

# Strategic Plan 2010-2012

## The Coalition (7S)

The Coalition of Asia Pacific Regional Networks on HIV/AIDS



## ABBREVIATIONS

AGM:	Annual General Meeting
AHRN:	Asian Harm Reduction Network
ANPUD:	Asian Network of People who Use Drugs
APCOM:	Asia Pacific Coalition on Male Sexual Health
APNSW:	Asia Pacific Network of Sex Workers
APN+:	Asia Pacific Network of People Living with HIV
APR:	Asia Pacific Rainbow
APTN:	Asia Pacific Transgender Network
ASAP:	AIDS Society of Asia Pacific
ASEAN:	Association of South East Asian Nations
CAA:	Commission of AIDS in Asia
CARAM:	Coordination of Action Research on AIDS and Mobility
CCM:	Country Coordinating Mechanism
CS:	Civil Society
CSO:	Civil Society Organisations
CSAT:	Civil Society Action Team
CSS:	Community Systems Strengthening
GIPA:	Greater Involvement of People Living with HIV/AIDS Principle
HCV:	Hepatitis C Virus
HLM:	High Level Meeting
HSS:	Health System Strengthening
ICW-AP:	International Community of Women Living With HIV Asia Pacific
KAP:	Key Affected Population
MC:	Management Committee
MIPUD:	Meaningful Involvement of People who Use Drugs
MSCVSP:	Minimum Standards of Participation of Civil Society in the UA Process
MSM:	Men who have Sex with Men
NGO:	Non-Government Organization
PLHIV:	People Living with HIV
PCB:	Program Coordinating Board
TGF:	The Global Fund to Fight AIDS, Tuberculosis and Malaria
TS:	Technical Support
TSF SEAP:	Technical Support Facility for South East Asia and the Pacific
UNAIDS:	Joint United Nations Program on HIV/AIDS
UNGASS:	United Nations General Assembly Special Session
WHO:	World Health Organization
7 Sisters (7S):	The Coalition of Asia Pacific Regional Networks on HIV/AIDS

**INVOLVING KEY AFFECTED POPULATION TO CREATE  
A MORE EFFECTIVE HIV/AIDS RESPONSE IN ASIA:**

**BACKGROUND:** Asia's HIV epidemic varies from country to country but there are shared characteristics which center around unprotected paid sex, contaminated needles and syringes and unprotected sex between men. Asia's HIV epidemic is characterized as concentrated, meaning it is driven by Key Affected population (KAP). To address concentrated epidemics requires leadership to overcome the social, political and economic factors that drive the epidemic. The response must include strategies that not only address structural and social factors, such as criminalization and marginalization of certain groups, gender inequalities, human rights violations, discrimination, incoherent policies and laws but also cross cutting issues such as sexual and reproductive health which extends to reaching out to the sexual partners of Key Affected population (KAP) and migration and mobility. Failing to address these constitutes a major barrier to an effective national response.

**The COALITION (7S)** is a broad-based alliance of regional Asia Pacific HIV/AIDS networks started in 2001. Nine years into the 7S existence as the HIV epidemic continues to grow increasingly complex, the need is even greater for a collective body that can give voice to the HIV driven needs of the Asia Pacific's most marginalized, vulnerable, affected communities and constituencies or what the Global Fund to Fight AIDS, TB and Malaria terms Key Affected population (KAP) at national, regional and global levels. The need to involve KAP in all stages of the global AIDS response has been well articulated. The Commission on AIDS in Asia (CAA) has reported that though governments have committed to participation of KAP in national responses to HIV, in many Asian countries KAP participation remains tokenistic.

Under its restructured composition on-going from September 2009, the Coalition core membership comprises of the Asia Pacific Network of People Living with HIV/AIDS (APN+), the Asia Pacific Network of Sex Workers (APNSW), Asian Network of People who Use Drugs (ANPUD), Asia Pacific Transgender Network (APTN) and Coordination of Action Research on AIDS and Mobility in Asia (CARAM Asia), which deals with the cross cutting mobile population related issues. This current structure also indicates the Key Affected Population that the Coalition strives to represent. People living with HIV (PLHIV), People who Use Drugs (PUD), Sex Workers (SW), Transgender (TG), Men who have sex with Men (MSM) and Migrant workers and Mobile Populations (MMP). The Coalition also made a strategic decision to include gender and youth as a key thrust in its programmatic work as part of the ongoing efforts into a comprehensive AIDS response.

