNAIDS Intercountry Teams will focus primarily on developing and strengthening the capacities of expert systems and information exchange networks within a given region and facilitating harmonisation with Cosponsor efforts. These small teams will be established in West Africa (Abidjan), Southern and Eastern Africa (Pretoria), South Asia (New Delhi), South East Asia (Bangkok), Europe (decentralized), the Americas (decentralized) and Middle East (through intercountry programme advisers).

UNAIDS Task Forces may be constituted on a time limited basis at any level — country, intercountry or global — organised around a particular action area with the purpose of mobilising the commitment and increased involvement of key partners. The Task Forces will generally be comprised of individuals representing a strategic mix of technical, political, financial and institutional resources constituting the “critical mass” within that action area required for substantial acceleration of programme efforts through the clarification of strategy, harmonisation of efforts and mobilisation of further resources.

UNAIDS Technical Referral and Resource Groups are groups of individuals or institutions — selected based on their technical expertise, availability and distribution — assembled around specific technical areas of particular significance to the response to the HIV/AIDS epidemic. These Groups will act as peer review bodies for technical strategy development and projects and pro-



gramme proposals, as well as a resource base for technical collaboration within a region, sub-region or a country, and at the global level. Members of these networks will be appointed by UNAIDS on the basis of their technical expertise.

UNAIDS-facilitated Information Exchange Networks are open ended networks connected either by mail, e-mail, or other means and comprised of groups of individuals or institutions who associate for the purpose of information exchange on a topic of shared interest. These networks will be organised on different levels of formality, to assure wide dissemination of experiences of what works and what does not, and to promote easy access to new and high quality information.

Other collaborative arrangements

Technical collaboration in support of national responses is also being organized through agreements with institutions and organizations with technical competence and capacity in regions/subregions and at the global level. For example, UNAIDS has entered into collaborative agreements with the Regional Offices of WHO. Workplans in this respect have been developed by the WHO Regional Offices in consultation with UNAIDS, and the activities will be subsequently reviewed jointly by UNAIDS and these Regional Offices.

In addition, a number of regional HIV/AIDS projects are either under way or envisaged, reflecting the increased recognition both of the need and of the opportunities to address HIV/AIDS issues on an inter-country basis. These include the West Africa Initiative and the South East Asia HIV/AIDS Project initiated by the World Bank and WHO, the UNDP Regional Projects in Asia and the Pacific and in Africa, the UNICEF Mekong Project, as well as initiatives in Eastern Europe, Latin America and the Caribbean. UNAIDS will promote and foster collaboration on such intercountry initiatives among all the cosponsors and their partners. Technical support will be provided for joint planning, monitoring and evaluation, and for resource mobilization and networking among the partners.

General principles

UNAIDS technical collaboration efforts will embody the following general principles:

Building on Available Expertise. Substantial technical expertise and programming know-how on HIV/AIDS has been accumulated over the last decade. Many partners at national, regional and global levels have developed a strong capacity in a variety of technical areas related to HIV/AIDS. Similarly, a number of agencies and organizations (including UN system agencies, bilateral partners, NGOs and other organizations) have been involved in the provision of technical support. UNAIDS will seek to build on the knowledge and experiences accumulated by those partners.

Enhancing local capacity. In many countries and communities, a significant technical capacity to respond to the epidemic has already been developed, which needs to be recognized and further reinforced.



Facilitation. Given its own limited resources and its commitment to enhancing local capacity, UNAIDS will focus on identifying technical needs and resources and facilitating access to existing national and regional expertise and resources, including those of its cosponsors, bilateral agencies, academic institutions, national AIDS programmes, NGOs and existing technical networks.

Flexibility. Technical needs, resources, and experience vary from country to country and from region to region. UNAIDS will thus seek to advance technical collaboration mechanisms which are flexible and able to respond to the specific circumstances of individual regions and countries.

Focus. UNAIDS will focus its technical collaboration efforts on an evolving set of priorities which build on the areas of comparative advantage, expertise, networks and channels of influence of each of its Cosponsors.

COS and PSR are currently working together to establish the technical collaboration entities.



III. COUNTRY SUPPORT

UNAIDS support to countries aims to facilitate an expanded response to HIV/AIDS by promoting locally-relevant action in accordance with international best practice. This will be achieved through:

- improved coordination and joint action on HIV/AIDS among the cosponsors and other UN system organizations to enhance the capacity of governments to coordinate, manage and monitor the expanded response to HIV/AIDS;
- advocating for political commitment, multisectoral involvement and the development of policies and environments conducive to effective responses to HIV/AIDS, emphasising human rights and dignity, and international best practice;
- providing and facilitating technical collaboration for strengthening the national HIV/AIDS response, to the governments, the cosponsors, and groups of people living with HIV/AIDS and NGO networks;
- strengthening resource mobilization efforts by increasing the level and diversity of financial and technical contributions to the country's response, and by making their allocation and use more effective;
- strengthening and supporting regional and intercountry linkages for collaborative work on HIV/AIDS-related issues that cut across national boundaries.

UNAIDS at country level can be described as essentially the sum of the AIDS-related activities carried out by the cosponsors, with the backing of UNAIDS secretariat's guidance and staff.

The workplan for Country Support is divided into the following areas of work:

- ▶ Programme development and coordination (country-based operations).
- ▶ Technical collaboration (country-based and regional operations).
- ▶ Programme development and coordination (Geneva-based operations).
- ▶ Networking with NGOs and people living with HIV/AIDS (Geneva-based operations).
- ▶ HIV/AIDS and STD surveillance (Geneva-based operations).
- ▶ **Area: Programme development and coordination (country-based operations)**
Activity funds: 20,810,000 US\$

Objective

To strengthen national programme development and coordination through support to the UN system at country level



Sub-objectives

- Support the UN Theme Groups on HIV/AIDS to coordinate the UN system's contribution to national responses;
- Facilitate country-level resource mobilization in support of national responses;
- Facilitate effective technical collaboration with countries;
- Strengthen the national AIDS programmes' capacity to advocate and coordinate an expanded national response through the provision of core funds to NAPs.

Outcomes

- coordinated UN system support at country level;
- well-resourced national programmes;
- expansion of national responses to the epidemic.

UN Theme Groups on HIV/AIDS, established by the Resident Coordinator, are the main mechanism for joint and collaborative action by the UN system in support of national responses. To assist the Theme Groups in their work, UNAIDS is assigning programme advisers (CPAs) to selected countries. Approximately one third of the CPAs will also be assigned on an intercountry basis to meet the needs of a subregion.

Besides supporting the UN Theme Groups in co-ordinating the UN system's contribution to the national response, the CPAs advise and provide programmatic support to National AIDS programmes and the breadth of national partners. They facilitate regional and international collaboration, including the provision of timely and relevant technical collaboration, and assist in local resource mobilization. By the end of 1996, it is expected that 40 such advisers will have been recruited internationally and will have assumed duty. In addition, 10 national CPAs will be recruited. In countries where no CPAs are assigned, the cosponsors are requested to designate a UNAIDS focal point, a percentage of whose time will be allocated to UNAIDS. In-country logistic and administrative support are provided by UNAIDS and by its cosponsors to CPAs and designated UNAIDS focal points.

In recognition of the key role that National AIDS Programmes (NAPs) play within the overall national response, and taking into account the financial support that they have until recently received from WHO/GPA, UNAIDS will provide them with funds through 1996/97. Overall, 152 countries will receive funds totalling \$12.2 million during the biennium. The amounts allocated were determined in close consultation with the Regional Offices of WHO and represent the minimal level of support required by countries. The criteria for the distribution of funds included the severity or potential severity of the epidemic, the country's economic status, the availability of bilateral and other support, and the absorptive capacity of the NAP.

The main purpose of this support is to ensure that NAPs are able to sustain their core activities while at the same time stimulating local resource mobilization and adjusting to their changing role within a broader and expanded national response. UNAIDS has therefore provided guidelines to national authorities for the use of these funds, recommending inter alia, that NAPs focus on strengthening of advocacy and the



mobilization of new partners, as well as capacity building and programme development, including programme review, monitoring and evaluation, and national programme coordination. For each country receiving such support, a detailed workplan has been approved or is under negotiation, where possible through the UN Theme groups on HIV/AIDS.

- **Area:** *Technical collaboration (country-based and regional operations)*
Activity funds: 8,553,600 US\$

Objective

To substantially accelerate the mobilisation and building of country and inter-country technical resource capacities required to guide and strengthen the response to the epidemic

Sub-objectives

- Establish intercountry technical collaboration processes which strengthen, harmonise and coordinate technical resource management among the cosponsors and expand quality technical resource availability within and among countries;
- Assist in the development of programme and advocacy strategies required to respond to regional issues which contribute to the spread or impact of the HIV/AIDS/STD and related epidemics;
- Assure that urgently required quality technical support is identified, technically supported and facilitated — and where necessary — directly provided.

Outcomes

- substantially enhanced technical collaboration approaches and arrangements among the UNAIDS Cosponsors;
- strengthened institutional capacity at country and intercountry level to provide more and higher quality inputs required for programme strategy development, design, monitoring and evaluation;
- provision of urgently required technical assistance on an increasingly proactive basis;
- expanded inter-country collaboration through regional projects and other collaborative mechanisms.

The primary focus of COS in this area of work will be on mobilizing and strengthening technical resources within countries and regions in order to facilitate broader access to high quality technical resources required for programme strategy development, design, monitoring and evaluation. This will be approached through the further development of an array of inter-connected entities of collaborators, including UNAIDS staff, cosponsors, bilateral and other collaborating partner institutions and individuals. These entities include Intercountry UNAIDS Teams, Task Forces, Technical Referral and Resource Groups, and Information Exchange Networks. They have been described in more detail in Section II on Technical Collaboration.



Technical collaboration will also be facilitated through regional projects and collaborative arrangements with cosponsors and other partners as described in Section II on Technical Collaboration.

- ***Area: Programme development and coordination (Geneva-based operations)***
Activity funds: 3,033,700 US\$

Objective

To promote and facilitate an expanded response to HIV/AIDS

Sub-objectives

- Bring about collaboration and joint action among cosponsors and other UN partners to promote an expanded response to HIV/AIDS;
- Strengthen national capacity to plan, coordinate, implement, monitor and evaluate an expanded response to HIV/AIDS through the development of tools for planning and evaluation;
- Ensure that the necessary country-level information on HIV/AIDS is available, updated and shared regularly with UNAIDS staff, cosponsors and other partners.

Outcomes

- effective support at all levels of the UN to expanding the national responses to HIV/AIDS;
- tools to plan, monitor and evaluate the expanded response to HIV/AIDS at the national level.

This area aims at strengthening the national capability to plan, coordinate and implement an expanded response to HIV/AIDS; and stimulating and supporting collaboration and joint action among the cosponsors and other UN partners in support of such a response. The strategic plan of UNAIDS (1996-2000) and the Country Support Framework (Mode of operations at country level) describe the rationale for an expanded response in considerable detail.

