27th Meeting of the UNAIDS Programme Coordinating Board

Geneva, Switzerland
6-8 December 2010

Report of the PCB Task Force on SIE follow-up related to all aspects of governance

Document prepared by the PCB Task Force

Additional documents for this item: none

Action required at this meeting - the Programme Coordinating Board is invited to consider the draft decisions in the following paragraphs:

9. endorse the Report of the Task Force and its recommendations for action;

11, 17 and 18. agree the proposed amendments to its Modus Operandi (as revised in December 2008) as set out in Annex 1 to this paper;

12. request the PCB Bureau to commission and consider regular reports from the Secretariat on the implementation of Programme Coordinating Board decisions and to attach such reports to the minutes of its meetings (available on the UNAIDS website), and to propose action as appropriate;

12. request the PCB Bureau to develop and propose to the Board a process for the periodic evaluation of programmatic and thematic areas;

16. agree that emphasis should be placed on a small composition for subcommittees i.e. one Member State representative per geographical region, one PCB NGO, on Cosponsors and on representative from the UNAIDS Secretariat);

18. request the PCB Bureau to consider the number and length of the presentations for each PCB meeting in order to facilitate the smooth running and timing of the meeting ;

19. adopt the following procedure for a drafting group:

   a. Only issues contained in the PCB documents circulated by the Secretariat, or raised in the PCB plenary, and as directed by the PCB Chair are to be discussed in a drafting group.
   b. The Chair will first invite PCB Members, Cosponsors and PCB NGOs to speak on an issue and then open the floor to observers. Observers are invited to speak only on matters which they consider critical and which have not already been addressed by PCB Members/participants.
   c. One person per delegation (PCB Member, Cosponsors or PCB NGOs) is to address each agenda item under consideration.
   d. At its discretion, the Chair may invite any other person to speak in a drafting group.

Cost implications for decisions: none

I INTRODUCTION

1. Subsequent to a request from the 26th meeting of the Programme Coordinating Board in June 2010 (decision point 10.6) the Task Force reconvened to *"complete its work, with the assistance of relevant external expertise, and provide recommendations on the principles and processes for draft decisions and decision making and the role of the PCB Bureau, to the Programme Coordinating Board at its 27th meeting".* Two meetings were held on 6-7 October and 9-11 November respectively with the Task Force also working electronically to review documents. The list of participants in the Task Force may be found in Annex 2 to this document.

2. As part of the documentation provided to the Task Force to inform its discussions two reports were submitted: the first prepared by the Secretariat on the history of decision-making in the Programme Coordinating Board; and, the second took the form of a benchmarking of the UNAIDS' Board's decision-making process against those of four other organisations (the Global Alliance for Vaccines and Immunisation, the Global Fund to fight AIDS, tuberculosis and Malaria, the joint Board of UNDP/UNFPA and the WHO Executive Board). This last document was prepared by an external consultant – HLSP – who had been part of the original consortium to carry out the Second Independent Evaluation of UNAIDS. Based on these documents the Task Force noted that: there was a small trend towards fewer decisions at Programme Coordinating Board meetings; and, that the UNAIDS Board was on a par with others in terms of the organization of meetings that are intended to facilitate effective decision-making.

3. As a starting point for its deliberations the Task Force spent a significant amount of time analysing both the types of decisions that are made by the Programme Coordinating Board and the individual elements of the decision-making process. Given that this analysis forms the foundation of the recommendations to the Board in this report it is covered in detail below and forms the body of the paper. Additional recommendations in the paper relate to decisions arising from the 26th Programme Coordinating Board related to the work of the Task Force, such as, proposed amendments to the Board's Modus Operandi to formalise the functions of the Officers of the Board.
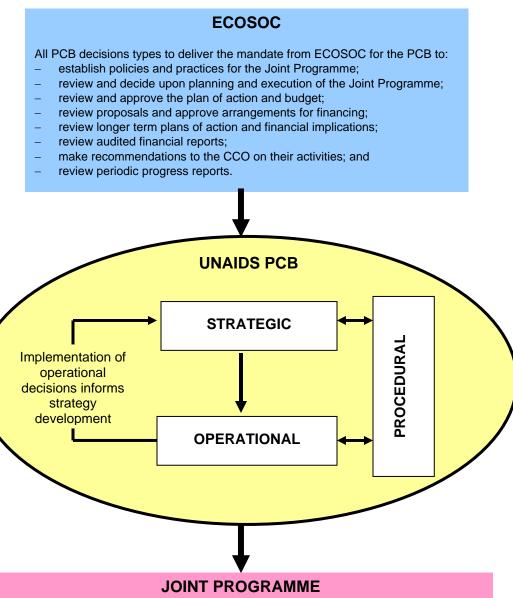
II PCB DECISION TYPES

