



Capacity Statement

AIDS Projects Management Group (APMG) is a private company, based in Sydney, Geneva and Bangkok, providing project management and technical services on HIV projects to governments, international organisations, funding agencies and NGOs.

APMG was established by HIV technical experts with wide international experience in multilateral and bilateral development projects. Our primary communities of interest are:

- People living with HIV
- Injecting drug users
- Sex workers
- Men who have sex with men, and
- Prisoners.

Work with Most-at-Risk Populations: APMG has worked extensively with groups most affected by HIV to assist them to participate effectively in responses to HIV. This work has included: assistance to the All-Ukraine Network of PLHA to implement their grant from the Global Fund to fight AIDS, Malaria and Tuberculosis (GFATM); developing a research project proposal to trial models of more effective HIV prevention, treatment and care among gay men and other MSM in Asia (Foundation for AIDS Research amfAR); advocacy training for injecting drug users and recovering users in Russian Federation, Ukraine and North-East India; NGO management training for outreach programs of recovering drug users in Indonesia; training for people living with HIV in running self-help groups in Ukraine; training of men who have sex with men groups to assist them in project management in South-East Asia; training injecting drug users in project planning and implementation in Australia; advocacy training for youth at highest risk for HIV infection in Central Asia (PSI); and assisting the national organization of injecting drug users in Australia (AIVL) to assess its options in assisting the development of Asian IDU groups.

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APMG has been in the forefront of development of technical guidance publications for WHO, UNAIDS and UNODC on work with injecting drug users including on training outreach workers, starting and managing needle-syringe programs, advocacy for harm reduction; high coverage harm reduction programming in transitional and developing countries; and (for AusAID) the Toolkit on Governance of Opioid Agonist Medication Treatment for the Asia region; preparing amfAR and UNDP guidance documents on HIV prevention, treatment, care and support among gay men and other men who have sex with men and among transgenders.

Technical Assistance to Global Fund projects: Maximising the quality and effectiveness of Global Fund projects requires a complex mix of design, drafting, negotiation and implementation skills that rarely reside in a single person. APMG has been supporting the design, evaluation and implementation of Global Fund projects for several years and has developed a team-based support model that has proven very effective. Work with GF projects includes: population size estimation of injecting drug users and sex workers in Tajikistan and Macedonia; ongoing technical support to the Russian Harm Reduction Network to assist them in their role as a Global Fund Principal Recipient (contracted from 2006-2010); assistance to the All-Ukrainian Network of PLHA in the development of their M&E framework and data collection system for the monitoring and evaluation of their Global Fund project, and on governance and operational issues related to their dual roles as network of PLHIV and GF PR; assisting with GF HIV/AIDS applications from Armenia (RCC 2009), Bosnia and Herzegovina (Rds 8 and 9), Belarus (Rd 8 and RCC 2009), Malaysia (Rd 9), and Indonesia (Rd 4); evaluation of the GF-funded programs implemented by International HIV/AIDS Alliance Ukraine; Ministry of Health in Macedonia, and of harm reduction aspects of the GF-funded program implemented by UNDP in Belarus; and technical assistance to the GF-funded program implemented by Ministry of Health in Egypt.

APMG has developed a software package that assists countries to prepare their detailed Global Fund submissions.

Management technical assistance: APMG is working with RTI International on two projects in this area. In China, APMG is providing consultancy services to assist the documentation, improvement and rollout of USG-funded HIV project activities in Yunnan and Guangxi. APMG has also developed a training program on Managing HIV prevention, treatment, care and support programs among MSM, in collaboration with RTI International. APMG has carried out long-term capacity building with the International HIV/AIDS Alliance China program (2007-09) and Russian Harm Reduction Network. We developed a Manual on Assessing Capacity and Providing Technical Assistance for Harm Reduction Programs in Central and Eastern Europe and Central Asia (Eurasian Harm Reduction Network); and delivered our international training course on managing HIV programs and projects among injecting drug users in Bali, Chiang Mai, Istanbul and Almaty. APMG international training courses on managing HIV prevention, treatment, care and support programs among gay, transgendered and other men who have sex with men, and on the use of law and legal policy for effective responses to HIV, have also been developed. In addition, APMG has designed, facilitated and implemented a range of HIV-related training courses and capacity building programs including:

- assessing training needs and developing a five-year Training Plan for Human Resource Development for the Central Asia AIDS Control Project;
- developing and delivering training programs on managing HIV programs and projects among injecting drug users, and among men who have sex with men;
- developing WHO's training curriculum for national AIDS Program Managers in South-East Asia and for district health officers in Africa; developing and delivering training programs on participatory policymaking and assisting outreach workers help ex-drug users prevent relapse;
- developing guidelines on managing needle-syringe programs and on addressing HIV prevention needs of injecting drug using sex workers.

