

REFINED OPERATING MODEL OF THE UNITED NATIONS JOINT PROGRAMME ON HIV/AIDS (UNAIDS)

Additional documents for this item:

- UNAIDS/PCB (40)/CRP1: Refining and Reinforcing the UNAIDS Joint Programme Model
- UNAIDS/PCB (40)/CRP2: Global Review Panel – Report of the Multistakeholder Consultation

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

Welcome the final report of the Global Review Panel

Endorse the UNAIDS Joint Programme Action Plan

Cost implications for decisions: none

Innovation for impact:
Refining the operating model of the
UNAIDS Joint Programme

ACTION PLAN



Innovation for impact:
Refining the operating model of
the UNAIDS Joint Programme

ACTION PLAN

OVERVIEW

This Action Plan has been developed in response to decision point 6.4(d) of the 39th Meeting of the Programme Coordinating Board requesting the Executive Director and CCO “to present a refined operating model to the 40th meeting of the PCB for consideration and approval, taking into account the recommendations of the review panel.” It builds on the UNAIDS 2016–2021 Strategy, which sets the global AIDS agenda and presents the Joint Programme’s policy and programmatic priorities and contributions to the global response to end the AIDS epidemic. The Action Plan aims to strengthen the coherence and effectiveness of the Joint Programme’s support to countries, in line with the recommendations of the Global Review Panel and as called for in Agenda 2030 and the 2016 Quadrennial Comprehensive Policy Review.

FOREWORD

As heads of the 11 Cosponsoring agencies and the Secretariat of the Joint United Nations Programme on HIV/AIDS, we are keenly aware of the unique nature and value of this innovative partnership. We are encouraged that the Global Review Panel shares this appreciation, affirming that the Joint Programme continues to make a critical contribution to the response to end AIDS and to inspire more effective ways of working together. Through this Action Plan, we commit ourselves to reinvigorate efforts to build a stronger, more effective and more accountable Joint Programme, and to leverage the mandate and resource mobilization capacity of our respective organizations to deliver on the UNAIDS Strategy. As we seek to accelerate progress across Agenda 2030, we further commit ourselves as advocates of the Joint Programme approach, recognizing that it provides valuable lessons in uniting efforts to address health and development challenges that span the Sustainable Development Goals.

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“The Joint Programme stands at the forefront of global efforts to employ multisectoral approaches to improve health and wellbeing at a time when such approaches are increasingly appreciated as critical to the wider achievement of Agenda 2030. The Joint Programme must continue to innovate, to push boundaries and to challenge the status quo.”

Report of the Global Review Panel on the future of the Joint Programme model

INTRODUCTION

Refining and reinforcing the Joint Programme model

1. The United Nations System, Member States, civil society and partners alike recognize that reshaping the world in the vision of the 2030 Agenda for Sustainable Development and achieving the Sustainable Development Goals (SDGs) will require transformative change.
2. The 2016–2021 Strategy of the Joint United Nations Programme on HIV/AIDS (UNAIDS) was the first strategy adopted by the UN System following the Agenda 2030 Summit. The Strategy is a bold call to action to Fast-Track the AIDS response and reach people being left behind. The Strategy is anchored in Agenda 2030 and is organized around five SDGs where shared progress will be critical to ending the AIDS epidemic: SDG 3 (health), SDG 5 (gender equality), SDG 10 (inequality), SDG 16 (peaceful and just societies) and SDG 17 (partnerships). It further identifies opportunities for cross-sectoral collaboration between the AIDS response and efforts towards SDG 1 (poverty), SDG 2 (hunger), SDG 4 (education), SDG 8 (decent work) and SSDG 11 (sustainable cities). The Political Declaration on Ending AIDS adopted in June 2016 reaffirmed the strategic directions needed to Fast-Track the AIDS response and accelerate progress towards achieving the SDG target of ending AIDS by 2030. The Political Declaration emphasized the need for collaborative, integrated and interconnected approaches of all partners, including the UN System.
3. To effectively deliver on its mandate in an increasingly complex and unpredictable environment, the Joint Programme is continuing to embrace change. To inform those efforts, and in the context of the financial stabilization of the Joint Programme, as well as calls for greater transparency, efficiency and results focus, and the evolving demands of the AIDS epidemic, the Joint Programme convened the Global Review Panel to provide recommendations on refining and reinforcing its model.
4. The Panel found that the Joint Programme remains an indispensable actor in the AIDS ecosystem and that, as the world applies the Fast-Track approach, it is more relevant than ever. The Panel validated the unique joint programming and joint working approach, which reduces duplication and increases efficiency. It found that the Joint Programme is highly effective in leveraging the competencies of Cosponsors and other partners in the AIDS ecosystem towards a more coherent multisectoral and multistakeholder response. The Panel further emphasized that the Joint Programme embodies approaches demanded by Agenda 2030 and represents a model 20 years ahead of its time.
5. The Joint Programme welcomes the Panel's specific, actionable recommendations on financing and accountability, joint working and governance. In taking forward these recommendations, the Joint Programme will be guided by three overarching objectives:

to deploy human and financial resources where they are needed most; to reinvigorate country-level joint work and collaborative action; and to reinforce accountability and results for people.

