



## PROGRAMME COORDINATING BOARD

### Thirteenth meeting

Lisbon, 11-12 December 2002

## DECISIONS, RECOMMENDATIONS AND CONCLUSIONS

### Agenda item 1: Opening of the meeting and adoption of the provisional agenda

1. The PCB adopted the provisional agenda with the addition of one item under other business: financial resources for HIV/AIDS programmes in low- and middle-income countries over the next five years.

### Agenda item 2: The Five-Year Evaluation of UNAIDS

2. The PCB:
  - 2.1 Noted the report of the Chair of the Evaluation Supervisory Panel (ESP) introducing the Final Report of the Evaluation Team (ET) on the Five-Year Evaluation of UNAIDS;
  - 2.2 Welcomed the Final Report of the Five-Year Evaluation of UNAIDS which informs the PCB discussions on the Future Directions of UNAIDS;
  - 2.3 Welcomed the Report of the Executive Director, *Future Directions for UNAIDS: Responding to the Five-Year Evaluation of UNAIDS* (UNAIDS/PCB (13)/02.3) and the proposed actions as the basis for the PCB discussions in response to the Evaluation;
  - 2.4 Endorsed five cross-cutting functions applicable at all levels of the Programme which guide its actions at country, regional and global levels, namely:
    - **leadership and advocacy** for effective action on the epidemic;
    - **strategic information** required to guide the efforts of partners;
    - **tracking, monitoring and evaluation** of the epidemic and actions responding to it;
    - **civil society engagement and partnership development**; and
    - financial, technical and political **resource mobilization**.

- 2.5 Endorsed the following set of actions to guide the future directions of UNAIDS. These actions are grounded in the guiding principles<sup>1</sup> within the Global Strategy Framework on HIV/AIDS, endorsed by the PCB in December 2000 and cited in the Declaration of Commitment adopted by the UN General Assembly Special Session on HIV/AIDS in June 2001.

### *Strategic Vision*

*Action 1:* The PCB will periodically clarify the specific roles and functions of the Programme and of its constituent parts and will ensure that they should be clearly reflected throughout the work of the Programme – in particular, through updates and revisions of the UN System Strategic Plan (UNSSP) and the Unified Budget and Workplan (UBW).

*Action 2:* The PCB recommends that: UNAIDS intensify its support to national governments, civil society and private sector actors in their preparation of funding proposals to the Global Fund to fight AIDS, Tuberculosis and Malaria, regional development banks, major foundations, the World Bank and other funding sources for HIV/AIDS programmes; UNAIDS provide thematic, monitoring and evaluation, and other technical, policy and service support, as may be appropriate to enhance institutional partners' capacities to support countries to achieve common objectives; and that UNAIDS, develop, as necessary, partnership agreements with those financial institutions and instruments as may be required to clarify further respective roles and expectations.

*Action 3:* The PCB recommends to the Secretary-General that he draw on the experiences gained through the Programme to assist in informing the implementation of his second phase of UN system reform. It is further requested that the Secretary-General's UN reforms seek to facilitate what UNAIDS is striving to achieve at country-level and that the Secretary-General consider including UNAIDS within those UN system entities most directly relevant to the organizational development experience and needs of the Programme – in particular, the Executive Committees on Economic and Social Affairs, Humanitarian Affairs and the United Nations Development Group (UNDG).

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#### <sup>1</sup> **Guiding Principles**

The Global Strategy Framework is founded on the respect, protection and fulfilment of human rights. It is guided by four fundamental principles:

It is the role of national governments, working with civil society, to provide the leadership, means and co-ordination for national and international efforts to respond to country and community needs;

in communities around the world, support for the active engagement of people living with and affected by HIV/AIDS is central to the response;

gender inequalities fuelling the epidemic must be explicitly addressed and

prevention methods, life saving treatments and the results of scientific breakthroughs need to be equitably and affordably available to all.

### *National plans*

*Action 4:* The PCB will urge, and UNAIDS support, national governments to give HIV/AIDS high priority, and to incorporate HIV/AIDS as a specific cross-cutting thematic issue to be monitored within national, social and economic development plans, national poverty reduction and development strategies, Medium-Term Expenditure Frameworks (MEFs) and sector-wide programmes, in relevant areas.

