

To Share and To Learn: The Case For Canadians To Act Globally Against HIV/AIDS

At a Glance

CANADIAN STRATEGY ON HIV/AIDS - INTERNATIONAL AFFAIRS DIRECTORATE



Our mission is to help the people of Canada maintain and improve their health.
Health Canada

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The Case for Canadians to Act Globally Against HIV/AIDS

Enclosed is a summary that highlights the principal arguments made in *The Case For Canadians To Act Globally Against HIV/AIDS*. For your convenience, a summary copy of the accompanying overhead presentation has also been included to facilitate discussion among your colleagues and others. You may also download the power point presentation from www.aidsida.com.

Please consult *The Case For Canadians To Act Globally Against HIV/AIDS* for a more detailed explanation of the information contained in this package or to identify other organizations that may help you in your global HIV/AIDS efforts.



The Case For Canadians To Act Globally Against HIV/AIDS

At a Glance

1 The Facts

The Global Picture

- ◆ By the end of 1999, the number of people living with HIV worldwide had grown to more than 34.3 million.
- ◆ In 1999 alone, an estimated 5.4 million people became infected with HIV/AIDS; 2.6 million died;
- ◆ To date, more than 53 million people have been infected with HIV.
- ◆ The HIV/AIDS epidemic is worsening and it is expected that the number of people living with HIV/AIDS will expand to over 40 million by 2005.

Regional Devastation Abounds

- ◆ More than 95% of all HIV-infected people now live in the developing world.
- ◆ 24.5 million people, or one in every 12 people, were living with HIV/AIDS in the sub-Saharan region of Africa.
- ◆ HIV/AIDS prevalence is skyrocketing in Asia, where in the last three years alone, about 3 million people became infected.

HIV/AIDS is Ravaging Our World's Adult Population

- ◆ At the end of 1999, of 34.3 million people living with HIV/AIDS, 33.0 million were adults between the ages of 15 and 49, of which 47% were women.
- ◆ Estimates show that in Botswana, Namibia, Swaziland and Zimbabwe, between 19% and 36% of people aged 15 to 49 are living with HIV/AIDS.

Children Bear The Brunt of HIV/AIDS

- ◆ Since the start of the epidemic, more than 4.4 million children under the age of 15 have lived or are living with HIV/AIDS, of which 3.8 million have already died.
- ◆ To date, more than 13 million children have been orphaned because of AIDS.
- ◆ By 2010, the number of children orphaned because of AIDS is expected to reach as high as 40 million worldwide.

HIV/AIDS is Racing Through the Drug-Injecting Community

- ◆ In the newly independent states of the former Soviet Union, the prevalence of injecting drug use was largely responsible for the proportion of the population living with HIV doubling between the end of 1997 and the end of 1999.

2 The Impact

HIV/AIDS Reduces Life Expectancy

- ◆ In the African countries with the highest HIV prevalence, estimates now indicate that AIDS has reduced life expectancy to an average of 47 years, down from the 64 years that would have occurred in the absence of the disease.

HIV/AIDS Harms Child Survival

- ◆ HIV/AIDS has exacted a huge toll on child survival rates and is reversing years of hard-won development gains.
- ◆ In some hard hit countries, child mortality rates have doubled and tripled.



The Case For Canadians To Act Globally Against HIV/AIDS

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HIV/AIDS Burdens Health Care Systems

- ◆ In greatly affected countries, health care costs are increasing while the total availability of health care is dropping for everyone, especially the poor.
- ◆ On average, the cost of treating a person living with HIV/AIDS for one year is equivalent to educating 10 primary school students for a year.

HIV/AIDS Exacerbates Poverty and Inequality

- ◆ The economic impact per case of AIDS is greater than other diseases, as it hits people hardest in their most productive years.
- ◆ In urban households of Cote d'Ivoire, studies show that when a family member has AIDS, average income falls by 52 to 67 per cent, while expenditures on health care quadruple.

