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**OA/ID Number:** 19423

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**Folder Title:**

United Nations (UN) Strategic Planning Meeting [1]

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**Row:**

**66**

**Section:**

**7**

**Shelf:**

**7**

**Position:**

**1**

THE WHITE HOUSE

WASHINGTON

MEMORANDUM TO DR. PETER PIOT, EXECUTIVE DIRECTOR, UNAIDS

FROM: Patricia S. Fleming, Chief   
U.S. Delegation to the PCB

SUBJECT: Draft UNAIDS Strategic Plan 1996-2000

DATE: September 14, 1995

The following is a summary of comments and recommendations from the US delegation to the PCB on the draft UNAIDS Strategic Plan.

Congratulations to you and your staff for developing this innovative and thoughtful document to describe UNAIDS' response to the HIV/AIDS epidemic. We recognize the tremendous amount of effort that has already been expended to design a program of this magnitude, and we feel extremely encouraged by what we have noted in the document thus far.

Below you will find several recommendations that we feel would strengthen and improve the overall document. We have also listed several specific sections where we have questions or concerns about key issues. We hope that you will find all of our comments useful as you finalize the strategic directions for the next five years.

I. GENERAL REMARKS

1. FORMAT/STRUCTURE

**Discussion:** The format of the document is innovative, but it does not allow for a clear description of the program. The flow of the text is interrupted by elements that distract attention from the key points without enhancing the program description.

**Recommendation:** Consider eliminating the boxed questions and sidebars, and the matrix on page 6. A more logically structured outline and categorization would facilitate a clearer understanding of the UNAIDS' program and objectives.

## Suggested structure

- I. Preamble: HIV from 1981 to the Present and Projections to the Future  
(Briefly describe the epidemic in a historical context)
- II. Introduction: UNAIDS at the UN's 50th Anniversary  
(The unique role of UNAIDS and the need for an expanded response from the UN system)
- III. UNAIDS as a New Response to the Epidemic  
(An elaboration of the Guiding Principles)
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(The roles of the PCB, CCO members, Theme Groups and individual cosponsoring organizations)
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## 2. CONTENT

**Discussion:** The description of the epidemic and its causes and global consequences is eloquent. However, the background sections are too long and detailed. They need a context and a clear linkage to the program.

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**Recommendation:** Develop more specific actions that clearly demonstrate how UNAIDS plans to accomplish its policy and strategy objectives. Describe how concepts like vulnerability will be put into practice given resource and organizational constraints.

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**Recommendation:** Explain how UNAIDS fits into the UN System and describe the roles of the co-sponsoring organizations. The document should embrace all UN system organizations. Highlight the UNAIDS components, the role of the Theme Groups, CCO, PCB, etc. Explain the role of GPA as the precursor to UNAIDS. This would be part of Section IV in the outline on page 1 of this memo.

### **3. TARGET AUDIENCE**

**Discussion:** This document could be useful in attracting donors, generating interest from non-member countries, and recruiting private sector entities in the worldwide effort to reduce HIV transmission, improve access to care, etc.

**Recommendation:** The final document should appeal to the various interests of the co-sponsoring organizations and their partners. It should contain a section asking that both member and non-member countries participate and provide support. This could be in Section VI of the outline on page 1 of this memo.

## **II. SPECIFIC ISSUES**

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**Discussion:** The inclusion of STD activities under global goals is confusing since STDs are not mentioned under UNAIDS goals. They re-emerge as a sub-strategy objective. There is also a question as to who will have responsibility for STD activities.

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**Discussion:** These concepts are critical to the new approach of the UNAIDS program.

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**Discussion:** This section of the document contains the most specific action steps for UNAIDS. For that reason, it should be developed in greater detail.

**Recommendation:** Describe more extensively and provide more information on these targets and the means for reaching them. Cite exactly what UNAIDS wants to accomplish in each of these areas. Describe the indicators by which progress will be evaluated.

