

## **HIV Multi-Sectoral Leadership Forum**

*A Community of Practice of Director Generals of National AIDS Coordinating Authorities*

7-9 November 2023, Mercure Hotel, Windhoek, Namibia

### ***Sustaining Effective Leadership to Expedite Progress in HIV Prevention Efforts, Sustain Gains and Bridge Disparities***

#### **Background Information**

In 2018 May the Global HIV Prevention Coalition and other partners convened the first meeting with Director Generals of National AIDS Coordinating Authorities (NACAs) in Amsterdam, Netherlands. The Coalition was established to lead the world in implementing a global commitment to stem new HIV infections by 75% against the 2010 figures by 2020 and was focused on eliminating key bottlenecks. The global community was in consensus that a range of factors – political, legal, financial and social – have stymied prevention efforts. HIV prevention programmes reaching adolescents and young people and key populations at risk and effective interventions had not been implemented with sufficient coverage and intensity. Efforts to ensure a conducive policy environment in which barriers to service access are eliminated were inconsistent. These HIV prevention challenges underscored the importance of the multi-sector approach and consistent national level stewardship.

The 2<sup>nd</sup> in person meeting of the NACA Directors General was hosted by the Government of Kenya in May 2019 convened by UNAIDS and UNFPA on behalf of the Global HIV Prevention Coalition. The meeting provided a platform for peer review of prevention progress using country posters. The meeting also allowed for reflection on country level leadership, and stewardship to bring effective HIV prevention to scale while reinforcing community engagement. During this forum, 28 NACA Directors and over 90 delegates attended including UNFPA representatives, UNAIDS Country Directors, other senior staff from UNFPA, UNICEF, WHO and UNAIDS, the Global Fund, the Gates Foundation, Frontline AIDS, national civil society organizations and academia.

On the sidelines of this meeting, the Directors General of the NACAs convened a special session and made a resolution to harness the strategic position of the NACAs in driving the HIV prevention agenda. As a result, they established a Community of Practice for NACAs Directors, aimed at enhancing peer learning and creating a platform for sharing successful leadership and programmatic experiences among countries in the South-to-South context. Since its inception, the NACAs Directors General Community of Practice has conducted a total of 14 meetings, including four in-person gatherings, complemented by eight South-to-South experiential learning initiatives.

These forums have played a crucial role in maintaining the initial momentum established by the Global HIV Prevention Coalition at the country level. They have facilitated peer-to-peer progress review exercises, enabling countries to learn from the successes of their counterparts and address persistent

gaps in the provision of high-quality programs. Additionally, these forums provide opportunities for countries to share their experiences such as lessons in managing concurrent pandemics after the emergence of COVID-19 and contribute valuable inputs to global strategic documents, such as the Global Fund Strategy (2023-2028).

In 2023, the NACAs Directors Generals community of practice renamed to the HIV Multisector Leadership Forum. This forum maintains its commitment to rallying countries and reaffirming leadership for multi-sectoral approaches to HIV management, with a particular focus on elevating and maintaining the HIV primary prevention agenda to the forefront of the global response.

### **Rationale for the 4<sup>th</sup> in-person meeting of NACA Director Generals**

The 15th Meeting of the NACAs Directors (4<sup>th</sup> in-person) is scheduled to take place in Namibia from November 7- 9, 2023. The NACAs Director position paper and Policy Brief will be officially launched and a special session held to agree on timelines and strategic actions to implement recommendations therein.

This meeting will be taking place against the following global junctures:

1. The COVID-19 pandemic highlighted disparities in healthcare access between countries and sub-populations, but also demonstrated what can be achieved with country-owned, country-led stewardship of health programmes.
2. Shifting priorities have led to rapid changes in dedicated HIV funding due to exacerbated economic inequalities. Prevention efforts are likely to face the largest funding cuts, hence the need to urgently examine costs of HIV prevention, affordability and mobilization of necessary political attention.
3. There is a global push to transform large vertical health programs into integrated models without losing previous gains in prevention, diagnosis, and control, hence the need to examine and determine the requirements for national prevention systems.
4. The challenge of closing gaps in HIV prevention and sustaining HIV prevention gains in a fragile financing, legal and policy environment with less engagement and access to resources by communities.
5. Persistent structural challenges like stigma and discrimination among sub-populations such as key populations, adolescent and young people and people living with HIV.

