Guidance note on intensification of Technical support at the country level
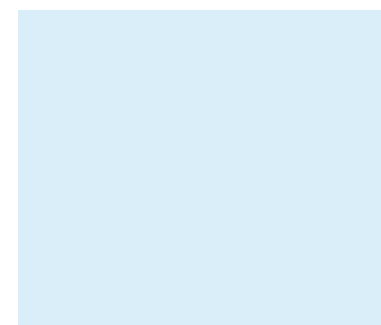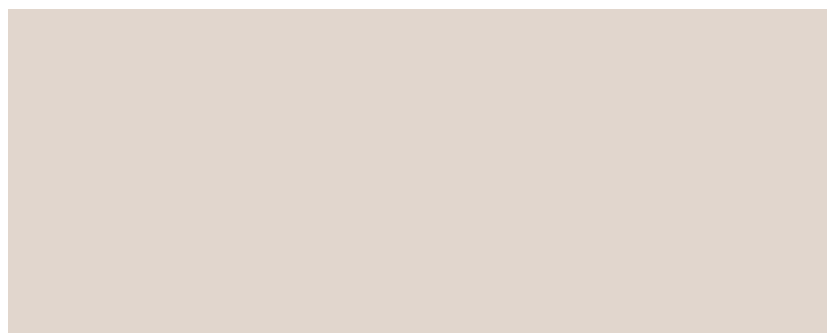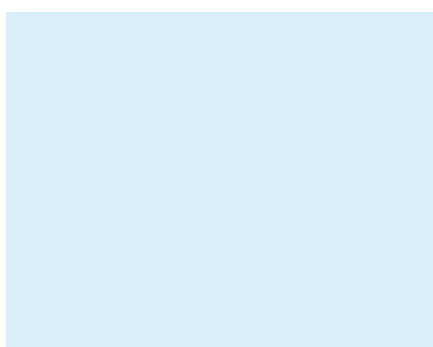
Planning and managing technical support

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Guidance Note
on Technical Support Planning
at the Country Level

Coordinating and managing technical support

"To achieve results for Universal Access, in a context of increasingly scarce resources, we need to do more with less. Technical support planning is an essential tool to better coordinate and focus our joint efforts on priority gaps and obstacles for accelerated, more strategic and effective national AIDS responses"

Michel Sidibé
UNAIDS Executive Director

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JOINT UNITED NATIONS PROGRAMME ON HIV/AIDS

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Executive Summary

Following the 2001 UN General Assembly Declaration of Commitment, increased financial and technical resources have been made available to support countries to accelerate their national AIDS response and better reach people in needs of HIV services. However, progress reviews in recent years have revealed that countries still face significant bottlenecks to scaling up their response and to using available funds more effectively. Furthermore, experience has shown that the technical support provided for AIDS has not been fully effective, as it is often supply-driven and insufficiently linked to national priorities. Country experience and consultations with international partners has demonstrated a clear need for a more demand-driven approach to technical support provision, to reinforce country leadership, while helping to better align the contributions of all stakeholders.

Technical support planning is a practical and systematic process to identify national capacity needs and the technical support required to address key bottlenecks hampering implementation of the national strategic plan for AIDS. A technical support plan that is based on, and preferably part of, the national strategic plan will enable countries to better coordinate and manage technical support. The plan should be developed in a participatory manner under the leadership of the national AIDS authority to ensure country ownership and joint implementation.

To guide countries in planning and managing technical support, a six-step approach is proposed. The first step is the **preparation for technical support planning**. Following this, national partners systematically **identify and validate bottlenecks** that hamper the implementation of the national response. During the **technical support needs assessment and prioritization,** related capacity challenges are identified, and corresponding longer-term technical support actions prioritised into technical support interventions over one or two years. The fourth step is the **development of a technical support plan,** which includes the identification and costing of specific activities against a timeline, and validated through stakeholder consultations. The plan also includes a definition of indicators and the assignment of responsibility to contributing and client organizations. During the **implementation** stage of the technical support plan, coordination structures are established or strengthened and resources are mobilized to allow technical support activities to be implemented as planned. The last step is the **monitoring and evaluation** of the technical support plan, to allow lessons learned to be documented, disseminated, and utilized for future technical support planning.

Introduction

Increasing demand for quality-assured technical support and the renewed commitment to move towards universal access and the Millennium Development Goals have led to calls for a more coordinated and systematic approach to technical support planning and management to enhance the scaling-up of the AIDS response.

This Guidance Note outlines a process to systematically identify technical support needs and ways to address them. It aims to provide UNAIDS country coordinators with a general framework to support the national AIDS coordinating authority in planning and managing technical support for a scaled-up response. It is anticipated that the Guidance Note will also assist the national AIDS coordinating authority to more effectively manage, coordinate and oversee the identification and provision of technical support and will provide a basis for building consensus with national and international partners on harmonized technical support for implementation.

This Guidance Note focuses on technical support related to critical bottlenecks in the national response and should be used to complement other existing guidelines, such as those designed to address the human resource challenges, and longer-term capacity development..

Since the Guidance Note is based on country experiences it should continue to be informed by the diversity of experiences and challenges encountered at the country level, and should be viewed as a living document.

Background

Recognizing AIDS as a global development crisis, countries at the United Nations General Assembly Special Session (UNGASS) in 2001 committed to an urgent, coordinated and sustained response to the HIV epidemic through a more comprehensive approach to prevention, treatment, care and support. Following this landmark event, the AIDS response witnessed a more than five-fold[1] increase in funding between 2001 and 2005[2]. However, a follow-up review of progress in 2005 (United Nations, 2006) revealed that countries had made limited progress towards achieving the UNGASS commitments, mainly because the surge in financial resources had not been matched by an increase in national capacity to implement their responses to AIDS. Efforts to achieve this commitment were further compromised by programmatic bottlenecks, weak governance and human resource constraints. Moreover, efforts to deploy resources effectively benefited only to a limited extent from, often supply-driven, technical support.

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1 UNAIDS Global report on the AIDS epidemic 2006 http://www.unaids.org/en/KnowledgeCentre/HIVData/GlobalReport/2006/default.asp

2 Since 2005, the trend in increased funding has continued with an estimated US$13.7 million invested in the AIDS response in 2008 http://data.unaids.org/pub/Report/2009/JC1681_what_countries_need_en.pdf

The need to support countries in the effective implementation of their AIDS responses has become even more critical since the 2006 UN High-level Meeting on AIDS, at which countries committed themselves to scaling up their national responses towards universal access. As part of this commitment, countries undertook to set ambitious national targets for treatment, prevention, care and support to guide scale-up of the national response in these areas. However, country experiences show that while the universal access commitment has already galvanised significant results, many countries face difficulties in achieving their targets if they are not effectively supported to accelerate their national responses.

UNAIDS and development partners have endeavoured to resolve these issues by developing innovative approaches, including strengthening coordination and alignment through the 'Three Ones' principles[3], the recommendations of the Global Task Team[4], the UNAIDS Technical Support Division of Labour and the establishment of a Global Implementation Support Team.[5] In addition, the World Bank took the lead on developing the AIDS Strategy and Action Plan (ASAP) tool,[6] a service to support countries in their strategic planning process. Finally, UNAIDS Cosponsors and the Secretariat have overseen the establishment of several technical support mechanisms, including among others the World Health Organization (WHO)-GTZ (German Technical Cooperation) Knowledge Hubs, the UNAIDS technical support facilities (TSF), the United Nations Population Fund (UNFPA) technical services teams and the United Nations Development Programme (UNDP) regional service centres.

However, despite the progress made in supporting countries to implement their national responses to AIDS, there is a critical a need to coordinate the support provided in a more systematic and effective manner. In February 2007, the UNAIDS Secretariat, in collaboration with the Global Fund to Fight AIDS Tuberculosis and Malaria (Global Fund), the United States President's Emergency Plan for AIDS Relief (PEPFAR), the World Bank and World Health Organization (WHO) convened a workshop of international stakeholders to intensify technical support and to identify ways to more effectively manage and coordinate it. The UNAIDS Programme Coordinating Board in June 2007 subsequently requested the UNAIDS Secretariat to act as a "clearing house" for technical support to assist countries to plan, manage and coordinate quality technical support more effectively, in collaboration with the UNAIDS Cosponsors, national AIDS coordinating authorities and other partners[7]. Subsequently, pilot countries with recognized technical support needs volunteered to participate in a process to develop a technical support plan.

A draft Guidance Note was developed based on the outcomes and on the experiences of technical support planning gained in the five pilot countries[8] and consultation with partners, complemented by lessons learned from other countries that had undertaken similar exercises. The draft Guidance Note was operationalized in eight countries[9], in collaboration with the private sector (namely Price Waterhouse Cooper and McKinsey and Co.), the technical

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3 UNAIDS, *The "Three Ones" in Action: Where we are and Where we go from Here.* Geneva, UNAIDS, 2005.

4 Global Task Team on Improving AIDS Coordination Among Multilateral Institutions and International Donors

5 http://www.unaids.org/en/Countryresponses/TechnicalSupport/gist.asp

6 http://web.worldbank.org/asap

7 Programme Coordinating Board recommendations, 2007: 11.4 "Emphasizes the importance of technical support in implementing national strategies, and supports UNAIDS' efforts to further define its role as a clearing house, building on its Technical Support Facilities, the Global Implementation Support Team, the Division of Labour and other mechanisms to bring more coherence to this process;" 14.3 "Requests the UNAIDS Secretariat, in close collaboration with national AIDS authorities, the UNAIDS Cosponsors and other partners in the AIDS response, to intensify efforts as a clearing house for providing access to effective technical support to accelerate scaling-up;" (UNAIDS, 2007).

8 Burkina Faso, Malawi, Peru, Rwanda and Zambia

9 , Albania, Bangladesh, Cambodia, El Salvador, Haiti, Mali, Tunisia, United Republic of Tanzania

support facilities and regional resource groups[10], resulting in the development of "model" technical support plans. The experiences gained and lessons learned were distilled into this updated version of the Guidance Note and were used to develop standardized tools for technical support planning and management.

Rationale

A review of technical support provision carried out of the technical support facilities[11] found that countries face multiple challenges in ensuring timely and high-quality technical support. The main issues include poor planning and coordination, inappropriate and ineffective technical support and supply-driven technical support provision, as presented in Box 1 below.

Experience drawn from Global Fund proposal development and grant implementation reveals a pattern of problems. Disbursement of funds tends to be hampered by capacity constraints, weak procurement and supply arrangements, poor monitoring and evaluation, and poor reporting. These constraints are often further aggravated by uncoordinated, ill-suited or ineffective technical support, further compromising effective implementation of AIDS grants.