**KEY AFFECTED POPULATION (KAP)**

Therefore Coalition 7S works to ensure the greater, more meaningful and effective participation of people living with HIV and other populations and communities most affected by HIV including:

-  Sex Workers
-  Gay Men and other Men who have Sex with Men (MSM)
-  Transgender persons
-  People who Use Drugs/Injecting Drug Users
-  Women
-  Key Affected Youth
-  Indigenous Peoples
-  Migrant Workers and other Mobile Populations

Because of this, 7S has been going through restructuring that has resulted in a number of changes. The Bangkok secretariat in consultation with the Coalition members and partners has developed this new Strategic Plan 2010-2012 that builds on the previous Strategic Plan 2008-2010, and is influenced by the UNAIDS Joint Action Framework and TGF Community Systems Strengthening initiative. The 2010-2012 plan with clear objectives and a monitoring and evaluation framework will allow 7S to track its progress from March 2010 up through 2012.

For 2009, the 7S secretariat focused efforts on People Who Use Drugs (PUD) and the Transgender community. The effort has resulted in the Asian Network of People who Use Drugs (ANPUD) and the Asia Pacific Transgender Network (APTN) joining 7S at the September 2009 AGM. We also welcomed Strategic Partners, Asia Pacific Coalition on Male Sexual Health (APCOM) and the International Community of Women Living with HIV Asia Pacific (ICW-AP).

The 7S secretariat (regional host of CSAT AP (Civil Society Action Team Asia Pacific), with founding members Asia Pacific Network of People Living with HIV/AIDS (APN+), the Asia Pacific Network of Sex Workers (APNSW), Coordination of Action Research on AIDS and Mobility in Asia (CARAM Asia), Asian Network of People who Use Drugs (ANPUD) and Asia Pacific Transgender Network (APTN) all consider the involvement of KAP necessary at all levels of the region's AIDS response. We will work together along with APCOM, ICW-AP, and Technical Partners such as Asian Harm Reduction Network (AHRN), the Burnet Institute and the Technical Support Facility Southeast Asia Pacific (TSF SEAP) in a coordinated effort to strengthen & increase the quality of KAP involvement in the AIDS response. In addition, the Bangkok secretariat has strategically placed itself in the UNAIDS Program Coordinating Board's (PCB) NGO Delegation, The Free Space which brings together civil society representatives from the boards of TGF, UNAIDS PCB, UNITAID, IHP+ and partnered with global networks including Strategies for the South (SRHR network) and International Council of AIDS Service Organizations (ICASO).

Coalition 7S will in partnership and collaboration initiate various forums to nurture and cultivate KAP leadership to endorse the development and integration of advocacy strategies and messages that are based in the reality of KAP lives. Our goal is that the AIDS response in the Asia Pacific truly reflects the HIV Prevention, Treatment, Care and Support needs of KAP. The Strategic Plan 2010-2012 begins the move to this more effective AIDS response.

## **COALITION (7S) STRATEGIC PLAN 2010-2012**

### **OUR VISION<sup>1</sup>**

A society where human rights *of those most affected by HIV/AIDS* are respected and the impact of HIV/AIDS is mitigated through the meaningful involvement of those Key Affected population that achieves their equal and equitable access to HIV prevention, treatment, care and support.

### **OUR MISSION (2008-2012)<sup>2</sup>**

The Coalition's (7S) mission is to raise awareness, collectively mobilize resources and strengthen and sustain the participation of the Asia and the Pacific KAP for an integrated, comprehensive and more effective response to HIV/AIDS in.

### **VALUES AND PRINCIPLES<sup>3</sup>**

- Meaningful involvement of Key Affected Population;
- Promote and Respect for social, gender equality and sexual diversity;
- Uphold and ensure human rights standards;
- Represent unheard voices of the Key Affected Population at all levels of the AIDS response;
- Collaboration based on consultation;
- Good governance and practice;
- Accountability to Constituents.

