UNAIDS Secretariat
Country Office Programme Assessment

Terms of Reference

1. Context

1.1 UNAIDS Second Independent Evaluation (SIE) examines the efficacy (efficiency), effectiveness and outcomes of the Joint Programme on HIV/AIDS (UNAIDS) from 2002 to 2008. It recognizes UNAIDS' achievements in generating political commitment for the AIDS response at the global and country levels. It also acknowledges some successes in promoting and achieving global consensus in policy and programmes and in strengthening capacity – particularly within UNAIDS through the expansion of staff of both the Secretariat and Cosponsors. However, the SIE also highlights the need for improved performance and accountability of the UNAIDS Secretariat and its Cosponsors. It points out the often blurred roles between the Secretariat and the Cosponsors; inconsistency in the provision of technical support; gaps in leadership and support to prevention programmes and policies in countries; cumbersome administrative systems which reduce the efficiency of financial and human resource management; and administrative processes that do not keep pace with the growth of the Secretariat.

1.2 The 25th meeting of the UNAIDS Programme Coordinating Board (PCB) adopted many of the recommendations and conclusions of the SIE, including:

- the development of a new mission statement with measurable objectives and time-bound objectives for UNAIDS;
- an increased emphasis on prevention, improved and targeted technical support;
- strengthened partnerships; accountability in the allocation of funds raised by the Secretariat and Cosponsors;
- strengthened performance evaluation and knowledge management;
- rationalization of staff at global, regional and country levels; and
- a movement towards one single administrative system for the UNAIDS Secretariat.

The PCB also noted the importance of defining the Joint Programme's performance around commitments made on developing of UN capacity at country level.

1.3 One of the key objectives of the Department of Effectiveness and Country Support (PEC) in 2010 is to initiate a review of the UNAIDS Secretariat country and regional offices' performance. This would entail an evaluation of the efficacy of existing tools and processes to track the progress and the implementation of programmes at country and regional levels, and the development of coherent and consistent organization-wide systems and tools to assess performance on an annual basis.

1.4 At country level, programme assessments will be conducted every 4 to 5 years to verify the extent to which the UNAIDS Secretariat is fulfilling its core mandate. The programme assessments will also review whether staff profiles, organizational structures, management arrangements and budgets are in line with UNAIDS' focus areas and related roles and functions,

1.5   Separate terms of reference will be developed in due time for the performance review of the UNAIDS Secretariat at regional level.

2.   UNAIDS mandate and corporate priorities

2.1   The Joint United Nations Programme on HIV/AIDS (UNAIDS) was established through the Economic and Social Council (ECOSOC) resolution 1994/24 of 26 July 1994 to "*undertake a joint and co-sponsored United Nations programme on HIV/AIDS, on the basis of co-ownership, collaborative planning and execution, and an equitable sharing of responsibili*ty" with six UN-system Cosponsoring organizations: UNDP, UNESCO, UNFPA, UNICEF, WHO and the World Bank. This group was joined by UNODC in 1999, ILO in 2001, and UNHCR and WFP in 2003.

2.2   Six joint programme objectives were listed in *ECOSOC resolution 1994/24*, namely[1]:

- to provide global leadership in response to the epidemic;
- to achieve and promote global consensus on policy and programme approaches;
- to strengthen the capacity to monitor trends and ensure that appropriate and effective policies and strategies are implemented at country level;
- to strengthen the capacity of national governments to develop comprehensive national strategies and implement effective HIV/AIDS activities;
- to promote broad-based political and social mobilization to prevent and respond to HIV/AIDS;
- to advocate greater political commitment at global and country levels including the mobilization and allocation of adequate resources.

2.3   The Cosponsoring organizations are required to "*incorporate the normative work undertaken by UNAIDS at global level on policy, strategy and technical matters into their HIV/AIDS activities and related activities undertaken at country level*."