Documentation, monitoring and evaluation: APMG has assisted HIV and drug use programs in monitoring their activities and evaluating their work, including developing a documentation, monitoring and evaluation (DM&E) framework for the Sustainable Development Program Community Conversations Initiative in Papua New Guinea; the assessment of data collection methods and results to meet draft coverage indicators related to HIV and injecting drug use in 9 countries (Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan Uzbekistan, Russian Federation, Azerbaijan, China, and India) for UNODC; preparation of a series of 10 reports documenting the innovative models and lessons that emerged from the Drug Demand Reduction project in Central Asia (AOSI); assisting the Russian Harm Reduction Network and All-Ukraine Network of PLHA develop indicators (including quality indicators and monitoring systems), monitoring and evaluation frameworks and appropriate data collection and reporting systems for their GFATM grants; evaluating GFATM programs in Ukraine, Belarus and Macedonia; setting draft performance indicators and strengthening monitoring and evaluation mechanisms for the nine-partner USAID-funded Drug Demand Reduction Project in Central Asia; (re)designing the M&E framework for GF HIV programs in Armenia (UNAIDS), Belarus (UNDP), Bosnia and Herzegovina (UNDP) and Malaysia (UNAIDS).

Policy, planning and enabling environment: APMG's work on HIV policy is wide and varied. It includes: assisting WHO to assemble its global corporate Plan of Action for Universal Access to HIV prevention and treatment; developing a global report on the role of drug treatment in HIV prevention and treatment among drug users (DFID); developing a Discussion Paper on HIV/AIDS in Indigenous Communities (UNAIDS); assisting UNAIDS, UNODC and WHO to determine their roles and shared responsibilities in work on HIV and drug use in the MENA region; preparing a report for the Open Society Institute examining the extent to which most-at-risk populations are targeted in programming and resource allocation in 17 countries; providing technical assistance for regional and country processes to develop policies and programs to address HIV among vulnerable populations in Eastern Mediterranean region (WHO EMRO); assisting the International Committee of the Red Cross globally and a group of relevant UN agencies in Asia to determine how to deal with HIV issues in conflict, detention and emergency situations; developing provincial action plans to complement the Papua New Guinea Medium Term HIV Plan; and developing a HIV treatment, care and support strategy for the state of Tamil Nadu, India.

APMG has carried out substantial work on the use of data for planning, monitoring implementation and adapting plans to changing circumstances. Work in this area

includes: assisting in developing the WHO/UNAIDS/UNODC *Technical Guide for countries to set targets for universal access to HIV prevention, treatment and care for injecting drug users*; sponsoring and editing the International Journal of Drug Policy's Special Issue on coverage of harm reduction programs; providing presentations, background papers and training sessions on development of coverage indicators for monitoring and evaluation for Middle East/ North African countries (WHO; World Bank) and on population size estimation among most-at-risk adolescents in 5 regions (UNICEF).

APMG has worked with governments and NGOs to foster an environment that encourages and supports effective policy responses through respect for the rights and needs of those affected by the epidemic. Work by APMG and its managing consultants has included: assisting International HIV/AIDS Alliance build capacity of community-based organisations in China by developing their relationships with government entities; facilitation of workshops for the development of a voluntary counselling and testing scale-up plan in southern India (FHI); working with legislators to implement laws and legal policy that reflect a rights-based approach to the epidemic; assisting the establishment of regional networks in Africa and South East Asia to build coalitions between lawyers, NGOs, people living with HIV and government; advising on legal advocacy services for people with HIV in Ukraine; and facilitating workshops in Poland, China, Russia and Ukraine to raise awareness about the human rights dimensions of the epidemic.

APMG Directors

Dave Burrows has worked on HIV and drug issues since 1987, and has worked internationally as a consultant on these issues for 13 years. He has worked in 45 countries to assist all relevant UN and global organisations, several bilateral government aid agencies and many international non-government organizations in a wide range of tasks including program design and managing program implementation, negotiation with key stakeholders, evaluation and documentation. In recent years, Dave has increasingly worked on broader issues related to HIV than those affecting drug users, and has designed programs targeting other specific groups such as men who have sex with men, commercial sex workers, medical professionals and youth. He has worked extensively in Eastern Europe/ Central Asia, the Middle East and South-east Asia.