The expanded response to HIV/AIDS is multisectoral, involving a variety of partners and recognizes the need for both short-term, risk reduction interventions, and long-term approaches which address the contextual and structural determinants of the epidemic. UNAIDS will review experiences in planning and implementing an expanded response, prepare tools for an assessment of contextual factors, and for planning, monitoring and evaluation of the expanded response, and assist countries in planning and resource mobilization. In recognition of the importance of decentralized action, UNAIDS is developing a 'package' for district-level planning and implementation of an expanded response.

Crucial to the success of UNAIDS are collaboration and joint action among the cosponsors and the other UN partners, in support of the national expanded response. Thus, UNAIDS will support and promote UN coordination through its staff at country, intercountry and global levels. UNAIDS will especially promote synchronizing of strategic planning processes of the cosponsors, to facilitate country-level coor-



dination and joint planning. The cosponsors, and where appropriate, other partners, will be involved in the development of planning and programming, and monitoring and evaluation tools.

Mechanisms will be developed which allow a frequent and wide sharing and exchanging of information on country programmes and cosponsor activities, as well as of positive experiences and efforts. This is an important component of the further development and dissemination of best practices in HIV/AIDS.

Lastly, in this area, UNAIDS will provide support to cosponsors, and will assist in mobilization of resources for HIV/AIDS activities.

- **Area:** *Networking with NGOs and people living with HIV/AIDS (Geneva-based operations)*
Activity funds: 2,107,200US\$

Objective

To facilitate the involvement of persons living with HIV/AIDS, [PWAs], Community organizations [CBOs] and NGOs in the global and country level responses to HIV/AIDS

Sub-objectives

- Maximize the collective actions of international and regional NGOs, CBOs and coalitions of people living with HIV/AIDS;
- Support the development of country-based networks of NGOs, CBOs and people living with HIV/AIDS.

Outcomes

- strengthening of NGOs and coalitions of people living with HIV/AIDS through effective international, regional and country networks;
- enhanced involvement of NGOs and PWAs in the national and global response to HIV/AIDS.

Improving the quality of life of those infected with, affected by or vulnerable to HIV is an important programmatic priority of UNAIDS. The participation of communities is seen by UNAIDS as critical to a humane, ethical and effective response to the epidemic. International, regional and country-level networks of AIDS service organizations, (NGOs, CBOs and coalitions of groups of people living with HIV/AIDS) have played and will continue to play an important role in shaping world opinion and policy in relation to HIV/AIDS, particularly in view of their proximity to the epidemic. UNAIDS will thus focus on ensuring the involvement of NGOs and people living with HIV/AIDS via such networks.

Some of the key areas of work will include:

- Up-to-date (ongoing) mapping of key NGOs, networks of NGOs, PWA organizations, networks of PWAs, development NGOs and other players as well as PCB Member States, cosponsors (and



their project sites), CPAs and Inter-Country Programme Advisers. This will serve to facilitate the establishment and solidifying of links between NGOs/PWAs, and CPAs, Theme Groups, cosponsors, PCB Members at the country level, and other UN member states.

- Signed agreements on collaboration with major networks of people living with HIV/AIDS and NGOs; working to strengthen existing and identify new ways to implement the Greater Involvement of People Living with HIV/AIDS (GIPA) principle both within and outside of UNAIDS, as well as monitoring the GIPA commitment of networks and other partner NGOs.
- Assessment and expansion of electronic and print contact lists for regular communication from UNAIDS to the NGO/PWA community. The communication will also encourage feedback and ongoing dialogue beyond simply sharing information. The NGO Liaison Officer will also provide support to the NGO Liaison Committee (NLC) of PCB in their communication.
- Development of guidelines for use by UNAIDS staff in external communications that will embrace the promotion and support of NGOs and people living with HIV/AIDS. The vision of UNAIDS will be used as a model for "practising what we preach" and welcoming the NGO/PWA community as full partners in UNAIDS work at all levels on an ongoing and permanent basis.
- Development of guidelines on funding, monitoring and evaluation of NGO/PWA networks and establishing mechanisms to assist NGOs/PWA groups in finding alternative means of funding, ideally from within their own region through advocacy and assistance from the relevant Theme Group.
- Technical assistance to NGOs in the development and updating of materials and training programmes, and in the documentation of case studies, as well as by dissemination of scientific and programming information to them.
- Exploration of ways to build capacity within NGOs, CBOs, and coalitions of PWAs so as to enable UNAIDS (and other UN agencies and other key players) to efficiently draw upon their expertise whilst concurrently making an investment to strengthen the global fight against HIV/AIDS.

This workplan will be developed more fully once the NGO Liaison Officer is in place.

► ***Area: HIV/AIDS and STD surveillance (Geneva-based operations)***

Activity funds: 950,400 US\$

Objective

To monitor trends of HIV/AIDS/STD in order to respond to the dynamics of the pandemic.

Sub-objectives

- Update regional and global estimates and projections of HIV/AIDS/STD;
- Review epidemiological data needs for expanded response;



- Identify and support special studies to an expanded monitoring of global/regional HIV/AIDS trends;
- Promote and provide support to the development/strengthening of sustainable HIV/AIDS and STD surveillance systems.

Outcome

- regular provision of up-to-date HIV/AIDS and STD epidemiological data for decision making.

In collaboration with WHO and other cosponsors, UNAIDS will assist countries in strengthening the analysis, interpretation, and presentation of data on the distribution and spread of HIV/AIDS/STD, and HIV/AIDS/STD-associated risk behaviours and practices, in order to assist countries in the rational planning, implementation, and monitoring of resources. This activity will be carried out bearing in mind the need to avoid excessive data demands on countries, which often have limited human, financial and material resources.

UNAIDS will use existing information on country situation assessments together with any new data which may become available, to monitor current and potential global and regional trends in HIV/AIDS, and STDs. Such monitoring will include periodic global and regional estimates of HIV/AIDS incidence, prevalence, morbidity, and mortality trends.



IV. POLICY STRATEGY AND RESEARCH

The focus of PSR is on the identification, development and advocacy of HIV/AIDS-related best practices, viz. policies, strategies and activities that, on the basis of empirical evidence, are recognized as being technically, ethically and strategically sound. Integral to this focus is the overall emphasis of the programme on national capacity building.

PSR will take stock of the work done so far in terms of reviewing research findings and experiences of sound policies, strategies and initiatives from around the world in a number of strategic areas in order to:

- identify gaps and needs in critical areas;
- promote and support research and development to meet these needs;
- provide fora for priority-setting, policy and strategy development, debate, consensus-building, research and evaluation; and
- facilitate technical collaboration to implement best practices.

To facilitate the achievement of these goals, the work of PSR is structured around specific areas of work that correspond to systems within society and areas of activity that are important in shaping the response to the epidemic [see budget for 1996-1997]. These are:

- ▶ Objectives that cut across PSR
- ▶ Determinants and dynamics of the epidemic
- ▶ Development and HIV/AIDS
- ▶ Human rights, ethics and law
- ▶ Communication
- ▶ Condoms
- ▶ Institutional systems and settings
- ▶ Community Mobilization
- ▶ Social & economic support
- ▶ Vulnerable populations
- ▶ Care and support
- ▶ Control of sexually transmitted diseases
- ▶ HIV testing & counselling
- ▶ Vaccine development
- ▶ Clinical therapy
- ▶ Female-controlled methods
- ▶ Diagnostics



- **Area:** *Objectives that cut across PSR*
Activity Funds: 1,046,100 US\$

Objective 1

To ensure that an appropriate focus on the particular needs of women is integrated in PSR's work [BEING DEVELOPED]

Objective 2

To ensure that the greater involvement of people living with HIV/AIDS is appropriately considered in PSR's work [BEING DEVELOPED]

Objective 3

To ensure that an appropriate focus on the special needs of young people is maintained in PSR's work [BEING DEVELOPED]

Objective 4

To strengthen expert networks at regional/global level [BEING DEVELOPED]

Objective 5

To meet the basic information needs of UNAIDS clients in each priority subject area [BEING DEVELOPED]

Outcomes

- identification and classification of priority subject areas for UNAIDS;
- identification of the 5-10 most relevant materials to meet the basic information needs of UNAIDS clients, for each priority area;
- identification of at least one reference/information centre in each of 100 countries (COS);
- dissemination of collected materials to key partners and national reference/information centres in various forms including print, electronic & CD-ROM (EXR/PAD);
- to update the materials identified for each priority subject area every six months.

- **Area:** *Determinants and dynamics of the epidemic*
Activity funds: 732,300 US\$

Objective

To identify socio-behavioural and biological factors that may explain different dynamics of the HIV epidemic and to develop programme strategies that better address the principal explanatory factors.



Sub-objectives

- Analyse and interpret selected epidemiological data in different settings;
- Identify structural determinants of HIV/STD vulnerability.

Outcomes

- identification of key biological and socio-behavioural factors responsible for differentials in HIV spread;
- a set of programme strategies which address the key biological and socio-behavioural factors.

While much has been learned about the patterns and determinants of HIV transmission, there remains largely unexplained variation, both within and between countries, of epidemic trends. HIV transmission has been more rapid and more extensive in some settings than in others; in some the prevalence of HIV infection has stabilized or is decreasing, whereas in others it is increasing. Understanding more about these different dynamics, and the forces that contribute to them, is important for the development of future public policy and prevention programmes. Factors fuelling the epidemic that need closer examination include demographic variables, sexual networks, local sexual cultures, political and economic structures and the unintended consequences of poorly devised HIV prevention efforts.

Work within this area will seek an improved understanding of the biological, behavioural and social factors responsible for the differential transmission of HIV, where that understanding is expected to translate directly into improved prevention and support programmes. More specifically, work in this area will seek to identify new ways of understanding structural, cultural and community influences affecting vulnerability to infection and probability of further transmission, as well as a better understanding of the determinants of urban/rural spread and of age-specific prevalence, among other factors. Finally, it will enable the development of better models describing and predicting changes in the epidemic, and changes in risk behaviour, with associated prevention implications.

The activities to be undertaken in this area of work in partnership with cosponsors and other agencies include: review and analysis of existing epidemiological data so as to characterize better, the epidemic in different parts of the world; continuing support for multi-site studies of the determinants of different epidemic trends; facilitation of studies of determinants of transmission between age groups and between urban and rural areas; development of analytic models to better understand structural factors affecting HIV-related vulnerability; and support to efforts at country level, regionally and globally to translate findings from the above into improved programmes.

► ***Area: Development and HIV/AIDS***
Activity Funds: 941,500 US\$

Objective 1

To analyse and influence how development initiatives affect and are affected by the epidemic.



Outcomes

- a set of case studies showing different modes of relationships between the epidemic and its reciprocal impact on development initiatives;
- a set of recommendations on how to plan development initiatives so that they (i) help to reduce the spread of HIV/AIDS and (ii) minimize the epidemic's adverse effects.

