

## UNAIDS PCB Bureau meeting

### MEETING SUMMARY

**DATE:** Tuesday, 5 November 2019

### PARTICIPANTS

**PCB Bureau:** Mr Yang Xiaochen (China: representing the Chair); Ms Tracy Carson and Ms Julia Martin (United States of America: representing the Vice-Chair); Mr Dmitry Nikalayenia (Belarus: representing the Rapporteur); Ms Alessandra Nilo (representing the PCB NGO Delegation); and Ms Elizabeth Benomar and Mr David Sunderland (UNFPA: representing UNAIDS Cosponsors).

**Joint Inspection Unit:** Ms Eileen Cronin, Inspector; Ms Keiko Kamioka, Inspector; and Ms Eriko Ito, Evaluation and Inspection Officer

**UNAIDS Secretariat:** Mr Morten Ussing, Director, Governance and Multilateral Affairs and Ms Samia Lounnas, Senior Governance Advisor, Governance and Multilateral Affairs.

**Excused:** Mr Jonathan Gunthorp (representing the PCB NGO Delegation)

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### MEETING AGENDA

- 1. Update, Regular Segment at the 45th PCB meeting**  
*The Bureau will receive brief updates on key items of the regular segment at the upcoming Board meeting.*
- 2. Update, Thematic Segment at the 45th PCB meeting:** Reducing the impact of AIDS on children and youth  
*The Bureau will receive a brief update on the agenda and preparations for the thematic segment at the 45<sup>th</sup> PCB meeting.*
- 3. Proposals for the Thematic Segments at the 46th and 47th PCB meetings (June and December 2020)**  
*The Bureau will select themes to recommend to the PCB for the 46<sup>th</sup> and 47<sup>th</sup> PCB meetings in 2020.*
- 4. Any other business**

## SUMMARY

### Opening remarks from the PCB Bureau Chair

Mr Yang Xiaochen, Chair of the PCB Bureau, welcomed participants to the meeting of the PCB Bureau to prepare the 45th PCB meeting on 10-12 December.

After adoption of the agenda, the Chair passed the floor to the JIU team to present their final report on the review of management and administration of the Joint United Nations Programme on HIV/AIDS (UNAIDS).

### 1. Update, Regular Segment at the 45th PCB meeting

#### (7) Report of the Joint Inspection Unit on the Management and Administrative Review of UNAIDS

The JIU inspectors thanked the Bureau members for inviting them and provided the following update:

- An advance copy had been shared with Bureau members for the purpose of this discussion. The full report will go to publication and be published next week (week of 11 November). The UNAIDS Secretariat will be responsible for translating the report into French.
- The Management and Administrative review covered four primary areas: (a) strategic and operational planning, (b) governance, (c) oversight and accountability, and (d) human resources management and administrative services.
- There are 8 formal recommendations and 25 informal recommendations for consideration. 5 of the formal recommendations are geared towards the Executive Director and 3 are directed to the Programme Coordinating Board. Formal recommendations are the primary focus and a priority, and the informal recommendations should be considered within the context of implementing the formal recommendations. The recommendations were distinguished between the two categories primarily on an assessment of key risks to UNAIDS and formal recommendations serve to highlight the most important areas to address.
- Some of the recommendations are purposefully prescriptive to provide specific directions that could be taken to address the issues highlighted in the report in order to align with United Nations system practices.
- These informal recommendations are compiled in annex 4.
- In addition, the final chapter of the JIU report highlights good practices of UNAIDS, and its model, which are particularly important in light of UN Reform.
- Key findings and recommendations of the report are as follows:
  - o A new strategy should be developed for the 2030 milestone. This strategy should not be a replacement or update to the current strategy.
  - o The Secretariat should develop operational plans to reflect organizational structures, resources, field presence and cosponsor roles and responsibilities needed for this long-term strategy.
  - o The Joint Programme should assess its "joint" nature to ensure continued commitment to the Programme.
  - o While the governance structure of UNAIDS is unique and complex, governance needs to evolve to be better meet the current constructs of the Joint Programme, particularly in regard to oversight and accountability. As there is no other appropriate governing mechanism, these responsibilities fall to the PCB. Functionally, this will require updating the Modus Operandi in substantive ways. Practically speaking, it will involve greater engagement on oversight reports and increased interaction with independent functions.

