



Capacity Statement

APMG is a sharply-focussed social enterprise that works to improve the reach, quality and impact of HIV prevention, treatment, care and support programs among the populations most affected by HIV. We are driven by a set of values that we use to guide the decisions about what work we take on and how we work. APMG works in close partnership with The HIV Foundation, sharing resources to create synergies between our work funded by international and national donors and our commitment to building the capacity of Most-at-Risk Populations (MARPs) to involve themselves fully in the global response to HIV.

The main communities of interest of both APMG and The HIV Foundation are:

- People living with HIV (PLHIV)
- Injecting drug users (IDUs)
- Sex workers (SW)
- Men who have sex with men (MSM) and Transgender People (TG).

At APMG, we focus on project management and capacity development. We work alongside policy-makers and program implementers to assist them to put in place the systems they need to plan, implement, evaluate and report on the work that they do.

Our work is backed up by a suite of training courses in program management among IDU, MSM and transgender people and sex workers that provide the basis for the development of long-term supportive skills-exchange relationships with our development partners. These and other training courses are shared by APMG with The HIV Foundation and its beneficiaries.

The HIV Foundation emerges from and works with the communities and populations most affected by HIV – particularly injecting and other drug users, gay men and other men who have sex with men, people living with HIV, transgendered people, sex workers. It seeks to foster the formation and development of organisations grounded in and comprising people from these populations, and to identify and strengthen leadership among these populations

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Work with Most-at-Risk Populations: APMG has worked extensively with people most affected by HIV to assist them to participate effectively in responses to HIV. With **PLHIV**, this work has included assistance in capacity building to the All-Ukraine Network of PLHA to implement their grant as a Global Fund Principal Recipient; and research for a report on community care and support for MSM with HIV in Bangkok; training for people living with HIV in running self-help groups in Ukraine (MSF). We are also working with Australia's National Association of People Living with HIV (NAPWA) and Igat Hope (the Papua New Guinean national PLHIV organisation) to add PLHIV into clinical teams as HIV Health Support Officers in PNG. We have in the last three years also played a role in supporting HIV Treatments Literacy groups across Asia and the Pacific through the International Treatments Preparedness Coalition (ITPC).

With **MSM and TG**, our work has included developing background materials and workshop facilitation to develop a report on the role of civil society organisations in delivering the comprehensive package of HIV prevention, treatment and care services and programs to men who have sex with men and transgender people in Asia (RTI/ APMG/ APCOM); developing a research project proposal to trial models of more effective HIV prevention, treatment and care among gay men and other MSM in Asia (amfAR); training government, UN and NGO managers from Middle East and North African countries in Managing HIV programs among MSM and TP (WHO); providing organisational development assistance to emerging civil society groups in Indonesia (including MSM and TG groups) (USAID/TRG); and supporting local initiatives across PNG in sites of increased risk, including sites where men have sex with men (AusAID/Cardno Acil).

With **IDUs**, this work has included developing key global guidance documents on managing needle-syringe programs (WHO), training outreach workers (WHO), reaching high coverage with harm reduction programs in developing/ transitional countries (UNAIDS), best practices in harm reduction in Russia (World Bank), Toolkit on Governance of Opioid Agonist Medication Treatment for the Asia region (AusAID); a 4-year technical assistance project to build capacity of the Russian Harm Reduction/ESVERO in its role as a GF Principal Recipient; a 5-year project to build capacity of harm reduction NGOs in Indonesia; assessments of HIV IDU programs in Belarus, Russia, Bangladesh, China, Mauritius and Egypt among many other countries (various donors); and a wide variety of training programs including development and delivery of APMG's course on Managing IDU HIV Programs, delivered in Kazakhstan, Thailand, Indonesia and Turkey.

With **SW**, this work has included population size estimation and risk behaviour surveys of SW and IDUs in Tajikistan (UNDP); population size estimation of SW and IDUs in Macedonia (MoH); evaluation of SW and IDU programs provided by sub-recipients of International HIV/AIDS Alliance Ukraine as a GF Principal Recipient; and the current development of APMG's Managing SW HIV Programs training course.

