Please review and define the partnership approach and governance framework.

The senior contract management teams of UNAIDS and OPM have consulted extensively on the findings of the evaluation and the operational TSM teams of UNAIDS and OPM have already initiated useful operational and organisational changes, based on consultation and collaborative work planning. This is a six-months Management Response starting in September 2020 until end February 2021. Selected actions, particularly related to the Management and Governance structure and the organigramme of both organisations have already been initiated in parallel with the development of the Management Response, through a participatory and consultative process with OPM and partners.

Please list the recommendation from the Evaluation Report

No | Recommendation | Management response | Actions planned | Responsible | Timeframe | Tracking |
---|---|---|---|---|---|---|
1 | Review and define the partnership approach and governance framework | Accepted. The contractual relationship between UNAIDS-OPM (as the TSM's current implementing agent) is an essential component for the implementation of the TSM and is reliant on the mutual understanding, respect and close collaboration that exists between both parties in the partnership. | Please indicate the concrete actions planned by UNAIDS and partners to implement the recommendations | Please be specific and indicate who (Staff or Unit/office) in UNAIDS is responsible for the actions. (If it is a joint response, it should list who these are specifically) | Timeframe: Mid-term (November 2020) - 3 months | Final (February 2021) - 6 months |
2 | Finalise the TSM results framework, ensuring that all parties are happy with what the framework provides them with what they need | Accepted. Thinking and practice around the TSM results framework has evolved significantly since its 2018 inception; and performance management and the results framework are essential areas of new investment for the TSM in 2020 and beyond. As the scale and scope of the TSM’s work expands, and with the emergence of the Last Mile First initiatives in 2020 as an integral part of the TSM, UNAIDS recognises the importance of optimising and deepening its monitoring and evaluation work. Priority is given to fully measuring the quality and effects of the technical support provided and optimising the catalytic value of strategic learning derived from it. | Senior contract management teams of UNAIDS and OPM | Please be specific and indicate a completion date (the overall timeframe is usually one year) | Timeframe: Mid-term (November 2020) - 3 months | Final (February 2021) - 6 months |
3 | Develop and agree on contract management key performance indicators between USAID and UNAIDS and between UNAIDS and OPM | Accepted. UNAIDS recognises that improvements can be made and is cognisant of the importance of ensuring effective and efficient contract management both with its donors and contractors. UNAIDS is committed to develop and implement a pro-active engagement and responsive management at both levels. | Senior contract management teams of USAID and OPM | Please indicate status of implementation and actions taken. If an action is no longer relevant due to a changed context, please provide a justification and indicate if it should be cancelled or reformulated. | Timeframe: Mid-term (November 2020) - 3 months | Final (February 2021) - 6 months |

Please indicate the concrete actions planned by UNAIDS and partners to implement the recommendations.

Please be specific and indicate who (Staff or Unit/office) in UNAIDS is responsible for the actions. (If it is a joint response, it should list who these are specifically).
### Recommendation Management response Actions planned Responsible Timeframe

<table>
<thead>
<tr>
<th>No</th>
<th>Recommendation</th>
<th>Management response</th>
<th>Actions planned</th>
<th>Responsible</th>
<th>Timeframe</th>
<th>Mid term [November 2020] - 3 months</th>
<th>Final (February 2021) - 6 months</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.4</td>
<td>We recommend that clear TSM governance, strategic management and operational mechanisms be established. These should articulate (i) what the main bodies are, (ii) their purpose and functions, (iii) how often they communicate and meet, (iv) how they communicate, such as through what means (face to face, phone etc.) and (v) topics of discussion.</td>
<td>Accepted.</td>
<td>Continuing to ensure the effective and efficient governance and management of the TSM, as it evolves and expands is a priority for UNAIDS. Further to consultations and feedback from UNAIDS and OPM, the following two-tier governance and management structures have been developed and are in process of adoption/finalization. For all bodies, purpose, functions, and accountability are defined.</td>
<td>TSM Team, UNAIDS</td>
<td>30 October 2020</td>
<td><strong>November 2020 (ii) 30 November 2020 (iv) 30 October 2020 - March 2021</strong></td>
<td></td>
</tr>
</tbody>
</table>

#### 2. Review and reconfigure the TSM management structure

**2.1**

**Reconfigure the UNAIDS TSM management team**

- Partially accepted - the need for reconfiguring is agreed but only partially. The proposal put forward by the evaluators of what this reconfiguration should look like. UNAIDS will establish a management team to ensure effective management, results, and accountability, while the structure of the team will be adjusted to the new vision of the TSM and ongoing organisational changes that have taken place.

