



UNAIDS/PCB(25)/09.29
3 March 2010

26th Meeting of the UNAIDS Programme Coordinating Board
Geneva, Switzerland
22-24 June 2010

Report of the Twenty-fifth Meeting of the PCB

1. OPENING

1.1 Opening of the meeting and adoption of the agenda

1. Board members observed a moment of silence in recognition of those who had died of AIDS since the 24th meeting. Dr Tedros Adhanom Ghebreyesus, Minister of Health for Ethiopia and Chair of the Board, welcomed Board members to the 25th meeting. He reminded the Board of its support at the 24th meeting of the UNAIDS Joint Outcome Framework for 2009-2011, citing the agreed principles of human rights, country ownership and accountability for results as cornerstones of the Joint Programme's work.
2. The provisional agenda (UNAIDS/PCB(25)/09.16.Rev.1) was adopted without amendments.

1.2 Consideration of the report of the 24th meeting

3. The report of the twenty-fourth meeting of the Board (UNAIDS/PCB(24)/09.15) without change.

1.3 Report of the Executive Director

4. Mr Michel Sidibé, UNAIDS Executive Director, acknowledged the Chair's leadership of the Board during the previous year. While noting the considerable resilience of the human spirit in the face of adversity, he expressed concern that global capacity was proving inadequate to address AIDS as well as a multiplicity of other challenges, including climate change, the continuing economic downturn and food insecurity.
5. The replenishment meeting of the Global Fund to fight AIDS, Tuberculosis and Malaria in October 2010 would serve as a litmus test for global solidarity in the AIDS response—and development more generally, and its success will play an important role in efforts to accelerate progress towards universal access to HIV prevention, treatment, care and support and the Millennium Development Goals.
6. Concern was expressed regarding growing attacks on the AIDS response. With new WHO treatment recommendations increasing the number of people eligible for antiretroviral treatment to an estimated 15 million, the goal of universal access now appears more distant than previously believed. In the face of these challenges, Mr Sidibé called for a reprioritization that leverages the AIDS response to transform global health and that revolutionizes efforts to prevent new HIV infections. Although the annual number of new HIV infections has declined by approximately 17 per cent since 2001, 2.7 million people worldwide were newly infected with HIV in 2008.
7. He noted that the AIDS pandemic varies widely between and within countries and can shift very dramatically—as was evident in China with over 30% of new infections now among men who have sex with men. HIV epidemics continue to evolve, underscoring the need to adapt prevention strategies to emerging needs and new circumstances. It was stressed that prevention programmes for vulnerable populations require substantially greater resources. Strategies that focus on individual behaviour are necessary but insufficient, and must be complemented by efforts to change social norms to curb vulnerability and risk of HIV infection.

8. The Executive Director called for greater attention to the integration of services, as maintenance of parallel systems for different diseases wastes resources and continues to undermine efforts to prevent illness and death.
9. In the midst of these and other challenges, Mr Sidibé took note of promising signs, such as the declaration by South African President Jacob Zuma of a 'new dawn' in the country's AIDS response, the removal of the HIV travel ban by the US Administration, and China's robust national efforts to address HIV. The Executive Director reported that he continued to receive tremendously positive feedback on the UNAIDS Outcome Framework, as it's focus on ambitious country level results reflected people's aspirations of the United Nations. Mr Sidibé enumerated a number of achievements of the Joint Programme in relation to the outcomes specified in the Framework. The development of an Operational Plan by the Global Task Force on Women and Girls, Gender Equality and HIV was said to represent a major step forward in the global response.
10. Discrimination and social exclusion continue to undermine the response. The decision by the Delhi High Court in India in 2009 to strike down the country's ban on homosexuality represented an important milestone. Mr Sidibé encouraged the Board to endorse an expansion of the Outcome Framework to incorporate specific action to address the needs of sexual minorities. In addition, Mr Sidibé emphasized the importance of addressing punitive legal frameworks, such as criminalization of drug users or HIV transmission. It was reported during the Board meeting that the Czech Republic had formally lifted its travel ban on people living with HIV.
11. Forging a new prevention narrative and a robust prevention movement is critical to success, as HIV prevention must remain the first priority. Through intensified action and greater efficiency, the potential exists to prevent 2.3 million new HIV infections in Eastern and South Africa alone. To enhance the impact of HIV prevention efforts, AIDS should be used as a point of entry to address social issues that increase risk and vulnerability. More effective efforts are also needed to encourage people to know their HIV sero-status. In collaboration with the US-based Council on Foreign Relations, UNAIDS will convene a high-level Commission on HIV Prevention to support the generation of a much-needed "prevention revolution."
12. To improve its own efficiency and effectiveness, the UNAIDS Secretariat will be streamlined and simplified. A new global strategy for human resources will be launched in the first half of 2010, cutting-edge information technology tools will be instituted, and a unified system of common indicators will be implemented so that unified, multi-agency global reports on AIDS can be produced. Mr Sidibé thanked all stakeholders who had participated in the Second Independent Evaluation of UNAIDS and argued that the report's recommendations provide opportunities that must be seized to improve the Joint Programme's effectiveness. Mr Sidibé committed to lead efforts to implement the recommendations of the Second Independent Evaluation.
13. The Board noted with appreciation the report of the Executive Director. The Board strongly endorsed the process that had led to the Operational Plan being developed by the Global Task Force on Women and Girls, Gender Equality and HIV. Support was expressed for the Executive Director's continued leadership on gender-related issues and for the immediate implementation of the Plan through Joint UN Teams on AIDS. The Board specifically applauded the inclusive process and speed with which the plan was developed. It was requested that implementation of the plan include close collaboration with government and country partners, particularly women's organizations and networks

of people living with HIV. The Board requested regular reports on progress in implementing the operational plan, including a comprehensive report at the 27th meeting of the Board.