4. Based on analysis of a random set of decision points from a previous Board meeting and the experiences of individual Task Force the group identified three types of decision points which may be defined as follows:

Decision Type	Definition	Example
Strategic	Set the overall strategic direction of the Joint Programme and high-level programmatic components	Endorsement of the Action Framework on Women and girls, gender equality and HIV or the Strategic Plan 2011-2015
Operational	Give direction on high-level operations or implementation of the Joint Programme	Agreement of the UBW or endorsement of the Operational Plan for Women and girls, gender equality and HIV

Procedural	Required to maintain the smooth running of the Joint Programme and its governance mechanisms, and which are enshrined in the ECOSOC resolutions that created UNAIDS or in the Modus Operandi of the Board	Timing of PCB meetings or election of officer

5. Also discussed was the hierarchical relationship between the three types of decisions which may be shown diagrammatically as follows:

ECOSOC

All PCB decisions types to deliver the mandate from ECOSOC for the PCB to:
- establish policies and practices for the Joint Programme;
- review and decide upon planning and execution of the Joint Programme;
- review and approve the plan of action and budget;
- review proposals and approve arrangements for financing;
- review longer term plans of action and financial implications;
- review audited financial reports;
- make recommendations to the CCO on their activities; and
- review periodic progress reports.

UNAIDS PCB

STRATEGIC

Implementation of operational decisions informs strategy development

OPERATIONAL

PROCEDURAL

JOINT PROGRAMME
PCB governs the strategic direction and the effective and efficient implementation of the Joint Programme through focused, measurable, timed and appropriate decision making

6. As the next stage in the analysis process the Task Force looked at how the three decisions types deliver the mandate of the PCB as defined by ECOSOC and identified gaps or issues that should be addressed in terms of current practice:

– **Strategic Decisions:** these were determined as necessary to meet the first three elements of the Board mandate, in that they relate to the establishment of policies and practices, planning and execution; and approval of a strategic high-level plan of action – all at the level of the Joint Programme. However, in some cases it was also necessary for strategic decisions to take the form of declarative statements i.e. those that make known or explain the position of the Board on a particular subject. Such statements were found to be useful in that they tend to respond to the global status of the AIDS epidemic or in that they stimulate the normative and standard-setting role of UNAIDS. It being noted that it is difficult to quantify the accountability inherent in, or impact of, such statements and that their value lies elsewhere.

Examples of this type of decision point include: "*Reaffirms its commitment to the elimination of HIV-related stigma and discrimination and reducing gender inequality as called for in the Declaration of Commitment on HIV/AIDS (2001) and the Political Declaration on HIV/AIDS (2006)[1]…*" and "*Endorses the action agenda and priority areas of the 2010-2011 Unified Budget and Workplan to accelerate progress towards universal access[2]*";

– **Operational Decisions:** decisions in this category were found to meet the obligations of the remaining five elements of the functions of the PCB as mandated by ECOSOC as they deal with issues of financing, longer term and more detailed plans, auditors' reports, recommendations to the CCO on their activities, and the review of periodic progress reports. However, the challenge for Cosponsors to retrofit PCB decisions into bilateral country agreements (which often have a five-year timeline) was noted as a potential barrier to full implementation. Operational decisions are additionally useful in that they highlight issues not receiving sufficient attention from UNAIDS and its partners by allowing the PCB to drill-down into individual programmatic areas without micro-management. To the extent possible, operational decisions should be coherent and clearly linked to strategic goals and made in the full knowledge of their implications for existing strategies or plans of action.

