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DRAFT AGENDA
OECD COUNTRY CONTACT GROUP MEETING ON
HIV/AIDS TECHNICAL COOPERATION IN AFRICA

November 16-17, 1999

Venue: TBD

Donor representatives arrive the day prior to the meeting: November 15.

November 16, 1999

8:30 am **Continental Breakfast**

9:00 am **PLENARY:** Welcome and Introductions
Opening Remarks:
Ms. Sandy Thurman, Director, ONAP, The White House
Dr. Peter Piot, Director, UNAIDS

9:30 am **PLENARY:** Update on the International Partnership Against AIDS in Africa.
[A plenary discussion of the IPAA, outstanding issues, the December meeting, and plans for next year]

12:00 pm **Lunch**

1:00 pm **PLENARY :** Discussion of the purpose and desired outcomes of the technical resource strengthening aspect of the meeting.
UNAIDS and USAID speakers

1:30 pm **PLENARY:** "Goals, principles, and strategic framework for improved HIV/AIDS technical support for Africa"
[Purpose: to ensure that everyone is discussing the issue from a common framework based on concept papers distributed ahead of the meeting]
Speakers: TBD

2:45 pm **Break**

3:00 pm **PLENARY:** "Operational challenges experienced by donors in providing HIV/AIDS technical support"
[Purpose: to identify the key issues related to responding to country needs, organizing and delivering technical assistance, empowering Africans and African institutions, long term sustainability and capacity building, etc].
Speakers: TBD

4:30 pm **PLENARY:** Discussion of breakout sessions for the next day and general discussion.

5:00 pm **ADJOURN**

November 17, 1999

8:30 am **Continental Breakfast**

9:00 am **Meet in PLENARY and then into BREAKOUT GROUPS:** Common theme: "How to harmonize technical support approaches"
Group A: Technical themes areas (e.g., BCC, multisectoral, STDs, etc)
Group B: Mechanisms
Group C: Regional role and linkage to countries

11:00 am Report back if breakout sessions

12:00 pm **Lunch**

1:00 pm **PLENARY:** "How to build African institutions and capacity: lessons to date"
[Purpose: to discuss this special goal and need underlying donor efforts].
Speakers chosen to discuss their perspective on the issues (could include a representative from a university, African network, political institution, etc e.g., University, RATN, CHRCS or SADC, etc).

2:00 pm **BREAKOUT GROUPS:** Common theme: "The Way Forward"
Based on discussions from Day One's breakout groups identify concrete next steps to harmonize donor supported technical assistance in-country and regionally by discussing:
Group A: Donor HQ, country and regionally-based strategies
Group B: Establishing and maintaining strategic relationships (beyond just donors)
Group C: Long term training and capacity building

4:00 pm **PLENARY:** Report back and discussion; discussion of the report to the December 1999 Secretary General meeting

5:00 pm **PLENARY:** Closing and summary of next steps
Ms. Sandy Thurman, ONAP
Dr. Peter Piot, UNAIDS

6:00 pm **ADJOURN**

NOTE: WE WOULD CONTINUE ON NOVEMBER 18 IF NECESSARY (especially if the discussion of the IPAA on the first day runs longer)

Meeting of Bilateral Contact Group on “Strengthening Technical Capacity to
Respond to the HIV/AIDS Crisis in Africa”.

Revised List of Invitees (as of October 28).

Canada

(Per phone conversation with Janine Hutt on Oct. 25, they will send a 3-person team,
including the two persons named here and a technical expert.)

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Fax: 00 1 819 997 6632 (Use same as Janine Hutt's)

Ms. Janine Hutt
Senior Program Manager
Multilateral Programs Branch
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Germany

Awaiting further consultations.

The Netherlands

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Mr. Thomas Klück
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Mrs. Barbara Kelly
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USA

Mr. Paul Delay
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Fax: 00 1 202 216 3076
Fax: 00 1 202 219 0476 (Alex Ross to confirm receipt please)

Invitees - National Program Managers - from Africa.
Letters sent from Geneva on Oct. 22.

Senegal

Dr. Ibrahim N'Doye
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Dakar RP
Senegal

Tanzania

Dr. R. O. Swai
Program Manager
National AIDS Control Program
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South Africa

Dr. Nono Simelela
National Director
HIV/AIDS and STDs
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Afrique du Sud

Ministerie van
Buitenlandse Zaken

Fax

To Mrs. Sandy Thurman, Director
Office of National Aids Policy
Executive Office of the President of the
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Washington , DC 20503

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Date 16 November 1999
Our ref. 99/FE/1012
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Contact Gerton van den Akker
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Dear Mrs. Thurman,

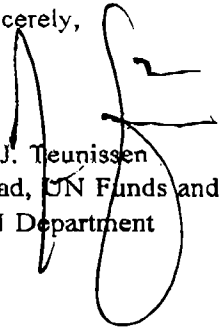
Thank you for your official invitation for the contact-group meeting for the International Partnership Programme against AIDS in Africa.

Unfortunately, due to tight schedules, nobody of the UN Funds and Economic Affairs Section will be able to attend the meeting. Therefore Mr. Bootsma, first Secretary of Her Majesty's Embassy in Washington DC will participate on behalf of the Government of the Netherlands.

Furthermore I would like to use this occasion to inform you that Mr. Thomas Klück has been succeeded by Mr. Gerton van den Akker as policy officer UNAIDS in the UN Funds and Economic Affairs Section of the United Nations Department as of 1 November last.

I also would like to inform you that our fax number in your data base is not correct. Instead of 003170-346 6564 it has to be -348 6564 (eight instead of six).

Sincerely,


J.J.J. Teunissen
Head, UN Funds and Economic Affairs Section
UN Department

**Strengthening HIV/AIDS Technical Support in Africa
A Framework for Discussion and Action¹**

I. Introduction

1. The demand for better and more wide-ranging technical inputs to national AIDS programmes in Africa is growing rapidly, and poses an enormous challenge to governments, international agencies, and others to respond in a timely and effective way. There are a number of reasons for this upsurge in demand for good quality and timely technical support to national, district, and community-based AIDS activities. More and more African leaders are acknowledging the severity of the HIV the epidemic and the huge toll it is taking on the social and economic fabric of their countries. African governments and communities are therefore beginning to devote more resources to AIDS activities. More African NGOs are taking up the fight against stigma and discrimination and are launching programmes to inform, counsel, and provide services to people to prevent the spread of HIV. In all countries, the numbers of persons needing care and support is growing and becoming more visible.

Technical Capacity: a working definition. Although frequently used, the term “technical capacity” is subject to various interpretations. For clarity, “technical capacity” in this paper refers to a comprehensive and focused set of institutional competencies, management culture and individual skills required to reverse the AIDS epidemic in Africa. It is the sum of competencies needed to meet the challenge of the International Partnership against AIDS in Africa: to provide effective advocacy and political mobilization; support to national AIDS programs; resource mobilization for large scale responses; and the delivery of knowledge-based interventions.

2. Demand for more and better technical inputs is also being primed by international organizations that are now increasingly prepared to commit substantial additional resources to the fight against AIDS in Africa. A recent study which showed that only about \$150 million was spent in 1998 in Africa on AIDS prevention programmes has shocked many into the realization that six to eight times more funding is easily required to address HIV/AIDS in the most affected African countries.
3. Recent signals from a number of bilaterals governments and UNAIDS cosponsors indicate that they may be gearing up to expand significantly their overall funding for national AIDS programmes in Africa, including technical support services, starting in the second half of 1999 and continuing next year and beyond:
 - The Clinton administration has asked the US Congress for an extra \$100 million for AIDS, mainly for countries in Africa.
 - The UK’s Department for International Development (DFID) is designing a Southern Africa AIDS project and has shown interest in supporting a regional AIDS project of \$25-35 million.

¹ This paper is the result of wide consultation and collaboration with colleagues from major bilaterals and UNAIDS cosponsors. It is intended to stimulate debate and the search for solutions to the challenge of strengthening technical support and capacity building for AIDS programs in African countries. It is expected that the paper will be revised following the meeting on technical resources in Washington. For more on this process, see para. 5-7 below.

