

COMMUNICATION STRATEGY AND WORKPLAN

The International Partnership Against AIDS in Africa

February 2000

UNAIDS

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I. Summary

Information dissemination and communication with partners on the International Partnership against AIDS in Africa, or IPAA, is crucial. As the membership of the Partnership and involvement of countries in the Partnership increases, there have to be avenues for information exchange to keep organisations, countries and people informed. There should also be channels to obtain feedback on programmes, activities, plans and other issues. The proposed communication strategy of the Partnership explains what needs to be done and how they can be achieved within reasonable resources, human and material, from the Secretariat, Cosponsors, bilaterals and other interested parties. The main focus of the strategy is to establish links among members through selected, targeted channels; encourage advocacy by members; develop materials for representation and presentation; and provide a coordination mechanism for implementation of the strategy. Efforts will be made not to create a parallel structure on communications in member organisations involved in the Partnership, but communications will be collaborate and work mostly with existing structures, use mostly existing resources and materials.

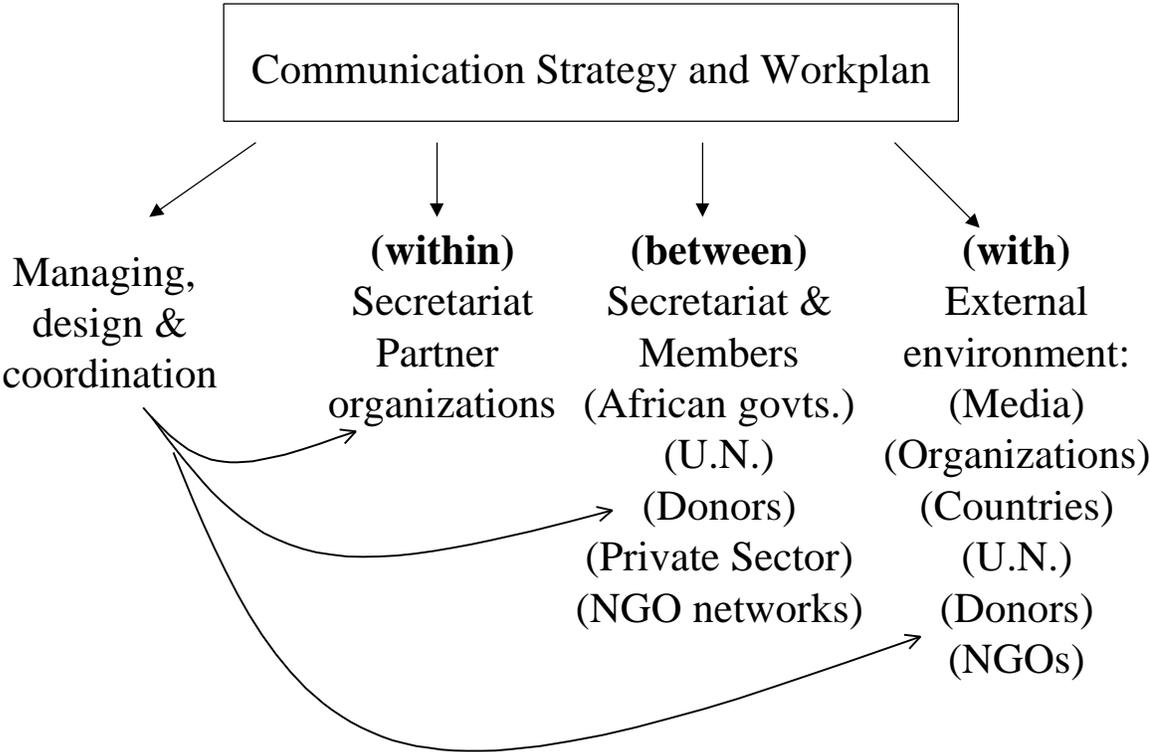
The communication strategy of the International Partnership against AIDS in Africa is based on four main synergistic directions, namely:

- ❑ Management, design and coordination of communication, and its integration with programme communication, and other programmes and technical areas;
- ❑ Internal communication within the Secretariat, and within each member organisation and country;
- ❑ Communication among members: African governments, United Nations (UN), donors, private sector and non-governmental (NGO) networks in the Partnership;
- ❑ Communication with other entities and interested parties (UN agencies, international organisations, other countries outside Africa, local organisations, institutions and the mass media), and integration with public information units, technical and programmatic areas.