6. The Joint Programme further welcomes the robust consultative review process undertaken by the Panel. Its Final Report was endorsed by all panellists; the Panel Co-Chairs, Minister Awa Coll-Seck of Senegal, and Ambassador Lennarth Hjelmaker of Sweden; and its Co-Conveners, Michel Sidibé, UNAIDS Executive Director, and Helen Clark, Chair of the United Nations Development Group (UNDG). The Committee of Cosponsoring Organizations (CCO) was closely involved in the Panel process. At the April 2017 CCO meeting, Heads of Agencies welcomed the Panel's report, and recommitted to the UNAIDS 2016–2021 Strategy and to their role as Cosponsors. They further reaffirmed the leadership role of the Executive Director of the Joint Programme.
7. This Action Plan, endorsed by the CCO, sets out how the Joint Programme is refining its work modes and operating model in light of the recommendations of the Global Review Panel, and presents concrete actions, deliverables and results that will be achieved.

Pioneering reform: how the Joint Programme Action Plan responds to the Quadrennial Comprehensive Policy Review and contributes to UN system reform efforts

8. The adoption of the GA resolution (A/Res/71/243) on the 2016 Quadrennial Comprehensive Policy Review (QCPR) of UN operational activities for development, demonstrates that Member States attach critical importance to enhanced system-wide coherence as a strategy for improving the relevance and effectiveness of the UN development system. The 2016 QCPR calls for a UN development system that is more strategic, integrated, coherent, nimble and results-oriented, with a central focus on leaving no one behind.
9. The UN Secretary-General has committed to reforming and repositioning the UN development system in order to deliver on the mandates of the QCPR and to better support implementation of Agenda 2030. He has tasked the Deputy Secretary-General with leading a review to inform the development of a more cohesive and integrated system, with enhanced leadership for effectiveness on the ground, and accountability for results at all levels.
10. In the discussions leading to the development and negotiation of the QCPR resolution, the following central themes emerged: integration; multisectorality; linkages between development, humanitarian and human rights activities; multistakeholder and inclusive partnerships (including with civil society and the private sector); evidence- and rights-based approaches; inclusive governance; results-based planning, monitoring and budgeting frameworks; joint programming and collective accountability; and pooled financing. The Joint Programme contributed to the debates by sharing lessons learned and good practice across these themes from the AIDS response, the Joint Programme and the Programme Coordinating Board (PCB).
11. The QCPR resolution features significant focus on the themes listed above. Building on the Joint Programme's extensive experience, it is advancing on—and, in a number of cases, has already achieved—key requirements put forward by Member States. This Action Plan further aligns the Joint Programme with the 2016 QCPR, and aims to contribute to system-wide UN reform efforts and ensure coherent and integrated support, as called for in the 2030 Agenda.

Aligning the Joint Programme Action Plan to the QCPR

Requirements of the 2016 Quadrennial Comprehensive Policy Review	Joint Programme Action Plan: action areas and results
<p>Requests UN funds, programmes and specialized agencies, as appropriate, that have not already done so to implement integrated results and resource frameworks aligned to their strategic plans in order to strengthen results-based budgeting;</p> <p>Urges the entities of the United Nations development system to continue enhancing the transparency and accountability of inter-agency pooled funding mechanisms, as well as to continue developing well-designed pooled funds, as a complement to agency-specific funds;</p> <p>Urges the United Nations development system to mobilize multiple funding sources and deepen partnerships with other relevant stakeholders, with a view to diversifying potential sources of funding;</p> <p>Recognizes that the individual entities of the United Nations development system have specific experience and expertise... and stresses that improvement of coordination and coherence at all levels should be undertaken in a manner that recognizes UN entities' respective mandates and roles and enhances the effective utilization of their resources and unique expertise;</p>	<p>I: Mobilize and allocate resources to enable the Joint Programme to deliver on the UNAIDS Strategy within a fully-funded AIDS architecture</p> <p>Result 1: Dynamic, differentiated resource planning, mobilization, allocation and accountability model.</p> <p>Result 2: Capacity of the Joint Programme leveraged to mobilize resources from new and traditional sources.</p> <p>Result 3: Division of Labour refined and aligned with the SDGs and 2016 Political Declaration on Ending AIDS.</p>
<p>Underscores that there is no “one-size-fits-all” approach to development, and calls upon the United Nations development system to enhance its efforts in a flexible, timely, coherent, coordinated and integrated manner;</p> <p>Calls upon UN funds, programmes and specialized agencies, at the request of national Governments, to improve their support to the building, development and strengthening of national capacities; to support development results at the country level; and to promote national ownership and leadership;</p> <p>Encourages the United Nations development system to intensify its collaboration with results-oriented innovative national, regional and global partnerships;</p>	<p>II: Configure an optimal UN response, country by country, that enhances joint working to accelerate ending AIDS</p> <p>Result 4: Joint Programme presence tailored to country priorities and context as well as its comparative advantage.</p> <p>Result 5: Inclusive country-level platforms strengthened to review and advance the AIDS response within the context of the SDGs.</p>
<p>Stresses that the governance architecture of the United Nations development system must be</p>	<p>III: Strengthen and further leverage Joint Programme governance mechanisms to provide</p>

