



UNAIDS/PCB(29)/11.21
9 November 2011

29th Meeting of the UNAIDS Programme Coordinating Board
Geneva, Switzerland
13-15 December 2011

Second Independent Evaluation of UNAIDS

Additional documents for this item: *none*

Action required at this meeting - the Programme Coordinating Board is invited to:

64. agree the revisions to the Programme Coordinating Board Modus Operandi as contained in Annex 1; and
92. take note of the contents of this report.

Cost implications: *none*

EXECUTIVE SUMMARY

1. Requested by the Programme Coordinating Board in 2007 the Second Independent Evaluation of UNAIDS (SIE) has acted as a platform for change across all aspects of the Joint Programme. Following a series of progress reports to the Board this paper assesses the impact of the SIE, recognising that all further activity reporting is now embedded in the Unified Budget, Results and Accountability Framework (UBRAF).
2. The political agenda for the global response to AIDS has coalesced around the UNAIDS Vision, Mission and Strategy "*Getting to Zero*", which in turn set the context for the June 2011 High Level Meeting on AIDS. Challenging targets and shared objectives are delivering a heightened and transparent sense of accountability predicated on a new paradigm for partnerships that produce value, and an approach that links resources directly to results.
3. Country level assessments are refining the role and activities of Joint Teams which have also been shown to demonstrate added-value. Ongoing efforts to streamline funding mechanisms are recognised in the UBRAF with the renewed focus on high-impact countries where a targeted approach will deliver the most results. The revised Division of Labour has not only brought clarity to working methods within the Joint Programme, but has also heightened its comparative advantage as a whole and enhanced efficiency and effectiveness by leveraging agency mandates.
4. Monitoring and Evaluation remains a core function for the Joint Programme and will continue to provide the necessary evidence base for country-led and owned national responses. As such it will provide a baseline and an invaluable tool for measuring results against the UBRAF and the 2011 Political Declaration.
5. The newly produced UNAIDS Technical Support Strategy has sought to clarify roles and responsibilities, tailor strategic information to meet country requirements, strengthen national and regional expertise, and facilitate the production of national plans that inter alia support Global Fund applications.
6. The UNAIDS Strategy for 2011-2015 elevated the issues of human rights and gender to strategic directions for the global response to AIDS. Emphasis continues to be placed on the creation of enabling legal environments through global-level activities, such as those related to the Global Commission on HIV and the Law and high-level political advocacy on the removal of HIV-related travel restrictions, and at the country level through the expansion of programmes that empower communities and individuals. The UNAIDS Agenda for Women and Girls has both served as a catalyst for programmatic action and brought prominence to this fundamentally important issue.
7. Governance reform has enabled an environment of decision-making within the plenary of the Board and more open discussion has led to better understanding of delegate positions and concerns. The UBRAF represents a new way of doing business as a tool for greater oversight by the Board and one which defines more clearly the linkages between funding, resources spent and results.
8. The Secretariat is benefitting from a closer alignment of human resources to functions based on a functional review, capacity needs assessment and a country typology

exercise. Staffing and financial performance are now both firmly grounded in a new and operationalised human resources strategy and updated financial rules and procedures.

I INTRODUCTION

9. The Second Independent Evaluation of UNAIDS (SIE) was requested by the Programme Coordinating Board at its 20th meeting in June 2007 to cover the period 2002-2008 in order to: *“reassess priorities, determine how to build on achievement and understand how UNAIDS can play a more effective role in the future in strengthening global coordination on HIV/AIDS¹”*. It was intended to cover the period in which the AIDS epidemic, and the global response to it, had changed considerably, and when the pessimism that had faced the world during the first twenty years of the epidemic had diminished somewhat in the face of progress that was being made in the areas of treatment and prevention. Other factors such as the arrival of new actors in the response to the epidemic, UN reform, and the broadening development context which saw *inter alia* the agreement of the Millennium Development Goals were all to be taken into account when conducting the SIE.
10. In considering a terms of reference for the SIE at its 21st meeting the Board agreed a set of guiding principles for the Evaluation, namely that it should:
 - assess the effectiveness of all components of UNAIDS, including the Secretariat and all 10 Cosponsors in combating AIDS;
 - review UNAIDS' effectiveness in implementing its mandate as conferred by ECOSOC;
 - determine the extent and degree of success with which UNAIDS responded to the recommendations of its first 5-year evaluation;
 - examine UNAIDS' current strengths and weaknesses and propose how it can improve itself;
 - reflect on UNAIDS' place in the world, its relationship to other major organizations, especially organizations like the Global Fund to Fight AIDS, Tuberculosis and Malaria, bilateral programmes and new funding mechanisms, and its role in the response;
 - link any proposed revisions in UNAIDS to UN reform;
 - consider UNAIDS' business (working) practices and how they can be improved;
 - engage and utilize the evaluation expertise of partners, including member states and civil society; and
 - be independent and managed by the Programme Coordinating Board with a firewall between the process and UNAIDS.
11. The final SIE report was presented to the Programme Coordinating Board in December 2009 and resulted in agreement on twenty-three recommendations and the creation of a task force to look at all outcomes of the Evaluation related to governance (recommendations 15, 16 and 17 from the SIE report). It should be noted that the Board agreed all the recommendations from the original Evaluation report – with the exception of those related to governance – plus an additional two recommendations that were discussed at the meeting but which were not in the original report. The recommendations were categorized around five main areas for change:

¹ Decision 5.1 from the 20th PCB meeting

- i. Improve the focus of UNAIDS
 - ii. Be more strategic in approach
 - iii. Be more flexible and responsive
 - iv. Improve accountability and governance
 - v. Greater efficiency
12. Having completed the implementation phase of the agreed recommendations all outcomes from the SIE are now embedded in the Strategy, workplans and working methods of the Joint Programme and progress will continue to be reported to the Programme Coordinating Board through mechanisms associated with the Unified Budget, Resources and Accountability Framework (UBRAF). The purpose of this document, therefore, is to present a concluding report on the SIE and, in particular, to consider the impact of the Evaluation and its outcomes as a foundation for UNAIDS' organisational and programmatic change.

II IMPROVE THE FOCUS OF UNAIDS: THE STRATEGIC AGENDA FOR TRANSFORMATION

13. UNAIDS Vision, Mission and Strategy '*Getting to Zero*' have brought renewed clarity of purpose to the Joint Programme and set the global agenda, fostered renewed political commitment and provided a framework for national priority-setting. The UNAIDS Vision serves as rallying cry to end the epidemic as it is increasingly adopted by the global community. In his last several speaking engagements on HIV, UN Secretary-General Ban Ki-moon has emphasized it as the common vision of the global response. The theme of World AIDS Day 2011 has been established as *Getting to Zero*.