- The Canadian Prime Minister in his “throne speech” in October specifically mentioned the priority his government attaches to stepping up its assistance to the fight against AIDS.
 - Sweden is planning to open a new office in Harare next year to support a growing number of HIV/AIDS activities in the region.
 - The World Bank launched its Africa AIDS strategy in Lusaka in September, and is now working to develop AIDS components in many of its existing projects and to prepare new AIDS operations in a number of countries.
 - Germany is exploring a possible expansion of its technical support to several countries in East and Southern Africa.
 - UNICEF has pledged itself to substantially reorient its programmes in Africa toward five HIV/AIDS areas (advocacy, mother to child transmission, young people, AIDS orphans, and AIDS in the UN workplace), and is channelling funds and recruiting a number of new staff to do this work.
 - WHO has committed itself to adding several AIDS technical specialists to its staff in AFRO and to expanding its work on access to drugs, AIDS care, and other HIV/AIDS activities.
 - UNFPA has moved to mainstream HIV/AIDS into the work of its national field offices and subregional country support teams.
4. This important increase in political and financial support for national AIDS programmes and the corresponding growth in demand for technical inputs – both of which can be expected to continue over the next few years – provide a major opportunity to bring AIDS technical support programmes for Africa into a more effective common framework to:
 - Support national efforts to mobilize expanded HIV/AIDS interventions
 - Make appropriate expertise and tools more available to government and non-governmental agencies where and when they are needed
 - Build the capacity of national and regional technical specialists and technical agencies, and
 - Develop regional, multi-country mechanisms that bring technical support adapted to local settings and disseminate lessons of experience, especially successful actions, from one setting to another.
 5. In April 1999, a technical resources task group was formed as an outcome of the London donors’ meeting on the broader International Partnership Against AIDS in Africa. The bilaterals and cosponsors charged this group with proposing and facilitating a process to implement strategies for delivering the needed AIDS technical resources in Africa.
 6. This concept paper attempts to bring together many of the suggestions made by members of the group over the past six months, including in Geneva in June and Lusaka in September, and in subregional discussions in Abidjan, Nairobi, and Johannesburg. The paper is intended to stimulate the thinking of the participants at the meeting of bilateral agencies and UNAIDS Cosponsors to take place in Washington 17-18 November 1999, by providing a framework for analysis and a set of options for developing a feasible cost-effective response to technical capacity building under the International Partnership.
 7. It is hoped that following the meeting, a number of members of the technical resources task group, including some persons who were not directly involved in authoring the paper, will participate in the drafting of a revised document that fully reflects the outcomes of the meeting and the consensus views of the participants.

II. What are the current weaknesses and problems with AIDS technical support and capacity building in Africa?

8. It is widely agreed that deficits in technical resources – trained and experienced personnel, tools and materials – must be overcome if African countries are to mount and sustain effective programmes to reduce the transmission of HIV and its impact on development. Beyond deficient supplies, it is also widely held that those resources that exist – trained people, established institutions, tested tools, willing communities, and others -- are not being optimally deployed. Since the International Partnership aims to catalyze increased funding and political support for HIV/AIDS interventions, any deficiencies in the quantity, type, and organization of talent to design and implement HIV/AIDS programmes will become a serious bottleneck to an effective response.
9. Based on discussions in recent months with African NGOs, government officials, UNAIDS cosponsors, and bilateral agencies on the state of technical support to HIV/AIDS programmes in Africa, a number of critical weaknesses have come to light. These reinforce the studies done this year and last by the Commonwealth Health Secretariat for East and Southern Africa, by SIDA in a “Review of Regional Organizations/Networks Working in the Area of HIV/AIDS in Eastern and Southern Africa” (August 1998), and by others. In synthesis, these discussions and studies show that:

The demand for AIDS technical capacity creation and advice is growing.....

10. The range of areas requiring technical support to national and subnational AIDS activities, as well as the total volume, can be expected to grow rapidly in the coming years, as African countries mobilize political and social forces and move beyond narrower medical approaches to multi-sectoral responses. Such growth and diversification will require program design and management skills in less well developed areas such as HIV and agriculture, education, and the military. Demand will also continue to grow as countries diversify away from narrower centralized public sector approaches to AIDS projects initiated and managed by NGOs, local government, and communities. An examination of the national strategic AIDS plans of countries such as Cote d’Ivoire, Malawi and Tanzania demonstrate such an important shift.
11. Beyond this, the new approach to developing “participatory” national AIDS programmes also demands skills in areas such as advocacy and the media, strategic analysis and planning, and facilitation of a more open dialogue including not only government leaders and officials but also NGOs, people living with AIDS, and other organizations such as religious groups. As scaled up national AIDS programmes become operational, countries will have to engage more strong managers at all levels, from local communities to large federal governments. Large numbers of Africans will need to be trained, including teachers, nurse midwives, farm extension workers, welfare agents, counsellors, and many others. To date, capacity building efforts in HIV/AIDS have been limited and driven mainly by projects, rather than by systematic attempts to create and sustain national and subnational institutions to plan and manage national AIDS programmes.

.....While the supply of such technical support and training remains inadequate....

12. African countries and communities are not currently receiving prompt, high quality technical support on many HIV/AIDS issues. This is true in virtually every domain, but is especially serious in the new emerging programmatic areas such as confidentiality and voluntary counselling and testing, life skills education, economic and sector impact assessments, design

of AIDS components in education and infrastructure projects, orphan care, and mother-to-child transmission.

13. HIV/AIDS expertise tends to be concentrated in capital cities, whereas demands for HIV/AIDS services and tools are widely distributed geographically within countries. It is critical that technical resource strengthening activities reach out to the smaller towns and rural areas.
14. Many pre-service and in-service training programs give insufficient attention to HIV/AIDS issues, and training programs rarely include mechanisms and funds to ensure that trainees apply their new skills appropriately and over a reasonable period of time. This reduces the yield of existing capacity building efforts.

.....and some of the prevailing policies on technical support are ineffective in tapping and building up local capacity.

15. At times, when programme officials identify a technical area for which help is required, the response can be slow and the choice of technical advice limited because officials must turn to a specific source of funding and “its” roster of technical inputs. In most cases, there is no broad national or regional repository of AIDS technical information for countries to draw upon, which could act as a reference center or clearinghouse for information and skilled individuals. We are still far from a “one stop shopping” approach that could save programme managers’ time and improve the quality of technical support to African countries, NGOs, and community groups. In one West African country visited recently by UNAIDS, senior government officials repeatedly expressed their frustration at their difficulties in accessing good technical support to design AIDS activities for the armed forces, agriculture sector, and the primary education system. The reasons were those mentioned above – difficulties finding qualified persons, procurement tied to specific sources of technical input, and slow administrative procedures.
16. While there are some good examples of international agencies hiring national technical specialists and investing in regional training institutions (for example, the Regional AIDS Training Network for Eastern and Southern Africa), many of the ongoing programmes sponsored by UN agencies and bilateral governments do not give adequate emphasis to components to build national capacity through mentoring, training, and institutional development support. Too frequently, there is a short-term focus on “getting the expert” into place, rather than using and developing the skills of national staff and consultants. Unwillingness of some funding agencies to cover operating costs of government institutions also makes it difficult for African AIDS programs in the public sector to attract and retain the best national talent.

III. Principles underlying the choice of strategies and mechanisms to strengthen AIDS technical support in Africa

17. In weighing options that best address these problems and take advantage of the emerging opportunities for stronger technical support on AIDS in Africa, it is proposed that several guiding principles should be followed, to ensure that:
 - African leadership guides the design and implementation of national and regional technical resource strengthening plans for AIDS

- Actions are directed toward and are assessed in terms of increased impact on the HIV/AIDS epidemic at country and subnational level
 - Strengthening the capacities of established African institutions is both a goal and a mechanism of the TRS plan, and is reflected in a preference for using African expertise for training and institution building
 - Technical capacities and coordination are strengthened in all relevant disciplines and sectors, not just health
 - Commitment to gender balance, participation of PLHA, and other representational and ethical issues is reflected in policies and practice
 - Technical capacity is developed at several levels and in several forms, from enhanced technical grounding of grass roots volunteer efforts to strengthened district and national capacity to define priorities, allocate resources, and build knowledge
 - External resources to enhance technical support are invested where there is evidence of national, local and community commitment
 - Responsiveness to in-country demand is balanced with pro-active mechanisms to promote international lessons learned/good practice
 - Enhanced technical capacity building is meshed with implementation resources and opportunities over a 5-10 year horizon, to make an impact at the national and local levels
 - Regional activities reinforce national and subnational efforts and are evaluated in such a framework.
 - Investments in inter-agency coordination at national and regional levels must meet a benefit-cost test, i.e., the benefits of such coordination must exceed the costs, including the opportunity costs of such spending.
18. Activities to increase technical resources for AIDS programmes must be developed hand-in-glove with increased funding to implement HIV/AIDS policies and programmes, which are in turn driven by national and community initiatives and demands. Consumer demand is critical, if technical specialists and trainers are to be given a mandate to exercise their skills. This is also linked to an over-riding lesson from three decades of international capacity building efforts, that training and technical advisory services must be meshed with immediate and sustained application in program implementation and evaluation.