Country reports collected by UNAIDS reveal an urgent need for more timely and high-quality technical support that is well-aligned with national AIDS priorities. A 2007 survey among UNAIDS country coordinators (UCCs) on progress towards universal access identified the areas most in need of technical support as follows:

- Evidence-based development and costing of the national strategic and action plan;
- Expansion of specific programmes, for example for injecting drug users, men who have sex with men, children orphaned by AIDS, prevention of mother-to-child transmission;
- Systems strengthening, including the procurement and supply management, and the national monitoring and evaluation system;
- Management and organizational development, specifically of coordinating bodies and civil society;
- Operational research;
- Resource mobilization, including proposal development.

Several countries have therefore requested UNAIDS for guidance on managing and coordinating technical support as an integral part of the implementation of their AIDS response. Box 1 following presents a summary that highlights the critical challenges in technical support provision, as identified through country consultations.

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10 http://www.unaids.org/en/CountryResponses/TechnicalSupport/TSF/

11 Information from the evaluation of the UNAIDS Technical Support Facilities in South-East Asia and the Pacific (2007), in Southern Africa (2007) in Eastern Africa (2008), and in West and Central Africa (2008)

Poor planning and coordination

- Absence of systematic assessment of technical support needs, forecasting and prioritization results in project planning.

- Technical support is poorly planned and requests are often ad hoc and made at short notice.

- Short-term planning hampers quality and effectiveness of technical support.

- Poor coordination of technical support provision results in fragmentation, duplication and gaps.

- Priority is given to rapid response at the expense of quality and sustainability, while long-term needs are not considered.

- Lack of clear division of labour among national actors leads to a dilution of responsibility and hinders accountability.

Supply driven provision of support

- Technical support is often supply-driven, rather than needs-based, and not aligned with national priorities.

- Supply-driven technical support often comes with externally-identified consultants.

- Competition amongst technical support providers or financiers creates confusion for technical support clients and increases transaction costs through duplication of efforts

Inappropriateness and ineffectiveness of technical support

- Quality of technical support provision varies significantly.

- Poor terms of reference foster recruitment of consultants with inappropriate skills.

- The use of 'fly-in fly-out' experts, who lack familiarity with the national context or are unable to work closely with national counterparts, reduces the effectiveness of technical support.

- Insufficient and inconsistent transfer of knowledge and skills from regional or international experts to national counterparts hampers sustainability

Inadequate financing

- Donors perceive that technical support is outside of their mandate.

- There is a perception that technical support is expensive and does not provide value for money.

Lack of monitoring and evaluation

- Failure to monitor or evaluate the provision of technical support results in poor improvement in quality and inappropriate response (oversupply of technical support in some areas while a lack in others).

Definitions

Owing to the different terminology used by the various organizations working in the field of technical support, this Guidance Note proposes the following definitions, developed by the GTZ BACKUP Initiative, of key concepts related to technical support.

Technical support. The term 'technical support' refers to activities that contribute to a systematic, timely and demand–driven response to capacity needs at the country level. Technical support, unlike shorter–term technical assistance, helps individuals strengthen their specific areas of expertise, makes organizations more efficient and helps to improve the implementation of the national AIDS response. Technical support thus includes both technical assistance and capacity development.

Capacity. 'Capacity' is the ability of people, organizations and society as a whole to manage their affairs successfully.

Capacity development. 'Capacity development' is a process whereby people, organizations and society strengthen and maintain capacity. It includes:

■ human resources development

■ organizational development

■ institutional development.

Suggested Technical Support Approaches

Box 2. Possible technical support approaches

■ Learning groups	■ Partnering/South–South technical cooperation
■ Mentoring/coaching	
■ Cross-organizational/cross-sectoral planning	■ Assistance from national/international consultant(s)
■ Training workshops	■ Joint development of educational programmes
■ Formal learning programmes/courses	■ Joint field planning/programme reviews
■ Distance learning	■ Participatory strategic planning
■ On-the-job training	■ Study visits
■ Internships	■ Staff exchanges
■ Secondment	■ Peer reviews
■ Networking	

Lessons learned from technical support planning

The key lessons learned from country experiences and presented in this section stem from the initial "intensification pilot" phase, and from the experiences gained in eight countries that have since engaged in the development of 'model' technical support plans in 2008 and early 2009.

In all countries, the national AIDS coordinating authority of the selected countries provided leadership in engaging partners, including relevant ministries, civil society, people living with HIV, the Joint UN Team on AIDS, and development partners, to jointly develop a technical support plan. The country experiences underlined the importance of having a participatory process, to ensure the buy-in and support of all relevant partners, for better management and coordination of technical support.

Adopting a participatory approach to plan technical support, under the leadership of the national AIDS coordinating authority, is crucial for country ownership of the process.

The establishment of a steering committee, using existing mechanisms, proved to be an efficient strategy to engage partners and to facilitate broad consensus-building. The steering committee was generally tasked to support the national AIDS coordinating authority in overseeing and guiding the process, and in ensuring broad participation in the development of an agreed technical support plan. Countries also used existing working groups that were established for and involved in the development and implementation of the national strategic and action plan. The use of these multi-partner working groups allowed the steering committee to better utilize the available expertise on planning and implementation of the national AIDS response.

Utilizing existing mechanisms proved to be an effective strategy for capitalizing on expertise and building consensus among partners.

Aligning the technical support planning with the national strategic plan ensures that technical support addresses national priorities

All countries used their national strategic plan[12] as the starting point to identify implementation bottlenecks for each strategic objective. Recognizing that the national strategic plan provides a broad and comprehensive framework for action, some countries used the opportunity of developing a technical support plan to formulate a more results-oriented national strategic or action plan.

Timely preparation is critical for the success of technical support planning .

Country experiences highlight the importance of having a well-organized preparatory phase. Selecting the appropriate time and entry point in respect of the national AIDS planning and review cycle and other national events is crucial for a successful process. Those countries that shared information and engaged partners well in advance and had provisions for administrative and logistical support in place, reported a smooth and effective overall planning process.

A systematic approach is critical for ensuring that implementation bottlenecks are identified and addressed in a logical manner

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12 The National Strategic Plan is often rooted within the national Poverty Reduction Strategy Paper.

Priority setting is an important element in the planning process, to ensure the feasibility and effectiveness of technical support.

Country experiences also highlighted the value of a systematic approach, starting from identification of bottlenecks to implementation of the national response. The bottlenecks then act as the starting point for jointly assessing capacity shortcomings, providing a logical flow and focus for determining longer-term technical support actions and priority technical support interventions.

Lessons learned underlined the importance of prioritization, to ensure that critical bottlenecks are addressed with the most efficient and effective technical support interventions. Countries decided to prioritize at various steps of the planning process, in accordance with jointly agreed criteria. If this is not done, countries are likely to be left with an over-ambitious technical support plan that will be difficult to implement.

Country reports also revealed that one way of effectively mobilizing resources is through the mapping of ongoing and planned technical support activities. Linking existing commitments to the priority interventions in the technical support plan helps to avoid duplication and to define the funding gap. Additional resources can be mobilized by engaging interested development partners to expand their commitment to related non-funded interventions or to redirect available funding according to agreed-upon technical support priorities in the plan.

Engaging partners throughout the entire process offers opportunities to advocate for increased alignment with and allocation of additional resources to the priorities in the plan.

Guiding principles underlying technical support planning and management

Based on the experiences gained, the following guiding principles were agreed upon:

1. National leadership and ownership – to ensure that the technical support plan is owned by all relevant national partners and that its implementation is undertaken in a coordinated manner for the goal of scaling-up of the national AIDS response.

2. Alignment with national priorities – to ensure that the technical support interventions are focused on national priorities and address the most critical issues identified in the national strategic plan for AIDS.

3. Participatory approach – to ensure that the plan reflects the concerns of all relevant national partners and utilizes the capacities available among partners for joint development and implementation of the plan

4. Coordination of stakeholders' contributions – to minimize the differences in approach among partners and to reduce transaction costs.

5. Mutual accountability of national authorities and partners – to ensure that national authorities and partners take joint and individual responsibility for achieving results

Recommended approach to technical support planning and management

The following section provides a detailed step-by-step approach to the planning and management of technical support. The process starts with a preparatory phase to allow advocacy and consensus-building among partners. Subsequently, bottlenecks to the implementation of the national strategic plan for AIDS are identified, and technical support needs are assessed and prioritized accordingly. Specific activities are defined and costed, to form the basis of the technical support plan. The last two steps describe the implementation of the technical support plan and its monitoring and evaluation.

Step 1. Preparation for technical support planning

Advocacy and consensus-building for technical support planning

Creating a joint understanding of the benefits of coordinated technical support planning and management

Familiarizing the national AIDS coordinating authority and key stakeholders with the concept of technical support planning, specifically clarifying the rationale and expected benefits, is a crucial first step in the process of technical support planning. In addition to sharing the *Advocacy Note on Technical Support Planning and Management*[13] and the *Guidance Note on Technical Support Planning at the Country Level,* it might be useful to set-up individual meetings and utilize regular partner forums for advocacy and discussion.

Ensuring commitment of the national AIDS coordinating authority and partners

Without national commitment, it will be difficult to ensure national leadership and ownership. Specific efforts should be undertaken to build national commitment, utilizing strategic information and country-specific examples to demonstrate the anticipated benefits of better-planned and coordinated technical support. Additional advocacy messages may focus on the importance of technical support to scale up the national response and achieve national universal access targets, making more effective use of the resources available. The importance of demonstrating results for further resource mobilization may also be highlighted, for example in the context of performance-based Global Fund grants.

Identifying an appropriate entry point for technical support planning.

The technical support planning process must be integrated into the national strategic planning and evaluation cycle. There are several opportunities to introduce technical support planning and ensure an integrated approach during the national strategic planning cycle that provide an entry for technical support planning, as shown in figure 1.

13 Advocacy Note on Technical Support Planning and Management, UNAIDS, 2008

These include:

- response and situational analysis to guide the development of the national strategic plan
- response and situational analysis to guide the development of the action plan
- joint mid- or end-term review of the national strategic plan
- joint end-term review of the action plan
- response and situational analysis to guide proposal development for the Global Fund or other funding initiatives.
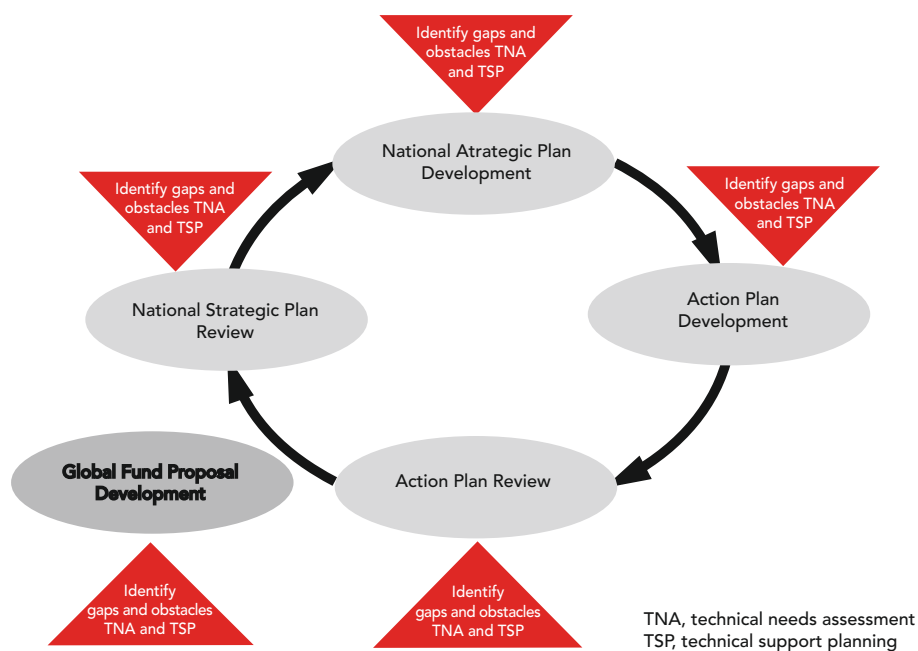
Figure 1.   Possible entry points for technical support planning

Each of the above-mentioned stages provides an opportunity to identify the key implementation bottlenecks to be addressed by technical support. Joint reviews, undertaken with relevant stakeholders to systematically and comprehensively assess the national AIDS response, may be suitable as an entry point for technical support planning, as they typically involve a comprehensive analysis involving all stakeholders of the bottlenecks to the implementation of a national strategy. The decision on the timing of the technical support planning should also take into account political and other significant events, such as elections and changes in leadership or policy that might interfere with the availability of key partners in the process.