HIV/AIDS Afflicts the Education System

- ◆ Because of their own illness, the requirement to earn money or the necessity to care for family members infected with HIV, millions of school-aged children and teachers are dropping out of the education system.
- ◆ AIDS erodes the demand for education, as more and more children and families are affected. AIDS diminishes the supply of teachers and with it, of course, the quality of education that is provided.

HIV/AIDS Strikes Business and the Economy

- ◆ When HIV/AIDS strikes, it is likely to affect a working person.
- ◆ World Bank estimates reveal that HIV/AIDS has a substantial negative impact on economic growth.
- ◆ On one sugar estate in Kenya where 25 percent of the workforce was HIV-positive, company spending on funerals increased 500 percent and direct health expenditures rose 1,000 percent.

HIV/AIDS Erodes Human Rights and Increases Gender Inequities

- ◆ Discrimination against persons living with HIV/AIDS and those otherwise affected by the disease is widespread.
- ◆ Leading human rights abuses include illegal testing and dismissing of HIV-positive employees, lack of privacy of HIV status, restricted access to up-to-date medical care, and inheritance law discrimination.

HIV/AIDS Diminishes Political Stability and National Security

- ◆ In many countries, the incidence of HIV infections among the military is gradually weakening the capacity of militaries to ensure national security, maintain civil order and provide personnel for peacekeeping duties.
- ◆ If left unchecked, HIV/AIDS will reduce government's ability to deal with civil strife, refugee flows, rapid urbanization and poverty - items that are all conducive to the spread of HIV/AIDS.

HIV/AIDS Diminishes Human Security

- ◆ HIV/AIDS diminishes "human security", generally regarded as safety from both violent and non-violent threats.
- ◆ In the regions most affected by HIV/AIDS, human security has declined remarkably and has led to social unrest, erosions in national security, increases in discrimination and marginalization, and a crumbling environment for human development.



3 The Rationale

Canada Has Committed Itself To Help

- ◆ The Canadian Strategy on HIV/AIDS calls for active participation in international HIV/AIDS activities and to facilitate collaboration.
- ◆ Canada is a strong supporter of the Convention on the Rights of the Child and the United Nations' International Guidelines on HIV/AIDS and Human Rights.
- ◆ In 2001 at the United Nations General Assembly, Canada will champion efforts to address the crisis of children affected by the HIV/AIDS epidemic.

We Are Internationally Recognized Leaders

- ◆ Canada has a long and distinguished history as a diverse and outward-looking society, committed to providing significant humanitarian support to those in peril.
- ◆ Our work with NATO, our contribution to eliminating landmines and our role in the recent Kosovo crisis confirm our credibility and leadership abilities.
- ◆ Our medical breakthroughs (e.g. 3TC) allow us to speak with an expert voice on a world stage.

We Must Ensure the Sustainability of Our Development Investments

- ◆ Over the past few decades, Canadian taxpayers have invested untold billions of dollars in the developing world.
- ◆ HIV/AIDS is eliminating decades of hard won development gains and is negating the impact of our previous investments.
- ◆ Development gains can still be protected in the parts of the world where the HIV/AIDS epidemic is still nascent and not yet out-of-control.

It is in Our Economic Interest

- ◆ Canada is an export-oriented country and counts on the sustained vibrancy of other world markets and the emergence of new ones for its own economic growth and stability.
- ◆ We operate in a highly interdependent world economy where cataclysmic events elsewhere have profound effects here, too.

It Can Enhance Our Domestic Response

- ◆ While much progress has been made in Canada, we are far from declaring a victory in the fight against AIDS.
- ◆ Acting globally in HIV/AIDS can expose Canadian organizations to new and unconventional approaches while augmenting our skill sets and knowledge bases.

