

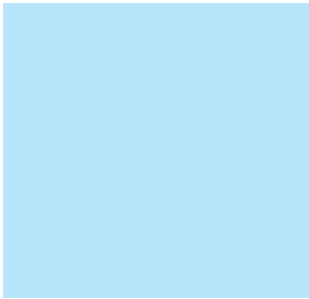


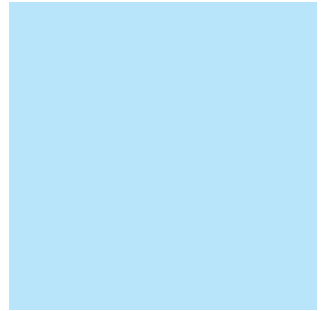
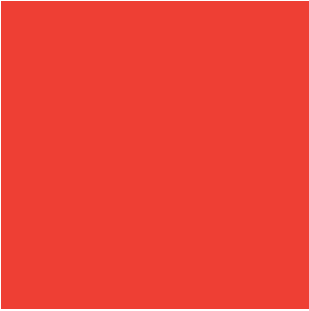
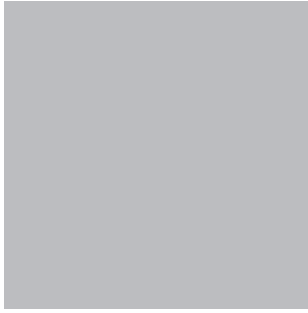
**UNAIDS**  
JOINT UNITED NATIONS PROGRAMME ON HIV/AIDS

UNHCR  
UNICEF  
WFP  
UNDP  
UNFPA

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ILO  
UNESCO  
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WORLD BANK

# Making the Money Work: UNAIDS Technical Support to Countries





*"UNAIDS is increasing its focus on building technical capacity on HIV, equipping individuals and institutions with skills and knowledge they need. This will be critical if countries are to mobilize, plan, and use resources effectively in the longer term. When AIDS projects include investment in capacity building, they strengthen health and social services."*

Peter Piot, Executive Director, UNAIDS

Photos:

UNAIDS/P.Virot, UNAIDS/P.Virot  
 UNAIDS/P.Virot, UNAIDS/WHO/E.Miller  
 UNAIDS/P.Virot, UNAIDS/O.O'Hanlon

## Foreword

Despite significant increases in financial investments in recent years, there is a clear dissonance between the resources made available and the progress being made in halting and reversing the AIDS epidemic. This dichotomy is giving rise to an 'implementation crisis' at country level as countries struggle to "make the money work".

Countries often encounter difficulties implementing resources effectively, experiencing bottlenecks or more deep rooted systemic obstacles. This situation is exacerbated by conflicting and uncoordinated demands on national planning and implementation and increasingly complex accountability mechanisms from a multiplicity of actors.

Several mechanisms have already been developed at both country and global level to respond to some of these challenges. The Regional Technical Support Facilities established by UNAIDS is an innovative and effective approach to delivering scaled-up quality and timely technical support to country partners. Apart from investing in building long-term sustainable capacities in country, the TSFs have led to increased country partner access to quality and timely technical assistance. More recently, the TSFs have scaled up their technical support to Global Fund grant implementers. This brochure provides a glimpse of the types of support provided by the TSFs and reinforces UNAIDS' commitment to support countries in overcoming implementation bottlenecks as we move towards Universal Access.