Proposed organizational structure

Figure 2 presents a model organizational structure for the development and operationalization of a technical support plan. The national AIDS coordinating authority should lead and oversee the entire process and ensure alignment with existing working arrangements. The proposed organizational structure for technical support planning and management may need to be adapted according to the local context.

Figure 2. Proposed organizational structure for technical support planning and management
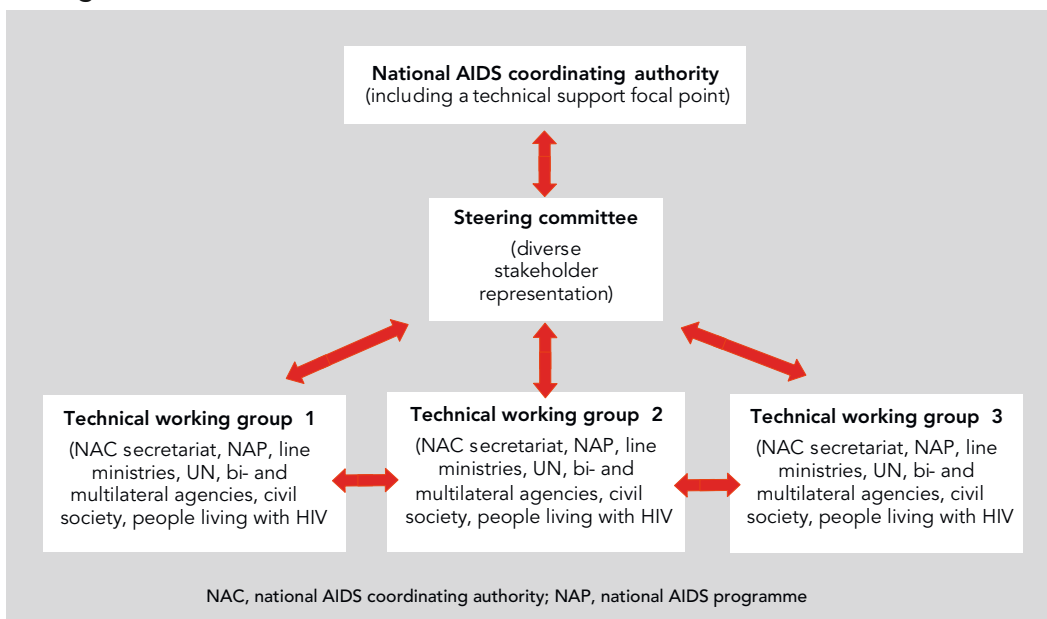
NAC, national AIDS coordinating authority; NAP, national AIDS programme

Designating a technical support focal point in the national AIDS coordinating authority

Country experience shows that designating a technical support focal point within the national AIDS coordinating authority is critical in ensuring coordination and follow-up of the technical support planning process. The focal point will be equally vital in guiding and monitoring the implementation of the technical support plan. It is therefore recommended that a designated technical support focal point be identified at an early stage in the process.

Establishment of a steering committee and technical working groups

A multi-partner steering committee, preferable an existing one, is particularly helpful to support the national AIDS coordinating authority in the overall planning and management of technical support, as it brings together the different stakeholders and sectors of a national AIDS response. Existing arrangements such as a national AIDS partnership forum, a steering committee for the national strategic plan or the steering committee of the Country Coordinating Mechanism, can be used for this purpose. It is anticipated that such a multi-partner steering committee would facilitate the involvement of all relevant stakeholders and enable a clear division of labour, broad buy-in and ownership. The steering committee could also assist in mobilizing additional technical and financial resources where required.

Of equal importance is the use of technical working groups to assist the process of developing a technical support plan and to support the technical support focal person. Similarly, these groups should utilize the expertise and experiences of existing technical working groups.

The national AIDS coordinating authority may assign responsibilities to the technical working groups in line with the arrangements suggested in this Guidance Note. It is important that the technical working groups provide regular updates to the steering committee (and if needed, to the national technical support focal point) and report on the process and the outputs at the end of each step in the development of a technical support plan, to obtain guidance and advice as necessary.

The proposed roles and responsibilities of the national AIDS coordinating authority and its technical support focal point, the steering committee and the technical working groups are detailed in the different steps of the technical support planning and management process.

> The UNAIDS country office in collaboration with the Joint UN Team on AIDS will advocate for the undertaking of technical support planning as part of the national planning and review processes. It will also support the national AIDS coordinating authority in engaging stakeholders, particularly civil society and networks of people living with HIV.

Administrative and logistical preparation

Development of a roadmap and terms of reference for the technical support planning team

To allow efficient and timely planning, it is advised that the steering committee prepares a roadmap that outlines the broad steps, deliverables, timeline, and required inputs and costs of the process. An example of a roadmap is presented in Annex 1.

In addition, it is proposed that a small team be established tasked with facilitating and guiding the technical working groups throughout the planning process. The country may consider engaging a team of consultants to assume this role. A proposed composition of the technical support planning team and suggested terms of reference for lead and national consultants can be found in Annex 2.. The terms of reference for the team should clearly articulate the background, rationale, objectives, methodology and tasks for the team and its individual members, and also the timeframe, deliverables and budget.

Identification and recruitment of consultants

Consultants should be identified in accordance with the defined scope of work and required competencies. When national expertise is not available, regional and/or international consultants could be recruited, preferably through South-South technical cooperation. Countries may also consider approaching technical support facilities to access additional expertise. UNAIDS has trained a pool of consultants, attached to the TSFs and regional resources centres in each region in the use of the methodology and tools described in this Guidance Note who may be approached for additional expertise[14].

Identification and compilation of relevant documents and background data

Relevant documents should be made available for the technical support planning as soon as the team is established, to allow the members sufficient time to familiarize themselves with the epidemiological situation and the national AIDS response to date. A proposed list of documents can be found in annex 3.

Provision of administrative and logistical support

It is recommended that specific staff be assigned to provide administrative support throughout the technical support planning process. The tasks assigned to such staff could include: travel arrangement, accommodation, preparing office space, communication, preparing contact lists of stakeholders and organizing the initial meetings of the technical support planning team with the steering committee and the technical working groups.

> The UNAIDS country office in close collaboration with the Joint UN Team on AIDS will support the national AIDS coordinating authority to make the necessary administrative and logistic arrangements.

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14 http://data.unaids.org/pub/BaseDocument/2009/techsupexp_en.pdf

Preparations by the technical support planning team

Assigning roles and responsibilities within the team

The roles and responsibilities of each member of the technical support planning team should be defined in order to avoid overlaps and ensure efficiency. It is also essential that there is clarity within the technical support planning team on the detailed methodology to be followed, in line this Guidance Note.

Reviewing key documents and conducting a stakeholder analysis

Sufficient time should be made available to review critical documents in order to have an in depth understanding of the HIV epidemic in the country, the priorities of the national strategic plan and the response to date. An analysis of national stakeholders can help to identify critical partners who need to be involved in the planning process, those who are supportive of the process and those who might have concerns or may be unwilling to engage in the process. It is also important to understand the reasons underlying the different points of view of stakeholders.

Adapting an interview protocol

Interviews with key informants and stakeholders will complement and triangulate the information obtained through the review of key document. Experience shows that the views of partners on bottlenecks and capacity challenges can best be collected through a semi-structured interview/discussion. Information on ongoing and planned technical support interventions can be collected at the same time. The information gathered through the interviews will be used in the different steps of the planning process. The interview protocol, shown in Annex 4, provides a format for interviews with key informants. It is recommended that the protocol be adapted to the country context.

> The UNAIDS country office, in close collaboration with the Joint UN Team on AIDS, will support and guide the preparatory work undertaken by the technical support planning team, as required.

Step 2. Identification and validation of bottlenecks

The technical support planning process focuses on identified bottlenecks to the implementation of scaled-up national responses to AIDS. Bottlenecks are factors that cause the progression of implementation to slow down or stop, and hamper the achievement of results. Bottlenecks can be gaps in the national response (e.g. a lack of critical epidemiological data, or absence of interventions to address an important driver of the epidemic). Bottlenecks can also be operational and systemic obstacles that hinder scaling up the national AIDS response, for example, limited coordination capacity or weak forecasting capacity. Bottlenecks may be

a result of many factors, including political, ideological, financial, infrastructural and capacity factors. The technical support plan will identify and address those gaps and obstacles that can be most effectively resolved through technical support.

Identification of bottlenecks to scaling-up

The technical support planning team will review the available documents to develop its initial hypothesis about bottlenecks. Interviews with key informants and stakeholders will complement the available information and allow for cross–checking of findings. Following this, it is recommended that the planning team and technical working groups systematically analyse the strategic objectives of the national strategic plan in terms of consistency with the epidemiological reality and progress on the achievements of national targets. The key underlying reasons for inconsistencies and for poor results will then lead to identification of bottlenecks, which in this context are defined as gaps in the national strategic plan and obstacles that hinder implementation of the national response. The process should focus on the following:

Understanding the HIV epidemic

The technical support planning team should study the available data on HIV prevalence (and where available incidence) in the general population and in key populations at higher risk. Variations in prevalence related to geographic area, age group, gender, urban and rural areas, socio–economic status and education level should also be considered to get a clearer understanding of the epidemic. Data from behaviour surveys and studies of social and cultural norms, beliefs and practices can provide more clarity about the drivers of the epidemic.

Identifying gaps in the response and obstacles to scaling-up

Gaps in the response can be identified through comparing the available epidemiological data and the national AIDS strategy. Gaps might be related to not addressing certain populations that are at higher risk or not considering evidence of important drivers of the epidemic. The identification of gaps can be aided by making reference to internationally recommended essential packages of services.