Lou McCallum has worked in HIV for more than 20 years in a variety of care and support roles including the establishment and management of a volunteer emotional support program and management of a home-based care unit in Sydney Australia. He has an honours degree in public policy and has worked in senior NGO management, as Deputy Director, then Executive Director of the Australian Federation of AIDS Organisations for four years. Since 1998, Lou has worked as an international HIV and development consultant, specialising in strategic planning, policy development, NGO capacity building (particularly of organisations addressing HIV prevention among men who have sex with men) and health system preparedness for HIV treatment, care and support. He has worked extensively in South and South-east Asia, the Pacific and in Eastern Europe.

In addition to the Directors, APMG currently has three full-time members and one part-time staff member and works with about 90 consultants to carry out our work globally.

Project lists

Work with Most-at-Risk Populations

- Developed:
 - ⇒ (With RTI International and APCOM) The role of civil society organizations in delivering the comprehensive package of HIV prevention, treatment and care services and programs to men and transgender people who have sex with men in Asia (RTI/APMG/APCOM)
 - ⇒ Issues for young people most-at-risk for HIV acquisition or transmission (MARYP) in the Asia-Pacific Region (UNICEF: In Press)
 - ⇒ Determining operational research priorities to improve HIV prevention, treatment and care outcomes among men who have sex with men in Asia and the Pacific: results of a preliminary scoping exercise (amfAR. NY. 2009)
 - ⇒ Review of Global Policy Architecture and Country Level Practice on HIV/AIDS and Drug Treatment. (DFID. London. 2009)
 - ⇒ Inquiry into Community Care and Support for MSM with HIV in Bangkok. (Pact Bangkok. 2009)
 - ⇒ Starting and managing needle-syringe programs. (WHO. Geneva. 2007). Also in Russian
 - ⇒ Bridging the gap between drug demand reduction and HIV/AIDS prevention, treatment, care and support in Central Asia: Report of the meeting in Almaty Kazakhstan. (AOSI/ APMG. Almaty/ Sydney. 2006) Also in Russian.
 - ⇒ High Coverage Sites: HIV Prevention among Injecting Drug Users in Transitional and Developing Countries. Case Studies (UNAIDS Geneva 2006) Also in French, Spanish and Russian
 - ⇒ Proceedings of the APMG Satellite Session on Coverage of Harm Reduction Programs at the 17th International Conference on the Reduction of Drug-Related Harm, Vancouver (APMG. Sydney/Geneva. 2006)
 - ⇒ Is there Anyone Left in the General Population?: A scan of information on the context of HIV transmission and risk for vulnerable populations in seventeen countries with concentrated epidemics (APMG/OSI. Sydney/Geneva/NY. 2005)
 - ⇒ Assessment of injecting drug use and related HIV infection in Kingdom of Thailand and Lao PDR (APMG. Sydney/ Geneva 2005)
 - ⇒ Advocacy Guide: HIV/AIDS Prevention for Injecting Drug Users (WHO/UNAIDS/ ODC. Geneva. 2004) Also in Spanish, Russian, Bahasa Indonesia
 - ⇒ Measuring Coverage of HIV Prevention and Care Services for Injecting Drug Users. (UNODC. Vienna. Unpublished)
 - ⇒ Where sex work, drug injecting and HIV overlap: practical issues for reducing vulnerability, risk and harm. (WHO. Geneva. Unpublished)
- Long-term technical assistance (TA) to International HIV/AIDS Alliance to build capacity of Red Cross Nanning and staff of Nanning methadone maintenance

- treatment programs to improve retention of MMT clinics through peer support and other psychosocial methods (International AIDS Alliance. 2008-09)
- Training for people living with HIV in running self-help groups in Ukraine (Medecins Sans Frontieres)
 - Training for Jordanian and Palestinian harm reduction programs on outreach to drug users (UNODC)
 - Advocacy training for youth at highest risk for HIV infection in Central Asia (PSI)
 - Training of men who have sex with men groups to assist them in project management in South-East Asia (FHI)
 - Preparation of a series of 10 reports documenting the innovative models and lessons that emerged from the Drug Demand Reduction project in Central Asia (AOSI)
 - Advocacy training for injecting drug users and recovering users in North-East India (University of Melbourne)
 - Advocacy training for injecting drug users and recovering users in Indonesia (FHI)
 - Assistance to the national organization of injecting drug users in Australia to assess its options in assisting the development of Asian IDU groups (AIVL)
 - Capability building for Philippines HIV/ AIDS Youth Education and Counselling Program: development and delivery of Training Course on HIV/AIDS Counselling for youth counsellors; training and assistance in website design for youth counselling website (AusAID)