U.S. Delegation members contributing to this response

Duff Gillespie, US Agency for International Development  
Michael Feldstein, US Agency for International Development  
Jacob Gayle, US Agency for International Development  
Neil Boyer, US Department of State  
Helene Gayle, Centers for Disease Control and Prevention,  
U. S. Department of Health and Human Services  
LaHoma Romocki, U.S. Office of National AIDS Policy

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Neil Boyer, US Department of State  
Helene Gayle, Centers for Disease Control and Prevention,  
U. S. Department of Health and Human Services  
LaHoma Romocki, U.S. Office of National AIDS Policy

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\*\*\*\*\* -COMM. JOURNAL- \*\*\*\*\* DATE SEP-22-1995 \*\*\*\*\* TIME 11:38 \*\*\*\*\* P.1

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END=SEP-22 11:38

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9-011-41-22-791-4179 or  
4880  
Ms. Purnima Mane

-WHITE HOUSE AIDS POLICY -

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2026321096- \*\*\*\*\*

**OFFICE OF NATIONAL AIDS POLICY  
EXECUTIVE OFFICE OF THE PRESIDENT**

750 17th Street, N.W.  
Washington, DC 20503

Phone: 202-632-1090  
Fax: 202-632-1096

**FACSIMILE COVER SHEET**

**TO:** Dr. Peter Piot, Attn: Ms. Purnima Mane

**FAX NUMBER:** 011-41-22-791-4179

**FROM:** Patsy Fleming

**DATE:** 9-22-95

**PAGES INCLUDING COVER SHEET:** 6

**COMMENTS:** A hard copy is in today's  
mail.

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Fax: 202-632-1096

**FACSIMILE COVER SHEET**

**TO:** Ken Bernard

**FAX NUMBER:** 9-011-41-22-749-4717

**FROM:** Patsy Fleming

**DATE:** 9-22-95

**PAGES INCLUDING COVER SHEET:** 6

**COMMENTS:**

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MODE = XMT

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RESOLUTION = STANDARD

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Fax: 202-632-1096

**FACSIMILE COVER SHEET**

**TO:** Margaret Pollock

**FAX NUMBER:** <sup>202</sup>647-4628

**FROM:** Patsy Fleming

**DATE:** 9-21-95

**PAGES INCLUDING COVER SHEET:** 6

**COMMENTS:**

\*\*\*\*\* -COMM. JOURNAL- \*\*\*\*\* DATE SEP-21-1995 \*\*\*\*\* TIME 13:58 \*\*\*\*\* P.1

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Fax: 202-632-1096

**FACSIMILE COVER SHEET**

**TO:** Neil Boyer

**FAX NUMBER:** 202-647-~~1000~~ 8902

**FROM:** Betsy Fleming

**DATE:** 9-21-95

**PAGES INCLUDING COVER SHEET:** 6

**COMMENTS:**

\*\*\*\*\* -COMM. JOURNAL- \*\*\*\*\* DATE SEP-21-1995 \*\*\*\*\* TIME 14:13 \*\*\*\* P.1

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EXECUTIVE OFFICE OF THE PRESIDENT**

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Washington, DC 20503

Phone: 202-632-1090  
Fax: 202-632-1096

**FACSIMILE COVER SHEET**

**TO:** Dr. H. Jayle

**FAX NUMBER:** 404-639-8600

**FROM:** Patsy Fleming

**DATE:** 9-21-95

**PAGES INCLUDING COVER SHEET:** 6

**COMMENTS:**

\*\*\*\*\* -COMM. JOURNAL- \*\*\*\*\* DATE SEP-21-1995 \*\*\*\*\* TIME 14:04 \*\*\*\*\* P.1

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750 17th Street, N.W.  
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Phone: 202-632-1090  
Fax: 202-632-1096

