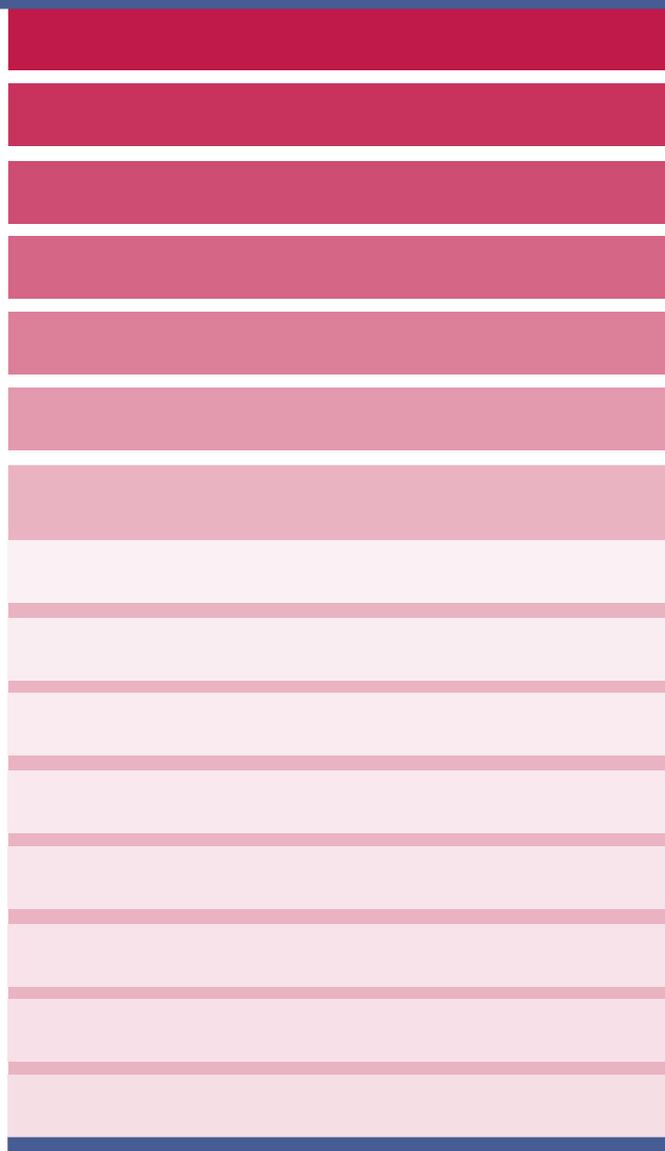


The Global Task Team, a pathway to implement the “Three Ones”

Opportunities for Scaling Up the Response to HIV at Country Level

Guidance Note



Joint United Nations Programme on HIV/AIDS

UNAIDS

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This note addressed to UN country teams, UNAIDS Country Coordinators (UCCs) and their staff is intended to clarify the global processes in support of harmonization of the AIDS response at country level, and the opportunities at country level to make progress based on these processes to “make the money work”.

This note provides a brief overview of the global commitments, actions and expected follow-up to the recommendations at country level. It also offers easy access to the key resource documents as well as contact information for focal persons for specific recommendations.

The Global Task Team (GTT) developed global commitments to support implementation of the “Three Ones” principles at country level. The GTT recommendations are elements of the harmonization process necessary for the scaling-up of the country level response to achieve as close as possible to *universal access* to prevention, care, treatment and support.

The “Three Ones” principles—the basis

The “Three Ones” principles, endorsed in Washington in April 2004, have since been adopted by governments, the cosponsors of UNAIDS and international donors. The principles challenge the current proliferation of strategies, committees and monitoring systems, which add to confusion, increase transaction costs for countries, and detract from impact.

The rationale behind the “Three Ones” is to ensure a harmonized, coordinated and above all, **country-owned and led** response to the AIDS epidemic.

As a vehicle for UN reform, the process builds on a number of more general key principles of good international practice, such as the Millennium Declaration¹, the OECD Rome² and Paris³ Declarations on Harmonization and Aid Effectiveness and the Monterrey Consensus on Financing for Development.⁴

The “Three Ones” Principles

- One agreed HIV/AIDS Action Framework that provides the basis for coordinating the work of all partners.
- One National HIV/AIDS Coordinating Authority, with a broad-based multisectoral mandate.
- One agreed HIV/AIDS country-level Monitoring and Evaluation System.