When the four components of the communication strategy are implemented and work together, a smooth, coherent information dissemination, feedback, advocacy, exchange and integrated system can be ensured.

The communication strategy identifies clear priorities, even as it recognises the various opportunities and channels for communication. It is informed by the need to act quickly and use mostly existing resources. In each area above, only two or three main channels of communication will be used for the initial six months of activities. Further assessment will then be done to determine if additional and/or different channels are required and how they may be phased into the system. During the initial six months, the overall emphasis will be to strengthen the flow of information among all partners, mobilise key constituencies within each organisation and country, and advocate for increased commitment to the Partnership. To avoid information overload and ensure rational use of resources, only important, key issues will be disseminated whilst efforts will be made to redirect and link audiences to sources of additional, abundant information. This approach will be used, particularly in the e-mail and bulletin information services.

The International Partnership against HIV/AIDS in Africa



II. Background information on the Partnership

Africa suffers disproportionately from poverty, conflict, social dislocation, food insecurity: these both fuel, and are fueled by an HIV/AIDS epidemic that is equally disproportionate. Of eleven million orphans created by the epidemic, 90 per cent are in Africa. Some 23.3 million Africans south of the Sahara are estimated to have HIV infection or AIDS. That is almost 70% of the world's total in a region that is home to just 10% of the world's population.

The pace of the epidemic in southern and eastern Africa has outpaced all original projections by two to three times, leading to rapid demographic changes, and their consequent social and economic impact. For example, life expectancy at birth in southern Africa, which rose from 44 years in the early 1950s to 59 in the early 1990s is set to drop to just 45 between 2005 and 2010.

The epidemic is now more devastating than war: In 1998, 200,000 people in Africa died from conflict, but 2.2 *million* died from HIV/AIDS. The rapid loss of human capital, from every walk of society, reflects the decimation of a major conflict, with similar consequences. HIV/AIDS is rapidly becoming the key human security issue of the sub-continent, round on the IPPA.

The resources available to address HIV/AIDS are utterly disproportionate to the size of the problem. At present it is estimated that, outside of South Africa, the total spent on AIDS is approximately \$165 million a year. Current estimates suggest that between \$800 million and \$2.5 billion a year are needed to mount an adequate response to the epidemic. While better use can be made of the existing resources, the absolute shortage of financial and human resources to address the epidemic is critical.

We are not powerless against the epidemic, and large-scale successful responses have been documented. They are still too few in number. Nonetheless, we know that key elements of successful responses include strong political leadership, openness about the issues, and broad-based responses cutting across all sectors, and effective at the level of the community. African leaders are now driving the response in many countries.

Evidence of good practice in relation to training of police and military personnel, in the preparation of peacekeepers, military observers and humanitarian workers, and in the demobilisation of armed forces provide the basis for scaling-up national and international efforts. Similarly, the integration of HIV/AIDS awareness should characterize all preparation for dealing with humanitarian crises, and in handling the aftermath of complex emergencies, to break the cycle of these acting as fuel for the epidemic.

If we are to alter the course of the epidemic in Africa, we need to scale-up, significantly, our collective efforts in Africa. Only an urgent mobilisation of this kind can curtail the spread of HIV, sharply reduce its impact on human suffering, and halt the further reversal of human, social and economic development in Africa. The International Partnership against AIDS in Africa (IPAA) is intended to be such a mobilisation. The United Nations Secretary-General has called on the international community to formulate, by next May, a response commensurate with the

scale of the crisis, led by African governments, but with civil society, the private sector, the UN and donor governments playing a full role.