### *Government-led joint reviews*

*Action 5:* The PCB will encourage, and UNAIDS facilitate and support, national governments to lead periodic reviews of the implementation of their National AIDS Plans; these reviews should be conducted by teams drawn from government, civil society, including People Living with HIV/AIDS, the private sector, multilateral and Organizations for Economic Cooperation and Development (OECD) donors, and UN system organizations.

### *International investments in National AIDS Plans*

*Action 6:* The PCB will encourage OECD and other donors to link their funding of country-level HIV/AIDS programmes to the execution of national strategies—in particular, their Poverty Reduction and Development Strategy—that have been articulated through country-led mechanisms in order to reinforce the capacities of host governments to coordinate international assistance on HIV/AIDS.

*Action 7:* The PCB will encourage OECD and other donors, in their HIV/AIDS in-country financial investments that are channelled through UN system agency mechanisms and programmes of assistance, to give priority to those efforts that are integrated within national Poverty Reduction Strategy Papers (PRSPs) and MEFs, and are clearly articulated within UN Country Team Implementation Support Plans to the National Response (UN-ISPs, described below) that reflect the comparative roles and functions of the particular UN system organization within the specific country setting.

### *United Nations Country Team Implementation Support Plan to the National Response (UN-ISP)*

*Action 8:* Current and proposed support from UN system organizations to the implementation of the National AIDS Strategies will be presented within fully integrated UN Country Team Implementation Support Plans to the National Response (UN-ISP), consistent with needs identified in National AIDS Plans which include:

- integrated budget and finance plans for joint, integrated and individual agency efforts in support of the National AIDS Strategy;
- specific objectives with monitorable indicators for individual agency efforts reflecting their specific roles and responsibilities and the five core functions of UNAIDS;
- the coordinating work of the UN Theme Groups on HIV/AIDS; and
- priority areas in national capacity enhancing and building.

*Action 9:* The PCB will seek the endorsement of the Secretary-General to request a written annual progress report to the PCB on implementation of the UN-ISP from UN Theme Groups on HIV/AIDS, through the UN Resident Coordinator, in all countries supported by UNAIDS. It is further proposed that this reporting effort be facilitated by the Secretariat through the use of formats designed to maximize transparency, enable compilation for comparative purposes, allow for easy integration with other reporting instruments to minimize duplication of effort, and contribute to the preparation of the Annual Report of the Secretary-General to the UN General Assembly on Progress towards Implementation of the Declaration of Commitment on HIV/AIDS.

*Strengthening national data utilization, monitoring, and evaluation capacities*

*Action 10:* UNAIDS will intensify its efforts to support country actors in expanding and strengthening their capacities and systems to: monitor the epidemic and the national response; evaluate interventions; and improve the analysis and use of surveillance data. These efforts will include advocacy with programme partners to allocate an appropriate share of total programme resources to strengthening monitoring and evaluation efforts.

*Action 11:* UNAIDS will increase its support to National AIDS Councils and ministries of planning, development and finance, to strengthen the analytic capacities they need to better incorporate and monitor their multisectoral HIV/AIDS strategies within national PRSPs, MEFs and relevant Sector-wide Approach Programmes (SWAPs) and to strengthen the preparation and execution of nationally led joint reviews of the implementation of National AIDS Plans.

*Action 12:* UNAIDS will take the necessary steps to ensure that the Country Response Information System (CRIS) is developed in consultation with governments and is operational in all countries where there is most urgent need by the end of 2003. UNAIDS should ensure that there is sufficient technical capacity to enable national and international partners to have easy access to key strategic information and that CRIS serves as a “core instrument” of a fully integrated UN system effort to prepare the Annual Report of the Secretary-General to the General Assembly on Progress towards Implementing the UNGASS Declaration of Commitment. CRIS should be expanded subsequently to all other countries.

*National partnerships*

*Action 13:* UNAIDS will increase its support to countries for the development of partnerships focused on implementing a national AIDS response plan and involving government, civil society, community-based organizations, the private sector and international actors, with particular attention to the participation of people living with HIV/AIDS. This will include support for approaches intended to increase participation, improve connectedness of efforts, and strengthen the various actors’ capacity for action. UNAIDS should provide best practice advice on this issue.

*Provision of technical resources to support national efforts*

*Action 14:* UNAIDS will include in the next UBW submission provision for increasing technical resources to countries. These resources will flow through the UNAIDS Cosponsors and regional-based mechanisms, coordinated and promoted by the UNAIDS Secretariat. It is envisioned that these efforts will be based on existing regional and national institutional efforts.