UNAIDS Strategy 2011-2015—Getting to Zero

14. While UNAIDS Vision has captivated hearts and minds at the advocacy level, UNAIDS Strategy is challenging stakeholders to set clear objectives, priorities and a plan of action to deliver on the three "zeros". For example, the Strategy constitutes a guiding framework for China's, South Africa's and Thailand's forthcoming national AIDS strategies, which set priorities and targets around UNAIDS' three strategic directions.
15. At the global level, the Strategy served as a primary resource for the 2011 Report of the Secretary-General, *Uniting for Universal Access*. The Strategy framed the 2011 Political Declaration on HIV/AIDS and was influential in the negotiating positions of many Member States. Drawn from the ten goals of *Getting to Zero*, several outcome-oriented targets for 2015 are at the heart of the Declaration. Negotiation of the historic language on key populations was also galvanized by the strength of UNAIDS Strategy on the issue. The success of the High-Level Meeting signaled the renewed strength of global commitment to AIDS as well as the leadership role of the UN, and specifically UNAIDS, in agenda setting and building consensus among national and global leaders.
16. UNAIDS Cosponsors and several partner international organizations have designed their HIV related strategies based on *Getting to Zero*. The WHO HIV/AIDS Strategy for 2011-2015, for example is complementary, and emphasizes WHO's contribution to the shared objectives of the Joint Programme. In the development of its strategy, the International Parliamentary Union drew on both the organizing framework of UNAIDS Strategy as well

as the objectives related to human rights and the law and the role it lays out for Parliaments in the AIDS response.

17. The new strategy of the International HIV/AIDS Alliance is designed to explicitly demonstrate the Alliance's contribution to Getting to Zero. The International Council of AIDS Service Organizations (ICASO) is using UNAIDS Strategy to inform its strategy development process. African civil society organisations published a *Declaration on the Review of Progress towards Universal Access to HIV and AIDS Prevention, Treatment, Care and Support in Africa* which employs the "three zeros" as a framework for reviewing progress and for the future of the HIV response on the continent.

UNAIDS Mandate

18. UNAIDS' bold mission statement seeks to capture the activism that has characterized the AIDS response, the diverse nature of its stakeholders, the critical link between AIDS and other health and development challenges and UNAIDS' role in inspiring the world. A recent *Lancet* editorial suggests that UNAIDS is fulfilling its Mission, remarking that UNAIDS' "mandate is to be bold, to say and do what others cannot say and do." It is with this Mandate that the editorial sees a role for UNAIDS not just in the global AIDS response, but in leading a new movement for integrated global health responses.

Investment Framework—Improving the focus of the AIDS response

19. Recognizing the need for a paradigm shift to achieve the goals of 'Getting to Zero', UNAIDS and partners developed a novel investment framework. On the one hand advocating for increased investments in 20+ high impact countries. On the other, advocating for improved priority setting and optimization of resource allocation, mobilizing communities to deliver programmes and maximizing synergies between programme elements. Presented in *The Lancet*, the framework generated widespread interest and is beginning to inform the development of new national strategic plans.

'Getting to Zero' in action—Illustrative examples

20. Increasing global commitment to the goal of eliminating vertical transmission of HIV provides a compelling example of *Getting to Zero*. To drive action, the *Global Plan towards the Elimination of New HIV Infections among Children by 2015 and Keeping their Mothers Alive* was launched at the 2011 High Level Meeting on AIDS. Co-convened by UNAIDS and PEPFAR, the Plan's development brought together 25 countries and 30 representatives of civil society, private sector, networks of people living with HIV and international organizations. The Plan focuses on 22 countries that are home to nearly 90% of pregnant women living with HIV. The Plan has mobilised significant resources and will deliver major dividends for health.
21. At the center of the transformative agenda of *Getting to Zero* is the recognition that in the midst of a rapidly changing global context, the response must leverage broader economic and political trends to accelerate progress towards universal access. Thus, UNAIDS is working closely with emerging powers to collectively deliver a more equitable global health agenda. This year, health ministers of the BRICS countries met for the first time, along with the Executive Director of UNAIDS and the Director General of WHO, to agree on how these countries can apply technological innovation and strength to bring

about universal access to affordable medicines—an important element of *Getting to Zero*.

III BE MORE STRATEGIC IN APPROACH: ACCOUNTABILITY THROUGH OWNERSHIP

People

22. The UNAIDS Strategy recognizes that people living with and affected by HIV must lead and own effective HIV responses to ensure a rights-based, sustainable response and to hold national and global partners accountable for delivering on their commitments. Reflecting these principles, work has shifted towards engaging with partners in a more strategic and results-oriented way, including through development of tools and mechanisms to equip partners, particularly civil society, key populations and PLHIV, to better shape the AIDS response in their environments as part of the broader development agenda.
23. The partnership with the Global Fund is being revisited, with UNAIDS playing an enhanced role in engaging partners, setting strategic priorities, mobilizing resources and facilitating grant implementation. With support from UNAIDS country offices, Country Coordinating Mechanisms (CCMs) have been strengthened in their ability to engage with stakeholders, including people living with HIV and key populations. UNAIDS has played a major role in supporting capacity development among partners for all stages of proposal development, grants negotiation and implementation as well as monitoring and evaluation. Collaboration on country ownership and sustainability of the AIDS response has taken place with the President's Emergency Fund for AIDS Relief (PEPFAR) with UNAIDS facilitating 15 country ownership consultations.
24. To shape action at global, regional and country level, the partnership strategy, embedded in the UNAIDS Strategy 2011-2015, and aimed at strengthening relationships with all stakeholders, is being operationalised through the development of a guidance document for engaging with civil society based on an extensive consultation process. Updated tools for working with the private sector are being developed. A review of partnership agreements at headquarters level has been undertaken to assess their impact, including at country-level. Operational tools for improved partnership management are being developed, including a web-based inventory, templates and checklists on concluding agreements, managing implementation and renewal or termination of agreements.
25. Revision of the Community Systems Strengthening Guidance Document for the Global Fund Round 11 demonstrates continued commitment to supporting mechanisms that direct funds towards civil society. Similarly, the Strategic Investment Framework clearly articulates the importance of financing community-led initiatives as an essential element of efficient and cost effective AIDS responses. To mitigate the risk of closure of critical global and regional civil society networks, UNAIDS facilitated dialogue between donors and civil society, resulting in significant additional funding commitments. Further work was coordinated to explore the creation of a longer term funding mechanism to support networks engaged in capacity support to country level civil society organizations.