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<sup>1</sup> From the Coalition Working Agreement signed by all Member during 2009 AGM.

<sup>2</sup> From the Coalition Working Agreement signed by all Member during 2009 AGM.

<sup>3</sup> From the Coalition Membership Agreement agreed by all members on 18<sup>th</sup> Feb 2010.

## **STRATEGIC DIRECTIONS TO A MORE EFFECTIVE AIDS RESPONSE (2010-2012)**

The Coalition has identified 5 (Five) Strategic Directions to establish a more effective response to AIDS.

- i) Advocacy and Mobilization;
- ii) Strategic Information;
- iii) Building KAP Capacity;
- iv) Strengthening the partnership of KAP Networks;
- v) Organizational Strengthening.

### **Advocacy and Mobilization:**

KAP leadership and representation are actively, meaningfully and effectively engaged in the establishment of an enabling environment that reduces KAP experience of harassment, stigma and discrimination and violence by promoting their acceptance and increasing their resources.

### **Strategic Information**

Generate and exchange knowledge and information among KAP, their networks and other stakeholders for the purpose of establishing evidence based responses, responding effectively to the political, social and economic conditions as well as the cross-cutting issues that drive the HIV epidemic and impede KAP ability to access services.

### **Building KAP Capacity:**

Increase the capacity of KAP in the areas of leadership, programmatic activities and services to address the challenges that confront them and directly influence the outcomes of the AIDS response through partnerships and collaboration.

### **Strengthening the partnership of KAP Networks:**

Increased capacity and mobilization of KAP in the areas of leadership, advocacy, programmatic activities and services, to address the challenges that confront us and directly lead to a more effective AIDS response.

### **Organizational Strengthening: Establish Strong Secretariat**

Establish strong 7S secretariat that effectively executes the activities to fulfill the coalition's objectives.

## **CROSS CUTTING ACTIVITIES**

- ⓧ Promote Leadership and Advocacy;
- ⓧ KAP Representation at all levels of AIDS response;
- ⓧ Convene Consultation To Assess Needs & Identify Issues;
- ⓧ Establish & Build Partnerships;
- ⓧ Develop & Implement Joint Advocacy Strategies;
- ⓧ Broker And Or Provide The Capacity Building Needed To Develop Leadership And Advocacy, Networks, Organization, Skills And Knowledge;
- ⓧ Support, Facilitate & Or Coordinate Involvement In Relevant Conferences, Meetings & Activities Or At Platform Where Decisions On AIDS Response Are Taken;
- ⓧ Identify And Mobilize Resources To Increase Participation And Sustainability.

***CIVIL SOCIETY INVOLVEMENT HAS BEEN SHOWN TO BE A VITAL ASPECT OF SUCCESSFUL HIV RESPONSES AROUND THE WORLD. IN SETTINGS WHERE GROUPS MOST AT RISK ALSO TEND TO BE MARGINALISED AND VULNERABLE TO DISCRIMINATION, COMMUNITY AND CIVIL SOCIETY BECOMES EVEN MORE IMPORANT-***

***(COMMISSION ON AIDS IN ASIA)***

***GOAL:***

***MOBILISING ASIA PACIFIC KEY AFFECTED POPULATION TO ACTIVELY, MEANINGFULLY AND EFFECTIVELY ENGAGE AT ALL LEVELS OF THE AIDS RESPONSE.***

## Advocacy and Mobilization:

### Strategic Objective 1:

KAP leadership and representation are actively, meaningfully and effectively engaged towards policy advocacy and legal reforms building an enabling environment that reduces KAP experience of harassment, stigma and discrimination and violence by promoting their acceptance and increasing their resources.