In 2022, there were 1.3 million new HIV infections, which is way off the 2025 target of fewer than 370,000 new infections and results in additional costs over time for treatment. The NACA Directors have observed this evolving landscape of HIV prevention and note the potential to erode gains in policy and legal frameworks that form the foundation of an enabling environment which is required for sustained HIV incidence reduction. The HIV Prevention 2025 Roadmap outlines the interventions organized by pillars and structural enablers to accelerate targets. Progress across countries in delivery of HIV prevention projects and interventions is diverse but remains of limited scale in many countries. NACA Directors posit that the project nature of prevention at country level has contributed to disjointed efforts and fragmentation. Therefore, there is an urgent need to prioritize the establishment of National HIV Prevention Systems that transcend prevention projects and interventions. In this meeting, Ministry of Health prevention leads are invited.

## Official Opening Ceremony

Tuesday, 7 November 2023, at Mercure Hotel, Windhoek Namibia

Moderators

**Mr. Ben Nangombe, Executive Director of Health, Namibia**

**Dr. Bernard Madzima, Vice Chair, HIV Leadership Forum**

### **09.00-11.00 hours**

Namibia anthem

Au anthem

Welcome Remarks

**Ben Nangombe** (Executive Director of Health, Ministry of Health)

**Karina Amutenya** (CCM Chair, Namibia)

**Cheryl Amoroso** (PEPFAR Country Coordinator)

**Hopolang Phororo** (UN Country Resident Coordinator)

Introduction to the HIV Multisectoral Leadership Forum

**Dr. Ruth Masha**

Two Pandemics, Two Viruses the untold impact on humanity someone living with HIV and got COVID 19

**Victoria Kamule**

Why ending sexual violence is a critical element to ending new HIV infections

**Jonathan Solomons**

The HIV Prevention gains are fragile if we do not tackle the challenge of non-people centred programme designs, widening resource and availability gaps.

**Mitchell Warren**

Mobilizing political and technical leadership, critical elements for sustainable HIV prevention systems in current country contexts

**Prof. Sheila Tlou**

***Cultural Presentation***

Making the money work

**Dr. Natalia Kanem** (Executive Director, UNFPA)

**Bience Gawanas** (Global Fund Board Vice Chair)

**Anne Muthoni Githuku-Shongwe** (ESA Regional Director, UNAIDS)

Position Paper of the Director Generals of AIDS Coordinating Authorities: Highlights on key recommendations

**Dr. Ruth Masha**

Remarks

**Hon. Chang Ji-Le** (China Vice Minister of Health)

**Hon Dr. Kalumbi Shangula** (Minister of Health and Social Services Namibia)

Keynote Address

**H. E. Monica Geingos, First Lady of Namibia and UNAIDS Special Envoy for Adolescents and Young people**

- Launch of the Position Paper of the HIV Leadership Forum titled:  
*Sustaining effective leadership to secure gains, bridge disparities and expedite progress: A position paper on the leadership role of national AIDS coordinating authorities in the future of HIV prevention, sustainable health and preventing future pandemics*
- Official Photo Session

**DAY 1: 7<sup>TH</sup> NOVEMBER 2023**

Time	Agenda
	<b>PART I: Accelerating towards 2025 and 2030 targets: country leadership and country systems for results</b>
12.00-13.00	<p><b>Session 1: What will it take to achieve 2025 and 2030 HIV targets at country level?</b></p> <p><b>Session Chair: Ms. Naemi Shoopala</b></p> <p>What is required to achieve the 2025 and 2030 HIV targets for reducing new HIV infections? What is required to sustain the response post 2030?</p> <p><b>Dr. Mary Mahy &amp; Prof. Jeffrey Eaton</b> <b>Ms. Florence Anam</b></p>
	<b>LUNCH BREAK</b>
14.00 – 15.30	<p><b>Session 2: Countries at cross-roads of achieving, and of sustaining an effective HIV response: how do we ensure that prevention is prioritized?</b></p> <p><b>Session Chair: Dr. Atuahene Kyeremeh</b></p> <p>How can countries create bold stewardship, political will and capacities for sustainable country led HIV responses? And how can they secure the gains made in HIV prevention?</p> <p><b>Dr. Simaga Fodé</b></p> <p>Country leadership: dealing with diverse partners at country level and the sacrificial lambs of prevention and communities funding – Lessons from the Zimbabwe AIDS Trust Fund <b>Dr. Bernard Madzima</b></p> <p>Investing in National systems for sustainability: considerations and realities countries must deal with – Lessons from Nigeria <b>Dr. Gambo Aliyu</b></p> <p>Delivering scale requires moving from Prevention Projects to Prevention Systems - Lessons from South Africa <b>Dr. Thembisile Xulu</b></p> <p>Plenary discussions: identifying key elements of country-led response and how to ensure Prevention is prioritized</p>
	<b>COFFEE BREAK</b>