¹ <http://www.un.org/millennium/declaration/ares552e.htm>

² http://siteresources.worldbank.org/NEWS/Resources/Harm-RomeDeclaration2_25.pdf

³ <http://www1.worldbank.org/harmonization/Paris/FINALPARISDECLARATION.pdf>

⁴ <http://www.un.org/esa/ffd/aconf198-11.pdf>

How to support the implementation of the principles?

The Global Task Team

The high-level meeting “Making the Money Work” held in London in March 2005, convened by UNAIDS, the Governments of the United Kingdom, the United States of America, and France, reaffirmed the commitment to the “Three Ones” principles and established the “**Global Task Team**” (GTT) on Improving AIDS Coordination among Multilateral Institutions and International Donors”. The Task Team, chaired by UNAIDS and Sweden and comprising a broad spectrum of stakeholders was tasked with providing time-bound, bold and actionable recommendations to ‘make the money work’. **Making the money work**⁵ is a call to harmonize and align the global response through putting existing and future funds to optimal use while reinforcing the need for continued scale-up of the national AIDS responses.

The GTT process has dealt primarily with plans and commitments to improve performance and harmonization within the UN system and of the Global Fund to Fight AIDS, Tuberculosis and Malaria (Global Fund). But bilateral donors, funds and other international partners are invited to join the process.

Who has signed up for GTT implementation?

The Task Team recommendations were fully endorsed by the June 2005 UNAIDS Programme Coordinating Board, the Global Fund Board as well as the Executive Boards of UNDP, UNFPA and UNICEF. The UN General Assembly recently welcomed and supported the Global Task Team’s work at the 2005 World Summit (see Annex 1).

What are the recommendations?

The Task Team recommendations, under the overarching rubric of national ownership of plans and priorities, are focused on making a difference at country level and in particular to facilitate implementation of the “Three Ones”. The implementation of the recommendations pilots certain aspects of UN reforms, albeit with a focus around HIV/AIDS. The recommendations are divided into four key themes.

1. Empowering national leadership and ownership.
2. Alignment and harmonization.
3. Reform for a more effective multilateral response.
4. Accountability and oversight.

These recommendations were published in June 2005.⁶ An update on progress was published in August 2005.⁷ The GTT recommendations translate into 25 ‘actionable’ recommendations (see Annex 2) with one focal point organization, from amongst the cosponsors and the Global Fund, identified to lead the ‘roll out’ (see Annex 3 that links the GTT recommendations to the “Three Ones” principles).

⁵ http://data.unaids.org/publications/irc-pub06/jc935-3onesinaction_en.pdf

⁶ http://data.unaids.org/Publications/IRC-pub06/JC1125-GlobalTaskTeamReport_en.pdf

⁷ http://data.unaids.org/UNA-docs/ImplementRecommend_24Aug05_en.pdf

Progress since June 2005

Regarding theme 3 recommendations—‘Reform for a more effective multilateral response’—a number of important developments have taken place. Two consensus documents have been developed containing the “**UN Division of Labour**”⁸ concept and accompanying the “**Consolidated Technical Support Plan**”⁹.

The Division of Labour addresses the issues of proliferation of actors and increased technical support needs due to increased international financial support. The documents clarify the role of individual UN organizations in providing technical support and emphasise the need for countries to be the driving force in setting priorities and targets for technical support to be truly effective. Moreover, the regional Technical Support Facilities (TSF) being established by UNAIDS will play a critical role in scaling up country partner access to harmonized, quality assured and timely technical assistance in priority areas (see below).

The financing mechanism for the additional funding, to ensure the practical implementation of technical support where it is most needed has been established and extra funding is currently being sought. The mechanism for the “**Technical Support Acceleration Funds**” is modelled on the Programme Acceleration Funds (PAF).

To complement the above, a support mechanism to assist countries identify and deploy urgent implementation support needs has been developed: the “**Global Joint Problem-Solving and Implementation Support Team**” (GIST). The GIST is a country-driven mechanism that brings together national stakeholders and international partners to help countries unblock bottlenecks to implementation of major grants so as to ‘make the money work’.

The consensus process, based on the experiences of country UN Theme Groups on HIV/AIDS and Technical Working Groups, has led to the letter from the UN Secretary-General¹⁰ on the 12th of December 2005, to all UN Resident Coordinators, requesting them to establish a **Joint UN team** on AIDS to provide one joint programme of support. Furthermore, the letter specifies that UN Country Team members will be appraised on their performance as members of these teams.

What are the opportunities at country level?

