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**29<sup>th</sup> Meeting of the UNAIDS Programme Coordinating Board**  
**Geneva, Switzerland**  
**13-15 December 2011**

**UNAIDS Technical Support**

**Additional documents for this item:** *none*

**Action required at this meeting - the Programme Coordinating Board is invited to:** *take note of and give its on comments on this report (para.65)*

**Cost implications:** *none*

## EXECUTIVE SUMMARY

1. The UNAIDS Technical Support Strategy approved by the Programme Coordinating Board in December 2010, sets out guidance on Technical Support and Capacity Development for countries to efficiently implement and achieve their nationally defined HIV goals and targets. The strategy specifically seeks to ensure that:
  - Countries have capacities and systems to identify, plan and coordinate high-quality HIV-related technical support to enhance implementation of effective and sustainable national AIDS responses; and
  - Technical support from UN and other providers meets high quality standards, is well-coordinated, effective, efficient, demand-driven, results-oriented, and mutually accountable.
2. This report summarizes progress towards the above objectives. Since the approval of the Technical Support Strategy by the PCB significant progress has been made including:
  - Increasingly strengthening National Strategic Plans (NSPs) so that they are evidence-based and human rights-sensitive. Since January 2010, the World Bank—in collaboration with the UNAIDS Secretariat and other Cosponsors—has guided strategic planning processes in 43 countries, and conducted peer reviews of 21 draft strategies.
  - Providing countries with direct technical support in specific thematic areas in line with cosponsors responsibilities under the Division of Labour (DoL).
  - Assisting 22 countries to develop national technical support and capacity development plans.
  - Enhancing the capacity of countries in all regions to mobilize resources, including but not limited to, the preparation of proposals for the Global Fund to Fight AIDS, Tuberculosis and Malaria; grant signing; unblocking implementation bottlenecks, capacity building in programme and financial management, and monitoring and evaluation.
  - Resolving grant implementation challenges in 27 countries through engaging the UNAIDS Technical Support Facilities via 40 different technical support assignments.
3. The revised UNAIDS DoL issued in 2010 has consolidated UNAIDS support to countries in 15 areas of work. Each area is lead by one or two convening agencies according to the organizational mandate and comparative technical expertise of the Secretariat and Cosponsors. As such the DoL optimises UN technical support contributions for impactful and effective results while ensuring mutual accountability.
4. Regional Joint UN Teams have developed joint technical support work plans which have enhanced coordination of technical support and capacity development at country and regional levels. At country level, the Joint UN Teams serve as entry points for technical support to enhance coordination and accountability of UNAIDS technical support.
5. The development and implementation of the *Global Plan Towards the Elimination of New HIV Infections Among Children (eMTCT) by 2015 and Keeping their Mothers Alive* showcases collective Joint Programme leadership. Almost all the 22 high-burden countries are now aligning their targets and plans with eMTCT, and ongoing Joint Programme technical support is helping countries to review their PMTCT (prevention of mother to child transmission) guidelines for service delivery, and conducting policy reviews around decentralization and task shifting.
6. Effective technical support has culminated in countries having access to evidence from modes of transmission studies and conducting comparative costing and impact evaluations, to ensure that available funds are more precisely and strategically used.

7. Partnership between UNAIDS and the Global Fund has been strengthened significantly and has resulted in increased support for effective governance, oversight and grant implementation. Further collaboration is crucial for effective investments e.g. the use of the UNAIDS Investment Framework to support countries as well as the Global Fund Board, and in building sustainable systems and capacities.
8. Additional improvements are possible and coordination among partners can be further strengthened. Efforts are warranted to ensure the timely identification of technical support needs, as well as a solid understanding of the barriers and bottlenecks that hinder scale-up of evidence-informed activities.
9. As UNAIDS technical support continues to shift from short-term problem solving to more strategic and longer-term capacity development, countries will require intensive support to navigate the important changes that are occurring in the AIDS landscape. UNAIDS will intensify its efforts to strengthen in-country capacity, including working in partnership with local academic, research or development institutions in the delivery of technical support.
10. The Technical Support Strategy continues to be used to advance a more strategic approach to addressing capacity development alongside the provision of ongoing technical support. UNAIDS will continue to work closely with partners (including the Global Fund, key bilateral agencies, countries and civil society) to develop a common and mutually supportive agenda in the delivery of effective national responses.