26. The Positive Health Dignity and Prevention Framework and Guidelines have helped re-shape global thinking about HIV prevention programming in partnership with people living with HIV and are particularly relevant in light of the 052 trial results, which have re-energized the discourse around treatment for prevention. Work with high-level religious leaders resulted in new partnerships between faith-based organizations (FBOs), networks of people living with HIV and key populations – particularly in the area of human rights. The PLHIV Stigma Index has been rolled out in more than 40 countries, informing programming and advocacy for human rights and stigma reduction, building capacity of PLHIV in collecting, analyzing and using data for policy and programme development and promoting cross sectoral country level partnerships among civil society, government, academic institutions and the UN family. Work with young people focused on a new generation leadership. An assessment of civil society capacity development needs was carried out to inform an action-oriented capacity development plan in the context of UNAIDS technical support strategy.
27. Strategic relationships with CEOs of pharmaceutical and diagnostics companies have been forged around the patent pool. UNAIDS is engaging in discussions with Member States on the TRIPS flexibilities to reach the 2011 High Level Meeting target of 15 million people on antiretroviral treatment by 2015. New and innovative financing schemes are being explored, for example with foundations and development banks.
28. To reinforce internal capacities in partnerships management, a partnership competencies set and subsequent training programme for staff were developed. The UNAIDS Secretariat is developing a cross cutting partnerships training package that will build the capacities of staff to work on a number of partnership related issues, including building competencies to work on Gender, GIPA and Human Rights. Joint UNAIDS/UNFPA/UN Staff College strategic exchange training programmes on working with faith and religion were conducted in 2010 and 2011: including sessions to explore ideas towards a religion/political *'prism'* as a way of analyzing geo political events, and who might be the key partners to engage in moving forward. Staff, representatives working on HIV and development from different faith based organizations and geographic regions, representatives from government and academia were part of this dialogue.
29. As part of its convenor role within the Context of the revised Division of Labour the ILO Convened the first programmatic meeting with UNAIDS and private sector partners on the area which focused on scaling-up workplace programmes and policies, and mobilising the private sector in the response to AIDS:
30. With respect to UN system staff the UN+ network has been strengthened, governance mechanisms have been revised to enhance diversity and representation, and mobilisation efforts have taken place in countries with limited membership.

Systems

31. The Health Systems Strengthening (HSS) working Group chaired by WHO and comprising of UNICEF, UNFPA, World Bank, the Global Fund, Office of the Global AIDS Coordinator, DFID (representing the Donor community), Medecins sans Frontieres Belgium (representing civil society) and the UNAIDS Secretariat, held its last meeting in May 2011 and decided to end its formal existence but to continue to share information as an informal “community of practice”. The Working Group has strengthened

collaboration on health systems strengthening as it relates to AIDS and implemented its agreed workplan, including:

- Mapping of technical assistance for HSS and HIV;
- Issuing an agreed position statement on HSS and HIV;
- Technical contributions to the Global Health Work Force Alliance Universal Access Task Force and the coordinated procurement planning initiative and work by the World Bank on health insurance;
- Reviews of what is needed and development of a checklist of country level action required in three health systems building blocks, namely, human resources, procurement and supply management systems and service delivery; and
- Technical inputs into and advocacy at key strategic events including the Global Forum on Health systems Research (September, 2010) and a Satellite at the Vienna International AIDS Conference

Synergies

32. In order to further enhance UN coordination in supporting national goals, an in depth assessment of the Joint Teams and Joint Programmes of Support performance have been completed in 11 countries (Armenia, Bangladesh, Chad, Ecuador, Jamaica, Malawi, Morocco, Nigeria, the Philippines, Sierra Leone and Tanzania) .
33. These reviews highlighted the added-value of Joint Teams and relationships with various stakeholders (government, civil society, private sector) and identified incentives and disincentives for these mechanisms. The findings and recommendations from country assessments are facilitating discussions and decisions on improved Joint Team work in several countries have been used to showcase for two successful case studies: the Philippines (Joint Programme of Support and Unified Budget and Workplan) and Nigeria (Joint Programme of Support and Unified Budget, Results and Accountability Framework), which were presented at the 28th Meeting of the Programme Coordinating Board.
34. Work has been done to streamline mechanisms for funding joint UN work at country level, the Programme Accelerated Fund (PAF) Guidance Note, including country allocations, for the 2010–2011 biennium were revised to support implementation of the ten goals of the UNAIDS Strategy. Status reports on outcomes from the utilization of PAF resources were completed as part of the regular reporting mechanisms of the Unified Budget and Workplan. The successor, 2012-2015 Unified Budget Results and Accountability Framework budget structure has been simplified by capturing PAF and other interagency activities in the Cosponsor and Secretariat budgets. PAF will be discontinued in the 2012-2013 biennium.
35. Following conceptual analysis and structured consultations conducted over a period of 12 months the overall work of the Joint Programme has been strengthened to enhance synergies, efficiency and effectiveness, as well as mutual accountability, particularly in resolving overlap and duplication in cross-cutting issues of national planning, human rights, gender, key populations and also in more clearly defining roles and responsibilities of Cosponsors and Secretariat.
36. The process of revising the Division of Labour has been completed and a unanimous agreement reached by all the Cosponsors and the Secretariat. The revised Division of

Labour heightens the comparative advantages of the Joint Programme as a whole – Cosponsors and Secretariat – to enhance efficiency and effectiveness through leveraging respective organizational mandates and resources to collectively deliver results. The parameters of the revised Division of Labour are all encompassing covering policy, advocacy, standards setting, guidance and tool development, management, brokering and delivery of quality technical support.