2.4   UNAIDS was established to draw on the experience and strengths of the Cosponsoring organizations in developing coherent strategies and policies and mobilizing political and social support for action to prevent and respond to AIDS, while involving a wide range of sectors and institutions at national level.

2.5   As a response to the complexity of a changing and growing Aid, Health and HIV landscape over the past decade, UNAIDS, donors and civil society, including networks of people living with HIV, have called for greater clarity on the relationships between needs, financing, activities and outcomes and also greater specificity about the role of UNAIDS and the Secretariat within the wider constellation of actors.

2.6   In May 2009 *the Joint Action for Results-UNAIDS Outcome Framework 2009–2011* (Outcome Framework) was launched to guide future investment and hold the Secretariat and the Cosponsors accountable for making the resources of the UN work for results in countries. It reaffirms the UNAIDS Secretariat and Cosponsors role to leverage their respective organizational mandates and resources to work collectively to deliver results, in 10 priority areas, namely:

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[1] ECOSOC resolution 1994/24, Annex

1. Reduce sexual transmission of HIV;
2. Prevent mothers from dying and babies from becoming infected with HIV;
3. Ensure that people living with HIV receive treatment;
4. Prevent people living with HIV from dying of tuberculosis;
5. Protect drug users from becoming infected with HIV;
6. Remove punitive laws, policies, practices, stigma and discrimination that block effective responses to AIDS;
7. Empower young people to protect themselves from HIV;
8. Meet the HIV needs to women and girls and stop sexual and gender-based violence;
9. Enhance social protection for people affected by HIV, and
10. Reduce HIV transmission among men who have sex with men, sex workers and transgender people.

Associated cross-cutting strategies include:
- Bringing AIDS planning and action into national development policy and broader accountability frameworks;
- Optimizing UN support for Global Fund to Fight AIDS, Tuberculosis and Malaria applications and programme implementation;
- Improving country-by-country strategic information generation, analysis and use, including through the mobilization of novel sources;
- Assessing and realigning management of technical assistance programmes;
- Developing shared messages for sustained political commitment, leadership development and advocacy; and
- Broadening and strengthening engagement with communities, civil society and networks of people living with HIV at all levels of the response.

3.   Role of UNAIDS Secretariat at country level

3.1   At country level, the UN Resident Coordinator is required to establish a UN Theme Group on HIV/AIDS within the framework of *UN General Assembly Resolutions 44/211 and 47/199* and the UNAIDS Secretariat is tasked to facilitate coordination among the Cosponsoring organizations at country level. The primary role of the UNAIDS Country Office (UCO) is thus to facilitate and support the work of functional UN-wide AIDS coordinating mechanisms (e.g. Joint Teams, Thematic working Groups, and Joint Programmes) in support of the national response to HIV and AIDS.

3.2   More specifically, the UNAIDS Secretariat supports a more effective, comprehensive and coordinated response to AIDS through 5 focus areas, namely,
- Leadership and advocacy for effective action on the epidemic;
- Strategic information and technical support to guide efforts against AIDS worldwide;
- Tracking, monitoring and evaluation of the epidemic and of responses to it;
- Civil society engagement and the development of strategic partnerships; and
- Mobilization of resources to support an effective response.

3.3   To enhance synergy and delivery of Joint results, implementation of UN programmes on HIV and AIDS at country level is by and large, done by the Joint UN Teams on AIDS. The establishment of the Joint Teams on AIDS has emerged within the larger context of both UN reform[2] and international efforts to improve aid effectiveness, promote more coherent and effective UN support of national AIDS priorities[3].

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[2] *Report of the Secretary-General: An agenda for further change* (September 9, 2002).
[3] Rome (February 2003) and Paris (March 2005) Declarations.