The Partnership is a *coalition* of actors who have chosen to work together to achieve:

- ❑ a shared vision
- ❑ common goals and objectives
- ❑ *based on* a set of mutually agreed principles, and
- ❑ a set of key milestones.

It *builds* on existing efforts, and seeks to enhance, expand and replicate successful actions, and address the political and institutional challenges involved in doing so. It creates no new structures. The actors of the Partnership are African Governments, African and international civil society, the United Nations, donors, the private and corporate sector, and foundations. As such, the Partnership can be understood as a series of overlapping partnerships at different levels, and between different actors, working from a shared strategic agenda. The actors of the Partnership believe that by acting in synergy with others, the impact of individual actions can be dramatically enhanced.

At present, impact on the epidemic at all levels is compromised by fragmentation; different actors pursue agendas in isolation from others. Instead of working within *nationally* negotiated and agreed strategic agendas, actors, whether government or non-government, UN, or private sector, have tended to address HIV/AIDS as an area for designing and implementing multiple, often small-scale projects, with their own objectives, management, monitoring and evaluation systems. While it is clear that projects will continue to be an important vehicle of both financial and technical resource transfer, the IPAA recognises that many traditional patterns of donor assistance are inadequate vehicles for addressing HIV/AIDS in Africa. On the contrary, the AIDS epidemic makes painfully visible many of the current shortcomings of development practice. The actors in the Partnership therefore will seek to build on best development practice at every level of the Partnership.

At country level, this will mean that members of the Partnership undertake to work under the leadership of national governments and in co-ordination with other external investors within a common, strategic framework. This framework will identify core strategic and programmatic areas for intervention, and the role of different actors.

At regional and sub-regional level, members of the Partnership will identify mechanisms for collaboration in the strengthening and development of regional resources, such as technical resource networks, available for rapid draw-down by national programmes seeking technical advice and training. Sub-regional actions by partners will be valuable in sharing information, successes and failures among individuals and institutions in different countries, and in finding ways to give effective support to regional institutions engaged in the response to the epidemic.

At global level, the Partnership will identify processes and products in which to collectively invest. These will range from intensifying action on international public goods, to political processes, which are likely to result in greater resources and visibility for the epidemic, and where intensified and coordinated action is likely to have an impact.

Proposed Vision for the Partnership

- The vision of the International Partnership Against AIDS in Africa is that within the next decade African nations will be implementing larger-scale, sustained and more effective national responses to HIV/AIDS. Through collective efforts, promotion and protection of human rights, countries will substantially reduce new HIV infections, provide a continuum of care for those infected and affected by HIV/AIDS, and mobilise communities, NGOs and the private sector, and individuals to counteract the negative impact of the HIV/AIDS epidemic in Africa.

Proposed Principles

- African ownership of the Partnership at all levels: country and community priorities to drive the action, and implementation plans will be based on local priorities and contexts;
- Active involvement of people living with AIDS in setting the parameters of the Partnership;
- Respect, protection and fulfillment of human rights, compassion and active opposition to all forms of stigma and exclusion of people living with HIV/AIDS;
- Promotion of public awareness both within and outside Africa of the AIDS epidemic as a development crisis that requires an urgent and sustained response on an unprecedented scale;
- Support for the development and implementation of joint national strategic action plans involving all relevant sectors;
- Partners fully committed to joint working.

Proposed Purpose

- To mobilize and challenge governments, civil society and the private sector to redirect and expand national and international political, programme and financial policies and resources to address HIV/AIDS in Africa.

Outputs of the Partnership

- Agreed goals and indicators;
- Advocacy and political mobilisation;
- Intensified country-level action;
- Increased financial resources;
- Technical resource strengthening;
- Effective partnership mechanisms.

Milestones for each of these outputs are being developed.