IV. Defining technical resource requirements from the ground up – the essential step

19. An orientation toward “results on the ground” in the fight against HIV/AIDS shifts our focus from “what various TA sources offer” to an analysis of what kinds of technical capacity building are being sought and are needed to enhance HIV/AIDS prevention, care, and support activities in specific African countries. What is required in practice is to identify and quantify the types and amount of technical support on a country by country basis, by comparing technical inputs called for in national strategic plans with the inventory of existing positions, people and technical tools. (e.g. Figure 1). This should be a standard feature of every national strategic planning exercise, with an examination of how available technical resources are and could be better deployed.

Figure 1a. Technical Resource Needs (e.g.)

	Pop.	Materials	Staff			
			Central (a)	Peripheral Mgmt (b)	Periph.tech/su pervis (c)	Service delivery (d)
PROGRAMMING AREA						
Communications						
Community mobilization						
Procurement & logistics						
Clinical services						
Policy/Advocacy training						
Formative/operations research						
Etc.						

Figure 1b. Technical Resources in Place

	Materials	Staff				# Risk or service settings	Training sites/institutions	Partners (etc.)
		A	B	C	d			
PROGRAMMING AREA								
Communications								
Community mobilization								
Procurement & logistics								
Clinical services								
Policy/Advocacy training								
Formative/operations research								
Etc.								

20. While several organizations have conducted surveys of regional AIDS technical resources, no country has done a broad inventory of available individuals, institutions, and materials across a wide range of key technical areas. Countries embracing the International Partnership against HIV/AIDS in Africa may wish to carry out some kinds of gap analyses to define and prioritize their technical support needs. Some of the recently completed AIDS national strategic plans (e.g. Malawi, Senegal, Uganda) provide a strong basis for doing so.

V. Broad Strategic Options for Strengthening Technical Services and Capacities

21. Technical resources for HIV/AIDS in African countries can be augmented in at least three different ways: (a) making better use of existing technical resources; (b) strengthening or upgrading technical resources that are in place; and (c) adding new technical resources at the local, national and regional levels.
22. **Making better use of existing technical resources.** This can be done through:
- Improved deployment of existing resources. Posting and keeping people in posts that fit their knowledge and interests, and placing technical resources where they can be most used, can increase the effectiveness of technical inputs. There is a reservoir of persons with transferable skills in virtually every African country, who are not working in HIV and related services because they cannot find a job. Increasing the funding available for HIV/AIDS programme

implementation, and establishing positions with attractive terms and conditions of work, would create opportunities that bring some of these underutilized resources back into play.

- Increased “flexibility” to access existing resources according to need and availability, with less regard for institutional and project boundaries and funding sources. A database of information on types and locations of technical experts in the region would often enable organizations to identify sources locally or in a neighboring country, instead of having to call for assistance from more remote and expensive sources. When technical specialists are recruited from another African country, however, they may also leave a void behind.
- Improved information sharing, within and across countries. To avoid duplication and improve use of existing talent, information should flow more freely and widely about lessons learned, who is doing what, and about shared challenges that could be tackled together. Networks and databases of experienced people, tested tools, and materials could be identified and made available, within countries and subregions of Africa.
- Increased coordination among the players at the national and regional levels (multilaterals, national government and NGOs, bilateral donors and third country NGOs including universities). Real coordination implies joint, or intentionally complementary, programming and action. It may also involve negotiating jointly resourced regional bases for some forms of technical support

21. Upgrading Existing Technical Resources. This can be done through:

- Training, short-term and long-term, for people already in HIV-related service positions, from the university to the community. Examples of effective AIDS training programs include the work of the Southern Africa Training project (SAT) and the UNDP-sponsored courses on HIV and Development, among others.
- Training trainers. This has an important multiplier effect. Another durable strategy could be to invest in universities and other institutions of advanced learning. They shape cohort after cohort of promising technical leaders, and can offer relatively stable posts for technical experts, once trained.
- International technical advice and mentoring. People with needed skills can be brought in from outside the country to assist national counterparts with service delivery, program design, or monitoring and evaluation. Technical advisors in these roles may or may not be good teachers. Unless a capacity building mandate is explicit and monitored, they may do valuable service while on site but have little lasting impact on technical resources in the African country.

22. Augmenting Technical Resources. In addition to doing more with existing resources through the preceding two strategies, new people will need to be brought into the HIV/AIDS response in virtually all areas, from clinical case management to policy development and advocacy. This is especially obvious in African countries where the high prevalence of HIV is depleting already small cadres of professionals, including doctors and nurses, teachers and counselors, and project managers. AIDS technical resources can be augmented through:

- Pre-service training. Upgrading the teaching of HIV/AIDS related subjects to trainees in health and social welfare programmes in African universities, and creating more training slots for these specialties, will increase the supply of those technical competent to work on HIV/AIDS activities.
- In-service training is needed to teach an updated and sector-adapted curriculum to explain how different sectors are impacted by and can contribute to HIV/AIDS responses in health,

education, and social service, in a range of specialties, from clinical service delivery to operations research, to program administration and monitoring and evaluation.

- Curriculum development, review and updating. There are training programmes and curricula for many of the specialties and levels needed to strengthen African HIV/AIDS responses. These should be gathered, reviewed and updated, both in terms of technical content and approach (e.g. for GIPA and gender messages).
- Recruiting outside specialists for short or long-term assignments in African countries, to deliver AIDS services and manage programmes. While the preferred approach is to train, mentor, and advise national specialists, this is not always feasible, especially when skills are needed urgently in newly emerging areas such as mother-to-child transmission or vaccine development. In those circumstances, a second option is to recruit a technical specialist from another African country, since this would enhance the overall regional pool of skills.

VI. Mechanisms for strengthening AIDS technical support

23. In practice, African countries and their partners will need to use a combination of the three approaches outlined above – better use of existing resources, upgrading of those resources, and augmenting them substantially – if they are to deploy effective technical skills to tackle the problems they face in fighting HIV/AIDS.
24. To do so, African governments and international agencies will have to design and activate a number of practical mechanisms or extend existing programmes. At country level and below, this will include (a) in-country training for national AIDS technical and managerial personnel, (b) mentoring and twinning arrangements between national and international institutions, and (c) financing and filling additional technical posts based in countries. At the regional level, potential mechanisms include (a) multi-country training institutions or networks of training centers, (b) loose affiliations or networks of technical specialists in specific areas such as strategic planning, counseling, home-based care, and mother to child transmission, and (c) technical resource centers that can either deploy directly to countries their own technical advisors or that can identify and broker such technical services on behalf of African governments and NGOs.
25. There are a number of promising initiatives in AIDS technical support to national programmes that could be expanded in the coming years. For example:
 - **AIDS Technical Working Groups:** In many African countries, the national AIDS program, together with a set of international agencies and NGOs, have established a technical working group or several such groups around priority areas such as treatment of sexually-transmitted diseases, AIDS communications, and HIV and young people. These working groups provide an appropriate forum for analyzing and discussing priority technical needs at country level, matching available resources with these needs, and identifying ways to fill gaps. They can be expanded and used more in virtually every African country.
 - **Regional AIDS Training Network:** RATN, originally supported by Canada, brings together more than a dozen AIDS training organizations in Eastern and Southern Africa, assisting them in developing their curricula, improving their teaching, advertising courses widely, and evaluating the effectiveness of their training in areas including AIDS counseling, home based care, and STD treatment. Other such networks could be established.