*Strengthened advocacy at country level*

*Action 15:* UNAIDS will take the necessary steps at country level to support the development, implementation and monitoring of an explicit UN Theme Group advocacy strategy to expand the response on HIV/AIDS for the entire UN system in-country in synergy with the National AIDS Strategy.

*Action 16:* UNAIDS will intensify its support in countries to the development and implementation of strategies that engage a range of diverse actors, especially the media and other civil society actors, in more sustainable advocacy approaches in the response to the epidemic.

*Promotion of best practices in countries*

*Action 17:* UNAIDS will intensify efforts in countries to promote and support the dissemination of a broad range of best practice documentation through a more coherent multi-agency and multi-partner effort.

*Challenges of HIV/AIDS in the context of security, stability and humanitarian response*

*Action 18:* UNAIDS will, in accordance with its mandate and in coordination with other relevant agencies, develop and facilitate interventions that address the challenges of HIV/AIDS prevention, care and treatment in the context of security and stability. This response will encompass three target areas:

- community security, referring to vulnerable populations affected by conflict and natural disasters;
- national security, referring to defence and civil defence personnel; and
- international security, referring to peacekeeping and humanitarian operations.

*Action 19:* UNAIDS will support international humanitarian organizations as well as governments and other actors to take effective action in the context of humanitarian emergencies. UNAIDS, together with other relevant agencies, will support the development of a strategy and operational plan for a humanitarian response in those specific countries where the impact of the epidemic is substantially compounding the impact of humanitarian emergencies.

### *Financing programme acceleration*

*Action 20:* UNAIDS will continue to expand the Programme Acceleration Fund (PAF) facility and disseminate updated guidelines with a more strategic focus on:

- programme planning and development;
- strengthening of monitoring and evaluation efforts and capacities;
- strengthening of partnership development and resource mobilization; and
- financing efforts to organize and promote more effectively the technical resources provided through Cosponsor programmes and additional assistance to country level programming partners to accelerate their efforts.

### *Theme Group development and accountability*

*Action 21:* UNAIDS will revise, update and clarify the expected method of work for UN Theme Groups on HIV/AIDS in close collaboration with the UNDG, consistent with the deliberations of the PCB on the Evaluation Report, and in the light of the Secretary-General's reform proposals. Particular emphasis will be given to improving vertical and horizontal accountability for HIV/AIDS efforts within the UN Resident Coordinator System and with the respective Cosponsor executive offices, the PCB, country constituencies and in enhancing collaboration between the UN Theme Group and the national government and other partners.

### *Additional UNAIDS staff resources in countries*

*Action 22:* The UBW submission for the next biennium will include a specific plan and provision for the deployment of the additional financial and staff resources needed to strengthen the capacities of the UN system to support countries where there is most urgent need in the areas of: monitoring and evaluation; resource mobilization and tracking; policy advice and technical services and partnership development, particularly with civil society and the private sector.

### *UNAIDS Country Coordinator*

*Action 23:* UNAIDS will immediately make provision to put in place UNAIDS Country Coordinators starting with countries where there is most urgent need in order to assist countries to mount and sustain effective expanded scaled-up responses and to provide strategic opportunities for the UN system to contribute to those responses.

### *Appointments and rotation of Theme Group Chairs*

*Action 24:* In countries where there is most urgent need, the Executive Director, in close consultation with UN Country Resident Coordinators and the respective Cosponsoring agency Executive Head, will propose specific agency representatives for non-rotating appointments of more than one year as Chair of the UN Theme Group on HIV/AIDS.

*Further training of United Nations system staff in countries where there is most urgent need*

*Action 25:* The next UBW submission to the PCB will include provision for intensified learning programmes on HIV/AIDS, including orientation of all relevant UN system staff in countries where there is most urgent need. This orientation should emphasize revised UNAIDS methods of work, together with substantive briefings on the implementation of the UNGASS Declaration of Commitment. It should also be developed and executed in close collaboration with the UNDG and consistent with the deliberations of the PCB on the Evaluation Report.