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 assistance in ***GF HIV proposal development*** through development of toolkits on proposal development for GF HIV proposals globally as well as specifically for proposals prioritising MARPs and those from the Middle East/ North Africa region (UNAIDS); development of a software package that assists countries to prepare their GF HIV budgets, workplans and indicator sheets; direct assistance to Armenia (RCC 2009), Bosnia and Herzegovina (Rds 8 and 9), Malaysia (Rd 9), and Tunisia (Rd 10); and reviews of Belarus (Rd 8, RCC 2009, Rd 10); and Maldives, Nepal, Mauritius, North Sudan, South Sudan, Iraq, Yemen, Syria, Morocco (Rd 10).

Our ***implementation*** work has included capacity development with Principal Recipients RHRN/ESVERO on governance, monitoring and evaluation, procurement forecasting, quality monitoring and models description, and with the All-Ukrainian Network of PLHA in the development of their monitoring and evaluation framework and data collection system, and on governance and operational issues related to their dual roles as network of PLHIV and GF PR; population size estimation of injecting drug users and sex workers in Tajikistan and Macedonia; and technical assistance to the GF-funded program implemented by Ministry of Health in Egypt, and to the Bosnia and Herzegovina CCM in establishing M&E frameworks and other core documents for their Rd 9 HIV Project. In addition, APMG in a joint venture with AMAtch has developed a software package which assists in forecasting ARV and OI medication use to increase efficiency of procurement and supply management.

Our ***evaluation*** work has included providing a case study of the Global Fund's work in Kyrgyz Republic with bilateral and multilateral partners, especially regarding prevention of stockouts (GF); assessments 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.

Management technical assistance: APMG is working with RTI International in China to assist the documentation of both models and outcomes, improvement and rollout of USG-funded HIV project activities among IDUs in Yunnan and Guangxi. APMG carried out a 3-year capacity building project with the International HIV/AIDS Alliance China program. 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 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; and, adaptation of global guidance materials and training curricula on strategic planning and programme management to the SE Asia Region (WHO SEARO)

Monitoring and evaluation: APMG has assisted HIV 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); (re)designing the M&E framework for GF HIV programs in Armenia (UNAIDS), Belarus (UNDP), Bosnia and Herzegovina (UNDP) and Malaysia (UNAIDS); designing a bottom-up documentation and M&E framework for a community conversations programme in PNG.

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; writing briefing notes and background documents for a speech by the UNAIDS Executive Director to the GF Board; 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; 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).

APMG has worked with governments and NGOs to foster an *enabling environment*: i.e., one 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: www.aidsprojects.com The HIV Foundation: www.thehivfoundation.org

Project lists

APMG Training Courses

- *Global Fund HIV Proposal Development*. Delivered Cairo 2010
- *International Training Course: Management of HIV prevention, treatment, care and support among injecting drug users*: delivered in Almaty, Chiang Mai, Bali, Istanbul, Tehran and Bangkok 2003-08 (also in Farsi: UNODC)
- (with RTI International) *International Training Course on Management of HIV prevention, treatment, care and support among men who have sex with men and transgender*: delivered in Cairo 2010
- International Training Course: Management of HIV prevention, treatment, care and support among sex workers: under development
- *Participatory HIV Policymaking*: helping NGOs and governments to see each other's role in HIV policy development: delivered in Mumbai 2007
- (with IDLO) *Using law and legal policy for an effective response to HIV*: delivered in Sydney 2009
- (with PSI) *Pathways to Recovery*: training package for outreach workers assisting drug users into drug treatment (also in Chinese and Thai): delivered in Bangkok and Kunming 2006-09

Publications and Reports (Published/Finalised)

- *Global Fund HIV Application Toolkit* UNAIDS. Geneva. 2010
- Report for China CPS IDU Model Description for USAID / Health Policy Initiative in the Greater Mekong Region and China Track One. USAID | Health Policy Initiative in the Greater Mekong Region and China. Bangkok. In Press
- "And one for my friend": Peer distribution of needles, syringes and other injecting equipment. A review of literature and practice in Australia, US, UK, Canada and the Netherlands. NSW Department of Health. Sydney. In Press
- *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. Bangkok. 2010
- Issues for young people most-at-risk for HIV acquisition or transmission (MARYP) in the Asia-Pacific Region UNICEF. Bangkok. In Press
- *Report on Project: 'Support to National AIDS Response to Scale Up HIV Prevention and Care Services in Tajikistan'* UNDP. Dushanbe. 2010 (Also in Russian)
- *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
- *Manual on Assessing Capacity and Providing Technical Assistance for Harm Reduction Programs in Central and Eastern Europe and Central Asia Eurasian Harm Reduction Network*. Vilnius. 2009