## **II INTRODUCTION AND BACKGROUND**

11. In December 2010, the Programme Coordinating Board approved a new UNAIDS Technical Support Strategy. Development of the strategy was overseen by a working group convened by UNAIDS, with representation from all Cosponsors and informed by country surveys, studies, and stakeholder consultations with national, regional and global partners.
12. The Strategy responds to the recommendations of the Second Independent Evaluation of UNAIDS, particularly its call for a more focused, strategic, flexible, responsive, efficient and accountable approach to technical support. The Technical Support Strategy represents several important shifts in the UNAIDS approach to technical support:
  - It emphasizes systematic, long-term, needs-based capacity and systems development and promotion of South-South cooperation;
  - It aims to improve the coordination and accountability of the UNAIDS Secretariat and Cosponsors, through strategic use of UNAIDS resources and country presence, and rationalizing technical support mechanisms to promote efficiency and effectiveness;
  - It calls for clearer communication with country partners on available technical support and enhancing collaboration with key financing mechanisms; and
  - Strategic priorities include strengthening implementation support to maximize the impact of available HIV resources, and an enhanced focus on strengthening the capacities and quality of technical support providers.
13. The Technical Support Strategy is closely harmonized with the UNAIDS Strategy for 2011-2015, in order to provide focused support for the Joint Programme's medium-term priorities and longer-term vision.

14. The Programme Coordinating Board in December 2010 requested the addition of a substantive agenda item to its 29<sup>th</sup> meeting to enable better insight into the capacity development and technical support activities being provided by the Joint Programme. In response to this request this report summarizes progress to date in implementing the Technical Support Strategy, illustrated with some key, recent achievements.

### **III PROGRESS TO DATE**

#### **Strengthened national capacities for situational analysis and the development of national strategic plans**

##### ***Strategic information***

15. UNAIDS is reinforcing the collection and utilisation of strategic information at country and regional levels to ensure that national strategic planning is evidence informed. For example, the Secretariat is supporting countries to conduct National AIDS Spending Assessments (NASA) in concert with Modes of Transmission (MOT) surveys to guide resource allocations and programming. Cosponsors continue to provide important strategic information in their respective areas of comparative advantage in line with the Division of Labour. For example, UNESCO, building on the work conducted by the UNAIDS Inter-Agency Task Team (IATT) on Education, is leading on the identification of core indicators to help measure the role of education in the response to the HIV epidemic. Those indicators are currently being field tested in the Caribbean, East and Southern Africa and Viet Nam.