14. Board members emphasized the importance of strengthening HIV prevention, noting that five new HIV infections occur for every two individuals who newly initiate antiretroviral therapy. The Board welcomed the Executive Director's increased focus on HIV prevention as a priority for the Joint Programme and called on UNAIDS to include prevention as a priority in its new mission statement and new strategic plan. The importance of basing prevention strategies on knowledge of national epidemics was stressed, as was the need to address social drivers of vulnerability, such as gender-based violence. Board members expressed a desire for additional information on the proposed high-level Commission on HIV Prevention. Noting that new infections are increasing among men who have sex with men and transgender people in many countries, the Board requested that the UNAIDS Outcome Framework be expanded to incorporate promoting and protecting the human rights of sexual minorities and ensuring their universal access to services. After an extensive discussion, the Board agreed to return to its decision on men who have sex with men and transgender people at its 26th meeting. It was recommended that national prevention strategies be grounded in human rights, fit within a broader strategic AIDS plan, involve multisectoral action, and be developed with all relevant stakeholders in an inclusive and transparent manner. UNAIDS was urged to continue advocating for the accessibility, availability and affordability of male and female condoms and for research and development on new prevention tools, such as HIV vaccines, next-generation female condoms and microbicides, with a report on resource tracking in this regard for the 27th meeting of the Board.

2. SECOND INDEPENDENT EVALUATION OF UNAIDS

2.1 Report of the Oversight Committee

15. Ms Catherine Hodgkin, Chair of the Oversight Committee for the Second Independent Evaluation, noted that independence, transparency, impartiality and stakeholder participation had been key principles for the Committee's work. Ms Hodgkin further noted that all Committee members had taken their role seriously and had been conscientiously engaged in producing a report that satisfied the mandate provided by the Board. To facilitate stakeholder engagement, the Oversight Committee had established a website specifically devoted to the Second Independent Evaluation. The work of the Oversight Committee had been performed on time and within budget, and Ms Hodgkin said that the Committee was convinced that the report of the Evaluation Team was a credible, solid, balanced, evidence-based evaluation of the Joint Programme. The Board noted the report of the Committee with appreciation and complimented the Committee for the quality of its work. In response to questions from the Board regarding possible hidden costs associated with the Evaluation, Ms Hodgkin said that UNAIDS had supplied secretariat support for the Evaluation and that two large stakeholder meetings had been held, but that the exercise had kept within approved budgets whilst, at the same time, it had provided a number of functions not anticipated in the original budget.

2.2 Introduction and context

16. Mr Derek Poate, team leader for the Second Independent Evaluation, expressed gratitude to everyone involved in the Evaluation. In assessing the Evaluation and determining directions for moving forward, Mr Poate encouraged the Board to consider the Evaluation's actual findings and recommendations, as well as the Joint Programme's management response to the Evaluation. In its assessment of the effectiveness, efficacy and outcomes of UNAIDS in 2002-2008, the Evaluation Team had divided its work into three categories: (1) How UNAIDS has responded to a changing environment; (2) How UNAIDS works as an entity; and, (3) How UNAIDS has responded to various aspects of its mandate. The Evaluation Team had concluded that UNAIDS has been a surprisingly effective organization, but one that is not always as efficient as it could be. UNAIDS remains highly relevant, but the Evaluation determined that UNAIDS has not always successfully managed changes in governance or management. The size of the Joint Programme had increased during the period assessed by the Evaluation, but this growth has not always been effectively managed by the Board.
17. Mr Poate reported that the previous 5-year Evaluation had stimulated greater attention by the Joint Programme to country-level action, although it had failed to bring about reforms in governance to ensure harmonious working relations between the Secretariat and Cosponsors. The Second Independent Evaluation had thus focused on several areas of governance, including the shortage of formal arrangements between the Board and the governing bodies of Cosponsors and the need for improved functioning of the Committee of Cosponsoring Organizations. The Evaluation found that Joint UN Country Teams and the UNAIDS Division of Labour for the provision of technical support had led to notable improvements in efficiency and effectiveness in many countries, but that the approach had not been comprehensively implemented in all countries. Engagement with civil society has been a cornerstone of the Joint Programme, but the Evaluation found a lack of a coherent vision of engagement with civil society across the Joint Programme and recommended the development of an overarching partnership strategy.
18. Technical support provided by the Joint Programme is highly valued by many country partners, although the Evaluation found that efforts are often fragmented and insufficiently linked with national priorities. Concluding that UNAIDS had provided important leadership on human rights and gender, the Evaluation encouraged the Joint Programme to be bolder in confronting ideology-driven policies and also recommended reconsideration of the role of lead agency on gender issues within the Joint Programme. The Evaluation cited the Joint Programme's advocacy for greater political commitment as one of its greatest strengths, and it found partial success in promoting and achieving global consensus on key issues of policy and programming.
19. Ms Jan Beagle and Dr Paul Delay, UNAIDS Deputy Executive Directors for Management and External Relations and Programme respectively, summarized the Joint Programme's response to the Second Independent Evaluation. UNAIDS found that the Evaluation was based on a sound methodology, contained credible findings, and included actionable recommendations. UNAIDS especially welcomed the Evaluation's call for innovation in the Joint Programme's working methods. The Second Independent Evaluation provides an excellent opportunity to advance a new vision, most recently reflected in the UNAIDS Outcome Framework for 2009-2011, and to reposition and realign the Joint Programme to permit increased focus on priority actions. UNAIDS

welcomed the call by the Second Independent Evaluation to produce a new mission statement and strategic plan and committed to move these processes forward by building on the Outcome Framework. Citing partnership as central to an effective AIDS response, UNAIDS pledged to develop the recommended overarching partnership strategy.