As mentioned above, given the country focus driving the Global Task Team, implementation of the recommendations directly or indirectly supports the structural targets set by the “Three Ones”: one national AIDS framework, one national AIDS coordinating authority and one national monitoring and evaluation system.

The UN at country level has evolved in recent years to shape its support to the national AIDS response more and more within the framework of these principles. Implementation of the GTT recommendations—including global as well as country level responsibilities—has the potential to strengthen these efforts and secure results (see June and August reports^{6, 7}). It is therefore expected that each UN Theme Group or Country Team facilitated by the UCC will take on this challenge and ensure that relevant recommendations are taken on board and maximum progress will be made. Each UNAIDS cosponsor is expected to have shared information on the Global Task Team process and outcome with field staff.

⁸ http://data.unaids.org/UNA-docs/DivisionOfLabour_Aug05_en.pdf

⁹ http://data.unaids.org/UNA-docs/TechSupportPlan_Aug05_en.pdf

¹⁰ http://www.unaids.org/un aids_resources/images/GTT/SG_letter_RC_12Dec05_en.pdf

In Nigeria, the National Expanded Theme Group, which is chaired by the National Action Committee on AIDS (NACA) went through a process of “Domestication of the GTT Recommendations”¹¹. The first meeting was used to internalize the recommendations, build common understanding and decide on a process for a national discussion on implementation and commitment. A subgroup of the Expanded Theme Group prepared the draft report that outlines an agreed implementation process committing NACA, the UN agencies and the Donor Coordination Group on a number of specific actions. Consensus was built over a period of four months resulting in a final report launched in November 2005.

1 – Empowering national leadership and ownership

- It is expected that a (higher quality) annual priority action plan, based on the existing longer-term strategic framework developed by a strong national process will bring more partners on board and facilitate meaningful linkages to development frameworks. It will be harder to ignore the opportunity for further alignment of their support to these national plans. More guidance for standards, criteria and for development of annual priority plans are under development and will become available to countries with technical assistance supporting the necessary processes.

The World Bank is leading on this recommendation with support from the UNAIDS Secretariat.

- A qualitatively strong inclusion of HIV/AIDS issues into national general development forums and development plans, such as PRSPs, is another way of strengthening partner support to national priority setting. Mainstreaming training workshops will be held in all regions and all partners dealing with HIV/AIDS authorities and/or PRSP ‘owners’ (ministries of finance, economy, and development) are expected to support the relevant national discussions.

UNDP is leading on this recommendation with support from the World Bank and the UNAIDS Secretariat

- One of the principles of the GTT process was that any discussion on national ownership must include the role of civil society. Civil society representatives were an integral part in the process of developing the GTT recommendations. Strong support is needed to strengthen the involvement of civil society in processes of national coordination. The GTT recommendations focus on the multilateral support to the national AIDS response, in which civil society is a key actor. Implementation of the recommendations needs to involve civil society to ensure that the GTT process at country level effectively strengthens the “Three Ones” Principles.

*For more information on involvement of civil society in national coordination processes, please contact **Sally Smith** at the UNAIDS secretariat (smiths@unaids.org)*

¹¹ http://www.unaids.org/unaids_resources/images/GTT/RPT_GTT_domesticated_Nov05_en.pdf

2 – Alignment and harmonization

- The Global Fund and World Bank will be analysing the level of alignment of all their funding programmes, and more specifically looking at countries where the same institution is responsible for management of both funding sources. Both institutions have committed themselves to further harmonization and alignment of financing procedures and possible joint reviews. The UN Theme Group or Country Team could support the process by requesting updates regarding the progress nationally. The Global Fund and World Bank have agreed on improving information-sharing, which will form the basis of progress in this area.

The World Bank and the Global Fund are cooperating on this recommendation

- The commitment at global level to a shift from project to programme modality has to be put into practice at country level. The UN will have to change its own mode of working to be able to make this shift to ensure gradual but effective progress. The UN needs to see the process of developing the national AIDS framework and annual priority action plans as its own main programming process. From this the UN should derive its programmatic action in support of the national response. At the same time the UN has an important role, given its mandate for coordination and technical support, in supporting other stakeholders to make this shift.
- In many countries the role of the Global Fund’s Country Coordination Mechanism (CCM) vis-à-vis the National AIDS Authority (NAC) is not clear. The UN Theme Group or Country Team needs to support the national authority to specify problems in the NAC-CCM relationship, push for resolution of the issues, and broker a problem solving process, with support from the Global Fund Secretariat. The regular CCM assessments conducted by the Global Fund are an entry point for this support, where the UN should advocate that the assessment of the CCM, review its adherence to the “Three Ones” principles.