III. Communication Strategy

Introduction

Based on a draft Proposal on Communication on the Partnership prepared earlier on, the Secretariat has carried out several communication activities. To date, some information and data have been sent to Cosponsors and other key participating institutions and countries. Information on the Partnership has been disseminated at various fora, including, the International Conference on AIDS and STDs in Africa in September 1999 in Lusaka; subregional meetings in Abidjan, Maputo and Nairobi; meeting with private foundations; meeting with the UN Secretary General; and at the UN Security Council. The Partnership was discussed at previsits and Team visits to Botswana, Burkina Faso, Côte d'Ivoire, Ethiopia, Ghana, Malawi, Namibia, Rwanda, Uganda, Tanzania, Zambia and Zimbabwe.

The following information materials have been developed for the Partnership:

- ❑ Brochure
- ❑ Section on UNAIDS website
- ❑ Presentation slides
- ❑ Reports of meetings and activities on IPAA
- ❑ Speeches written on the IPAA
- ❑ Letters to diplomatic representations of countries
- ❑ Letters to African governments
- ❑ Briefing notes
- ❑ Background reports

III a. Management, design and coordination

The strategy builds on and strengthens the draft proposal on communication on IPAA prepared earlier on. It includes suggestions, recommendations in documents of the Partnership. Workplan for six months of initial activities is proposed after which the strategy will be reviewed and modified. During the initial period, further mapping of existing resources, opportunities and linkages will be explored and used.

The strategy will be implemented within the Secretariat of the Partnership by the Senior Communications Adviser. The management, design and adaptation of the strategy to situations will be done from the Secretariat in a timely manner. The strategy provides overall guidance, direction for the communication activities of the Partnership.

Primarily, the management, design and coordination deals with:

- ❑ What information network and systems are required to ensure that the various levels of the strategy are effectively covered? What organisations, countries and entities are vital? Who should or must receive, disseminate, act on and follow up on processes and decisions?
- ❑ What is the relative effectiveness of the network and systems that are in place to facilitate communication? How is the communication strategy integrated into and support the key objectives of the Partnership? Is the strategy and its implementation coherent with ongoing information and communication within participating organisations and countries?
- ❑ Are there tools to measure the effectiveness of the strategy? Ultimately, are resources being used efficiently?
- ❑ How to ensure collaboration between communication of the Partnership and programme communication and public information services of the Secretariat, Cosponsors, bilaterals and countries.

To ensure the above and agree on roles of various members:

The strategy will be reviewed by members of the Partnership, and further modification as may be required will be done.

The main **components of the communication strategy** are:

- ❑ Establishment of information services (e-mail and news bulletin) for the Partnership
- ❑ Creation or strengthening of information exchange fora (intranet, website and listserv) for the Partnership
- ❑ Documentation (print, audio-visual, electronics) of data and information to facilitate sharing and use of information on the Partnership
- ❑ Advocacy for the Partnership and the successes in countries
- ❑ Organisation and development of information materials and presentations of the Partnership activities
- ❑ Integration of communication with programme support communication and with other programmatic and technical areas.

Table A represents the proposed communication strategy and workplan for management, design and coordination.

Activities	Key Collaborators	Time frame	Responsibility
Mapping of resources and identification of potential linkages with information sources and dissemination organs	Member organisations and countries; information units; AIDS Service Organisations	Two weeks duration initially	Secretariat and members
Establishment/strengthening of information services: e-mail with information sources updates, bulletin, intranet, website	Relevant services in member organisations and countries	From one week to three months to begin	Secretariat
Advocacy	External Relations/ Information services/units of members; regional bodies	Begins in one week and continues	UNAIDS and members, particularly bilaterals and UN agencies active in advocacy
Development of presentation materials	Members; AIDS Service Organisations; countries: available presentation materials will be used and improved	From next two weeks, and ongoing	UNAIDS and members, particularly bilaterals and UN agencies active in advocacy
Integration of Partnership with public information units and programmatic areas	Members; other NGOs, bilaterals, UN, regional political, development bodies, countries	From one month and ongoing	Technical, programme and communication officers in member organisations.

III b. Internal and organisational communication (within each - Secretariat, African governments, donors, private sector and NGO networks)

It cannot be assumed that people who work together in the same building, or with a certain geographical proximity, exchange information on pertinent issues. Further, for all key people involved, or who should be involved, to play their roles competently in the Partnership, there must be good understanding of issues related to the Partnership within the member bodies. This will also bring about knowledge, understanding of, actions, and ultimately, commitment to the Partnership among the staff and people in member bodies.