37. At the global level, the revised Division of Labour is already consolidating the way the Cosponsors and Secretariat work together with some of the agency conveners in thematic areas of *support to strategic, prioritized, and costed multi-sectoral national AIDS plans* (World Bank); *preventing mothers from dying and babies from becoming infected with HIV* (WHO/UNICEF); and *ensuring good quality education for a more effective HIV response* (UNESCO) already having convened programmatic meetings.
38. At country level, in response to a rapid assessment undertaken in September 2011, most countries reported that the new Division of Labour was well received and has been formally discussed by Joint United Nations Teams on AIDS and adopted at UNCT level. The Division of Labour has been adapted based on the comparative advantage of agencies in country and operationalised by the UN more strategically re-designing the UN Joint Programme of Support in support of national HIV response in a number of countries across all regions including, Iran, Zambia, Lesotho, Brazil, Cameroon, Mozambique, Democratic Republic of Congo, Swaziland Guatemala, and Cambodia.
39. Most countries reported that the new Division of Labour was considered to be more robust, with better articulated accountability and reporting mechanisms to ensure that performance is assessed and measured.
40. Countries reported no significant obstacles or hindrances in the domestication of the new Division of Labour but some noted variations or limitations in commitment, technical expertise and implementation effectiveness of some Cosponsor agencies who are designated as convenor/co-convenors, especially on issues relating to key populations. Areas of further exploration included the engagement of non resident agencies for their Division of Labour areas; and how to best address thematic areas not included in the Division of Labour such as migration.
41. The 2010 Division of Labour is innovative as it consolidates UNAIDS support to countries in fifteen areas in which results are to be delivered through collective efforts around shared goals or targets and Cosponsors are designated convenor/co-convenor roles for each of the areas relative to their agency comparative advantages. The Secretariat is not convening or co-convening in any of the areas, however, in the spirit of its core mandate, it oversees overall coordination and accountability of the entire Division of Labour, with special focus on (i) leadership; (ii) overall coherence, cohesion and coordination across all the Division of Labour Areas; and (iii) mutual accountability of the UNAIDS family for collective results.
42. A succinct “*UNAIDS Division of Labour, 2010 Consolidated Guidance Note*” has been published on the UNAIDS internet and in print, with translations in French. Five core principles and values underpin working arrangements and coordination of the Division of Labour, namely:

- stronger governance and accountability- to assure policy and programme alignment, monitoring of progress and achievements, and periodic review of progress and results achieved;
 - clearer focus on results- to deliver collective success;
 - leadership- for the convener/co-conveners, in close consultation with the other partner agencies, to marshal resources and maximise synergy between agencies;
 - reporting- to enhance accountability; and
 - alignment of UNAIDS global coordinating and technical mechanisms with country-specific implementation mechanisms.
43. These core principles and values form the bedrock of the revised *modus operandi* of existing Inter Agency Task Teams (IATTs) and other existing global programmatic mechanism. It links the best from the past and lessons learnt from an independent systematic comparative assessment of the work of the IATTs, commissioned by the UNAIDS Secretariat, with new directions for the future the opportunities offered by the UNAIDS Strategic Plan and the UNAIDS Unified Budget Results and Accountability Framework.

IV BE MORE FLEXIBLE AND RESPONSIVE: IMPACT AREAS FOR TRANSFORMATION

Enhancing knowledge translation and the generation and use of strategic information

44. Several interconnected actions to support the “know your epidemic/know your response” (KYE/KYR) approach aim to improve the decision making process at the country level. A set of tools is being promoted for in-country application including the incidence by modes of transmission (MoT) tool, the National AIDS Spending Assessment (NASA) as well as a tool linking both types of data. In-country applications of the MoT tool (14) and of NASA (33) have been supported during 2010-2011. The KYE/KYR approach has been further promoted in the AIDSinfo data visualization tool on the UNAIDS website and in an iPad application that was launched in June 2011. Country-specific trends in incidence have been disseminated for the first time in the 2010 UNAIDS Global Report. To inform the June 2011 High Level Meeting on AIDS, UNAIDS has proposed an investment framework for low- and middle-income countries that is focused, prioritized and evidence-based with high returns on investment.
45. Knowing your epidemic and acting accordingly is allowing countries across all regions to focus and set priorities to achieve the highest impact in line with the Investment Framework and the goals and targets of the 2011 Political Declaration.
46. To strengthen evaluation and knowledge management at global, regional and country levels, the UNAIDS Secretariat has taken several actions. UNAIDS has commissioned a review of the Monitoring and Evaluation Reference Group with a view of focusing more strategically on a cross-agency evaluation agenda. In addition, The UNAIDS Economics Reference Group (ERG) is also being steered towards cost-effectiveness evaluations of countries’ responses. UNAIDS has continued to promote country evaluations through the convening of evaluation agenda setting meetings. UNAIDS has developed a framework for an evaluation policy designed to ensure the organization has timely and strategically focused performance information, consistent with and meeting the

requirements of the ERG norms and standards, and to provide a common institutional understanding of the evaluation function taking into account human rights principles, the United Nations Millennium Declaration, the Millennium Development Goals, UNAIDS Strategy goals, and the Unified Budget Results and Accountability Framework. The policy framework will be translated into an elaborated evaluation policy by mid-2012. UNAIDS is contributing to an ongoing multi-country PEPFAR impact evaluation and advises the Global Fund through membership of its ERG.

47. The UNAIDS Secretariat has ceased investment in CRIS (Country Response Information System). An external evaluation of CRIS was conducted in 2010, the results of which found an ongoing demand for country monitoring tools to report programme specific data, but that CRIS could now be replaced by more up-to-date software solutions. Countries have appreciated CRIS for its ability to act as a catalyst in streamlining reporting processes and creating awareness on the availability and use of national and sub-national data. In line with the organizational strategy for countries to have greater ownership over their systems and resources, UNAIDS and partners will work with countries to further develop appropriate models for country data reporting, both for internal use and for global aggregation.
48. UNAIDS is in a position to influence the global evaluation agenda and to convene partners including PEPFAR, Global Fund, the Bill and Melinda Gates Foundation and academia as well as country level evaluations. UNAIDS encourages stronger links between country monitoring tools and is able to further support this effort by providing countries with information on a given tool's appropriateness and functionality. By acting as a connector, UNAIDS is able to ensure that there is greater ownership over country monitoring systems and to promote the effective collection and use of data through innovative approaches.

Building sustainable capacity

49. Great progress has been made in consolidating resources, technical and capacity development initiatives for a sustainable AIDS response. The results and impact has been in clustered areas of:
 - *Clarifying roles and responsibilities:* Roles have been clearly articulated through the finalised *UNAIDS Technical Support Strategy* and division of labour has been established with the Secretariat playing a leadership and advocacy role and Cosponsors and other UN entities being responsible for normative guidance, standard setting, and policy guidance and planning. Discussion with relevant stakeholders is underway. A meeting of Technical Support and Capacity Development investors comprising the UN and partners was held in September, 2011. Mapping exercises at the regional level are underway to delineate work undertaken by different entities and to enhance coherence and effectiveness of roles are being put in place, such as Joint activities (training programs, development of modules) being carried out with the World Bank, GAMET and WHO.
 - *Making available strategic information to inform country needs:* Strategic information and Data has been gathered on the epidemic, particularly key populations, for example, the development and analysis of National AIDS Spending Assessments, Modes of Transmission, estimates and populations size estimates exercises were conducted in several countries, and served as a fundamental input for country and

regional networks MARPS proposals for Global Fund Round 10; in West and Central Africa an online interactive tool has been developed to provide real time information on the implementation of grants in the region.