The Global Fund is leading on this recommendation with support from the World Bank and the UNAIDS Secretariat

3 – Reform for a more effective multilateral response

- The joint UN Team on AIDS aims to improve accountability for joint results through better coordinated and harmonized UN support to national responses. Under the overall supervision of the UN Theme Group and working within the auspices of the Resident Coordinator system, the team will develop a unified programme of support upon which joint programming and planning will be based.

*For more guidance on Joint UN Teams, please contact **George Tembo** at the UNAIDS secretariat (tembog@unaids.org)*

- The Division of Labour consensus identifies a lead organization from among UNAIDS Secretariat and Cosponsors for each of 17 areas of technical support where the UN has comparative advantage (see Annex 4). The Lead Organization provides a single entry point

for request for technical support, and must inform the UCC and the UN Theme Group Chair upon receipt of a request. The lead organization will rapidly consult with the main partners to determine the optimal provider(s), and the financing of the support. Technical support requests that are received by another than the lead organization should be transmitted and referred to that organization.

The division of labour is not meant to divide the UN agencies, but serves to enhance UN provision of technical support and to function as an accountability instrument. The UN Theme Group or Country Team has a collective responsibility for the support provided. It is expected that the UN Theme Group or Country Team, facilitated by the UCC, will discuss how to apply the UN Division of Labour to the specific country context. If a Lead Organization does not have in-country presence, or is deemed by the UN Theme Group not to be adequately fulfilling its mandate, the UN Theme Group should select an alternative Lead Organization in that specific country for the specific area of technical support.

The **Consolidated UN Technical Support Plan** provides a fully costed vision of how UNAIDS cosponsors—working in partnership with local, regional and international organizations—will provide and be held accountable for the rapid disbursement of technical support, in a harmonized and coordinated way.

The UNAIDS Technical Support Facilities (TSF) will be one of the critical vehicles for channelling quality assured technical assistance to country partners. TSFs will also promote and facilitate horizontal technical cooperation and build local and regional capacities in priority areas. TSFs are currently being established in South East Asia and the Pacific, West and Central Africa, Eastern Africa and Southern Africa. This is in addition to the Technical Support Platform for horizontal cooperation in Brazil. Similar mechanisms are being explored in other regions.

*For more guidance on Technical Support Facilities, please contact
Pradeep Kakkatil at the UNAIDS secretariat (kakkatilp@unaids.org)*

- The GTT recommended a considerable increase in funding for technical support, focusing on 45 priority countries¹². The UN Theme Group or Country Team should support the National AIDS Authorities to conduct a participatory assessment of technical support needs. These form the basis for “Technical Support Acceleration Funds”¹³ requests. The UN Theme Group and the Lead Organization are responsible for coordinating and administrating requests.
- The “TSAF” will emphasize civil society involvement, both as a provider of, and as a recipient of technical support. The funding mechanisms envisaged for provision of this technical support at country level are based on the experience of Programme Accelerating Funds (PAF). Under the day-to-day management of a small team from UNAIDS Headquarters working with Regional Support Teams, the “TSAF” offers a coherent way to ensure the rapid disbursement of funds, and a follow-up accountability and monitoring mechanism under a strengthened interagency ‘PAF committee’.

¹² http://data.unaids.org/UNA-docs/TechSupportPlan_Aug05_en.pdf

¹³ The exact title and mechanics are currently being finalized.

*For more information on PAF and the “Technical Support Acceleration Funds”, please contact **Luc Barrière-Constantin** at the UNAIDS Secretariat (barriere1@unaids.org)*

- The GIST (Global Joint Problem-Solving and Implementation Support Team) comprises high-level AIDS officials from UNDP, UNFPA, UNICEF, WHO, the World Bank, UNAIDS Secretariat and the Global Fund. This group meets monthly to make a ‘time compressed’ analysis of the immediate technical support needs for unblocking bottlenecks to implementation of large grants in specific countries that have requested this support. For countries, the GIST is a resource to help solve problems related to policy, technical and/or institutional bottlenecks at the country level, and to improve the way agencies interact with each other and with the countries. UN country teams and Agency regional offices are fully involved in the problem identification and implementation support process.
- An important role for the UCC is to ensure that a GIST-like process takes place at the country level. This implies that national and international development partners at country level establish a joint process of assessing the performance of existing large grants (e.g. Global Fund, MAP) and identify the key areas of technical support that would be required to unblock any bottlenecks to implementation in order to accelerate implementation and ensure that performance targets are met. This process should lead to a further identification of partners who could provide such technical assistance in country and/or any support required from out-of-country sources. The GIST-like process at country level would not imply the establishment of new structures but rather the use of existing forums (e.g. Theme Groups, National Partnership Forum or others) under the overall leadership of the National AIDS Authority.