Global Fund

(In addition to the M&E tasks below)

- Ongoing technical support to the Russian Harm Reduction Network to assist them in their role as a Global Fund Principal recipient (contracted from 2006-2010)
- Assistance with GF HIV/AIDS applications from Armenia (RCC 2009), Bosnia and Herzegovina (Rds 8 and 9), Belarus (Rd 8 and RCC 2009), Malaysia and Azerbaijan (Rd 9), and Indonesia (Rd 4)
- Technical assistance to the GF-funded program implemented by Ministry of Health in Egypt (on SR selection) and in Macedonia and Tajikistan (on population size estimation)

Documentation, monitoring and evaluation

- Assistance to the All-Ukrainian Network of PLHA in the development of their M&E framework and data collection system for the monitoring and evaluation of their Global Fund project; scan of governance and operational issues related to their dual roles as network of PLHA and GF PR (2008-09)
- Evaluation of the GF-funded program implemented by International HIV/AIDS Alliance Ukraine (2009); Ministry of Health in FYR Macedonia (2008); and of harm reduction aspects of the GF-funded program implemented by UNDP in Belarus (2007)

- Redesign of M&E framework for Armenia's HIV program as part of designing the country's Rolling Continuation Channel proposal to the Global Fund
- Design of M&E framework for Malaysia's Round 9 HIV proposal; and Bosnia and Herzegovina's HIV program as part of designing the country's Round 8 and Round 9 proposals to the Global Fund
- Development of a documentation, monitoring and evaluation (DM&E) framework for the Sustainable Development Program Community Engagement Initiative in Papua New Guinea (PNG SDP: 2008-09)
- Evaluation of harm reduction programs in Dhaka, Bangladesh (UNICEF: 2006)
- Provision of presentation on aspects of coverage, monitoring and evaluation to authorities on drugs and HIV from Middle East and Central Asian countries (World Bank: 2006)
- Documentation of 10 Models developed under the USAID-funded Drug Demand Reduction Program in Central Asia (all: AOSI/ APMG. Almaty/Sydney/Geneva. 2006; all in English and Russian)
 - ⇒ *Overview of the DDRP Model*
 - ⇒ *Using a Unique Identifier Code in HIV prevention and care services for drug users in Central Asia*
 - ⇒ *Youth Power Centres*
 - ⇒ *Youth Positive Development*
 - ⇒ *Sister to Sister*
 - ⇒ *Break the Cycle*
 - ⇒ *Drug Free Social Spaces*
 - ⇒ *Drug Demand Reduction Education and Referral of Migrants*
 - ⇒ *Treatment Readiness for Drug Users*
 - ⇒ *Drug Free Treatment and Rehabilitation for Drug Users*
- Preparation of a summary book of Rapid Assessment and Response work carried out in MENA region among drug users (UNAIDS. 2008)
- Development of draft M&E framework; assistance for development of forms, database and monitoring processes; development of quality standards related to needle-syringe programs and assistance in training and implementation of local TA providers to monitor and increase quality of NSP programs in Russia (RHRN)
- Development of performance indicators and strengthening monitoring and evaluation mechanisms for the nine-partner Drug Demand Reduction Project in Central Asia (USAID)

Management technical assistance

- (with RTI International) Development of International Training Course on Management of HIV prevention, treatment, care and support among men who have sex with men and transgender
- Research and report on documentation, assessment, lessons learned, TA needs and methods of dissemination for USG-funded IDU projects in southern China (RTI/ USAID)