<b>16.00-17.30</b>	<p><b>Session 3: Country-led versus country-engaged: what do countries need to do to rapidly build national prevention systems</b></p> <p><b>Session Chair: Dr. David Chipanta</b></p> <p>Transitioning of AVAHAN, a key populations project, into a scaled national prevention programme -lessons on design, costs, political, policy and community actions and sustainability – Lessons from India <b>Ms. Nidhi Kesarwani</b></p> <p>Implementing a country led accountability framework across partners to consolidate prevention programmes and sustain scale – Lessons from Ethiopia <b>Dr. Fekadu Yadeta</b></p> <p>Reaching adolescent girls and young women to effectively reduce new HIV infections in this population – Lessons from Tanzania <b>Dr. Jerome Kamwela</b></p> <p>Financing and delivering services for population and community programmes at scale – Lessons from Brazil <b>Dr. Draurio Bareira</b></p> <p>Plenary discussions: developing consensus on entails national Prevention Systems and what NACAs would need to do to rapidly build these systems</p>
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**DAY 2: 8<sup>TH</sup> NOVEMBER 2023**

<p><b>8:30 – 8.45</b></p>	<p><b>Summary of day 1</b></p>
<p><b>8.45- 10.30</b></p>	<p><b>Session 4: Country stewardship, country ownership: what political, policy and social levers with drive systems strengthening, programmatic actions and accountability?</b></p> <p><b>Session Chair: Prof. Eboi Ehui</b></p> <p><b>Statement by Amb. John Nkengasong</b></p> <p>Country leadership in the context of global and national politics, disease changes, funding transitions and competing priorities and interests: what must countries start to do now to safeguard gains in HIV prevention? <b>Dr. Deus Bazira</b></p> <p>Lessons from PEPFAR on progress towards sustainability: How will country leadership be harnessed and prevention prioritized? <b>Eniko Akom</b></p> <p>Leveraging political will, country health and social systems and communities to address the triple threat of early pregnancies, new HIV infections and sexual &amp; gender-based violence – Lessons from Kenya <b>Dr. Ruth Masha</b></p> <p>Delivering integrated person-centred HIV services: strategies for safeguarding HIV Prevention – Lessons from Mexico <b>Dr. Alethse de la Torre Rosas</b></p> <p>A bold COVID response has lessons for strengthening HIV prevention in countries – Lessons from Cameroon <b>Dr. Hadja Hamsatou CHERIF</b></p> <p>Plenary discussions: identifying what countries need to strengthen national programmes and partner accountability</p>

	<b>COFFEE BREAK</b>
<p>11.00-13.00</p>	<p><b>Session 5: Developing functional multi-sector platforms for impact: How do we strengthen programming in the context of competing interests and priorities?</b></p> <p><b>Session Chair: Rosemary Kindyomunda</b></p> <p>Results oriented multi-sector leadership and action for impact: developing capacities and functional systems across target sectors that manage the politics, the processes, the people and the products</p> <p><b>Dr. Nduku Kilonzo</b></p> <p>Leveraging multi-sector action to deliver and monitor health education and comprehensive sexuality education at scale – Lessons from Lesotho</p> <p><b>Ms. Lebohang Mothae</b></p> <p>Beyond resource availability: the challenges and lessons of developing effective functioning across different sectors for HIV prevention results – lessons from Uganda</p> <p><b>Dr. Vincent Bagambe</b></p> <p>Community mobilization, demand creation and public health education: the expanded role of NACA in Botswana and the lessons learnt in coordinating diverse stakeholders for impact – Lessons from Botswana</p> <p><b>Mr. Ontiretse Letlhare</b></p> <p>Strengthening community leadership and monitoring within national prevention systems: what is needed? Perspectives of Communities</p> <p><b>Jonathan Solomons</b></p> <p>Plenary discussions: deliberating on what strategic actions NACAs will undertake to strengthen functional multi-sector systems at country level</p>
	<b>LUNCH BREAK</b>

	<b>PART II: From analysis to action: Critical next steps in advancing national prevention responses rapidly and sustainably</b>
<b>14.00-17.00</b>	<p><b>Session 6: Strategic Country and Regional HIV prevention reviews and actions</b></p> <p><b>Session Chairs: Prof. Lloyd Mulenga &amp; Dr. Endang Lukitosari</b></p> <p>Introduction to the breakout sessions:</p> <p style="padding-left: 40px;"><b>Dr. Celestine Mugambi</b> <b>Clemens Benedikt</b></p> <p>Breakout sessions: Reflections on country progress and gaps in break-out groups</p> <p>Plenary presentations of:</p> <ul style="list-style-type: none"> <li>- Leadership commitments</li> <li>- Programmatic priority actions for each country</li> <li>- Country needs (technical assistance, resources and capacities to deliver)</li> </ul>