Objective 2

To analyze the impact of the epidemic at the macroeconomic and sectoral level [BEING DEVELOPED]

Objective 3

To explore the linkage and address appropriate issues in the areas of women, and development and HIV/AIDS [BEING DEVELOPED]

Objective 4

[Analysis of how social and economic development influences vulnerability to infection and epidemic behaviour is being developed under Area: Determinants & dynamics of the epidemic]

Objective 5

[Analysis of how the epidemic is affecting social and economic development at the individual/household level is being developed under Area: social and economic impact]

- ***Area: Human rights, ethics and law***
Activity funds: 1,673,800 US\$

Objective 1

To promote public policies that will provide a supportive framework for effective responses to HIV/AIDS

Sub-objective

- Assess how laws and regulations concerning tariffs, quotas, taxation, monopolies affect supply of condoms, essential drugs, and new technologies, such as vaccines and microbicides.

Outcomes

- case studies of how laws, regulations and policies concerning tariffs, quotas, taxation, monopolies affect supply of condoms, essential drugs, and new technologies such as vaccines and microbicides.



Objective 2

To promote the human rights and ethics necessary to reduce vulnerability to HIV infection and to reduce the impact of AIDS.

Sub-objectives

- Identify, through research, the relationship between the lack of human rights protection and increased vulnerability to HIV infection;
- Identify, and disseminate evidence on the relationship between laws, policies and regulations (concerning marital, family and property relations, reproductive health/population programmes, migrant workers, sex work, homosexuality, and alcohol and drug use), and HIV/AIDS and STD prevention, care, support and mitigation of the impact;
- Promote improvement in the status of, and equity in access to, HIV prevention and care services, for vulnerable and marginalized groups, such as women, children, migrants, minorities, refugees, sex workers, men having sex with men, drug users and prisoners, through improved and positive laws, policies and practices;
- Elaborate HIV-related human rights principles in relation to restrictions on movement, testing, workplace, rights to health, privacy, and develop promotional materials based on these.

Outcomes

- guidelines to States on concrete measures to address HIV-related human rights issues;
- UNAIDS policy on harm reduction and human rights, including promotion of improved legal status of marginalized groups in context of HIV/AIDS;
- UNAIDS policy on testing in the workplace, including the UN and in the military.

Objective 3

To facilitate technical cooperation in the area of HIV-related human rights.

Sub-objectives

- Collaborate with UN human rights bodies to ensure the inclusion of HIV/AIDS issues on their agendas; and with human rights NGOs and ASOs to incorporate HIV/AIDS into their mandates;
- Support legal and ethical networks at regional and country level in the: (i) identification of legal/ethical problems and (ii) working with governments to implement legal/ethical best practices that address these problems;
- Promote the monitoring of HIV-related human rights issues at country level;
- Create a supportive environment for human rights/ethics protection at the country level.



Outcomes

- human rights and ethical training for UN system staff as well as for policy-makers, NGOs, PWAs and the business sector in selected countries;
- monitoring system for national human rights issues.

Objective 4

To institutionalize a consideration of ethics in policy development, programme implementation and research

Sub-objectives

- Identify and establish appropriate ethical review for UNAIDS-sponsored studies and research;
- Assist with the development of legal and ethical sub-committees of NACs and national ethical review committees in selected countries;
- Elaborate ethical standards applicable to HIV/AIDS, including autonomy, informed consent, confidentiality.

Outcomes

- UNAIDS ethical review capacity created;
- national ethical review body operational in selected countries for evaluation of policy development, programme implementation and research;
- selected ethical issues elaborated.

Objective 5

To de-stigmatize HIV/AIDS by changing associated images and attitudes

Sub-objectives

- Support ongoing research on HIV-related discrimination, stigmatization and denial (DSD);
- Support advocacy by networks of people living with HIV/AIDS to overcome stigmatization and discrimination;
- Facilitate acknowledgement and ownership of HIV-related issues within communities;
- Promote information campaigns that explicitly address stigma and discrimination issues.



Outcomes

- recommendations regarding research priorities and intervention design from pilot research on HIV-related discrimination, stigmatization and denial;
- identification of model public information campaigns and other strategies to destigmatize HIV/AIDS.

The protection of human rights and the adoption of sound ethical principles in relevant policies are central to any humane and effective strategy on HIV/AIDS. Without policies both to protect those living with HIV/AIDS and to provide a supportive, non-coercive environment for prevention and care efforts, the negative social consequences of the epidemic and vulnerability to infection are increased. Central to such strategies are the protection of human rights and the maintenance of dignity of those living with HIV/AIDS, as well as of those who are at heightened risk of infection, such as women, children, migrants, minorities, refugees, sex workers, men having sex with men, drug users and prisoners.

Work within this area will promote wider concern with the human rights necessary to reduce vulnerability to HIV infection, and the impact of HIV/AIDS. It will promote ethical discussion leading to the adoption by policy makers and communities of appropriate ethical principles to guide the community response, programme development and research. It will aim to de-stigmatize HIV and AIDS by seeking to change images and attitudes presently associated with HIV/AIDS.

The activities to be undertaken in this area of work in partnership with cosponsors and others include: development of guidelines and policies to address HIV-related human rights issues; workshops on human rights and ethical principles; promotion of improved legal status of marginalized groups; support of national ethical capacity and mechanisms for national ethical reviews of research; support for interventions which promote non-discrimination, tolerance and inclusion.

► ***Area: Communications***

Activity Funds: 1,673,700 US\$

Objective 1

To expand the capacity of organizations active on HIV/AIDS issues to use effective communications strategies as a core element of their work.

Sub-Objectives

- Identify, describe, assess and promote high quality in-country HIV/AIDS communications initiatives;
- Highlight and promote, based on country experience, the important situation analysis, strategic, planning, operational and evaluation elements for effective HIV/AIDS communication programming.



Objective 2

To expand the partnership base for HIV/AIDS communication programming.

Sub-Objectives

- Mobilize an expanded number of major mainstream communications organizations - news, entertainment, communications associated with popular goods and services, and community media - to prioritize HIV/AIDS as part of their core work;
- Support HIV/AIDS focused organizations in further developing the strategies and capacities required to work effectively with major communications partners.

Objective 3

To expand the focus of HIV/AIDS communication programming on developing the supportive environment that is essential for quality HIV/AIDS programming

Sub-Objectives

- Identify from country and partner experience, the most effective approaches to using communication to modify the social and cultural norms and practices that detrimentally enhance the transmission of HIV, and promote that knowledge among relevant organizations and groups;
- Assess, based on country and partner experience, the most effective communications strategies for positively influencing national policies and priorities, and promote that knowledge within the HIV/AIDS community.

Outcomes

- twenty examples of new and emerging HIV/AIDS communications programming described and linked to UNAIDS;
- twenty major new communications partners mobilized and engaged in action against HIV/AIDS;
- thirty new or expanded communications initiatives that incorporate HIV/AIDS issues in popular communications/entertainment programming;
- description and promotion of twenty five major communications initiatives demonstrating innovative approaches to the modification of social norms, and in which policy, discrimination and human rights themes, are addressed.

An expanded response to HIV/AIDS requires a focus on social norms and policy and the mobilization of new partners with national and international capacity. The area of communications can respond to both of those needs. The process of communication is central to how societies determine and change their prevailing social norms including sexual health mores and practices. Mass communication now has significant capacity across the globe. One in 6 people in Africa have regular access to a radio; 32% of the world's televisions are in Asia; communications and media coverage in Latin America is almost universal. The communication resources in Eastern Europe are also rapidly expanding and diversifying. The



world spends in excess of 100 billion dollars a year making entertainment programmes, many with sex-related themes and content. There is increasing evidence from programmes in countries as varied as Tanzania, South Africa, Zaire, Mexico, Turkey, Brazil and India of the positive impact that mass media programming can have on sexual health, including discrimination and human rights issues.

This area of work is designed to engage people from countries, the UN (particularly cosponsors) and technical partners in a process that will enable the identification of the most effective approach to programming and building more extensive use of this programming approach. It will facilitate action from reflection on actual programming and the translation of that learning into suggested strategies and proposed support - from high quality technical collaboration on communications issues to the dissemination of the best available communications material and wide availability of training opportunities.

Some examples of activities to be undertaken in this area of work, in partnership with cosponsors and other agencies include: support to the establishment of inter-country task groups on high quality communications programming on HIV/AIDS; technical collaboration in the area of communications programming; identification and dissemination of materials; development of a Global Task Force for consensus-building on communications and HIV/AIDS; identification of best practices in HIV/AIDS-related communications programming; mobilization of new partners from popular media entertainment industry for HIV/AIDS communication.

► ***Area: Condoms (BEING DEVELOPED)***

Activity Funds: 1,046,100 US\$

Objective 1

To facilitate access of national programmes to quality, low-cost condoms

Objective 2

To strengthen capacity of national programmes in condom programming

Sub-objectives

- Document, review and disseminate examples of best practice in (a) condom promotion, (b) public sector distribution, (c) commercial distribution and (d) social marketing;
- Advocate with governments, cosponsors and other partners to ensure adequate human and financial resources are devoted to condom programming.

Outcomes

- comprehensive, effective national-scale condom programming in 20 developing countries;
- no national programme failing to meet its domestic condom needs because it cannot access international procurement for quality condoms.



- **Area:** *Institutional settings and systems*
Activity funds: 1,360,000 US\$

Objective 1

To promote the involvement of National Armed Forces and International Peace-keeping Forces in HIV/STD prevention and care

Sub-objectives

- Promote the development and implementation of Armed Forces personnel policy with reference to HIV/AIDS;
- Strengthen the capacity of Armed Forces in all regions to develop and implement HIV/AIDS/STD prevention and care programmes and enhance civil-military linkages for greater effectiveness.

Outcomes

- in collaboration with the Civil-Military Alliance, technical support provided to the armed forces of 60 countries for policy reform and HIV prevention/care programme development;
- HIV/AIDS prevention efforts a part of all peace-keeping missions.

Objective 2

To document, review and promote the implementation of progressive HIV/AIDS workplace policies and programmes [BEING DEVELOPED]

Objective 3

To document, review and promote the development and implementation of effective HIV/STD prevention and care programmes in the school setting with cosponsors

Sub-objectives

- Harmonise cosponsor efforts to strengthen national capacity to integrate HIV and STD education in school settings;
- Review and collect best practices of STD and HIV interventions in school settings;
- Analyse and influence how education systems develop/implement policies re HIV/AIDS;
- Monitor at the global level, the response of the school education system to STD/HIV.



Outcomes

- tools developed, adapted and used to strengthen national capacity to integrate STD/HIV education in the school setting;
- global monitoring of the national response in STD/HIV education in school settings;
- best practices in the area of STD/HIV education in the school setting disseminated;
- comprehensive HIV/AIDS/STD policies within the school setting promoted.

Institutional settings offer unrivalled opportunities to promote HIV-related risk reduction among relatively large numbers of individuals in ways carefully attuned to their needs. Examples of such settings include schools; the workplace; the transport, travel and tourism sector; religious institutions; and defence, security and prison systems. These settings also offer the opportunity to destigmatize HIV and AIDS and to introduce discussion of these issues into everyday life.

