

Strategic Directions

For low HIV/AIDS prevalence settings such as the MENA region, countries must be prepared to intervene at three key levels to keep prevalence rates low: advocacy, information/knowledge base and prevention. These three interventions must be implemented concurrently to be effective in keeping prevalence rates low. An enabling environment within which these interventions can take place is essential. Advocacy to raise the awareness of leaders regarding the issues, and reduce the stigmas associated with the disease is key to achieving this. Within an enabling environment, people at risk can be empowered to take greater control of their own lives and safety as it concerns the infection. Empowering people will require governments to reduce barriers (such as policies, regulations, customs and attitudes) at all levels that the populace face, which prevent them from adequately protecting themselves. Combining knowledge with reduced barriers and services will facilitate empowerment of individuals and communities in a way that they can alter risky practices and access needed services, leading to a reduction in transmission of HIV. Implementing effective prevention programs that incorporate these elements will require knowledge about the major factors that influence risk taking among those people whose lifestyles will likely expose themselves and others to HIV. While the infection is still largely confined to vulnerable groups, countries with low prevalence epidemics need to be ready to take advantage of the opportunity to create an enabling environment and to improve their information/knowledge base to implement prevention efforts among these groups. This would be much more effective and less costly than having to deal with a full-blown epidemic. While the strategy advocates keeping HIV prevalence rates low, the Bank also acknowledges the need to provide care and treatment for those already infected and needing these services. The strategy proposes to support these services within national HIV/AIDS strategic plans.

Key Strategic Directions

These strategic directions are based on the Bank's comparative advantage, numerous consultations with regional partners, and the business case for the Bank's engagement in this area. Based on these, the following four strategic directions for HIV/AIDS programming investments have been identified as areas in which the Bank can be strategically involved:

- Engage political leaders, policy makers, and key stakeholders to raise awareness and increase the priority given to HIV/AIDS programs within national and regional development agendas.
- Support the upgrading of surveillance systems and strengthen research and evaluation of epidemiological, economic, and behavioral aspects of HIV/AIDS to enhance the effectiveness of HIV/AIDS policies and programs.
- Support the development of national HIV/AIDS strategies and programs, based on the specific epidemiological, social, and economic conditions and the context of each country.
- Support capacity building and knowledge sharing for comprehensive management of HIV/AIDS programs.

These strategic directions fit within the conceptual framework that integrates advocacy, information, and prevention interventions needed in low prevalence areas. Because no single institution has all the resources and specialized skills required to address these needs, meeting them will require active partnership and collaboration among various stakeholders to assist governments to work in a comprehensive and harmonized approach. Based on the Bank's comparative advantage of being a financial institution, skilled in economic and social analysis, and being a convener of stakeholders and resources, the Bank is in a distinct position to coordinate efforts. Table 3.1 provides a snapshot of the role of the Bank in the four areas of need that have been identified.

As indicated in the table, within each area of need, the Bank's role varies as does the skills it will provide. These roles and skills will be discussed further under each specific strategic direction.

Strategic Direction 1

Engage political leaders, policy makers and key stakeholders to raise awareness and increase the priority given to HIV/AIDS programs within national and regional development agendas.

TABLE 3.1

World Bank's Role in Key Strategic Directions

Priority Areas/ Fit with Conceptual Framework	Roles		
	Leadership	Active Partnership	Participant
Engage political leaders and policy makers/ Advocacy	X (convener, economic analysis)		
Strengthen knowledge base/ Information and advocacy		X (economic and social analysis, financier ^a)	
Support the development of national HIV/AIDS strategies/ Advocacy, information, and prevention			X (convener, financier)
Support capacity building/ Information and prevention		X (financier, economic and social analysis)	

a. Financing in terms of grants (for example, Institutional Development Fund, technical assistance grants, trust funds), credits (for International Development Association countries), or loans (for International Bank for Reconstruction and Development countries).

The major challenge to addressing HIV/AIDS in the region is to encourage political and social leadership to respond while the epidemic can still be contained and before the cost of care becomes very high. The Bank's role as a convener of key government stakeholders, coupled with the ability to implement economic analysis with which to guide governments' economic agendas, makes it feasible for the Bank to take a leadership role in this area. The objectives of the Bank's involvement are to:

- Raise awareness to the threat posed by the epidemic and support the creation of an enabling environment for HIV/AIDS programming, and
- Mobilize political/social commitment and action toward proactively responding to the epidemic while still at an early stage.