It Can Enhance the Capabilities and Reputation of Canadian NGOs and ASOs

- ◆ Acting globally says an organization is committed to its development, to sharing its expertise and to developing collaborative partnerships.
- ◆ International work can augment an organization's profile and reputation, important in respect to one's public affairs, media relations, employee recruitment or fund-raising activities.



The Case For Canadians To Act Globally Against HIV/AIDS

At a Glance

Acting Globally Can Reduce The Spread of HIV and Other Infectious Disease

- ◆ HIV and other diseases such as tuberculosis are highly infectious and cannot simply be contained by geographical borders.
- ◆ The world's population is increasingly mobile - as the global epidemic continues to grow, Canadians are also at increased risk.

We Already Know What Works

- ◆ An early and active response from all sectors of society has the potential to avert incredible suffering and to save millions of lives.
- ◆ Specific interventions encompassing social marketing, condom distribution, voluntary testing and counseling, the treatment of sexually transmitted diseases and peer education, can remarkably change behavior, reduce the risk of contracting HIV and alleviate the socioeconomic impacts.

It is Simply the Right Thing To Do

- ◆ A powerful reason for acting globally in HIV/AIDS is simply that it is the right thing to do. Canadians are blessed with significant resources and expertise and a demonstrated capacity to help those in need.

4 Taking Action

Assume a Leadership Role

- ◆ An effective response is often a collective response.
- ◆ Even if your organization cannot mount its own response, you can contribute to fighting the global epidemic by taking on an issue, assuming a leadership role and getting others on-side.
- ◆ Ideas include launching a workplace awareness program, informing others in group or one-on-one settings, educating the media, raising money for other international programs and participating in HIV/AIDS conferences/symposia.

Share Technical Expertise

- ◆ Canada's reputation for excellence in HIV/AIDS issues ensures that our technical expertise is in great demand around the world.
- ◆ Taking action could mean providing technical assistance to other Canadian organizations acting globally, international NGOs/ASOs, sponsors of large-scale or multi-disciplinary projects (e.g. CIDA, World Bank, Health Canada, UNAIDS).

Contribute To International Research Efforts

- ◆ The results of forward-thinking scientific and behavioral research provide the foundation upon which other HIV/AIDS interventions are developed and implemented.
- ◆ Several promising areas of Canadian research that can benefit the entire world include the development of female condoms and microbicides, studies on the genetics and immunology of resistance to HIV infections and the development of a safe and effective vaccine against HIV.



The Case For Canadians To Act Globally Against HIV/AIDS

At a Glance

Advance and Protect Human Rights

- ◆ The protection of human rights is essential to safeguard human dignity in the face of HIV/AIDS as well as to ensure an effective response to the disease.
- ◆ NGOs, including networks of people living with HIV/AIDS, can play a critical role by formulating policy, engaging in advocacy and capacity building, and developing support services.

Enhance Care and Support Infrastructure

- ◆ The need for comprehensive care and support systems is great in order to mitigate the impact of the epidemic.
- ◆ Antiretroviral drug and combination drug therapies are too expensive for the developing world. It is therefore necessary to develop more cost-effective care and support strategies.
- ◆ Program ideas include establishing AIDS orphanages and hospices, developing medical, social, psychological and nutritional care and counseling centres, and establishing control programs for other opportunistic diseases.

Build Communities and Their Capacity

- ◆ To prevent the continued spread of the disease and mitigate impact, investments must be made in communities to build their capacity to deal with the epidemic and sustain an effective response.
- ◆ Program ideas include training in public awareness strategies, providing tools to engage the private sector, supporting advocacy groups, providing training in organizational development, preparing sites for clinical trials of promising preventative measures and sharing your technical expertise.

Intervene Through Prevention and Education

- ◆ While there is no known cure for HIV, it is a preventable disease.
- ◆ Program ideas include STD prevention, condom promotion and distribution, workplace HIV/AIDS policy development and HIV/AIDS awareness program implementation.