Work within this area will promote HIV and AIDS-related prevention and care activities in institutional systems and settings, as well as strengthen national capacity to undertake such work. It will also aim to promote the exchange of experiences and the identification and dissemination of best practices in this field.

The activities to be undertaken in this area of work in partnership with cosponsors and other agencies include: review of successful HIV and AIDS-related prevention initiatives in selected settings; strengthening of national capacity to implement HIV prevention and care initiatives in these settings; development of training materials and other resources; small-scale studies of HIV-related prevention and care efforts in institutional systems and settings; and development of guidelines relating to the above.

- ***Area: Community mobilization***
Activity funds: 1,673,700 US\$

Objective

To facilitate and advocate for improved mechanisms through which community responses may contribute to national and global HIV/AIDS control efforts

Sub-objectives

- Explore the elements of successful community programmes (identification of “triggers”, their replicability and factors that make the response grow);
- Support countries in improving and expanding community mobilization programmes;
- Facilitate GIPA (Greater Involvement of People Living with HIV/AIDS Initiative);
- Maintain the vision and the realities of “Living with AIDS” among UNAIDS staff, donors, the PCB, NAPs, and facilitate partners to promote the kinds of initiatives in which we believe.



Outcomes

- UNAIDS “tool kit” for community mobilization containing some generic elements governing success and “triggers” of community responses;
- at least 10 NGO partners trained as facilitators of community mobilization, available within each of the identified regions;
- select pilot community programmes in place in different geographical regions.

The active participation or mobilization of communities is essential to ensure both the success of HIV and AIDS-related prevention efforts and the provision of adequate levels of support and care. Community mobilization also plays an important role in upholding the rights and dignity of people living with, and affected by, HIV and AIDS. Successful community mobilization can overcome inertia and promote a positive response to the epidemic; can maintain momentum and interest; and can result in a modification of response so as to meet new or changing needs. In many countries, community actions have preceded and/or paralleled government activities, preventing new infections and offering support and care to the people most affected. In countries where levels of HIV and AIDS-related denial may be high, community initiatives may be particularly important means of addressing the epidemic and its effects.

Work within this area will seek a better understanding of what constitutes an appropriately and effectively mobilized community; will explore the “triggers” to effective community responses in order to design programmes and other activities that will ensure the active participation of community members and groups; will promote and strengthen partnerships among NGOs, CBOs, governments and business sector to enhance the capacity of communities to mobilize their response.

The activities to be undertaken in this area of work in partnership with cosponsors and other agencies include: review of the factors leading to successful community mobilization; dissemination of approaches and successful examples of community mobilization; training via pilot projects; support to linkages among mobilized communities; and advocacy to promote continuing awareness of the needs and rights of people living with HIV and AIDS.

- ***Area: Social & economic support***
Activity funds: 941,500 US\$

Objective 1

To identify and support effective policies and programmes that improve the quality of life of children and young people most directly affected by HIV/AIDS

Sub-objectives

- Facilitate a better understanding of the impact on children and young people, and of coping mechanisms of families;
- Review strategies and programmes aiming at reducing the impact on children and young people, who are most affected.



Outcomes

- awareness among key players of the need to develop approaches based on anticipation of foreseen impact rather than only on alleviation of existing impact;
- identification of strategies to reduce impact and improve quality of life of affected children, young people, and their families, at appropriate scale;
- development of mechanisms for effective networking among UNAIDS partners working on children's health, children's welfare and children's rights and on similar issues related to young people.

Objective 2

To identify and support effective policies and programmes that improve the quality of life of individuals and households most directly affected by HIV/AIDS [BEING DEVELOPED]

HIV and AIDS affect households and families in a variety of ways. They may suffer economic disruption through loss of production, income and/or wage earning. They may also be affected specially by the loss of family members, by new and changing responsibilities, by stigmatization, ostracization and discrimination, and by efforts to "cope" with the serious illness and/or death of one or more relatives.

Work within this area will seek to explore the impact of HIV and AIDS on households and families, and children and young people, and to examine the various responses, both positive and negative, within affected households. It will review successes and failures in adapting traditional systems and identify approaches that most effectively improve the quality of life of those households, families, children and young people most directly affected by the epidemic. It will also aim to support policies and programme development which reduce the impact of HIV/AIDS and also minimize vertical and horizontal HIV transmission within households.

Some of the activities which will be undertaken in this area of work, in partnership with cosponsors and other agencies are: review of the impact of HIV/AIDS at household, family and community levels, including ways in which households, and family and community structures cope with serious illness and death; review of investigations of the prevalence, nature and strategies for helping children, most directly affected by the epidemic, including those orphaned by AIDS; identify, disseminate and support the further development and expansion of strategies and programmes to improve the quality of life of affected households; and strengthen networks of government, NGO, business and other partners who are providing socio-economic support and/or reinforcing traditional social support systems.

► ***Area: Vulnerable populations***

Activity funds: 1,778,400 US\$

Objective

To strengthen risk reduction strategies and decrease the consequences of HIV/AIDS on marginalised and especially vulnerable populations



Sub-objectives

- Analyse existing approaches to HIV/AIDS prevention, care and support for vulnerable populations;
- Facilitate the adaptation of effective prevention, care and support approaches for vulnerable populations at country level;
- Coordinate research in critical areas of HIV/AIDS prevention, care & support for vulnerable populations;
- Promote policies that are supportive of HIV/AIDS prevention, care and support for vulnerable populations;

Outcomes

- reinforcement of the capacities of countries to initiate and sustain prevention, care and support for especially vulnerable populations;
- introduction of measures and/or policies by countries to ensure that risk reduction strategies are in place and services are accessible to especially vulnerable populations;
- readily accessible information for use by countries and other UNAIDS partners on effective strategies in prevention, care and support for vulnerable populations and how to operationalize them.

Since vulnerability to HIV infection varies widely both within and between countries, a broad and balanced response requires that attention be directed both to the population as a whole, and to marginalized, socially disadvantaged, and economically disenfranchised groups within it. Such groups include sex workers, people who inject drugs, men who have unprotected sex with other men, migrants, refugees, ethnic minorities, and street children and other vulnerable youth. It is thus essential to support the development of prevention, care and support interventions which specifically target these groups, and to involve them in the design, implementation and evaluation of such interventions.

Work within this area will analyse experiences in HIV/AIDS-related prevention, care and support for vulnerable groups, especially focusing on community-based programmes; facilitate the adaptation and expanded implementation of successful approaches at country level; coordinate and support research in priority areas; and promote policies which support the dignity and human rights of vulnerable populations thereby creating an environment supportive of HIV/AIDS-related prevention, care and support.

The activities to be undertaken in this area of work in partnership with cosponsors and other agencies include: review of existing interventions and activities; development of guidelines for the adaptation and expansion, with members of the involved communities, of successful approaches; development and dissemination of policy guidance on HIV and AIDS-related prevention, care and support among especially vulnerable and stigmatized groups; and strengthening linkages between NGOs and the business sector as well as among partners who can share experiences and work together to motivate decision makers to implement effective policies and programmes.



► **Area: Care and support**

Activity funds: 2,301,400 US\$

Objective

To support governments and NGOs to improve the quality and availability of care and support for people, children and adults, living with HIV/AIDS

Sub-objectives

- Improve accessibility of care from household to health facility by reducing stigma and increasing information on care and prevention;
- Strengthen knowledge, skills and attitudes of care providers at all levels to ensure quality care and prevention;
- Integrate HIV/AIDS care in health and social sectors and strengthen referral networks;
- Assist national partners to review and strengthen care structures and policies;
- Improve accessibility of medicines to people living with HIV/AIDS, especially for opportunistic infections and palliation;
- Facilitate development and establishment of policies and strategies to reduce HIV transmission from mother to child.

Outcomes

- case studies disseminated on. (i) stigma reduction; and (ii) community care and prevention;
- guidelines for care providers updated, validated, translated and disseminated;
- evaluations of effectiveness and cost of integrating HIV/AIDS care into existing care systems completed;
- strategies/guidelines on HIV-related health care planning, policies and resource allocation available;
- increased accessibility of HIV-related medicines through revisions of national formularies, rationalized drug purchasing and use, and development of new pricing mechanisms for proprietary drugs;
- networks of health care professional associations mobilized to promote the human rights and ethics necessary to reduce vulnerability to HIV infection and to reduce the impact of HIV.

Access to care is essential for the support and well being of people living with HIV and AIDS, as well as their partners, dependants, families and communities. Efforts to enhance the quality of life and productivity of people with HIV will mitigate the impact of the epidemic on social and economic development. People with HIV and AIDS also have an important role to play in prevention efforts. A range of cost-effective therapies exist to prevent and treat opportunistic infections and related illnesses, though every-



where these must be adapted to local practices and to make best use of local resources. Efforts are needed to promote the greater availability of these therapies so as to enhance the well being of people with HIV and AIDS. Special attention needs to be given to care and support needs arising from HIV-related tuberculosis.

Work within this area aims at improving support and care for people living with HIV and AIDS so as to improve their quality of life and that of the people close to them. It will do this by strengthening the capacity of households, families, communities and health care facilities to provide humane, effective and efficient care and support; by advocating for sound and equitable health policies; by strengthening health care system planning and management to improve HIV/AIDS care delivery and improve access to medications; by assisting efforts to reduce the stigma associated with HIV and AIDS; and by efforts to strengthen health care settings as environments for HIV prevention.

The activities to be undertaken in this area of work in partnership with cosponsors and other agencies include: development of strategies and guidelines for the planning of HIV-related care (to include policy and resource allocation); identification, review, updating and dissemination of guidelines and guides for care providers at all levels; evaluations of the effectiveness and cost of integrated approaches to care for HIV/AIDS; development of joint actions to improve access to, and use of, essential drugs to treat HIV-related conditions; collection and dissemination of examples of successful development of a social environment in the community and health care settings that favours compassionate, committed care; and promotion of efforts to undertake HIV prevention in health care and related settings.

- ***Area: Sexually transmitted diseases***
Activity funds: 1,150,700 US\$

Objective

To strengthen the capacity of countries to plan and implement effective and appropriate STD control programmes

Sub-objectives

- Document, review and disseminate examples of successful interventions and programmes in STD prevention and control;
- Advocate with cosponsors, policy makers, decision makers, STD specialists and other key players for appropriate STD control programmes in countries;
- Strengthen national capability to plan, manage, implement and monitor STD control programmes;
- Improve STD case management approaches.



Outcomes

- fifty countries in the developing world with appropriate STD prevention and control programmes;
- updated and appropriate guidelines for comprehensive management of people with STD that cover diagnosis and treatment, health care seeking behaviour assessment and education and counselling of patients;
- twelve countries with interventions addressing contextual determinants of STD transmission.

Globally, the predominant mode of HIV transmission is through unprotected sexual intercourse. Measures to protect against the sexual transmission of HIV are therefore likely to be similar to those generally promoted for the prevention of STDs. Additionally, it is now known that the presence of other STDs may facilitate HIV transmission, and that the early diagnosis and treatment of STDs has the potential to reduce the incidence of HIV infection.