Obstacles can be identified by comparing achievements of the national response with the national targets. This comparison will reveal the areas that are lagging behind, and will help to pinpoint the obstacles that hinder the implementation of the national response.

Identifying the most critical bottlenecks from the data analysis

From the bottlenecks (gaps and obstacles) identified, the technical support planning team should prioritize the bottlenecks that are most critical for the scaling-up of the national response and for achieving results. It is important to focus on issues related to overall management and operations of systems, rather than on areas that can be addressed by routine technical support interventions.15

Validation of bottlenecks to scaling-up

Once identified, the list of bottlenecks should be validated with a broader constituency of partners, through a consultative meeting with the steering committee. This meeting should be used to ensure that the root causes of the bottlenecks are clearly identified, and not just symptoms. The validation process will aim at reaching consensus on which bottlenecks are the most critical.

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15 The technical support needs for the programmatic areas will be managed by specific sectors and/or mandated cosponsors or agencies.

Compiling the information in a matrix

It is recommended that the information collected from the review of documents, the interviews and the discussions with the technical working groups will be synthesized and entered into a matrix, as proposed in Table 1. The last column will capture the bottlenecks validated by the steering committee that will be addressed by technical support.

Table 1. Identification and validation of bottlenecks matrix

Prevention Goal Reduce new infections by 50% by 2012				
Strategic objective: 80% of population has adopted appropriate HIV prevention measures				
Specific objective (from national strategic plan)	Achievements so far (refer to source document)	Bottlenecks identified through literature review and interviews/consultations		Bottlenecks validated with the steering committee and to be addressed by technical support
		Critical obstacles to meeting strategic objectives	Critical gaps in the national strategic plan in relation to the epidemiological profile	
Ensure access to prevention services for 80% of key populations at higher risk	Limited progress made in HIV related service provision for key populations at higher risk in prisons	Legal framework hindering access to services, e.g. condoms, needle exchange

Over-crowding in prisons

Continued risky behaviour in prisons (unprotected anal intercourse and needle sharing) | Incomplete package of prevention services delivered

Lack of data on HIV in prisons | Incomplete package of prevention services delivered

Legal framework hindering access to services, e.g. condoms, needle exchange |

The UNAIDS country office will facilitate the participation of stakeholders, including the Joint UN Team on AIDS, in the identification and validation of bottlenecks.

Step 3. Technical support needs assessment

The next step describes the technical support needs assessment for determining the longer-term technical support actions over the timeframe of the national strategic plan and priority technical support interventions over a one- to two-year period.

Identification of capacity challenges underlying the bottlenecks

Recognizing that there are often many related factors underlying bottlenecks – be they political, legal, financial, infrastructural or capacity bottlenecks, it is necessary to focus on only those areas that can be addresses by technical support.

Verification and prioritization of capacity challenges

It is important to reach agreement on the identified capacity challenges with the government and with country-level partners. This can be done through interviews with key informants and stakeholders (using the same interviews mentioned in step 2), or through alternative means as deemed appropriate.

It is recommended that the prioritization of the capacity challenges be carried out by the technical working groups, using agreed criteria. Possible criteria to consider are:

- Capacity challenges that are relevant for national priorities, in line with the epidemiological profile of the country.

- Capacity challenges that are most frequently mentioned in assessment and review reports and by stakeholders during interviews and in consultative meetings.

- Underlying capacity challenges that have an impact beyond the related bottleneck and can unblock other bottlenecks if they are addressed.

- Capacity challenges that relate to the functioning of systems (financial, procurement, monitoring and evaluation, human resources).

- Capacity challenges that focus on prevention (obtaining behavioural and epidemiological data, matching the response to the epidemic, planning, prioritization and target setting for prevention measures, especially for key populations at higher risk).

Determination of longer-term technical support actions to address each capacity challenge

Before determining specific technical support interventions, it is recommended that countries identify longer-term technical support actions. Longer-term technical support actions broadly set out how capacities will be strengthened over the timeframe of the national strategic plan. These actions aim to overcome capacity challenges of people, organizations and institutions, so that the goals of the national strategic plan can be met.

Identification of priority technical support interventions

For each longer-term technical support action, the technical working groups will then determine what are the most urgent and appropriate technical support interventions to be implemented in a period of one to two years. Countries that have established an action plan for their national strategic plan should link the priority technical support interventions to the action plan.

Possible criteria for defining priority technical support interventions might include:

- The catalytic nature of an intervention and the likelihood of it having a broader impact.

- The possibility of completion within the timeframe of the technical support plan.

- The sequencing of interdependent interventions, starting with the earliest interventions.

- The feasibility of the concerned interventions .

Compilation of information in a technical support needs assessment matrix

It is recommended that countries summarize the information gathered through the technical support needs assessment in order to ensure a systematic approach. Table 2 provides a template that can be used for this purpose. In each column a question is formulated that can help to specify what is meant by the terms used in the matrix.

Table 2. Proposed technical support needs assessment matrix

Prevention Goal Reduce new infections by 50% by 2012				
Strategic objective 1. 80% of population has adopted appropriate HIV prevention measures				
Specific objective	Bottleneck	Underlying capacity challenge	Longer term technical support actions (NSP timescale)	Priority technical support interventions (1st/2nd yr)
	What are the bottlenecks (gaps and obstacles) hindering the implementation of the national response?	Which component of the bottleneck can be addressed through technical support?	Which broad technical support action is required to overcome the capacity challenge during the time of the NSP?	Which priority technical support interventions are feasible and can be carried out in the first year (or two years)?
1.1 Ensure access to prevention services for 80% of key populations at higher risk	Incomplete package of prevention services delivered Legal framework hindering access to services, e.g. condoms, needle exchange	Lack of a national strategy for HIV prevention in prisons	Development and adoption of a national HIV prevention strategy for prisons	Carry out analysis of HIV situation in prisons

Validation of technical support needs assessment

The validation of the technical support needs will be undertaken in a consultative meeting with the steering committee. The rationale and criteria for prioritization should be clearly explained by the technical support planning team. The resulting interventions will be critically reviewed for consensus-building.

> The UNAIDS country office will support the technical support needs assessment and will facilitate the participation of the Joint UN Team on AIDS and partners

Step 4. Development of the technical support plan

Good planning enables proper moni-
toring and evaluation of technical
support and facilitates the account-
ability of responsible parties. A good
technical support plan can also serve as
an advocacy tool to galvanize partners
to jointly support the operationaliza-
tion of the plan. The broad participa-
tion of diverse stakeholders, including
donors, in the development and valida-
tion of the plan is critical for subsequent
resource mobilization for the technical
support needed as well as joint imple-
mentation of the plan.

The technical support planning team,
guided by the technical working groups should develop the technical support plan imme-
diately after the technical needs assessment, in order to maintain the momentum gathered
during previous steps. The matrix used for the technical support plan needs to be based on,
and consistent with, the structure of the national strategic and/or action plans and aligned to
the strategic objectives formulated in these plans.

Selection of the technical support approach

The development of a technical support plan starts by determining the most suitable approach
for each of the priority technical support interventions identified in the technical support
needs assessment. While the tendency has been to consider only technical support provided
by consultants and in workshops, countries should consider a variety of technical support
approaches (as presented in Box 2) which may be more effective. The planning team should
support the technical working groups to come up with non-traditional approaches using the
following criteria:

- Acceptability — the selected approach has to be considered by the stakeholders as the
  most appropriate way to solve concrete implementation problems

- Technical soundness — the selected approach has to be proven successful in similar situa-
  tions

- Feasibility and affordability — the technical and financial means required by the selected
  approach have to be available

- Cost-efficiency — the selected approach has to provide the best return in relation to the
  cost.

In addition, in order to save time and reduce travel costs innovative tools such as tele- and
videoconference systems and Internet communication could be used for the preparation for
and the provision of technical support.

Determination of specific activities and timeline

Each intervention and corresponding selected approach can be broken down into a number
of specific activities, such as engagement of a trainer/mentor/consultant, organization of a
meeting/workshop or arrangement for a secondment. The activities should be quantified, for

example in terms of number of sessions, person–days, participant days. They also need to be planned in the right sequence and at the appropriate time, specifying the quarter(s) when they will be carried out.

Identification of the client and contributing organizations

In the context of technical support planning, the client organization is defined as the beneficiary of the technical support intervention, whose capacity will be strengthened through the intervention. The client organization is responsible for identifying the technical support provider, developing the terms of reference and monitoring the quality of the technical support, in close collaboration with the contributing agency and the technical support focal point in the national AIDS coordinating authority. In the context of technical support planning, the "contributing organisation" is defined as the organization that has indicated commitment to providing or funding technical support activities.

Obtaining information on ongoing and planned technical support

In order to avoid duplication and overlap, it is essential to obtain information on the technical support already planned by partners and on the funding that has been allocated to these activities. In addition to the interviews of stakeholders, mentioned in the steps two and three, technical support provision can be mapped by circulating the draft technical support plan to stakeholders and requesting them to indicate what they are already supporting or planning to support as per the strategic objectives of the national strategic plan. Where needed, existing documents, such as public expenditure review reports or joint review reports might contain information on planned technical support and committed funding by stakeholders. Alternatively, a stakeholder meeting may be organised in order to obtain comprehensive information on technical support provision.

Costing of the technical support plan

In order to estimate the cost of each specific activity, it is recommended that a costing matrix be used, based on the costing matrix of the national strategic plan or action plan, if available, to ensure consistency of costing approaches. A proposed costing matrix can be found in Annex 5. The funding gap can be estimated by subtracting the committed funding from the estimated cost of each activity.

Formulation of indicators for monitoring the technical support activities

Monitoring the implementation of the plan is critical to demonstrate results and to further mobilize resources. This requires the definition of time-bound indicators, preferably involving national monitoring and evaluation professionals. The indicators should be defined at the activity level (output and process) and should contribute to the outcome indicators of the national strategic plan, utilizing as much as possible standardized indicators (e.g. universal access, UNGASS, WHO health service indicators and the Global Fund). The undertaking of monitoring and evaluation is described in more detail in step 6.

Compilation of information in a technical support plan

Table three provides an example on how to align a technical support plan to a national strategic and action plan. A Gantt chart can be used to undertake a feasibility check of the planned activities for the first year in order to avoid overlap and overburdening client organizations (see Annex 6 for the complete matrix of technical needs assessment and technical support plan and Gantt chart).