**FACSIMILE COVER SHEET**

**TO:** Michael Feldstein

**FAX NUMBER:** ~~202-632-1096~~ 647-1770

**FROM:** Patsy Fleming

**DATE:** 9-21-95

**PAGES INCLUDING COVER SHEET:** 6

**COMMENTS:**

\*\*\*\*\* -COMM. JOURNAL- \*\*\*\*\* DATE SEP-21-1995 \*\*\*\*\* TIME 13:52 \*\*\*\*\* P.1

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Washington, DC 20503

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**FACSIMILE COVER SHEET**

**TO:** Jacob Jayle

**FAX NUMBER:** 703-875-4686

**FROM:** Patsy Fleming

**DATE:** 9-21-95

**PAGES INCLUDING COVER SHEET:** 6

**COMMENTS:**

\*\*\*\*\* -COMM. JOURNAL- \*\*\*\*\* DATE SEP-21-1995 \*\*\*\*\* TIME 14:18 \*\*\*\*\* P.1

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**FACSIMILE COVER SHEET**

**TO:** Victor Barnes

**FAX NUMBER:** 703-875-4686

**FROM:** Patsy Fleming

**DATE:** 9-21-95

**PAGES INCLUDING COVER SHEET:** 6

**COMMENTS:**

\*\*\*\*\* -COMM. JOURNAL- \*\*\*\*\* DATE SEP-21-1995 \*\*\*\*\* TIME 14:33 \*\*\*\*\* P.1

MODE=TRANSMISSION

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| 01  | OK  |           | 917038754686                   | 06/06 |         |              |

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**TO:** Duff Gillespie

**FAX NUMBER:** 703-875-4693

**FROM:** Patsy Fleming

**DATE:** 9-21-95

**PAGES INCLUDING COVER SHEET:** 6

**COMMENTS:**

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END=SEP-21 14:38

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| 01  | OK  |           | 917038754693                   | 06/06 |         |              |

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**Recommendation:** Describe more extensively and provide more information on these targets and the means for reaching them. Cite exactly what UNAIDS wants to accomplish in each of these areas. Describe the indicators by which progress will be evaluated.

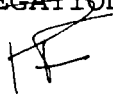
U.S. Delegation members contributing to this response

Duff Gillespie, US Agency for International Development  
Michael Feldstein, US Agency for International Development  
Jacob Gayle, US Agency for International Development  
Neil Boyer, US Department of State  
Helene Gayle, Centers for Disease Control and Prevention,  
U. S. Department of Health and Human Services  
LaHoma Romocki, U.S. Office of National AIDS Policy

c:\USDEL3

THE WHITE HOUSE  
WASHINGTON

MEMORANDUM FOR U.S. DELEGATION TO THE PCB

FROM: Patsy Fleming 

Subject: Draft of U.S. Delegation's response to the UNAIDS  
Strategic Plan

Date: September 14, 1995

Attached please find a summary of our discussions last Wednesday and our recommendations for revisions to the UNAIDS Strategic plan.

Please review them and send your comments back to me by Tuesday, September 19th. We will make the necessary changes and forward them to Peter Piot.

Thank you for your cooperation and attention to this matter.

THE WHITE HOUSE

WASHINGTON

MEMORANDUM TO DR. PETER PIOT, EXECUTIVE DIRECTOR, UNAIDS

FROM: Patricia S. Fleming, Chief  
U.S. Delegation to the PCB

SUBJECT: Draft UNAIDS Strategic Plan 1996-2000

DATE: September 14, 1995

The following is a summary of comments and recommendations from the US delegation to the PCB on the draft UNAIDS Strategic Plan.

Congratulations to you and your staff for developing this innovative and thoughtful document to describe UNAIDS' response to the HIV/AIDS epidemic. We recognize the tremendous amount of effort that has already been expended to design a program of this magnitude, and we feel extremely encouraged by what we have noted in the document thus far.

Below you will find several recommendations that we feel would strengthen and improve the overall document. We also referred to specific sections to indicate questions or concerns about key issues. We hope that you will find all of our comments useful as you finalize the strategic directions for the next five years.

I. GENERAL REMARKS

1. **FORMAT/STRUCTURE**

Discussion: The design of the document is interesting, though somewhat unusual. It is confusing and difficult to follow. The flow of the text is interrupted by pieces that appear random, e.g. the gray boxes and rhetorical questions.