Approaches

- Support analytical work, as well as media and advocacy activities, to raise awareness among political leaders and other key stakeholders
- Undertake analytical work to evaluate the cost-effectiveness of different HIV/AIDS interventions and justify investments in HIV/AIDS programs
- Mobilize additional resources to support the design and implementation of priority HIV/AIDS programs

- Support policy dialogues with client counterparts during country assistance strategy (CAS), public expenditure review (PER), and poverty reduction strategy paper (PRSP) preparation; include HIV/AIDS in relevant national, subregional, and regional seminars and conferences
- Raise awareness among Bank staff about the importance of HIV/AIDS issues and communication options

By using various opportunities for policy and country dialogue available to management and staff of the region, the Bank can play a critical role in raising the importance of HIV/AIDS and placing it on the development agenda of client countries. Without political commitment at the highest levels from all concerned sectors, any HIV/AIDS program stands a good chance of failing. Bank regional management plays an important role and can use available communication tools and country dialogue opportunities to build the required commitment across all sectors of interaction.

Clearly, more analytical work will be required to support the effort to raise HIV/AIDS awareness, but the two activities must occur simultaneously. As the results of ongoing analysis become available, they can be integrated into policy dialogue tools and used to update messages to client countries.

Strategic Direction 2

Support the upgrading of surveillance systems and strengthen the research and evaluation of epidemiological, economic, and behavioral aspects of HIV/AIDS to enhance the effectiveness of HIV/AIDS policies and programs.

Working in active partnership with other partners with the required skills like UNAIDS and WHO, the Bank as a financier can provide the necessary resources to strengthen and scale up the second-generation surveillance systems needed to adequately track and monitor the epidemic. In the area of social and economic research, the Bank's skills can also contribute to supporting the knowledge base of the region about HIV/AIDS. The objectives of the Bank's involvement are as follows:

- Support institutional and local capacity development in the generation and use of essential data/information to plan and implement HIV/AIDS programs,
- Support the development of comprehensive M&E plans and the capacity to implement them, and
- Support and encourage collaboration and sharing of information.

Approaches

- Institute second-generation surveillance, including STD and behavioral surveys, especially among high-risk groups
- Conduct research on vulnerable groups, such as migrants, youth, IDUs, and CSWs, and identify constraints such as social stigma and behavioral factors that affect the mode of transmission
- Undertake the analysis of gender-specific vulnerabilities to HIV infection, and the impact of HIV/AIDS on women and their families, and identify appropriate policies and adjustments in existing laws and regulations to address these constraints

Surveillance methods currently in place can overlook outbreaks in marginalized social groups who tend to be the driving force of HIV epidemics when prevalence levels are low. Second-generation surveillance systems, which collect behavioral data that can reveal the epidemic as it emerges in the most at-risk groups and identify those who are potentially at risk in the immediate future, are largely absent in the region. Without this information, targeting effective interventions to the appropriate group is impossible and governments cannot understand their epidemic and monitor changes through time. Achieving the HIV/AIDS goal (as the other goals) of the MDGs requires evidenced-based and focused policies that can be put in place only when adequate data on the epidemic are available. Small investments could be made to improve current surveillance systems and build further knowledge about the current dynamics and epidemiological situation.

In second-generation surveillance, key vulnerable populations are sampled for HIV, in an unlinked anonymous manner, and for syphilis, in a linked though confidential manner, so that the person can be treated. Each key population should also be sampled in a statistically representative framework, with questionnaire surveys, to achieve the following:

- Provide timely information for advocacy and program planning
- Track changing risk behaviors (for example, condom use)
- Track the changing sociodemographic composition of these groups
- Reveal links among groups
- Inform future interventions and elaborate and improve on existing ones
- Explain any reductions (or rises) in STD or HIV prevalence
- Reveal multiple factors leading to vulnerability

- Suggest new groups for sero-surveillance
- Measure overall impact of existing interventions

National programs need in-depth information as well, gathered best by the inclusion of qualitative methods, both on the socioeconomic factors that contribute to HIV vulnerability and on the economic and societal impact of HIV/AIDS. This information feeds directly into the planning and design of multisectoral programs. Stigma, in particular, has been shown to be a major barrier to many of the actions needed to control the epidemic. When people fear the social and economic consequences of being exposed as HIV-positive, they avoid testing, support services, and treatment, and they are less easily persuaded to prevent further transmission. Diminishing stigma and discrimination in jobs, housing, and so on is an essential national function.