Communication will help to define expected performance, roles and expectations amongst the staff in member organisations. The above objectives can be brought about through persuasion or by directives or both. The communication strategy proposes the use of both persuasion and directives, with the combination varying at various levels.

Whilst some staff of these organisations will receive all information available on the Partnership, others will receive only necessary information. Everyone will be informed of opportunities to access or seek additional information.

Consultations among staff who are or will be involved in the Partnership at the Secretariat, governments, donors, private sector and NGOs will go on continually at regular and specific meetings on the Partnership. In addition, official memos and/or e-mails that provide clear guidelines and expectations from each division, unit and individuals will be issued regularly by supervisors or relevant staff. A mechanism for appraisal and discussion will be established within each member organisation to ensure assessment of knowledge, understanding and commitment to the Partnership, based on set targets.

Table B represents the strategy and workplan proposed for internal and organisational communication within the Secretariat, Cosponsoring agencies and bilateral organisations for 6 months.

Audience	Issues/ Concerns	Messages	Channels	Timeframe	Responsibility for actions
Staff members working in or directly involved in the Partnership/ Focal Points	Must be fully informed; can inform others on the Partnership; serve as advocates, provide guidance/ direction; participate in activities; ensure own organisation plays active roles and accomplish set tasks.	All information on the Partnership	Weekly -mail service	Once a week	Focal Point
			Monthly news bulletin	Once a month	Focal Point
			Included in discussion sessions on intranet (In addition, they are copied on all relevant information)	Once a month	Focal Point
Staff members with occasional involvement in Partnership; other staff will receive bulletin and update on information sources (one page)	Must be informed on all relevant issues.	All information on the Partnership.	Weekly -mail service Monthly news bulletin Included in discussion sessions on intranet Weekly -mail service Monthly news bulletin Included in discussion sessions on intranet, when necessary	(as above)	Focal Point or designated persons in each division, department or unit

Audience	Issues/ Concerns	Messages	Channels	Timeframe	Responsibility for actions
Senior staff members, governing bodies and other decision makers – involved directly or not in the Partnership	Support for Partnership is vital	Regular information on key decisions and directions of the Partnership Information and feedback on the involvement of the organisation in the Partnership	Official memos Occasional e-mails on policy issues (as above)	At least once in a month Once in two weeks, and when there is an important issue to inform them. (Feedback should be sought actively in the memos and e-mails, one-on-one meetings and during regular management meetings)	Focal point of the Partnership in member organisation. Other designated persons.

III.C Communication amongst members in the Partnership and with the Secretariat

This group forms the crux of the Partnership. A strategy for communication amongst these members is absolutely necessary. There will be constant and regular information dissemination and exchange amongst the group. The group will be served through weekly e-mail service, monthly bulletin and intranet that links the key actors. The e-mail and bulletin will be sent to designated persons (focal points on communication) in each member organisation. The focal point for communication will re-route the e-mail and distribute copies of the bulletin to all relevant persons, including the information or communication department/unit of the organisation. The e-mail and bulletin will advise on additional sources of information and identify websites through hyperlinks, print materials, audiovisual and electronic information sources. The information in the e-mail service and bulletin will be compiled from reports of the Secretariat and members in the Partnership. Additional relevant information from other sources may be used.

Table C is the proposed communication strategy and workplan amongst members of the Partnership (African governments, UN, donors, private sector, non-governmental organisation networks, and with Secretariat) for 6 months.