Michel Sidibe  
Deputy Executive Director, UNAIDS



Photo: UNAIDS/P.Virot

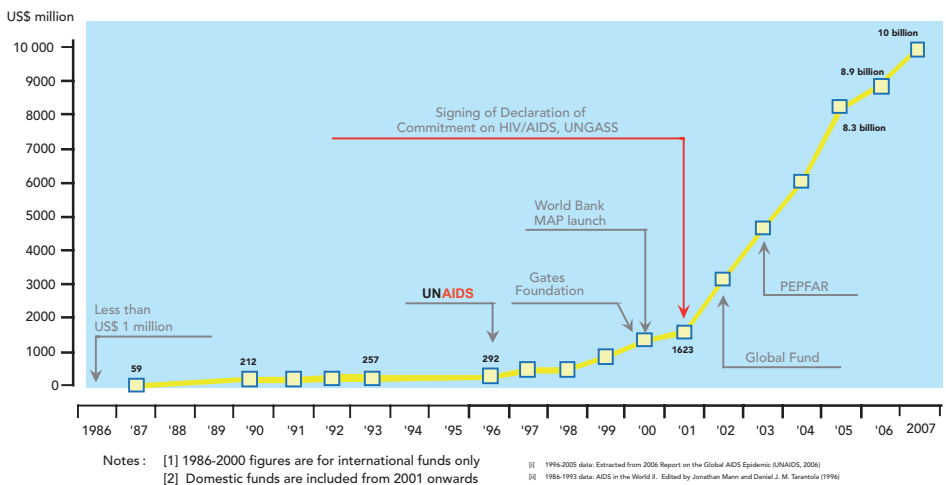
## Making the money work

Funding for AIDS has grown significantly over the past decade. In 2007, US\$10 billion is expected to be available for the AIDS response – about one third coming from developing countries – compared to less than US\$300 million in 1995. The substantial increase in financial resources has allowed countries to scale up their AIDS response with the ultimate goal of achieving universal access to HIV prevention, treatment, care and support.

However, many countries face difficulties in effectively implementing large-scale grants made available by funding bodies such as the Global Fund to Fight AIDS, Tuberculosis and Malaria, the World Bank, and bilateral actors. They require rapid and adequate technical support to effectively implement AIDS programmes.

To address this implementation challenge, UNAIDS has taken a leading role in “making the money work” in countries. It has invested significant resources over the past two years in strengthening countries’ national AIDS programmes, particularly through the establishment of Technical Support Facilities in five regions.

TOTAL ANNUAL RESOURCES AVAILABLE FOR AIDS, 1986-2007



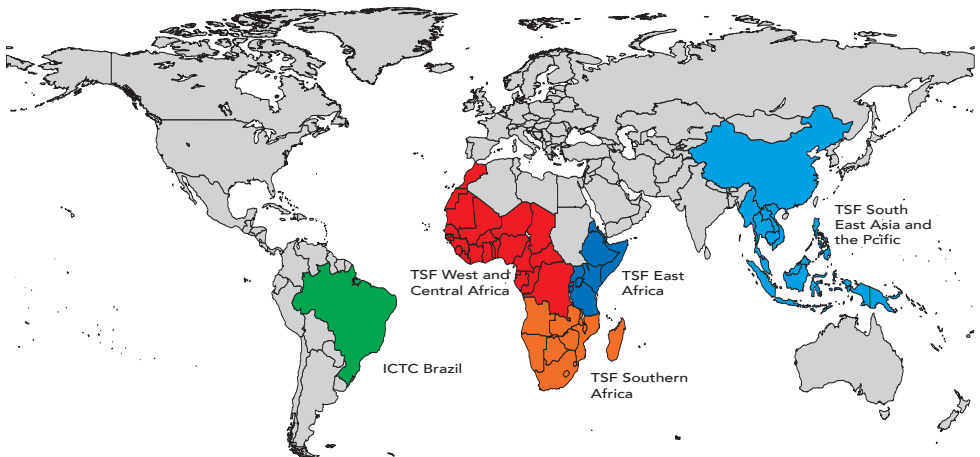


## Technical Support Facilities

In 2005, based on the recommendation by its Programme Coordinating Board, UNAIDS spearheaded the establishment of Technical Support Facilities – small management teams housed within regional and national entities that draw on local experts to provide countries with the necessary technical support to strengthen their national AIDS programmes.

The areas of support provided by the TSFs include HIV strategic and operational planning, monitoring and evaluation, costing and budgeting, institutional development, and other thematic areas based on regional priorities.

TECHNICAL SUPPORT FACILITIES IN THE WORLD  
Over 60 countries covered by TSFs



To date, UNAIDS has set up five TSFs:

1. TSF West, and Central Africa – Ouagadougou
2. TSF Eastern Africa – Nairobi
3. TSF Southern Africa – Johannesburg
4. TSF South East Asia and the Pacific – Kuala Lumpur
5. The International Centre for Technical Cooperation for HIV/AIDS – Brasilia; providing support to Latin America and Lusophone countries

A TSF for South Asia will be established in 2008.