- Accepted. OM is committed to ensuring it has the appropriate management capacity in place to meet the evolving needs of the TSM and as established under the terms of the extended letter of agreement with UNAIDS.

**2.2**

**Reconfigure the OPM TSM management team**

- Accepted. OM is committed to ensuring it has the appropriate management capacity in place to manage day-to-day operations of the TSM and as established under the terms of the extended letter of agreement with UNAIDS.

**2.3**

**Clarity and agreement on a final TSM orgaignment, including explanation of each role within the TSM model**

- Accepted. Drawing on the recommendations of the evaluation, the lessons learned, and in line with the evolution of the TSM to an expanded level of operations, UNAIDS is committed to the consolidation and “freezing” of the TSM model in an optimal configuration. The updated configuration places priority on leveraging and leveraging the relative expertise of different UNAIDS and external stakeholders, while recognising and managing the complexity of such a collaborative approach.

**2.4**

**Review the decision-making points at the headquarters, regional support team and country levels**

- Accepted. UNAIDS is committed to executing clearly defined decision-making points, and efficient and timely decision-making based on clear lines of authority and accountability exercised at the appropriate levels. To optimise TSM decision-making and ensure consistent future practice, UNAIDS is reviewing current practices and workflows for duplication and/or redundancies, and taking into account the available capacity of those involved in decision-making.

**2.5**

**Communicate an agreed management structure and organogram for TSM with all relevant partners (UNAIDS, OPM, Global Fund and United States Government partners), that includes clarity on the decision-making points 2-4, including decision-making structure**

- Accepted. It has been acknowledged that the TSM has over the past two years been learning by doing, which has resulted in the ongoing evolution of roles and responsibilities within the TSM model. At times, these changes have not been communicated sufficiently to different stakeholders.

- Following the completion of the TSM organogramme and all terms of reference, (i) UNAIDS and OPM will coordinate the dissemination of these guidance documents to all internal and external stakeholders. (ii) Dissemination will be accompanied by virtual information sessions for different stakeholder groups. For both (i) and (ii) also see 3.1.