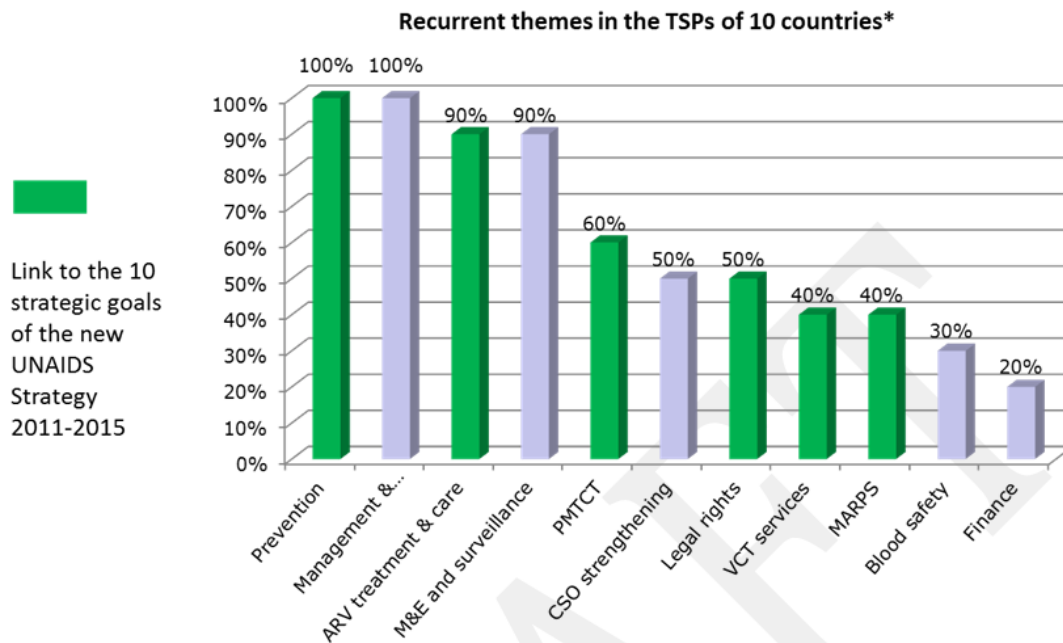
##### ***National Strategic Planning***

16. A key area of work for UNAIDS, is supporting the development of national strategic plans (NSPs) and ensuring that they are evidence-based and human rights-sensitive. Since January 2010, the World Bank—working with the UNAIDS Secretariat and Cosponsors—has supported strategic planning processes in 43 countries, and conducted peer reviews of 21 draft strategies. In West and Central Africa the World Bank, the UNAIDS Regional Support Team and the French Ministry of Foreign Affairs have adapted capacity-building tools for strategic and operational planning to local contexts. In East Africa, the World Bank, and the UNAIDS-supported Technical Support Facility, and the UNAIDS Regional Support Team have conducted regional capacity building workshops on strategic and operational planning. Additionally, UNAIDS and its partners are now developing guidance to inform the preparation of a new generation of national strategic plans.
17. The 2010 revised Division of Labour has enhanced coordination, coherence and effectiveness. It has leveraged the respective organisational mandates and resources of Cosponsors and the Secretariat to enable the Joint Programme to collectively deliver results and be held accountable. It has also helped to clarify roles and responsibilities in the delivery of technical support by the Joint Programme. Direct technical support in specific thematic areas has been provided, based on the Division of Labour, including:
- a. The ILO providing tailored support to 25 countries in the development or review of world-of-work components of national AIDS strategies.
  - b. UNFPA convening a 15-country consultation under the umbrella of the Inter-Agency Working Group on Gender Equality and HIV to integrate programming on gender issues into national strategic plans.
  - c. WFP establishing a technical agreement with RAND Health to identify best practices in Latin America and Caribbean related to the integration of food, nutrition, and livelihood security strategies in ART and PMTCT services.

- d. UNODC training over 100 governmental officials on target setting, guidance on introducing and scaling up substitution therapy, and developing country road maps on estimating numbers of people who inject drugs) and supporting at least 59 countries in the development of strategies and action plans to address HIV among people who inject drugs, people who reside in prisons, and people vulnerable to human trafficking.
- e. WHO providing support to several countries to develop and strengthen their national health sector plans, and integrate HIV into these Plans. WHO has also developed a planning guide for HIV in the health sector and conducted related regional trainings.
- f. UNESCO supporting the review and development of national education sector policies and strategies in 15 countries in East and Southern Africa within the framework of a partnership with the Southern African Development Community to strengthen the education sector response to HIV in the region.
- g. Progress has been made integrating AIDS into other strategic frameworks. UNDP, the World Bank and the UNAIDS Secretariat have strengthened the capacity of 28 countries to integrate HIV priorities into their other national planning efforts. An evaluation of this collective initiative identified clear evidence of the positive impact of this technical support.
- h. In Zambia UNDP has strengthened the institutional capacity of the National AIDS Council to mainstream HIV, gender equality and human rights into national and sub-national development frameworks. UNDP has also provided technical support to augment India's efforts to set up, expand a reform HIV-sensitive social protection programmes in several states.

**Strengthened national capacities to develop joint multi-stakeholder national technical support and capacity development plans**

18. Sixteen countries have been supported by the UNAIDS Secretariat to develop sustainable in-country capacity development. An evaluation of the technical support plans of 10 of these countries showed that quality needs assessments had been undertaken and key bottlenecks in programme performance identified. These include: access to PMTCT services and adequate staffing of facilities; management skills and governance structures of both civil society and National AIDS Commissions; and, Monitoring and Evaluation systems lacking harmonization and capacity for data collection, management and reporting. The Secretariat has helped the ten countries align the technical areas with the 2011 Political Declaration targets and UNAIDS's 2011-2015 "*Getting to Zero*" Strategy and is currently focusing on resource mobilization strategies to support the implementation of the technical support plans.



\* 10 countries: Benin, Ghana, Haiti, Nigeria, Tanzania, Swaziland, El Salvador, Cambodia, Tunisia, Kenya.