- *Study for Mainstreaming HIV and AIDS into Productive Safety Net Programme Operations in Ethiopia: A Joint Government of Ethiopia-Donor Study.* CARDNO/ APMG. Melbourne/Sydney. 2009
- *From Beyond Boutique to Epidemic Control: Evaluation Report of HIV prevention activities by International HIV/AIDS Alliance Ukraine funded by the Global Fund to Fight AIDS, TB and Malaria* International HIV/AIDS Alliance Ukraine. Kiev. 2009 (Also in Ukrainian)
- *Toolkit on governance of opioid agonist medication treatment: methadone and buprenorphine* AusAID. Canberra. 2008
- *Responding to HIV: ICRC Field Guide.* ICRC. Geneva. 2008
- *Rapid Assessments of HIV/AIDS and Injecting Drug Use in Algeria, Egypt, Iran, Libya, Morocco and Oman: Findings and Lessons Learned.* UNAIDS. Cairo. 2008
- *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
- 10 Models developed under the USAID-funded Drug Demand Reduction Program in Central Asia (all: AOSI/ APMG. Almaty/Sydney. 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*
- *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/NY. 2005
- *Assessment of injecting drug use and related HIV infection in Kingdom of Thailand and Lao PDR* APMG. Sydney. 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
- *Where sex work, drug injecting and HIV overlap: practical issues for reducing vulnerability, risk and harm.* WHO. Geneva

- Integrating HIV into Humanitarian Action in Asia and the Pacific. UNAIDS. Bangkok
- The role of the ICRC in responding to HIV/AIDS & TB: An issues paper for discussion. ICRC. Geneva

Projects

In addition to the projects described in the above reports, APMG has carried out:

Global Projects

- Development of toolkits on proposal development for GF HIV proposals as well as specifically for proposals prioritising MARPs (UNAIDS)
- Development of a software package that assists countries to prepare their GF HIV budgets, workplans and indicator sheets (APMG)
- As part of DCAM – the Drug Control and Access to Medications Consortium with partners, Center for Health Law, Policy and Practice at Temple University and the Pain and Policy Studies Group, University of Wisconsin - development of reviews, guidance and training materials on the role of law enforcement in DCAM; global overview of access to medication-assisted treatment (MAT) as part of DCAM's submission to INCB; assistance to the UK delegation to the 51st-53rd Commissions on Narcotic Drugs; meetings with donors and allies; development of a book on access to opioid medications (DFID: 2008-11)
- Assistance to WHO to assemble its corporate Plan of Action for Universal Access to HIV prevention and treatment
- Develop briefing notes and background documents for a speech by the UNAIDS Executive Director to the GF Board on scaling up harm reduction
- 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
- Development of Discussion Paper on HIV/AIDS in Indigenous Communities (UNAIDS)
- Research and writing of HIV/AIDS chapter of *World Drug Report 2005* (UNODC)

Projects Asia-Pacific

- (With TRG) Five-year capacity building project for community organisations working with most-at-risk populations in 6 provinces in Indonesia (USAID: 2010-14)
- (With Cardno) Five-year capacity building project for Tingim Laip Phase 2 (TL2) in PNG, designed to respond to the urgent need for a targeted behaviour change intervention focusing on the most vulnerable populations in settings throughout the country where HIV transmission is known or likely to be high through community centred interventions (AusAID: 2010-14)
- 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)
- 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)