*For more information on GIST, please contact **Nina Ferencic and/or Barbara Galeazzi** at UNAIDS Secretariat (ferencicn@unaids.org, galeazzib@unaids.org)*

4 – Accountability and oversight

- Reviews of the AIDS response should assess the level of alignment of multilateral institutions and international partners at the country level. This assessment is an important opportunity to facilitate change in partner behaviour to strengthen the support to the national AIDS response. The UN Theme Group or Country Team should actively promote the inclusion of this assessment in the review process. A tool—like a score-card—is being developed as a framework for this assessment. As is being done by the OECD Development Assistance Committee (DAC) regarding bilaterals at global level, an open and critical peer review of results of partner efforts on harmonization and alignment will help all organizations to improve their performance.
- Review and tool development are underway to improve guidance to countries on harmonization of M&E efforts. Continued support for technical assistance on M&E can be obtained from the GAMET and UNAIDS, including through the new regional Technical Support Facilities.

*UNAIDS and the World Bank/GAMET lead on this recommendation and can be contacted for more information (**Paul De Lay** at the UNAIDS secretariat – delayp@unaids.org)*

- To strengthen oversight and accountability at the national level, the UN team has to facilitate the single national Monitoring and Evaluation system. If necessary the UN team should take the initiative to establish the Joint M&E country support team. Furthermore consultations should be undertaken with the national authorities concerning placement of international M&E advisors in National AIDS Coordinating Authorities offices or another national office that is charged with managing the national M&E system for HIV/AIDS. Civil society M&E resources should be more and more part of the national system. This means the UN Theme Group/Country Team is expected to support relevant discussions in national policy development as well as ensure capacity building of civil society itself. Other international partners should be encouraged to join this process.

Implementing the Global Task Team recommendations will be an ongoing process throughout 2006-2007 and beyond. Regular communication between country, regional and headquarter level will be necessary to ensure coherent support to effective implementation and to meet UNAIDS' reporting requirements to the UNAIDS Programme Coordinating Board and other global policy bodies. More specifically, this will concern support requirements, progress achieved and documentation of useful interventions. Communication processes should include your RST focal point, your CRD Geographical Liaison Manager and the "Three Ones" Team.

*For more information on UNAIDS activities to support Three Ones/GTT implementation, please contact the **Three Ones Team: Desmond Whymys, Ini Huijts and Steven Jensen** at the UNAIDS secretariat (whymysd@unaids.org, huijtsi@unaids.org, jensens@unaids.org)*

Annex 1

Endorsements of Three Ones principles and Global Task Team recommendations

UN Millennium Summit

20 September 2005

2005 World summit outcome document

We commit ourselves to working actively to implement the “Three Ones” principles in all countries, including by ensuring that multiple institutions and international partners all work under one agreed HIV/AIDS framework that provides the basis for coordinating the work of all partners, with **one national AIDS coordinating authority** having a broad-based multisectoral mandate, and under **one agreed country-level monitoring and evaluation system**. We welcome and support the important recommendations of the Global Task Team on Improving AIDS Coordination among Multilateral Institutions and International Donors.

To access full report:

<http://daccessdds.un.org/doc/UNDOC/LTD/N05/511/30/PDF/N0551130.pdf?OpenElement>

UNDP / UNFPA

6-9 September 2005

Report on the implementation of the decisions and recommendations of the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS

“Endorses the recommendations of the Global Task Team on Improving AIDS Coordination among Multilateral Institutions and International Donors”

To access full report:

http://www.unfpa.org/exbrd/decisions/05_41.htm

UNICEF

30 September 2005

Follow-up to the recommendations of the Global Task Team on improving AIDS Coordination

“The executive board...

Endorses the recommendations of the Global Task Team on Improving AIDS Coordination among Multilateral Institutions and International Donors, and furthermore *endorses* all the related decisions of the PCB.”