- **Multi-country networks of technical specialists:** One such example is the World Bank funded network of researchers and policy-makers in West Africa involved in migration and HIV/AIDS. Through a combination of action research, policy analysis, and dissemination of best practice, this network is seeking ways to scale up intervention programmes for truck drivers, migrant farm laborers, and commercial sex workers located along the main migratory routes in West Africa. Other networks are forming around topics such as mother to child transmission, community care, and national strategic planning.
- **Centers of excellence in national universities.** There are world-class centers of excellence in a number of HIV/AIDS related fields in African universities across the continent, from Professor Souleymane M'Boup's department at the Cheik Anta Diop University in Dakar to the Quality of Care program at Makerere University in Kampala, to the expertise in economic impact and multisectoral interventions in Professor Alan Whiteside's department at the University of Natal in Durban. These could be expanded through endowed teaching posts and training grants to serve regional training needs
- **Centers for direct technical assistance to countries.** The Country Support Teams of UNFPA, located in Dakar, Harare, and Addis Ababa, are an example of a team of technical advisors who are deployed to a number of neighboring countries to support national governments' reproductive health and family planning programmes. These teams include specialists in communications, condom programming, gender, and other areas who have integrated HIV/AIDS messages into their advisory services. Another example of direct technical assistance from a regional hub is the USAID-financed Family Health and AIDS Project located in Abidjan and serving a number of West African countries. FHA employs about 30 full-time staff and uses the part-time services of another 50 consultants located in the subregion, to strengthen condom social marketing, STD treatment, AIDS voluntary counseling, and advocacy activities in Cote d'Ivoire, Burkina Faso, Benin, Cameroon, and other countries.
- **African regional institutions.** African governments and bilateral agencies could invest more in regional institutions, which provide some mix of training, policy advice, and assistance to AIDS program service delivery. One example is US support to the Commonwealth Health Secretariat for East and Southern Africa. Another is Ford Foundation and UNAIDS backing for the AIDS Law Center in Johannesburg, to work with national human rights commissions on HIV and discrimination.
- **Globally positioned technical resource centers.** With this mechanism, developed by the UK's DFID in recent years, private firms or consortia are designated as the preferred source of UK-funded technical assistance for HIV/AIDS activities in Africa, Asia, and elsewhere. Most monies, except for some amount of core support for the resource center, are held at country level, and technical advisors make requests for AIDS technical services and purchase those services from the resource center, which must identify, recruit, and manage the work of technical trainers and advisors. These resource centers have a number of strengths, including their global reach in sourcing knowledge and expertise, and their openness to serve multiple international clients, rather than a single development agency.
- **Technical knowledge centers.** Another model is provided by the UNAIDS InterCountry Teams located in Abidjan and Pretoria, which serve as "brokers" or intermediaries for quality AIDS technical information and advisory services. This is done by sponsoring and disseminating lessons from good practice in HIV/AIDS prevention, care, and support; setting

up and supporting networks of regional practitioners in areas such as community mobilization and care, greater involvement of people living with HIV, and commercial sex work and HIV; and maintaining rosters of regional AIDS specialists who can be recommended to country-based UN agencies, bilaterals, and governments who seek technical help. In West Africa, there are plans for the year 2000 to interconnect the ICT in Abidjan with other regional centers for HIV/AIDS information and services, including the German regional AIDS project in Accra, Enda-Sante in Dakar, and the French research center ORSTOM in Cote d'Ivoire.

VII. Next Steps

26. Much is already happening in Africa to increase the quantity, quality, and timeliness of AIDS technical support to countries, NGOs, and communities, while building longer-term national capacity. At country level, national strategic plans, AIDS technical working groups, and donor roundtables to fund these provide mechanisms for discussing and agreeing on ways to do this. Recent meetings of UN and bilateral regional AIDS projects in Lusaka, Abidjan, and Johannesburg have also resulted in decisions to bring multi-country schemes into closer orbits of coordination, through joint funding of certain activities or the establishment of inter-agency task forces on specific topics of common interest such as mother-to-child transmission, STD management, and migration.
27. However, all stakeholders agree that more technical resources can and must be provided to support committed African governments and communities to meet the challenges of HIV/AIDS. A set of country-based and regional capacity building mechanisms must be put in place rapidly to absorb the increased funding that that African governments, the private sector, bilateral agencies, foundations (e.g., Turner, Gates, and others), and United Nations agencies agree to allocate for AIDS technical inputs, training, and institutional capacity development. In this context, the next steps might be:
 - At **country level**, national governments, working with expanded UN theme groups on HIV/AIDS (i.e., including bilaterals and major NGOs), could carry out rapid gap analyses of technical support resources, based on the technical requirements in their national AIDS plans and inventories of existing institutions and personnel in priority programmatic areas. The analyses would identify key interventions and audiences, and define the technical resources, budgets, and management mechanisms required to deliver and monitor those interventions. They would also include plans and costs for capacity building and technical exchange activities needed to make up any shortfall in staff and materials, using some combination of the national and regional mechanisms mentioned above. This country-level work should also develop policies to attract and retain skilled African personnel. Members of the International Partnership against AIDS in Africa should commit themselves to completing such country-level exercises in all African countries that demonstrate political commitment, by the year 2001.
 - At **regional level**, the UN agencies, key bilaterals, and regional technical institutions would complete the development of inventories of existing expertise, building on the earlier work done by SIDA and others. This would be a key step in the creation of a database of technical institutions and individuals, to be used for future planning and to facilitate the deployment of specialists from one country/unit to another as demands arise. Beyond this, there needs to be a deepening of subregional discussions on expanded technical cooperation. The first of these took place in Johannesburg and Abidjan in September, and involved DfID, USAID, the European Union, and UNAIDS Intercountry Team (Southern Africa), and UNFPA, UNICEF,

UNDP, Canada, the African Development Bank, the US, and the UNAIDS Intercountry Team (West Africa). The next stage would be to come up with concrete proposals for subregional technical cooperation, focusing on an appropriate mix of the mechanisms outlined earlier in this paper (e.g., training and thematic technical networks, African regional institutions, AIDS information/technical brokerage units, etc). It is suggested that a proposal for at least one subregion be completed by April 2000 and that similar proposals for the other subregions be finalized before September of next year.

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28. If governments, UNAIDS cosponsors, and the major bilateral agencies support this approach outlined above, it is further suggested that “progress reports” on building stronger AIDS technical resources at country, regional, and international levels should be delivered regularly to the full membership in the International Partnership against AIDS in Africa, and presented to the members at appropriate times for a next year, such as Program Coordination Board meetings and consultations hosted by the UN Secretary General.

**Strengthening HIV/AIDS Technical Support in Africa
A Framework for Discussion and Action**

I. Introduction

1. The demand for better and more wide-ranging technical inputs to national AIDS programmes in Africa is growing rapidly, and poses an enormous challenge to governments, international agencies, and others to respond in a timely and effective way. There are a number of reasons for this upsurge in demand for good quality and timely technical support to national, district, and community-based AIDS activities. More and more African leaders are acknowledging the severity of the HIV the epidemic and the huge toll it is taking on the social and economic fabric of their countries. African governments and communities are therefore beginning to devote more resources to AIDS activities. More African NGOs are taking up the fight against stigma and discrimination and are launching programmes to inform, counsel, and provide services to people to prevent the spread of HIV. In all countries, the numbers of persons needing care and support is growing and becoming more visible.

Technical Capacity: a working definition. Although frequently used, the term “technical capacity” is subject to various interpretations. For clarity, “technical capacity” in this paper refers to a comprehensive and focused set of institutional competencies, management culture and individual skills required to reverse the AIDS epidemic in Africa. It is the sum of competencies needed to meet the challenge of the International Partnership against AIDS in Africa: to provide effective advocacy and political mobilization; support to national AIDS programs; resource mobilization for large scale responses; and the delivery of knowledge-based interventions.

This paper is the result of wide consultation and collaboration with colleagues from major bilaterals and UNAIDS cosponsors. It is intended to stimulate debate and the search for solutions to the challenge of strengthening technical support and capacity building for AIDS programs in African countries. It is expected that the paper will be revised following the meeting on technical resources in Washington. For more on this process, see para. 5-7 below.