Work within this area aims to strengthen the capacity of countries to plan and implement effective STD control programmes. It will do so through advocacy with cosponsors, policy and decision makers, STD specialists and other key players to ensure adequate resource allocation for the development of appropriate programmes. Work will also take place to promote best practices in STD control, and to improve STD case management. Countries will be assisted in developing approaches to analyse and address the contextual and structural determinants of STD transmission.

Some of the activities which will be undertaken in this area of work in partnership with cosponsors and other agencies are: development and dissemination of advocacy materials to promote appropriate and gender-sensitive STD control and prevention programmes; documentation and dissemination of successes and failures in STD management and programme development; documentation and dissemination of examples of integration of STD services into existing (public and private) health care services; development and refinement of novel, affordable and user-friendly approaches for STD management and prevention, especially for women, youth and marginalized groups; review and development of approaches to improve care seeking behaviour, and the education and counselling of STD patients; analysis of the contextual and structural determinants of STD transmission; advocacy and assistance in addressing these determinants.

► **Area:** *HIV testing & counselling*
Activity funds: 732,300 US\$

Objective 1

To promote effective use of HIV testing and counselling that is respectful of human rights and to assist countries to strengthen counselling and testing services within health systems and communities



Sub-objectives

- Analyse current practices in HIV counselling and testing, including the cost and the human rights' aspects in order to develop UNAIDS policies;
- Promote UNAIDS technical collaboration messages on HIV testing, counselling and human rights by developing a set of guiding principle;
- Advocate for counselling and rational use of HIV testing and provide support to partners to prevent discriminatory practices related to HIV testing;
- Assist countries to identify and address constraints and opportunities within health systems and communities, for strengthening counselling and VCT services;
- Collaborate with a number of countries to expand to scale, good quality counselling and VCT services and disseminate experiences.

Outcomes

- a UNAIDS statement and guiding principles promoting effective use of counselling and voluntary HIV testing;
- at least three examples of countries with accessible, large-scale, good quality counselling and testing services that can be widely shared as best practice.

Objective 2

To document, review and encourage the further development and implementation of innovative counselling approaches [BEING DEVELOPED]

Outcome

- recommendations for best practices in HIV counselling.

People infected with HIV need to know their HIV status so that they can seek early treatment and/or prophylaxis of opportunistic infections; women need to know their HIV status so that they can make decisions about their (current and future) pregnancies including termination, infant feeding and possible treatment to reduce transmission to the child. In many parts of the world, commendable efforts have been undertaken to establish testing and counselling facilities related to HIV/AIDS over the last decade. However, the nationwide availability of testing and counselling services in a variety of contexts and in a supportive, humane, non-discriminatory environment, remains an elusive goal. The absence of pre-test counselling services and the provision of poor quality counselling are other predominant concerns. There are several contentious issues in this area which remain unresolved, and which, with the development of new testing technologies, continue to emerge.

Work within this area will seek to promote effective and widespread use of voluntary counselling and testing in addition to community based or non-formal counselling. UNAIDS will promote and support



capacity-building in developing countries in this area while raising awareness of issues of quality and access.

Some of the activities which will be undertaken in this area of work in partnership with cosponsors and other agencies are: documentation, dissemination and promotion of best practice in this area; review and update of available guidelines when necessary; support to the planning of effective, large-scale programmes; support and promotion of innovative interventions and research to address identified gaps and needs; coordination of policy dialogue among key players on contentious issues; exploration of methods of quality assurance; ensuring access to counselling and testing services to those most in need, particularly in resource-constrained settings; technical assistance for expansion of quality counselling and testing services, and community-based counselling efforts.

► ***Area: Vaccine development***

Activity funds: 1,882,900 US\$

Objective 1

To accelerate the development of appropriate candidate vaccines and facilitate their future availability, especially for developing countries

Sub-objectives

- Prepare a global "Partnership plan" to accelerate HIV vaccine development;
- Facilitate the development of vaccines appropriate for developing countries by supporting the isolation and characterization of HIV subtypes;
- Facilitate availability of future HIV vaccines, especially in developing countries.

Outcomes

- a global partnership plan developed and implemented; strengthened collaboration between all partners (countries, scientific community, agencies, industry, community);
- facilitation of the development of vaccines by acquisition of information on the geographic distribution of HIV-1 genetic subtypes and on their biological significance;
- potential incentives and disincentives for vaccine development (liability, regulatory issues, vaccination strategies, vaccine procurement, local production) identified and discussed with partners.

Objective 2

To strengthen the capacity of developing countries in vaccine research development and evaluation



Sub-objective

- Facilitate technical collaboration and capability strengthening for vaccine development and evaluation in selected developing countries.

Outcomes

- national plans for AIDS Vaccine Development in Brazil, Thailand and Uganda reviewed and updated;
- national infrastructures strengthened in relevant countries(e.g. virology, epidemiology, data management, clinical research) to facilitate scientific and ethical conduct of trials;
- clinical trials (Phase I, II and/or III) of candidate vaccines conducted or being conducted, as appropriate for each country.

The development of a safe, effective and affordable HIV vaccine is an important long- term goal for the prevention of AIDS. The development of such a vaccine has, however, presented a number of scientific, logistical, political, social and ethical challenges which need to be addressed through international cooperation in partnership with the private and public sectors. It is important to advocate and promote the development, evaluation and future availability of HIV vaccines for worldwide use, particularly in developing countries.

Work within this area will seek to accelerate the development of safe candidate vaccines. This will require continued coordination of efforts to isolate and characterize HIV strains from different parts of the world so as to facilitate the development of candidate vaccines against HIV subtypes in developing countries. It will include the development of a partnership plan on vaccine development and evaluation in collaboration with national and international research agencies, the pharmaceutical industry, NGOs representing different affected communities, and scientists and authorities in developing countries. Work will also take place to promote the development and testing of novel vaccine approaches, and to ensure vaccine availability in developing countries, once an effective vaccine has been identified.

Some of the activities which will be undertaken in this area of work in partnership with cosponsors and other agencies are: technical collaboration and capacity strengthening to ensure that all vaccine trials are conducted to the highest ethical and scientific standards; support for current vaccine activities in Brazil, Thailand and Uganda, and for the identification of other developing country sites; characterization of local HIV strains to facilitate the development of vaccines effective against different HIV subtypes; establishment of cohorts of HIV-uninfected volunteers for Phase III efficacy trials; studies of trial participation, appropriate counselling, effects of other prevention interventions, and how best to obtain informed consent; development of sound communication/public information strategies to support vaccine research; technical support in relation to selected Phase I/II and Phase III trials.

► ***Area: Clinical therapy***

Activity funds: 1,569,200 US\$



Objective

To promote the development and evaluation of cost-effective approaches for the treatment of HIV-infection and its complications

Sub-objectives

- Assess the cost-effectiveness of different treatments for HIV-infection and its complications;
- Develop networks of regional and national expertise to help national partners make decisions on the treatment policy for HIV infection and its complications;
- Support selected clinical epidemiology studies.

Outcomes

- information on the cost-effectiveness of several treatment options for HIV infection and its complications widely available and kept up to date;
- regional networks of experts who play a role in decision making on the treatment of HIV infection identified and advocating cost-effective treatment options.

Significant advances have been made in recent years in clinical therapy for people living with HIV/AIDS, especially in relation to delaying the onset of, or treating, opportunistic illnesses. However, a number of important challenges still need to be addressed, particularly in relation to access to and appropriateness of clinical therapies offered in different developing country contexts. There is also a need to identify more clearly country-specific needs, as patterns of opportunistic infections differ markedly between countries in different parts of the world.

Work within this area will promote ways of better meeting the clinical therapeutic needs of people living with HIV/AIDS. This will involve the identification of appropriate therapies in different country contexts, and working with the pharmaceutical sector and other partners to increase availability of drugs required to treat HIV infection and its complications. It will also seek to generate additional knowledge and understanding on issues such as the effectiveness in developing countries of existing drugs for the prevention and treatment of HIV-related opportunistic diseases.

The activities to be undertaken in this area of work in partnership with cosponsors and other agencies include: studies of the cost and effectiveness of prophylaxis against multiple opportunistic infections; support for the evaluation and adaptation of algorithms for the clinical management of HIV infection and its complications in developing countries; improvement of international collaboration and development of public/private partnerships to increase the availability of drugs for the clinical management of HIV infection and its complications in developing countries; support to studies on the effectiveness of prophylaxis of TB and of fungal infections (candidiasis, cryptococcosis, and penicilliosis) in persons living with HIV.



- **Area:** *Female-controlled methods (for the prevention of sexual and mother-to-child transmission of HIV)*
Activity funds: 2,196,800 US\$

Objective 1

To promote the development, evaluation and availability of methods to enable women to prevent sexual transmission of HIV

Sub-objectives

- Facilitate the development of female-controlled methods to prevent HIV transmission.

Outcomes

- finalized agreement with Female Health Company on a public sector price for developing countries;
- promotion of the use of female condoms via social marketing programmes in twenty countries;
- safety of several new microbicides sufficiently characterized to enable the start of efficacy studies;
- efficacy data available for one microbicide preparation.

Objective 2

To promote the development, evaluation and availability of methods to enable women to prevent mother-to-child transmission of HIV

Sub-objective

- Promote and coordinate research on prevention of mother-to-child transmission of HIV at a global level.

Outcome

- Safety assessment available for 3 new interventions to prevent mother-to-child transmissions with preliminary data on their early efficacy.

To date, epidemiological, social and behavioural research findings indicate that women's vulnerability to HIV is increasing around the world. Much of this is attributable to gender inequality and the difficulties women encounter in trying to protect themselves against unwanted and/or unprotected sexual intercourse. The advent of technologies such as the female condom and vaginal microbicides offer women greater control over whether and how to protect themselves and their sexual partners against infection. Not only can these methods be used in circumstances where men may refuse to practise safer sex, but they also empower women in their sexual negotiations with men. For pregnant women who are already infected, new therapeutic interventions can significantly reduce the risk of HIV transmission from mother-to-child.



While many questions remain to be answered, especially about access to these (and future) technologies in the developing world, there is an important place for research and policy dialogue in this area.

Work within this area will promote the further development of female-controlled methods of preventing HIV transmission, both sexually and from mother-to-child. It will involve technical collaboration; the coordination of selected studies; support to the Informal Working Group on the Prevention of Mother-to-Child Transmission; and advocacy, globally in relation to these concerns. It will also involve close liaison with product manufacturers and the pharmaceutical industry in relation to the pricing and availability of female-controlled prevention methods, particularly in developing countries.

Activities to be undertaken in this area of work in partnership with cosponsors and other agencies include: compilation and dissemination of research findings concerning the acceptability and efficacy of female condoms; support to increase the global accessibility of female condoms; strengthening the capacity of communities to educate women on the use of female condoms; coordination of international research on the development and evaluation of a safe and effective vaginal microbicide; advocacy and other activities in relation to the preferential public sector pricing of the female condom and vaginal microbicides; research on the safety and efficacy of interventions to prevent mother-to-child transmission of HIV.