The imperativeness, unique and added value of the Joint Teams include[4]:

- Simplification and harmonization of UN support to national response, building on existing directives and processes.
- Clear definition of accountability lines, mechanisms for enforcing them, and overall a greater commitment of UN agencies.
- Greater clarity on roles and responsibilities of individual UN agencies as part of the Joint UN Teams, especially through the Technical Support Division of Labour.
- Allowing partners to access services for provision of technical support through the UN system
- A joint programme of support, and the team that implements it, operating under a long-term vision with shorter-term actions.
- Unifying and integrating UN support within national planning frameworks, so as to strategically fill existing gaps.
- Evolution and strengthening of the HIV/AIDS component of UN Development Assistance Framework (UNDAF).

3.4   The roles and responsibilities[5] of the UNAIDS Secretariat at country level are currently being reviewed as part of a broader process being carried out to respond to several recommendations of the Second Independent Evaluation, especially recommendation 5[6] regarding staffing of the Secretariat and recommendations 4 and 14 that call for a review of the UNAIDS Division of Labour and of the mechanisms through which this work is managed. Work is also underway regarding positioning of the UCC within the Resident Coordinator system. The outcome of this work will be taken into account for these terms of reference when it is completed and endorsed either by the Cabinet and/or PCB, as applicable.

4.   Main purpose of the country office programme assessment

4.1   The main purpose of the UNAIDS country programme assessment is to identify, document and, when necessary, agree on means of improvement of the programmatic relevance, effectiveness and efficiency of UNAIDS Country Offices (UCOs).

4.2   For the purpose of the country programme assessments, programme relevance will be measured at output[7] and outcome[8] level, within the context of the specific contribution of the UNAIDS Secretariat in Outcome Framework areas and the country programme outcomes of the Joint UN Programme of Support on AIDS, and programme effectiveness and efficiency at output and activity level, based on the output results of the country office workplan.

4.3   While these assessments will be looking at the specific contribution of the UNAIDS Secretariat at country level mainly at output and outcome levels, broader programmatic impact[9] should be

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[4] *Ibid, P.2*.

[5] See also paragraph 5.2 below.

[6] Recommendation 5 "*requests the Executive Director to adjust the size, staffing and organizational arrangement of Secretariat at country level to reflect national needs and the implications of recommendation 1*".

[7] An **output result** is the products and services, or knowledge and skills which result directly from the completion of activities within a development intervention.

[8] An **outcome result** is the likely or achieved short-term and medium-term effects of an intervention's outputs, such as behavioural change (in attitudes, practices) or institutional change (values, laws – associated with institutional performance, new institutions, etc.).

[9] Standards for evaluation in the UN system (UNEG, April 2005) suggest that a UN evaluation could also include several other criteria including impact, sustainability, value-for-money, client satisfaction, etc. Based on UNAIDS particular mandate, it dose not seem appropriate nor possible to assess impact – e.g. of interventions

looked at as part of the evaluation of the Joint UN Programme of Support on AIDS, within the framework of the United Nations Development Assistance Programme (UNDAF).[10]

5.   Scope and specific objectives

5.1   In terms of **programme relevance**, it is expected that the Assessment will review the extent to which the UNAIDS programme of work at country level is responding to country priorities and needs, as well as addresses UNAIDS core mandate and corporate priorities. Specifically, the Assessment will focus on the outputs and outcomes of the UNAIDS engagement in key areas such as:

   i.   the definition of country priorities on the basis of a robust situation analysis and status of the epidemic status;
   ii.   the definition and adoption of ambitious national universal access targets for HIV prevention, treatment, care and support;
   iii.   the scope and focus of national strategic and operational plans;
   iv.   the prioritization of interventions;
   v.   the provision and analysis of strategic information to guide the national response;
   vi.   the mobilization of resources and sustainability of the national response;
   vii.   the development of key partnerships to scale up the national response;
   viii.   the building of an enabling legal environment.

The Assessment will also identify whether and to what extent UNAIDS corporate priorities (outlined in the Outcome Framework 2009-2011 and other key corporate frameworks) have (a.) been taken into account in the UNAIDS programme of work in the specific country context, and (b.) utilized to influence the priorities and country programme outputs and outcomes reflected in the UNDAF and the Joint UN Programme of Support on AIDS.