19. Support for technical support and capacity development planning is currently being provided in an additional six countries (Benin, Ethiopia, Ghana, Malawi, Nigeria and Swaziland), co-financed by the European Commission and the UNAIDS Secretariat.
20. Technical Support Plans have helped countries access or implement funding from the Global Fund, including National Strategy Applications. Advocacy and technical guidance by UNAIDS played an important role in the decision by the Global Fund to include planning for technical support and capacity development as required components of national proposals. UNAIDS, in close collaboration with the Global Fund, has developed a tool for Technical Support planning as part of its support to grant negotiations for Round 10.

### Improved country capacity to access financial resources

21. Cosponsors and the UNAIDS Secretariat have provided, brokered and/or coordinated technical support for numerous countries and networks for Global Fund proposal development. Support provided during Global Fund Round 10 included the coordination of technical support providers at all levels (UN, bilateral and civil society); peer review of proposals at regional and global levels; convening technical support clinics and training at global, and regional levels; development of a resource kit for proposal writers; and preparation and dissemination of country fact sheets containing key epidemiological and financial data.
22. For Global Fund Round 11 and beyond, UNAIDS is working with countries to prepare a strong '*case for investment*' based on a thorough country-specific review of current response, investments and resource gaps, with the aim of assisting countries in prioritizing areas that could benefit from future Global Fund financing. Assistance to countries in the future will include the latest protocols for an iterative, two-stage grant proposal process. Countries are being supported to carefully consider value for money, cost-efficiencies and targeted investments for maximum impact, using quality-assured national plans as the basis for decision-making. It has been estimated that nearly US\$ 9 billion will be channelled to countries through Phase II renewals of current Global Fund grants. UNAIDS will support the Global Fund and recipient countries in reviewing existing grants to ensure that these resources are invested for maximum impact and enables countries scale up towards the global targets in the 2011 Political Declaration.

**Improved efficiency, effectiveness, coordination and accountability of UNAIDS Secretariat and Cosponsor technical support**

***Regional Joint UN Teams***

23. Regional Joint UN Teams have enhanced coordination and collaboration by developing joint technical support workplans that provide for combined country support missions, reviews of national strategies and operational plans, along with other forms of technical support. In Togo in 2010, for example, an imminent stock-out of antiretroviral drugs was averted when the regional joint UN team organized a situation analysis and emergency technical support plan that identified a short-term source for the drugs, as well as a longer-term plan to address procurement and supply management challenges. In Eastern and Southern Africa, the regional AIDS technical support platform has coordinated UN system technical support at the regional level, including allocation of joint resources to support Global Fund proposal preparations

***Country level Joint UN Teams***

24. At country level, the joint UN Teams serve as entry points for technical support to enhance coordination and accountability of UNAIDS technical support. The revised Division of Labour tasks the Secretariat with facilitating technical support requests from country partners. For example in Bangladesh, the Joint UN Program on Violence against Women is in full operation. In Brazil, an integrated plan in the two states of Amazonas and Bahia has resulted in the development of prevention education materials for the indigenous population to strengthen local capacities to improve the response to the AIDS epidemic. A recent assessment of Joint UN Teams and Joint UN Programs of Support on AIDS reviewed performance and made recommendations on how to further strengthen this important mechanism.

25. Working in the context of the new Unified Budget Results and Accountability Framework and the 20+ priority countries will enhance joint programming support and reporting on results in alignment with the UNAIDS Strategy and the 2011 Political Declaration.



**UN coordination in action**

***Global Plan towards the Elimination of New HIV Infections among Children (eMTCT) by 2015 and Keeping their Mothers Alive***

Under the leadership of the UNAIDS Executive Director, with full engagement of all Cosponsors and the US Global AIDS Ambassador, the Plan has united a coalition of the 22 most-affected countries, UNAIDS and other multilateral agencies, key donor countries, global programme implementers, the private sector and civil society (including networks of people living with HIV). The Inter-Agency Task Team (IATT) led by UNICEF and WHO on the prevention of mother-to-child transmission is taking the lead in coordinating harmonized, timely and high-quality technical support, and leverage resources to advance the plan's milestones. Technical activities already underway include costing and expenditure analysis of country plans; integration of maternal, neonatal, child health and other services (through capacity building of health care providers, joint planning, funding, implementation and evaluation); and the development of a monitoring and evaluation framework to guide country teams.