**Day 3: 9<sup>th</sup> NOVEMBER 2023**

<b>8.30-10.00</b>	<p><b>Session 7: Accountability and joint support towards Leadership Commitments and Action Plans: the perspective of development partners</b></p> <p><b>Session Chair: Dr. Thembisile Xulu</b></p> <p>Opportunities and mechanisms for technical and financial support to the emerging leadership priorities and commitments, and country action plans in 2024</p> <p style="padding-left: 40px;"><b>Susie Mclean (GLOBAL FUND)</b> <b>Robyn Eakle/Cheryl Amoroso (PEPFAR)</b> <b>Kerry Mangold (Genesis: SSLN)</b> <b>Dr. Paula Munderi-Auberson (UNAIDS)</b> <b>Dr. Yogan Pillay (BMGF)</b></p>
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10.00-11.00	<p><b>Session 8: Identifying strategic priorities, opportunities and partnerships</b></p> <p><b>Session Chair: Prof. Lieving Kapend &amp; Dr. Dumisani Kunene</b></p> <p>Implementing Country Constituency Bureaus to the Global Fund: How countries can leverage their representation to drive Prevention priorities and resources</p> <p><b>Mrs. Susan Mochache</b></p> <p>The HIV Control Working Group</p> <p><b>Dr. Izukanji Sikazwe</b></p>
	<p><b>COFFEE</b></p>
11.30-13.30	<p><b>2<sup>nd</sup> Special meeting of the HIV leadership Forum</b></p> <p><b>Session Chairs:</b></p> <p><b>Dr. Ruth Masha</b></p> <p><b>Dr. Bernard Madzima</b></p> <p><b>Steering Group Convenors</b></p> <p><b>Dr. Alethse de la Torre Rosas</b></p> <p><b>Dr. Atuahene Kyeremeh</b></p>
	<p><b>LUNCH BREAK</b></p>

	<b>CLOSING SESSION</b>
14.30- 15.30	<b>Session Chair: Mr. Ben Nangombe</b>  Summary feedback of the 15 <sup>th</sup> meeting of the HIV multi-sector Leadership Forum <b>HIV Leadership Forum Secretariat</b>  <b>Closing remarks</b> <b>Community voice</b> <b>Dr. Ruth Masha</b> <b>Dr. Yogan Pillay</b> <b>Ms. Winnie Byanyima (UNAIDS Executive Director)</b> <b>Hon. Kalumbi Shangula</b>

## **Annotated Programme:**

### **Meeting Objectives**

To leverage the mandate, experience and expertise of the NACAs to strengthen country level multi-sectoral action to deliver scale and sustainability for HIV prevention responses

### **Objective 1: Assess progress and identify barriers and critical enablers for countries to achieve globally agreed pre-and post-2030 HIV prevention response targets**

NACAs note that sustaining the HIV response is premised on sustaining HIV prevention efforts to keep incidence at the lowest possible points across all populations and countries. The meeting will receive emerging data on what is required to attain current targets and post 2030. Country teams will examine the progress of each country through peer reviews on prevention targets and identify critical elements at strategic leadership level and priority technical actions that will support their efforts in accelerating achievement of targets and sustaining them post-2030.

### **Objective 2: Foster knowledge exchange to explore strategies for strengthening and sustaining and effective HIV prevention response at scale**

1.3million new HIV infections were recorded and coverage of services to key and vulnerable populations, especially prevention services remain limited. These numbers of new infections are unsustainable as they mean cumulative additional costs over time in a context of reducing resources. It is important to note that the HIV prevention response does not operate in a vacuum, rather operates in a context of complex and crowded global health and development agenda. Increasing ART costs given the new infections, increased needs for second-line ARVs, ageing populations and requirements to invest in HIV prevention compete with existing and emerging new infectious diseases such as COVID19, a global escalation of chronic diseases and a conflation of health and climate change. Competing priorities at global level are exacerbated at country level, given shrinking resource envelopes, new programmes, implementation architecture and coordination mechanisms such as Pandemic Preparedness Responses, Universal Health Coverage (UHC). Despite these challenges, there are opportunities offered for accelerating HIV prevention targets and creating sustainability into the future.