20. UNAIDS also welcomed the recommendation of the Second Independent Evaluation to intensify work on health systems strengthening, while noting the potential need to expand work to strengthen other sectors, such as education, sexual and reproductive health, social protection and prisons. UNAIDS committed to move ahead with a consultative and inclusive process to obtain the views of stakeholders on strengthening the operationalization of the Division of Labour, particularly relating to key cross-cutting issues, such as gender, human rights and HIV prevention.
21. With respect to the focus of the Second Independent Evaluation on improving joint work at country level, UNAIDS pledged to focus on implementation of the Second Guidance Paper for Joint UN programmes and teams on AIDS. UNAIDS also indicate its intention to explore strategies to create additional incentives for joint programming. On the matter of technical support, UNAIDS noted that the Joint Programme was nearing completion of a new Technical Support Strategy.
22. UNAIDS pledged to further simplify the Unified Budget and Workplan, increase accountability and transparency of financial arrangements, and base financial allocations more clearly on epidemic priorities and measures of performance. The Joint Programme further committed to develop country-level action plans based on “Know Your Epidemic” and “Know Your Response” approaches, enhance the monitoring and evaluation of programmatic impact, and develop global evaluation plans in priority areas.
23. Consistent with the findings of the Second Independent Evaluation, UNAIDS indicated it would undertake a capacity needs assessment of staff at country, regional and global levels, with an eye towards collective rationalization of staff in accordance with the new strategic plan that will be developed in 2010. Secretariat staffing will be based on epidemic needs and priority work areas.
24. UNAIDS agreed that steps were needed to strengthen, revitalize and refocus the Committee on Cosponsoring Operations and to improve the operations and working methods of the Programme Coordinating Board, with greater attention to strategic issues at Board meetings. In keeping with the Second Independent Evaluation, UNAIDS agreed to review the costs and benefits of a single administrative system, and to strengthen and streamline financial and human resource systems.
25. The Board expressed appreciation for the Evaluation Team’s report and congratulated UNAIDS for its response. The Board’s discussion of the Evaluation and the UNAIDS response was divided into thematic clusters of recommendations, based on the categories identified by the Evaluation Team.

2.3 How UNAIDS works

26. Ms Helena Eversole, Director of the UNAIDS Department of Resource Management, noted that several recommendations of the Second Independent Evaluation pertained to the functioning of the Board. As the Board had previously created a subcommittee ad interim of the Programme Coordinating Board to assist with development of the Unified

Budget and Workplan, it was noted that the Board might wish to revisit its decision in light of the Evaluation's findings. It was also noted that the Board had agreed to include thematic discussions in every meeting, replacing the prior approach of having periodic thematic Board meetings. With respect to the implementation of the recommendations of the Global Task Team on Improving AIDS Coordination among Multilateral Institutions and International Donors, notable progress has been made in the establishment of Joint Teams on AIDS but less progress with respect to Joint Programmes of Support. The recent field visit by Board members and participants to Viet Nam was also summarized, with an observation that the approach was a successful alternative to the one-day field visits for the full Board that had previously been held for all meetings outside Geneva.

27. Board members who participated in the Viet Nam field visit said it had been useful in illustrating how UNAIDS operates at the country level. Board members noted that the field visit in Viet Nam provided an example of "United Nations reform" in action. Support was also expressed for continuing thematic sessions at future Board meetings.
28. Stressing the importance of maximizing coherence and effectiveness of joint UN action at country level, the Board noted the promulgation in 2008 of guidelines for Joint UN Programmes and Teams on AIDS. While the value of joint work was clear in certain countries, efforts to encourage greater collaboration and cooperation among UN entities had been only partially successful in some countries. UNAIDS was requested to assess barriers and bottlenecks related to joint work at country level and to document the added value of joint UN programming and to clarify relationships with country-level stakeholders. The Board called upon the UNAIDS Executive Director to ask the United Nations Development Group to provide appropriate incentives, including through performance assessments of heads of agency, to promote joint programming and harmonization and alignment to national HIV responses. The Board further called on Member States to ensure the consistency of national positions on AIDS at Board meetings with those taken at meetings of the governing boards of Cosponsoring organizations, with a view to supporting results-based management and joint UN programming in alignment with national responses.
29. Board members strongly endorsed the recommendation in the Second Independent Evaluation that resource allocations should be based on documented need rather than on entitlement or pro-rata increases. The Board called for accountability in the allocation of funds raised by the Secretariat between the Secretariat and individual Cosponsors. The Board requested that inter-agency allocations explicitly specify distribution among the Cosponsors and the Secretariat. The Board determined that allocation of the Unified Budget and Workplan should be based on epidemic priorities, performance of Cosponsors, and funds raised by individual Cosponsors at global, regional and country level. It was agreed that consideration should be given to whether the Executive Director should take the lead in raising resources for the UN at global level or whether fundraising should increasingly be a Cosponsor activity.
30. Support was expressed for continuation of the Programme Acceleration Fund mechanism. The Board asked to receive reports on outcomes from the use of Programme Acceleration Funds through regular reporting mechanisms for the Unified Budget and Workplan. It was noted that steps were being taken to increase efficiencies in the transfer of Programme Acceleration Funds to and by Cosponsoring agencies.
31. The Board acknowledged improvements over time in the clarity and quality of the Unified Budget and Workplan and suggested that additional enhancements were merited. It was

agreed that from 2012 onwards the Unified Budget and Workplan should focus on demonstrating the anticipated capacity at country level of the Secretariat and individual Cosponsors. The Unified Budget and Workplan should also include resources to permit evaluation of the degree to which the UN's country-level capacity is making a relevant, effective and efficient contribution to the national HIV response. There was broad support for the continuation of the subcommittee ad interim of the Programme Coordinating Board established for the development of the 2010-2011 United Budget and Workplan.