### Strategies:

- ✘ Place 7S in international alliances advocating for the issues of the Asia Pacific in HIV Processes, Policy and Research that will ensure legal reforms.
- ✘ Build on established partnerships with broader international AIDS initiatives, such as those championed by UNAIDS and The Global Fund to Fight AIDS, TB and Malaria.
- ✘ Lobby for greater political commitment at global and country levels for allocation of adequate resources.
- ✘ Establish or participate in existing “Watchdog” mechanisms with proactive agenda setting.
- ✘ Mobilization of KAP whenever required against or for decisions that affects their lives.

### Activities:

Advocacy activities would include initiating and supporting campaigns that address issues around KAP increased access to HIV prevention, treatment, care and support, HCV Care and Treatment related issues. Cross cutting issues like sexual and reproductive health rights, gender inequality as well as human rights abuses, obstacles to increase representation and participation of KAP and other civil society groups at all levels of decision bodies in relation to AIDS response.

- Promote and ensure KAP representation in Policy, Planning and other decision making bodies.
- Actively undertaking advocacy activities such as collaborating with global, regional, sub-regional and national NGOs involved with initiatives of TGF, UNAIDS, UNITAID, etc.
- Develop common positions, comprehensive recommendations and strategies on key priorities for KAP to take forward
- Document key advocacy messages from KAP and supporting campaigns that affects KAP.
- Initiate, facilitate and participate in major issue discussions forums such as UNAIDS PCB, TGF initiatives, IAC, International Congress on AIDS in Asia Pacific (ICAAP) via Community Forum, etc to capitalize on KAP related issues being reflected in such forums.
- Policy Advocacy and lobbying towards UN, international, regional and national, High Levels Meetings (HLM) such as MDGS and UNGASS
- Mapping of existing documents on legal barriers or document new ones as they arise.
- Position papers on harmonization of policies of bilateral and multilateral agencies.
- Engagement with bilateral agencies in the region / representation.
- KAP mobilization in time of campaigns or need for a solidarity movement.
- Advocacy to ensure that KAP related issues are reflected in national proposals to the Global Fund and other donors, National Strategic Plans and in allocation of resources

## Strategic Information:

### Strategic Objective 2:

Generate and exchange knowledge and information among KAP, their networks and other stakeholders for the purpose of establishing evidence, responding effectively to the political, social and economic conditions as well as the behaviors and cross-cutting issues that drive the HIV epidemic in the region.

### Strategies:

- ✘ Assess and Identify gaps in the HIV response.
- ✘ Establish a think tank group to generate and exchange strategic information to influence policy and programming.
- ✘ Identify policies, situations, cross-cutting issues and social conditions that drive HIV transmission, criminalizes and or negatively impacts KAP.
- ✘ Develop contents and positions for campaigns to challenge obstacles and promote KAP increased access to HIV services

### Activities:

Knowing the behaviors and social conditions that drive HIV transmission and or impede the ability of KAP to access HIV information and services is what provides the basis for developing an effective response. The unique position and structure of the Coalition allows it to generate and disseminate information and experiences to a wide range of stakeholders. In that sense, the Coalition's members, partners and associates provide a multi-pronged platform to generate and disseminate information and experiences to a wide range of stakeholders and build synergies between civil society groups, donors, bi-lateral and multi-lateral agencies and government stakeholders to support positive changes. The Coalition acts as a catalyst role between grassroots organizations and civil society groups and also upwards to governments, key agencies like the United Nations Agencies and cosponsors, The Global Fund to Fights AIDS, TB and Malaria and other regional and international bodies.

- ✘ Collect, generate and synthesize strategic policy and advocacy related information and share it with stakeholders.
- ✘ Support and or assist KAP and other stakeholders to conduct research, needs assessments and other relevant studies to generate information needed to address gaps in KAP related issues.
- ✘ Initiate and facilitate KAP and other stakeholders sharing of knowledge and experiences to inform and take forward strong effective advocacy campaigns
- ✘ Develop a communication strategy.
- ✘ Mapping of existing documents on legal barriers or document new ones

## Building KAP Capacity:

### Strategic Objective 3:

Increased capacity of KAP in the areas of leadership, programmatic activities and services to address the challenges that confront them and directly influence the outcomes of the AIDS response through partnerships and collaboration.