5 Getting Started

Embarking Upon Your Own Response

- ◆ Determine areas of strength or “comparative advantage”
- ◆ Identify institutional readiness to undertake international HIV work
- ◆ Determine senior management commitment to acting globally
- ◆ Understand the challenges that you will face
- ◆ Build a detailed plan
- ◆ Identify and secure possible partners for your initiative
- ◆ Solicit and secure program financing
- ◆ Seek the counsel of others

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The Case For Canadians To Act Globally Against HIV/AIDS

International Affairs Directorate
June, 2000

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Introduction

Goals of The Case For Canadians To Act Globally Against HIV/AIDS

- To enhance your understanding of the enormity and devastating impact of the global epidemic.
- To highlight how you can become involved.
- To profile Canadian leaders in this area.
- To highlight the benefits that will accrue to your organization as a result of taking an active role in international HIV/AIDS issues.

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1. The Facts

The Global Picture

- By the end of 1999, the number of people living with HIV worldwide had grown to more than 34.3 million.
- To date, 53 million people have been infected with HIV.
- The HIV/AIDS epidemic is worsening - it is expected that the number of people living with HIV/AIDS will expand to 40 million by 2005.

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1. The Facts

Regional Devastation Abounds

- More than 95% of all HIV- infected people now live in the developing world.
- 24.5 million people, or one in every 12 people, were living with HIV/AIDS in the sub-Saharan region of Africa.
- HIV/AIDS prevalence is skyrocketing in Asia, where in the last three years alone, about 3 million people became infected.

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1. The Facts

HIV/AIDS is Ravaging Our World's Adult Population

- At the end of 1999, of 34.3 million people living with HIV/AIDS, 33.0 million were adults between the ages of 15 and 49, of which 47% were women.
- Estimates show that in Botswana, Namibia, Swaziland and Zimbabwe, between 19% and 36% of people aged 15 to 49 are living with HIV/AIDS.

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1. The Facts

Children Bear The Brunt of HIV/AIDS

- Since the start of the epidemic, more than 4.4 million children under the age of 15 have lived or are living with HIV/AIDS, of which 3.8 million have already died.
- To date, more than 13 million children have been orphaned because of AIDS.
- By 2010, the number of children orphaned because of AIDS is expected to reach as high as 40 million worldwide.

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1. The Facts

HIV/AIDS is Racing Through the Drug-Injecting Community

- **In the newly independent states of the former Soviet Union, the prevalence of injecting drug use was largely responsible for the proportion of the population living with HIV doubling between the end of 1997 and the end of 1999.**

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2. The Impact

HIV/AIDS Reduces Life Expectancy

- **In the African countries with the highest HIV prevalence, estimates now indicate that AIDS has reduced life expectancy to an average of 47 years, down from the 64 years that would have occurred in the absence of the disease.**

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2. The Impact

HIV/AIDS Harms Child Survival

- **HIV/AIDS has exacted a huge toll on child survival rates and is reversing years of hard-won development gains.**
- **In some hard hit countries, child mortality rates have doubled and tripled.**

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2. The Impact

HIV/AIDS Burdens Health Care Systems

- **In greatly affected countries, health care costs are increasing while the total availability of health care is dropping for everyone, especially the poor.**
- **On average, the cost of treating a person living with HIV/AIDS for one year is equivalent to educating 10 primary school students for a year.**

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2. The Impact

HIV/AIDS Exacerbates Poverty and Inequality

- **The economic impact per case of AIDS is greater than other diseases, as it hits people hardest in their most productive years.**
- **In urban households of Cote d'Ivoire, studies show that when a family member has AIDS, average income falls by 52 to 67 per cent, while expenditures on health care quadruple.**

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2. The Impact

HIV/AIDS Afflicts the Education System

- **Because of their own illness, the requirement to earn money or the necessity to care for family members infected with HIV, millions of school-aged children and teachers are dropping out of the education system.**
- **"AIDS erodes the *demand* for education, as more and more children and families are affected. AIDS diminishes the *supply* of teachers and with it, of course, the *quality* of education that is provided".**
Peter Piot, Executive Director, UNAIDS