more efficient, transparent, accountable and responsive to Member States, and must be able to enhance coordination, coherence, effectiveness and efficiency of the operational activities for development;

Stresses the need to enhance system-wide coherence and efficiency, reduce duplication and build synergy across governing bodies of the entities of the United Nations development system;

Calls upon the entities of the United Nations development system to share knowledge and best practices in partnership approaches with a view to improving transparency, coherence, due diligence, accountability and impact.

leadership across the AIDS response

Result 6: Strategic policy focus of the CCO reinvigorated.

Result 7: UNAIDS and Cosponsor Board coherence enhanced and monitored.

Result 8: Regular stocktaking, undertaken by the PCB, of the status of global efforts to Fast-Track the AIDS response.

Result 9: Multistakeholder debate on the targets and result areas of the UNAIDS Strategy expanded.

ACCELERATING ACTION

ACTION AREA I

MOBILIZING AND ALLOCATING RESOURCES TO ENABLE THE JOINT PROGRAMME TO DELIVER ON THE UNAIDS STRATEGY WITHIN A FULLY-FUNDED AIDS ARCHITECTURE

12. To strengthen its effectiveness in countries and demonstrate value for money, the Joint Programme is introducing a differentiated and dynamic process for allocating resources to ensure they are directed to where they are needed most, catalyze and leverage additional resources, and further integrate HIV in the work of the Cosponsors and the broader UN system. To bolster accountability, the Joint Programme is developing a simplified and transparent reporting framework that holds Cosponsors and the Secretariat accountable for individual and joint results, shows the impact of those results for people living with, at risk of and affected by HIV, and captures the entirety of the financing and performance of the Joint Programme.
13. The Joint Programme is also putting in place forward-looking processes that incentivize broader and more sustainable resource mobilization, focus on and reward results at country level—particularly in Fast-Track countries—and align funding with capacity and expertise. To reverse the growing gap between what it is asked to do and the resources it receives, the Joint Programme must succeed in demonstrating that the AIDS architecture functions as an ecosystem and the critical role the Joint Programme plays within that ecosystem.

Result 1: Dynamic, differentiated resource planning, mobilization, allocation and accountability model for the Joint Programme

Core deliverables

1.1 Refined budget and resource allocation model. The 2018–2019 budget has been developed taking into account the recommendations of the Global Review Panel (Box 1) and will be presented to the PCB for approval in June 2017. The budget includes core funds estimated to be raised by the Secretariat and supplemental funds to be mobilized through joint resource mobilization, as well as non-core funds estimated to be raised (Figure 1).

1.2 Country envelopes. The Joint Programme is reconfiguring its resource allocation model to ensure its support is highly tailored, flexible and focused to meet country needs and priorities. UNAIDS Country Offices will coordinate a process, informed by a rapid and inclusive assessment (Result 4), to allocate country envelopes for joint and coordinated action in Fast-Track countries and for populations in greatest need in other countries, based on capacity and expertise to provide required support. The Joint Programme will continue to provide support in a wider set of countries, as is currently the case, reviewing needs and building and refining existing models of support.

1.3 More transparent, precise monitoring and evaluation framework. The monitoring and evaluation of the Unified Budget Results and Accountability Framework (UBRAF) will be strengthened in several ways. Existing indicators and the analysis of progress against milestones and targets will be improved; reporting will be enhanced by clearly distinguishing results achieved by the Secretariat, by individual Cosponsors and collective results, and by including more detailed information on non-core expenditures and additional details on core expenditures; and the quantity and quality of independent evaluations will be increased and sustained with regular reporting back to the PCB.