An example of this type of decision would be when the Board: "*Approves a maximum level for UNAIDS working capital equivalent to 35 per cent of UNAIDS biennial budget. The introduction of such a maximum level of working capital should be in compliance with possible formal requirements in bilateral donor agreements regarding the management of fund balances. The level and practice should be closely monitored and revised as necessary, as part of regular financial reporting[3]*";

– **Procedural Decisions:** although not directly related to Board functions such decisions are fundamental to the efficient and effective running of the PCB and its related mechanisms. An example here being: "*Requests the PCB Bureau to conduct a new call for nominations of themes for the 30th meeting (June 2012) the results to be considered at the 28th meeting*

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[1] Decision 7.1 from the 26th PCB meeting
[2] Decision 7.1 from the 24th PCB meeting
[3] Decision 8.6 from the 26th PCB meeting

(June 2011), taking into consideration the suggested theme be "The Role of combination prevention in achieving Universal Access[4]".

7. The gap analysis produced a number of issues that apply across-the-board to all three categories of decisions and include:

    −   reiteration of the primary function of the Programme Coordinating Board as giving strategic direction to the Joint Programme;
    −   that decisions need to be within the mandate of the Joint Programme to implement, within an agreed timeframe, and subject to established accountability mechanisms;
    −   that the Programme Coordinating Board should incorporate lessons learned from the evaluation of programme performance into forward-looking decisions;
    −   encouraging the use of informal channels to address requests arising from the Board for action or information on specific operational matters i.e. directly with the UNAIDS Secretariat or Cosponsors;
    −   that it is the role of the Programme Coordinating Board Chair and the UNAIDS Executive Director as Secretary to the Board to bring to the attention of the Programme Coordinating Board any possible duplication or risks inherent in decision points to prevent the conflagration of actions around ongoing activities;
    −   that the Board should remain mindful of its watchdog and feedback role in bringing to the attention of UNAIDS emerging issues in the AIDS response;
    −   other mechanisms for accountability should be utilised e.g. briefings between Programme Coordinating Board meetings and the use of accountability frameworks for programmatic reporting, rather than a focus on the commissioning and consideration of individual issue-specific reports;
    −   welcoming the introduction of country case studies, more formalised CCO reports in the Programme Coordinating Board and a revitalised budget and accountability framework to better inform decision-making;
    −   that the Programme Coordinating Board should be mindful that decisions may impact previously agreed workplans and priorities (as agreed in the Unified Budget and Workplan), and the development of new budget and workplan documents should take into account previous Board decisions that have programmatic elements.

III ELEMENTS OF THE DECISION-MAKING PROCESS

8. The Task Force analysed the individual elements of the PCB decision-making process comparing original mandates (e.g., ECOSOC) to how current practice has evolved:

Element	Mandate	Current practice
Executive Director (as Secretary to the PCB)	- As director of the Joint Programme leads the Secretariat which provides support to the PCB - EXD reports directly to the PCB and submits annual report to Board - Secretary to the PCB	- Facilitates the efficient and effective running of the Board - Twice yearly reporting (now to be strengthened with written outline of report in advance of meeting) - Responsible for document preparation through the Joint Programme - Agenda prepared by EXD in consultation with Bureau

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[4] Decision 15.1 from the 26th PCB meeting