**Key progress includes:**

Almost all the 22 high-burden countries are aligning their targets with the plan and are reviewing their strategic plans.

- **Regional level.** The UNAIDS Secretariat convened an Extraordinary Regional Management Meeting on the Global Plan, including country focal points, PEPFAR and cosponsors, which focused on national leadership and ownership, strategic partnerships for implementation, and the development of national operational plans.
- **Global level.** By January 2012, IATT will have helped countries review their PMTCT guidelines for service delivery, and assisted national programmes to conduct policy reviews regarding decentralization and task shifting.

26. Other examples of UNAIDS collaboration include:

- a. UNICEF has held a regional consultation on eMTCT and improved maternal and newborn health in Eastern and Southern Africa to identify bottlenecks and programmatic opportunities in priority countries. It also supported the costing of eMTCT plans in 9 countries in East Africa;
- b. UNFPA collaborated with WHO to develop evidence-based guidelines for HIV and STI interventions for sex workers;
- c. WHO-supported "Knowledge Hubs" in Eastern Europe have trained 1000 professionals in supporting key affected populations;
- d. UNFPA and UNHCR jointly developed technical materials on HIV and sex work in humanitarian settings;
- e. WFP, UNICEF, and WHO jointly developed HIV and nutrition guidelines and training materials in India. Once finalized, WHO will develop a training package on HIV and Nutrition in accordance with the national guidelines; and
- f. WHO, ILO and UNAIDS have developed policy guidelines on improving health workers' access to HIV and tuberculosis prevention, treatment, care and support services. The guidelines are being rolled out at the country level.

### **Global and regional collaboration**

27. UNAIDS has established a solid platform to support Global Fund proposal preparation, particularly in sourcing consultants, facilitating peer review, and selecting and packaging the best technical tools for the thematic areas of proposals. The '70% Coalition' facilitated by the UNAIDS Secretariat and WHO brings a range of partners at the global, regional and country level to share information and coordinate deployment of resources for effective support to country proposal development.
28. In West and Central Africa, the Regional Joint UN Team on AIDS (comprising Cosponsors and coordinated by the UNAIDS Regional Support Team) is now the primary mechanism for coordinating UN technical support efforts on AIDS. Other interagency initiatives include the working group in Eastern and Southern Africa (comprising UNICEF, World Bank, ILO, WFP, UNDP and the Secretariat), while in Southern Africa, WFP has collaborated with WHO and the UNAIDS Secretariat to help 7 countries implement WHO recommendations regarding the integration of food and nutrition information in patient and health information systems.
29. UNCHR through its Public Health and HIV section at HQ and regional offices provides technical support to country operations with the latest global guidance, supports capacity building and operational research, and promote partnerships to improve HIV national response. In Asia, UNHCR piloted workshops of the IASC guidelines for addressing HIV in Humanitarian Settings in 2011 with more trainings being planned for 2012.
30. UNAIDS Cosponsors are increasing their collaborative use of Technical Support Facilities in Africa and Asia. At country level, Technical Support Facilities have provided training to Joint UN Teams on AIDS to strengthen engagement on Global Fund processes in country. In 2010 the TSFs in the five regions have:
  - provided 15,000 days of quality assured Technical Assistance in 67 countries using regional consultants in 85% of all assignments
  - supported 36 countries to develop Global Fund Round 10 proposals
  - strengthened Country Coordinating Mechanisms in 15 countries
  - provided over 3,800 days of technical support to civil society organizations and networks
31. UN-delivered and facilitated technical support is undergoing a systematic review to ensure relevance, effectiveness and value for money. Through the end of 2011 and early 2012, the Secretariat is undertaking management accountability and performance reviews of the Technical Support Facilities in Southern Africa, Eastern Africa, West and Central Africa and South East Asia and the Pacific. Other aspects of UNAIDS technical support have also been evaluated, including the World Bank's AIDS Strategy and Action Plan (ASAP) service.