Box 1. Refined resource mobilization and allocation model

- Allocation of US\$ 140 million to adequately resource the UNAIDS Secretariat and enable continued support to more than 100 countries following the repositioning and staff and expenditure reductions in 2016;
- Allocation of US\$ 2 million to each Cosponsor to offer a degree of predictability in fulfilling their respective roles in their engagement with the Joint Programme;
- A further allocation of US\$ 22 million to Cosponsors at country level in the form of country envelopes to leverage joint action in 33 Fast-Track countries and in support of populations in greatest need in other countries;
- Additional resources in the form of supplemental funds to address particular epidemic and country contexts (up to US\$ 58 million, which would bring total core resources to the level of a fully funded UBRAF); and
- Continued support to more than 100 countries where the Joint Programme currently works.

The allocation of country envelopes will follow some basic steps, which are presented in the 2018–2019 budget document. These are:

- Use of a formula to establish the envelopes for Fast-Track countries, based on epidemic, economic, social, structural and other parameters;
- Establish a process in each country with the Cosponsors, coordinated by UNAIDS Country Offices, to fund joint action within the envelopes; and
- Ensure allocations are based on clear deliverables, milestones, and regular monitoring and reporting.

Table 1.

Result 1: Dynamic, differentiated resource planning, mobilization, allocation and accountability model for the Joint Programme

Core deliverables	Actions	Accountable
1.1 Refined budget and resource allocation model	2018–2019 budget presented to the PCB for approval (Jun 2017)	Secretariat and Cosponsors
1.2 Country envelopes	Formula for country envelopes established (Jun 2017)	Secretariat and Cosponsors
	First round of country envelopes allocated (Dec 2017)	Secretariat and Cosponsors
1.3 More transparent, precise monitoring and evaluation framework	Refined UBRAF monitoring and evaluation framework finalized (Dec 2017)	Secretariat and Cosponsors

Figure 1. Funds to be mobilized for a well-resourced Joint Programme (in 2018–2019, per year)



1 Supplemental funds to strengthen political advocacy, strategic information and support to civil society.

2 Non core funds are for the most part earmarked for very specific purposes and cannot easily replace more flexible core funds.

3 Supplemental funds raised through joint resource mobilization efforts.

Result 2: Capacity of the Joint Programme leveraged to raise resources from new and traditional sources

Core deliverables

2.1 Enhanced joint resource mobilization efforts. Enhanced efforts are underway, focused on leveraging the combined strengths of the Joint Programme to mobilize resources, including non-core contributions, to fund priorities of the Joint Programme as set out in the UNAIDS Strategy and UBRAF. The approach will include the following components:

- **Intensifying engagement with existing donors.** The Joint Programme relies on Member States to ensure that the PCB-endorsed budget is fully funded. As such, the Joint Programme will intensify and strengthen engagement of key donors through improved articulation of the political and programmatic added value of the Joint Programme across multiple SDG targets. The Joint Programme will also strengthen its outreach to key political leaders in donor countries, including Members of Parliament, and encourage “champions” who can articulate the critical roles the Joint Programme plays in the AIDS response and in broader health, rights and development.
- **Emerging donor engagement approach.** The Joint Programme recognizes the need for greater focus on emerging donors and has full-time staff working on expanding partnerships, including with emerging economies, foundations and high-net-worth individuals.

- Private sector approach. The Joint Programme will develop a private sector approach for resource mobilization and will strengthen its online fundraising capability.
- Efforts to enhance awareness of Joint Programme's value added among decision makers, including by: demonstrating to key partners how the Joint Programme is a unique and tested model for UN reform; facilitating a series of regional and/or thematic exchanges that bring relevant representatives from donor and key implementer countries to identify priorities for investment; and strengthening collaboration within the UNAIDS Secretariat and with Cosponsors on joint communications, with a focus on the Joint Programme's value for money and results achieved (see also 5.4).

2.2 Joint Programme investment book. The Joint Programme is in the process of developing an investment book to encourage mobilization of supplemental funds for the Secretariat and Cosponsors to address particular epidemic and country contexts. The investment book will present specific financing proposals that support implementation of the UNAIDS Strategy, and may be organized by theme, region and partners (e.g. the Joint Programme's value added to The Global Fund to Fight AIDS, Tuberculosis and Malaria grant design and implementation). This will be first presented at the UNAIDS PCB in December 2017, as part of the UNAIDS financing dialogue.