- Development of a Training Plan on HIV/AIDS in Central Asia and TORs for Human Resources Capacity Building Component of World Bank Central Asia HIV/AIDS grant (World Bank)
- Development of a Manual on Assessing Capacity and Providing Technical Assistance for Harm Reduction Programs in Central and Eastern Europe and Central Asia (Eurasian Harm Reduction Network)
- Development and delivery of the International Training Course: Management of HIV prevention, treatment, care and support among injecting drug users, delivered in Almaty, Chiang Mai, Bali, Istanbul and Bangkok (2003-08) (APMG)
- Long-term TA to International HIV/AIDS Alliance to build capacity of community-based organisations in China by developing their relationships with government entities (2007-09)
- Adaptation of the APMG International Training Course: Management of HIV prevention, treatment, care and support among injecting drug users to Farsi for UNODC Iran
- Development of WHO's training materials for national AIDS Program Managers in South-East Asia and for district health officers in Africa
- Development and delivery of training programs on participatory HIV policymaking, delivered in Mumbai (APMG)
- Development of International Training curriculum on Management of HIV prevention, treatment, care and support among sex workers (APMG); and Using law and legal policy for an effective response to HIV (APMG/IDLO)
- Development and delivery of training programs on assisting outreach workers to help ex-drug users prevent relapse in English and Thai (APMG/PSI)
- In-house training of International AIDS Alliance regional staff from Asia and Eastern Europe in injecting drug user program management
- Provision of technical guidance to the Central Asian Regional HIV/AIDS Project 2005-2007 (DFID)
- Provision of presentations, background papers and training sessions on HIV and injecting drug use, outreach and planning strategic responses to HIV and drugs for AIDS Program Managers in 15 countries in Middle East and North Africa (WHO)
- Provision of advice to Government of Bangladesh on addressing HIV among injecting drug users (UNICEF)
- NGO management training for outreach programs of recovering drug users in Indonesia (AusAID)
- Assist development of methods for using surveillance data for policymaking in Vietnam (The POLICY Project)

Policy, advocacy and planning

- Provide case study of the Global Fund's work in Kyrgyz Republic with bilateral and multilateral partners, especially regarding prevention of stockouts (GF)
- (With Cardno ACIL) Carry out study on mainstreaming HIV and AIDS into the Productive Safety Net Programme operations in Ethiopia (World Bank)

- Development of a user-friendly operational guideline for integration of HIV into humanitarian responses in Asia and the Pacific, based on the existing global guidelines, induction package and other resources (UNAIDS)
- Development of a research project proposal to trial models of more effective HIV prevention, treatment and care among gay men and other MSM in Asia: includes global and Asian overview of research and current models used to provide HIV prevention, treatment and care among gay men and other MSM (amfAR: current)
- Assessment of data collection methods and results to meet draft coverage indicators related to HIV and injecting drug use in 9 countries (Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan, Russian Federation, Azerbaijan, China, and India) for UNODC (report In Press)
- Facilitation of workshops for the development of a voluntary counselling and testing scale-up plan in southern India (USAID)
- Development of the Toolkit on Governance of Opioid Agonist Medication Treatment for the Asia region (AusAID)
- Assistance to WHO to assemble its corporate Plan of Action for Universal Access to HIV prevention and treatment
- Sponsorship and editing of the International Journal of Drug Policy's Special Issue on coverage of harm reduction programs
- Assistance to the International Committee of the Red Cross to determine how to deal with HIV issues in conflict and detention situations
- Assistance to UNAIDS, UNODC and WHO to determine their roles and shared responsibilities in work on HIV and drug use in the MENA region
- Advice to Government of Vietnam on institutional and community approaches to injecting drug use (POLICY Project)
- Development of Discussion Paper on HIV/AIDS in Indigenous Communities (UNAIDS)
- Provision of TA for regional and country processes to develop policies and programs to address HIV among vulnerable populations in Eastern Mediterranean region (WHO EMRO)
- Preparation of the UNAIDS guidance publication on injecting drug user programming in transitional and developing countries
- Development of a global report including country reports on Vietnam, Kyrgyzstan and Kenya on the role of drug treatment in HIV prevention and treatment among drug users (DFID)
- Development of a Best Practice document on harm reduction in Iran (WHO)
- Research and writing of HIV/AIDS chapter of *World Drug Report 2005* (UNODC)
- Development of provincial action plans to complement the Papua New Guinea Medium Term HIV Plan (AusAID)
- Development of a HIV treatment, care and support strategy for the state of Tamil Nadu, India (FHI)
- Advice to the World Bank for its HIV loan program in Ukraine

- Assistance to establish regional networks in Africa and South East Asia to build coalitions between lawyers, NGOs, people living with HIV and government; advising on legal advocacy services for people with HIV in Ukraine; and facilitating workshops in Poland, China, Russia and Ukraine to raise awareness about the human rights dimensions of the epidemic (UNDP)
- Development of Best Practices Guide to High-Coverage Harm Reduction Interventions (UNAIDS)
- Assessment of injecting drug use and related HIV/AIDS situation in Lao PDR & Thailand: literature review, assessment of 8 “hotspots”, recommendations for programming, report (Pact)