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2. The Impact

HIV/AIDS Strikes Business and the Economy

- **When HIV/AIDS strikes, it is likely to affect a working person.**
- **World Bank estimates reveal that HIV/AIDS has a substantial negative impact on economic growth.**
- **On one sugar estate in Kenya where 25 percent of the workforce was HIV-positive, company spending on funerals increased 500 percent and direct health expenditures rose 1,000 percent in eight years.**

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2. The Impact

HIV/AIDS Erodes Human Rights and Increases Gender Inequities

- **Discrimination against persons living with HIV/AIDS and those otherwise affected by the disease is widespread.**
- **Leading human rights abuses include illegal testing and dismissing of HIV-positive employees, lack of privacy of HIV status, restricted access to up-to-date medical care, and inheritance law discrimination.**

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2. The Impact

HIV/AIDS Diminishes Political Stability and National Security

- **In many countries, the incidence of HIV infections among the military is gradually weakening the capacity of militaries to ensure national security, maintain civil order and provide personnel for peacekeeping duties.**
- **If left unchecked, HIV/AIDS will reduce government's ability to deal with civil strife, refugee flows, rapid urbanization and poverty - items conducive to the spread of HIV/AIDS.**

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2. The Impact

HIV/AIDS Diminishes Human Security

- **"Human security" means safety for people from both violent and non-violent threats.**
- **In regions most affected by HIV/AIDS, human security has declined remarkably and has led to social unrest, erosions in national security, increases in discrimination and marginalization, and a crumbling environment for human development.**

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3. The Rationale

Canada Has Committed Itself To Help

- **The Canadian Strategy on HIV/AIDS calls on us to increase Canada's participation in international HIV/AIDS activities and facilitate collaboration.**
- **Canada supports the Convention on the Rights of the Child and the United Nations' International Guidelines on HIV/AIDS and Human Rights.**
- **In 2001 at the United Nations General Assembly, Canada will champion efforts to address the crisis of children affected by the HIV/AIDS epidemic.**

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3. The Rationale

We Are Internationally Recognized Leaders

- **Canada has a long and distinguished history as a diverse and outward-looking society, committed to providing significant humanitarian support.**
- **Our work with NATO, our contribution to eliminating landmines and our role in the recent Kosovo crisis confirm our credibility and leadership abilities.**
- **Our medical breakthroughs (e.g. 3TC) allow us to speak with an expert voice on a world stage.**

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3. The Rationale

We Must Ensure The Sustainability of Our Development Initiatives

- Over the past few decades, Canadian taxpayers have invested untold billions of dollars in the developing world.
- HIV/AIDS is eliminating decades of hard won development gains and is negating the impact of our previous investments.
- Development gains can still be protected in the parts of the world where the HIV/AIDS epidemic is still nascent and not yet out-of-control.

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They Said

"AIDS, like any infectious disease, will not be defeated anywhere until it is defeated everywhere."

Dr. Peter Piot, Executive Director, UNAIDS

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3. The Rationale

It Is In Our Economic Interest

- Canada is an export-oriented country and counts on the sustained vibrancy of other world markets and the emergence of new ones for its own economic growth and stability.
- We operate in a highly interdependent world economy where cataclysmic events elsewhere have profound effects here, too.

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3. The Rationale

It Can Enhance Our Domestic Response

- While much progress has been made in Canada, we are far from declaring that the fight against AIDS has been won or is close to over.
- Acting globally against HIV/AIDS can expose Canadian organizations to new and unconventional approaches while augmenting our skill sets and knowledge bases.

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3. The Rationale

It Can Enhance the Capabilities and Reputation of Canadian NGOs and ASOs.