2.3 Value of the Global Fund and the Joint Programme relationship recognized. An independent evaluation of the partnership between the Secretariat and the Global Fund was recently completed. The evaluation findings highlight the efficacy of the relationship, while flagging that funding shortages may limit the Secretariat's ability to fulfil its role in providing critical support to Global Fund processes. Building on the evaluation's, as well as the Global Review Panel's, recommendation that partners uphold a principle of proportional funding for technical partners, commensurate with needs to deliver on the Global Fund partnership model and the programmes it finances, the Joint Programme will encourage understanding and promote good practice among partners on taking a holistic approach to funding the global AIDS architecture. As a matter of priority, a meeting between the chairs and vice chairs of the PCB and the Global Fund Board will be convened to chart a way forward on proportional financing, including identifying opportunities to hold action-oriented discussions at the respective boards.

Table 2.

Result 2: Capacity of the Joint Programme leveraged to raise resources from new and traditional sources		
Core deliverables	Actions	Accountable
2.1 Enhanced resource mobilization efforts	Virtual group of Secretariat and Cosponsor resource mobilization teams established (Jun 2017)	Secretariat and Cosponsors
	Private sector and emerging donor engagement approaches developed and implemented (Dec 2017)	Secretariat and Cosponsors
	Media and communications outreach on Joint Programme in partner countries (Dec 2017)	Secretariat and Cosponsors
	Thematic/regional dialogue across key partners and implementers on priorities for investment (Dec 2017)	Secretariat and Cosponsors

2.2 Joint Programme investment book	Key regional programmatic priorities and high-impact actions for countries that require funding identified (Dec 2017)	Secretariat and Cosponsors
	Investment book developed and shared with key partners at a UNAIDS financing dialogue (Dec 2017)	Secretariat and Cosponsors
2.3 Value of the Global Fund/Joint Programme partnership recognized	Independent Evaluation on Global Fund/UNAIDS Secretariat partnership presented to PCB (Jun 2017)	Secretariat
	Management response to evaluation developed and implemented (Dec 2017)	Secretariat
	PCB and Global Fund Chairs and Vice Chairs meet to discuss proportional financing (Jun 2017)	PCB and Global Fund Chairs
	PCB and Global Fund Chairs to engage in joint advocacy to encourage proportional funding, including through joint communication to key partners (Dec 2017)	PCB and Global Fund Chairs

Result 3: Division of Labour refined and aligned with the SDGs and the 2016 Political Declaration

Core deliverables

3.1 Refined Division of Labour. In order to achieve a more responsive and flexible approach for maximizing the comparative advantages and capacity of Cosponsors and the Secretariat, the Joint Programme will review and refine its Division of Labour. The refined Division of Labour will be aligned with the result areas of the UNAIDS Strategy, the 2016 Political Declaration on Ending AIDS, and the SDGs. It will set out the roles of the Secretariat and Cosponsors at the global level. Given the need for country and regional working arrangements to be flexible and able to rapidly adapt to evolving epidemics and contexts, the global Division of Labour must be adapted to the working arrangements agreed at country level (see Result 4).

Table 3.

Result 3: Division of Labour refined and aligned with the SDGs and the 2016 Political Declaration		
Core deliverables	Actions	Accountable
3.1 Division of Labour	Global Division of Labour refined (Dec 2017) and implementation adapted to the working arrangements agreed at country level	Secretariat and Cosponsors

ACTION AREA II

CONFIGURE AN OPTIMAL UNITED NATIONS RESPONSE TO AIDS, COUNTRY BY COUNTRY, THAT ENHANCES JOINT WORKING TO ACCELERATE ENDING AIDS

14. Recognizing that a more strategic, flexible approach is needed to achieve an optimal Joint Programme response to AIDS, the Joint Programme will reconfigure its presence at country level, while ensuring alignment with the SDGs, the 2016 Political Declaration on Ending AIDS and the UNAIDS Strategy, as well as with ongoing UN system-wide reviews. The Joint Programme will put systems in place to ensure the right mix of capacities are available to countries for the delivery of coordinated and coherent support, informed by country priorities, targets and the needs of people living with and affected by HIV; the comparative advantage and capacity of Cosponsors and the Secretariat; and contributions of non-UN actors.
15. The Joint Programme will also reinvigorate its support to countries in their efforts to coordinate partners and align them to respond to country needs and priorities, and guide integration in the context of the SDGs.

Result 4: Joint Programme presence tailored to country priorities and context, as well as its comparative advantage

Core deliverables

4.1 Rapid, inclusive country assessments. The Joint Programme will put in place a rapid and inclusive Secretariat-led process in Fast-Track countries to routinely assess, prioritize and recommend changes necessary to ensure an optimal configuration to support the country AIDS response. Implemented on a periodic basis with the participation of key national stakeholders, including civil society, this transparent process will identify and agree on: comparative advantage of the UN system vis-à-vis the country epidemic(s) and response; prioritization of actions by the Joint Programme to support acceleration and scale up of services; needed capacity to deliver; required resource envelope; and joint key performance indicators.