► ***Area: Diagnostics***

Activity funds: 732,300 US\$

Objective 1

To promote high quality, reliable and affordable HIV testing

Sub-objectives

- Facilitate access to high quality HIV test kits at a low cost;
- Strengthen national capacities to ensure reliable HIV testing by providing technical information, and information on policies and best practices on HIV testing;
- Support evaluation of new test kits and new technologies such as home testing;
- Facilitate technical advice on HIV-related aspects of safe blood transfusions.

Outcomes

- high quality HIV test kits available at low cost through a bulk procurement service and users given information on their proper use;
- UNAIDS policy and technical guidelines for HIV testing and recommendation on HIV home testing;
- independent data to enable rational selection of HIV test kits widely available and recommendations issued on the use of diagnostic tests.



Objective 2

To promote the development and availability of appropriate technologies for STD diagnosis

Sub-objectives

- Encourage the development of appropriate technologies for STD diagnostics;
- Promote the availability of appropriate technologies for STD diagnostics.

Outcomes

- one fully developed test, meeting all SDI criteria for *Chlamydia trachomatis*;
- a test for syphilis, gonorrhoea and/or chancroid developed and ready for field evaluation;
- funding secured for SDI activities.

HIV tests

Currently, a large variety of both ELISAs and instrument-free HIV tests are commercially available. Thanks to rapid advances in technology, other simple tests which can detect HIV antibodies using blood drops, dried blood spots, saliva or urine specimens will soon be on the market. Although these tests represent a technological milestone in the field of HIV testing, their existence and imminent availability give rise to many ethical and policy issues which require urgent attention. In addition, users and potential users of this technology need to have access to updated information on the technical aspects and the appropriate use of HIV test kits.

Work in this area will facilitate the availability of effective and affordable diagnostic kits to developing countries through ongoing price negotiations with diagnostic companies. This is essential for helping to secure safe blood transfusions (work in collaboration with WHO). It will also support the evaluation of new technologies for HIV diagnosis and provide ethical and policy guidance on their use; as well as facilitate technical cooperation to improve the quality and reliability of testing facilities.

The activities to be undertaken in this area of work in partnership with cosponsors and other agencies include: development of an information package on the characteristics of existing test kits; facilitation of the bulk procurement of test kits; review of new testing technologies and development of appropriate ethical and technical guidelines on their use; and support to WHO blood safety activities.

SDI Initiative

The control of sexually transmitted diseases (STDs) by early diagnosis and treatment has the potential to decrease HIV transmission rates. However, there is a need for simple, reliable STD diagnostic technologies appropriate for developing countries. The Sexually Transmitted Diseases Diagnostics Initiative (SDI) has been established with this goal in mind. The SDI, whose major partners include the Rockefeller Foundation, the NIH, and USAID, is housed in Geneva, where UNAIDS provides the secretariat. More details concerning the SDI are available on request.



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Some of the activities which will be undertaken in this area of work in partnership with cosponsors and other agencies are: coordination of the STD Diagnostics Initiative ; development of an information package on existing test kits; facilitation of bulk procurement of test kits; development of policies and technical guidelines regarding new testing technologies.



V. PROGRAMME DIRECTION AND SUPPORT

V-1 PROGRAMME DIRECTION

The operations of the Office of the Executive Director (OED) are described in this section. The workplan for OED is divided into the following areas of work:

- ▶ Management and Planning
- ▶ Advocacy and Liaison

OED also has an Initiative Fund which is intended to cover emerging areas of significance that are unforeseen, and therefore cannot be budgeted in advance. Some of the Programme's activities related to the three cross-cutting themes (gender, young people, and greater involvement of people living with HIV/AIDS), may also be covered by the Initiative Fund. The Fund will also be used to supplement the budget of activities in the start-up phase of the Programme e.g. country visits to promote the development of the UN Theme Groups on HIV/AIDS.

- ▶ ***Area: Management and Planning***
Activity funds: 164,800 US\$

Objective

To ensure that UNAIDS accomplishes its mission and objectives through planned, efficient and coordinated management.

Sub-objectives

- Provide programme-wide management and coordination;
- Ensure that cross-cutting themes such as gender, young people and greater involvement of people living with HIV/AIDS are addressed appropriately throughout the programme;
- Coordinate strategic planning, policy development, training, monitoring and evaluation.

Outcomes

- strategic plan and budget;
- coordinated programme planning and management;
- UNAIDS workplan;
- UNAIDS monitoring and evaluation plan;
- regular in-house peer review of proposed activities;
- efficient informatics system;
- established administrative procedures;
- policies on priority issues developed and disseminated;



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- establishment of external advisory group;
- establishment of comprehensive technical collaboration services;
- appropriate training of staff at all levels.

This area includes the programme-wide functions of OED viz.:

- to lead, guide and manage the programme in assuming its overall responsibilities;
- to coordinate between departments;
- to ensure overall strategic planning, policy development, monitoring and evaluation.

While training will be coordinated by OED, the activities of Human Resources Development are described later in the work area of Human Resource Management and Development in PAD through which they will be implemented. Funds have been allocated for evaluation activities (see Summary Table of activity funds by area of work) which will be developed, on the basis of the recommendations of the PCB at its meeting in June 1996 in the context of the report of the PCB Working Group on Indicators and Evaluation.

- **Area: Advocacy and Liaison**
Activity funds: 445,200 US\$

Objective

To promote an expanded response to the epidemic and the mission of UNAIDS, and lead the effort to raise resources to this end.

Sub-objectives

- Mobilize political and financial support for UNAIDS' mission;
- Strengthen the joint and cosponsored nature of UNAIDS.

Outcomes

- increased public attention on priority HIV/AIDS-related issues identified by UNAIDS;
- enhanced political commitment to an expanded response to the epidemic, and to UNAIDS;
- adequate resources mobilized to support the HIV/AIDS activities of UNAIDS and its cosponsors;
- increasing involvement of cosponsors in HIV/AIDS activities at various levels;
- mechanisms established for reporting on UNAIDS on a regular basis (including reports to PCB and CCO, meetings, briefings of diplomatic missions).

This work area involves advocacy to stimulate greater commitment to:

- global action on HIV/AIDS;
- the UNAIDS' mission and objectives.



Specifically, it implies the following functions:

- Activities will be carried out through frequent contacts with the major stake-holders in UNAIDS, including heads and senior representatives of cosponsoring agencies, Heads of State, senior government representatives, PCB members and representatives of their governments, NGO/PWA network representatives and the media.
- Ensuring UNAIDS' visibility at significant international and regional meetings, and establishing an advisory network of individuals and institutions renowned in their field will help to build a strong public image of UNAIDS, as well as mobilize commitment around HIV/AIDS and UNAIDS.

V-2 EXTERNAL RELATIONS AND ADVOCACY

The overall mission of the External Relations Department (EXR) is:

- to build support and constituencies for UNAIDS;
- to place HIV/AIDS on the agenda of decision-makers across the world;
- to support international and regional events on HIV/AIDS;
- to mobilize adequate resources to meet the global goals and objectives of UNAIDS;
- to coordinate with the governing bodies and cosponsoring organizations of UNAIDS, and with the rest of the UN system to foster an expanded response to HIV/AIDS.

► ***Area: Resource Mobilization***

Activity funds: 694,100 US\$

Objective 1

To mobilize financial resources from traditional and emerging governmental donors.

Sub-objective

- Establish systems for donor analysis and reporting on resource mobilization;
- Identify and promote alternative mechanisms for funding the UNAIDS' core budget;
- Develop the Global Appeal as a process aimed at mobilizing funds for UNAIDS and its cosponsors.

Outcome

- efficient systems for facilitating resource mobilization;
- endorsed alternative mechanisms for fund raising;
- Global Appeal fully funded (US\$140 million for the biennium).



Objective 2

To mobilize financial resources from the private sector and the non-profit sector.

Sub-objectives

- Promote resource mobilization from the corporate sector and international foundations;
- Promote resource mobilization through fund-raising events, products and licensing agreements.

Outcome

- increased involvement and funding from the private sector;
- increased level of resource mobilization through special events, products and agreements.

Objective 3

To strengthen capacity for national resource mobilization.

Sub-objective

- Establish regional facilities in Africa, Asia and Latin America for resource mobilization at the regional and country level (through providing services to national/regional institutions and NGOs).

Outcome

- increased national capacity for resource mobilization.

The area of resource mobilization aims at increasing funding for HIV/AIDS activities and for UNAIDS as a programme, in order for UNAIDS to ensure that it achieves its objectives. The work plan in this area focuses on:

- strengthening established mechanisms for resource mobilization;
- promoting alternate mechanisms for resource mobilization;
- strengthening capacity for national resource mobilization.

The Global Appeal is the process by which UNAIDS is mobilizing resources from governmental donors to finance activities foreseen in its core budget and the cosponsors' individual funding requirements for selected HIV/AIDS-related activities. UNAIDS emphasises mechanisms for obtaining resources from emerging donors. It also promotes the involvement of the corporate sector in the financing of HIV/AIDS activities, for example, through negotiating licensing agreements for products with fund raising potential. At the same time, UNAIDS will support international fund raising events with a view to mobilizing resources for HIV/AIDS.



At the country level, UNAIDS will assist the Theme Group and its national partners in their efforts at mobilizing resources for country-level activities. UNAIDS will also support the training of national counterparts to build skills in the area of resource mobilization.

- ***Area: Support to International events***
Activity funds: 347,100 US\$

Objective 1

To provide support to international and regional conferences, viz.

- a) XIth International Conference on AIDS, Vancouver, 7-12 July /
- b) XII International Conference on AIDS in Africa, Côte d'Ivoire, Abidjan, 1997
- c) IV Asia and the Pacific (ASAP) International Regional Conference, 1997
- d) Latin America International Regional Conference, 1997
- e) Regional Conference on AIDS, Maghreb, 1997
- f) Logistical support during international AIDS conferences

Outcomes

- visibility for UNAIDS in important international and regional AIDS conferences;
- dissemination of best practices in HIV/AIDS work.

International and regional AIDS conferences provide an important means of highlighting the major concerns of partners working in the field. They attract media attention to significant achievements in the field and to important issues related to HIV/AIDS, and help build strategic alliances with different players in the field. UNAIDS will provide limited financial and technical support to selected events to facilitate the above ends, and to increase the visibility of the programme and for what it stands.

- ***Area: Relations with United Nations and other key organizations***
Activity funds: 293,900 US\$

Objective 1

To promote active coordination with cosponsors, other UN system organizations and key multilateral and bilateral organizations.

Sub-objectives

- Ensure programme coordination with cosponsors;
- Promote active coordination with other UN system organizations;
- Promote active coordination with key multilateral and bilateral organizations.