- *Developing Country level technical Support Plans:* 16 countries have been supported to develop costed robust Technical Support Plans, oriented towards capacity development outcomes. A website www.aidsta.org has also been established to support countries access, report on quality and effectiveness of Technical Support received from different partners.
- *Addressing technical support in Global Fund Grant Implementation:* Particular focus has been on building the capacity of Country Coordinating Mechanisms (CCMs), in effective oversight and governance, management, risk management and mitigation, financial management. This has resulted in CCMs and Principal Recipients being strengthened, partners' implementation capacity being bolstered and countries having a better understanding of Global Fund processes.
- *Strengthening expertise at national and regional levels:* Regional level Technical Support Facilities in Africa and Asia have scaled up technical support to countries utilizing highly qualified teams of regional consultants in priority technical areas, knowledgeable of country contexts; Local experts have been paired with regional and international expertise to augment outcomes and transfer capacities; learning across countries has been adopted as a key mechanism for technical support planning and Global Fund Grant Implementation; and Regional UN Joint Teams have developed collective technical support Workplans (UNAIDS Secretariat, Cosponsors and other development partners). These include provision for joint country support and the regional AIDS technical support platform for East and Southern Africa is also being used to coordinate the supply side of all UN system technical support at the regional level.
- *Enhancing cost efficiency approaches:* South to South collaboration is increasingly gaining momentum as an effective and efficient mechanism for building country capacities at reasonable costs and promoting country leadership and ownership. Additionally, the use of regional Technical Support Facilitates has helped streamline the administration of Technical Support and provided more rapid, flexible and responsive support to countries.

Access to social justice (human rights and gender)

50. The UNAIDS Strategy 2011-2015 adopted by the 27th PCB in December 2010 makes "*Advancing human rights and gender equality*" a strategic direction for the HIV response. The Strategy sets clear, bold and measurable goals to be achieved by 2015 in the area of human rights and gender equality. A number of key initiatives, actions and results have been undertaken and achieved in this area in a number of countries which set a path for the realisation of the goals in the UNAIDS Strategy.
51. The UNAIDS Strategy calls for support to enabling legal and social environments, that is, to implement protective laws and to reduce stigma associated with HIV. During 2010 and 2011, UNDP has led, with support from the Secretariat, the Global Commission on HIV and the Law which will issue findings and recommendations on a supportive legal environment in early 201. The UNAIDS Secretariat and UNDP have also worked with

many countries to improve laws, law enforcement and access to justice. For example efforts to eliminate restrictions on entry, stay and residence for people living with HIV on the basis of their HIV status. Such restrictions have been removed in the following countries: the United States of America (January 2010), China (April 2010), Namibia (July 2010), Ukraine (January 2011), Armenia (July 2011) and Fiji (August 2011).

52. Specific attention has been to support the expansion of key programmes in national responses that empower communities and individuals to demand better access to HIV prevention, treatment, care and support services and to challenge stigma and discrimination. Such programmes include legal literacy programmes, legal services, stigma reduction and training of police and health care workers on the rights and needs of those vulnerable to and living with HIV.
53. To further support the inclusion in national responses of programmes to empower people living with HIV and members of key populations, the UNAIDS Secretariat has developed a costing tool for such programmes and a brochure on their contents and has implemented in 2011 a series of three regional trainings (in Eastern and Southern Africa, in Asia Pacific and in Middle East and North Africa) for national stakeholders to learn how to best include these programmes in national planning processes.
54. To support efforts to expand access to legal services for people living with HIV and key populations, UNDP, the UNAIDS Secretariat and the International Development Law Organisation (IDLO) launched a *Toolkit on scaling-up HIV-related legal services* which provides countries with the rationale and strategies for expanding access to HIV-related legal services for communities and individuals. A series of regional training sessions on the *Toolkit* have been conducted for key country stakeholders. As of March 2011, Burkina Faso, Benin, China (Yunnan Province), Egypt, Guatemala, Indonesia, Nepal and Papua New Guinea had initiated or were implementing projects to support access to legal services for people living with HIV and members of key populations.
55. UNAIDS has provided leadership in building a movement for social change and gender equality. These efforts contributed to major shifts with the pledge by Member States at the 2011 High Level Meeting on AIDS to eliminate gender inequalities as reflected in the Political Declaration, and the adoption of a new Security Council resolution (1983) calling for HIV prevention efforts among uniformed services to be aligned with efforts to end sexual violence in conflict and post-conflict settings. Furthermore, the UNAIDS 2011-2015 Strategy recognizes gender equality and human rights, as one of the three strategic directions for the HIV response. Gender equality is also part of the key interventions included in the new Investment Framework published under UNAIDS leadership which articulates a more focused and strategic approach to leveraging investments.
56. Major developments at regional and country level include the operationalisation of the UNAIDS Agenda for Women and Girls in partnership with civil society in about 80 countries. The Agenda has served as a catalyst for programmatic action, giving prominence to issues previously downplayed in national HIV responses such as violence against women and contributing to better addressing gender inequalities in concentrated epidemics.

57. At the global level, the Agenda has also enabled women to raise a united voice on gender and HIV issues, for example through the Action Agenda “*In women’s words*”². As the cutting-edge leader on HIV, gender equality and human rights, UNAIDS will build on this success with a focus on identifying game changers to invigorate social change for women and girls for more effective HIV responses, in line with the UNAIDS investment framework; and creating a critical mass of champions to influence social change for women and girls.