- Acting globally says an organization is committed to its development, to sharing its expertise and to developing collaborative partnerships.
- International work can augment an organization's profile and reputation, important in respect to one's public affairs, media relations, employee recruitment or fund-raising activities.

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3. The Rationale

It Can Reduce The Spread of HIV and Other Infectious Disease

- HIV and other diseases such as tuberculosis are highly infectious and cannot simply be contained by geographical borders.
- The world's population is increasingly mobile - as the global epidemic continues to grow, Canadians are also at increased risk.

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3. The Rationale

We Already Know What Works

- An early and active response from all sectors of society has the potential to avert incredible suffering and to save millions of lives.
- Specific interventions encompassing social marketing, condom distribution, voluntary testing and counseling, the treatment of STDs and peer education, can remarkably change behavior, reduce the risk of contracting HIV and alleviate the socioeconomic impacts.

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3. The Rationale

It Is Simply The Right Thing To Do

- Canadians are blessed with significant resources and expertise and a demonstrated capacity to help those in need.
- A powerful reason for acting globally against HIV/AIDS is simply that it is the right thing to do.

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4. Taking Action

Assume a Leadership Role

- An effective response is a collective response.
- Even if your organization cannot mount its own response, you can contribute to fighting the global epidemic by taking on an issue, assuming a leadership role and getting others on-side.
- Ideas include workplace awareness programs, informing others 1-on-1, educating the media, raising money for other international programs and participating in conferences/symposia.

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Case In Point

Interagency Coalition on AIDS and Development (ICAD)

ICAD has played a leadership role in international HIV/AIDS issues by producing *Beyond Our Borders: A Guide to Twinning for HIV/AIDS Organizations*, and in developing the first *Canada's International Response to HIV/AIDS* report.

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4. Taking Action

Share Technical Expertise

- Canada's reputation for excellence in HIV/AIDS issues ensures that our technical expertise is in great demand around the world.
- Taking action could mean providing technical assistance to other Canadian organizations acting globally, international NGOs/ASOs, sponsors of large-scale or multi-disciplinary projects (e.g. CIDA, World Bank, Health Canada, UNAIDS).

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Case In Point

Monitoring the Emergence of HIV-1 Resistance to Antiretroviral Drugs in Latin America

Health Canada, in conjunction with others, launched this project to evaluate and identify appropriate laboratory techniques for screening HIV-1 genetic markers of resistance to antiretroviral drugs. The project included technology transfer and the training of laboratory scientists in appropriate methods for monitoring HIV-1 drug resistance.

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4. Taking Action

Contribute to International Research Efforts

- **The results of forward-thinking scientific and behavioural research provide the foundation upon which other HIV/AIDS interventions are developed and implemented.**
- **Several promising areas of Canadian research that can benefit the entire world include the development of female condoms and microbicides, and studies on the genetics and immunology of resistance to HIV infections.**

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Case In Point

The Biology of Sexually Transmitted Diseases

This project is a collaboration between scientists from the Universities of Toronto, Manitoba and Nairobi whose goal is to determine new ways to prevent and treat sexually transmitted infections. The project partners will provide the target population of the study, namely commercial sex workers and children, with access to better health care.

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4. Taking Action

Advance and Protect Human Rights

- **The protection of human rights is essential to safeguard human dignity in the face of HIV/AIDS as well as to ensure an effective response to the disease.**
- **NGOs, including networks of people living with HIV/AIDS, can play a critical role by formulating policy, engaging in advocacy and capacity building, and developing support services.**

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Case In Point

Partnership Between the AIDS Law Project (South Africa) and The Canadian HIV/AIDS Legal Network Partnership

The above two organizations signed a formal partnership agreement in 1998 to work together to improve awareness and understanding of the ethical, legal and human rights impact of the global spread of HIV/AIDS as well as jointly undertake research, network creation and other educational activities.