Audience	Issues/ Concerns	Messages	Channels	Timeframe	Responsibility for actions
Member organisations, particularly the focal points	Full knowledge of the Partnership; serve as advocates; formulate policies and propose directions; mobilise resources	All information	Weekly e-mail Monthly bulletin Intranet service Websites Copies of all relevant correspondence Targeted memos and letters	Weekly Monthly Monthly As required As required As required	Secretariat – Communications unit Secretariat
Related, interested organisations, such as UN Secretary General’s Office, diplomatic missions of member countries, network of key NGOs	Knowledge of the Partnership; potential advocates; support activities	Selected, relevant information	Personalised memo, letters and selective e-mail services Monthly bulletin	Once every three months, and as the occasion demands	Secretariat
Focal Points in regional organisations of members	Knowledge of the Partnership; potential advocates; support activities; implement programmes	All information	Monthly bulletin Weekly e-mail Intranet service Website	Weekly Monthly Monthly As required	Secretariat – Communications unit

III d. External environment – governments, mass media, donors, organisations, institutions, businesses, NGOs, UN, private foundations

Beyond the members of the Partnership, there are various other bodies, individuals, and countries that are interested, should be interested in the Partnership. The Partnership aims to mobilise and galvanise to action the private and public sectors, civil societies, mass media and foundations, and this will require information dissemination about several aspects of the Partnership. This will help these audiences to assess correctly the Partnership, determine their possible roles and contributions. The communication strategy will use advocacy with opinion formers and leaders, especially in Africa. It will collaborate with the mass media in targeted information dissemination and monitor feedback for more effectiveness. It will disseminate selected, targeted information to leaders in various sectors. It will include and integrate in speeches, meetings and other fora of the bodies information on the Partnership. As advocacy and mass media communication is an expensive undertaking, the strategy will rely mostly on collaborating with the existing public information units of member organisations to achieve its objectives. These units and the Partnership Communication unit will establish integrated workplans with clear objectives, based on the comparative advantages of each in its areas of operations, both programmatic and geographical.

Table D is the communication strategy and workplan proposed for communication with the external environment of the Partnership, particularly for mobilisation of leaders, governments, the private and public sectors, foundations and the mass media for 6 months.

Audience	Issues/ Concerns	Messages	Channels	Time frame	Responsibility for actions
Key regional organisations, institutions; NGO networks	Knowledge of Partnership; correctly informed about HIV/AIDS and its evolution; advocacy	Briefs about the Partnership; success cases; HIV/AIDS	- Monthly bulletin - Targeted e-mail services, integrated with other e-mail services or listserv; regional meetings; targeted mails and memos; targeted meetings, telephone calls and faxes	Monthly As required	Secretariat – Communications unit
Mass media	Understand the Partnership; correctly informed about HIV/AIDS and its evolution; advocacy	Briefs about the Partnership; success cases; HIV/AIDS	Monthly bulletin; press releases; interviews; media kit; occasional feature articles; public information units of members; privileged access to information sources; websites	Monthly; as required As required	As above
Business leaders in the private sector, communities, influentials, role models	Understand and support the Partnership; correctly informed about HIV/AIDS and	Briefs about the Partnership; success cases; HIV/AIDS, business, development	Monthly bulletin information dissemination at own meetings	Monthly; as required	As above

Audience	Issues/ Concerns	Messages	Channels	Time frame	Responsi- bility for actions
and leaders of civil society	its evolution; advocacy	and other related issues			

IV. Description of Activities

In line with the above focus of the strategy, the following activities will be carried out:

1. Information services

- ❑ Weekly e-mail service with summaries of activities, decisions, outcomes and programmes of the Partnership. It will contain hyperlinks to electronic information sources and references to opportunities for additional information.
- ❑ Monthly news bulletin, *Partnership Exchange*, with brief information on various aspects of the Partnership. It will refer readers to sources of additional information.

The weekly e-mail service will provide short, concise information on aspects of the Partnership and brief its audience on development in the Secretariat, Cosponsors and countries. It will refer members to websites and documentation where more extensive information is available. All Cosponsors and participating countries will receive the service. The monthly news bulletin will provide up to date information on key activities of the Partnership by Cosponsors, bilaterals and countries.