- Documentation of models and outcomes, improvement and rollout of USG-funded HIV project activities among IDUs in Yunnan and Guangxi (RTI/USAID)
- 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)
- 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)
- 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)
- Assistance to Malaysia CCM for development of GF HIV Proposal, and reviewed GF HIV Proposals from Maldives and Nepal
- Evaluation of harm reduction programs in Dhaka, Bangladesh (UNICEF)
- Development of WHO's training materials for national AIDS Program Managers in South-East Asia and for district health officers in Africa
- In-house training of International AIDS Alliance regional staff from Asia and Eastern Europe in injecting drug user program management
- Training of men who have sex with men groups to assist them in project management in South-East Asia (FHI)
- Advocacy training for injecting drug users and recovering users in Indonesia (FHI)
- 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)
- Advocacy training for injecting drug users and recovering users in North-East India (University of Melbourne)
- Facilitation of workshops for the development of a voluntary counselling and testing scale-up plan in southern India (USAID)
- Assistance to establish regional networks in South-East Asia to build coalitions between lawyers, NGOs, people living with HIV and government (UNDP)
- Assistance to the national organization of injecting drug users in Australia to assess its options in assisting the development of Asian IDU groups (AIVL)
- Development of Organisational HIV Policy for Cardno ACIL, Australia
- Facilitating workshops in China to raise awareness about the human rights dimensions of the HIV epidemic (UNDP)

Projects Africa and Middle East

- Development of toolkit on proposal development for GF HIV proposals from the Middle East/ North Africa region (UNAIDS);
- Reviews of GF HIV proposals from CCMs in Mauritius, North Sudan, South Sudan, Iraq, Yemen, Syria, Morocco (UNAIDS)
- Development of WHO's IMAI training materials for district health officers in Africa

- Assistance to UNAIDS, UNODC and WHO to determine their roles and shared responsibilities in work on HIV and drug use in the MENA region
- Assessment of opioid substitution treatment implementation and training of staff on improving client-centred OST services for IDUs in Mauritius (World Bank)
- Assistance to Tunisia CCM to develop Harm Reduction Strategy and GF Rd 10 HIV Proposal (World Bank)
- 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)
- Development of Situation and Response Analysis and draft Response Framework for National HIV Strategic Plan 2011-16 for Egypt (World Bank)
- Training for Jordanian and Palestinian harm reduction programs on outreach to drug users (UNODC)
- 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)
- Assistance to Ministry of Health in Egypt to assess sub-recipients for its GF HIV grant activities (Ministry of Health, Egypt)
- 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)
- Assistance to establish regional networks in Africa to build coalitions between lawyers, NGOs, people living with HIV and government (UNDP)

Projects Eastern Europe/ Central Asia

- Build capacity of the Russian Harm Reduction/ESVERO in its role as a GF Principal Recipient (RHRN/ESVERO: 2006-2010)
- Provision of technical guidance to the Central Asian Regional HIV/AIDS Project (DFID: 2005-2007)
- Assistance to Yale University to develop an M&E system for youth policy work, and for youth-friendly services, in Eastern Europe and Central Asia (UNFPA: 2009-10)
- Provide case study of the Global Fund's work in Kyrgyz Republic with bilateral and multilateral partners, especially regarding prevention of stockouts (GF)
- Assistance to CCMs in Armenia (UNAIDS) and Bosnia and Herzegovina (UNDP) for development of GF HIV Proposals; and reviews of Belarus GF HIV Proposals (UNDP)
- Assistance to All-Ukrainian Network of PLHA in development of their M&E framework and data collection system, and on governance and operational issues related to their dual roles as network of PLHIV and GF PR (AUN)
- Advocacy training for youth at highest risk for HIV infection in Central Asia (PSI)
- Assistance to Bosnia and Herzegovina CCM in establishing M&E frameworks and other core documents for their Rd 9 HIV Project (UNDP)
- Development of performance indicators and strengthening monitoring and evaluation mechanisms for the nine-partner Drug Demand Reduction Project in Central Asia (USAID)

- 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
- Training for people living with HIV in running self-help groups in Ukraine (Medecins Sans Frontieres)
- 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)
- Advice to the World Bank for its HIV loan program in Ukraine
- Assistance to Eurasian Harm Reduction Network in business planning (EHRN)
- Assistance with population size estimation of injecting drug users and sex workers in Macedonia (Ministry of Health)
- Advice on legal advocacy services for people with HIV in Ukraine
- Facilitating workshops in Poland, Russia and Ukraine to raise awareness about the human rights dimensions of the HIV epidemic