To access full report:

http://www.unicef.org/about/execboard/files/2005-19_decision.pdf

Global Fund to fight AIDS, Tuberculosis and Malaria

28 – 30 September 2005

Eleventh Board meeting – decision points

“In accordance with the performance based and result oriented interventions of the Global Fund, the Board endorses the recommendations of the Global Task Team on improving AIDS coordination among multilateral institutions and international donors.”

To access full report:

<http://www.theglobalfund.org/en/files/boardmeeting11/GF-B11-Decisions.pdf>

Annex 2

Global Task Team Recommendations Roll Out

Recommendation area	Specific action	Focal point	Chief implementation partners
Empowering inclusive national leadership and ownership	Standards & Criteria for AIDS Action Plans assessment	World Bank	UNAIDS Secretariat, UNDP
	Support for AIDS Action Plan Development	World Bank	UNAIDS Secretariat, UNDP
	Support for integration of AIDS into PRSP	UNDP	IMF, UNAIDS Secretariat, World Bank
	Economic consequences of AIDS	World Bank	IMF, UNAIDS Secretariat, UNDP
	Macroeconomic framework to support AIDS action plans	World Bank	IMF, UNAIDS Secretariat, UNDP
Alignment and harmonization	Global Fund-World Bank finance alignment	Global Fund	World Bank
	Joint Annual Reviews	World Bank	Global Fund
	NAC-CCM relationships	Global Fund	UNAIDS Secretariat, World Bank
	Shift from project to programme finance	Global Fund, World Bank	UNAIDS Secretariat
	Pilot joint fiduciary assessments	World Bank	Global Fund
	Improved Bank – Global Fund communications	Global Fund, World Bank	
	Identify procurement and supply bottlenecks	Global Fund	AMDS, World Bank
Reform for a more effective multilateral response	Joint UN teams on AIDS	UNDG, UNAIDS Secretariat	UNAIDS Cosponsors, UN Country Team members
	Joint UN system – Global Fund problem solving team and national task-specific problem solving teams	UNAIDS Secretariat	Global Fund, UNDP, UNFPA, UNICEF, WHO, World Bank
	UNAIDS division of labour	UNAIDS Secretariat	UNAIDS Cosponsors
	UNAIDS CCO/governance review	UNAIDS Secretariat	UNAIDS Cosponsors
	Global Fund – World Bank division of labour	Global Fund, World Bank	
	Enhanced PAF	UNAIDS Secretariat	UNDP, UNFPA, UNICEF, WHO, World Bank, civil society
	Procurement capacity building	World Bank-WHO partnership	Global Fund, UNAIDS Secretariat, UNICEF, France, US
Accountability and oversight	Scorecard accountability tool and global review partner alignment	UNAIDS Secretariat	World Bank (GAMET)
	Joint M&E Facility	UNAIDS Secretariat	MERG, METAT, World Bank (GAMET)
	M &E country support teams	UNAIDS Secretariat	UNAIDS Cosponsors
	M&E advisors in national offices	UNAIDS Secretariat	UNAIDS Cosponsors
	Civil society and M&E	UNAIDS Secretariat	Civil society
	Improved dissemination of M&E information	Global Fund, World Bank	

Annex 3

Link between the Three Ones principles and the Global Task Team recommendations

How do the recommendations fit to ‘One agreed HIV/AIDS Action Framework that provides the basis for coordinating the work of all partners’ – The “First One” ?

To contribute to the development of ‘One HIV/AIDS framework’, a number of recommendations focus directly on increasing and further aligning support for the **development and implementation of national annual AIDS priority action plans**, as well as **mainstreaming** AIDS in broader national development processes.

One comprehensive national AIDS framework: – Fully costed (with workplan and budget), – Negotiated and endorsed by key stakeholders

- **Recommendation 1.1** Countries develop annual priority AIDS action plans that drive implementation, improve oversight, emphasize results, and **provide a solid basis for the alignment of multilateral institutions’ and international partners’ support**; within related efforts to progressively strengthen national AIDS action frameworks and root them in broader development plans and planning processes.
- **Recommendation 1.2** Countries ensure that their macroeconomic and public expenditure frameworks **support and appropriately prioritize** the implementation of national AIDS action frameworks and annual priority AIDS action plans. The Bretton Woods Institutions, UNDP, and the UNAIDS Secretariat commit to supporting these actions.
- **Recommendation 2.2** In line with the Paris Declaration, the Global Fund, World Bank, other multilateral institutions, and international partners; (a) progressively shift from **project to programme** financing, based on costed, prioritized, evidence-based, and multisectoral national AIDS action frameworks and annual priority AIDS action plans that are **linked to broader development processes** such as Poverty Reduction Strategies; and (b) commit to **harmonizing** and better coordinating their programming, financing, and reporting.