1. Demand for more and better technical inputs is also being primed by international organizations that are now increasingly prepared to commit substantial additional resources to the fight against AIDS in Africa. A recent study which showed that only about \$150 million was spent in 1998 in Africa on AIDS prevention programmes has shocked many into the realization that six to eight times more funding is easily required to address HIV/AIDS in the most affected African countries.
2. Recent signals from a number of bilaterals governments and UNAIDS cosponsors indicate that they may be gearing up to expand significantly their overall funding for national AIDS programmes in Africa, including technical support services, starting in the second half of 1999 and continuing next year and beyond:
 - The Clinton administration has asked the US Congress for an extra \$100 million for AIDS, mainly for countries in Africa.
 - The UK's Department for International Development (DFID) is designing a Southern Africa AIDS project and has shown interest in supporting a regional AIDS project of \$25-35 million.
 - The Canadian Prime Minister in his "throne speech" in October specifically mentioned the priority his government attaches to stepping up its assistance to the fight against AIDS.
 - Sweden is planning to open a new office in Harare next year to support a growing number of HIV/AIDS activities in the region.
 - The World Bank launched its Africa AIDS strategy in Lusaka in September, and is now working to develop AIDS components in many of its existing projects and to prepare new AIDS operations in a number of countries.
 - Germany is exploring a possible expansion of its technical support to several countries in East and Southern Africa.
 - UNICEF has pledged itself to substantially reorient its programmes in Africa toward five HIV/AIDS areas (advocacy, mother to child transmission, young people, AIDS orphans, and AIDS in the UN workplace), and is channelling funds and recruiting a number of new staff to do this work.
 - WHO has committed itself to adding several AIDS technical specialists to its staff in AFRO and to expanding its work on access to drugs, AIDS care, and other HIV/AIDS activities.
 - UNFPA has moved to mainstream HIV/AIDS into the work of its national field offices and subregional country support teams.
3. This important increase in political and financial support for national AIDS programmes and the corresponding growth in demand for technical inputs – both of which can be expected to continue over the next few years – provide a major opportunity to bring AIDS technical support programmes for Africa into a more effective common framework to:
 - Support national efforts to mobilize expanded HIV/AIDS interventions
 - Make appropriate expertise and tools more available to government and non-governmental agencies where and when they are needed
 - Build the capacity of national and regional technical specialists and technical agencies, and

- Develop regional, multi-country mechanisms that bring technical support adapted to local settings and disseminate lessons of experience, especially successful actions, from one setting to another.
4. In April 1999, a technical resources task group was formed as an outcome of the London donors' meeting on the broader International Partnership Against AIDS in Africa. The bilaterals and cosponsors charged this group with proposing and facilitating a process to implement strategies for delivering the needed AIDS technical resources in Africa.
 5. This concept paper attempts to bring together many of the suggestions made by members of the group over the past six months, including in Geneva in June and Lusaka in September, and in subregional discussions in Abidjan, Nairobi, and Johannesburg. The paper is intended to stimulate the thinking of the participants at the meeting of bilateral agencies and UNAIDS Cosponsors to take place in Washington 17-18 November 1999, by providing a framework for analysis and a set of options for developing a feasible cost-effective response to technical capacity building under the International Partnership.
 6. It is hoped that following the meeting, a number of members of the technical resources task group, including some persons who were not directly involved in authoring the paper, will participate in the drafting of a revised document that fully reflects the outcomes of the meeting and the consensus views of the participants.

II. What are the current weaknesses and problems with AIDS technical support and capacity building in Africa?

7. It is widely agreed that deficits in technical resources – trained and experienced personnel, tools and materials – must be overcome if African countries are to mount and sustain effective programmes to reduce the transmission of HIV and its impact on development. Beyond deficient supplies, it is also widely held that those resources that exist – trained people, established institutions, tested tools, willing communities, and others -- are not being optimally deployed. Since the International Partnership aims to catalyze increased funding and political support for HIV/AIDS interventions, any deficiencies in the quantity, type, and organization of talent to design and implement HIV/AIDS programmes will become a serious bottleneck to an effective response.
8. Based on discussions in recent months with African NGOs, government officials, UNAIDS cosponsors, and bilateral agencies on the state of technical support to HIV/AIDS programmes in Africa, a number of critical weaknesses have come to light. These reinforce the studies done this year and last by the Commonwealth Health Secretariat for East and Southern Africa, by SIDA in a "Review of Regional Organizations/Networks Working in the Area of HIV/AIDS in Eastern and Southern Africa" (August 1998), and by others. In synthesis, these discussions and studies show that:

The demand for AIDS technical capacity creation and advice is growing.....

9. The range of areas requiring technical support to national and subnational AIDS activities, as well as the total volume, can be expected to grow rapidly in the coming years, as African

countries mobilize political and social forces and move beyond narrower medical approaches to multi-sectoral responses. Such growth and diversification will require program design and management skills in less well developed areas such as HIV and agriculture, education, and the military. Demand will also continue to grow as countries diversify away from narrower centralized public sector approaches to AIDS projects initiated and managed by NGOs, local government, and communities. An examination of the national strategic AIDS plans of countries such as Cote d'Ivoire, Malawi and Tanzania demonstrate such an important shift.

11. Beyond this, the new approach to developing "participatory" national AIDS programmes also demands skills in areas such as advocacy and the media, strategic analysis and planning, and facilitation of a more open dialogue including not only government leaders and officials but also NGOs, people living with AIDS, and other organizations such as religious groups. As scaled up national AIDS programmes become operational, countries will have to engage more strong managers at all levels, from local communities to large federal governments. Large numbers of Africans will need to be trained, including teachers, nurse midwives, farm extension workers, welfare agents, counsellors, and many others. To date, capacity building efforts in HIV/AIDS have been limited and driven mainly by projects, rather than by systematic attempts to create and sustain national and subnational institutions to plan and manage national AIDS programmes.

.....While the supply of such technical support and training remains inadequate....

12. African countries and communities are not currently receiving prompt, high quality technical support on many HIV/AIDS issues. This is true in virtually every domain, but is especially serious in the new emerging programmatic areas such as confidentiality and voluntary counselling and testing, life skills education, economic and sector impact assessments, design of AIDS components in education and infrastructure projects, orphan care, and mother-to-child transmission.
13. HIV/AIDS expertise tends to be concentrated in capital cities, whereas demands for HIV/AIDS services and tools are widely distributed geographically within countries. It is critical that technical resource strengthening activities reach out to the smaller towns and rural areas.
14. Many pre-service and in-service training programs give insufficient attention to HIV/AIDS issues, and training programs rarely include mechanisms and funds to ensure that trainees apply their new skills appropriately and over a reasonable period of time. This reduces the yield of existing capacity building efforts.

.....and some of the prevailing policies on technical support are ineffective in tapping and building up local capacity.

15. At times, when programme officials identify a technical area for which help is required, the response can be slow and the choice of technical advice limited because officials must turn to a specific source of funding and "its" roster of technical inputs. In most cases, there is no broad national or regional repository of AIDS technical information for countries to draw upon, which could act as a reference center or clearinghouse for information and skilled individuals. We are still far from a "one stop shopping" approach that could save programme managers' time and improve the quality of technical support to African countries, NGOs, and community groups. In one West African country visited recently by UNAIDS, senior

government officials repeatedly expressed their frustration at their difficulties in accessing good technical support to design AIDS activities for the armed forces, agriculture sector, and the primary education system. The reasons were those mentioned above – difficulties finding qualified persons, procurement tied to specific sources of technical input, and slow administrative procedures.

17. While there are some good examples of international agencies hiring national technical specialists and investing in regional training institutions (for example, the Regional AIDS Training Network for Eastern and Southern Africa), many of the ongoing programmes sponsored by UN agencies and bilateral governments do not give adequate emphasis to components to build national capacity through mentoring, training, and institutional development support. Too frequently, there is a short-term focus on “getting the expert” into place, rather than using and developing the skills of national staff and consultants. Unwillingness of some funding agencies to cover operating costs of government institutions also makes it difficult for African AIDS programs in the public sector to attract and retain the best national talent.

III. Principles underlying the choice of strategies and mechanisms to strengthen AIDS technical support in Africa

18. In weighing options that best address these problems and take advantage of the emerging opportunities for stronger technical support on AIDS in Africa, it is proposed that several guiding principles should be followed, to ensure that:
 - African leadership guides the design and implementation of national and regional technical resource strengthening plans for AIDS
 - Actions are directed toward and are assessed in terms of increased impact on the HIV/AIDS epidemic at country and subnational level
 - Strengthening the capacities of established African institutions is both a goal and a mechanism of the TRS plan, and is reflected in a preference for using African expertise for training and institution building
 - Technical capacities and coordination are strengthened in all relevant disciplines and sectors, not just health
 - Commitment to gender balance, participation of PLHA, and other representational and ethical issues is reflected in policies and practice
 - Technical capacity is developed at several levels and in several forms, from enhanced technical grounding of grass roots volunteer efforts to strengthened district and national capacity to define priorities, allocate resources, and build knowledge
 - External resources to enhance technical support are invested where there is evidence of national, local and community commitment
 - Responsiveness to in-country demand is balanced with pro-active mechanisms to promote international lessons learned/good practice
 - Enhanced technical capacity building is meshed with implementation resources and opportunities over a 5-10 year horizon, to make an impact at the national and local levels
 - Regional activities reinforce national and subnational efforts and are evaluated in such a framework.