---

**TSM teams of UNAIDS and OPM**

**(i) 31 December 2020 (ii) 30 November 2020**

---

**TSM organisngame (Annex 3)**

**(i) November 2020 (ii) 30 November 2020**

---

**TSM teams of UNAIDS and OPM**

**(i) 30 November 2020 (ii) 30 November 2020**

---

**TSM organisngame**

**(i) TSM organisngame (Annex 3)**

**(i) October 2020 (ii) 30 November 2020**

---

**TSM teams of UNAIDS and OPM**

**(i) 30 November 2020 (ii) 30 November 2020**

---

**TSM teams of UNAIDS and OPM**

**(i) September -December 2020 ongoing, (ii) 31 December 2020**
<table>
<thead>
<tr>
<th>No</th>
<th>Recommendation</th>
<th>Management response</th>
<th>Actions planned</th>
<th>Responsible</th>
<th>Timeframe</th>
<th>Mid Term (November 2020) – 3 months</th>
<th>Final (February 2021) – 6 months</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Develop and agree a collaboration and communication framework</td>
<td>3.1 Develop a TSM internal stakeholder engagement plan that outlines which topics need to collaborate, how they should communicate, for what purpose and when.</td>
<td>Accepted. UNAIDS and OPM are committed to optimizing collaboration and communication amongst internal stakeholders through the provision of clear and consistent guidance on how the TSM works.</td>
<td>TSM Team, OPM</td>
<td>15 December 2020</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Building on the reconfiguration of the TSM’s management structure and actions outline in 2.1-2.3, OPM, under the guidance of UNAIDS, will develop internal stakeholder engagement plans. Each plan will bring together the relevant guidance documents (including visual flow charts and other communication tools) tailored to each audience. UNAIDS is also working towards the automation of the TAF process which will also contribute to effective collaboration and communication through the automation of key workflows and the channeling of engagement of different stakeholders (see 4.1 below).</td>
<td></td>
<td>31 January 2021</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.2 Develop a TSM external stakeholder engagement plan that outlines which topics need to collaborate, how they should communicate, for what purpose and when.</td>
<td>Accepted. UNAIDS is committed to facilitating the engagement with, and contribution to, the TSM of different stakeholders to ensure the reach and optimal performance of the mechanism.</td>
<td>UNAIDS will develop an external stakeholder engagement and communications plan. Tailored guidance will be developed and presented to different external stakeholders.</td>
<td>TSM teams at UNAIDS and OPM, with support from other relevant UNAIDS thematic (e.g. Global Fund) and functional (External Donor Relations) teams.</td>
<td>30 November 2020</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Set up a management information system</td>
<td>4.1 Develop a user-friendly, accessible, TSM information system, dashboard or website to house operational and learning materials</td>
<td>Accepted. UNAIDS is committed to establishing an advanced information management system designed to facilitate stakeholder engagement and collaboration throughout the TAF assignment lifecycle, support day-to-day operational and workflow (assignment) management, performance monitoring, reporting and the communication of learning. Central to this new information management system will be the identification and systematic retention of important details and learning which is essential to an operating model that draws heavily on independent external consultants.</td>
<td>TSM teams, CPDM and UNAIDS</td>
<td>(i) 15 December 2020 (ii) 15 March 2021 (iii) 01 April 2021 July 2021</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(i) UNAIDS in consultation with OPM will conduct a mapping of functionality requirements, information needs of stakeholders, and technical specifications of an advanced information management system. Based on this mapping an assessment will be made of the potential return on investment of developing system to inform the drafting of a RFP to be launched in mid-December for the development of an appropriate system. The RFP will be accompanied by a cost-benefit analysis to facilitate the budget review and assessment of submissions. (ii) Important considerations in the assessment of proposals and selection of a service provider will be the compatibility with existing UNAIDS and OPM systems; multi-stakeholder accessibility and online interface; security and data protection; and comparative development, start-up and maintenance costs. (iii) Once a service provider has been selected through a competitive bidding process and contracted, UNAIDS will supervise and OPM will support the service provider in the development and launch in stages of the management information system.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Develop Develop and agree on a knowledge management and strategic learning plan</td>
<td>5.1 Take stock and scope knowledge management and strategic learning needs</td>
<td>Accepted. UNAIDS is committed to optimising the dissemination and furthering of good practices in the global HIV response and the provision of technical assistance towards this end. Specifically, UNAIDS is committed to ensuring the learning from the TSM contributes to gaps in existing knowledge and understanding.</td>