How do the recommendations support the objective of one National AIDS Coordinating Authority, with a broad-based multisectoral mandate – The “Second One” ?

A number of Task Team recommendations focus on **aligning** multilateral support in order to strengthen the role of the national AIDS coordinating body. Other recommendations illustrate the importance of **collaborative action** with an identifiable national AIDS Coordinating authority thereby underlining the practical need for such an aligned body.

One National AIDS Coordinating Authority:

– Recognized in law – With broad-based multisectoral support, – With full technical capacity for coordination, monitoring and evaluation, financial tracking and strategic information management

- **Recommendation 2.1** Multilateral institutions and international partners commit to working with national AIDS coordinating authorities to align their support to national strategies, policies, systems, cycles, and annual priority action plans.
- **Point 3** Based on requests from countries, UNAIDS, the Global Fund, and the World Bank will support efforts at country-level to define problems in the relationship between the single national AIDS coordinating authority and the Country Coordinating Mechanism, clarify principles, and disseminate good practices
- **Recommendation 3.1 (point 2)** The joint UN team will, upon request, support national AIDS coordinating authorities to develop capacity to oversee implementation and to identify and solve problems, through whichever modality is most appropriate for national contexts
- **Recommendation 3.2 (point 1)** Multilateral institutions and international partners will assist national stakeholders to convene, under the umbrella of the national AIDS coordinating authority, task-specific teams for problem-solving and concerted action on monitoring and evaluation, procurement and supply management, technical support needs, and human resource capacity development.
- **Recommendation 4.2 (point 4)** National AIDS coordinating authorities, multilateral institutions and international partners to increase the role of civil society and academic institutions as implementers of monitoring and evaluation, including the collection of information from marginalized communities and the critical analysis of national data

How do the recommendations enhance one agreed country-level Monitoring and Evaluation System – The “Third One” ?

The Task Team advocates a number of clear and interlinked measures intended to strengthen commitment to the last of the Three Ones, consistently advocating **close country collaboration** in the implementation of these measures. Improved monitoring and evaluation signals improved **accountability** and **oversight**, not only upwards to donors but also outwards to the larger national community.

One National Monitoring and Evaluation System: – Integrated into the national AIDS framework – With standardized indicators endorsed by key stakeholders

- **Recommendation 4.1** Within existing participatory reviews of national AIDS programmes, UNAIDS assist national AIDS coordinating authorities to lead participatory reviews of the performance of multilateral institutions, international partners and national stakeholders that build upon existing OECD/DAC standards and criteria for alignment and harmonization.

- **Recommendation 4.2** Multilateral institutions and international partners assist national AIDS coordinating authorities in the strengthening of their monitoring and evaluation mechanisms and structures that facilitate oversight of and problem-solving for national AIDS programmes.

Other GTT recommendations:

The Task Team advocates, under the heading of “Reform for a more effective multilateral response”, a number of clear and interlinked measures intended to strengthen the functioning of the UN country team and Global Fund in a harmonised manner.

As the Three Ones principles are established at country level with national ownership, these recommendations, in general, do not directly link to the Three Ones principles. However the implementation of these recommendations will increase the effectiveness of the UN system and the Global Fund in their role of support to country level implementation of the Three Ones.

- **Recommendation 3.1** The UN Secretary-General instruct the UN Resident Coordinator to establish, in collaboration with the UN Country Team, a joint UN team on AIDS – facilitated by the UNAIDS Country Coordinator – that will develop a unified UN country support programme on AIDS within the national planning framework.
- **Recommendation 3.2** The multilateral system establish a joint UN system-Global Fund problem-solving team that supports efforts to address implementation bottlenecks at country level.
- **Recommendation 3.3** UNAIDS Cosponsors and the Global Fund establish a more functional and clearer division of labour, based on their comparative advantages and complementarities, in order to more effectively support countries.
- **Recommendation 3.4** Financing for technical support be considerably increased, including by expanding and refocusing UNAIDS Programme Acceleration Funds so they enable the UN system and others to scale up the provision and facilitation of technical support, based on requests by countries.