32. The Board requested the Executive Director to adjust the size, staffing and organizational arrangement of the Secretariat to reflect national needs and the new strategic plan. The Board further called for a capacity needs assessment across the whole Joint Programme to inform a collective rationalization of staff at global, regional and country levels. It was noted that the Secretariat remains responsible for coordination of the Joint Programme and for filling gaps that are not addressed by Cosponsors. The Board asked the Executive Director to present findings on staff roles and needs at the 26th Board meeting.
33. The costs and inefficiencies associated with the UNAIDS Secretariat being managed by parallel administrative systems from UNDP and WHO were discussed, and the Board requested that the Executive Director commission a review in 2010 on the costs and benefits of moving to a single administrative system for the UNAIDS Secretariat. The Executive Director was asked to make a presentation at the 27th Board meeting on the financial and human resource systems and policies of the Organization, including whether these systems are operational, fully implemented, and consistently applied across UNAIDS. Also for the 27th Board meeting, it was requested that the Executive Director report on efforts to ensure that staff effectively meet needed competencies specified in a consistently applied competency framework.

2.4 How UNAIDS has addressed key issues

34. There was agreement on the need to intensify the Joint Programme's work on health systems strengthening. It was observed that numerous initiatives had emerged to focus on health systems strengthening and that efforts should be made to sharpen and capitalize on the Joint Programme's specific added value to such efforts. The Board asked the Committee of Cosponsoring Organizations to convene a time-limited working group with relevant Cosponsors, the Global Fund to Fight AIDS, Tuberculosis and Malaria, civil society and other relevant stakeholders to forge a joint agenda on HIV and global health cooperation, with particular attention health systems strengthening.
35. In its response to the Second Independent Evaluation, UNAIDS indicated its desire to initiate an inclusive process to assess the Joint Programme's Division of Labour. This approach received support from the Board, which requested a presentation at the 27th Board meeting on strategies to resolve overlap and duplication, including improving operationalization of the lead agency concept and use of Inter-Agency Task Teams. It was noted that Inter-Agency Task Teams often provide a useful mechanism for collaboration with non-Cosponsor agencies. UNAIDS was asked to develop a *modus operandi* for Inter-Agency Task Teams, drawing on other relevant experiences, such as with the Monitoring and Evaluation Reference Group and the Task Team on Travel Restrictions.

36. Specific clarity was requested on efforts to strengthen UNAIDS work and staff capacity on gender and human rights. On the issue of gender and HIV, it was noted that the anticipated launch of a new gender entity within the United Nations could influence the division of responsibility in this area. The Board asked for specific clarity on the roles of UNIFEM and the Global Coalition on Women and AIDS in the gender area. The Board also supported UNDP's lead role on men who have sex with men and transgender populations. Action was requested to strengthen the Joint Programme's work on key populations, including the establishment of an inter-agency task force (including UNODC, UNDP, UNFPA and other stakeholders) to ensure effective policy coordination and coherence with respect to key populations. The Board requested clear, overarching global objectives for work on gender and HIV, gender equality, human rights and key populations including women and girls.
37. The Board emphasized the importance of technical support and of making such support more demand-driven and requested a presentation at the 26th Board meeting on the development of a Technical Support Strategy. With respect to technical support, additional clarification was requested on the respective roles and comparative advantages of the Secretariat, Cosponsors, other UN entities, and other technical support providers. The Board requested that the Technical Support Strategy clarify the role of UNAIDS with respect to technical support for Global Fund grants. The Board stressed the importance of ensuring that technical support address actual country needs. Consolidation of technical support mechanisms was recommended, as were efforts to foster South-South collaboration to build capacity at country and regional levels. A request was also made by the Board for rationalization of technical support for monitoring and evaluation between the Secretariat, the Global AIDS Monitoring and Evaluation Team at the World Bank, and WHO.
38. The importance of the "know your epidemic and your response" approach to national planning was emphasized. In particular, the Board asked UNAIDS to strengthen its work on research, resource tracking and knowledge management to support national planning and evidence-based decision-making. The Board also requested the Secretariat to strengthen evaluation and knowledge management, including working with the Global Fund and other stakeholders to develop a joint global evaluation plan structured around priority areas of the epidemic. The Board concluded that further investments in the Country Response Information System (CRIS) should cease beyond its current use as a format for reporting.

2.5 Performance of UNAIDS and future directions

39. The Board agreed with the recommendation of the Second Independent Evaluation that a new mission statement should be developed to guide UNAIDS. The need for an inclusive, participatory process for developing such a mission statement was emphasized. The Board endorsed the need for measurable and time-bound objectives, supported by a new strategic plan that reinforces UNAIDS advocacy and refocuses support at regional and country levels to reflect epidemic needs and contexts.
40. The Board also expressed agreement with the finding of the Second Independent Evaluation that the Joint Programme's work with civil society and people living with HIV could be further clarified and sharpened. The Board endorsed the development of an overarching partnership strategy, including clear and measurable objectives with distinct approaches for working with civil society, people living with HIV, and global health initiatives. The Board emphasized the need to develop and implement a common

approach to partnership cultivation and capacity building across the Joint Programme. The importance of better engaging private sector was also noted, including addressing the specific roles of the Secretariat and ILO.

2.6 Implementation of decisions arising from the Second Independent Evaluation of UNAIDS

41. The Board discussed the optimal approach to considering the recommendations of the Second Independent Evaluation. In particular, the possibility of returning for an extraordinary meeting to take final action on the findings and recommendations of the Evaluation. Following discussion, the Board reached a consensus to take action at the 25th meeting on the Evaluation but to consider any remaining issues that were not fully addressed at the 26th meeting. Support was expressed for a strong Secretariat, with the oversight function for implementation of the Evaluation recommendations properly resting with the Programme Coordinating Board.
42. Noting that many of the findings and recommendations of the Second Independent Evaluation pertained to the functioning of the Board, the Board agreed to request the Programme Coordinating Board Bureau to establish an inter-sessional, time-bound task force to make a comprehensive report at the 26th meeting on all issues related to governance. The task force, which will consult with all relevant stakeholders, will aim to support UNAIDS in the implementation of a comprehensive and coordinated response to the Second Independent Evaluation. The Board directed that the task force remain small, conduct its activities in an open and transparent manner, and operate by consensus. In establishing the task force to examine all issues related to governance, the Board formally dissolved the ad interim Working Group on Working Methods of the Programme Coordinating Board. The Programme Coordinating Board Bureau was directed to approve a budget for the task force before the group's work was initiated.