<td>PPHs and TIs</td>
<td>(i) April - December 2020 (ii) Ongoing</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(i) Since April 2020, UNAIDS and OPM have been consulting and assessing existing and future knowledge management and strategic learning needs as the basis of a future action plan. This has included reviewing existing processes for collecting, analysing, synthesising and sharing good practices and learning derived from the TSM. As part of this process, UNAIDS is exploring potential formats for the targeted sharing of good practices and learning from the work of the TSM. (ii) Initially, a quarterly bulletin drawing together good practices and learning from the TSM is planned for launch in 2021. (iii) UNAIDS and OPM are continuing to maintain the state-of-the-art level and refine the format of existing thematic guidance documents. Opportunities to increasingly draw on TSM case studies and analysis to support these documents are being explored. As part of the TSM’s quality assurance process, qualitative feedback will more systematically be solicited to inform the strategic learning needs of stakeholders, as well as inform the continuous improvement of these documents.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(i) Since April 2020, UNAIDS and OPM have been consulting and assessing existing and future knowledge management and strategic learning needs as the basis of a future action plan. This has included reviewing existing processes for collecting, analysing, synthesising and sharing good practices and learning derived from the TSM. As part of this process, UNAIDS is exploring potential formats for the targeted sharing of good practices and learning from the work of the TSM. (ii) Initially, a quarterly bulletin drawing together good practices and learning from the TSM is planned for launch in 2021. (iii) UNAIDS and OPM are continuing to maintain the state-of-the-art level and refine the format of existing thematic guidance documents. Opportunities to increasingly draw on TSM case studies and analysis to support these documents are being explored. As part of the TSM’s quality assurance process, qualitative feedback will more systematically be solicited to inform the strategic learning needs of stakeholders, as well as inform the continuous improvement of these documents.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(i) Since April 2020, UNAIDS and OPM have been consulting and assessing existing and future knowledge management and strategic learning needs as the basis of a future action plan. This has included reviewing existing processes for collecting, analysing, synthesising and sharing good practices and learning derived from the TSM. As part of this process, UNAIDS is exploring potential formats for the targeted sharing of good practices and learning from the work of the TSM. (ii) Initially, a quarterly bulletin drawing together good practices and learning from the TSM is planned for launch in 2021. (iii) UNAIDS and OPM are continuing to maintain the state-of-the-art level and refine the format of existing thematic guidance documents. Opportunities to increasingly draw on TSM case studies and analysis to support these documents are being explored. As part of the TSM’s quality assurance process, qualitative feedback will more systematically be solicited to inform the strategic learning needs of stakeholders, as well as inform the continuous improvement of these documents.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(i) Since the completion of the 07 Funding Application round, the TSM and OPM teams have been initiated a process to develop an updated knowledge management and strategic learning plan, drawing on consultation with UNAIDS thematic leads and OPM Functional Points and analysis of TRP and Peer Review comments, and focused on anticipated grant implementation TS needs in the upcoming year. The plan will draw on the TSM’s work on monitoring and evaluation (see 1.2) and articulate the methodological approach that will be adopted and products that will be developed for dissemination. The plan will highlight how strategic learning will be integrated into every stage of the quality assurance process (to ensure quality on entry and continuous learning), and the TSM’s new information management system will facilitate its implementation (see 4.1).</td>
<td>OPM with direction from UNAIDS</td>
<td>31 January 2021</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>(i) The TSM and OPM teams are currently (Oct 2020) looking at drafting a Strategic Learning plan, building on consultation between UNAIDS thematic leads and OPM Functional Points as well as development of Virtual Country Support Plans for the grant implementation phase of the Global Fund cycle. The TSM’s knowledge management and strategic learning plan and respective roles and responsibilities will be discussed in a management meeting in early 2021. (ii) Once agreed, implementation will be closely manage and implementation monitored. Implementation of the TSM’s Knowledge Management and Strategic Learning Plan will be reviewed after its first year.</td>
<td>TSM Team, UNAIDS</td>
<td>(i) 31 November 2020 (ii) January - March 2022</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### 6.2 Improve the pool of consultants