Understanding the gender dimensions of HIV/AIDS epidemics is key. With respect to CSWs, women are socially and biologically at greater risk of acquiring an HIV infection than men. Women suffer disproportionately as the caregivers and household managers after a spouse becomes infected. In the MENA region, family law systems should be reviewed to ensure that women are protected from loss of property and other disadvantages that increase poverty and destroy social safety mechanisms. With respect to MSM and IDUs, men are at greater risk. Sector work on the gender dimensions is needed and appropriate. The Gender and Development Unit of the Bank can support activities in this area.

Strategic Direction 3

Support the development of national HIV/AIDS strategies and programs, based on the specific epidemiological, social, and economic conditions and context of each country.

As one of the largest investors in the prevention and mitigation of HIV/AIDS in developing countries, an institution that works across sectors, levels, and regions and a convener of key stakeholders, the Bank can participate by promoting relevant multisectoral policies and approaches to develop national HIV/AIDS strategies and programs. The objectives of the Bank's involvement are as follows:

- Raise awareness to the multisectoral nature of the epidemic and strengthen intersectoral actions required to address the epidemic, and
- Ensure that all relevant Bank projects in the region are HIV/AIDS responsive.

Approaches

- Integrate the national HIV/AIDS strategy within national development plans and budget frameworks, including intersectoral programs and activities
- Support the NAP to mainstream HIV/AIDS activities in relevant key sectors
- Undertake systematic M&E of national HIV/AIDS programs to measure impact and improve effectiveness
- Within the Bank, include HIV/AIDS activities in the project preparation process for new projects and retrofit relevant ongoing projects with HIV/AIDS activities

As an issue of development, HIV/AIDS requires a more comprehensive response and approach than the usual health sector response that currently prevails in the region. The multisectoral nature of the Bank's responses (for example, economic, social, legal, transport, governance, infrastructure, rural development, and so on) is extremely relevant for successful HIV/AIDS programming. This comparative advantage of the Bank provides an opportunity to further promote multisectoral planning and partnerships within the Bank, in client countries and with other development partners. To promote greater harmonization of support to national HIV/AIDS strategies by various donors, this strategy proposes that the Bank adhere to the principles of the "three ones" in each country it intervenes. This principle advocates that for each country there should be—

- One agreed HIV/AIDS action framework that provides the basis for coordinating the work of all partners,
- One national AIDS coordinating authority, with a broad-based multi-sectoral mandate, and
- One agreed country level M&E system.

When these principles are not in place, the Bank and other partners can assist governments to implement them. It is important that Bank staff in the various sectors fully comprehend and appreciate the role of their various sectors in HIV/AIDS programming to be able to promote the same multi-sectoral approach in each client country. In this regard, country NSPs could be reviewed for their relevance to the epidemiological context and dynamics of each country. This would also promote relevant multisectoral policy and planning. Collaboration between the region and the World Bank Institute (WBI), other Bank regions, and the Bank's Global HIV/AIDS Unit will be necessary in raising awareness of sectoral staff on HIV/AIDS issues. In the Sub-Saharan region, for example,

a number of HIV/AIDS projects are managed by non-health sectors. Their experiences could be tapped for similar approaches in the MENA region, where this is found to be appropriate.

Equally essential is the need to monitor and periodically evaluate the effectiveness of national programs. Investment without M&E is ineffective and inefficient, yet many national programs still have no adequate M&E systems. Commonly, there is little capacity to design or implement these systems. The local capacity to conduct all of these research functions must be supported with funding and technical assistance to build sustainability, a role that the Bank can play effectively.

A review of the region's project portfolio for inclusion of relevant HIV/AIDS activities will be a critical first step in a retrofitting exercise. Sharing the results of the review with various sectors will be a practical step for sectoral staff to appreciate the avenues to incorporate HIV/AIDS activities in ongoing projects. For new projects, incorporating HIV/AIDS activities can be mandated at the preparation phase, where appropriate, as has been institutionalized with environmental issues.

Strategic Direction 4

Support capacity building and knowledge sharing for the comprehensive management of HIV/AIDS programs.

Working in active partnership with other development agencies in the region, the Bank could provide the financial and technical resources required to support capacity building activities identified under the national and regional HIV/AIDS programs. The objective of the Bank's involvement is as follows:

- Raise awareness and develop capacity of Bank staff and relevant client country staff for better management of HIV/AIDS programs.