Photo: UNAIDS/L.Taylor

## TSF core principles

The Technical Support Facilities are guided by a number of core principles:

- Country-owned, country-led and demand-driven
- Adherence to the highest standards of quality
- Focus on national capacity-strengthening and fostering South-South cooperation
- Supportive of the Three Ones principles
- Results-oriented
- Partnership-oriented reflected in inclusive membership, communication with relevant stakeholders, and mutual accountability
- Promoting knowledge sharing and collaboration
- Strengthening of national and regional institutions and systems in ensuring sustainability

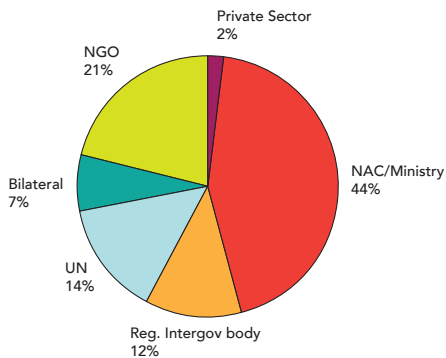
## Technical support in regions

In the first 18 months, the TSFs, covering close to 60 countries, have been contracted for nearly 6000 days of technical support by a broad range of clients.

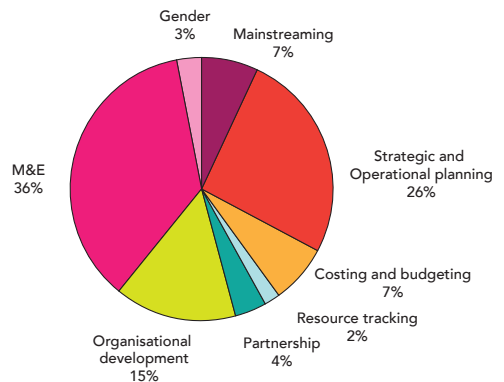
The client profile varies by region – ranging from National AIDS Councils, government ministries, civil society, bilaterals, the UN system, and the private sector. An increasing number of National AIDS Councils are requesting technical support through the TSFs. Client feedback so far has indicated high satisfaction levels on the quality and timeliness of services.

Each of the TSFs has developed databases with 350-400 quality-assured national and regional consultants in priority areas who are contracted to assist clients with technical support.

OVERALL CLIENTS



AREAS OF TECHNICAL SUPPORT





## Success story: Technical support for Southern Africa

An external review of the TSF for Southern Africa, conducted in May 2007, found that the TSF is addressing a felt need and responds to the increasing demand for quality and country-owned technical support. The clients have found the TSF services useful, timely, reliable, and client-friendly.

To date the TSF Southern Africa has provided over 2000 days of technical support through 73 contracts in 13 countries in Southern Africa and has established a database of 1000 consultants and has met most of its targets. Two thirds of its services have been in the areas of strategic and operational planning such as operationalising and costing national AIDS plans, and monitoring and evaluation. The TSF has assisted country partners to develop costed and budgeted strategic and operational plans, and promoted the participation of civil society in CCMs and other policy-making bodies.

The demand for TSF services has increased during the Global Fund grant proposal rounds. In some cases, the technical support has helped unblock approved funds. Overall, the TSF has achieved good coverage for its work across Southern Africa.



Photo: UNAIDS/A. Gutman

## Regional highlights

### TSF South East Asia and the Pacific

- Assisted countries and NGOs with grant proposal development for Global Fund Round 7;
- Facilitated the improvement of CCM governance systems in the region;
- Received US\$900,000 from UNAIDS to scale up technical support to Global Fund grantees in Asia and the Pacific.

### TSF Eastern Africa

- Assisted various countries with grant proposal development for Round 7;
- In Ethiopia, collaborated with the Association of Ethiopians Living with HIV/AIDS on grant proposal;
- In Tanzania, evaluated grantees of Global Fund Rounds 3 and 4;
- Received US\$800,000 from UNAIDS to scale up technical support to Global Fund grantees in the region.

### TSF West and Central Africa

- Assisted countries with proposal development and grant implementation;
- In Chad, helped prepare documents for second phase of grant by contracting consultants familiar with Global Fund procedures;
- Received US\$1 million from UNAIDS to scale up technical support to Global Fund grantees in the region.



## Technical Assistance Fund

The TSF services are costed at market rate. However, for those who cannot afford to pay for the services, UNAIDS has set up an innovative mechanism, known as the Technical Assistance Fund (TAF), to facilitate funding requests for technical support from country partners, mainly civil society groups.