The linkages with other programmes and support to MDGs will also be examined.

5.2   Regarding **programme effectiveness**[11], the Assessment will examine the extent to which the UNAIDS programme at country level is achieving expected outputs. In order to do so, the Assessment will look at progress made and achievements against the outputs stated in the UCO workplan and the Joint UN Programme of Support on AIDS, for which the UCO has primary responsibility. Particular attention will be put on assessing whether or not the UCO has fulfilled UNAIDS Secretariat role in the three technical areas indicated in the Division of Labour[12], which include:

   •   overall policy, monitoring and coordination on prevention;
   •   strengthening HIV/AIDS response in context of security, uniformed services and humanitarian crises;

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on HIV prevalence – as this can only be done by looking at results of the national AIDS response over a period of a minimum of 5 to 10 years. Additionally, the fact that there is a wide range of stakeholders contributing to the HIV and AIDS response means that it is difficult to directly attribute investments and inputs to impact.

[10] According to the UNDAF Guidelines updated in 2009, *"the [UNDAF] evaluation has three main purposes: to assess the relevance of the UNDAF outcomes, the effectiveness and efficiency by which UNDAF outcomes and Country Programme outcomes are being achieved, their sustainability and contribution to national priorities and goals."* This includes the specific UNDAF Outcomes and Country Programme Outcomes on HIV and AIDS.

[11] "The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance", from the *Glossary of Key Terms in Evaluation and Result Based Management*, OECD, Paris, 2002.

[12] *UNAIDS Technical Support Division of Labour, Summary and Rationale*, UNAIDS, August 2005

- strategic information, knowledge sharing and accountability, coordination of national efforts, partnership building, advocacy, and monitoring and evaluation, including estimation of national prevalence and projection of demographic impact.

It will also examine how proactive the UCO has been in fulfilling the key core roles and functions[13] expected of the Secretariat at country level, which include:

1. Advocacy, leadership and policy guidance
2. Communication
3. Resource mobilization
4. Brokering partnerships – civil society and PLHIV
5. Coordination
6. Leveraging UN reform
7. Strengthen accountability
8. Strategic information and planning
9. Brokering technical assistance and capacity development
10. Operations and management

In this respect, the assessment will also try to measure contributions from RSTs and HQ units that support the country office in the fulfilment of these roles and functions.

5.3　Finally, in terms of **programme efficiency**[14], the Assessments will look into the balance of results achieved in the given country context vis-à-vis investments made, including for staffing, operations costs and programmatic interventions and activities. More specifically, the Assessment will determine if services provided and results achieved are commensurate to the level of resources, both human and financial, at the disposal of the country office. It will examine the soundness and efficacy of management processes, and the extent to which the office follows administrative procedures and adheres to rules and regulations, with the view of enhancing programme efficiency. In countries where significant extra budgetary resources are available, the Assessment will review the deployment of these resources to see how they contribute to the achievement of higher-level results at country level around country priorities and needs and UNAIDS core priorities.[15] Where possible efficiency coefficients will be developed to help facilitate comparison between countries.

6.　Periodicity of country programme assessments and review period

6.1　The country programme assessments will be conducted periodically, i.e. every 4 or 5 years. Each Assessment should review activities, outputs and outcomes up to 4 years before (and in any case no earlier than January 2006). This proposed cycle and period of coverage takes into consideration several factors:

- firstly, the epidemic is evolving very rapidly in most country contexts;
- secondly, the period of coverage for assessing programme relevance needs to be long enough (e.g. 3 to 4 years) to be able to measure the depth and breadth of our programme focus and the influence of our work on the national response at outcome level;

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[13] This list of core UCO roles and functions emanates from the July 2009 meeting with selected country & HQ senior staff, consultations with the RSTs, and feedback received from the M&E and Partnership Officers meetings held in 2009. It is still under review.