Approaches

- Develop multisectoral planning capacity to identify and design appropriate, cost-effective interventions that will reduce vulnerability among high-risk groups
- Mobilize resources at different levels to support capacity building in the region in close cooperation with UN agencies, NGOs, and representatives of the civil society
- Support the development of centers of excellence among key research institutions in the region to sustain training and capacity building activities over a longer term

- Within the Bank, collaborate with WBI and the Bank's Global HIV/AIDS Unit on capacity building efforts for staff and client countries

Among the Bank's staff, greater technical understanding of HIV should be fostered in order for the Bank to accomplish its aims with regard to HIV/AIDS. Beyond mere awareness, client country staff should be familiar with all potential funding mechanisms, the best strategies and opportunities for countries in different phases of the epidemic, the range of preparatory activities required to design a sound national program, the common problems encountered when implementing these projects, and effective solutions. As a disease that is transmitted mainly through sex and drug use, behavior is a paramount issue in controlling the epidemic, and these behaviors are often considered immoral, illegal, and taboo. Helping Bank staff learn more about how to deal with this in a socially and culturally appropriate manner will enable them, in turn, to discuss these issues with country-based leaders and decision makers, using the best of international experience.

In this regard, WBI could design appropriate learning programs not only for MENA staff but also for client countries on a demand basis. A greater familiarity with the issues associated with HIV/AIDS, will enable the Bank staff in the MENA region to more effectively promote the interests of decision makers in seeking support for improved HIV/AIDS prevention and control.

Building sustainable capacity in the region will require collaboration with local and international institutions, foundations, and bilateral and multilateral donors to create mechanisms that will enable MENA actors to carry out the needed tasks of research, surveillance, implementation, and M&E. Capacity building will foster the development of centers of excellence, the growth of civil society, and the establishment of sound CBO and program management. The Bank can also organize and facilitate south-to-south technical exchanges and study tours between priority MENA NAPs and those from countries with similar HIV/AIDS epidemiological profiles that have sustained experience in addressing HIV/AIDS programmatically. Technical exchanges can support HIV/AIDS capacity building activities and can be tailored to meet the needs of the recipients of the exchanges. The exchanges would consist of sharing knowledge, lessons learned, experiences, successes, and failures in implementing HIV/AIDS programs and agendas.

Since efforts on all of the above key strategic directions take considerable time and resources, action must start now. The virus waits for no one.

Timeline, Geographic, and Area Priorities

Resources are not limitless. Therefore, timing of the Bank's involvement in the four key directions will need to be planned around resource constraints. However, some activities like engaging political leaders and strengthening the knowledge base, which can be easily integrated into ongoing Bank business, can take place in the short to medium term without much of an incremental budget. But others, such as supporting national HIV/AIDS strategies and programs and capacity building, will require additional resources and will have to be planned in the medium to long term. Another consideration for the timing of the Bank's involvement will be the availability in countries of other funding sources like grants from the GFATM. In such cases, the Bank can provide the needed technical assistance to implement programs in the short to medium term.

Because it will not be feasible for the Bank to support HIV/AIDS programming in all countries of the region at once, eligibility criteria have been developed to provide guidance on geographic priorities. Criteria and indicators for the Bank's involvement in HIV/AIDS programming in a country include the following:

- Ongoing dialogue between the Bank and the country and, as an extension, in cases in which CASs and PERs are being prepared
- Evidence of the government's commitment to address HIV/AIDS (such as the existence of a national HIV/AIDS strategic plan and dedicated resources) and the expressed interest of the country for the Bank to support its efforts
- Opportunity to work with other development partners (for example, UN Theme Group on HIV/AIDS) and to leverage technical and financial resources (for example, the existence of funds from GFATM)
- Ongoing World Bank projects/interventions in which HIV/AIDS activities can be retrofitted
- Presence of an enabling environment for the Bank to work in an intersectoral manner

Annex 6 provides a typology of potential MENA countries for the Bank's involvement. Based on the above criteria, this strategy has identified a number of countries where the available but limited resources can be put to specific use in the short to medium term. These countries are Djibouti,¹ the Islamic Republic of Iran, Jordan, Lebanon, Morocco, and the Republic of Yemen. Within these countries, the importance of each of the four strategic directions may vary depending on the country context. For example, in a country like Morocco where the government is already

reasonably engaged in HIV/AIDS programming, the Bank's intervention should focus more on providing technical assistance to implement specific programs (that is, more focus on Strategic Directions 3 and 4 than on 1). Within the countries where the Bank intervenes, the priority groups that have been identified for focused interventions are IDUs, CSWs, prisoners, the youth, and MSM.