- The PCB is encouraged to open a dialogue with the UN Secretary-General on term limits and a leadership compact for the Executive Director.
- In accordance with the UN system, UNAIDS has adopted a three lines of defense model: the first and second lines are primarily internal to the Secretariat and the third line and the external areas concern the PCB. The recommendations address gaps in this framework. The PCB should consider creating an independent standing committee that examines oversight issues and provides advice and guidance on them to the PCB and the EXD. All cosponsors have a committee of this type and could be a source of expertise to streamline such a creation.
- The JIU recommends that the EXD establish standalone agenda item covering oversight reports delivered by independent functions on a regular basis at the PCB meetings in lieu of its current practices of including such reports in internal agenda items (finance, HR, etc.)
- The final chapter of the report reiterates the lessons to be learned from the Joint Programme model, particularly in light of UN reform at country level.
- Finally, the JIU recommends that the PCB report back to ECOSOC on the implementation of recommendations regarding oversight, accountability and governance.

Following the presentation by the JIU, the UNAIDS Secretariat presented on the progress of the Management Response:

- The response will be posted as soon as possible following the publication of the JIU report. The response is receptive to the JIU report in its recommendations and will seek to implement all recommendations (both formal and informal) following the PCB's consideration and decisions in December. The report will also contextualize the recommendations in light of all other change efforts currently ongoing at the Secretariat.
- The Deputy Executive Director, MER, will introduce the response at the PCB.

PCB Bureau members thanked the JIU for their presentation.

Upon request of the Bureau members, the JIU provided the following clarifications:

- The recommendation 7 of an HR strategy is timed to correspond to the recommendation 2 on the development of operational plans by the end of 2022.
- Recognizing the unique nature of the Joint Programme, it is within the realm of governing bodies to set the term limits for executive directors across the system. There has been an increasing trend to develop these limits. In regard to performance compacts, the UN Secretariat has implemented these with success, but they have not been widely implemented outside of the Secretariat. The JIU believes that it is within the PCB's authority to do so if it should choose.
- Previous independent evaluations have consistently noted that there is a gap in oversight within the Joint Programme. The JIU has sought to go beyond identifying these gaps to provide specific suggestions on how to address these issues.
- JIU recommendations, formal or informal, are not mandatory, but the JIU does track the acceptance and implementation of their formal recommendations. A significant amount of time and energy was spent into differentiating the most important recommendations for UNAIDS. In light of the new period for UNAIDS with an incoming Executive Director, the JIU sought to highlight key areas in the formal recommendations and provide advice for operationalizing these proposals in the informal recommendations.
- The JIU will provide additional briefings to stakeholders at request.

Bureau members requested clarification on their role regarding the Management Response and the involvement of cosponsors in its development. The Secretariat informed that outreach to cosponsors for the parts of the JIU that is addressing the full Joint Programme will start after Bureau discussion and noted that the PCB will be making its decision on the basis of the Management Response at the 45<sup>th</sup> PCB, which is a formal PCB paper by the Executive Director. The JIU report will be published before the PCB as a conference room paper.

### **(1.1) Agenda of the 45<sup>th</sup> PCB meeting**

After the discussion with the JIU, the Chair passed the floor to the Secretariat to present the preparations of each agenda item of the 45<sup>th</sup> PCB (10-12 December meeting).

In light of the Executive Director's first week, the agenda items were presented to correspond to the availability of Secretariat colleagues but are maintained in chronological order below.

UNAIDS Secretariat provided an update on the preparations of the 45th PCB meeting as follows:

- The draft annotated agenda as well as the timewise agenda of the 45th PCB meeting were posted on 26 September 2019.
- Invitations were sent to all constituencies and the note verbale and information note were posted on the UNAIDS website on 21 October 2019.