4.2 Country reconfiguration. The periodic assessment will result in the development of a country agreement on the optimal configuration of the Joint Programme presence and capacity for each of the Fast-Track countries. A simple plan of action will be developed and continuously adjusted as needed, and will be included in the Joint Programme work plan and the wider UN Development Assistance Framework (UNDAF).

Country reconfiguration will be implemented within the Resident Coordinator system, and will be developed and monitored by teams led by UNAIDS Country Directors and involving country Cosponsor representatives. Key country partners, including civil society, will be appropriately engaged, and major external partners such as the Global Fund and PEPFAR will be invited to ensure broad partnership and coherence.

4.3 Differentiated support typology. A differentiated level or typology of support will be identified and made explicit for other UNAIDS-supported countries pursuing the objectives of the Fast-Track strategy. This differentiation will need to encompass countries with diverse capacity among UN Country Teams on AIDS, from countries with little or no HIV-related UN capacity, to those with UNAIDS Secretariat presence but limited Joint Programme engagement. Differentiated support will be delivered through in-country, regional or virtual

support mechanisms, taking into consideration the resource environment and the nature of the demands. Engagement modalities and systems for review will be further explored and developed, within the framework of the Resident Coordinator system.

Global oversight will promote consistency, transparency and public accountability.

Table 4.

Result 4: Joint Programme presence tailored to country priorities and context, as well as its comparative advantage		
Core deliverables	Actions	Accountable
4.1 Rapid assessments	Assessment framework designed and agreed (Dec 2017)	Secretariat and Cosponsors
	Assessments undertaken in 33 countries (Dec 2017)	Secretariat and Cosponsors
4.2 Country reconfiguration	Country priorities and UN presence on AIDS agreed and reflected in reconfiguration plans which are ready for implementation in 33 countries (Dec 2017)	Secretariat and Cosponsors
	Clear accountability mechanism established and transparent review processes in place (Dec 2017)	Secretariat and Cosponsors
4.3 Differentiated support typology	Differentiated support typology reviewed, modalities of in-country, regional and virtual support to other countries defined and implemented (ongoing)	Secretariat and Cosponsors

Result 5: Inclusive country-level platforms strengthened to review and advance the AIDS response within the context of the SDGs

Core deliverables

5.1 Cosponsor accountabilities to ending AIDS in UN country programmes.

Cosponsors will ensure that relevant Fast-Track strategy priorities and 2016 Political Declaration targets are integrated into their country programmes and action plans, including UNDAF, where appropriate.

5.2 Support to more inclusive, integrated governance platforms. The Joint Programme will encourage and support national stakeholders, including civil society and community representatives, to establish and strengthen inclusive country level platforms to review the state of the epidemic and response within the context of the SDGs, promote mutual accountability, and inform decision-making on national development priorities and programmes. Where appropriate, reviews will integrate analysis of the UN contribution through UN Country Teams and UNDAF. Working within the context of the SDGs, the Joint Programme will support efforts to address the social and structural determinants of AIDS and health more broadly, including issues related to human rights, gender equality and improved systems for health.

5.3 Support to regional mechanisms for country delivery. The Joint Programme will support regional bodies, such as the UN Regional Economic and Social Commissions, to adopt the regional-level targets set in the 2016 Political Declaration; review their progress at the regional level; further strengthen domestic financing for the health and AIDS response; ensure quality support to countries in setting and achieving national targets in the broader context of the SDGs; and enhance accountability. The Joint Programme will provide support by bringing together partners to exchange experiences, tools and lessons at the regional/sub-regional level, in line with the Busan Partnership for Effective Development Cooperation.

Table 5.

Result 5: Inclusive country-level platforms strengthened to review and advance the AIDS response within the context of the SDGs		
Core deliverables	Actions	Accountable
5.1 Cosponsor accountabilities to ending AIDS in UN country programmes	Priorities and targets pertinent to ending AIDS integrated in Fast-Track UN country programmes and UNDAF (ongoing, where appropriate)	UN Country Teams
5.2 Support to more inclusive, integrated governance platforms	Civil society participation increased in national AIDS governance fora, with consideration to specific populations most affected by the national epidemic (ongoing)	Secretariat and Cosponsors
	In selected countries, opportunities explored around integrated health governance mechanisms (Dec 2017)	Secretariat and Cosponsors
5.3 Support to regional mechanisms for country delivery	UN Regional Economic and Social Commissions supported to review progress against 2016 Political Declaration targets (Dec 2017)	Secretariat