While other countries not included on this list can be added as more resources become available and request for the Bank's assistance increases, this strategy proposes that opportunities for advocating increased HIV/AIDS investments in these countries be fully utilized. Currently, there is insufficient information on the epidemic in the Gulf countries to make a case for more immediate interventions than continuing advocacy for action. When the Bank's support is requested in these countries, requests can be met through the World Bank Reimbursable Technical Assistance program.

Table 3.2 at the end of this chapter provides a synopsis of the MENA HIV/AIDS strategy.

Risks and Challenges Associated with Implementation of the Strategy

Successfully implementing this strategy comes with associated risks and challenges that need to be kept in mind and appropriately addressed. Below is a brief review of some of these challenges and suggestions about how they can be addressed.

- **Lack of Political Engagement:** Political will and commitment are essential for effective HIV/AIDS programming, without which it will be nearly impossible to achieve the political engagement required to involve all of the stakeholders in the task at hand. To address this challenge and to build the understanding necessary to convince political leaders of the need to engage in HIV/AIDS prevention programs while the prevalence rates are low, the right types of data on the epidemic and its potential impact must be acquired.
- **Weak Surveillance System and Insufficient Data:** Without data with which to ascertain the actual HIV/AIDS prevalence levels in the general population and in high-risk groups (as well as their patterns of interaction), planning, implementing, and monitoring an effective HIV/AIDS program will be an exercise in futility. The Bank can strengthen surveillance systems as well as encourage local research to improve the regional knowledge base on the epidemic and on viable options to address this challenge.

- **Denial and Stigma:** Many countries in the region are still very much in denial of the presence and potential impact of HIV/AIDS on their country's economy and development. There is the general belief that low prevalence equates to low risk and the protective role of culture and religious beliefs in preventing the spread of the infection. The persistence of denial and stigma associated with the disease presents a challenge to developing the enabling environment necessary to keep HIV/AIDS prevalence levels low. While it is acknowledged that addressing stigma is a difficult and long-term process, a critical first step to address this challenge will be to invest in improved surveillance and research to provide the evidence needed to convince policy makers and civil society stakeholders of the need for action.
- **Resource Limitations:** These limitations include the financial and human resources needed to mount effective HIV/AIDS programs. Although some countries have already embarked on mobilizing the needed financial resources (for example, through the GFATM), most countries still face the added problem of a severe lack of experienced human resources to plan and implement their HIV/AIDS programs. Investment in capacity building by the Bank and other development partners is very much needed by all countries of the region. In situations in which financial resources are also lacking, the Bank can play a role through lending and grant mechanisms.
- **Innovation and Flexibility:** The level of denial and stigma associated with HIV/AIDS in the region indicates that some level of creative innovativeness will be required to cultivate the essential enabling environment for effective programs to address the epidemic. The need for greater flexibility of the Bank's instruments of assistance will be a challenge to operationalize these innovations. Addressing this challenge will likely require a case-by-case review as has been done in other regions.

Conclusion and Key Message

Although available evidence indicates that the HIV/AIDS prevalence levels in the region are low, actual levels in the general population and in high-risk groups are not known with any degree of certainty. Ascertaining these facts is a critical first step in designing evidence-based interventions that can prevent the further spread of HIV/AIDS in the region. Persuading client country governments and other stakeholders will require better data on the HIV/AIDS situation in each country. These interventions can be implemented effectively only within the context of an

overarching enabling environment for which greater political commitment is critical. The MENA Region of the Bank has a unique opportunity and an important role to play to ensure that these interventions are implemented by mobilizing multiple sectors and adapting various Bank instruments already in use in other regions.

Key Message: low prevalence does not mean low risk and action now can prevent a probable epidemic. The region is lagging in its defense against this devastating epidemic, but it may also have the advantage of time. Timing is crucial and the opportunity that exists now must not be wasted if the mistakes made in other regions with more advanced stages of the epidemic are to be avoided in the MENA region.