3. IMPACT OF THE GLOBAL FINANCIAL AND ECONOMIC CRISIS ON THE AIDS RESPONSE

43. Mr Anthony Thompson, Sector Manager for the World Bank, presented the results of surveys undertaken by a working group co-chaired by the Secretariat and the World Bank. To assess the impact of the global financial and economic crisis on the AIDS response, the working group undertook several data-gathering exercises, including surveys of UNAIDS Country Coordinators, surveys of civil society organizations, information provided by Cosponsors, case studies of 12 countries from diverse regions, and interviews with the five leading bilateral donors, the Global Fund, and the World Bank.
44. These diverse data sources indicated that the global financial and economic crisis is already having a negative effect on HIV funding in many settings, and additional deterioration in the funding picture is anticipated over the next 12 months. The most severe impact on funding was reported with respect to HIV prevention. Downward funding pressure is evident with respect to programmes focused on populations most at risk. With a notable deterioration in the funding picture reported in many settings, many countries are not on track to achieve universal access to HIV prevention, treatment, care and support by the 2010 target. In addition to a worsened economic climate, pressures on HIV programmes are also being exerted by increased food prices and the proliferation of competing priorities for development resources.

45. The Board thanked UNAIDS for the report and noted its sobering conclusions. The Board emphasized the need to intensify efforts to improve efficiency and effectiveness of programmes. The continuing need for resources to support essential HIV programmes was also emphasized. The Board also called on UNAIDS and its partners to provide a comprehensive package of technical support to countries, paying particular attention to high burden countries, to contain and mitigate the negative impact of the current crisis on the HIV/AIDS response and to use its convening power to bring HIV/AIDS funders together, where possible coordinating with similar work underway at the Global Fund to fight AIDS, Tuberculosis and Malaria, and other innovative financing mechanisms including UNITAID.

4. ELECTION OF OFFICERS

46. The Board approved Netherlands as Chair, El Salvador as Vice-Chair, and Japan as Rapporteur for the calendar year beginning 1 January 2010.

47. The Board also approved the following new non-governmental organization members of the Board: Felicita Hikuam, AIDS and Rights Alliance for Southern Africa; Rathi Ramanathan, Asia-Pacific Network of Sex Workers; Matthew Southwell, International Network of People who Use Drugs; Rhon Reynolds, International AIDS Vaccine Initiative; and Amira Herdoiza, Corporacion Kimirina.

48. The meeting was adjourned.

Annex 1.

5 November 2009



UNAIDS/PCB(25)/09.16.Rev.1

PROGRAMME COORDINATING BOARD

Twenty-fifth meeting

Date: 8-10 December 2009

Venue: CICG, Geneva, Switzerland

Time of meeting: 09h00 - 12h30 and 14h00 - 18h00

Draft Annotated Agenda

Tuesday 8 December

1. Opening

- 1.1 Opening of the meeting and adoption of the agenda**
The Chair will provide the opening remarks to the 25th Programme Coordinating Board meeting.
- 1.2 Consideration of the report of the twenty-fourth meeting**
The report of the twenty-fourth Programme Coordinating Board meeting will be presented to the Board for adoption.
Document: UNAIDS/PCB(24)/09.15
- 1.3 Report of the Executive Director**
The UNAIDS Executive Director will give an oral update on UNAIDS' activities since the last Programme Coordinating Board meeting.
Document: UNAIDS/PCB(25)/09.CRP.19

2. Second Independent Evaluation of UNAIDS¹

- 2.1 Report of the Oversight Committee**
Document: UNAIDS/PCB(25)/09.17

¹ In addition to the documents shown under individual sub-agenda items the Board will receive a compilation of all the recommendations from each report by sub-agenda item. Document reference: UNAIDS/PCB(25)/09.28

2.2 Introduction and Context

The Chair will open the floor for general comments on the process of the Second Independent Evaluation and on the content, findings and recommendations of the various reports to the Board under this main agenda item.

Documents: UNAIDS/PCB(25)/09.18, UNAIDS/PCB(25)/09.19

Wednesday 9 December

NOTE: for sub-agenda items 2.3 – 2.6 the Programme Coordinating Board will consider the relevant sections of both the Report of the Evaluation Team and the UNAIDS Response. The Report of the Evaluation Team will also be supported by the country visit reports produced by the Team and submitted to the Board as Conference Room Papers.

Documents: UNAIDS/PCB(25)/09.18, UNAIDS/PCB(25)/09.19 and UNAIDS/PCB(25)/09.CRP.5-18 inclusive

2.3 How UNAIDS works

[Recommendations 5, 6, 7, 8, 12, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24]

The Board will receive additional documents related to the following issues and previous Programme Coordinating Board decisions:

- **Continuation of a Standing Subcommittee on UBW matters** (23rd Programme Coordinating Board, decision 5.13)
Document: UNAIDS/PCB(25)/09.20
- **Thematic segments of Programme Coordinating Board meetings** (23rd Programme Coordinating Board, decision 3.11)
Document: UNAIDS/PCB(25)/09.21
- **Field visits** (23rd Programme Coordinating Board, decision 14.1)
Document: UNAIDS/PCB(25)/09.22
- **Report of the Global Task Team Oversight Reference Group** (22nd Programme Coordinating Board, decision 13)
Document: UNAIDS/PCB(25)/09.23

2.4 How UNAIDS has addressed Key Issues

[Recommendations 3 (see also document:

UNAIDS/PCB(25)/09.CRP.20), 4, 9, 10, 11, 13, 14]

The Board will receive additional documents related to the following issues and previous Programme Coordinating Board decisions:

- **Increased involvement of civil society in the Programme Coordinating Board** (23rd Programme Coordinating Board, decision 7.9)
Document: UNAIDS/PCB(25)/09.24
- **Review of the Global Implementation Support Team** (21st Programme Coordinating Board, decision 7.2)
Document: UNAIDS/PCB(25)/09.25

**2.5 Performance of UNAIDS and Future Directions
[Recommendations 1, 2]**

Thursday 10 December

**2.6 Implementation of decisions arising from the Second Independent
Evaluation of UNAIDS**

Document: UNAIDS/PCB(25)/09.19

**3. Impact of the global financial and economic crisis on the AIDS
response**

The Programme Coordinating Board will receive a report on the anticipated impact that the financial crisis will have on countries' ability to meet their universal access targets which will include recommendations and mitigation strategies.