Table 3. Recommended technical support plan matrix

Prevention Goal: Reduce new infections by 50% by 2012										
Strategic objective 1: 80% of population has adopted appropriate HIV prevention measures										
Specific objective	Longer term technical support action (NSP timeframe)	Priority technical support intervention (1st/2nd yr)	Specific activities	Timeline (Quarter)	Client organization	Contributing organization	Estimated cost	Estimated value of existing commitment	Funding gap	Indicator
1.1 Ensure access to prevention services for 80% of key populations at higher risk	1.1.1 Development and adoption of a national HIV prevention strategy for prisons	1.1.1.1 Carry out an analysis of HIV situation in prisons	1) Two national consultants x 55 days	Q1	Prison services	UNAIDS (PAF)	110 x USD 360 = 39,600	40,000	0	Report available by 15 March
			2) Four feedback meetings for 15 persons – travel & DSA	Q2		tbd	4 x 15 x USD 150 = 9,000	0	9,000	Document printed and 2500 copies disseminated by 30 June
			3) Printing of 2,500 copies of report	Q2		tbd	2,500 copies x USD 6 = 15,000	0	15,000	4 feedback meetings held by 30 Apr

Validation of the technical support plan

In addition to the wide consultation with country–level partners, the final draft of the technical support plan should be formally validated by the stakeholders in order to ensure commitment to harmonized and aligned implementation. The validation will also enable accountability for implementation of the technical support plan.

The UNAIDS country office will facilitate the participation of the Joint UN Team on AIDS and other partners in the development of the technical support plan, including providing advice on the feasibility of the technical support proposed.

The UNAIDS country office will also help broker commitment of UN agencies to fund and/ or implement the plan through the joint programme.

Step 5. Implementation of the technical support plan

In order to appropriately manage and coordinate the technical support provision as elaborated in the technical support plan, a number of important tasks need to be undertaken before, during and after the delivery of the technical support. This will help to ensure timely and high-quality technical support.

Establishment of coordination arrangements

In line with the 'Three Ones' principles, the implementation of a technical support plan builds on the leadership and coordination role of the national AIDS coordinating authority. It is recommended to establish the following coordination arrangements:

- A steering committee, preferably the same one that oversaw the development of the technical support plan, is tasked to oversee the implementation of the plan. It is recommended that the steering committee meet on a quarterly basis, to ensure regular review of the implementation of the plan and to enhance coordination of the technical support provided.

- A technical support focal point, preferably the same one involved in the development of the technical support plan, is designated within the national AIDS coordinating authority to coordinate the day-to-day implementation of the technical support plan.

Mobilization of resources

While the overall responsibility for resource mobilization should lie with the national AIDS coordinating authority, partners should be engaged throughout the planning process to build ownership and joint commitment for the implementation. It is therefore suggested to:

- Align existing technical support commitments with the identified technical support needs. For example, the Joint UN Teams on AIDS will use nationally-owned technical support plans as the basis for their joint programming.[16]

- Negotiate with partners for reallocation of resources towards the priority technical support areas, as identified in the plan. Most in-country development partners allocate significant funding to technical support, which could be better aligned to the national priorities.

- Mobilize additional resources for the remaining funding gap. For example, the development of a Global Fund proposal presents an opportunity to mobilize resources for technical support.

Preparation for technical support execution

Technical support needs to be well organized to ensure efficient and effective execution. It is advisable to prepare technical support requests at least three months in advance to allow sufficient time for them to be processed and operationalized within the planned time frame. The technical support focal point will be responsible for coordinating technical support requests in liaison with the client organisation, checking the availability of funds and following-up with the contributing organizations.

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16 Please see the Toolkit for Joint UN Teams and Joint UN Programmes of Support on AIDS; http://www.uncares.org/toolkit

In the context of technical support planning and management, the technical support provider is defined as the person or organization tasked to implement the technical support activity, as per the selected approach. The client organization will develop terms of reference in line with the identified needs and the selected technical support approach. The terms of reference should clearly define the background, objectives, deliverables and clear output indicators, in accordance with the technical support planned. It will also specify the tasks to be performed and the time line, the skills, competencies and experience required, the budget; and the reporting requirements. Particular reference should be made to the transfer of knowledge and skills to the client organization in order to strengthen national capacity. The terms of reference should be shared with, and agreed, by the technical support focal point, the technical support provider and the contributing agency. Examples of terms of reference can be accessed in the *Guide to Managing Short Term Technical Assistance for HIV/AIDS Programmes.*[17]

It is recommended that a counterpart be designated within the client organization to work closely with the technical support provider to ensure transfer of knowledge and skills. The counterpart will also be responsible for collecting documentation relevant to the technical support intervention and for organizing administrative and logistic arrangements (such as travel, workspace, appointments, meetings).

Procurement of technical support services

The contributing and the client organizations should jointly agree which of the two organizations takes responsibility for technical support procurement, including calling for and reviewing submissions as per country or partner procedures. Contracting will be managed by the budget holder, with follow-up from the technical support focal person to ensure timely action. In case of recruiting a consultant, the organizations may consider utilizing, where established, the UNAIDS technical support facilities, to source and contract suitable technical support providers.

Execution of the technical support

During the execution of the technical support, the counterparts within the client organisation will organize initial, mid-term and end-of-assignment briefings with the technical support provider. The contributing agency and partners may be involved as per expressed interest.

The client organization needs to ensure that the technical support provider is well supported to perform its tasks. The technical support provider, in close collaboration with the counterpart(s), will develop a workplan based on the terms of reference. This workplan will be discussed and agreed upon at the initial briefing. In the event of difficulty in fulfilling the terms of reference, the technical support provider needs to alert the client organization and the technical support focal point.

Follow-up of recommendations made by the technical support provider

The technical support provider is expected to deliver according to the terms of reference and produce a final report, with recommendations for the client organization to follow-up on. The client organization will share the recommendations with the technical support focal point in the national AIDS coordinating authority to allow monitoring of the implementation of these recommendations. The client organization needs to ensure that the counterpart uses the knowledge and skills gained through the technical support intervention in his or her professional assignments.

> The UNAIDS country office will assist the national AIDS coordinating authority in overseeing the implementation of technical support.
>
> The UNAIDS country office will facilitate the timely implementation of technical support activities, as part of the UN joint programme of support on AIDS.

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17 *Guide to Managing Short Term Technical Assistance for HIV/AIDS programmes,* Southern Africa Technical Support Facility,
http://www.tsfsouthernafrica.com/docs/TSFclient.pdf

Step 6. Monitoring and evaluation of the technical support plan

Monitoring and evaluation of technical support is crucial to track the level of execution of the technical support plan, assess the quality of technical support and measure the extent to which the technical support has produced the desired outcomes. Monitoring and evaluation will also enable the national AIDS authority and key stakeholders to draw lessons and, if needed, adapt or reorient the technical support plan. Given that the planning of technical support provision is an integral part of the national strategic or action plan, monitoring and evaluation of this support has to be integrated into the overall national monitoring and evaluation system of these plans.

Monitoring

Monitoring of the technical support plan aims to assess the i) progress in the execution of technical support, as per the defined output indicators; ii) quality of the services as defined by the client satisfaction; iii) the budget expenditure rate and iv) provision of technical support by client type (see Table 4). The output indicators in the terms of references for technical support activities should be based on those in the technical support plan and be measured by the defined source of verification of the concerned deliverables.

Monitoring of the technical support plan as a whole and of specific interventions should be an ongoing process. The technical support focal person is responsible for the monitoring of the implementation of the plan. The client organization should report to the technical support coordination focal person on the status of the execution (in the case of on-going technical support) and completion of the technical support.

The focal point should compile and submit reports on the completion of technical support interventions to the monitoring and evaluation unit within the national AIDS coordinating authority. A summary report based on the indicators below is to be submitted to the steering committee on a quarterly basis.

1) The number and percentage of technical support activities executed satisfactorily and according to the defined time line:

    a. Number and percentage of technical support activities executed according to the defined time line;

    b. Number and percentage of planned technical support activities completed satisfactorily.

2) The amount and percentage of technical support budget allocations absorbed within the defined time frame completed satisfactorily:

    a. Amount and percentage of technical support budget allocations absorbed within the defined time frame,

3) The number and percentage of technical support activities completed broken down by type of client (civil society organizations, Ministry of Health, other government sectors, other stakeholders).

Indicator definitions and a proposed monitoring matrix can be seen in Annex 7.

If technical support was not executed satisfactorily as planned and/or budgets were not utilized to create timely and quality products, the reasons should be analysed and included in the quarterly report. The steering committee will recommend ways to facilitate enhanced implementation, in line with the identified causes.

Table 4. Proposed matrix for the monitoring of the TSP

Specific objective	Priority Technical Support Interventions	Qtr (1-4) Yr (1/2)	Specific Activities	Indicators		Client organization	Sources of verification of deliverables	Status of execution	Technical support defined as satisfactory by client (Yes/No)	Comments
Prevention Goal: Reduce new infections by 50% by 2012										
Strategic objective 1: 80% of population has adopted appropriate HIV prevention measures										
				Technical support executed (in numbers and %)	Budget utilization (in $ and in %)					
1,1 Ensure access to prevention services for 90% of key populations at higher risk	1.1.1 Carry out analysis of HIV situation in prisons	Q3 (Y1)	1) Two national consultants x 60 days	Draft situation analysis report with actionable recommendations available by end Sept	36,000 (91%)	Prisons Department	Draft situation analysis report	Fully complete	Yes	
		Q4 (Y1)	2) Four consultation meetings for key constituencies	Consensus built among key constituencies by 30 Nov	11,300 (126%)		Adoption of situation analysis by key constituencies	Fully completed	Yes	
		Q1 (Y2)	3) Printing of 2,500 copies of report	Document printed and 2500 copies disseminated by 30 June	17,000 (113%)		Report disseminated to all stakeholders	Fully completed	Yes	due to increased fuel costs, price of delivery increased

It is recommended that the technical support focal person should develop an electronic monitoring system, based on the monitoring and evaluation matrix, for systematic monitoring and evaluation of the technical support plan and for information sharing. Client organizations will report on their respective activities using the same monitoring and evaluation matrix.

Evaluation

The evaluation of the technical support plan will consider the extent to which technical support has contributed to the implementation of the national strategic plan and action plan. The evaluation should be at the outcome level, in line with the specific objectives contained in the technical support plan (identical to those in the national strategic plan). This should be undertaken periodically linked to the national planning and evaluation cycle, preferable every two to three years.

The evaluation requires the development of a framework, defining the overall expected outcomes of the national technical support plan and related indicators. The evaluation approach, periodicity and focus of the evaluation of the technical support plan should be clearly identified and agreed upon by all key stakeholders. Questions to be answered during the evaluation may include:

- The extent to which the technical support plan has strengthened the implementation of the national strategic plan or action plan.
- The number of identified bottlenecks fully addressed through the implementation of the technical support plan.
- The extent to which the technical support plan implementation has increased the level of absorption of national and international funds, including Global Fund grants to support capacity building activities.
- The degree to which technical support has been well coordinated among technical support providers.
- The extent to which the technical support planning and implementation process has resulted in transfer of knowledge and skills to the national counterparts.
- The extent to which technical support needs have changed over time.

The findings of the evaluation should inform the subsequent technical support planning processes.

The national AIDS coordinating authority should commission and oversee an independent evaluation process. The evaluation of the technical support plan will preferably be linked to that of the national strategic plan. A task force will be established to guide the evaluation. The evaluation findings and conclusions will be presented to the national AIDS coordinating authority and the steering committee, in order to consider the lessons learned and to take appropriate action. The findings could also serve as an input to joint reviews of the national AIDS response.