Additional updates on specific agenda items were provided as follows:

### **(1.2) Report of the 44th PCB meeting**

The report of the 44th PCB meeting was cleared by the PCB Bureau. It was posted on the PCB website on 31 October. The PCB is invited to adopt the report.

### **(1.3) Report of the Executive Director**

The report will be provided by Ms Winnie Byanyima. The outline of this report will be available a week before the PCB meeting.

### **(1.4) Report by the PCB NGO Delegation:**

The report of the NGO Delegation will be on the topic of Universal Health Coverage. The report is expected to be posted shortly.

The NGO Delegation provided the following update:

- The NGO report will be finalised this week. Consultations with partners have been ongoing but have slightly delayed the process. Draft decision points have been shared with the PCB Bureau just before the meeting.
- The proposed decisions are related to the engagement and participation of civil society in these areas. They focus on encouraging enabling environments for civil society to continue their work, particularly with those who are left behind. There has been civil society multi-stakeholder consultation and engagement in getting to the proposed recommendations. There is also a decision point proposing that all elements of health programming will be considered and included in UHC and subsequent policies.

## **(2) Leadership in the AIDS response: [Postponed]**

### **(3) Annual progress report on HIV prevention 2020**

The Secretariat provided the following update:

The progress report provides an update on prevention activities with a focus on the need to strengthen community responses including community outreach platforms for key populations and young women in high-incidence settings and the need for strengthened systems and management for scale as well as increased investment into primary prevention. The report will be posted the week of 11<sup>th</sup> November, which will coincide with the launch of the Global Prevention Coalition report in Nairobi.

The paper follows the general format:

- Overall introduction with general targets, then trend analysis of new infections, lessons from prevention coalition and pillars of prevention progress.
- The first section is about reframing the conversation based on the 2016 Political Declaration with the global framework of five pillars and developing national targets. The paper seeks to expand beyond the coalition countries.
- The paper also highlights progress in addressing legal barriers and in relation to the five pillars. In 28 coalition countries, we see progress in each pillar, but even so, this progress still falls short of the targets. Adolescent women and girls and key populations are falling behind in particular. The paper notes progress relating to VMMC with PEPFAR advancement, but also notes slow progress on PREP.
- After that, the paper focuses on specifics on implementation progress- wide diversity, but generally too slow all around.
- Challenges highlighted lead into recommendations and proposed action, which focus on HIV prevention financing. International development assistance for HIV prevention has actually declined significantly. Domestic resourcing must be strengthened. Three priorities that tie to recommendations: (1) increased investment in prevention; (2) accelerating action on stigma and discrimination, and (3) strengthening the role of communities with tangible platforms.

The session will present a snapshot of the progress and new trends while highlighting the key challenges noted in the paper.

[Bureau members thanked the Secretariat for the update and requested that the Secretariat reflect on how to incorporate discussions at ICPD into their presentation at the PCB.](#)

### **(4) Progress report on the barriers to effective funding of community-led responses by international and private funders as well as better understanding of the challenges faced by national governments in allocating funding to communities' responses**

The Secretariat provided the following update:

- This is an update of the paper presented to PCB at its 43<sup>rd</sup> meeting on financing for community-led responses, and provides an overview of the work done in follow-up to Decision Point 10.4.b taken at that PCB, which requested that UNAIDS convene a multi-stakeholder meeting, specifically including communities living with and affected by HIV, to define and operationalise community-led responses.
- The work to develop the definitions was undertaken in Montreux in June 2019, where community representatives articulated definitions for “community-led organisations” and “community-led responses” as umbrella terms, along with the sub-definitions of “key population-led organisations” and “key population-led responses.”
- Community experts attending the consultation, including people living with HIV, key populations, women, youth, and people living with TB shaped “community-led” to include their constituencies. It was critical for them to develop the first draft in order to ensure

that the definition was based on the realities of providing community responses on the ground.