Element	Mandate	Current practice
		- Meets with PCB constituencies and officers of the Board before each meeting - Ongoing assistance to Chair
PCB Chair	- Shall preside over meetings of the PCB - Play an active role in ensuring balanced representation in the drafting group	- Mandate for 1 year after 1 year as Vice Chair - Leads work of PCB during meetings and inter-sessionally through Bureau
PCB Bureau	- Facilitate the smooth and efficient functioning of the PCB - Facilitate transparent decision-making at PCB - Prepare PCB agenda, recommend timings and order of items - Provide guidance on PCB documentation - Additional functions as mandated by PCB	- Most functions are met although the Bureau has no influence on draft decision points unless it is the author of a PCB document - The use of the inter-sessional process has proved a useful tool in expediting the work of the Board but can be problematic if PCB decisions are not sufficiently clear
CCO	- Standing Committee of the PCB - Review work plans and proposed budget - Review technical and financial proposals to PCB - Review technical and audited financial reports - Make recommendations to PCB - Review activities of each agency - Report on efforts to mainstream JP policy, strategic and technical guidance - Decide on behalf of PCB on issues referred to it by PCB	- Functions met on the basis of devolved responsibility of technical work to Global Coordinators and Focal Points, with CCO providing approval and oversight - Most of the time CCO is represented by CCO Chair in plenary (although no restrictions exist prohibiting individual agencies from speaking)
Member States	- 22 members of the PCB - Mandated by ECOSOC - Officers of the Board elected from states who are members of the Board - Full participation and voting rights	- Some work through constituencies - Unevenness of representation at Board due to capacity of countries to participate - Interaction with Secretariat through Permanent Missions in Geneva
PCB NGOs	- Invited to take part in the work of the PCB - Able to speak - No negotiation role - No participation in any part of the formal decision-making process	- Treated as members of the Board without the right to vote - Annual NGO report to the Board, including draft decision points that follow from other agenda items - Member of the PCB Bureau - Participation in the drafting group and in subcommittees - Delegation has evolved to demonstrate increased coordination and working as a cohesive delegation that facilitates inclusiveness - Role of the Communications Facility and greater face-to-face meetings with other Board constituencies ([including the officers of the Board])that allows for better consensus building
Subcommittees	- Mandate comes from PCB decision - PCB may establish subcommittees and ad hoc working groups to assist it in carrying out its functions	- Make recommendations as draft decisions to the PCB

Element	Mandate	Current practice
Originator of PCB documents	- PCB decisions will include clear language on who is responsible for their implementation, and also a timeframe and identified reporting mechanisms [PCB MO para.18]	- Uneven inclusion of clear language, timeframe, costing and responsible party(ies)
Plenary PCB	- No reference to the plenary as a distinct entity – rules of procedure are contained in the Modus Operandi of the Board	- Role of statements that are only marginally related to the subject of the agenda item and which detract from efficient decision-making - Pre-prepared statements in response to EXD statement - Lengthy presentations that repeat document content without focus on key issues and decision-making
Drafting group	Current informal procedures state that: - Only issues contained in PCB documents circulated by the Secretariat or raised in Plenary are to be discussed - Chair will first invite PCB members to speak and then open floor to observers. Observers are invited to speak only on matters which they consider critical and which have not already been addressed by PCB members - One person per delegation is to address each agenda item under consideration - At its discretion the Chair may invite any other person to speak	- Representation is problematic both in terms of geographical representation and in the capacity of delegations to participate. - Contribution of observers widens the breadth of issues under consideration.

IV RECOMMENDATIONS OF THE TASK FORCE TO THE PROGRAMME COORDINATING BOARD RELATED TO ITS DECISION-MAKING PROCESS

9. Based on the above analysis the Task Force was then able to identify areas where action should be recommended and where such actions may require a decision by the Programme Coordinating Board. It was decided to only propose decision points on issues that either required changes to constitutional documents i.e. the PCB Modus Operandi or where explicit agreement of the Board was required. In the case of other proposed areas of action these could be sufficiently covered in a general endorsement of the report of the Task Force as this signalled the intent of the Board without restricting the flexibility of the Chair or the Board to manage its affairs e.g. in signalling that interventions should be kept to a certain length. It was also felt that in the case of the latter the issues covered may be too low-level for inclusion in a Programme Coordinating Board decision and could be perceived as micro-management.

10. **Executive Director (as Secretary to the PCB):** the short-time span between Board meetings and the finite capacity of the Secretariat were found to be limiting factors in the preparation of fully inclusive and consulted Board documentation. The fact that documentation was not always available in both English and French well before meetings also impacted the ability of delegations to prepare effectively for Board meetings: although a previous PCB decision had requested that documents be available eight weeks before the respective meeting, this was not always possible. The Task Force agreed that documentation should be produced in a format that was consistent between document types and which ensured that all papers included an

executive summary and/or key points to assist in decision making. They also found that Programme Coordinating Board decision points requesting the production of a report should contain realistic timelines for production in both working languages, of fully consulted documents of the highest possible quality, that could facilitate timely and informed discussion in the Board.