- Investments in inter-agency coordination at national and regional levels must meet a benefit-cost test, i.e., the benefits of such coordination must exceed the costs, including the opportunity costs of such spending.
19. Activities to increase technical resources for AIDS programmes must be developed hand-in-glove with increased funding to implement HIV/AIDS policies and programmes, which are in turn driven by national and community initiatives and demands. Consumer demand is critical, if technical specialists and trainers are to be given a mandate to exercise their skills. This is also linked to an over-riding lesson from three decades of international capacity building efforts, that training and technical advisory services must be meshed with immediate and sustained application in program implementation and evaluation.

IV. Defining technical resource requirements from the ground up – the essential step

20. An orientation toward “results on the ground” in the fight against HIV/AIDS shifts our focus from “what various TA sources offer” to an analysis of what kinds of technical capacity building are being sought and are needed to enhance HIV/AIDS prevention, care, and support activities in specific African countries. What is required in practice is to identify and quantify the types and amount of technical support on a country by country basis, by comparing technical inputs called for in national strategic plans with the inventory of existing positions, people and technical tools. (e.g. Figure 1). This should be a standard feature of every national strategic planning exercise, with an examination of how available technical resources are and could be better deployed.

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-
- Figure 1a. Technical Resource Needs (e.g.)

21. While several organizations have conducted surveys of regional AIDS technical resources, no country has done a broad inventory of available individuals, institutions, and materials across a wide range of key technical areas. Countries embracing the International Partnership against HIV/AIDS in Africa may wish to carry out some kinds of gap analyses to define and prioritize their technical support needs. Some of the recently completed AIDS national strategic plans (e.g. Malawi, Senegal, Uganda) provide a strong basis for doing so.

Broad Strategic Options for Strengthening Technical Services and Capacities

22. Technical resources for HIV/AIDS in African countries can be augmented in at least three different ways: (a) making better use of existing technical resources; (b) strengthening or upgrading technical resources that are in place; and (c) adding new technical resources at the local, national and regional levels.

23. **Making better use of existing technical resources.** This can be done through:

- Improved deployment of existing resources. Posting and keeping people in posts that fit their knowledge and interests, and placing technical resources where they can be most used, can increase the effectiveness of technical inputs. There is a reservoir of persons with transferable skills in virtually every African country, who are not working in HIV and related services because they cannot find a job. Increasing the funding available for HIV/AIDS programme implementation, and establishing positions with attractive terms and conditions of work, would create opportunities that bring some of these underutilized resources back into play.
- Increased “flexibility” to access existing resources according to need and availability, with less regard for institutional and project boundaries and funding sources. A database of information on types and locations of technical experts in the region would often enable organizations to identify sources locally or in a neighboring country, instead of having to call for assistance from more remote and expensive sources. When technical specialists are recruited from another African country, however, they may also leave a void behind.
- Improved information sharing, within and across countries. To avoid duplication and improve use of existing talent, information should flow more freely and widely about lessons learned, who is doing what, and about shared challenges that could be tackled together. Networks and databases of experienced people, tested tools, and materials could be identified and made available, within countries and subregions of Africa.
- Increased coordination among the players at the national and regional levels (multilaterals, national government and NGOs, bilateral donors and third country NGOs including universities). Real coordination implies joint, or intentionally complementary, programming and action. It may also involve negotiating jointly resourced regional bases for some forms of technical support

21. **Upgrading Existing Technical Resources.** This can be done through:

- Training, short-term and long-term, for people already in HIV-related service positions, from the university to the community. Examples of effective AIDS training programs include the work of the Southern Africa Training project (SAT) and the UNDP-sponsored courses on

HIV and Development, among others.

- Training trainers. This has an important multiplier effect. Another durable strategy could be to invest in universities and other institutions of advanced learning. They shape cohort after cohort of promising technical leaders, and can offer relatively stable posts for technical experts, once trained.
- International technical advice and mentoring. People with needed skills can be brought in from outside the country to assist national counterparts with service delivery, program design, or monitoring and evaluation. Technical advisors in these roles may or may not be good teachers. Unless a capacity building mandate is explicit and monitored, they may do valuable service while on site but have little lasting impact on technical resources in the African country.

22. Augmenting Technical Resources. In addition to doing more with existing resources through the preceding two strategies, new people will need to be brought into the HIV/AIDS response in virtually all areas, from clinical case management to policy development and advocacy. This is especially obvious in African countries where the high prevalence of HIV is depleting already small cadres of professionals, including doctors and nurses, teachers and counselors, and project managers. AIDS technical resources can be augmented through:

- Pre-service training. Upgrading the teaching of HIV/AIDS related subjects to trainees in health and social welfare programmes in African universities, and creating more training slots for these specialties, will increase the supply of those technical competent to work on HIV/AIDS activities.
- In-service training is needed to teach an updated and sector-adapted curriculum to explain how different sectors are impacted by and can contribute to HIV/AIDS responses in health, education, and social service, in a range of specialties, from clinical service delivery to operations research, to program administration and monitoring and evaluation.
- Curriculum development, review and updating. There are training programmes and curricula for many of the specialties and levels needed to strengthen African HIV/AIDS responses. These should be gathered, reviewed and updated, both in terms of technical content and approach (e.g. for GIPA and gender messages).
- Recruiting outside specialists for short or long-term assignments in African countries, to deliver AIDS services and manage programmes. While the preferred approach is to train, mentor, and advise national specialists, this is not always feasible, especially when skills are needed urgently in newly emerging areas such as mother-to-child transmission or vaccine development. In those circumstances, a second option is to recruit a technical specialist from another African country, since this would enhance the overall regional pool of skills.

Mechanisms for strengthening AIDS technical support

- 23.** In practice, African countries and their partners will need to use a combination of the three approaches outlined above – better use of existing resources, upgrading of those resources, and augmenting them substantially – if they are to deploy effective technical skills to tackle the problems they face in fighting HIV/AIDS.
- 24.** To do so, African governments and international agencies will have to design and activate a number of practical mechanisms or extend existing programmes. At country level and

below, this will include (a) in-country training for national AIDS technical and managerial personnel, (b) mentoring and twinning arrangements between national and international institutions, and (c) financing and filling additional technical posts based in countries. At the regional level, potential mechanisms include (a) multi-country training institutions or networks of training centers, (b) loose affiliations or networks of technical specialists in specific areas such as strategic planning, counseling, home-based care, and mother to child transmission, and (c) technical resource centers that can either deploy directly to countries their own technical advisors or that can identify and broker such technical services on behalf of African governments and NGOs.

26. There are a number of promising initiatives in AIDS technical support to national programmes that could be expanded in the coming years. For example:

- **AIDS Technical Working Groups:** In many African countries, the national AIDS program, together with a set of international agencies and NGOs, have established a technical working group or several such groups around priority areas such as treatment of sexually-transmitted diseases, AIDS communications, and HIV and young people. These working groups provide an appropriate forum for analyzing and discussing priority technical needs at country level, matching available resources with these needs, and identifying ways to fill gaps. They can be expanded and used more in virtually every African country.
- **Regional AIDS Training Network:** RATN, originally supported by Canada, brings together more than a dozen AIDS training organizations in Eastern and Southern Africa, assisting them in developing their curricula, improving their teaching, advertising courses widely, and evaluating the effectiveness of their training in areas including AIDS counseling, home based care, and STD treatment. Other such networks could be established.
- **Multi-country networks of technical specialists:** One such example is the World Bank funded network of researchers and policy-makers in West Africa involved in migration and HIV/AIDS. Through a combination of action research, policy analysis, and dissemination of best practice, this network is seeking ways to scale up intervention programmes for truck drivers, migrant farm laborers, and commercial sex workers located along the main migratory routes in West Africa. Other networks are forming around topics such as mother to child transmission, community care, and national strategic planning.
- **Centers of excellence in national universities.** There are world-class centers of excellence in a number of HIV/AIDS related fields in African universities across the continent, from Professor Souleymane M'Boup's department at the Cheik Anta Diop University in Dakar to the Quality of Care program at Makerere University in Kampala, to the expertise in economic impact and multisectoral interventions in Professor Alan Whiteside's department at the University of Natal in Durban. These could be expanded through endowed teaching posts and training grants to serve regional training needs
- **Centers for direct technical assistance to countries.** The Country Support Teams of UNFPA, located in Dakar, Harare, and Addis Ababa, are an example of a team of technical advisors who are deployed to a number of neighboring countries to support national governments' reproductive health and family planning programmes. These teams include specialists in communications, condom programming, gender, and other areas who have integrated

HIV/AIDS messages into their advisory services. Another example of direct technical assistance from a regional hub is the USAID-financed Family Health and AIDS Project located in Abidjan and serving a number of West African countries. FHA employs about 30 full-time staff and uses the part-time services of another 50 consultants located in the subregion, to strengthen condom social marketing, STD treatment, AIDS voluntary counseling, and advocacy activities in Cote d'Ivoire, Burkina Faso, Benin, Cameroon, and other countries.