### Strategies:

- ✂ Assessing, and addressing KAP capacity building needs, resources and existing gaps
- ✂ Increase knowledge and skills of KAP leadership and representation to effectively advocate for KAP needs in rights based approaches, policy and planning, programmatic activities and services
- ✂ Increase KAP visibility and meaningful representation at global, regional, national and sub-national levels

### Activities:

Building capacity amongst KAP can happen on at least three levels- human, organizational and institutional. The Coalition favors collaboration and partnerships as a prime mechanism for implementation, resource mobilization, information sharing and other activities to work at these levels. The Coalition recognizes its responsibility to link up with other stakeholders and build their capacity, both inside and outside the coalition. It is also evident that this responsibility involves more than just simple collaboration, brokering of and providing the capacity building, or technical assistance needed but points to ensuring that the Coalition's members, partners and associates are sustainable in the long term.

- ✂ Identifying technical assistance needs for KAP and Regional Networks.
- ✂ Providing possible direct Technical support for strengthening of Regional KAP networks.
- ✂ Mentoring to build leadership, advocacy skills and technical expertise among KAP.
- ✂ Building KAP capacity to secure adequate ongoing funding for KAP-led networks, organizations, programs and services
- ✂ Broker, provide and or assist KAP in accessing technical support/assistance to relevant training, capacity building, organizational development, program design and resource mobilization
- ✂ Build a database of human resource amongst KAP for providing technical support.

## **Strengthening the Partnership of KAP Networks.**

### **Strategic Objective 4:**

KAP networks established and strengthened at regional, sub-regional and national levels.

Facilitate strategic partnerships with governments, donors, law enforcement, service providers and other allied civil society and community organizations.

### **Strategies:**

- ⓧ Strengthen, build and or establish KAP networks.
- ⓧ Establish mechanism or platforms for partnership and collaborations.
- ⓧ Build networks capacity to share knowledge and experience, communicate needs, respond strategically and leverage opportunities

### **Activities:**

Since its inception the Coalition has worked to expand and strengthen KAP networks. 7S will continue to build and strengthen KAP networks at regional, sub-regional and national levels to effectively link and partner with governments, donors, law enforcement, service providers and other civil society organizations to maximize resources and actions in mutually benefitting ways.

- ⓧ Work to strengthen newly established Regional networks.
- ⓧ Assist in the assessment of KAP networks needs, program and or resource gaps
- ⓧ Develop knowledge sharing tools or strengthen existing ones viz. websites, e Groups, cross cutting programming and workshops.
- ⓧ Broker and or provide technical assistance and or support needs/requests by KAP Networks.
- ⓧ Providing logistical, administrative and management support to KAP networks.
- ⓧ Provide space and opportunity for KAP Regional networks to be represented wherever applicable.
- ⓧ Mobilization of community at National and regional level

## **Organizational Strengthening:**

### **Strategic Objective 5:**

Strengthen 7S institution and organizational abilities that executes the activities and fulfills the objectives of the coalition.

### **Strategies:**

- ✂ Maintain and enhance the capacity and the technical skills of the Secretariat to effectively carry-out the coalition's mandate and activities.
- ✂ Strengthen 7S's organizational capacity through collaboration and improved communication.

### **Activities:**

The Coalition currently convenes several organizations with different operational backgrounds and resource disparities. The 7S secretariat has adopted a strategy to build internal capacity and mechanisms to bridge gaps and mitigate those differences while seeking to build on strengths and experiences of 7S members, partners and associates to harness synchronicities.

- ✂ Increase staff capacity and technical skills of the secretariat.
- ✂ Develop and implement work plans and M&E frameworks in partnership with coalition members.
- ✂ Oversee development and implementation of an interactive website, as well as other instruments to engage stakeholders in dialogue on issues of importance to the Coalition
- ✂ Oversee and coordinate activities of the 7S.
- ✂ Provide administrative and logistical support and maintain effective communications
- ✂ Mobilize, manage and report on funds and resources.
- ✂ Identify and engage potential new Member and or Partner organizations;
- ✂ Ensure cross-cutting issues are addressed in 7S strategies and activities including gender and HIV frameworks.