11. **PCB Chair:** the 26th meeting of the Programme Coordinating Board decided that: *"10.5(a) the role of Chair as a neutral moderator be formalized in a revision to the PCB Modus Operandi as well as greater clarity on roles of Vice Chair and Rapporteur. The role of the Chair to include, inter alia, to encourage participation by Executive Heads in the Programme Coordinating Board, to continue and explore further the current practice of pre-Programme Coordinating Board meetings with PCB NGOs, and to initiate similar meetings with Cosponsors".* Having looked at current practice in other similar organisations, and mindful of the issues raised above as they relate to officers of the Board, **the Programme Coordinating Board is invited to agree the proposed amendments to its Modus Operandi (as revised in December 2008) as set out in Annex 1 to this paper.** It should be noted that additional proposed amendments for the Modus Operandi are intended to reflect the fact that a Member State is elected to a position of officer of the Board and not an individual i.e. the Programme Coordinating Board has a Chair and not a Chairperson.

In addition to formalizing the roles of the Officers of the Board the Task Force also agreed that one function of the Chair was to manage the length of interventions in plenary, so as to facilitate an efficient and focused discussion, to no more that five minutes for interventions under the standing agenda item on the *"Report of the Executive Director"*, and three minutes for all other agenda items.

12. **PCB Bureau:** mindful of existing requirements for the content of Board decision points (paragraph 18 of the PCB Modus Operandi – see also paragraph 17 below) the Bureau has a clear role in ensuring that draft decisions put forward for consideration by the Board satisfy these criteria. As such, it could be foreseen that the Bureau would meet during Board meetings at the request of the Chair to facilitate the decision-making process: the latter being one of the stated roles of the Bureau as set out in its Terms of Reference (PCB Modus Operandi Annex 3). In addition to this role the Task Force agreed that it was necessary to strengthen the role of the Bureau in the follow-up of decision points Therefore, **the Programme Coordinating Board is invited to request the PCB Bureau to commission and consider regular reports from the Secretariat on the implementation of Programme Coordinating Board decisions and to attach such reports to the minutes of its meetings (available on the UNAIDS website), and to propose action as appropriate,**

The Task Force also agreed that the PCB Bureau should have a role in suggesting to the Programme Coordinating Board issues that would benefit from more in-depth evaluation, thus ensuring that the Board exercises a more complete oversight both over its own activities and those of the wider Joint Programme. The **Programme Coordianting Board is invited to request the PCB Bureau to develop and propose to the Board a process for the periodic evaluation of programmatic and thematic areas.**

13. **CCO:** in addition to agreeing a template for the annual CCO report to the Programme Coordinating Board the Task Force discussed the need to better engage the CCO and individual cosponsors in the implementation of Programme Coordinating Board decisions, especially those that require action at the country level. The CCO report to the Board was

agreed to be an opportunity for such reporting – especially as the new template allows for reporting by agency – and it was also agreed that the country case studies currently under discussion by the PCB Bureau for inclusion in Board meetings would be a further opportunity to consider the impact of Board decisions at the country level. These, taken with other reporting mechanisms, such as those around the Unified Budget and Workplan were agreed by the Task Force to be a first step towards strengthened accountability, but that more had to be done in order to ensure that decisions of the Programme Coordinating Board were effectively implemented and reported on to the Board.

14. **Member States:** the Task Force shared the concerns previously raised in the Programme Coordinating Board about the capacity and resources of small delegations to fully participate in UNAIDS governance mechanisms. Whilst recognizing that some progress had been made in the implementation of decision points related to enhanced support to African States (decision 9.1 from the 24th PCB meeting) more remained to be done and the strategy and mechanisms for enhanced support recommended by the African Group pilot should be reviewed by the Board during 2011, including with a view to their possible extension to other regional groups.

15. **PCB NGOs:** the Task Force welcomed the recent practice of the PCB NGOs in linking the draft decisions contained in their annual report to the Board to other items on the Programme Coordinating Board's agenda, as this provided for a better informed, focused and richer debate, and added weight to the final set of agreed decisions.