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4. Taking Action

Enhance Care and Support Infrastructure

- **Antiretroviral drug and combination drug therapies are too expensive for the developing world. It is therefore necessary to develop more cost-effective care and support strategies.**
- **Program ideas include establishing AIDS orphanages and hospices, developing medical, social, psychological and nutritional care and counseling centres, and establishing control programs for other opportunistic diseases.**

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Case In Point

Rainbow House

Reaching and caring for children orphaned by AIDS or infected with HIV in Haiti is the focus of Rainbow House, a project established in 1995 by Foster Parents Plan of Canada in conjunction with two Haiti-based organizations. At Rainbow House, children are provided access to proper medical, social, psychological and nutritional care, support and counseling.

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4. Taking Action

Build Communities and Their Capacity

- To prevent the continued spread of HIV and mitigate impact, investments must be made in communities to build their capacity to deal with the epidemic and sustain an effective response.
- Program ideas include training in public awareness strategies, providing tools to engage the private sector, supporting advocacy groups, providing training in organizational development, and preparing sites for clinical trials of promising preventative measures.

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Case In Point

Operation Blessing Guyana

In 1997/98, Casey House Hospice partnered with the Black Coalition for AIDS Prevention (BlackCAP) to undertake a community development project in Guyana. Using a train-the-trainer model, the intent of the program was to equip representatives from Guyana with additional skills and knowledge in order to enhance their response to HIV/AIDS.

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4. Taking Action

Intervene Through Prevention and Education

- While there is no known cure for HIV, it is a preventable disease.
- Program ideas include STD prevention, condom promotion and distribution, workplace HIV/AIDS policy development and HIV/AIDS awareness program implementation.

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Case In Point

Southern Africa AIDS Training Programme II (SATII)

The Canadian Public Health Association has led the SATII project which provides financial assistance, institutional support and capacity building training to community-based organizations working in HIV/AIDS. With a total of 150 projects on the go, SATII focuses its efforts on HIV prevention, counseling and care, and advocacy in gender and human rights.

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4. Taking Action

Promising Program Directions

- Prevention of mother-to-child transmission of HIV
- Voluntary testing and counseling programs
- Supporting blood safety programs
- Harm reduction programs for intravenous drug users
- Workplace HIV/AIDS policy development and awareness program

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4. Taking Action

Promising Program Directions

- Home-based care and psychosocial support programs
- Control of other infectious diseases, especially tuberculosis
- Address root causes of vulnerability by improving economic opportunities in affected regions
- Encourage the full participation of your community in all aspects of the response to AIDS

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5. Getting Started

Embarking Upon Your Own Response

- **Determine areas of strength or “comparative advantage”**
- **Identify institutional readiness to undertake international HIV work**
- **Understand the challenges that you will face**
- **Determine senior management commitment to acting globally**

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5. Getting Started

Embarking Upon Your Own Response

- **Build a detailed plan**
- **Identify and secure possible partners for your initiative**
- **Solicit and secure program financing**
- **Seek the counsel of others**

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Case In Point

Beyond Our Borders: A Guide to Twinning for HIV/AIDS Organizations

ICAD has developed this comprehensive guidebook on twinning that defines the benefits of twinning and highlights real-world examples.

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Additional Information

- **International Affairs Directorate, Health Canada**
- **Canadian International Development Agency**
- **UNAIDS**
- **Interagency Coalition on AIDS and Development**
- **Canadian AIDS Society**
- **The Canadian Public Health Organization**
- **Canadian Association for HIV Research**

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Additional Information

- **Canadian Foundation for AIDS Research**
- **Canadian HIV/AIDS Trials Network**
- **The Canadian HIV/AIDS Clearinghouse**
- **Community AIDS Treatment Information Exchange**
- **International Council of AIDS Service Organizations**
- **Canadian HIV/AIDS Legal Network**

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Additional Information

- **Canadian Treatment Advocates Council**
- **Pan American Health Organization**
- **Canadian Aboriginal AIDS Network**
- **World Health Organization**

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