### **UNAIDS leadership in setting standards for quality technical support**

32. UNAIDS has a leading role to play in setting global policy and programme standards for the AIDS response. UNAIDS is setting standards and improving quality in technical support for rapid scale-up of voluntary medical male circumcision in relevant settings, following studies confirming the efficacy of adult male circumcision results in reducing HIV incidence and strengthening treatment and care, child protection, and condom programming.
33. UNAIDS Secretariat and WHO are also leading efforts to catalyze the next phase of treatment, care and support. "*Treatment 2.0*" emphasizes the need to optimize drug regimes, provide access to point-of-care diagnostics, reduce costs of antiretroviral treatment programmes, decentralize and integrate delivery systems, and involve communities in managing treatment programmes.

34. The recent development of a UNAIDS Investment Framework will further compliment the above efforts as it is based on existing evidence of what works in HIV prevention, treatment, care and support. It is intended to facilitate more targeted and strategic use of scarce resources. The UNAIDS Secretariat is currently exploring implementation of the Framework in a number of “champion” countries.

### **Global guidance**

35. WHO has developed global guidance on preventing and treating HIV and other sexually transmitted infections among men who have sex with men, and transgender people, and is doing the same in relation to sex workers and their clients.
36. UNICEF has developed a toolkit to help countries map child protection systems, assess the capacity of their systems and identify improvements. The toolkit is already being used in Angola, Burundi, Ethiopia, Kenya, Malawi, Rwanda, and Zambia.
37. UNFPA and its partners have developed tools to improve condom programming, including a toolkit for developing costed operational plans and a monitoring and evaluation framework to help track progress and evaluate impact. In West and Central Africa, the Secretariat developed a profiling matrix on the availability and accessibility to guide decisions on future technical support in diverse settings.
38. UNESCO in collaboration with the Secretariat and other Cosponsors has developed the *International Technical Guidance on Sexuality Education* to strengthen comprehensive sexuality education, including training of curriculum development specialists at regional level.

### **Stronger collaboration with key financing mechanisms and non-UN technical support providers**

39. The Joint Programme has taken steps to strengthen collaboration with the Global Fund, the US Government PEPFAR programme, France and other leading donors, as well as with non-UN technical support providers to enhance the efficiency and impact of programmes.
40. UNAIDS supports the Global Fund with strategic analysis, policy advice and technical expertise on AIDS. It supports countries at all stages of the Global Fund grant cycle, including development of grant proposals, grant signing, capacity building for programme implementation, and monitoring and evaluation. UNAIDS plays a critical role in strengthening governance and oversight capacities of the Country Coordination Mechanisms (CCM) and in their functioning at the country level.
41. In many countries, UN partners serve as Principal Recipients for Global Fund grants. UNDP has played this role in 30 countries or territories, involving 63 active grants totalling approximately US\$ 1.12 billion. Notwithstanding the difficult country circumstances where UNDP serves as interim Principal Recipient, the overall performance ratings of grants managed by UNDP significantly exceeds the average for grants managed by other Principal Recipients. Building national capacity is a critical focus of UNDP support for Global Fund grants: the role of Principal Recipient has been transferred to national partners in 13 countries, and in process in an additional 9 countries for at least one Global Fund grant. UNAIDS also assists non-UN partners in fulfilling their Principal Recipient or Sub-Recipient functions, as the ILO is doing in India, Sierra Leone and Zimbabwe, for example.
42. UNAIDS in collaboration with the Global Fund Secretariat is focusing on building country management capacities (including financial management) and establishing systems to enhance transparency and accountability. A pilot programme to strengthen risk management capacities of Principle Recipients and Sub/Recipients is currently under development by UNAIDS.

43. Technical Support Facilities (TSF) help resolve many grant implementation challenges. The TSF Southern Africa and Eastern Africa, with support from the UNAIDS Secretariat developed training modules for country and regional workshops on grant consolidation, in line with emerging requirements by the Global Fund. More than 750 country partners and consultants benefited from 27 targeted capacity-building exercises to improve support to Global Fund processes.
44. UNAIDS has strengthened its implementation support to strengthen CCM oversight and governance, as well as capacity development and risk management for Principal Recipients and Sub-Recipients. It is currently working with regional institutions to develop capacity development training and tools to strengthen programme and financial and risk management for implementers. Focused technical support and capacity strengthening (facilitated by the Secretariat, UNICEF, WHO and UNDP-convened Global Fund grant implementers, technical support providers and civil society networks) has enabled 10 African countries to develop plans to enhance programmatic and financial management, improve governance and oversight of CCMs, and improve planning to avoid implementation bottlenecks.
45. The Secretariat has supported the establishment of the International HIV/AIDS Alliance Hubs since 2009. Created to improve the implementation of civil society-run HIV programmes, these hubs are linked to community-based organizations, including Sub-Sub Recipients of the Global Fund. The Secretariat also provides direct funding support jointly with GIZ Back Up Initiative to the civil society-led global initiative Civil Society Action Team (CSAT), which is hosted by the International Council of AIDS Service Organisations (ICASO). Through regional hubs CSAT coordinates, brokers and advocates for technical support to civil society organizations that are implementing or seeking grants from the Global Fund. These facilities have played a major role in scaling up technical support to civil society as well as in channelling civil society expertise into programme planning and implementation across countries.