V IMPROVE ACCOUNTABILITY AND GOVERNANCE: MEASURING PROGRESS

Organisational oversight

58. As previously mentioned the three SIE recommendations that specifically related to the governance of the Joint Programme (15, 16 and 17) were referred by the Programme Coordinating Board to a Task Force for further elaboration and consideration. The Task Force presented its findings and recommendations to the Board in separate reports to the 26th and 27th meetings.
59. The Committee of Cosponsoring Organizations (CCO) is operating with a strengthened sense of partnership and accountability which is evident in the engagement of cosponsors at the highest levels in AIDS-related events and activities. The High Level Meeting was attended by a number of agency heads who represented a shared agenda and objectives whilst highlighting their organization-specific mandates and concerns in the global response to AIDS. The UNAIDS Strategy provides a chapeau for joint working whilst the revised Division of Labour – discussed and agreed by the CCO – clearly delineates the programmatic areas for which individual partners will be held accountable. Improved CCO reporting to the Board now provides visibility for cosponsors’ activities as well as demonstrating the impact and value of the Joint Programme. The impact of the Unified Budget Results and Accountability Framework as a tool for financial accountability is described in the following section.
60. Specific and detailed recommendations related to the working methods of the Board have resulted in a centralisation of decision-making in plenary – the drafting group has not met for the last two Programme Coordinating Board meetings. A culture of more transparent and inclusive discussion of key issues has widened understanding of delegation’ positions and built awareness of some of the challenges facing the response: an emphasis on shorter presentations and concise documentation has created space for debate. The thematic segment continues to challenge and inform and is seen as an important, innovative and valued element of each Board meeting.
61. The use of country-focused presentations to the Board has provided insight into national contexts and the role of the UN in the national response. They have highlighted achievements and provided space to discuss challenges and concerns that are often relevant across many countries and settings, as well as providing a human face for the epidemic. Field visits by Board members have proved to be highly successful and have generated not just an opportunity for experiential learning for participants but also a platform for advocacy and awareness building within the countries visited.

² <http://www.womenandaids.net/CMSPages/GetFile.aspx?guid=4b2bf719-a503-416f-bfd9-d44d8e5308ee>

62. Agreement and promulgation of the UNAIDS Strategy 2012-2015 has provided the platform for policy coherence across all actors in the response to AIDS – not just the Joint Programme. The Political Declaration agreed in June 2011 went further in solidifying the highest levels of commitment to a shared set of goals and targets: progress against which will be measured through an UNGASS process for Member States; and through the Unified Budget Results and Accountability Framework for the UNAIDS-specific contribution. The issues raised in both documents have generated significant interest and heightened debate in a range of inter-governmental fora such as the Commission on Narcotic Drugs, ECOSOC, the Human Rights Council and the UNDP/UNFPA Executive Board, thus increasing political advocacy and awareness building at the level of global and national decision-makers.

63. At the 26th meeting of the Programme Coordinating Board the Board agreed to (rec 10.1):

“Requests the UNAIDS Executive Director, PCB and all UNAIDS Cosponsor Heads of Agency to revitalise the role of the CCO, with two regular formal CCO meetings per annum, supported by:

- a. *Revision of the CCO modus operandi to reflect the de facto greater role for the global coordinators and to include decision 14.1 from the 15th meeting of the PCB that: “14.1 decides that future proposals by the UN-system organizations to join the Programme as Cosponsors should be reviewed by the CCO and then submitted to the PCB for its consideration and approval”;*
- b. *...*
- c. *Strengthening accountability within the individual cosponsors by revising the CCO MOU to state that the cosponsors will ensure that the relevant objectives and indicators agreed in UNAIDS global level results frameworks are incorporated in the corporate results framework, or equivalent, of each cosponsor, ...”*

64. In order to satisfy the first bullet point, minor revisions (see Annex 1) to the PCB Modus Operandi are suggested. At the same time the language on the process for application to become a cosponsor could be introduced, as mandated by the 15th Board meeting, decision 14.1 and 26th Board meeting, decision 10.1. Therefore, **the Programme Coordinating Board is invited to agree the revisions to its Modus Operandi as proposed in Annex 1 to this document.**

Resourcing UNAIDS

65. A Unified Budget, Results and Accountability Framework has been developed for 2012-2015 (UNAIDS/PCB(28)/11.10 and UNAIDS/PCB(28)/11.11). It was approved by the Programme Coordinating Board at its 28th meeting in June 2011 with a core budget of US\$ 485 million for 2012-2013 (decisions 9.1-9.2).

66. This new instrument in itself represents a new way of doing business for UNAIDS. It also responds to requests from the PCB for much clearer linkages between funding, resources spent and results. It demonstrates the value added of the joint work of the UN in AIDS and links to the results frameworks of the Cosponsors.

67. In the Framework, the allocation of resources is made based on epidemic priorities and funds Cosponsors mobilise themselves, not entitlements or pro rata increases. In addition, funding allocations for 2012-2013 have been determined by overall commitment to the response to HIV and country focus.
68. The Unified Budget, Results and Accountability Framework is based on a four-year business plan and a two-year budget cycle. Annual rolling workplans are developed to implement the Framework, with adjustments in plans and funding based on annual reviews at country, regional and global level which assess the performance of the Secretariat and Cosponsors. Indicators to measure effectiveness and internal efficiency are included in the Framework in addition to indicators which track progress in the response to AIDS and the contribution of the Cosponsors and the Secretariat to the achievement of the strategic goals of UNAIDS.
69. Progress against the strategic goals and functions in the Unified Budget, Results and Accountability Framework will be reported annually to the Programme Coordinating Board and complemented through reporting by the Cosponsors to their own Boards. An executive dashboard will be used to show the Board where goals are on target and where this is not the case, progress against outcomes, outputs and lower-level indicators will be analyzed and corrective action suggested, recognizing that the reason something may not be on target and remedial actions may lie outside the direct influence of the Joint Programme. An updated information system is being constructed to facilitate collection, compilation, analysis and presentation of data for each Cosponsor and the Secretariat by strategic goal and function for countries, regions and headquarters.
70. The Unified Budget, Results and Accountability Framework is focused on impact at country level, particularly in the 20+high impact countries where efforts need to be concentrated to make the biggest impact in the response to HIV. The Framework takes into account the capacities of the Cosponsors and Secretariat at global regional and country level and is based on a new division of labor to strengthen action by UN Joint Teams on AIDS and Joint Programmes of Support at country level. The new Division of Labour convenes Cosponsors around Strategy goals based on their comparative advantage in countries and mandates the Secretariat to assume overall leadership on political advocacy, strategic information and accountability to the Board for results, thus delivering a single, cohesive UN response.
71. The 2012-2015 Unified Budget, Results and Accountability Framework also represents a clear simplification compared to the current Unified Budget and Workplan. As part of its development the interagency budget has been absorbed into the Cosponsor and Secretariat budgets in the Framework and no longer exists as a separate budget component. This makes it much easier to allocate and redeploy resources, as necessary, at country, regional or global level depending on where the biggest return on the investment is.
72. Following the request of the Programme Coordinating Board, a refined results, accountability, and budget matrix has been developed through a consultative process with all constituencies. This document, which is also presented to the Board at its 29th meeting, shows clearly what the Cosponsors and Secretariat will be accountable for collectively and individually. It provides the basis for the annual reporting to the Board, including more explicit indicator-based reporting by the Secretariat and Cosponsors on the resourcing and engagement of civil society within the Unified Budget, Results and

Accountability Framework. The Framework is expected not only to enhance the accountability of the Secretariat and Cosponsors, but also serve as an instrument for donors to channel all their funding to UNAIDS and for all constituencies to base their reporting on, as agreed by the Programme Coordinating Board in June 2011 (see decisions 9.4-9.7).