TABLE 3.2

Synopsis of MENA Regional HIV/AIDS Strategy

Strategic Direction	Objective	Approach	Key Expected Benefits
1: Engage political leaders, policy makers, and key stakeholders to raise awareness and increase the priority given to HIV/AIDS programs within national and regional development agendas.	<ul style="list-style-type: none"> To raise awareness to the threat posed by the epidemic and support the creation of an enabling environment for HIV/AIDS programming. To mobilize political and social commitment and action toward proactively responding to the epidemic while still at an early stage. 	<ul style="list-style-type: none"> Support analytical work, media, and advocacy activities to raise awareness among political leaders and other key stakeholders. Undertake analytical work to evaluate the cost-effectiveness of different HIV/AIDS interventions and justify investments in HIV/AIDS programs. Mobilize additional resources to support the design and implementation of priority HIV/AIDS programs. Support policy dialogue with client counterparts during CAS, PER, and PRSP preparation and inclusion of HIV/AIDS in relevant seminars and conferences. Raise awareness among Bank staff on the importance of HIV/AIDS issues 	<ul style="list-style-type: none"> Increased commitment of governments to HIV/AIDS programming. Inclusion of HIV/AIDS in policy dialogue tools (CAS, PER, PRSP, and so on). Enabling environment and government policies that support the scaling up of HIV/AIDS activities.
2: Support the upgrading of surveillance systems and strengthen the research and evaluation of epidemiological, economic, and behavioral aspects of HIV/AIDS to enhance the effectiveness of HIV/AIDS policies and programs.	<ul style="list-style-type: none"> To support institutional and local capacity development in the generation and use of essential data/information for planning and implementing HIV/AIDS programs. To support the development of comprehensive M&E plans and the capacity to implement them. To support and encourage collaboration and sharing of information. 	<ul style="list-style-type: none"> Institute second-generation surveillance, including STD and behavioral surveys. Conduct research on vulnerable groups, and identify constraints such as social stigma and behavioral factors that affect the mode of transmission. Undertake analysis of gender-specific vulnerabilities to HIV infection, and the impact of HIV/AIDS on women and their families, and identify appropriate policies and adjustments in existing laws and regulations to address these constraints. 	<ul style="list-style-type: none"> Improved quality of HIV/AIDS surveillance systems and data leading to informed policy decisions. HIV/AIDS programs incorporating key gender concerns. Vulnerability, risky behaviors, and at-risk groups identified for targeted outreach HIV/AIDS programs.

continued

TABLE 3.2

Synopsis of MENA Regional HIV/AIDS Strategy—continued

Strategic Direction	Objective	Approach	Key Expected Benefits
3: Support the development of national HIV/AIDS strategies and programs, based on the specific epidemiological, social, and economic conditions and context of each country.	<ul style="list-style-type: none"> To raise awareness on the multisectoral nature of the epidemic and strengthen intersectoral actions required to address the epidemic. To ensure that all relevant Bank projects in the region are HIV/AIDS responsive. 	<ul style="list-style-type: none"> Integrate the national HIV/AIDS strategy within national development plans and budget frameworks, including intersectoral programs and activities. Support the National AIDS Programs to mainstream HIV/AIDS activities in relevant key sectors. Undertake systematic M&E of national HIV/AIDS programs to measure impact and improve effectiveness. Within the Bank, include HIV/AIDS activities in the project preparation process for new projects and retrofit relevant ongoing projects with HIV/AIDS activities. 	<ul style="list-style-type: none"> National and regional HIV/AIDS plans and actions involving all key development sectors. M&E systems for HIV/AIDS developed in countries. HIV/AIDS mainstreamed in relevant projects and tasks.
4: Support capacity building and knowledge sharing for comprehensive management of HIV/AIDS programs.	<ul style="list-style-type: none"> To raise awareness and develop the capacity of Bank staff and relevant client country staff for better management of HIV/AIDS programs. 	<ul style="list-style-type: none"> Develop multisectoral planning capacity to identify and design appropriate, cost-effective interventions that will reduce vulnerability among high-risk groups. Mobilize resources at different levels to support capacity building in the region in close cooperation with UN partners. Support the development of centers of excellence among key research institutions in the region to sustain training and capacity building activities over a longer term. Within the Bank, collaborate with WBI and the Bank's Global HIV/AIDS Unit on capacity building efforts for staff and client countries. 	<ul style="list-style-type: none"> Bank and key government staff enabled to plan and implement HIV/AIDS programs. Local NGOs enabled to implement relevant and effective HIV/AIDS programs. Capacity of regional research institutions strengthened in the area of HIV/AIDS research and training.

Note: CAS, Country Assistance Strategy; M&E, monitoring and evaluation; NGO, nongovernmental organization; PER, Public Expenditure Review; PRSP, Poverty Reduction Strategy Paper; STD, sexually transmitted disease; WBI, World Bank Institute.

Note

1. Assistance to Djibouti will likely vary from other countries, because it is already well funded with a stand-alone HIV/AIDS project. Therefore, Bank assistance will be more likely to focus on synergizing the experience of Djibouti with other countries of the region.