ACTION AREA III

STRENGTHENING AND FURTHER LEVERAGING JOINT PROGRAMME GOVERNANCE MECHANISMS TO PROVIDE LEADERSHIP ACROSS THE AIDS RESPONSE

16. The Joint Programme's governance mechanisms are among the most unique and inclusive in the UN development system. To ensure that policy deliberations are sufficiently strategic and linked to the delivery of the Strategy, the Joint Programme will build on these powerful mechanisms to enhance action-oriented multistakeholder debate, knowledge-sharing and consensus-building, while promoting transparency and coherence. The strategic engagement of the Heads of Cosponsoring Agencies will be reinforced, and coherence and commitment to the AIDS response across Cosponsor Boards will be strengthened. The PCB's positioning as the global governance forum to address challenges and identify solutions in delivering on the global UNAIDS Strategy will be elevated, and diverse, inclusive debates will be convened with attention to a broad range of issues.

Result 6: Strategic policy focus of the CCO reinvigorated

Core deliverables

6.1 CCO agenda item on thematic discussion. As a regular agenda item, the CCO will systematically engage in strategic, in-depth discussion on the result areas of the UNAIDS Strategy, led by the convening Cosponsor Head of Agency. Heads of Agencies will be expected to subsequently report back to their respective Boards on these strategic discussions. To further facilitate continuity and accountability, the UNAIDS Executive Director will co-chair CCO meetings. The Cosponsor Co-Chair and the UNAIDS Executive Director will jointly manage the agenda of the CCO.

6.2 EXD report to the Secretary-General on CCO conclusions. Building on the Executive Director's reports to the PCB, which report on the priority issues and outcomes of CCO discussions, the Executive Director will prepare and submit a report for the UN Secretary-General on CCO conclusions, as a contribution to UN reform and in line with QCPR directions.

Table 6.

Result 6: Strategic policy focus of the CCO reinvigorated		
Core deliverables	Actions	Accountable
6.1 CCO thematic discussion	Executive Director and CCO Chair agree on CCO agenda; EXD Co-Chairs CCO meeting (Oct 2017)	EXD and CCO Chair
6.2 EXD report to UNSG on CCO conclusions	Report to UNSG prepared and delivered (Dec 2017)	Secretariat
	EXD reports back on CCO discussion to PCB (Dec 2017)	Secretariat

Result 7: UNAIDS and Cosponsor Board coherence enhanced and monitored

Core deliverables

7.1 Enhanced cross-Board participation and discussion. To improve coherence and encourage Cosponsor Boards to consider PCB decisions and, more broadly, to ensure that HIV remains mainstreamed in Board discussions, the UNAIDS Secretariat will be invited to participate at high-level in relevant discussions of Cosponsor Board. Cosponsor Heads of Agencies will be supported to ensure relevant AIDS policy decisions made in the UNAIDS Board are brought for substantive discussion within their Boards. Whenever relevant, Cosponsors will emphasize that the discussed outputs and results are generated by the organization as a Cosponsor of the Joint Programme.

7.2 Support brought to Board Member coherence across Boards. At their request, the Joint Programme will provide support to Member States to encourage consistency in Board Members' positions and contributions across the Cosponsors' and UNAIDS Boards, as well as Member State advocacy for continued visibility of the AIDS response. Relevant decisions and resolutions adopted by Boards of Cosponsors, as well as relevant reports, will be made available on the UNAIDS website.

7.3 Board coherence monitored. Monitoring whether AIDS policy decisions made by the PCB are brought for substantive discussion within Cosponsors' Boards will be strengthened. Findings will be reported to ECOSOC.

Table 7.

Result 7: UNAIDS and Cosponsor Board coherence enhanced and monitored		
Core deliverables	Actions	Accountable
7.1 Enhanced cross-Board participation	Secretariat senior management participation in relevant discussions of Cosponsor Boards (Dec 2017)	Secretariat
7.2 Support to Member State coherence	Member States on PCB and Cosponsor Boards mapped (Jun 2017)	Secretariat
	Secretariat support provided to Member States in advance of each Cosponsor Board to enable them to champion HIV (Dec 2017)	Secretariat and Cosponsors
	Cosponsor reports and decisions included on governance page of UNAIDS website (Dec 2017)	Secretariat and Cosponsors
7.3 Coherence monitoring	Secretariat regular reviews of Cosponsors' Board decisions against PCB Board decisions (Dec 2017)	Secretariat
	Findings on Board coherence available on the UNAIDS website and reported to ECOSOC (2019)	Secretariat