[14] "A measure of how economically resources/inputs funds, expertise, time, etc.) are converted to results, from the *Glossary of Key Terms in Evaluation and Result Based Management*, OECD, Paris, 2002

[15] To this purpose, it is crucial to have accurate information. Hence the importance of establishing a robust data collection process at the start of the exercise

- finally, we need to take into account UNAIDS workplanning and budgeting cycle, which has been two years since the establishment of UNAIDS. Starting in 2012 the workplan will be for 4 years, but budget cycles will still be two years.

6.2   On this basis, for programme relevance and sustainability, the Assessment will need to review at least a 4 -year cycle to measure results at outcome level.

6.3   Regarding programme effectiveness and efficiency, the Assessment will need to review only last 2-year workplanning cycle to measure achievements at output level, and activities.

7.   Expected outputs

7.1   It is expected that the country programme assessments will produce the following outputs:

a. Evidence of programme relevance – Documented evidence, measured against pre-defined performance indicators, of the influence of the country office in the five focus areas mentioned in paragraph 3.2., as well as the consistency of policies, the reliability of data and the inclusiveness of participatory processes.
b. Evidence of programme effectiveness – Documented evidence of the contribution of the country office to joint UN outcomes within the framework of the Joint UN Programme of Support and the UNDAF, and of achievement of the outputs results included in the country office workplan.
c. Evidence of programme efficiency – An analysis of overall costs incurred for operating in the country, including staff, programme interventions and activities and operational budget (both core and extra-budgetary), in comparison with results obtained (value for money).
d. A summary of gaps and opportunities identified and recommendations to address them.
e. A review of staffing profile, organisational structure, management arrangements and budgets for staff, operational costs and programme activities, and corresponding recommendations.

8.   Process

8.1   The assessment will be implemented in 8 main steps articulated around specific activities and key milestones, as outlined below. For details, please refer to Appendix 1.

Step 1: Preparation for the assessment (2 to 4 weeks)
Step 2: Survey of Key Informants (2 weeks)
Step 3: Triangulation and verification of information, including field mission (2 weeks)
Step 4: Data analysis (2 weeks)
Step 5: Draft assessment report (2 weeks)
Step 6: Discuss report with key stakeholders (1 week)
Step 7: Finalize assessment report (1 week)
Step 8: Secure management response and follow up action plan

9.   Assessment report

9.1   Report [approximately 30 pages] should be broadly structured as follows:

1) Executive Summary [1-2 pages]
A succinct synopsis of the UCO accomplishments, the challenges and unmet goals and recommendations

2) Context [1-2 pages]
2.1 Purpose and scope of the assessment
2.2 Key issues/ questions selected for the assessment
2.3 Summary of the assessment methodology

3) Findings [10 pages]
3.1 Results achieved
   The most salient results achieved by the UCO based on data collected for the indicators of achievement and other relevant information. These highlights of programme results should be brief and concrete and reflect the most significant achievements towards realizing the UCO programmes outputs. They should also highlight the results achieved within the framework of the Joint UN Programme of Support on AIDS.
3.2 Challenges, obstacles and unmet goals

4) Conclusions and recommendations [1-2 pages]

5) Lessons learned [approximate 1 page]

6) Appendices [10 pages]
   a. Terms of Reference
   b. List of key documentation reviewed
   c. List of key informants interviewed
   d. Other documentation and data which amplify the findings of the assessment

10.   Composition and selection of the assessment team

10.1   Depending on the size of country of office and complexity of UNAIDS activities at country level, the assessment team will be composed of a minimum of 3 to a maximum of 6 members, representing the country, regional and global levels. One of the team members should be an independent consultant. Responsibility for leading the team will be given to the most senior staff member.