Annex 4

Division of Labour: Institutional Responsibilities

TECHNICAL SUPPORT AREAS	Lead Organization	Main Partners
1. STRATEGIC PLANNING, GOVERNANCE AND FINANCIAL MANAGEMENT		
1. AIDS, development, governance and mainstreaming, including instruments such as PRSPs, and enabling legislation, human rights and gender	UNDP	ILO, UNAIDS Secretariat, UNESCO, UNICEF, WHO, World Bank, UNFPA, UNHCR
2. Support to strategic, prioritized and costed national plans; financial management; human resources; capacity and infrastructure development; impact alleviation and sectoral work	World Bank	ILO, UNAIDS Secretariat, UNDP, UNESCO, UNICEF, WHO
3. Procurement and supply management, including training	UNICEF	UNDP, UNFPA, WHO, World Bank
4. AIDS workplace policy and programmes, private-sector mobilization	ILO	UNESCO, UNDP
2. SCALING UP INTERVENTIONS		
<i>Prevention</i>		
5. Prevention of HIV transmission in healthcare settings, blood safety, counselling and testing, sexually-transmitted infection diagnosis and treatment, and linkage of HIV prevention with AIDS treatment services	WHO	UNICEF, UNFPA, ILO
6. Provision of information and education, condom programming, prevention for young people outside schools and prevention efforts targeting vulnerable groups (except injecting drug users, prisoners and refugee populations)	UNFPA	ILO, UNAIDS Secretariat, UNESCO, UNICEF, UNODC, WHO
7. Prevention of mother-to-child transmission (PMTCT)	UNICEF, WHO	UNFPA, WFP
8. Prevention for young people in education institutions	UNESCO	ILO, UNFPA, UNICEF, WHO, WFP
9. Prevention of transmission of HIV among injecting drug users and in prisons	UNODC	UNDP, UNICEF, WHO, ILO
10. Overall policy, monitoring and coordination on prevention	UNAIDS Secretariat	All Cosponsors
<i>Treatment, care and support</i>		
11. Antiretroviral treatment and monitoring, prophylaxis and treatment for opportunistic infections (adults and children)	WHO	UNICEF
12. Care and support for people living with HIV, orphans and vulnerable children, and affected households.	UNICEF	WFP, WHO, ILO
13. Dietary/nutrition support	WFP	UNESCO, UNICEF, WHO
<i>Addressing HIV in emergency, reconstruction and security settings</i>		
14. Strengthening AIDS response in context of security, uniformed services and humanitarian crises	UNAIDS Secretariat	UNHCR, UNICEF, WFP, WHO, UNFPA
15. Addressing HIV among displaced populations (refugees and internally displaced persons)	UNHCR	UNESCO, UNFPA, UNICEF, WFP, WHO, UNDP
3. MONITORING AND EVALUATION, STRATEGIC INFORMATION, KNOWLEDGE SHARING AND ACCOUNTABILITY		
16. Strategic information, knowledge sharing and accountability, coordination of national efforts, partnership building, advocacy, and monitoring and evaluation, including estimation of national prevalence and projection of demographic impact	UNAIDS Secretariat	ILO, UNDP, UNESCO, UNFPA, UNHCR, UNICEF, UNODC, WFP, WHO, World Bank
17. Establishment and implementation of surveillance for HIV, through sentinel/population-based surveys	WHO	UNAIDS Secretariat

The Joint United Nations Programme on HIV/AIDS (UNAIDS) brings together ten UN agencies in a common effort to fight the epidemic: the Office of the United Nations High Commissioner for Refugees (UNHCR), the United Nations Children's Fund (UNICEF), the World Food Programme (WFP), the United Nations Development Programme (UNDP), the United Nations Population Fund (UNFPA), the United Nations Office on Drugs and Crime (UNODC), the International Labour Organization (ILO), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the World Health Organization (WHO), and the World Bank.

UNAIDS, as a cosponsored programme, unites the responses to the epidemic of its ten cosponsoring organizations and supplements these efforts with special initiatives. Its purpose is to lead and assist an expansion of the international response to HIV/AIDS on all fronts. UNAIDS works with a broad range of partners – governmental and nongovernmental, business, scientific and lay – to share knowledge, skills and best practices across boundaries.



Joint United Nations Programme on HIV/AIDS

UNAIDS

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Joint United Nations Programme on HIV/AIDS (UNAIDS)
20 avenue Appia – 1211 Geneva 27 – Switzerland

Telephone: (+41) 22 791 36 66 – Fax: (+41) 22 791 41 87 – E-mail: unaids@unaids.org – Internet: <http://www.unaids.org>