Outcomes

- increased and regular dialogue with the CCO;
- increased evidence of co-ownership on part of cosponsors;
- joint programme coordination principles and mechanisms established;
- increased contribution from all cosponsors;
- programmatic partnership and increased financial contributions to UNAIDS;
- more active and effective Interagency Advisory Group (IAAG) in line with the structure and aims of UNAIDS;
- increased collaboration with the International Labour Organization (ILO), the United Nations Commission on Human Rights, the United Nations High Commissioner for Refugees (UNHCR), the United Nations International Drug Control Programme (UNDCP), and the Food and Agriculture Organization (FAO);
- cost-effective management of UNAIDS programmes;
- increased collaboration on activities with the European Commission;
- increased collaboration on activities with the regional development banks;
- working agreements/arrangements with bilateral development agencies.

In the area of relations with United Nations and other key organizations, UNAIDS' goal is to promote active coordination and mobilize the UN system resources around the mission of UNAIDS. With its cosponsors, UNAIDS will ensure that there is programme coordination through meetings of the Committee of Cosponsoring Organizations (CCO), which aims to facilitate joint planning and coordinated fund raising (through the *Global Appeal* process). In addition, UNAIDS also works towards increasing cosponsors' contributions to its biennial programme budget. It seeks to develop programmatic partnerships with other United Nations system organizations and mobilize their resources for relevant joint activities/projects. Increased collaboration with other United Nations system organizations may also lead to some of them formally becoming new cosponsors of UNAIDS.

- **Area:** *Support to Governing Bodies*
Activity funds: 370,200 US\$

Objective 1

To provide secretariat support to governing bodies

Sub-objective

- To ensure effective working of Programme Coordination Board

Outcomes

- efficient functioning of PCB;
- continued ECOSOC commitment and support to UNAIDS.

In the area of support to governing bodies, UNAIDS will act as a secretariat to its Programme Coordinating Board (PCB), and ensure an active and frequent interaction with its members. UNAIDS will also participate in meetings of the cosponsors' governing bodies as well as ECOSOC, with a view to ensuring their continued support and commitment.



- **Area: Communication and Public Information**
Activity funds: 1,076,000 US\$

Objective 1

To create a clear and consistent corporate image for UNAIDS.

Sub-objectives

- Position UNAIDS publicly as an institution;
- Develop materials and activities for UNAIDS staff to strengthen their understanding of, and public advocacy for, UNAIDS, and to improve their communication skills;
- Identify priority audiences that require to be periodically informed of UNAIDS activities and develop targeted means and tools for communicating with them.

Outcomes

- creation and reinforcement of the corporate identity of UNAIDS;
- clear understanding of staff of UNAIDS mission, policies and activities;
- improved communication and advocacy skills of staff;
- adequate information on, and commitment to the UNAIDS mission and goals among priority audiences.

Objective 2

To publish, launch and publicize a biennial report on selected issues, trends and indicators related to the epidemic

Sub-objectives

- Focus public attention on the progress against the epidemic and advocate for future action;
- Position UNAIDS as the standard reference on indicators and statistics related to the epidemic.

Outcomes

- increased awareness among key audiences of trends and needed responses;
- reliance on the biennial report by academics, journalists and decision-makers.

Objective 3

To promote and maintain HIV/AIDS and related issues as a priority on political and public agendas, both international and national.



Sub-objectives

- Develop and promote priority issues for the focus of advocacy campaigns;
- Harness international and regional opportunities for advocacy;
- Stimulate regular and high quality media reporting and the advocacy of sound policies in relation to HIV/AIDS.

Outcomes

- increased and appropriate advocacy on priority issues in HIV/AIDS;
- UNAIDS priorities prominent at significant international and regional events;
- media prominence of UNAIDS concerns internationally.

Objective 4

To develop mechanisms for the promotion and dissemination of guidance in best practices

Sub-objectives

- Identify priority audiences, partners, and appropriate materials for the dissemination of information and documentation;
- Provide technical supervision for the production of audiovisual and print materials for identified audiences;
- Facilitate and support document dissemination.

Outcomes

- rationalized list of potential audiences, their interests, and of existing UNAIDS and cosponsor materials;
- appropriate products for public dissemination;
- cost-effective and worldwide system for document dissemination.

The overall communication strategy for UNAIDS is to develop and apply appropriate communication methods and techniques that will assist UNAIDS in meeting its institutional objectives. [see also the Communication workplan under Policy, Strategy and Research]. While maintaining a particular focus on developing countries and countries in transition, UNAIDS has a programme mandate to inform policy-making and practice and to strengthen commitment to an expanded response to HIV/AIDS worldwide. Its communication work will therefore focus on dissemination of best practices and promoting an expanded response to HIV/AIDS.

Taking into account the demands articulated within the debate on the UN reform process, UNAIDS has built into its structure and functions a greater responsiveness both to governments and to civil society; its communication work will therefore be based on forming strategic alliances with inter-governmental, governmental, and nongovernmental institutions and groups working in the HIV/AIDS area and beyond, as well as with academia and the private sector.



In view of its cosponsored nature, UNAIDS will seek to reinforce the individual and collective efforts of its cosponsors in their advocacy on HIV/AIDS issues. UNAIDS will also seek to promote its own corporate priorities, activities and identity as a joint programme, as a central component of, and necessary prerequisite to the achievement of its programme objectives.

V-3 PROGRAMME ADMINISTRATION

The function of the department of Programme Administration (PAD) is to plan for and service the operational needs of the technical departments in UNAIDS which address the objectives of the Programme more directly. PAD makes a direct contribution towards the specific Programme objective of strengthening and coordinating UN action by using the input of the cosponsoring organizations in the provision of the support services required by UNAIDS. An illustration of this effort is provided by the arrangement with WHO for administrative support at the Geneva level, and with UNDP for support at the country level. Efforts are also being made to encourage the assistance of other cosponsors to share their resources with UNAIDS.

The four areas of work on which PAD will focus are:

- ▶ Planning, Budget and Finance
 - ▶ Human Resource Management and Development (as mentioned in Programme Direction)
 - ▶ General Administrative Support
 - ▶ Informatics
-
- ▶ *Area: Planning, Budget and Finance*

Objective

To develop a budgetary system and financial procedures responsive to the needs of partner agencies, and congruent with those of WHO.

Sub-objectives

- Ensure provision of financial services supportive of the implementation of programme activities;
- Monitor programme implementation;
- Coordinate financial re-programming in relation to evolving priorities;
- Develop a budget for the next biennium.

Outcomes

- efficient, well coordinated and accountable financial services;
- financial reports on the Programme and for donors;
- regularly revised budgets;



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- planning cycle for budget development;
- new biennial budget.

The area of planning, budget and financial management aims to provide a flexible budgetary system and efficient financial support and services to the Programme within the procedures and norms of the UN system, and in collaboration with the budgetary and financial services of WHO.

To this end, the following support services are being developed and provided for UNAIDS operations at the global and field levels:

- development of budgetary and financial policy and procedures as UNAIDS evolves, making maximum use of the cosponsors' facilities where possible;
- development of the biennial programme budgets;
- execution and monitoring of the financial component of the programme budget;
- accounting for the use of all financial resources made available to UNAIDS, in collaboration with WHO;
- reporting on use of financial resources for management, administrative and accountability purposes.

► ***Area: Human Resource Management and Development***
Activity funds: 980,000 US\$

Objective

To coordinate the provision of human resources and to support staff development.

Sub-objectives

- Develop personnel recruitment policies and procedures;
- Facilitate and ensure personnel services to all staff;
- Develop staff appraisal systems;
- Support staff development and training.

Outcomes

- personnel recruitment policies and procedures that reflect the core values and guiding principles of UNAIDS;
- effective and timely administration of contracts and entitlements;
- objective staff appraisal systems and regular staff training in their use;
- appropriately trained staff.

The philosophy underlying the work of the Human Resources Team recognises staff members, individually and collectively, as the greatest asset and most important resource of UNAIDS. In addition to using the human resource management of the UN system as a whole, it is intended to draw actively on best practices in the area, and develop innovative approaches to staff training and development.



The principal objective of the Human Resources Team is to provide UNAIDS with suitably experienced and qualified human resources to enable the achievement of its mission and its roles, and to provide its staff with the means to acquire and improve skills needed for effectiveness in their respective areas of work, on a continuing basis.

In terms of approach, there will be four major areas of focus in the 1996-97 biennium:

- the establishment and implementation of a system for meeting staffing requirements;
- facilitating and ensuring efficient delivery of personnel services for staff in collaboration with WHO;
- the establishment and maintenance of appropriate performance appraisal and career development systems;
- the development and implementation of mechanisms for staff development and training.

► ***Area: General Administrative Support***

Objective

To provide administrative and material support across the Programme.

Sub-objective

- Provide and maintain equipment, facilities and services;
- Coordinate communication throughout the Programme;
- Establish administrative guidelines and procedures that complement those of WHO;
- Provide logistic support of UNAIDS-funded attendance at international meetings.

Outcomes

- appropriate equipment, facilities and services;
- appropriate, coordinated and efficient systems of record management and communication;
- complementary guidelines and procedures to those of WHO;
- logistic support needs met.

The PAD Administrative Support Team aims to ensure the provision of essential administrative and material support to UNAIDS staff in Geneva and in the field. The philosophy of the team is to provide cross-programme administrative support in an approachable, efficient and cost-effective manner. The range of services provided will ensure:

- a functioning working environment;
- effective liaison with WHO in its role as administering agency;
- a timely flow of communication.

The administrative support team's approach will be service-oriented, flexible and adaptable so as to ensure that the attainment of the Programme's strategic targets is not delayed by administrative and/or logistical problems.



► ***Area: Informatics***

Activity funds: 1,000,000 US\$

Objective

To provide information technology support

Sub-objectives

- Design, develop, implement and maintain information systems;
- Provide training in information systems;
- Coordinate and provide user support for computer equipment and informatics systems;
- Provide computer graphics and desktop publishing capability.

Outcomes

- a proactive, integrated, appropriate and regularly updated information technology system;
- appropriately trained staff;
- a well-coordinated system for the allocation and maintenance of informatics systems equipment and resources, with adequate user support;
- high quality graphics and desktop publishing.

The broad objective of the Informatics area in Programme Administration is to provide support to meet the information technology needs of the Programme. It aims at determining how best to integrate all aspects of information technology (people, hardware, software, data and communication options) throughout the Programme. These systems will permit the rapid flow of information on programme management, financial status, the most effective HIV/AIDS-related policies, strategies, and research programmes. This will also ensure the transmission of all major UNAIDS documents to UNAIDS staff (Geneva-based and field staff), theme group members, cosponsors and national partners. To accomplish this, a wide variety of strategies, means and software systems will be identified, designed and used. The Informatics team also provides training and support to UNAIDS staff in the use of implemented systems, both in Geneva and in the field.