### **Objective 3: Leverage NACAs multi sector strengths at country level as a valuable tool of influence for strengthening joint accountability and optimization of country HIV investments**

The use of a multi-sector response to HIV was characterized by the unique integration of civil society actors, persons living with HIV, the private sector, scientists and policy makers for the HIV response. Over time this has evolved and been applied to other areas of health including during COVID-19. The HIV prevention roadmap identifies various sectors of interest that need to be prioritized such as health, education, law and justice, youth, gender and labour and social development in order to effectively reach key populations and adolescents and young people and create enabling environments in which they can access services. NACAs posit that their multi-sector expertise and infrastructure is the much-needed

platform to coalesce political will, government action, private-public partnerships and global and country stakeholder joint action to safeguard the gains made so far at country level and expedite progress towards reducing new infections and offering services including condoms to those who need them most. There is now an urgent need to define the key elements and strategic information requirements for effective and sustained multi-sectoral approaches including prioritization, demand creation, service delivery platforms, cross-sector planning and oversight mechanisms and how to negotiate existing fragile legal and policy environments.

**Objective 4: Define Country Stewardship for HIV Prevention and develop consensus on actions for country-led National HIV Prevention Systems**

The current context of HIV prevention is based on projects supporting different interventions in countries, creating fragmented prevention efforts and negatively impacts the capacity to bring prevention services to scale. The lack of national prevention systems that are based on country health, social and economic systems, mean that the foundation and delivery systems on which to scale-up programmes is lacking. Thus, prevention services are likely to collapse once donor resources are no longer available. Country-led national HIV prevention systems are the gateway to successful scale up of interventions. In this meeting, NACAs will consider the elements of such systems including management capacities; system performance monitoring; prevention workforce; cross-sector delivery systems and coordination with Ministries of Health to integrate and strengthen diagnostic, procurement and supply chains for prevention. Building such systems requires collective accountability of Government, donors and other stakeholders through 360degree and joint performance monitoring that NACAs will steward.

A key area of focus will be on addressing the growing resource gap, by rethinking the current spending for prevention programmes vs essential costs that countries can consider, and reaching a common consensus on what sustainability means for each country. There currently exist limited knowledge and information on actual costs for HIV prevention services whether considering: packages of interventions for specific populations; delivery systems costs; community service costs; support costs such as demand creation; prevention commodity and supply chain costs or management costs. Available costs usually differ by donor or the implementing partner.

**Meeting Outputs:**

1. Leadership commitments: Jointly agreed milestones for achieving recommendations outlined on country led position paper
2. Country Action Plans: technical areas to maintain momentum towards prevention
3. Policy guidance for a multi-sector HIV response
4. Minutes of the Special meeting of the Forum
5. Meeting report

### **Programme notes:**

To achieve these objectives, the programme is organized in 3 key sections.

#### **1. The Opening and Closing Sessions:**

The Chief Guests Remarks will centre on bold leadership as a critical input towards re-mobilizing commitments for fast-tracking the response, national ownership and leadership, commitment and accountability at the highest levels of Government

The Chief Guest launches the position paper and policy brief of the HIV multi-sector Leadership Forum

#### **2. The Technical Programme:**

**PART I: Accelerating towards 2025 and 2030 targets: country leadership and country systems for results** focusses on the place of country stewardship and leadership in securing the gains made the HIV response with special emphasis on HIV prevention. It will explore country experiences in the issues that exacerbate disparities that hinder progress through the following sessions:

Session 1: What will it take to achieve 2025 and 2030 HIV targets at country level?

Session 2: Countries at the Crossroads of achieving and sustaining an effective HIV response: How do we ensure that prevention is prioritized?

Session 3: Country-led versus country-engaged: what do countries need to do to rapidly build national prevention systems.

Session 4: Country Stewardship, Country Ownership: what political, policy and social levers will drive systems strengthening, programmatic actions and accountability?

Session 5: Developing functional multi-sector platforms for Prevention impact: How do we strengthen programming in the context of competing interests and priorities?

**PART II: From analysis to action: Critical next steps in advancing national prevention responses rapidly and sustainably** focusses on the strategic leadership and technical actions countries need to take in order to expedite the progress in attaining the targets and building systems for sustainability through the following sessions:

Session 6: Strategic Country and Regional HIV prevention reviews and actions.

Session 7: Accountability and joint support towards Leadership Commitments and Action Plans: the perspective of development partners.

Session 8: Identifying strategic priorities, opportunities and partnerships.

#### **3. The HIV Leadership Forums special meeting**

Country leaderships will hold their 2<sup>nd</sup> Special meeting in which they will review their priorities and commitments and endorse the outputs of the meeting as a basis for peer accountability for 2024

All sessions are organized along a framing presentation and subsequent country experiences to provide real-life context against which to draw lessons and develop priorities that leaders will wish to adopt and advance.