Lessons learned, successes and challenges

Monitoring and evaluation have no real value if no follow-up actions are taken and lessons are not drawn. The monitoring and evaluation unit and the technical support focal point will analyse the data collected to capture the main lessons, both positive and negative, and will advise the national AIDS coordinating authority and the steering committee accordingly, for wider dissemination.

The national AIDS coordinating authority may request partners, including UNAIDS, to assist in documenting and sharing these successes and challenges across decentralized levels as well as with other countries.

> The UNAIDS country office will support the national AIDS coordinating authority and key partners in the technical support monitoring and evaluation. It will strongly advocate for integration into the national monitoring and evaluation system.
>
> The UNAIDS country office will collaborate with the national AIDS coordinating authority, to identify and share successes and challenges.

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Annex 1: Model road map for the technical support plan development

Model road map for the technical support plan development

Step	Timeframe	Responsibility

Step 1. Preparation of technical support planning
1. Advocacy and consensus-building for technical support planning
  a. Creating a joint understanding of the benefits of technical support planning and management
  b. Ensuring commitment from the national AIDS coordinating authority and partners
  c. Identifying an appropriate entry point for technical support planning.
  d. Designating a technical support focal point in the national AIDS coordinating authority
  e. Establishment of a steering committee and technical working groups
 	
2. Administrative and logistical preparation
  a. Development of a roadmap and terms of reference for the technical support planning team
  b. Identification and recruitment of consultants
  c. Identification and compilation of relevant documents and background data
  d. Provision of administrative and logistical support
 	
3. Preparation by the technical support team
  a. Assigning roles and responsibilities
  b. Reviewing key documents
  c. Conducting stakeholder analysis
  d. Adapting an interview protocol
	At least three months before technical support plan development team starts work in the country	National AIDS co-ordinating authority and the UNAIDS country office

Step 2. Identification and validation of bottlenecks
1. Identification of bottlenecks to scaling up
  a. Understanding the HIV epidemic
  b. Identifying gaps in the response and obstacles to scaling-up
  c. Identifying the most critical bottlenecks from the data analysis
  d. Validating of bottlenecks to scaling up
  e. Compiling the information in a matrix
	Two weeks	Technical support planning team and UNAIDS country coordinator and national AIDS commission focal point

Model road map for the technical support plan development (continued)

Step	Timeframe	Responsibility
Step 3. Technical support needs assessment a. Identification of capacity challenges underlying the bottlenecks b. Verification and prioritization of capacity challenges c. Determination of longer term technical support actions to address each capacity challenge d. Identification of priority technical support interventions e. Compilation of information in a technical support needs assessment matrix f. Validation of technical support needs assessment	Two Weeks	Technical support planning team and working groups and steering committee
Step 4. Technical support plan development a. Selection of the technical support approach b. Determination of specific activities and timeline c. Identification of the client and contributing organizations d. Obtaining information on ongoing and planned technical support e. Costing of the technical support plan f. Formulation of indicators for monitoring the technical support activities g. Compilation of information in a technical support plan h. Validation of the technical support plan	One Week	Technical support planning team and working groups and steering committee

Annex 2. Recommended composition of the technical support planning team and recommended terms of reference

Recommended composition of the technical support planning team

- Two national consultants (recommended profiles described below)
- One lead consultant (recommended profile described below)
- UNAIDS country coordinator or delegated officer from the UNAIDS country office
- The technical support focal point in the national AIDS coordination authority

Terms of reference for technical support planning consultants

4a. Proposed generic terms of reference for a national consultant in country X to develop a technical support plan to support the Implementation of the National Response

Background

Increasing levels of funding are available to support HIV programmes, giving countries an important opportunity to accelerate the national response to the epidemic. However countries are facing serious difficulties in utilizing the expanded funding, because capacity is not growing at the same rate as funding. Capacity gaps in systemic and programmatic areas appear to represent major obstacles to implementation and achievements of programme goals. Provision of technical support is critical to address gaps and obstacles in the implementation of the national response.

So far technical support provided to countries remains, in most cases, ad-hoc, supply- rather than demand-driven, and uncoordinated. Technical support is often unsustainable as there is insufficient and/or inconsistent transfer of knowledge.

Increasing demand for quality-assured technical support to help countries meet perform-ance-based funding criteria, coupled with the renewed commitments to scale-up towards universal access and the Millennium Development Goals have underscored the need to review the provision of technical support.

In December 2007 the UNAIDS national capacity support unit developed a Guidance Note on technical support planning. This Guidance Note will provide the UNAIDS Country Coordinators (UCCs) with a general framework to assist the national AIDS coordinating authority in managing the technical support for a scaled-up response. It will also help the national AIDS coordinating authority to more effectively plan, manage and coordinate technical support.

In COUNTRY X, the availability of the national HIV strategic plan provides the basis to develop a technical support plan. This plan will strengthen national capacities in order to implement more efficiently the national response, in particular Global Fund projects.

Rationale

Countries have been increasingly requesting a more coordinated and systematic approach to technical support management.

One of the key elements to ensure timely, coordinated and effective technical support is the availability of a technical support plan, based on identified gaps and obstacles in the implementation of the national strategic or action plan and on a comprehensive technical needs assessment.

Such a validated technical support plan will constitute for all national and international partners in COUNTRY X such as the Global Fund, the World Bank, PEPFAR, the bilateral cooperation, international non-governmental organisations and the private sector, the reference document for the provision of technical support.

The technical support plan development process will be led by the national AIDS coordinating authority to ensure national ownership. The participation of the stakeholders, including the civil society and other national and international partners in this process ensures the buy-in of the plan by donors and partners.

UNAIDS, whose mission is to support the national responses, will provide assistance to the National AIDS Authority of COUNTRY X to develop a technical support plan to improve the implementation of the national HIV strategic plan. The technical support plan will also contribute to improving the Global Fund projects on HIV as these are based on the national strategies plan.

Objectives

The objectives of the consultancy are:

- To identify, analyze and validate bottlenecks to the implementation of the multisectoral response to AIDS.
- To conduct technical needs assessment to address the bottlenecks identified.
- To develop a technical support plan.
- To develop a monitoring and evaluation system for technical support
- To integrate the technical support plan into the HIV national strategic/operational plans.

Tasks

The national consultants will work as part of a team with one other national consultant under the guidance of a lead consultant and should conduct the following tasks below in close consultation with the national AIDS coordinating authority and the UNAIDS country office. The lead consultant will assign tasks to the national consultant including (but not limited to) the following:

1. Identification and analysis of the key bottlenecks that hamper the implementation of the national response to HIV.

- Assist preparation for data collection through contacting and liaising with key informants and arranging meeting and/or focus group discussions as appropriate

- Review key documents to identify critical bottlenecks (gaps in the national response and operational /systemic obstacles that hinder scaling-up). Key documents to be reviewed include:

  - ☐ The national strategic plan

  - ☐ Key documents related to Global Fund HIV projects,

  - ☐ Other key documents related to the national AIDS response and health development.

- Get agreement on the bottlenecks through a validation process with key informants, technical working groups and presentation to the steering committee.

2. Technical support needs assessment

- Prepare and conduct individual or group meetings with key informants and organizations including, the ministry of health, Country Coordinating Mechanism (CCM), principal recipients of Global Fund projects, non-governmental organisations, civil society, development partners groups, and technical support providers to obtain perceptions of stakeholders on capacity challenges and technical support needs. At the same time, obtain information on the ongoing or planned/committed technical support by the key stakeholders.

- Through analysis of the data and discussions with the technical working groups, refine the capacity challenges underlying the identified and validated bottlenecks.

- Identify longer term technical support actions to address the technical capacity needs during the timeframe of the national strategic plan

- Prioritize the longer term technical support actions into priority technical interventions for one or two years

- Validate the technical needs assessment with the steering committee

3. Technical support plan (TSP) development

- Develop a prioritized and feasible technical support plan. Together with the working groups, identify the most appropriate approach of technical support to respond to the capacity challenge. Specific activities, the contributing agency (agency committed to contributing with funding or in kind), the client organization, the timeframe, estimated cost, committed funds, funding gaps, milestones or indicators for monitoring technical support execution will be part of the technical support plan.

- Circulate the draft TSP to partners to collect comments and information on existing and intended commitments.

- Incorporate comments from the partners and finalize the TSP.

- Present the final TSP for validation to the steering committee.

4. Preparation for implementation of the technical support plan

- Discuss the implementation modalities with the national AIDS coordinating authority and make recommendations on suitable coordination mechanisms, continued resource mobilization for the TSP and procedures for execution of TS interventions

5. M&E system for technical support monitoring and evaluation

◼ Lead/facilitate discussions with national AIDS coordinating authority M&E unit to develop indicators to monitor and evaluate the implementation of the technical support plan and propose a system to collect data and report information. The M&E system for technical support is to be harmonized with and integrated into the national M&E system.

Deliverables

The international consultant will be responsible for the following deliverables:

1) A report on the technical needs assessment. This report will include the bottlenecks identified and the technical capacities required, corresponding broad technical support interventions and a mapping of technical support committed

2) A costed technical support plan for one or two years.

3) A mechanism and indicators designed for the monitoring and evaluation of technical support.

4) Formats, questionnaires and instruments developed

Methodology and working relations

The government of COUNTRY X will be advised to establish a steering committee and technical working groups (using where possible pre-existing a committee and groups). The steering committee will assist the national AIDS coordinating authority in leading the technical support planning process. The steering committee will provide oversight in the development of the technical support plan and the technical working group will provide technical inputs and local know-how.

Two national consultants will work in the technical support planning team with the technical support focal point from the national AIDS coordinating authority and a member of the UNAIDS country office directed by a lead consultant, under the guidance of the national AIDS coordinating authority and the steering committee. The consultancy team will establish relations with key stakeholders and country partners including the joint UN team on AIDS, the national AIDS coordinating authority, national experts, CCM, and the Global Fund PRs.

The guidance note on intensifying technical support to countries and the technical support planning methodology will be considered as a reference framework to guide the technical support planning process.

Profile of the national consultant

◼ Excellent knowledge of HIV epidemic in COUNTRY X.

◼ At least 10 years experience in HIV strategic planning, programme and institutional development, technical needs assessment and technical support planning.

◼ Demonstrated capacity to identify and resolve problems of coordination of multiple stakeholders

◼ Excellent negotiation, coordination and communication skills.

◼ Strong writing skills.

◼ Language: proficiency in official UN language in country X. and the national language of COUNTRY X.

Report

The identified products (see above) will be delivered to the national AIDS coordinating authority and UNAIDS at the country level; they will be shared with all stakeholders and submitted for approval/endorsement during a special meeting after the departure of the consultants. The working group will be in charge of the necessary amendments.