16. **Subcommittees:** the use of smaller groups had been proven in the experience of the Task Force in that it enabled balanced representation and the full engagement of all participants. Although the function of constituting subcommittees, including the appointment of a chair, usually fell to the PCB Bureau, the Task Force suggested that the decision on chair should be left to the subcommittee itself with recourse back to the Bureau if necessary. Also, that the Board should consider the option of providing an ex-officio seat for the PCB Bureau on subcommittees if appropriate. The **Programme Coordinating Board is invited to agree that emphasis should be placed on a small composition for subcommittees i.e. one Member State representative per geographical region, one PCB NGO, one Cosponsor and one representative from the UNAIDS Secretariat).**

17. **Originators of PCB documents:** with reference to a decision of the previous Board meeting (decision 10.5b of the 26th PCB meeting) the Task Force agreed to the need to revise the paragraph of the PCB Modus Operandi (paragraph 18) that relates to the composition of PCB decision points to include criteria of cost and source of funds. In addition such a revision should include the need for the decision point author to consider its impact on existing programmatic priorities and activities to ensure its complementarity .Therefore, **the Programme Coordinating Board is invited to agree the proposed amendments to its Modus Operandi (as revised in December 2008) as set out in Annex 1 to this paper.**

In discussing other issues related to Board documentation the Task Force, in recognizing the value and advantages of using Conference Room Papers to convey additional background for an issue, agreed that these should not contain information without which the ability to agree the related Board decision would be compromised. To facilitate the production of consulted and inclusive documentation it was agreed that the Bureau should continue its practice of identifying key documents for consultation prior to dissemination to PCB (decision 7.4 of 23rd meeting: *"Requests the PCB Bureau to provide a simple "road map" for how each key document for decision will be conceptualized, developed and finalized and when/how different stakeholders, including civil society, can contribute"*).

18. **Plenary:** in addition to a request to the Secretariat that legal counsel be available and present in the Plenary sessions of the Board, and in a drafting group as necessary, the Task Force discussed options to both incentivise Board membership and formalise the participation of observers i.e. that they are obliged to work through the Board in proposing decision points and agenda items. In this regard **the Programme Coordinating Board is invited to agree the proposed amendments to its Modus Operandi (as revised in December 2008) as set out in Annex 1 to this paper.**

To further expedite the consideration of agenda items, the Task Force agreed that the Bureau should have a role in assessing how the items are to be introduced, therefore, **the Programme Coordinating Board is invited to request the PCB Bureau to consider the number and length of the presentations for each PCB meeting in order to facilitate the smooth running and timing of the meeting.**

19. **Drafting Group:** although the Board has traditionally used procedures for the working of a drafting group these have never been formalised and have remained an informal arrangement agreed at the start of each Board meeting. Whilst recognizing the need to retain flexibility in such arrangements, the Task Force felt that they should be formalized through a decision of the Board. As such **the Programme Coordinating Board is invited to adopt the following procedure for a drafting group:**

  a. **Only issues contained in the PCB documents circulated by the Secretariat, or raised in the PCB plenary, and as directed by the PCB Chair are to be discussed in a drafting group.**
  b. **The Chair will first invite PCB Members, Cosponsors and PCB NGOs to speak on an issue and then open the floor to observers. Observers are invited to speak only on matters which they consider critical and which have not already been addressed by PCB Members/participants.**
  c. **One person per delegation (PCB Member, Cosponsors or PCB NGOs) is to address each agenda item under consideration.**
  d. **At its discretion, the Chair may invite any other person to speak in a drafting group.**

[Annex 1 follows]

ANNEX 1

Proposed amendments to the Modus Operandi of the PCB
(as revised in December 2008)

[Proposed amendments relate to paragraph 18 above]

13. Observers may participate, when invited to do so by the chair~~person~~, in the deliberations of the PCB on matters of particular concern to them. Observers may have access to PCB background documents. They may submit memoranda to the Executive Director who shall determine the nature and scope of their circulation. <u>Observers must work through the Board members/participants to propose decision points or introduce new agenda items.</u>

[Proposed amendments relate to paragraph 11 above]

Officers

22. The PCB shall elect from among its members and States elected as members as of 1 January of the following calendar year a chair~~person~~, a vice-chair~~person~~ and a rapporteur. For States elected as a member as of 1 January of the following calendar year a written statement of interest shall be required. The terms of office of the three elected officials will be one calendar year starting on 1 January. It is expected that the vice-chair~~person~~ will be elected to take the office of chair~~person~~ for the subsequent calendar year unless the vice-chair~~person~~ has indicated that ~~he/she~~ <u>it</u> does not seek election as chair~~person~~, or if the vice-chair~~person~~ was unable to complete ~~his/her~~ <u>its</u> term of office. This will enhance the continuity in the work of the PCB. Officers will be elected taking into account a fair geographical distribution.