Result 8: Regular stocktaking undertaken by the PCB of the status of global efforts to Fast-Track the AIDS response

Core deliverables

8.1 PCB stocktaking on progress in the response. In the periods between High-Level Meetings on AIDS in the UN General Assembly, the Global Review Panel found a need for regular reviews of progress against the commitments in the 2030 Agenda and the UN Political Declaration on Ending AIDS, including resource gaps. To address this, the PCB will be encouraged to undertake regular stocktaking of the state of the epidemic and response, and global efforts to Fast-Track and reach the targets in the UNAIDS Strategy. Stocktaking will be informed by epidemic and response updates provided by the annual Secretary-General Report to the General Assembly on AIDS and the UNAIDS Global AIDS Monitoring. Stocktaking, as well as the general function of the PCB, will also be further strengthened by reinvigorating commitment to ensuring gender-balanced and inclusive participation.

Table 8.

Result 8: Regular stocktaking undertaken by the PCB of the status of global efforts to Fast-Track the AIDS response		
Core deliverables	Actions	Accountable
8.1 PCB stocktaking on progress in the response	PCB Chair to consider encouraging Member States to expand PCB delegations to include currently under-represented stakeholders and to ensure delegations are gender balanced (Jun 2017)	PCB Chair
	PCB Bureau to consider an agenda item at the December PCBs on the status of global efforts to Fast-Track the AIDS response (Dec 2017)	PCB Bureau
	PCB agenda item (if agreed) on stocktaking (Dec 2017)	PCB

Result 9: Multistakeholder debate on targets and result areas of the UNAIDS Strategy expanded

Core deliverables

9.1 Multi-stakeholder meetings on UNAIDS Strategy Result Areas. While the challenging funding environment limits the ability of the Joint Programme to convene and host a formal global partnership forum as proposed by the Global Review Panel, the Joint Programme is committed to expanding action-oriented multistakeholder dialogue and debate. The Joint Programme is taking a more strategic, holistic approach to engaging in global and regional fora with the objective of expanding the review of the Strategy Result Areas, including in UNAIDS, Cosponsors' and other partners' Boards, as well as country- and regional-level platforms. Opportunities being explored by the Joint Programme include:

- Jointly with the Global Fund, convening issue-specific constituency meetings on the side-lines of Global Fund Board Meetings;

- Hosting a partnership forum on priorities in the AIDS response at each Global Fund Board meeting. Results from this could feed into both the Global Fund Board and the PCB; and
- Convening partners on the side-lines of other relevant fora (see Box 2).

Table 9.

Result 9: Multistakeholder debate on targets and result areas of the UNAIDS Strategy expanded		
Core deliverables	Actions	Accountable
9.1 Multistakeholder meetings on UNAIDS Strategy Result Areas	Opportunities and relevant events mapped against UNAIDS Strategy Result Areas and relevant SDGs (Jun 2017)	Secretariat and Cosponsors

Box 2. Multistakeholder meetings on UNAIDS Strategy Result Areas: targeted fora	
AIDS ecosystem and UN system events	Regional and thematic events
<ul style="list-style-type: none"> ⇒ UNAIDS PCB ⇒ Global Fund Board ⇒ High-Level Political Forum on SDGs ⇒ UN General Assembly ⇒ ECOSOC, including relevant functional commissions, such as the Commission on the Status of Women ⇒ Stop TB Board ⇒ World Economic Forum Davos ⇒ International AIDS Conference ⇒ World Health Assembly 	<ul style="list-style-type: none"> ⇒ African Union Commission ⇒ Regional AIDS Conferences ⇒ International Federation of Pharmaceutical Manufacturers and Associations

MONITORING IMPLEMENTATION

17. The Joint Programme will closely monitor progress on the implementation of the Action Plan. The Action Plan focuses on concrete deliverables and immediate follow-up in response to the recommendations of the Global Review Panel.
18. Progress will be reviewed by the CCO at its meeting in October and reported to the 41st PCB meeting in December 2017. Key results and several deliverables will have been produced by this time, such as the allocation of the country envelopes and reconfiguration plans.
19. Other deliverables will be monitored on an ongoing basis, such as enhancing resource mobilization efforts and supporting civil society engagement in national AIDS governance. A review of progress in December 2017 will serve to reinforce accountability and inform any adjustments or refinements to the operating model of the Joint

Programme. Further updates on the implementation of the Action Plan will be provided to the PCB in June 2018 and beyond as part of the regular reporting to the Board.

RECOMMENDATIONS

The Programme Coordinating Board is invited to:

20. *Welcome* the final report of the Global Review Panel;
21. *Endorse* the UNAIDS Joint Programme Action Plan.

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