**Carry out a scoping exercise to identify skills and thematic expertise gaps.**

- **Accepted.** UNAIDS and OPM are dedicated to ensuring that its pool of consultants match the need of the TSM and is responsive to emerging priorities.

In the fourth quarter of 2020, OPM, in collaboration with the UNAIDS Thematic Leads and the LMFs, will conduct an analysis of its existing database and experience with placing consultants since 2018. Particular focus will be placed on the West and Central Africa region and OPM’s consultants database. An action plan will be developed outlining steps for expanding the pool and adapting a dynamic approach to identify and keep consultants up to date with different policies, methodologies, and learning from TA implementation. OPM is implementing a survey to expand and update its current database and updating its systems for capturing skill sets and expertise of its consultants pool.

<table>
<thead>
<tr>
<th>No</th>
<th>Recommendation</th>
<th>Management response</th>
<th>Actions planned</th>
<th>Responsible</th>
<th>Timeframe</th>
<th>Mid term (November 2020) - 3 months</th>
<th>Final (February 2021) - 6 months</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Improve the pool of consultants</td>
<td>Accepted. UNAIDS and OPM are dedicated</td>
<td>To service the Global Fund Funding Application phase, OPM developed focused lists of consultants with required expertise for Anglophone, Lusophone and Francophone countries. This process of refreshed pools and addressing gaps in various areas is now being extended to the broader database and will focus on the priority thematic areas identified in the Virtual Country Support Plans for 2020-21 which are currently under development. OPM’s proactive renewal of its pool of consultants focuses on four inter-related priorities: (i) Prioritise the expansion of the pool of consultants in areas where existing or new skills and thematic expertise gaps are identified (see 6.2); (ii) Consultations with UNAIDS (RST, UCO and HQ) to assist in the identification of new candidates. Through these consultations and especially with the support of UNAIDS thematic leads, OPM will seek to directly identify potential new individual consultants and companies, and also indirectly expand its contracts (especially stakeholders at the national and regional levels) who may also be able to open up different networks of potential consultants. (iii) Develop further systems to build capacities in priority skills areas and further incentivise opportunities for consultants, including both limited to exploring possibilities of: (a) 'hiring' junior and senior consultants; (b) more proactively establishing multi-disciplinary teams to match capacities to the needs of assignments when appropriate; and (c) identifying and offering virtual capacity building workshops. (iv) OPM will review its recruitment and screening process on an ongoing basis. (b) OPM will further enhance its performance feedback mechanisms for consultants from country, regional and HQ level stakeholders (i.e. UCDs, RST focal points and HQ thematic leads), as well as from the consultants themselves. (c) exploits opportunities for facilitating thematic communities of practice in the new Information Management System (see 6.1)</td>
<td>OPM to lead with UNAIDS support for consultations</td>
<td>11 December 2020</td>
<td>(i) 31 January 2021</td>
<td>(i) 30 November 2020 (ii) 15 December 2020</td>
</tr>
</tbody>
</table>

### 6.3 Deliberately build Francophone and other language capacity

- **Accepted.** UNAIDS and OPM recognise the gap that exists in its pool in relation to Francophone consultants able to work in Western and Central Africa.

In line with the Evaluation recommendation – OPM is working with its existing pool of francophone consultants and UNAIDS to develop a rapid recruitment plan to identify new Francophone consultants and consultancy companies. This plan includes: (a) building on new links and information gained from current or recently completed assignments linked to the Global Fund Windows in countries in western and central Africa to identify and engage local consultancy companies in West and Central Africa; (b) exploring opportunities through LinkedIn and other relevant online networking tools; and (c) simultaneously identifying capacity development opportunities for Francophone consultants to provide additional incentive during the recruitment drive. Once further consultations with stakeholders have been completed, the recruitment drive will be launched with dedicated staff time allocated from the OPM TSM Team. OPM is exploring use of training of local/national consultants with regional/international consultant both to enhance local capacity and to respond to the shift in working arrangements necessitated by COVID 19. Working closely with UNAIDS, OPM is also exploring increased engagement and utilisation of civil society and community organisations with expertise in specific areas (e.g. community-led response and working with key populations) In addition, the TSM and OPM teams will also work to expand the pool of consultants for Luophone countries.

| Specific Recommendations to improve the TSM Package of Tools and Forms | The Evaluation Report’s specific operational recommendations, alongside regular stakeholder consultations, are contributing to the ongoing revision and updating of TSM operational policies, procedures, guidelines and templates. | UNAIDS and OPM | July 2020 - 31 January 2021 |

### ANNEX 1

#### (i) Governance and Management Structure

**Governance and Performance Oversight**

The primary purpose of the Governance and Performance Oversight (GPO) group is to set and adjust the strategic direction of the TSM and approve initiatives. The GPO reviews annual performance, outcomes and results; and is responsible for approving and reviewing the TSM's strategic framework. The GPO is accountable for ensuring performance and financial reports, as well as risk- and risk-management evaluations. The GPO brings together the Director of FTI (Programme), Thematic and Regional Directors, TSM Donors (USAID) and related EDR donor focal points, and the TSM Team on a semi-annual basis. When requested, this core group may be complemented by LMF Thematic Leads and TA providing implementing partners, and events in person when appropriate and otherwise virtually.