- **African regional institutions.** African governments and bilateral agencies could invest more in regional institutions, which provide some mix of training, policy advice, and assistance to AIDS program service delivery. One example is US support to the Commonwealth Health Secretariat for East and Southern Africa. Another is Ford Foundation and UNAIDS backing for the AIDS Law Center in Johannesburg, to work with national human rights commissions on HIV and discrimination.
- **Globally positioned technical resource centers.** With this mechanism, developed by the UK's DFID in recent years, private firms or consortia are designated as the preferred source of UK-funded technical assistance for HIV/AIDS activities in Africa, Asia, and elsewhere. Most monies, except for some amount of core support for the resource center, are held at country level, and technical advisors make requests for AIDS technical services and purchase those services from the resource center, which must identify, recruit, and manage the work of technical trainers and advisors. These resource centers have a number of strengths, including their global reach in sourcing knowledge and expertise, and their openness to serve multiple international clients, rather than a single development agency.
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T- 11/17/99
Meeting, DC

THE WHITE HOUSE

WASHINGTON

November 5, 1999

Debrework Zewdie
HIV/AIDS Coordinator
The World Bank Group
1818 H Street, NW
Washington, DC 20433

Dear Dr. Zewdie:

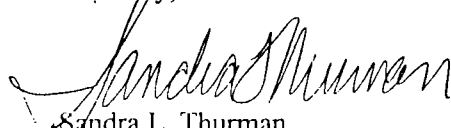
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Sincerely,



Sandra L. Thurman
Director
Office of National AIDS Policy

cc: Chris Lovelace

THE WHITE HOUSE

WASHINGTON

November 5, 1999

David Alnwick
Chief, Health Section
UNICEF
3 UN Plaza (TA24A)
New York, NY 10017

Dear Dr. Alnwick:

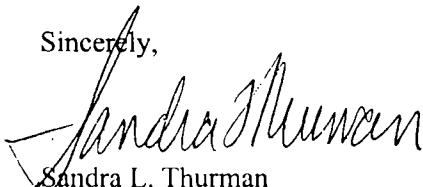
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Sincerely,



Sandra L. Thurman
Director
Office of National AIDS Policy

cc: Eric Mercier

THE WHITE HOUSE

WASHINGTON

November 5, 1999

Ebrahim Samba
Regional Director
World Health Organization
Regional Office for Africa (AFRO)
Parirenyatwa Hospital, P. O. Box BE 773
Harare, Zimbabwe

Dear Dr. Samba:

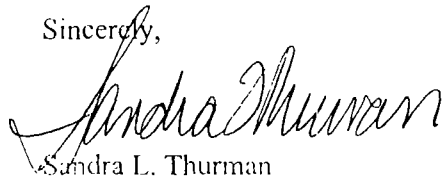
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Sincerely,



Sandra L. Thurman
Director
Office of National AIDS Policy

cc: Peter Fasan
Eric Van Praag

THE WHITE HOUSE

WASHINGTON

November 5, 1999

Virginia Ofusu-Amaah
Director, Africa Division
UNFPA
220 East 42nd Street
New York, NY 10017

Dear Ms. Ofusu-Amaah:

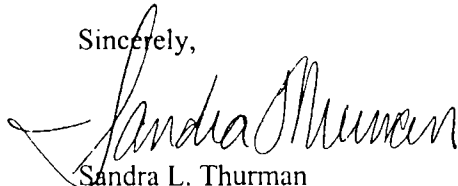
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Sandra L. Thurman
Director
Office of National AIDS Policy

cc: Nicholas Dodd

THE WHITE HOUSE

WASHINGTON

November 5, 1999

Marie-Paule Roudil
Chief, AIDS Focal Point
UNESCO
1 Rue Niollis
Paris, France

Dear Dr. Roudil:

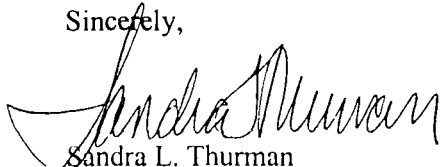
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Sandra L. Thurman
Director
Office of National AIDS Policy

THE WHITE HOUSE

WASHINGTON

November 5, 1999

Dr. Nono Simelela
National Director
HIV/AIDS and STDs
Private Bag X828
Pretoria 0001
Afrique du Sud

Dear Simelela:

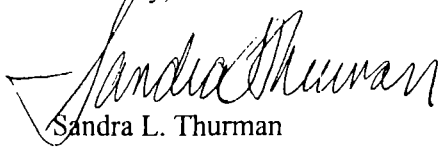
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Sandra L. Thurman
Director
Office of National AIDS Policy

THE WHITE HOUSE

WASHINGTON

November 5, 1999

Dr. R. O. Swai
Program Manager
National AIDS Control Program
Lithuli Road
P.O. Box 11857
Dar-es-Salaam
Tanzania

Dear Dr. Swai:

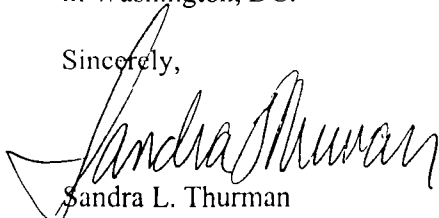
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Sandra L. Thurman
Director
Office of National AIDS Policy

THE WHITE HOUSE

WASHINGTON

November 5, 1999

Dr. Ibrahim N'Doye
Coodonnateur
PNLS
BP 3435
Dakar RP
Senegal

Dear Dr. N'Doye:

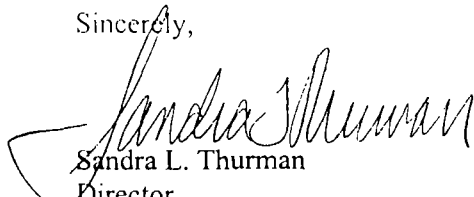
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Sandra L. Thurman
Director
Office of National AIDS Policy

THE WHITE HOUSE

WASHINGTON

November 5, 1999

Dr. Paul Delay
Chief, HIV-AIDS Division, Global Bureau
USAID
G/PHN/HN
Washington, DC 20523

Dear Dr. Delay:

I am pleased to be able to write to you today on behalf of the United States Government, which has been asked by Dr. Peter Piot, the Executive Director of UNAIDS, to co-convene with him a meeting of the "contact group" of the OECD countries for the International Partnership Against AIDS in Africa. Dr. Piot has written you separately describing the context for and the specific objectives for the meeting. The major focus of the discussions will be on how we, as interested governments outside of Africa, can strengthen and harmonize our policy, program and technical collaboration efforts in support of the leadership of African governments in addressing the epidemic.