**Recommendation:** Remove the boxed questions and the confusing matrix on page 6. An outline and numbering system should be used throughout the document.

## **Suggested structure**

- I. Preamble:** HIV from 1981 to the Present and Projections to the Future  
(Briefly describe the epidemic in a historical context)
- II. Introduction:** UNAIDS at the UN's 50th Anniversary  
(The unique role of UNAIDS and the need for an expanded response from the UN system)
- III.** UNAIDS as a Humanitarian Response to the Epidemic  
(An elaboration of the guiding principles)
- IV.** UNAIDS Structure and Functions  
(The roles of PCB, CCO members, Theme Groups, individual cosponsoring organizations)
- V.** UNAIDS Goals, Objectives, Activities
- VI.** Appeal for Partnership  
(Letter to all countries, both member and non-member, urging support and participation)

## **2. CONTENT**

**Discussion:** The description of the epidemic and its causes and global consequences is eloquent. However, the background sections are too long and assume a lower level of knowledge about the epidemic than the target audience presumably has.

**Recommendation:** Shorten and adjust the AIDs background section to reflect the reader's assumed knowledge of the epidemic, while expressing the urgency of this global crisis.

**Discussion:** The document describes a new, more humane response to HIV, but it is not easy to combine concrete programmatic issues while addressing other related issues like poverty and human rights.

**Recommendation:** Develop more specific actions that clearly demonstrate how UNAIDS plans to accomplish its policy and strategy objectives. Describe how concepts like vulnerability will be put into practice given resources and organizational constraints.

Discussion: More clarity is needed in defining and describing UNAIDS' roles and the roles of the CCO, the PCB and the Theme Groups.

Recommendation: Explain how UNAIDS fits into the UN System and describe the roles of the co-sponsoring organizations. The document should embrace all UN system organizations. Highlight the UNAIDS components, the role of the Theme Groups, CCO, PCB, etc. Explain the role of GPA as the precursor to UNAIDS. This would be part of Section IV in the outline on page 1 of this memo.

### 3. TARGET AUDIENCE

Discussion: This document could be useful in attracting donors, generating interest from non-member countries, and recruiting private sector entities in the worldwide effort to reduce HIV transmission, improve access to care, etc.

Recommendation: The final document should be attractive and easy to use. It should be appealing to the various interests of the co-sponsoring organizations and their partners. It should contain a section asking that both member and non-member countries participate and provide support. This would be in Section VI of the outline on page 1 of this memo.

## II. SPECIFIC ISSUES

### Page 7 - Global HIV/AIDS Goals

Discussion: The inclusion of STD activities under global goals is confusing since STDs are not mentioned under UNAIDS goals. They re-emerge as a sub-strategy objective. There is also a question about who will have responsibility for STD activities.

Recommendation: Revisit the issue of STDS; eliminate the reference or be consistent in its use throughout the document.

### Page 7 - Guiding Principles

Discussion: These principles do not belong in the section with the program components.

Recommendation: The guiding principles should be separate as outlined in Section III on page 1 of this memo.

## Page 9 - UNAIDS Roles

**Discussion:** UNAIDS cannot do its work without partnerships with other governmental and non-governmental organizations at the global and national levels. Thus, this should be reflected throughout the strategy.

**Recommendation:** Define and distinguish the global and country level roles more clearly.

The key UNAIDS roles as described on page 9 of the strategy are policy, development and research; technical support; and advocacy. Fundraising will also be essential; thus it should be included as a component of UNAIDS' advocacy strategy. The strategic objectives and outputs should be linked to the key roles.

## Pages 5,8 - Definitions of "Vulnerability and "International Best Practice"

**Discussion:** These concepts are critical to the new approach of the UNAIDS program.

**Recommendation:** Because the term "international best practice: engenders negative response in some of our colleagues from other countries, it is recommended that a paper be prepared clearly defining the term in order to allay unnecessary fears.