*Regional and intercountry work in support of countries*

*Action 26:* The next UBW submission will reflect revised terms of reference for the UNAIDS area and inter-country teams and related budgetary support in line with core functions to allow them to:

- coordinate regional submissions to the UBW process and the articulation of regional-level UN system priorities on HIV/AIDS;
- identify and promote high-quality national and international technical resources through newly established multi-agency technical coordinating facilities;
- support strengthening of monitoring and evaluation in countries;
- support regional leadership and regional networks and partnership development activities; and
- support training and reorientation on HIV/AIDS within the UN system and with key programme partners in countries where there is most urgent need.

*Global advocacy*

*Action 27:* UNAIDS will strengthen the advocacy and campaigning links between the UNGASS Declaration of Commitment on HIV/AIDS and the Millennium Development Goals, including through developing and supporting partnerships with a range of constituencies, particularly with civil society and NGOs, and through the intensification of the World AIDS Campaign.

*Building and supporting global partnerships*

*Action 28:* The next UBW submission will include provision for an expansion of current efforts to strengthen and connect leadership development and support initiatives on HIV/AIDS for government, civil society, community-based organizations, the private sector and international actors, with particular attention to the participation of people living with HIV/AIDS. These activities should be coordinated with national approaches as appropriate. A systematic review of existing partnership and collaborative agreements will also be undertaken to permit expansion and strengthening of partnerships with and among partners from civil society, public-sector and private-sectors, who can bring most value to the response.

### *Evaluation and monitoring*

*Action 29:* The next UBW submission to the PCB will include provision for further UNAIDS development of a shared international monitoring and evaluation support capacity, which is currently being established together with major donors and international partners, and will include:

- a common monitoring and evaluation framework for international partners harmonized through the UNAIDS Monitoring and Evaluation Reference Group (MERG);
- shared technical resource facilities at global and regional levels in support of country monitoring and evaluation efforts;
- strengthening and better use of existing data systems, common reference resources and instruments; and
- common coverage surveys on key indicators and joint studies to measure impact indicators.

### *Operations research*

*Action 30:* With the goal of increasing capacity at all levels to respond to the epidemic, UNAIDS will support HIV/AIDS research endeavours by:

- refining and promoting, together with countries, a research agenda that addresses priority questions, including consideration of the factors of gender, stigma and poverty;
- advocating increased funding for HIV/AIDS research;
- enhancing the capacity of country and regional partners to undertake relevant operational research;
- assisting in the strengthening of abilities to analyse data and translate knowledge into programming and policy at country level;
- supporting widespread dissemination of results.

### *Best practices*

*Action 31:* UNAIDS will strengthen global and regional efforts to improve the development of and expand access to best practices in programme countries, as described in Action 17, through an expanded and strengthened multi-agency effort to:

- more systematically identify gaps in key policy and programme areas, in consultation with appropriate partners;
- review and include relevant offerings of the UNAIDS Cosponsors and Secretariat and those of major development partners;
- expand global distribution—electronically and in hard copy and translated into guidance for countries—through appropriate partnerships; and
- review methodologies on evaluating best practices.

### *Global policy forums and 'horizontal collaboration'*

*Action 32:* UNAIDS will intensify efforts and ensure consistent responses to support policy and strategy development in emerging issue areas through the convening of and information support to policy forums. This will include issues



around at-risk and vulnerable populations, support to ‘group-to-group’ horizontal collaboration and information-sharing between country and regional entities.

#### *Sectoral information and data systems*

*Action 33:* The next UBW will include provision for strengthening data collection and analysis in key sectors at global, regional and country levels—in particular, agriculture and food, education, health and social welfare—including mapping and increasing access to existing data sources, disseminating key analyses, and encouraging the development of consistent and comparable analytic methodologies.

#### *Country Response Information System (CRIS)*

*Action 34:* The next UBW submission to the PCB will include support at global and regional level for the further development and utilization of the Country Response Information System (CRIS) and other instruments, including provision for:

- access to annual progress reports on UN system HIV/AIDS efforts in all HIV/AIDS programme countries;
- financial reporting categories and methodologies for HIV/AIDS-related spending, which are harmonized among all major donors and international partners and regularly updated;
- regularly updated, country-by-country reporting from all major funding partners (national, multilateral, bilateral and private sector) of projected current-year disbursements, and project-level, survey-based reporting of actual disbursements in prior years;
- analysis and reporting on key supportive environment parameters including policy and legislation; and
- establishing and reporting on implementation of CRIS and other instruments with clear targets and time frames.