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UNAIDS WORKPLAN: SUMMARY OF ACTIVITY FUNDS FOR 1996-1997 BY AREA OF WORK

	Activity funds US\$
I. COUNTRY SUPPORT	
• Country-based operations	
Programme development and coordination	20'810'000
Technical collaboration	8'553'600
• Global country-support operations	
Programme development and coordination (global)	3'033'700
Networking with NGOs and people living with HIV/AIDS	2'107'200
Global HIV/AIDS and STD surveillance	950'400
Total Area 1. Activities	35'454'900
II. INTERNATIONAL BEST PRACTICE (Policy, strategy and research)	
• Cross-cutting themes	1'046'100
• Determinants and dynamics of the epidemic	732'300
• Governmental, human rights, legal & ethical systems	
Development and HIV/AIDS	941'500
Human rights, ethics and law	1'673'800
	2'615'300
• Communication systems	
Communication	1'673'700
Condoms	1'046'100
	2'719'800
• Institutional systems and settings	1'360'000
• Community action and social support systems	
Community mobilization	1'673'700
Social and economic support	941'500
Vulnerable populations	1'778'400
	4'393'600
• Health systems	
Care and support	2'301'400
Sexually transmitted diseases	1'150'700
HIV testing and counselling	732'300
	4'184'400
• Technology: research and development	
Vaccine development	1'882'900
Clinical therapy	1'569'200
Female controlled methods	2'196'800
Diagnostics	732'300
	6'381'200
Total Area 2. Activities	23'432'700
III. PROGRAMME DIRECTION & SUPPORT, INCLUDING EXTERNAL RELATIONS	
Programme direction	
Management and planning	164'800
Advocacy and liaison	445'200
Evaluation*	1'314'800
Human resources development**	980'000
The Initiative Fund***	500'000
Programme Direction total activities	3'404'800
External relations	
Relations with UN system organizations/key partners	293'900
Resource mobilization	694'100
Communications, public relations and advocacy	1'076'000
Secretariat support to the governing body/related bodies	370'200
Support to international events	347'100
External Relations total activities	2'781'300
Programme administration*	
Planning, budget and finance (staff work only)	0
General administrative support (staff work only)	0
Informatics	1'000'000
Programme Administration total activities	1'000'000
Total Area 3. Activities	7'186'100
GRAND TOTAL ACTIVITIES	66'073'700

* Newly created budget line, April 1996 (no workplan yet developed)

** Workplan included under Programme Administration

*** No Workplan foreseen as Fund is for unforeseen events



ANNEX-1 Priorities for action on the proposed strategy for integrating a gender perspective in UNAIDS policies and programmes

I Background

The term gender refers to the social expectations, roles, status, and power accorded to women and men because of their sex. It defines how women and men behave as individuals and with each other. Findings from research conducted over the past five years have highlighted the different ways in which gender, in interaction with a wide range of social, cultural, and economic factors, constrains women's ability to protect themselves against and cope with HIV/AIDS. Data from the Women and AIDS Research Programme of the International Center for Research on Women, for example, revealed that:

- women, particularly adolescents, know very little about sex, and reproductive anatomy or physiology because their access to such information is severely limited by social norms that dictate that women must remain ignorant and passive about sexual matters, and this ignorance compromises their knowledge and acceptance of safer sex options;
- women's economic dependence limits their ability to negotiate safer sex with their partners or end risky relationships and women's poverty is often the root cause of women entering into multiple or temporary partnerships;
- domestic violence and nonconsensual sex are realities in the lives of many women worldwide which severely limit their ability to negotiate or use safer sex options; and
- social norms that define masculinity often condone multiple sexual partnerships for males, increasing their own and their partner's vulnerability to HIV.

The findings show that women's social and economic subordination is reflected in sexual relations and lies at the root of the imbalance in power in gender relations. Thus, the goal of a gender-based response to HIV/AIDS is to explore ways to empower women in order to reduce the inequalities between women and men, and re-examine prevalent definitions of masculinity and femininity so that a supportive environment can be created to enable both sexes to protect themselves against infection and cope better with the epidemic.

II Gender-related Strategic Objectives

The critical importance of adopting a gender-based approach in order to effectively address the epidemic has been repeatedly acknowledged and discussed in international and national forums. Yet, the appropriate programmatic and policy content of such a response and the best ways to implement it have remained somewhat elusive. It is not surprising then that many of the current global and national strategies to address HIV/AIDS are not gender sensitive. They typically focus on individual behaviour and not on the gender-related social and economic context of that behaviour. UNAIDS has an opportunity to work with its partners, including cosponsors in promoting the content of a gender-sensitive response to HIV/AIDS and the process by which it can be implemented.



A strategy paper on integrating a gender perspective in UNAIDS' policies and programmes was developed in UNAIDS in November 1995. The strategic objectives and the areas of work described in this document are based on the framework described in this document.

UNAIDS key strategic objectives in the area of gender and HIV/AIDS are:

- to develop and promote the components for a gender-based response to HIV/AIDS;
- to document, analyse and promote ongoing efforts in policy, strategy and research in addressing gender issues relevant to HIV/AIDS;
- to advocate for a coordinated response among cosponsors towards gender issues in HIV/AIDS, care, support, and impact alleviation;
- to strengthen national capabilities for a gender-sensitive response to HIV/AIDS;
- to develop and promote evaluation indicators to measure gender-sensitivity of HIV/AIDS response.

III Areas of Work

A few priority activities have been developed along a framework that identifies key elements/components of power and the gender differences in accessing these components of power (see table below).

IV. Mechanisms

Mechanisms currently identified to ensure that gender is appropriately addressed across the programme are:

- monitoring workplan development; a staff member will be assigned the responsibility for integration across the Programme but not for all activity implementation, which will be carried out by appropriate staff;
- training on gender issues and on programming sensitive to gender issues for staff;
- developing press releases, short position statements and other appropriate methodologies for advocacy on issues related to gender-related vulnerability;
- coordination with appropriate focal points of cosponsors and other UN agencies on relevant issues.

<u>Activity</u>	<u>Collaborators</u>	<u>Outcome</u>
(i) Access to Information		
Evaluate sexuality education curricula, identify mechanisms for adaptation and dissemination	UNICEF, UNESCO, WHO	Enhanced sexuality education on HIV/AIDS for boys and girls (focus on it as not encouraging multiple sexual partnerships and early initiation into sexual activity)
Promote development and integration of gender education into sexuality education curricula	UNICEF, UNESCO, WHO	
Support operational research in developing countries and Middle Eastern countries to pilot-test programmes on appropriate sexuality education; measure impact	Identify national collaborating institutions	Programmes on sexuality education sensitive to HIV/AIDS concerns for both boys and girls
(ii) Access to Skills		
Collect models of sexual communication and negotiation skill-building workshops, evaluate them, conduct operations research to test effectiveness of different models, disseminate results	UNDP ICRW AIDSCAP	Promotion of workshop models on importance of sexual communication and negotiation between partners for risk reduction and more egalitarian gender relations.
(iii) Access to Education and Economic Capacities		
Collect and disseminate research evidence on link between: girls' and women's education and vulnerability to HIV/AIDS girls' and women's economic status and vulnerability to HIV/AIDS girls' and women's legal status within the domestic sphere (marital, inheritance, property, custody issues) and vulnerability to HIV/AIDS	UNDP, World Bank, UNICEF; commissioning of research institution, e.g. ICRW	More action on enhancing girls' and women's access to formal education as a part of national response.
Identify critical changes in laws, policies and practices based on the above	In addition to the above, legal networks and women's organizations	Promotion of needed changes in legal and economic policies and practices to increase women's access to resources



<u>Activity</u>	<u>Collaborators</u>	<u>Outcome</u>
<i>(iii) Access to Education and Economic Capacities (cont.)</i>		
Conduct research on impact of economic interventions and broader development efforts on women's vulnerability to HIV/AIDS, and household capacity to cope with the impact	UNAIDS to identify with cosponsors, development institutes and national institutions	Evidence on the link between feminization of poverty, development and vulnerability to HIV/AIDS and its consequences.
Test effectiveness of linking economic interventions with HIV/AIDS programmes	UNDP, World Bank	Identified components of linkages between economic interventions and HIV/AIDS programming.
Promote research on women and men in particularly vulnerable situations and contexts, e.g. refugee, migrant, displaced, minority and indigenous groups, people in sex work	Cosponsors, other UN agencies like UNCHR and development agencies	Increased awareness of and evidence on gender-related vulnerability in different contexts.
<i>(iv) Access to Appropriate Services and Technologies</i>		
Identify criteria for gender-sensitivity in STD/HIV/AIDS and reproductive services (access and quality)	Development agencies of major donors; All cosponsors through focal points on gender, development institutes focusing on gender	Criteria for measuring gender-sensitivity in HIV/AIDS-related services
Support microbicide development	Support dialogue between community-based organizations (CBOs) and AIDS-support organizations (ASOs) on the integration of HIV/AIDS in all efforts at women's development	Acceleration of the development and availability of microbicidal options
Negotiate public sector price for the female condom Act as broker for availability in developing countries	UNAIDS Geneva with WHO/HRP, UNFPA	Availability of female condom as an option for women, with appropriate focus on its limitations.
Support efforts at enhancing access to male condoms especially among women	UNFPA, Social Marketing Organizations	Increased access of women and men to condoms.



<u>Activity</u>	<u>Collaborators</u>	<u>Outcome</u>
(v) Access to Social Support		
Support dialogue between community-based organizations (CBOs) and AIDS-support organizations (ASOs) on the integration of HIV/AIDS in all efforts at women's development	UNDP, Global and regional networks of CBOs and PWAs, appropriate networking organizations	Framework for integration of HIV/AIDS in women's development efforts.
Pilot test efforts at such integration	National CBOs and PWAs organizations	Availability of results of efforts at integration
Disseminate lessons learnt	All of the above with UNAIDS and cosponsors playing a key role	Increased evidence of the integration of HIV/AIDS in programming on women's development.
(vi) Creation of Supportive Social Norms		
Promote innovative communication strategies on egalitarian images of gender roles in HIV/AIDS IEC	UNESCO, UNICEF, UNDP social marketing and advertising agencies	Promotion of communication strategies on respectful egalitarian relationships as integral to successful HIV/AIDS programming and contributing to larger social goals
(vii) Other areas of activity		
Develop Situation Assessment tools for use and adaptation at country level to identify priority gender-related issues	Consultants, all cosponsors, Theme Group mechanism	More gender-oriented programming at country level.
Develop quantitative and qualitative indicators to measure gender-related outcomes of HIV/AIDS programmes	Consultants, all cosponsors, USAID	Measurable gender-related outcomes of HIV/AIDS programming
Endorse best examples of gender and HIV materials	UNDP, WHO/ASD, UNESCO	Effective gender and HIV materials.
Reward writings in the media on women and HIV.	WHO, AIDSCAP/FHI	Greater media coverage on gender-related factors enhancing vulnerability to HIV/AIDS.
Support activities of global and regional networks for women infected and affected by HIV/AIDS and CBOs focusing on gender issues and HIV/AIDS, with a focus on developing countries	UNDP, ICW, GNP+, SWAA, NAP	Strengthened networks for women and CBOs focusing on gender issues.