- In addition, given that gender-based discrimination and violence continue to drive the epidemic, participants identified the further need for elaborating sub-definitions for “women-led organizations” and “women-led responses”, by women living with and affected by HIV, and this work will be undertaken between the UNAIDS Secretariat and UN Women in 2020.
- After the community expert meeting, the draft definitions on community and key population-led responses were then presented to a multi-stakeholder expert consultation on setting Social Enabler targets for 2025, where they were further articulated and operationalized. It was agreed that community-led responses be included within Social Enablers and that targets be established for 2025.
- A Task Team bringing together community representatives and UNAIDS Secretariat staff was convened as an outcome of these meetings, and the report provides an overview of the work they have begun to integrate the Montreux definitions into the Global AIDS Monitoring (GAM). This operationalization will be ongoing and will evolve to include the National AIDS Spending Assessment (NASA) as well. The Task Team is also expected to support the 2025 target setting process through their work on elaborating the newly defined social enablers.
- In conjunction with this, UNAIDS is also developing a guidance for donors and governments on how to implement community-led definitions to support and finance communities. This guidance will be available in early 2020.
- Lastly, in annex form, the report provides an update on:
  - o financing to civil society. This demonstrates the problem identified in the paper to the 43rd PCB (last December) remains: a) there is no consistent data on funding for communities; and b) the data that exists is for civil society overall and it is very limited.
  - o a short description of journal publications from 2018-2019 showcasing the newest data on the impact of community leadership in research and service delivery.
- The paper has undergone cosponsor review. We expect it will be posted by the week of 11th November per the PCB Modus Operandi.

#### **(5) Follow-up to the thematic segment from the 44<sup>th</sup> PCB meeting on delivering on SDG3: strengthening and integrating comprehensive HIV responses into sustainable health systems for universal health coverage**

A report has been produced to capture the discussion and the key outcomes and messages from the UHC Thematic Segment Day on 24 June 2019. The report is arranged following the flow of the meeting: Opening, Information Session – defining UHC, three panel discussions (Service delivery in HIV setting, Service delivery in general health setting, Health governance and financing) and conclusion, with proposed decision points.

##### Key messages in the report

- People have to be at the centre of UHC and health is not a commodity
- UHC is not a scheme to be implemented and "achieved": it is a "direction", not an end-result. Apply "systems thinking" for a comprehensive problem-solving approach
- Remove legal barriers, ensure that health-relevant services are people-centered, rights-based and gender-sensitive, and promote inclusive health governance
- Human rights must guide UHC. It must put the poorest and most marginalized at the centre.

##### Panel discussions confirmed that:

- It is possible to expand HIV services to cover the multiple health service needs of People living with HIV (PLWH), for which SRHR, TB, Hepatitis are the immediate ones and

integration will contribute to better health outcomes for people. Systems need to be prepared for delivering quality services.

- Facilities for general health services can also be used to provide HIV services, provided staff are well oriented to provide key population friendly services, and that there is engagement of Key populations (KPs) in service provision.
- HIV financing needs to be part of the overall health financing.
- UHC has to be comprehensive and community-led if it is to be universal.
- UHC is about more than health and that it must also involve removing social and structural barriers.
- Success of UHC requires success across many sectors and people-centred approaches.
- There is a call for eliminate out-of-pocket private spending for essential care and remove informal payments.
- Quality and services and health outcome are the ultimate goals for health.

The report was circulated to the PCB Bureau for comments which are addressed in the final version.

Decision points were sectioned into groupings: towards member states and towards the Joint Programme. The aim is to affirm that the lessons learned from the HIV/AIDS response are incorporated, that HIV funding should be part of larger health financing, and a call for integrated services. The Bureau will receive the decision points for their consideration and approval.

[The Bureau thanked the Secretariat for the update and agreed to review the decisions to provide their feedback in order to finalize the report for posting.](#)

## **(6) Report on actions to reduce stigma and discrimination in all its forms**

The Secretariat provided the following update:

This report is a follow-up to a previous PCB meeting as a report-back on the Joint Programme's activities in the last two years. This report will walk PCB members and the audience through an overview of the latest evidence on how HIV-related stigma and discrimination impacts access to services by populations most in need. It will review existing international frameworks and commitments for which countries are signatories of and accountable to and it will refer to a set of tools and recommendations available for countries to take action to end stigma and discrimination. The report will inform on the technical support and UBRAF investments of the Joint Programme in support to member states and civil society, the catalytic investments in human rights interventions by bilateral and multilateral donors and finally on the leadership and political commitment of member states joining the Global Partnership. We have tried to align our updates with civil society and stakeholder priorities and have organised our update based on priority settings.