Photos: UNAIDS/L.Taylor, UNAIDS/P.Virot

### TAF and Global Fund

The TSFs, through the TAF, have provided support to the Global Fund's grant cycle. In 2006, the TSF for Southern Africa used the TAF to contract a team of national consultants to assist South Africa with its grant proposal to the Global Fund. Within one week, the consultants advised the country on how to implement the programmes more effectively, resulting in the approval of the country's Round 6 five year proposal for US\$103 million (supporting programmes of 14 NGOs).

For additional information on Technical Support Facilities, please contact: [tsf@unaids.org](mailto:tsf@unaids.org)

## Partnership with Global Fund

UNAIDS has a close partnership with the Global Fund in several areas, including supporting the Fund's full grant cycle – from the development of AIDS grant proposals to programme implementation to monitoring and evaluation.

**Grant proposals** – UNAIDS assists the Country Coordinating Mechanisms (CCMs) as needed in developing AIDS proposals for consideration by the Global Fund. It also strengthens CCMs by ensuring the meaningful participation of civil society.

**Programme implementation** – UNAIDS provides the technical support needed to implement AIDS programmes funded by the Global Fund, and works with CCMs to resolve implementation bottlenecks.

**Monitoring and evaluation** – UNAIDS supports the Global Fund in monitoring and evaluating the performance of its grantees through strengthening the capacity of principal recipients and sub-recipients to report on grant implementation.

**Phase 2** – UNAIDS assists countries in preparing Phase 2 renewal of grants.

UNAIDS provides the Global Fund with strategic knowledge, policy advice and technical expertise on HIV and AIDS to ensure that the funds are spent effectively in countries. The creation of the Technical Support Facilities (TSFs) is an innovative approach established by UNAIDS to scale up timely and quality technical assistance to country partners. The TSFs cover the entire project cycle of the Global Fund grant implementation.



## Technical support to Global Fund

In 2007, the Global Fund Secretariat contracted the TSFs for a six month period to provide technical support in the following areas:

- Identifying implementation bottlenecks and problem solving
- Strengthening governance of CCMs
- Documenting country case studies on CCM best practice

A series of workshops have been organized in each region in 2007 to familiarize TSF consultants with technical support issues relating to Global Fund grants. By 2008, UNAIDS, through the TSFs, is expecting to increase technical support to Global Fund grant implementation. The TSFs will provide 4000 additional days of technical support; strengthen the principal recipients and sub-recipients through the development of technical support plans; and scale up the capacity of civil society to act as principal recipients.

## Funding for technical support

UNAIDS acknowledges donors' significant support to scaling up technical assistance through their contributions to the UNAIDS Unified Budget and Workplan (UBW). In addition to the financing of technical support under the original 2006-2007 UBW, UNAIDS has received earmarked contributions for technical assistance from Ireland, Luxembourg, Norway, Spain, Sweden, the United Kingdom and the United States.

## UNAIDS Cosponsors

The UNAIDS Cosponsors work closely with the UNAIDS Secretariat and the Global Fund to mobilize a rapid, coordinated AIDS response in countries to ensure that the funds are used effectively on the ground. They are members of the Global Implementation Support Team, known as GIST – a forum that meets on a monthly basis to advise countries on how to unblock obstacles to ensure an accelerated grant implementation.

There is a close collaboration between the GIST and TSFs. When a country requires technical support, the GIST uses the TSF as a mechanism to providing the assistance needed.



## Looking ahead

### Investing in technical support is essential to making the money work in countries

In order for countries to scale up their AIDS programmes, the international community must continue to play an active role in making the money work on the ground.

Ultimately, investing in technical support is crucial to ensure the implementation of Global Fund grants, and increase access to HIV prevention, treatment and care services at country level. The tripling in size of the Global Fund, as approved at its spring 2007 Board meeting, will dramatically increase countries' technical support needs. The Technical Service Facilities managed by UNAIDS are well on their way to assisting countries achieve the goal of universal access, but need additional resources to continue providing valuable support to countries.

### Working toward universal access

Leaders of both developing and rich countries have committed themselves to working together to get as close to universal access to HIV prevention, treatment, care and support programmes by 2010 – a critical stepping stone to halting the epidemic by 2015, as set out in the UN Millennium Development Goals.





## About UNAIDS

UNAIDS, the Joint United Nations Programme on HIV/AIDS, brings together the efforts and resources of ten UN system organizations to the global AIDS response. Cosponsors include UNHCR, UNICEF, WFP, UNDP, UNFPA, UNODC, ILO, UNESCO, WHO and the World Bank. With its headquarters in Geneva, the UNAIDS Secretariat works on the ground in more than 85 countries worldwide.