**Grant and Programme Management**

The primary purpose of the Grant and Programme Management (GPM) group is to review: progress against workplans; adjustments to implementation; the use of resources; and to monitor performance, outcomes and results. The GPM shares updates on implementing partners between managers, and approves the development and adjustment of policies, procedures and working modalities. The GPM is accountable for: overseeing performance against KPIs and the TSM’s Results Framework; monitoring quarterly narrative and financial reports; and preparing to the Deputy Executive Director (Programme) of re-programming outside of the workplan but within the TSM’s strategic directions. The GPM brings together the Director of FTI, Regional Support Team Focal Points, LMF Thematic Leads and the TSM Team on a quarterly basis. Meetings are guided by a standing agenda.

**Project Management Meeting**

The role of the monthly project management meeting is to discuss highlights, ongoing activities and discuss the upcoming round of priorities and challenges. The meeting discusses the workplan and budget allocations for the next quarter, and considers strategic learning, monitoring and evaluation issues. The meeting is used to provide periodic performance feedback and to review OPM’s achievements against KPIs and expenditure over the previous period. The meeting also reviews OPM staffing matters, focal points, peer reviewers and consultations. The meeting brings together Project Management of OPM and Senior Programme Advisor of the TSM, and meets virtually. Meetings are guided by a standing agenda.

**Strategic Learning Review**

The role of the Strategic Learning Review (SLR) group is to share information on progress and challenges encountered, to identify good practices and learning and review adjustments made, and to facilitate broad exchange at a technical level between implementers. To inform the work of the GPO, the SLR is accountable for the review of programmatic and fiscal progress, discussion of results and achievements to date, and the provision of updates on course corrections. The SLR brings together the Director of FTI, Regional Support Team Focal Points, LMF Thematic Leads, TSM implementing partners and the TSM Team on a quarterly basis. This core group is complemented at every other meeting by TSM Donors (USAID) and related EDR donor focal points, and meets in person when appropriate and otherwise virtually.

**Implementation Monitoring**

The role of the Implementation Monitoring (IM) group is to support and coordinate work planning and implementation, and monitor workplace implementation and performance against established indicators. The IM is accountable for adherence to policies, procedures and working modalities, and the identification and diagnosis of operational issues that require course corrections or re-programming within approved workplans. The IM group brings together the Director of FTI, Regional Support Team Focal Points, TA providing implementing partners, and the TSM Team on a quarterly basis, and meets virtually. Meetings are guided by a standing agenda.
The primary purpose of the semi-annual senior management meeting is to maintain the efficacy of working relations. The meeting is used to initiate, review and conclude contractual terms and conditions (including contractual negotiations) of the partnership, define and review respective roles and responsibilities, and agree/review working principles. From a position of mutual accountability, the meeting reviews OPM’s performance against established KPIs, discusses and reviews periodic reporting, as well as financial reports and evaluations. The meeting brings together the Senior Management of OPM, the FTI Director and Senior Programme Advisor of the TSM, and meets virtually. Meetings are guided by a standing agenda.

The primary functions of the operations meeting every two weeks are to share operational updates, follow-up and address urgent issues on assignment, share updates on non-TAF drawdown consultancies and current special initiatives. At the second meeting of each month financial balances are also reviewed. The meeting brings together the OPM and TSM teams, and meets virtually. Meetings are guided by a standing agenda.

ANNEX 2

**Management Structure: TSM Organigramme**

![Management Structure Diagram](image)

ANNEX 3

**OPM- TSM Functional Structure**

![Functional Structure Diagram](image)