### ***Implementation Support***

46. Cosponsors have provided implementation support in several specific key areas:
  - a. The Joint Programme engaged the Global Fund and its country partners on important substantive policy and programmatic issues including promoting the inclusion of human rights and gender equality initiatives into Global Fund grants and ensuring that financing reaches key populations (such as men who have sex with men, and local networks of people living with HIV).
  - b. UNDP has helped align Global Fund grants with national development plans and poverty reduction strategies, promoted adherence to appropriate public sector reform initiatives and anti-corruption principles, and advanced national ownership, effectiveness and sustainability.
  - c. In the Asia region, WFP technical support assisted several countries, including India and Lao PDR, to develop national guidelines on HIV and nutrition.
  - d. UNFPA has supported programmes and strategies in 74 countries to create an enabling political and social environment for demand, access and utilization of male and female condoms. UNFPA has partnered with Global Youth Coalition to build the institutional capacity of AfrYan Youth Network to better understand Global Fund processes and to ensure the integration of youth issues into Global Fund proposals, National Strategic Plans (NSP), Poverty Reduction Strategy Papers (PRSPs) and other development frameworks.

- e. UNODC has supported 67 countries in the areas of resource mobilization, establishment of multisectoral working groups, assessment of programmatic needs, and capacity building with respect to HIV service access to people who inject drugs, living in prisons settings, or vulnerable to human trafficking.

### ***Strengthening the capacities and quality of technical support providers***

47. In addition to strengthening and increasing the coordination of its own technical support efforts, UNAIDS is enhancing the effectiveness of other technical support providers and strengthening South-South support and collaboration, which can enhance the relevance, quality and sustainability of technical support provided.
48. UNAIDS has assisted countries to appoint technical support coordinators to monitor the implementation of technical support plans and oversee alignment of that support with national priorities. At regional level, West and Central Africa has already established a database for technical support providers and recipients to enhance coordination, transparency and effectiveness.
49. UNAIDS strives to build local capacities and to that end the TSFs are developing the professional skills of local consultants to deepen in-country capacity and facilitate timely technical support. The TSFs are increasingly using mentoring approaches to consolidate and share practical learning (an example of how capacity development interventions can overlap with short-term technical assistance). A mentoring programme has been integrated into technical support for Global Fund proposals in West and Central Africa. TSFs are also developing skills and capacities of community-based consultants. This has proven especially valuable in Asia and the Pacific, where consultants who belong to key affected populations often play vital roles in delivery of technical support.
50. Additionally, UNHCR has undertaken efforts in Ethiopia, Kenya, Uganda and Latin America to strengthen the capacity of protection and health providers to deliver HIV prevention services and ASAP service hosted by the World Bank has helped strengthen the technical capacities of national policy makers, implementers, and consultants and has trained, coached and mentored consultants, thus improving the quality of technical support available to countries in Latin America.

## **IV. CONCLUSIONS**

51. Technical support provided by UNAIDS is diverse and wide-ranging and focuses on supporting countries in rapidly scaling-up effective programmes as well as in building sustainable capacities. It encompasses the development and revision of national strategic plans, capacity-building to enhance the use of strategic information for informed situation and response analyses, integration of HIV into broader development frameworks, and access to state-of-the-art methodologies and tools in key priority areas.
52. Evaluations undertaken validate the benefits and salience of UNAIDS technical support for reinforcing and scaling-up national responses.
53. While further improvement is required, overall coordination of technical support has improved. Steps have been taken to focus efforts in key thematic areas, strengthen the development of national and regional technical support plans and to ensure stronger engagement by Joint UN Teams. The 2010 revised UNAIDS Division of Labour has increased clarity and coherence of the Joint Programme's technical support, reduced duplication, and has led to focused results rather than management of processes.
54. The Investment Framework is a valuable tool to help countries match their decision-making with available evidence on modes of transmission and cost-effectiveness, as well as to

perform comparative costing, impact evaluations, ensuring that available funds are used effectively and efficiently. This will be an essential tool that can support countries to review current investments, particularly Global Fund resources, and realign investments for maximum impact.