VI GREATER EFFICIENCY: ORGANIZATIONAL STRENGTHENING

73. The new UNAIDS vision and mission, the Strategy, and the Political Declaration will drive the work of the UNAIDS Secretariat over the next years. The role of the Secretariat is set out clearly in the revised Division of Labour and the UBRAF – leadership and advocacy; coordination, coherence and partnerships; resource mobilization; mutual accountability; and supporting governance. Increasingly, the Secretariat is drawing the linkages that can produce multiple benefits across the MDGs. At global, regional and country levels the Secretariat needs to provide a voice able to influence discussion around critical issues relating to the epidemic, and social and economic change.
74. The UNAIDS Secretariat has taken a systematic approach over the past two years towards aligning the organizational structure and staffing with evolving strategic priorities. The Secretariat has evolved from a largely HQ-based to a largely field-based organization. As at 1 July 2011, the Secretariat had 903 staff of which 65 per cent were based in the field and 35 per cent in Geneva. As a knowledge-based organization at the hub of the Joint Programme, the Secretariat's major asset is its staff. A series of measures have been undertaken to ensure that staff numbers, roles, and profiles and deployment are fully aligned with changing mandates.
75. A key pillar of the Secretariat's organizational transformation is a comprehensive Human Resources Strategy of the UNAIDS Secretariat which was developed through a consultative process and issued in November 2010. The Strategy has eight components: (i) Recruitment and Staffing; (ii) Staff Administration; (iii) Work force Planning; (iv) Human Resources Information; (v) Staff Development, Career Growth and Mobility; (vi) UNAIDS Competency Framework; (vii) Performance Management; (viii) Staff Well-being. The Secretariat now for the first time has an integrated approach to management of all Secretariat human resources: international, national, professional, and general service. The Human Resources Management Division now oversees staff support for all staff at all locations, with a comprehensive integrated staffing table as a key management tool. The Secretariat has taken a systematic approach to reviewing policies through a cross Secretariat Human Resources Advisory Committee. In 2011, the Committee is reviewing draft policies including for recruitment and selection, mobility, reassignment, personal status and people development, with performance management to be reviewed in 2012.
76. The Human Resources Strategy is underpinned by a competency framework. Competencies are seen as an important tool to drive organizational change, staff recruitment and development and performance. Competency-based interviewing training has started and will become mandatory to improve quality of hiring and build a more coherent organization. A set of competency-based e-learning modules has been made available to staff. Selection panel members across the Secretariat are being trained on how to assess competencies at the time of recruitment and selection. A complementary booklet on competency-based interviewing has been developed as well as a new

competency-based matrix for assessing candidates. The Human Resources Strategy and the competency framework is strengthening the Secretariat's ability to deliver on its mandate as it integrates workforce planning, recruitment and staffing, staff development, mobility, and performance management.

77. A functional review of the Secretariat HQ and Regional Support Teams was begun in July 2011 and will form the basis for a workforce strategy that ensures optimal deployment of staff at headquarters, regional and country levels; strengthens country focus, maximises value for money; and lowers overall operating costs. The review builds on a strategic set of activities undertaken over the last two years, guided by the recommendations of the Second Independent Evaluation and aimed at putting in place the systems and policies required to underpin organizational transformation including the HR Strategy and its competency framework; the move to a single administrative system which has enabled the development of the first integrated Secretariat staff database, the use of one set of staff and financial rules, and a single ERP; and a country typology review of the Secretariat presence in countries with recommendations for Secretariat country presence classification and staff deployment, based on epidemic priorities.
78. The functional review is based on extensive data collection and a broad participatory consultative process, including an all-staff survey, interviews and meetings with headquarters and RST staff, benchmarking, cosponsor input, and staffing and financial information. The work is being overseen by a cross-Secretariat Steering Committee – with participation from headquarters, regional and country offices as well as the UNAIDS Secretariat Staff Association. This intensive process has identified seven core functions which are considered essential for the Secretariat to deliver on the Strategy and the Political Declaration consistent with its core mandate under the Division of Labour. The seven core functions which are linked, interdependent and are central to the delivery of the Secretariat's mandate, are:
- Leadership and advocacy
 - Country support
 - Strategic information and policy
 - External relations and partnerships
 - Resource mobilisation
 - Coordination, cohesion and accountability
 - Support functions
79. For each core function, and drawing upon the elements emerging from both the consultative process and the data analysis, a number of change initiatives have been developed to help transform the Secretariat to be “fit for purpose” for the new generation of the ever-changing AIDS response, and to ensure best value from the resources entrusted to it. Several change initiatives prompt a better alignment of the Secretariat's structure, staff and competencies with the targets of the Political Declaration and the three pillars of the UNAIDS Strategy. Other change initiatives focus on improvement of business practices which are intended to enhance cost-effectiveness and lower operating costs. The results of the functional review are being provided to the Executive Director and Executive Cabinet to assist the Executive Director in determining the overall direction and the measures required to streamline headquarters, strengthen country focus and lower overall operating costs. With the integration of the country typology results, as appropriate, a comprehensive implementation plan will be developed. It is

expected that implementation of the functional review will start early in the next biennium.