Taking into consideration UNAIDS core roles and functions at country level, the teams will need to be multidisciplinary. The range of experience and expertise required in most situations include:

- UN country programming, programming on HIV and AIDS in particular;
- strategic planning, including results based planning and management;
- programme development and management;
- strategic information, and monitoring and evaluation;
- partnership building, advocacy and communication;
- resource mobilization and management;
- human resource management;
- knowledge of UN environment;
- technical expertise relevant to the specific country context [as necessary]

In addition, composition of teams will take into consideration the following criteria:

- language proficiency;
- gender balance;
- experience in the country or region concerned

10.2 The selection of teams will principally be made from a pool of potential assessors constituted for this purpose by senior management, on the basis of suggestions from the Inter-Departmental Group on Programme Performance and the relevant RST.

11. Budget

11.1 Since the country programme assessments are mainly an internal exercise, costs will be charged as follows:

- Travel costs for HQ staff: respective HQ units activity budgets;
- Travel costs for RST staff: RST activity budget;
- Travel costs for UCC: PEC, Office of Director workplan;
- Fees and travel costs for independent assessor: PEC, Office of Director workplan;

11.2 In-county costs (e.g. for meetings, in-country travel, etc.) should be incorporated in advance in the concerned UCO ops budgets during budget preparation for the following 2-Year budget cycle. This means that the list of country assessments should be known and made public in advance, based if possible on a clear and transparent roll out of these country assessment exercises.

12. Follow up

12.1 The report on the UNAIDS Secretariat country office programme assessment, once finalised, should be sent to the UCC/UCO for his(her) review and acceptance within two weeks of the transmission date.

12.2 As per the UNEG standards for evaluation in the UN system, the assessment will require an explicit response by the UCC/UCO and management addressed by its recommendations. This will take the form of a management response and follow up action plan clearly stating responsibilities, to be issued within one month of acceptance of the assessment report by the UCC/UCO.

12.3 Follow up on the implementation of the assessment recommendations that have been accepted by the UCC/UCO and management will carried out under the joint responsibility of the Regional Director, Regional Support Team, and of the Director, Department of Programme Effectiveness and Country Support.

12.4 Periodic reporting on the status of the implementation of the recommendations of country programme assessments carried out in their respective region should be done by the RST Director during the periodic meetings of Regional Directors.

13. Evaluation

13.1 The inter-departmental working group on assessing program performance at country and regional levels will review the end products to ensure they comply with the present terms of reference.

Appendices

Appendix 1
Annotated description of the Assessment Process

Step 1: Preparation for the assessment (2 to 4 weeks)
1) Consultation with UCO, RST and Co-sponsors and adaptation of terms of reference for the assessment [Deliverables: Agreed ToRs and timelines].
2) Practical arrangements and establishment of assessment team [Deliverables: composition of assessment team and division of labor].
3) Preparation of analytic framework [Deliverable: Analytical Framework that establishes the basic parameters to assess the UCOs programmatic relevance, efficiency and effectiveness]
4) Gather and inventory key global, regional and country information [Deliverable: Repository of key documents, organized data set (hard and soft copies)]
5) Desk review of country information [Deliverable: Synthesis of information based on agreed analytical framework; assessment of UCO's 'evaluability']
6) Development of tools for data collection and analysis [Deliverables: self administered survey questionnaire; questionnaire for individual interviews, focus group discussion guide with a set of 3-4 standard issues]
7) Outline for country assessment report [Deliverable: tailored report outline].

Step 2: Survey of Key Informants (2 weeks)
1. Identify survey respondents and agree on the method of getting the survey instrument to the persons in the sample (mail or web) [Deliverable: List of respondents]
2. Survey of key informants (survey will be self-administered by the respondent) [Deliverable: survey responses]
3. Develop a survey tracking system, review and edit returned questionnaires, code responses, enter responses, and calculate frequency of responses [Deliverable: response data]

Step 3: Triangulation and verification of information (2 weeks)
1. Telephone interviews [Deliverable: notes from structured interviews]
2. Field mission to gather information from key resource people and informants [Deliverable: List of key informants]
3. Hold briefings on the UCO assessment mission[Deliverables: presentation, debriefing session]
4. In country interviews with key informants [Deliverable: notes from structured interviews]
5. In country focus group discussions [Deliverable: Notes from focus group discussions]
6. Debriefing sessions to share the main findings and conclusions of the mission [Deliverables: presentation, debriefing session]