From joint programmes on AIDS to increasingly joint UN teams on AIDS in countries, UNAIDS brings together one UN strategy on AIDS issues and helps coordinate the implementation and the division of labour between agencies. With its ten Cosponsors, UNAIDS assists in ensuring better coordination among its partners in the UN system, governments, civil society, donors, the private sector and others.



Photo: UNAIDS/K.Hesse

### UNAIDS has five focus areas:

1. Mobilizing leadership and advocacy for effective action on the epidemic
2. Providing strategic information and policies to guide the AIDS response worldwide
3. Tracking, monitoring and evaluation of the epidemic – the world's leading resource for AIDS-related epidemiological data and analysis
4. Engaging civil society and developing partnerships
5. Mobilizing financial, human and technical resources

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Cover photo: UNAIDS/L.Taylor

[www.unaids.org](http://www.unaids.org)



UNHCR  
The UN Refugee Agency



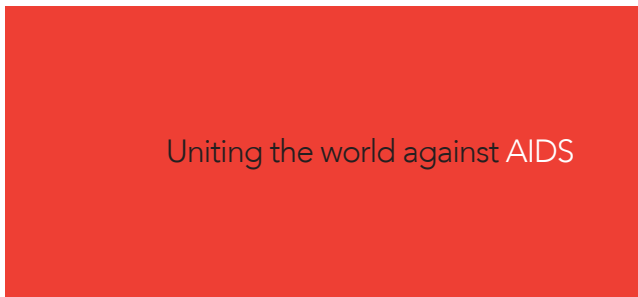
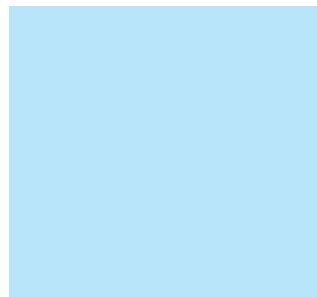
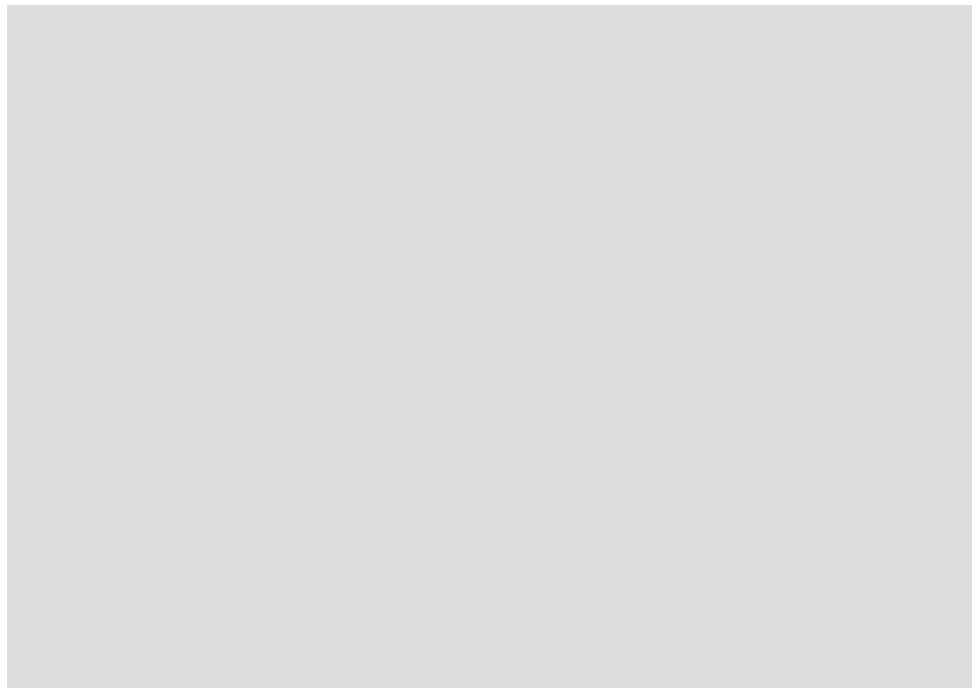
WFP  
World Food Programme



UNITED NATIONS  
*Office on Drugs and Crime*



World Health Organization



Uniting the world against AIDS