The report will provide information on the process followed in the country for the technical support planning. Details will be provided on the methodology followed and the instruments/ tools used at different steps, the strengths and weaknesses of the process, the constituencies participating in the process and recommendations for improvement. A copy of the technical needs assessment and the technical support plan will be submitted along with the report.

Activities and indicative time frame of the international consultancy

Activity	Partners	Description	Timeframe
In-country preparation	National AIDS coordinating authority focal point, steering committee, international consultants, working groups, UCC	• Collect all relevant documents • Synthesize critical issues in documents • Contact key stakeholders and arrange meetings, focus group discussions and field trips	6 days
Identification and analysis of the gaps and obstacles	National AIDS coordinating authority focal point, steering committee, national consultants/ working groups, UCC, international consultant	• Complete desk review of key documents, • Interview with key informants and stakeholders to obtain information on perceived bottlenecks , capacity challenges and technical support needs • In depth analysis of the gaps and obstacles with technical working groups. Identification of bottlenecks. • Agreement with steering committee on key identified bottlenecks that need to be addressed by technical support	10 days
Technical Needs Assessment (TNA)	National AIDS coordinating authority focal point, steering committee, lead consultant, working groups, UCC	• Identification of technical capacity challenges, longer term technical support actions and priority technical support interventions with technical working groups • Agreement on the technical needs assessment by the national AIDS coordinating authority and stakeholders (through the steering committee).	10 days
Development and validation of the Technical Support Plan (TSP)	National AIDS coordinating authority focal point, steering committee, lead consultant, working groups, UCC	• Based on technical needs assessment, development of a detailed technical support plan • Validation of the TSP by the National AIDS coordinating authority and stakeholders	7 days

Development of a system for technical support implementation and monitoring	National AIDS coordinating authority focal point, steering committee, lead consultant, working groups, M&E unit, UCC	• Discussion and recommendations on coordination arrangements, continued resource mobilization and TS execution procedures • Development of a framework for monitoring the technical support (indicators plus mechanism for data collection and analysis). This system will be integrated into the national M&E system	3 days
Finalisation of report and debriefing	Consultants in collaboration with National AIDS coordinating authority, lead consultant , UCO, UNAIDS	• Collecting final comments • Ensuring all corrections and contributions are captured • Finalization of the report • Presenting of final report to various stakeholder forums with national AIDS coordinating authority	4 days
TOTAL DAYS			40 days

4b. Proposed generic terms of reference for a lead consultant in Country X to develop a technical support plan to support the Implementation of the national response

Background

Increasing levels of funding are available to support HIV interventions, giving countries an important opportunity to accelerate the national response to the epidemic. However countries are facing serious difficulties in utilizing the expanded funding, because capacity is not growing at the same rate as funding. Capacity gaps in systemic and programmatic areas appear to represent major obstacles to the implementation and achievements of programme goals. Provision of technical support is critical to address gaps and obstacles in the implementation of the national response.

So far technical support provided to countries remains, in most cases, ad-hoc, supply- rather than demand-driven, and uncoordinated. Technical support is often unsustainable as there is insufficient and/or inconsistent transfer of knowledge.

Increasing demand for quality-assured technical support to help countries meet performance-based funding criteria, coupled with the renewed commitments to scale-up towards universal access and the Millennium Development Goals have underscored the need to review the provision of technical support.

In December 2007 the UNAIDS national capacity support unit developed a Guidance Note technical support planning. This Guidance Note will provide the UNAIDS Country Coordinators (UCCs) with a general framework to assist the national AIDS coordinating authority in managing the technical support for a scaled-up response. It will also help the National AIDS Coordinating Authority to more effectively plan, manage and coordinate technical support.

In COUNTRY X, the availability of the national HIV strategic plan provides the basis to develop a technical support plan. This plan will strengthen national capacities in order to implement more efficiently the national response, in particular Global Fund projects.

Rationale

Countries have been increasingly requesting a more coordinated and systematic approach to technical support management.

One of the key elements to ensure timely, coordinated and effective technical support is the availability of a technical support plan, based on identified gaps and obstacles in the implementation of the national strategic or action plan and on a comprehensive technical needs assessment.

Such a validated technical support plan will constitute for all national and international partners in COUNTRY X such as the Global Fund, the World Bank, PEPFAR, the bilateral cooperation, international NGOs and the private sector, the reference document for the provision of technical support.

The technical support plan development process will be led by the national AIDS coordinating authority to ensure national ownership. The participation of the stakeholders, including the civil society and other national and international partners in this process ensures the buy-in of the plan by donors and partners.

UNAIDS, whose mission is to support the national responses, will provide assistance to the national AIDS coordinating authority of COUNTRY X to develop a technical support plan to improve the implementation of the national HIV strategic plan. The technical support plan will also contribute to improving the Global Fund projects on HIV as these are based on the national strategies plan.

Objectives

The objectives of the consultancy are:

- To further identify, analyse and validate bottlenecks to the implementation of the multisectoral response to HIV.
- To conduct technical needs assessment to address the bottlenecks identified.
- To develop a technical support plan.
- To develop an M&E system for technical support monitoring and evaluation.
- To integrate the technical support plan into the HIV national strategic/operational plans.

Tasks

The lead consultant will work guide the work of the technical support plan development team consisting of at least two national consultants, working in close collaboration with the national AIDS coordinating authority and the UNAIDS country office. The lead consultant will be responsible for ensuring the tasks below are accomplished and will delegate as appropriate to the national consultants

1. Identification and analysis of the key bottlenecks that hamper the implementation of the national response to HIV.

- Review key documents to identify critical bottlenecks (gaps in the national response and operational /systemic obstacles that hinder scaling-up). Key documents to be reviewed include:

The national strategic plan

Key documents related to Global Fund HIV projects,

Other key documents related to the national AIDS response and health development.

■ Get agreement on the bottlenecks through a validation process with key informants, technical working groups and presentation to the steering committee.

2. Technical support needs assessment

■ Prepare and conduct individual or group meetings with key informants and organizations including, ministry of health, CCM, Principal Recipients of Global Fund projects, NGOs, the civil society, development partners groups, and technical support providers to obtain perceptions of stakeholders on capacity challenges and technical support needs. At the same time, obtain information on the ongoing or planned/committed technical support by the key stakeholders.

■ Through analysis of the data and discussions with the technical working groups, refine the capacity challenges underlying the identified and validated bottlenecks.

■ Identify longer term technical support actions to address the technical capacity needs during the timeframe of the national strategic plan

■ Prioritize the longer term technical support actions into priority technical interventions for one or two years

■ Validate the technical needs assessment with the steering committee

3. Technical support plan (TSP) development

■ Develop a prioritized and feasible technical support plan. Together with the working groups, identify the most appropriate approach of technical support to respond to the capacity challenge. Specific activities, the contributing agency (agency committed to contributing with funding or in kind), the client organization, the timeframe, estimated cost, committed funds, funding gaps, milestones or indicators for monitoring technical support execution will be part of the technical support plan.

■ Circulate the draft TSP to partners to collect comments and information on existing and intended commitments.

■ Incorporate comments from the partners and finalize the TSP.

■ Present the final TSP for validation to the steering committee.

4. Preparation for implementation of the TSP

■ Discuss the implementation modalities with the national AIDS coordinating authority and make recommendations on suitable coordination mechanisms, continued resource mobilization for the TSP and procedures for execution of TS interventions

5. M&E system for technical support monitoring and evaluation

■ Lead/facilitate discussions with the national AIDS coordinating authority M&E unit to develop indicators to monitor and evaluate the implementation of the technical support

plan and propose a system to collect data and report information. The M&E system for technical support is to be harmonized with and integrated into the national M&E system.

Deliverables

The lead consultant will be responsible for the following deliverables:

- A report on the technical needs assessment. This report will include the bottlenecks identified and the technical capacities required, corresponding broad technical support interventions and a mapping of technical support committed.

- A costed technical support plan for one or two years.

- A mechanism and indicators designed for the monitoring and evaluation of technical support.

- Formats, questionnaires and instruments developed

Methodology and working relations

The government of COUNTRY X will be advised to establish a steering committee and technical working groups (using where possible, a pre-existing committee and groups). The steering committee will assist the national AIDS coordinating authority in leading the technical support planning process. The steering committee will provide oversight in the development of the technical support plan and the technical working group will provide technical inputs and local know-how.

The lead consultant will lead the technical support planning team comprising of the technical support focal point from the national AIDS coordinating authority, a member of the UNAIDS country office and two national consultants, under the guidance of the national AIDS coordinating authority and the steering committee. The consultancy team will establish relations with key stakeholders and country partners including the joint UN team on AIDS, the national AIDS coordinating authority, national experts, CCM, and the Global Fund principal recipients.

The guidance note on technical support planning will be considered as a reference framework to guide the technical support planning process.

Profile of the lead consultant

- Excellent knowledge of the HIV epidemic in region XX.

- At least 10 years experience in HIV strategic planning, programme and institutional development, technical needs assessment and technical support planning.

- Demonstrated capacity to identify and resolve problems of coordination of multiple stakeholders

- Excellent negotiation, coordination and communication skills.

- Strong writing skills.

- Language: proficiency in the official UN language in COUNTRY X. The national language of COUNTRY X would be an advantage

Report

The identified products (see above) will be delivered to the national AIDS coordinating authority and UNAIDS country office; they will be shared with all stakeholders and submitted for approval/endorsement during a special meeting after the departure of the consultants. The steering committee will be in charge of the necessary amendments.

The report will provide information on the process followed in the country for the technical support planning. Details will be provided on the methodology followed and the instruments/tools used at different steps, the strengths and weaknesses in the process, the constituencies participating in the process and recommendations for improvement. Copy of the technical needs assessment and the technical support plan will be submitted along with the report.