The term "vulnerability" can be defined or interpreted in a number of ways. It would be useful to develop the definition of this term in a separate paper so there is no confusion as to its meaning.

## Page 16 - Research Agenda

**Discussion:** There is some question as to the role and responsibility of UNAIDS in the area of research.

**Recommendation:** It would be useful to describe more fully the intent of the research program in a separate paper.

## Pages 17-19 - Targets

**Discussion:** This section of the document contains the most specific action steps for UNAIDS. For that reason, it should be developed in greater detail.

**Recommendation:** Describe more extensively and provide more information on these targets and the means for reaching them. Cite exactly what UNAIDS wants to accomplish in each of these areas. Describe the indicators by which progress will be evaluated.

U.S. Delegation members contributing to this response

Duff Gillespie, US Agency for International Development  
Michael Feldstein, US Agency for International Development  
Jacob Gayle, US Agency for International Development  
Neil Boyer, US Department of State  
Helene Gayle, Centers for Disease Control and Prevention

September 22, 1995

Memo to Files:

The attached memo sent via fax to the following:

**9/21/95**

Duff Gillespie  
Victor Barnes  
Jacob Gayle  
Michael Feldstein  
Helene Gayle  
Neil Boyer  
Margaret Pollock

**Fax #**

703/875-4693  
703/875-4686  
703/875-4686  
202/647-1770  
404/639-8600  
202/647-8902  
202/647-4628

**9/22/95**

Ken Bernard

9-011-41-22-749-4717

PF: 9/22  
This should go to  
Lattima for her  
file as well as her  
personal to I agree?

Of course!  
why ask?

**OFFICE OF NATIONAL AIDS POLICY  
EXECUTIVE OFFICE OF THE PRESIDENT**

750 17th Street, N.W.  
Washington, DC 20503

Phone: 202-632-1090  
Fax: 202-632-1096

**FACSIMILE COVER SHEET**

**TO:** MICHAEL FELDSTEIN

**FAX NUMBER:** 647-1770

**FROM:** LATHA S. REMOCK

**DATE:** September 14, 1995

**PAGES INCLUDING COVER SHEET:** 7

**COMMENTS:**

*Please see attached*

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EXECUTIVE OFFICE OF THE PRESIDENT**

750 17th Street, N.W.  
Washington, DC 20503

Phone: 202-632-1090  
Fax: 202-632-1096

**FACSIMILE COVER SHEET**

**TO:** HELENE GAYLE

**FAX NUMBER:** 404-639-8600

**FROM:** LATHA S. ROMOCCI

**DATE:** September 14, 1995

**PAGES INCLUDING COVER SHEET:** 7

**COMMENTS:**

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EXECUTIVE OFFICE OF THE PRESIDENT**

750 17th Street, N.W.  
Washington, DC 20503

Phone: 202-632-1090  
Fax: 202-632-1096

**FACSIMILE COVER SHEET**

**TO:** NEIL BOYER

**FAX NUMBER:** 647-8902

**FROM:** LATHOMA S. RAMOCKI

**DATE:** September 14, 1995

**PAGES INCLUDING COVER SHEET:** 7

**COMMENTS:**

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Washington, DC 20503

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Fax: 202-632-1096

**FACSIMILE COVER SHEET**

**TO:** Duff Gillespie, USAID

**FAX NUMBER:** 703-875-4693

**FROM:** Lathorne S. Romack

**DATE:** September 14, 1995

**PAGES INCLUDING COVER SHEET:** 7

**COMMENTS:**

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Washington, DC 20503

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Fax: 202-632-1096

**FACSIMILE COVER SHEET**

**TO:** VICTOR BARNES

**FAX NUMBER:** 703-875-4686

**FROM:** LATONIA S. ROMOCKI

**DATE:** September 14, 1995

**PAGES INCLUDING COVER SHEET:** 7

**COMMENTS:**

\*\*\*\*\* -COMM. JOURNAL- \*\*\*\*\* DATE SEP-14-1995 \*\*\*\*\* TIME 16:38 \*\*\*\*\* P.1

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