55. UNAIDS plays a central role in supporting countries in every aspect of the Global Fund's work. However more concerted technical support is required as rates for HIV proposals to the Global Fund are below 50% and the performance of some existing grants remains suboptimal. The iterative process for proposal development approved by the Global Fund Board will be a unique opportunity for increasing the effectiveness of technical support.
56. The effectiveness of technical support depends in large part on preparation and follow-up, as the experience of the Inter-Agency Task Team on the prevention of mother-to-child transmission has shown. Structured accountability mechanisms should be built into requests for technical support if the impact and momentum of technical support is to be maintained.

#### **IV FUTURE DIRECTIONS**

57. Given the changing AIDS landscape and the global economic environment UNAIDS technical support will need to be refined further to assure that countries meet the ambitious targets for 2015 outlined in the 2011 Political Declaration. This will need to be focused on further enhancing investment efficiency, e.g. adaptation of the Investment Framework to realign external and domestic investment, implementation effectiveness and building sustainable capacities. UNAIDS will support the high impact countries in undertaking in-depth assessments of technical and capacity development needs for achieving the targets agreed in the 2011 Political Declaration. Costed plans for building these capacities and provision of relevant technical support will be developed with key stakeholders.
58. Further improvement in coordinating technical support is required as HIV-related capacity development efforts are still sometimes duplicated, and coordination among partners needs to be strengthened further. To this end UNAIDS has initiated some approaches to developing common curriculum for capacity development around key areas, which needs to be scaled up in partnership with key donors and implementers.
59. Although the Unified Budget Results Accountability Framework provides a framework for demand-driven technical support from the Joint Programme, additional efforts are warranted to ensure timely identification of technical support needs, a solid understanding of the barriers that hinder scale-up of evidence-informed activities and an improvement in assessing progress and setting targets in the area of technical support. Scaling-up of the technical support and capacity development plans will enable better identification of these needs and timely response.
60. As UNAIDS technical support continues to shift from short-term problem solving to more strategic and longer-term capacity development, countries will require intensive support to navigate the important changes that are occurring in the AIDS landscape. UNAIDS will intensify its efforts to strengthen in-country capacity, including working in partnership with local academic, research or development institutions in the planning and delivery of technical support for long term sustainability and country ownership.
61. The report of the *High Level Panel on Fiduciary Controls and Oversight Mechanisms of the Global Fund* has highlighted areas where countries need to further strengthen capacities with respect to evidence-based prioritization, governance and oversight of grants, risk management, ensuring value for money, and effective grant implementation. UNAIDS collaboration with the Global Fund over the last few years has been significantly strengthened. UNAIDS and the Global Fund Secretariat will need to further strengthen this partnership and jointly develop strategies for effectively supporting key stakeholders to

implement the recommendations. Additionally UNAIDS support to implementers in the governance of the Global Fund at all levels is critical.

62. UNAIDS has played a key role in developing policies and in supporting the translation and adaptation of these into effective policies and actions at the country level. Focus on developing specific technical support and capacity development plans linked to country specific challenges will further enhance rapid adaptation of new policies and their effective implementation. Prioritisation of high impact countries will enable UNAIDS to align its human and financial resources more effectively to meet the needs of countries.
63. UNAIDS will continue to work closely with partners (including the Global Fund, key bilateral agencies, countries and civil society) to develop a common agenda and mutually supportive approach that will enhance the effectiveness of our collective capacity development investments.
64. The Technical Support Strategy has enabled UNAIDS to adopt a more strategic approach to capacity development and technical support. Arrangements for monitoring and oversight of the implementation of the Strategy by Cosponsors and the Secretariat have been further strengthened in 2011.
65. **The Programme Coordinating Board is invited to take note of and give its on comments on this report.**

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