Activities and indicative time frame of the international consultancy

Activity	Partners	Description	Timeframe
Consultant' briefing	UNAIDS (RST by phone)	• Presentation of the Guidance Note and discussion on the integration of the technical support planning in existing processes at country level	1 day
Identification and analysis of the gaps and obstacles	National AIDS coordinating authority focal point, steering committee, national consultants/ working groups, UNAIDS Country Coordinator,	• Complete desk review of key documents, • Interview with key informants and stakeholders to obtain information on perceived bottlenecks , capacity challenges and technical support needs • In depth analysis of the gaps and obstacles with technical working groups. Identification of bottlenecks. • Agreement with steering committee on key identified bottlenecks that need to be addressed by technical support	10 days
Technical Needs Assessment (TNA)	National AIDS coordinating authority focal point, steering committee, national consultants/ working groups, UNAIDS Country Coordinator,	• Identification of technical capacity challenges, longer term technical support actions and priority technical support interventions with technical working groups • Agreement on the technical needs assessment by the national AIDS coordinating authority and stakeholders (through the steering committee).	7 days

Activity	Partners	Description	Timeframe
Development and validation of the Technical Support Plan (TSP)	National AIDS coordinating authority focal point, steering committee, national consultants/ working groups, UNAIDS Country Coordinator,	• Based on technical needs assessment, development of a detailed technical support plan • Validation of the TSP by the National AIDS Authority and stakeholders	7 days
Development of a system for technical support implementation and monitoring	National AIDS coordinating authority focal point, M&E unit, steering committee, national consultants/ working groups, UNAIDS Country Coordinator,	• Discussion and recommendations on coordination arrangements, continued resource mobilization and TS execution procedures • Development of a framework for monitoring the technical support (indicators plus mechanism for data collection and analysis). This system will be integrated into the national M&E system	3 days
Finalisation of report and debriefing	Consultants in collaboration with National AIDS coordinating authority, UNAIDS country office and regional support team	• Finalization of the report • Debriefing (in country and through teleconference with Geneva)	2 days
TOTAL DAYS			30 days

Annex 3:

Proposed document library for technical support planning

Document	Likely source
National HIV/AIDS Strategic Plans (current and previous)	NAC
- Sub-national strategic plans	NAC
- Sectoral strategic plans	Ministries
- Health Sector Strategy and related documents	MoH
- Progress reports and evaluation of NSP(s)	NAC
- Joint Review reports	NAC
National AIDS Programme	
- National AIDS policy on prevention, care and/or universal access	NAC/MoH
- HIV/AIDS legal framework	NAC
- Epidemiological reports (ANC surveillance, population based surveys)	MoH
- Behaviour surveys,	NAC/MoH
- Treatment protocols	MoH
Global Fund Proposals & Documents	
- Proposal(s)	CCM
- TRP Comments & Clarifications	CCM
- Grant agreement(s)	Web
- Grant Performance Report & Scorecard	Web
- Workplans & detailed budgets	PR
UNAIDS & Co-sponsor related documents	UCC
- Epidemiological update	UCC
- TS plans of co-sponsors, UN joint programme of support	UCC
- UNGASS docs: Universal Access targets and reporting	UCC
- Sectoral plans & strategies (SWAps, Health Sector Strategy, manpower, etc.	MoH
Other donor related docs	
- World Bank	UCC
- PEPFAR/USG Country Operations Plan	Development
- DFID, EU, USAID, France, GTZ, etc.	partners
Implementing partners and Technical Support organization docs	
- INGO	UCC
- TSFs	UCC
- NNGO	CCM
- Foundations	NAC
- FBO/CSO/CBO Umbrella orgs	UCC
Partner mapping	
Near Term Agenda of Stakeholders in-country	

Annex 4. Proposed interview protocol for the discussions with partners

Name of interviewee…………………..

Date……………………..

Organization…………………

For each of the strategic objectives and the related programmes in the national strategic plan, following questions could be asked:

a) Step 2. Identification and validation of bottlenecks

■ From what you know, what are the main strengths of the programmes? Why- Results, Process, Impact?

■ What are the main elements that have led to the success of these programmes?

■ What are the main obstacles for a better performance in the implementation of these programmes?

■ Is the national strategic plan covering all the priority areas and populations at higher risk? Are there any gaps in the national strategic plan that hamper an effective response?

b) Step 3. Technical support needs assessment

■ Are there any assets/resources/capacities missing to better implement these interventions?

c) Step 4. Development of the technical support plan

■ What technical support are you currently providing or have you planned/committed to the national response to HIV?

Sample activity costing worksheet

Annex 5. Sample activity costing worksheet

Prevention Goal: Reduce new infections by 50% by 2012							
Strategic objective: 80% of population has adopted appropriate HIV prevention measures							
Priority technical support interventions (Y1-2)	Specific activities	Line item	Units	Number of units needed Rationale for number of units needed	Rationale for number of units needed	Cost per unit (US dollars)	Total estimated cost (US dollars)
1.1.1.1 Carry out analysis of HIV situation in prisons	1) Recruit two national consultants x 55days	2 national consultants for 55 days	Number of national consultant days	110	As defined in intervention	360	39,600
	2) Four Feedback half day feedback meetings for 15 persons	60 half day workhsop participants	number of participants per half day	60	as planned in project document	60	3,600
		travel costs for ten up country participants	travel	32	ten participants x four meetings	120	3,840
		DSA for up country participants	DSA	32	participants x four meetings	48.75	1,560
							9,000
	3) Printing 2,500 copies of report	2,500 short reports	Quantity of copies disseminated - short doc	2,500	25 copies to every national prison, 100 copies to ministry of home affairs, 100 copies to NAC, 5 copies to other key stakeholders	6	15,000
						activity total	63,600
						TOTAL PLAN COST	XXX

OVERVIEW OF COST ASSUMPTIONS Cost driver	Unit	Cost per unit (US dollars)	Source of cost data
Travel		120	Weighted cost assuming 10% of attendees come by air, 70% come by car and 20% come by bus
Meeting room & hospitality		30	Standard hotel meeting rates
Half day meeting/workshop	Number of participants per half day	55	
DSA		25	Standard government rates (assuming half per diem)
Travel		0	Assumption that all attendees for short meeting are local
Meeting room & hospitality		30	Standard hotel meeting rates
National consultants	Number of national consultant days	360	
Travel		10	Assumption based on local travel costs
DSA		100	Standard UN rate
Consultancy fee		250	Standard UN rate
International consultant	Number of international consultant days	680	
Travel		50	Assumption based on average consultancy of 30 days
DSA		130	Standard UN rate
Consultancy fee		500	Standard UN rate
Programme officer	Number of months of employment - PO	800	
Total employee costs per month		800	Standard UN volunteer rate
Senior programme officer	Number of months of employment -SPO	2500	
Total employee costs per month		2500	Standard UN national officer rate
Study tour	Number of study tour days	400	
Travel		100	Assumption based tour of 5 working days
DSA		300	Standard government rate
Surveys/Assessment studies	Number of employee days for survey	130	
Employee costs		50	Assumption based on local salaries
Travel		50	Assuming daily car rental of $150 and 3 people per car
DSA		30	Standard government rate
Printing and dissemination costs - long document	Quantity of copies disseminated - long doc	6	
Printing cost per copy		4	market rate for a 75 page document
Distribution cost per copy		2	market rate for a 75 page document
Printing and dissemination costs - short document	Quantity of copies disseminated - short doc	3	
Printing cost per copy		2	market rate for a 5 page document
Distribution cost per copy		1	market rate for a 5 page document

Annex 6. Full technical support plan matrix

Full technical support plan matrix

Prevention Goal. Reduce new infections by 50% by 2012												
Strategic objective: 80% of population has adopted appropriate HIV prevention measures												
Specific Objective	Bottlenecks	Underlying Capacity Challenges	Long Term Technical Support Actions (NSP timescale)	Priority Technical Support Interventions (1st/2nd yr)	Specific Activities	Time-line	Client Organization	Contributing Organization	Estimated Cost US$	Estimated value of commit-ment	Funding Gap	Indicator
Ensure access to prevention services for 80% of key populations at higher risk	Incomplete package of preven-tion services delivered Legal framework hindering access to services, e.g. condoms, needle exchange	Lack of a national strategy for HIV prevention in prisons	Development and adoption of a national HIV preven-tion strategy for prisons	Carry out analysis of HIV situation in prisons	1) Two national consultants x 55 days	Q1	Prison services	UNAIDS (PAF)	110 x USD 360 = 39,600	40,000	0	Report available by 15 March
					2) Four feedback meetings for 15 persons – travel & DSA	Q2		tbd	4 x 15 x USD 150 = 9,000	0	9,000	Document printed and 2500 copies, dissemi-nated by 30 June
					3) Printing of 2,500 copies of report	Q2		tbd	2,500 copies x USD 6 = 15,000	0	15,000	4 feedback meetings held by 30 Apr

Annex 7. Monitoring Matrix

Indicator definitions

Indicator	Indicator definition	Purpose of collection	Indicator calculation
Number of technical support activities executed according to the defined time line	Number of technical support activities executed according to the defined time line	To determine the number of technical support activities executed according to the defined time line	This indicator is measured by totaling the number of service activities completed within the time frame.
Percentage of technical support activities executed according to the defined time line	Percentage of technical support activities executed according to the defined time line	To determine the percentage of technical support activities executed according to the defined time line	This indicator is measured by totaling the number of service activities completed within the time frame divided by the number of planned activities within a given timeframe
Number of technical support activities executed satisfactorily	Number of technical support activities executed satisfactorily	To determine the number of technical support activities executed satisfactorily	This indicator is measured by totaling the number of service activities completed satisfactorily
Percentage of Technical Support executed satisfactorily	Percentage of technical support activities executed satisfactorily	To determine the percentage of technical support activities executed satisfactorily	This indicator is measured by totaling the number of service activities completed satisfactorily divided by the number of planned activities within a given timeframe
Budget utilization	Amount of technical support budget allocations expended within the defined time frame.	To assess the level of planned-budget utilization within the defined time frame.	This is determined by the total amount of planned-budget used within a given timeframe
Percentage of budget utilization	Percentage of technical support budget allocations expended within the defined time frame.	To determine the extent to which planned Technical Support budgets have been absorbed or utilized	This is calculated using the total budget spent divided by the total planned budget within the given timeframe
Technical support requests by sector	Number of technical support needs addressed broken down by type of client (CSO, Ministry of Health, other government sectors, other stakeholders).	To determine the number of technical support needs addressed broken down by type of different sectors	This is determined by disaggregating the technical support services needs by relevant sectors within the country within a given timeframe
Percentage of technical support requests by sector	Percentage of technical support needs addressed broken down by type of client (CSO, Ministry of Health, other government sectors, other stakeholders).	To determine the percentage of technical support needs addressed broken down by type of different sectors. This indicator helps to show the balance of technical support request across sectors.	This is calculated by disaggregating the sector-specific technical support request by the overall technical support request within a given timeframe

Technical Support Plan Monitoring Matrix

Technical Support Plan Monitoring Matrix

Specific objective	Priority Technical Support Interventions	Qtr (1-4) Yr (1/2)	Specific Activities	Indicators — Technical support executed (in numbers and %)	Budget utilization (in $ and in %)	Client organization	Sources of verification of deliverables	Status of execution	Technical support defined as satisfactory by client (Yes/No)	Comments
Prevention Goal: Reduce new infections by 50% by 2012										
Strategic objective : 80% of population has adopted appropriate HIV prevention measures										
1.1 Ensure access to prevention services for 80% of key populations at higher risk	1.1.1.1 Carry out analysis of HIV situation in prisons	Q3 (Y1)	1) Two national consultants x 60 days	Draft situation analysis report with actionable recommendations available by end Sept	36,000 (91%)	Prisons Department	Draft situation analysis report	Fully complete	Yes	
		Q4 (Y1)	2) Four consultation meetings for key constituencies	Consensus built among key constituencies by 30 Nov	11,300 (126%)		Adoption of situation analysis by key constituencies	Fully completed	Yes	
		Q1 (Y2)	3) Printing of 2,500 copies of report	Document printed and 2500 copies disseminated by 30 June	17,000 (113%)		Report disseminated to all stakeholders	Fully completed	Yes	due to increased fuel costs, price of delivery increased

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