Document: UNAIDS/PCB(25)/09.26

4. Election of Officers

In accordance with Programme Coordinating Board procedures, the Board shall elect the officers of the Board and is invited to approve the nominations for NGO delegates.

Document: UNAIDS/PCB(25)/09.27

5. Any other business

6. Adoption of decisions, recommendations and conclusions

Annex 2.

10 December 2009



25th Meeting of the UNAIDS Programme Coordinating Board Geneva, Switzerland 8-10 December 2009

Decisions, Recommendations and Conclusions

The UNAIDS Programme Coordinating Board,

Recalling that all aspects of UNAIDS work are directed by the following guiding principles:

- Aligned to national stakeholders' priorities;
- Based on the meaningful and measurable involvement of civil society, especially people living with HIV and populations most at risk of HIV infection;
- Based on human rights and gender equality;
- Based on the best available scientific evidence and technical knowledge;
- Promoting comprehensive responses to AIDS that integrate prevention, treatment, care and support; and
- Based on the principle of non-discrimination;

Agenda item 1.1: Opening of the meeting and adoption of the agenda

1. *Adopts* the agenda;

Agenda item 1.2: Consideration of the report of the twenty-fourth meeting

2. *Adopts* the report of the 24th meeting of the UNAIDS Programme Coordinating Board;

Agenda item 1.3: Report of the Executive Director

- 3.1 *Takes note* with appreciation of the report of the Executive Director;
- 3.2 *Strongly endorses* the process of the Global Task Force on Women and Girls, Gender Equality and HIV; *welcomes* the Operational plan; *supports* the continued leadership of the Executive Director; and, *requests* UNAIDS to begin the immediate implementation of the Operational Plan including through the UN joint country teams, in close collaboration with government and country partners, especially women's organizations and networks of people living with HIV, and report regularly on progress to the Programme Coordinating Board to enhance monitoring and evaluation of results, including through a comprehensive report to the 27th meeting of the Board;

- 3.3 *Recognizing* that in many countries there is a substantial and increasing number of HIV infections among men who have sex with men and transgender people, and that their human rights need to be respected, *requests* UNAIDS to include among its priorities, building on the UNAIDS Action Framework on Men Who Have Sex with Men and Transgender People and the UNAIDS Outcome Framework 2009-2011, the expansion of comprehensive programmes aimed at reducing HIV transmission amongst men who have sex with men and transgender people; and *agrees* to return to this decision at the 26th meeting of the Board;
- 3.4 *Recognizing* the finding in the Second Independent Evaluation that attention to prevention has been lagging behind, *welcomes* the increased focus on prevention as a priority by the Executive Director, and *calls upon* the UNAIDS to include prevention as a priority in its new Mission Statement and new Strategic Plan;
- 3.5 *Requests* UNAIDS to make sure that there is a comprehensive, multi-sectoral approach to prevention based on epidemiology and human rights, and that evidence-informed prevention plans are developed at country level that: fit with the epidemiological profile; are within the broader national AIDS strategic plan; and, are developed with all relevant stakeholders in an inclusive and transparent process;
- 3.6 *Requests* UNAIDS to continue advocating for the accessibility, availability and affordability of male and female condoms, and research and development of new prevention tools in particular a HIV vaccine, next generation female condoms and microbicides, and to report on this including a review of resource tracking to the 27th meeting of the Programme Coordinating Board;

Agenda item 2: Second Independent Evaluation of UNAIDS

- 4.1 *Takes note*, with appreciation, of the report of the Oversight Committee;
- 4.2 *Recognizing* the promulgation of guidelines for Joint UN Programmes and Teams on AIDS in 2008 that advance and support country- and regionally-determined approaches, *requests* UNAIDS to review Joint Team performance to assess; barriers and bottlenecks that impede the effective implementation of the Joint Team concept at country level; the added-value of Joint Teams to the national response; and, to clarify the working relationship with key stakeholders in the national response;
- 4.3 *Calls upon* Member States to ensure the consistency of national positions on AIDS at the Programme Coordinating Board and the governing bodies of Cosponsoring organizations with a view to promoting results-based performance and joint UN programming at country level including harmonization and alignment to national HIV responses;
- 4.4 *Calls upon* the UNAIDS Executive Director to ask UNDG to provide appropriate incentives, including through performance assessments of Heads of Agency at country level to ensure joint UN programming, including harmonization and alignment to national HIV responses;