### *Format of the session at the PCB*

The session at the PCB will provide an update of the progress made by countries and other stakeholders on: a) scaling up of programmes to eliminate stigma and discrimination, b) creating an enabling environment that increases access to services and c) establishing a Global Partnership for Action to eliminate all forms of HIV-related stigma and discrimination. It is planned that the Global Network of People Living with HIV (GNP+) will join the discussion on how we bring the stakeholders together to review progress and to plan for key future actions.

## **(7) Report of the Joint Inspection Unit on the administrative review of UNAIDS**

This agenda item was discussed at the beginning of the meeting and is noted above.

## **(8) Lessons learned on the nomination process of UNAIDS Executive Director**

The Search Committee has crafted their lessons learned report and are in the process of finalising the report. Ambassador Ambrazevich has indicated that the report will be finalised and completed in the week of 11 November.

## **(9) Evaluation Plan**

In accordance with decision point 6.6 from the June PCB, the UNAIDS 2020-2021 evaluation plan has been developed based on inputs from the Cosponsors and Secretariat and was discussed with the UNAIDS Secretariat Senior Management Team as well as the Global Coordinators and Focal Points of the Cosponsors. It has also been discussed with the Evaluation Offices of the Cosponsors and it is currently being reviewed by the Evaluation Expert Advisory Committee [established at the last meeting of the PCB Bureau on 3 October].

Virtual meetings of the Expert Advisory Committee were scheduled on 8 and 11 November 2019 and the Evaluation Plan will be posted immediately after this, once comments from the Advisory Committee have been incorporated.

The document prepared for the PCB provides an overview of the implementation of the UNAIDS evaluation policy that was approved at the 44th PCB meeting in June 2019. It provides a brief summary of the evaluations conducted in 2019 and follow up to previous evaluation.

The evaluation plan for 2020-2021 itself has two parts, 1) UNAIDS Secretariat specific evaluations and 2) joint evaluations of the UNAIDS Joint Programme. The document describes the participatory process and criteria that were used to finalise the selection of the evaluations and the scope, main questions and estimated cost of each evaluation.

The decision point should be relatively straightforward: the PCB is requested to approve the evaluation plan and recall a previous decision requesting UNAIDS Evaluation Office to report annually to the PCB on implementation.

The agenda item on evaluation at the PCB will include a 10-15 minute power point presentation by the Director of Evaluation (approximately 10 slides), presenting the topics of the Secretariat and Joint Programme evaluations that are planned for the next biennium, followed by a Q&A session.

[The Bureau thanked the Evaluation Director for his update and requested clarification on the budget and staffing considerations included in the paper.](#)

## **(10) Next PCB Meetings**

The paper for this agenda item is prepared by the Secretariat on behalf of the PCB Bureau. The paper describes the process of selection by the Bureau of themes for the 46<sup>th</sup> and 47<sup>th</sup> PCB meetings in 2020 and will request the Board to approve the selected themes. There is a dedicated discussion on the themes later in the meeting.

## **(11) Election of Officers**

The Modus Operandi foresees the PCB to elect the current Vice-Chair, United States of America, to the position of Chair for a term of one year starting 1 January 2020. On 10 September, a formal expression of interest was received from Namibia for the position of Vice-Chair, supported by the Africa Group. This is the only expression of interest so far received.

This paper also provides the basis for the PCB approval of the composition of the PCB NGO Delegation as per the Modus Operandi.

Traditionally, this paper has only included the names of the proposed delegates as the founding ECOSOC resolutions explicitly puts the responsibility for selecting the delegates with civil society itself. However, given the requirement of the PCB to approve the composition, the Secretariat and the NGO Delegation is putting forward an explanation of the process and its outcomes in the paper.