Step 4: Data analysis (2 weeks)

1. Analyze the data collected through the desk review, self-administered survey, telephone interviews and field missions [Deliverables: Summary of key assessment findings]

Step 5: Draft Assessment Report (2 weeks)

1. Draft assessment (including annexes) report integrating the findings and recommendations from the assessment [Deliverable: draft assessment report]

Step 6: Discuss report with key stakeholders (1 week)

1. Debrief key stakeholders on the salient findings and recommendations [Deliverables: power point presentation, debriefing sessions]
2. Peer review of the report [Deliverables: Identification of factual errors or points needing clarification; improvement of recommendations; understanding of the assessment results]

Step 7: Finalize Assessment report (1 week)

1. Consolidate the draft report into final form so it is written in "one voice" and is consistent throughout [Deliverable: Final assessment report]
2. Dissemination of the final report [Deliverable: dissemination of the report to key stakeholders]

Step 8: Develop a follow-up Action Plan (TBD)

1. Work with the UCO to develop a 'Follow-up Action Plan'[Deliverable: Follow-up Action Plan]
2. Regular review of the UCO implementation of the Action Plan (in line with other on-going processes)

Appendix 2
List of templates and Tools for the Assessment Process

1. List of key informants
2. List of key documentation
3. Analytical Framework (basic parameters to assess the UCO)
4. Self administered survey questionnaire
5. Questionnaire for individual interviews
6. Focus group discussion guide with a set of 3-4 standard issues
7. Survey tracking system and code
8. Outline of assessment report
9. Template – agenda of country meetings
10. Template – Microsoft PowerPoint[©] presentation (e.g. for debriefings)
11. Template – Interview notes
12. Template – Follow-up Action Plan

Annex 3
Documents to be consulted
(the list is not exhaustive)

Global documents
1. Outcome Framework Priority Areas business plans

Regional documents
2. RST Work plan

National documents:
3. Poverty reduction strategy
4. MDG report
5. Country profile, UA factsheets, Statistical Profile Statistical Profile
6. National AIDS Strategic Plan
7. Sectoral AIDS plans - Health Sector Strategic Plan
8. National Surveillance report
9. NSP Operational Plan and latest reviews
10. Report of annual reviews of the AIDS response
11. Description of partnership forums (NAC, SWAP, CCM etc)
12. Emergency and humanitarian appeals (if applicable)
13. UNGASS reports
14. Universal Access reports
15. Evaluation of the Paris Declaration on aid effectiveness
16. NASA
17. Global Fund proposals
18. "Three Ones" documentation

UN documentation:
19. UNDAF/CCA
20. UN Division of labour
21. Workplans of UNAIDS Cosponsors (CPAP, Annual(bi-annual) workplans, project documents)
22. UN Joint Team documentation (terms of reference, organigram, designated UN Technical
    Support Leaders, mechanisms and working modalities, performance indicators)
23. Joint UN Programme of support on AIDS (annual rolling work plan, technical support plan,
    Coordination and implementation arrangements, Monitoring tool)
24. UNDAF annual progress report
25. RC annual report
26. Joint Programme annual progress report
27. UN Learning strategy on HIV/AIDS
28. UNEG stocktaking missions (if applicable)

UCO
29. UCO work plan and budget
30. UCO staffing table (including staffing practices) and organisational chart
31. PAF and TAF utilisation report
32. UCO Accountability Enhancement reviews
33. UCC survey
34. UCO reports (mid-year, end-year, other)
35. Regional reports (if and as appropriate)
36. Resource mobilization proposals
37. UN Civil society partnership frameworks

<u>Partnerships</u>
38. HIV strategies of key partners
39. Working Groups – TOR, annual workplans