23. Should the chair~~person~~ be unable to complete ~~his/her~~ <u>its</u> term of office, the vice-chair~~person~~ will take over the office of chair~~person~~ and the PCB shall elect a new vice-chair~~person~~ at its next meeting.

24. The chair~~person~~ or, in ~~his or her~~ <u>its</u> absence, the vice chair~~person~~, shall preside over meetings of the PCB. ~~Between meetings, they shall have such additional duties as may be assigned by the PCB.~~ <u>The chair shall function as a neutral moderator of the Board with the following roles and responsibilities to:</u>

   - <u>lead and facilitate Board discussions to promote effective decision making and focused and constructive debate;</u>
   - <u>facilitate the effective contribution and active engagement of all Board members, participants and, where appropriate, observers i.e. by promoting the plenary as the principal forum for full but focused discussion and adoption of decisions;</u>
   - <u>ensure that decision-making and other procedures of the Board follow the agreed rules and principles, including the principle of decision-making by consensus;</u>
   - <u>form when appropriate a drafting group with balanced representation - that will not normally be held in parallel with plenary – and lead its work to ensure its effectiveness;</u>

- encourage participation by Executive Heads of Cosponsoring agencies in meetings of the Board;
- initiate meetings with PCB NGOs and Cosponsors prior to each Board meeting;
- work closely with the Executive Director and the Secretariat to ensure timely and effective actions related to the Board and its functions, as necessary; and
- carry out any other duties as delegated by the Board in a particular decision point.

24 *bis* The vice chair shall support the chair and carry out other tasks assigned by the PCB Bureau during and between Board meetings, as necessary.

24 *ter* The rapporteur shall carry out tasks assigned by the PCB Bureau during and between Board meetings and shall participate as a full member of the PCB Bureau.

24 *quater* All officers shall ensure their appropriate representation in all Board-related matters including the PCB Bureau.

25. The Chair will play an active role in ensuring balanced representation in the drafting group. A drafting group will not normally be held in parallel with the plenary.

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[Proposed amendments relate to paragraph 17 above]

18. PCB decisions will include clear language on who is responsible for their implementation, and also a time frame, costing, source of funds and identified reporting mechanisms and should take into account the linkages to, and impact of, the decision for existing workplans and priorities.

[Annex 2 follows]

ANNEX 2

List of participants in the Task Force

CONSTITUENCY	REPRESENTATIVE
Ex-officio	Monique Middelhoff (CHAIR) Senior Health and AIDS Advisor, Department for Social Development (DSO/GA), Ministry of Foreign Affairs, The Hague
WEOG	Annika Molin Hellgren Counsellor, Permanent Mission of Sweden Oscar Ekéus Desk Officer, Department for Multilateral Development Cooperation, Ministry for Foreign Affairs, Sweden
Africa Group	Allehone Mulugeta First Secretary , Human Rights and Humanitarian Affairs, Permanent Mission of Ethiopia
Asian Group	Javad Aghazadeh First Secretary, Permanent Mission of the Islamic Republic of Iran
GRULAC	Carlos Passarelli Director, International Center for Technical Cooperation on HIV/AIDS Brazil
CEE States	Anna Marzec-Bogusławska Director, The National AIDS Center, Poland
PCB NGOs	Evan Collins Board President, Ontario HIV Treatment Network
Cosponsors	Jimmy Kolker Chief, HIV and AIDS and UNAIDS Global Coordinator, UNICEF
UNAIDS Secretariat	Jan Beagle Deputy Executive Director (Management and External Relations) UNAIDS Secretariat

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