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Sandra L. Thurman
Director
Office of National AIDS Policy

THE WHITE HOUSE
WASHINGTON

November 5, 1999

Ms. Vivian Derryck
Assistant Administrator for Africa
USAID
1300 Pennsylvania Avenue, NW
RRB Room 4.08
Washington, DC 20521

Dear Ms. Derryck:

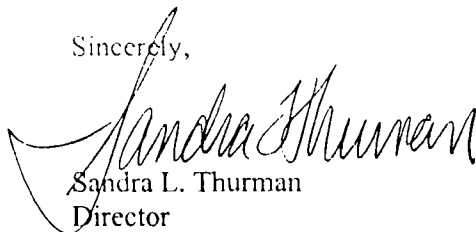
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Sandra L. Thurman
Director
Office of National AIDS Policy

THE WHITE HOUSE

WASHINGTON

November 5, 1999

Ms. Carin Norberg
Assistant Director-General
Department for Democracy and Social Development
SIDA
10525 Stockholm
Sweden

Dear Ms. Norberg:

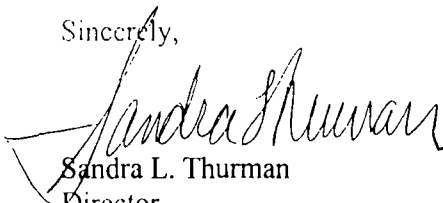
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Director
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THE WHITE HOUSE

WASHINGTON

November 5, 1999

Mr. Lars Ekengren
Assistant Director General
Department for Africa
SIDA
10525 Stockholm
Sweden

Dear Mr. Ekengren:

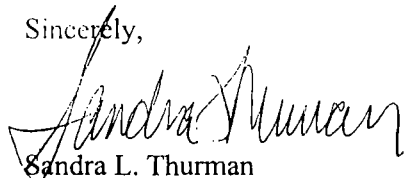
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Director
Office of National AIDS Policy

THE WHITE HOUSE

WASHINGTON

November 5, 1999

Dr. Peter Bootsma
Counselor for Health
Royal Netherlands Embassy
4200 Linnean Ave, NW
Washington, DC 20008

Dear Dr. Bootsma:

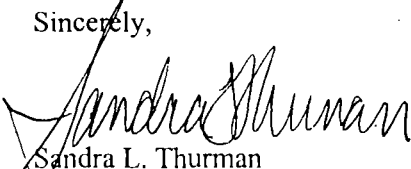
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Director
Office of National AIDS Policy

THE WHITE HOUSE

WASHINGTON

November 5, 1999

Mr. Thomas Klück
Policy Officer
UN Funds and Economic Affairs
United Nations Department
Ministry of Foreign Affairs
PB 20061
2500 EB Den Haag
The Netherlands

Dear Mr. Klück:

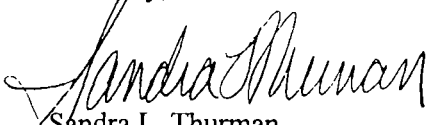
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Sandra L. Thurman
Director

Office of National AIDS Policy

THE WHITE HOUSE

WASHINGTON

November 5, 1999

Mr. Hans Moerkerk
AIDS Coordinator
Ministry of Foreign Affairs
PB 20061
2500 EB Den Haag
The Netherlands

Dear Mr. Moerkerk:

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Sandra L. Thurman
Director

Office of National AIDS Policy

THE WHITE HOUSE

WASHINGTON

November 5, 1999

Mr. A. P. Hamburger
Director
Department for Africa (DAF)
Ministry of Foreign Affairs
PB 20061
2500 EB Den Haag
The Netherlands

Dear Mr. Hamburger:

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Sandra L. Thurman
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THE WHITE HOUSE

WASHINGTON

November 5, 1999

Ms. Janine Hutt
Senior Program Manager
Multilateral Programs Branch
CIDA
200 Promenade du Portage
Hull, Quebec
Canada K1A 0G4

Dear Ms. Hutt:

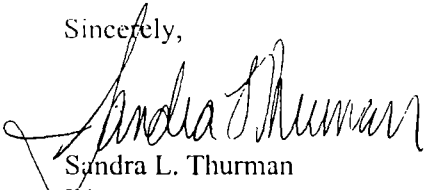
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I hope your busy schedule will allow you to be able to participate and look forward to seeing you in Washington, DC.

Sincerely,



Sandra L. Thurman
Director
Office of National AIDS Policy

THE WHITE HOUSE

WASHINGTON

November 5, 1999

Mrs. Rosaline Murray
Director-General, Pan Africa Program
Africa Branch, 10th Floor
CIDA
200 Promenade du Portage
Hull, Quebec
Canada K1A 0G4

Dear Mrs. Murray:

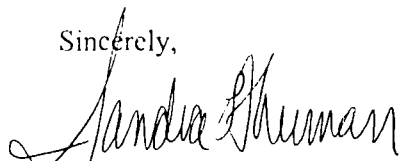
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Sandra L. Thurman
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Office of National AIDS Policy

THE WHITE HOUSE

WASHINGTON

November 5, 1999

Mrs. Barbara Kelly
Director, Africa
Department for International Development
94 Victoria Street
London SW1E 5JL

Dear Mrs. Kelly:

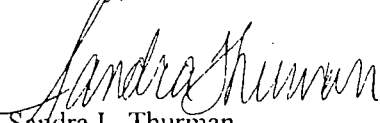
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Sandra L. Thurman

Director

Office of National AIDS Policy

THE WHITE HOUSE
WASHINGTON

November 5, 1999

Ms. Emma Spicer
Head, Multilateral Program Section
Department for International Development
94 Victoria Street
London SW1E 5JL

Dear Ms. Spicer:

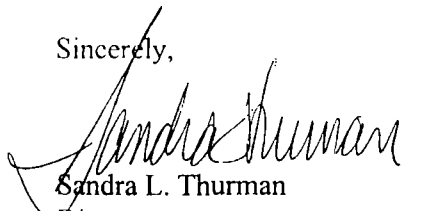
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Sandra L. Thurman
Director
Office of National AIDS Policy

THE WHITE HOUSE

WASHINGTON

November 5, 1999

Dr. Julian Lob-Levyt
Chief Health and Population Adviser
Department for International Development
94 Victoria Street
London SW1E 5JL

Dear Dr. Lob-Levyt:

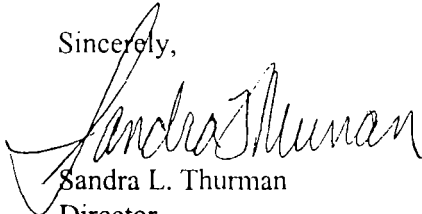
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Director

Office of National AIDS Policy

THE WHITE HOUSE
WASHINGTON

November 5, 1999

Dr. Marcia Martin
Special Assistant to the Secretary
U.S. Department of Health and Human Services
200 Independence Avenue, SW
Room 605 F
Washington, DC 20201

Dear Dr. Martin:

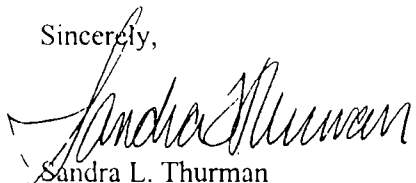
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Director
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THE WHITE HOUSE

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November 5, 1999

Ms. Sumru Noyan
Chief, External Relations
United Nations International Drug Control Programme
Vienna International Centre
P. O. Box 500, A-1400
Vienna, Austria

Dear Ms. Noyan:

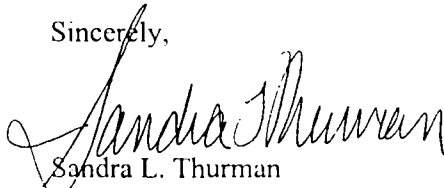
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Sandra L. Thurman
Director
Office of National AIDS Policy

THE WHITE HOUSE

WASHINGTON

November 5, 1999

Ms. Mina Mauerstein-Bail
Manager, HIV and Development Programme (HDP)
UNDP
304 East 45th Street, Office 988
New York, NY 10017

Dear Ms. Mauerstein-Bail:

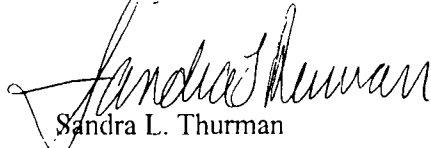
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Office of National AIDS Policy

THE WHITE HOUSE

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November 5, 1999

Berhe Costantinos
Senior Policy Adviser UNDP Africa
DC1, Suite 2436
1 UN Plaza
New York, NY 10017

Dear Dr. Costantinos:

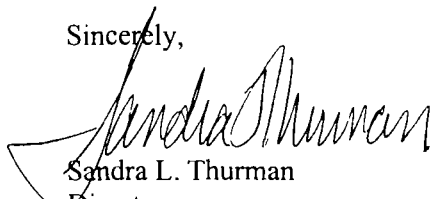
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