## **2. Update, Thematic Segment at 45th PCB meeting:**

The Secretariat provided the following update to the Bureau on the preparations for the 45th PCB Thematic Segment both in terms of the Background Note and agenda, speakers and format of the day.

The Thematic Segment has been prepared through a participatory process, guided by a working group comprised of seven PCB member states<sup>1</sup>, two PCB NGO delegates<sup>2</sup> and six UNAIDS Cosponsors<sup>3</sup>. The working group has met for twice and will have its third meeting this coming Friday, 8 November. The group have been very active and provided input into the development of the background note and the agenda. The status of the paper(s)

- PCB Background Note is in the process of being finalised.
- The agenda for the Thematic Segment will be posted as soon as all the speakers have confirmed their participation.

### Background note

- The background note follows the life-cycle approach and looks at challenges, opportunities and game-changers for:
- Infants and young children from 0-4
- School age children from 5-9
- Adolescents and young people from 10-24, differentiating for the needs of adolescents from 10-14 and 15-19 and youth from 20-24.
- The background note focuses on the key game-changers that the next phase of the AIDS response should focus on to make the biggest possible difference for children and youth.

### Agenda

- The discussion will be opened by the UNAIDS EXD and a keynote speaker (yet to be confirmed), most likely a young woman who can speak from the personal perspective.
- The rest of the agenda is divided into three sessions:

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<sup>1</sup> Algeria, China, Liberia, Mexico, Namibia, United Kingdom, and United States of America

<sup>2</sup> PCB NGO delegates for Africa and Europe

<sup>3</sup> UNICEF, WFP, UNDP, UNFPA, UN Women, and WHO

- First focusing on preventing new infections in children, adolescents and young people, and on finding those living with HIV in all age groups who have not yet been diagnosed.
- Second focusing on retention of pregnant mothers, children and young people in care.
- Followed by an interactive dialogue on the power of social interventions, such as social protection, policy review, empowerment of young people, to make a difference for children and young people affected by AIDS.
- The day will be closed by Dr Shannon Hader, Deputy Executive Director, Programme, UNAIDS Secretariat.

The PCB Bureau thanked the Secretariat for the update.

### 3. Proposals for the Thematic Segments at the 46th and 47th PCB meetings (June and December 2020)

The Board at its 43rd meeting in December 2018 decided: “9.2 Further agrees to request the Programme Coordinating Board Bureau to take appropriate and timely steps to ensure that due process is followed in the call for themes for the 46th and 47<sup>th</sup> Programme Coordinating Board meetings, as necessary”.

The Chair gave the floor to the Secretariat to introduce to recall the process and introduce the proposals received.

The first call for submission of themes was sent on 5 July with a deadline to submit proposals on 10 September. A reminder was sent on 21 August and an extension of deadline was sent on 10 September and the deadline to submit proposals was extended to end 23 September.

The four proposals received are as follows (see list for more details):

**Proposal 1:** *What does the Data tell us, and are we listening? What regional and country-level data, results, and modeling reveal about meeting our 2020 and 2030 goals*

**Proposal 2:** *Technology and innovation to improve service efficiency for all*

**Proposal 3:** *Achieving SDG’s 5, 10 and 16: Enabling legal and policy environments for civil society organisations and the key populations they serve*

**Proposal 4:** *Cervical cancer and HIV – addressing linkages and common inequalities to save women’s lives*

The Bureau acknowledged the merit of the four proposals and decided given the quality and timeliness of the proposals to propose the theme, Cervical cancer and HIV- addressing linkages and common inequalities to save women’s lives, for the thematic segment of the 46<sup>th</sup> PCB meeting in June 2020. The Bureau proposed to incorporate elements of the theme, Technology and innovation to improve service efficiency for all, into the theme, What does Data tell us and are we listening? What regional and country-level data, results, and modeling reveal about meeting our 2020 and 2030 goals, for the thematic segment of the 47<sup>th</sup> PCB meeting in December 2020.

### 4. Any other business

There was no other business.

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