80. While the functional review has been underway, the Secretariat has taken a number of measures to control staffing including freezing recruitment, with only a few strategic exceptions, mostly at country level, no upgrades of posts; no conversion of short-term posts to fixed-term posts and no conversion of activity posts to core posts.
81. Pursuant to the decision of the Board, the UNAIDS Secretariat has made significant progress towards a single administrative system, which will constitute a major factor in the repositioning of the UNAIDS in particular as regards the country focus and the ability to record, monitor, manage, and report financial, staffing, and other administrative transactions in a single system with one set of financial regulations and rules. The single administrative system is a corner stone for building a better integrated Organization including through the use of the same Enterprise Resource Planning (ERP) system at all levels of the organization. This will eliminate inefficiencies in data reconciliation and permit "real time" or virtually "real time" financial monitoring and reporting.
82. The Secretariat will continue to maximize efficiencies by seeking the most cost effective provision of services from cosponsors as well as external suppliers. For example, in those very few countries where the banking system is not suitable to meet the needs, UNDP is being sub-contracted to continue to make payments on our behalf.
83. Building on the introduction Single Administrative System, all UNAIDS staff are now governed by a single set of staff rules and regulations, ensuring equitable, fair and consistent treatment at country, regional and headquarters. UNAIDS staff working next to each other in the same office premises are now all on UNAIDS contracts and have the same conditions of service and will no longer have different systems and procedures for their performance appraisals. The inter-organization transfer of some 240 national staff with fixed term UNDP contracts to UNAIDS contracts was implemented from July to September 2011.
84. Staff Administration was further strengthened by fully deploying the self-service ERP modules to ensure self-sufficiency of staff in administering their own entitlements where applicable. The roll-out process included the delivery of appropriate information technology connectivity, equipment and support to country offices. Specific training in the use of the ERP has been undertaken in each region as part of the move to the single system but also through the use of cost-effective, online, electronic learning tools.
85. Administrative policies, processes and guidelines have been revised or developed to improve organizational efficiency and effectiveness. This has included analysis of opportunities to decentralize or centralize administrative functions and roles, in areas of finance, procurement, travel and human resources management. With the introduction of the ERP at country level and the new administrative processes, administrative and operational management in UNAIDS country offices is becoming more effective. Country offices are increasingly enabled to manage human and financial resources in support of the programme delivery and are acquiring capacity to seek and arrange for the most cost-effective service provision.
86. In order to increase organizational effectiveness and lower transaction costs, the Secretariat has introduced a number of programme-wide efficiency measures which

have resulted in substantial cost savings in areas such as travel, communications and publications. Other measures, such as shifting functions to lower-cost locations, are under active consideration.

87. To further strengthen the management of resources under UNAIDS business model, the financial policies, procedures, systems and reporting system have been revised to ensure compliance with the International Public Sector Accounting Standards (IPSAS). The adoption of IPSAS is expected to lead to improved quality, comparability and harmonization in the financial reports. It will ensure more transparency and better accountability, better decision making and will enhance governance. It will also bring UNAIDS into line with recognized best practices in public sector financial accounting and reporting. Furthermore, the move to modern and widely accepted accounting standards will reinforce the results-based management framework by providing more complete and transparent information about the financial situation of the Joint Programme.
88. Specific financial policies and procedures have been updated and streamlined to reflect compliance with the new standards. Guidance notes have been developed and disseminated and new policies related to income, expenditure and fixed assets have been successfully implemented. To further ensure understanding of the revised policies and procedures, UNAIDS Secretariat has conducted IPSAS training in 2010 and 2011, which will continue in 2012.
89. The introduction of systematic accountability reviews as well as intensification of audits of UNAIDS operations at country, regional and global level have resulted in a range of recommendations which will reinforce budgetary discipline, financial responsibility and cost consciousness across the Secretariat. In response to the reviews, workshops for country office administrative and finance assistants and operations officers have been conducted with the aim of strengthening accountability and ensuring that systems and policies are applied consistently and effectively. These workshops have significantly increased the awareness and understanding of the country staff on UNAIDS financial policies and procedures as well as the management and accountability of funds at country level. In addition, UNAIDS Field Operations Manual has been updated with a view to support UNAIDS policies and procedures and to ensure efficient and effective operations across regional and country levels.
90. The 2012-2015 Unified Budget, Results and Accountability Framework (UBRAF) reinforces and strengthens the governance and oversight of the Joint Programme, the individual Cosponsors and the Secretariat. Key performance indicators track internal efficiency and effectiveness and reinforce accountability by clarifying the duty, responsibility and authority at the level of work plans and managers.
91. The integrated workplanning at HQ, regional and country level with clear linkages between results and resources and the new systems are making UNAIDS a more effective and accountable organization and enables stronger focus on national priorities and more support to AIDS programmes at country level.
92. **The Programme Coordinating Board is invited to take note of the contents of this report.**

[Annex follows]

**ANNEX: Proposed amendments to the Annex 1 of the Programme Coordinating Board
Modus Operandi**

Annex 1

**Terms of Reference of the
Committee of Cosponsoring Organizations
and the UNAIDS Secretariat**

I. Committee of Cosponsoring Organizations

Functions

1. A Committee of Cosponsoring Organizations (CCO) serves as the forum for the Cosponsoring Organizations to meet on a regular basis to consider matters concerning UNAIDS, provides input from the cosponsoring organizations into the policies and strategies of UNAIDS, and serves as a standing committee of the PCB. Specifically, the CCO has the following functions:
 - (i) To review work plans and the proposed programme budget for each coming financial period, prepared by the Executive Director and reviewed by such advisory committees as may be established by the Executive Director, in time for presentation each year to the PCB;
 - (ii) To review technical and financial proposals to the PCB for the financing of the Joint Programme for the coming financial period;
 - (iii) To review technical and audited financial reports submitted by the Executive Director (including reports by advisory committees established by the Executive Director), and to transmit these with comments as appropriate to the PCB;
 - (iv) To make recommendations to the PCB in particular on relevant policy issues emerging from each Cosponsors' Governing Board, and to identify key PCB decisions which should be brought to the attention of cosponsor governing bodies;
 - (v) To review the activities of each Cosponsoring Organization for appropriate support of, as well as consistency and coordination with, the activities and strategies of the Joint Programme;
 - (vi) To report to the PCB, including through the annual oral presentation by the CCO Chair or her/his high level representative on the efforts of the Cosponsoring Organizations to bring the Joint Programme's policy as well as strategic and technical guidance into the policies and strategies of their respective organizations and to reflect them in activities specific to their mandates; and
 - (vii) To decide on behalf of the PCB on issues referred to it for this purpose by the PCB.

Composition

2. The CCO is comprised of the Head of each of the Cosponsoring Organizations or their designated representatives. ~~They may be accompanied by~~ are supported by their respective Global Coordinator and Focal Point.

2 bis Global Coordinators are the officials who lead each Cosponsoring Organization's primary HIV-focused team and Focal Points are the officials in each Cosponsoring Organization responsible for day to day coordination on HIV programming with officials of the UNAIDS Secretariat and other cosponsors. Global Coordinators and Focal Points provide input to the Head of their Organization on relevant strategic, policy and programme matters to be brought to the attention of UNAIDS, and ensure that the policy, strategic and technical guidance of the Joint Programme is reflected in the activities specific to their mandates and respective result frameworks.

2 ter Proposals by UN-system organizations to join the Joint Programme as Cosponsors shall be reviewed by the CCO and then submitted to the PCB for its consideration and approval.

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