- 4.5 Using lessons learnt from existing Joint Programmes of Support and in pilot One UN countries, *calls upon* the members of the Committee of Cosponsoring Organizations to: implement incentives and eliminate disincentives for quality joint programming that adds value to, and is aligned to the national response; and, support their respective agency's participation in Joint Teams, with strengthened capacity, including development, implementation, and monitoring and evaluation of Joint Programmes of Support. Mechanisms for funding UN HIV work at country level should ensure the most efficient and effective engagement of cosponsors in joint programming around the national response;
- 4.6 *Calls upon* Member States, civil society and UNAIDS to continue the Programme Acceleration Funds facility and improve current operational practice, changes to include:
- regular reporting on outcomes from the utilization of Programme Acceleration Funds to the Programme Coordinating Board through regular reporting mechanisms of the Unified Budget and Workplan; and
 - proposals by the Executive Director and Cosponsor heads of agencies at the December 2010 Programme Coordinating Board to achieve cost-reducing efficiency gains in the transmission of funds by the cosponsor agencies;
- 4.7 *Calls upon* all Programme Coordinating Board Members and participants to hold the Executive Director accountable for the allocation of funds raised by the Secretariat between the Secretariat and the individual Cosponsors, meaning the:
- future allocation of inter-agency funding should explicitly show the distribution among the Secretariat and Cosponsors;
 - allocation of Unified Budget and Workplan funding raised through the Secretariat should no longer be based on entitlement and pro-rata increases, but on epidemic priorities, the performance of the Cosponsors, and the funds that individual Cosponsors raise at global and regional levels;
 - consideration by the major funders of the UN's response at global level of: (i) whether funding through UNAIDS could increase in response to a shift to performance-based allocations; and (ii) the degree to which the Executive Director should take the lead in raising resources for the UN at global level or whether fund-raising should increasingly be a cosponsor responsibility; and
 - Secretariat and Cosponsor performance should be defined around commitments made on development of UN capacity at country level; this is what the Programme Coordinating Board should hold the global coordinators, as the main representatives of their organizations, and the Executive Director (in his or her capacity as head of the secretariat) accountable for and hence should be what is reported against on an annual basis;
- 4.8 *Requests* UNAIDS to revise the role and contents of the Unified Budget and Workplan from 2012 onwards to:
- focus on: (i) showing what capacity individual cosponsors and the secretariat intend to have at country level and (ii) the allocation of funding to ensure that planned capacity is in place; and

- include funding to evaluate the degree to which UN capacity established at country level is making a relevant, effective and efficient contribution to the national HIV response;
- 4.9 *Requests* the UNAIDS Executive Director to adjust the size, staffing and organizational arrangement of Secretariat offices at country level to reflect national needs and the implications of recommendation 1 from the Report of the Second Independent Evaluation of UNAIDS;
 - 4.10 *Requests* UNAIDS to initiate a capacity needs assessment with the aim of taking stock and producing recommendations across the whole Joint Programme - Secretariat and all Cosponsors - for a collective rationalization of staff at global, regional country and levels linked to the strategy from recommendation 1 of the Report of the Second Independent Evaluation of UNAIDS, taking account of the different regional needs of the epidemic;
 - 4.11 While affirming the role of the Secretariat as providing coordination support within the Joint Programme, and possibly the Organization to fill gaps that cannot be filled by the cosponsors, *requests* the Executive Director to present recommendations on what the roles and staff complement should be over the medium term and how this would be delivered, at the 26th meeting of the Programme Coordinating Board;
 - 4.12 *Requests* the Executive Director to commission a review in 2010 on the costs and benefits of moving to a single administrative system for the UNAIDS Secretariat;
 - 4.13 *Requests* the Executive Director to present a report to the 27th meeting of the Programme Coordinating Board presenting evidence of the extent to which financial and Human Resource systems and policies have (i) been fully developed; (ii) are operational; and (iii) are being consistently and effectively used as intended by managers across the Organization;
 - 4.14 *Requests* the Executive Director to: (i) work to clarify a robust competency framework for these roles; (ii) ensure that all present staff are assessed against the competency framework; and (iii) report back to the Programme Coordinating Board at its 27th meeting with detailed actions to ensure that the cadre of country staff have the required competencies;
 - 4.15 *Requests* the Committee of Cosponsoring Organizations to convene a time-limited working group with relevant Cosponsors, the Global Fund to fight AIDS, Tuberculosis and Malaria, and other key stakeholders including civil society, supported by the Secretariat, to strengthen collaboration and develop a joint agenda on HIV and global health cooperation in general and health systems strengthening in particular and, including a joint position statement and a work plan with clear deliverables;
 - 4.16 *Requests* UNAIDS to bring to a 2010 meeting of the Committee of the Cosponsoring Organizations, and then the 27th meeting of the Programme Coordinating Board, a concrete proposal on how they will resolve overlaps and duplication (including but not restricted to support to: national planning and strategy development; human rights; gender; key populations; monitoring and

evaluation at country level; operations research; increased accountability, joint programming at country level, the effectiveness of prevention efforts and surveillance). This should include:

- how the lead agency concept can be better operationalized at global level; and
- the degree to which these issues can be resolved using the Inter-agency Task Team approach;

4.17 *Further requests* UNAIDS to develop a *modus operandi* for Inter-agency Task Teams, drawing on the experience of other mechanisms such as the MERG and Task Team on Travel Restrictions, with requirements for lead agencies to set task-based, time-bound objectives to manage their work with regular reporting back to the PCB on performance;

4.18 *Further requests* UNAIDS to strengthen its focus on gender and human rights, specifically to:

- review the division of labour concerning all cross-cutting issues, in particular gender and human rights, with a view to strengthening the work of the Joint Programme;
- clarify the respective roles of UNIFEM and the Global Coalition of Women on AIDS with regards to work on HIV and gender;
- strengthen the capacity of UN staff in HIV and gender and HIV and human rights;
- support UNDP to take forward its lead role in work on Men who have Sex with Men and transgender populations;
- strengthen global leadership and advocacy with regards to key populations and convene an inter-agency task force involving UNODC, UNDP and UNFPA and other key stakeholders to ensure policy and programming coherence and effective coordination of work with key populations;
- determine clear overarching global objectives for work on HIV and gender, gender equality, human rights and key populations including women and girls and ensure that these objectives are included as a core component of joint team work at country level; gender equality and human rights analysis should be integral to *'knowing your epidemic'* and to joint programmes of support for national responses; and
- focus UNAIDS' support for countries on translating frameworks and guidance into practical HIV and gender and HIV and human rights programming;

4.19 *Calls upon* UNAIDS to strengthen arrangements for technical support through the further development of a Technical Support Strategy, to be presented to the next meeting of the Programme Coordinating Board, to:

- clarify the comparative advantages and respective roles of the UNAIDS Secretariat, Cosponsors and other UN entities, as well as other technical support providers such as bilaterals and civil society organizations in the provision of short-term technical support and of long-term support for capacity development at country level;

- determine the role of UNAIDS in Global Fund-related technical support;
 - strengthen planning and coordination of UNAIDS technical support at country level, including ensuring that this reflects country needs and priorities rather than the agendas and mandates of UN agencies;
 - rationalize support for monitoring and evaluation between the UNAIDS Secretariat, World Bank GAMET and WHO;
 - consolidate technical support mechanisms established by UNAIDS as joint programme providers;
 - introduce systematic monitoring and evaluation of technical support provided by UNAIDS and UNAIDS-related technical support providers at country level; and
 - foster South-South collaboration in order to build capacity at country and regional levels using expertise from the South;
- 4.20 *Calls upon* the UNAIDS Executive Director to task the Regional Support Teams with: (i) ensuring that HIV is included in the deliberations of the developing Regional Directors Teams; (ii) focusing on supporting development of UN capacity at country level that reflects a tailored response to the epidemic; (iii) building on the experience of the Regional Support Team, Eastern and Southern Africa, and promoting the use of gap analysis and *'know your epidemic'*; and (iv) being configured to support all Cosponsors, not just the Secretariat;
- 4.21 *Requests* UNAIDS to strengthen joint work on research, resource tracking and knowledge management, with particular emphasis on information to support the *'know your epidemic'* approach and improve evidence-based decision-making at country level;
- 4.22 *Requests* the UNAIDS Secretariat to strengthen evaluation and knowledge management at global, regional and country levels, specifically to:
- convene a working group of relevant HIV and evaluation staff from the Secretariat, Cosponsors and the Global Fund to fight AIDS, Tuberculosis and Malaria, and drawing on relevant expertise from evaluators at country level to develop a coherent joint global evaluation plan structured around the priority areas of the epidemic;
 - plan, manage and budget evaluations jointly at country level, under the auspices of the joint team and working in collaboration with the Global Fund to fight AIDS, Tuberculosis and Malaria, other donors and national partners in accordance with the Paris Declaration commitments;
 - cease further investment in or continuation of CRIS beyond its current use as a format for reporting;
 - make adequate provision for reporting on, dissemination of and policy engagement concerning evaluation findings;

- 4.23 *Requests* UNAIDS to develop a new mission statement with measurable and time-bound objectives supported by a new strategic plan which reinforces UNAIDS in its political and advocacy roles and clarifies how the joint programme will position itself to re-focus support at regional and country level to reflect the epidemic context and country needs;
- 4.24 *Requests* the UNAIDS Secretariat to work with Cosponsors to develop an overarching partnership strategy with clear and measurable objectives with distinct strategies for working with both civil society and people living with HIV, and for working with global health initiatives such as the Global Fund, PEPFAR and other bilateral and development partners. Subsidiary recommendations are to:
- develop a shared vision of the potential and expected benefits from civil society and People Living with HIV involvement, a clear set of objectives and a more systematic approach to documenting outcomes;
 - develop a common approach across the secretariat and cosponsors to engagement with and capacity -building support for civil society and organizations of People Living with HIV;
 - increase support at global and country levels for empowerment and participation of key populations; and
 - strengthen efforts to engage with the private sector, including addressing the respective roles of the secretariat and ILO;
- 4.25 *Requests* the PCB Bureau in consultation with all relevant stakeholders to establish an inter-sessional, time-bound Task Force by the end of January 2010 with the objective to report to the 26th meeting of the Programme Coordinating Board on issues dealing in a comprehensive way with all aspects related to governance in the follow-up of the Second Independent Evaluation of UNAIDS based on evaluation findings, recommendations, management response and discussions in the Board.
- 4.26 *Agrees* that the Task Force:
- will support UNAIDS in the implementation of a comprehensive and coordinated response to the Second Independent Evaluation of UNAIDS, including the development of a prioritized plan for follow-up which is time bound and spells out clearly who should be responsible for doing what, and to support the oversight role of the Programme Coordinating Board, the Task Force should analyze relevant decisions and their interlinkages taken at the 25th Board meeting with a view to ensure their coherence and consistency and report to the 26th meeting of the Programme Coordinating Board;
 - should be small and undertake its activities in an open and transparent manner. It should be composed by representatives of Member States, with due respect to geographical representation, civil society, Cosponsors and the Secretariat. The taskforce may draw on additional expertise when needed. The taskforce should be chaired by a Member State and would work in principle on the basis of consensus;

- 4.27 *Further agrees* that, by establishing this Task force, the working Group ad interim on Working Methods of the Programme Coordinating Board, established at the 24th meeting of the Board, is now dissolved;
- 4.28 *Further agrees* that the budget for the Task Force must be approved by the PCB Bureau before initiating the work of the Task Force;

Agenda item 3: Impact of the global financial and economic crisis on the AIDS response

5. *Welcomes* the report and recommendations on the impact of the global financial and economic crisis on the AIDS response and *calls on* UNAIDS and its partners to provide a comprehensive package of technical support to countries, paying particular attention to high burden countries, to contain and mitigate the negative impact of the current crisis on the HIV/AIDS response and to use its convening power to bring HIV/AIDS funders together, where possible coordinating with similar work underway at the Global Fund to fight AIDS, Tuberculosis and Malaria, and other innovative financing mechanisms including UNITAID;

Agenda item 4: Election of Officers

- 6.1 *Elects* The Netherlands as Chair, El Salvador as Vice-Chair, and Japan as Rapporteur for the calendar year beginning on 1 January 2010;
- 6.2 *Approves* the new Programme Coordinating Board NGOs: Felicita Hikuam, AIDS and Rights Alliance for Southern Africa, Rathi Ramanathan, Asia-Pacific Network of Sex Workers, Matthew Southwell, International Network of People who Use drugs, Rhon Reynolds, International AIDS Vaccine Initiative, and Amira Herdoiza, Corporacion Kimirina;

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