2. Information exchange fora

- ❑ Intranet service for the Partnership
- ❑ Briefs at regular meetings of Cosponsors

Short thematic or focused discussions among members will be encouraged on the intranet service. The list serve will direct members to the intranet for an hour of focused discussion from time to time. It will provide an opportunity for quick brainstorming and comments on specific issues. It will also host many key documents and materials that can be used for speeches, presentations and information dissemination.

3. Documentation

- ❑ Brand identification
- ❑ Websites of the Secretariat and Cosponsors

The Partnership will have an identity, adopt a format and style. The information materials will reflect a dynamic, vigorous approach in line with the principles and objectives behind the formation of the Partnership. The website of the Secretariat, Cosponsors, private organisations, donors and other key partners will have ample information on the Partnership. All the websites will have easy links to one another. The basic information on the Partnership on each website

will be similar, but each website can provide additional information, especially regarding the activities of the host organisation and programmes related to the Partnership. Visitors to the websites should be able to get all information on the Partnership from at least one main website, preferably in the Secretariat's website.

4. Advocacy through various fora

- ❑ Speeches of heads and directors of the various agencies
- ❑ Speeches of heads of governments and political leaders
- ❑ International and regional meetings
- ❑ Designated ambassadors of goodwill and spokespersons
- ❑ Media information, packages and kits

The members of the Partnership and other bodies have data and information that can be, and are, used for advocacy on HIV/AIDS. Using the information and data, the Partnership will develop sets of advocacy materials suitable for policy makers, heads of governments, heads of organisations, political leaders, community leaders, religious leaders, heads of media organisations, sport stars, music stars, youth leaders and various influentials and role models. The materials will be suitable for presentations of various duration.

5. Information materials and presentations

- ❑ Epidemiological data
- ❑ Health and development data
- ❑ Case studies and good practices

The Secretariat will conduct a continual identification of information materials of the Cosponsors, UN agencies, bilaterals, institutions in countries and NGOs. The information will be available on websites, news bulletin and occasionally on list serves for use. This means that the Secretariat will work through designated focal points in Cosponsor agencies especially to identify the materials produced by the information and documentation centres of various organisations.

6. Establish a network of leading personalities for the Partnership

The Secretariat will work with members to approach interested leading personalities in Africa, especially, and will interest others to constitute a group of eminent persons to support the vision, ideals and activities of the Partnership. The group will engage in advocacy for the Partnership with leaders, decision-makers, key groups and constituencies that should work with and within the objectives of the Partnership. The members of the group will include mainly former political leaders, active religious and civic leaders, former heads of international organizations and other leaders. They will be credible, respected persons.

V. Outcomes

The qualitative outcomes of the Communication strategy include the establishment of a coherent, functioning information dissemination and feedback mechanisms on the Partnership, especially the successes of programmes implemented on countries. It will provide additional opportunities for information exchange on new directions for HIV/AIDS programmes. Documents and other production of the Partnership will be of high quality

The following outputs are expected

- ❑ weekly e-mail
- ❑ monthly bulletin
- ❑ sections on websites
- ❑ media kit
- ❑ presentation kits
- ❑ advocacy materials
- ❑ speeches
- ❑ format for correspondence and memos
- ❑ news releases and articles

VI. Human Resources

- ❑ Senior Communication Adviser
- ❑ Editor
- ❑ Writer (part time)
- ❑ Web designer/specialist (part time)
- ❑ Graphic specialist (part time)
- ❑ Focal points on communication in each member body

VII. Workplan

A workplan for 12 months to implement the activities above will be developed.

VIII. Next steps

- The Secretariat requests that each member of the Partnership designate a focal point on communication who will serve the following purposes:
 - collect and provide to the Secretariat relevant information and data on the Partnership
 - disseminate with the Cosponsor Agency information and information materials concerning the Partnership
 - provide feedback to the Secretariat on communication activities
 - advise and propose directions for communication activities
- The Secretariat requests each member organisation to identify its proposed roles and specific activities in the communication strategy.
- The Secretariat requests the secondment of staff from a member organisation to assist with production of news bulletin and e-mail service.
- The Secretariat requests the members to identify in turn a staff member who will moderate the intranet discussion once a month for the next six months.