#### *Resource mobilization*

*Action 35:* Beginning in early 2003, the UNAIDS Secretariat will facilitate the development of a multiparty global resource mobilization strategy, with the objective of developing an international consensus on financing the global response, with due attention to regional needs. In developing the strategy, the complementarity of various institutional resource mobilization strategies should be ensured. UNAIDS will continue to assist countries in identifying how to best use existing resources.

#### *Improvements in the UBW process*

*Action 36:* Efforts already initiated to improve the UBW process in the current cycle should continue and will include:

- further strengthening of a strategic management approach to ongoing performance monitoring and reprogramming in the UBW;

- further simplification of presentation of UBW, including explicit identification of action priorities identified through the Evaluation Report; and
- regional and country-level estimates of anticipated Cosponsor expenditures to be reflected in next submission of UBW.

### *Management*

*Action 37:* The PCB encouraged the Executive Director of UNAIDS and the Committee of Cosponsoring Organizations (CCO) to clarify inter-agency responsibilities and put in place the necessary mechanism for planning and programme development. This mechanism should be responsible for regularly updating as well as providing strategic oversight and performance monitoring of the UBW and the UNSSP; as well as preparing the UNAIDS Performance Monitoring Report.

- 2.6 The PCB recognized the human and financial resource implications of implementing the agreed actions and requested that these be reflected in so far as possible in the updated 2002-2003 Unified Budget and Workplan, and much more fully in the 2004-2005 Unified Budget and Workplan, for consideration at its next meeting.
- 2.7 The PCB decided to create an open-ended working group on UNAIDS governance, comprised of members and observers of the PCB, to address the governance related issues of UNAIDS, including the mandate, conclusions and recommendations of the Final Report of the Five Year Evaluation of UNAIDS.

Following the recommendation of the PCB Chair, Senegal and Switzerland were appointed as Co-chairs of the working group.

The working group will prepare a report for the PCB that will include a set of governance-related recommendations designed to facilitate the achievement of the UNAIDS mandate through more effective and efficient governance. This report will be submitted to the PCB for its consideration at its next regular meeting.

The recommendations of this report should address UNAIDS governance-related issues including:

- roles, responsibilities, authorities and accountabilities;
- PCB membership;
- PCB methods of work;
- relationships with other governing bodies, especially those of the Cosponsors; and
- relationships between the CCO and the Secretariat.

The working methods of the working group will be elaborated by the co-chairs in consultation with working group members. The working group will be supported by a secretariat provided by the UNAIDS Secretariat which will include administrative, management and technical support.

### **Agenda item 3: Partnership agreement between UNAIDS and the Global Fund to fight AIDS, Tuberculosis and Malaria**

- 3.1 The PCB took note of the progress made by the Programme in developing a partnership agreement with the Global Fund to Fight AIDS, Tuberculosis and Malaria.
- 3.2 The PCB urged the Programme to continue these discussions, with a view to developing a partnership agreement that provides an enabling framework within which the Secretariat and Cosponsors can further develop their collaboration with the Global Fund, particularly at country level.
- 3.3 The PCB recognised that the primary role of the Global Fund is to act as a financing mechanism. The PCB noted the critical role of UNAIDS in providing strategic analysis, policy advice and technical expertise and in supporting countries to access the resources of the Global Fund.
- 3.4 The PCB further noted the need to continue to clarify the roles and responsibilities of UNAIDS and other partners at country level in relation to Global Fund processes.
- 3.5 The PCB requested that the Secretariat continue to negotiate a partnership agreement with the Global Fund on behalf of the Programme and to submit it to the PCB for final approval.

### **Agenda item 4: Debriefing of field visits**

4. The PCB took note with appreciation of the field visits organized by the Government of Portugal.

### **Agenda item 5: Other business**

5. Financial resources for HIV/AIDS Programmes

The PCB took note of the report on Financial Resources for HIV/AIDS in low and middle-income and made suggestions on strengthening data content and presentation for future updates to the PCB. The PCB also reinforced its earlier decision that UNAIDS should provide leadership in the development of a multiparty global resource mobilisation strategy

### **Agenda item 6: Next PCB meeting**

6. The PCB decided that the 14<sup>th</sup> meeting of the PCB will take place on 24-25 June 2003 in Geneva.

### **Agenda item 7: Adoption of decisions, recommendations and conclusions**

7. The PCB adopted the decisions, recommendations and conclusions of the meeting.