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GLOBAL TASK TEAM RECOMMENDATIONS ON IMPROVING AIDS COORDINATION AMONG MULTILATERAL INSTITUTIONS AND INTERNATIONAL DONORS

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NOTE TO THE EXECUTIVE BOARD

This document is submitted to the Executive Board for endorsement.

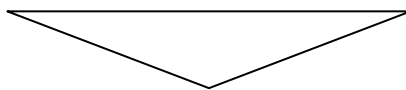
The Secretariat invites members of the Board who may have questions of a technical nature with regard to this document to contact the WFP staff focal points indicated below, preferably well in advance of the Board's meeting.

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DRAFT DECISION*



The Board:

- **endorses** the recommendations of the Global Task Team on Improving AIDS Coordination among Multilateral Institutions and International Donors;
- **notes** the emphasis on support for country-level action and strengthening national responses, and **encourages** WFP to provide technical support to national governments and to focus on their areas of comparative advantage; and
- **endorses** the United Nations Technical Support Division-of-Labour Matrix.

* This is a draft decision. For the final decision adopted by the Board, please refer to the Decisions and Recommendations (document WFP/EB.A/2006/16) issued at the end of the session.



BACKGROUND

1. The high-level meeting “Making the Money Work” held in London on 9 March 2005 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”, which included a range of stakeholders.
2. After an intensive 80-day process, in June 2005 the GTT produced a set of recommendations for the multilateral system to simplify and further harmonize procedures and align its support more closely with countries’ needs and priorities. The GTT recommendations, developed in the framework of the Three Ones, provide a major opportunity to maximize the collective effectiveness of the United Nations and the Global Fund to Fight Aids, Tuberculosis and Malaria and to streamline multilateral support for national AIDS responses.
3. The 17th meeting of the Programme Coordinating Board (PCB) of the Joint United Nations Programme on HIV/AIDS (UNAIDS) endorsed the GTT outcome in June 2005 and requested WFP to give an account of progress to its next meeting (PCB Decision 7.5).
4. All other co-sponsors and the Global Fund to Fight Aids, Tuberculosis and Malaria have committed themselves to implementation of the GTT vision of harmonization and alignment by endorsing the GTT recommendations in their governing bodies.¹

WFP FOLLOW-UP TO THE DECISIONS AND RECOMMENDATIONS OF THE UNAIDS PCB

5. The Executive Director recommends that the Board adopt the proposed draft decision.

¹ This responds directly to the June 2005 PCB Decision 7.3 that “urges the governing bodies of UNAIDS Cosponsors and the Global Fund...to consider and endorse the GTT recommendations”. Endorsements have taken place as follows: World Bank Executive Board, August 2005; United Nations Development Programme (UNDP)/United Nations Population Fund (UNFPA), September 2005; United Nations Children’s Fund (UNICEF), September 2005; Global Fund Board, 2005; World Health Organization (WHO) Executive Board, January 2006; Office of the United Nations High Commissioner for Refugees (UNHCR) Standing Committee, March 2006; United Nations Office on Drugs and Crime (UNODC), March 2006; International Labour Organization (ILO), March 2006. United Nations Educational, Scientific and Cultural Organization (UNESCO) Board endorsement is expected in April 2006.



ANNEX

Global Task Team on Improving AIDS Coordination among Multilateral Institutions and International Donors

RECOMMENDATIONS

The Global Task Team has developed a set of recommendations on how countries and multilateral institutions and international partners can strengthen, streamline, and better organize their responses to the epidemic. The recommendations are presented under four main headings:

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

1. Empowering Inclusive National Leadership and Ownership

⇒ *1.1 The Global Task Team Recommends that:*

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.

In order to accelerate national AIDS responses, annual priority AIDS action plans should:

- Be developed in a rapid manner that does not impede ongoing implementation;
- Be costed, prioritized, evidence-based, multisectoral, and include clear and simple monitoring and evaluation frameworks;
- Clearly delineate roles and responsibilities of national stakeholders, multilateral institutions and international partners (who does what, when, and where);
- Detail, prioritize, and cost technical support needs, in areas including information and education, care and treatment, monitoring and evaluation, and procurement and supply management;
- Assess and cost human resource capacity gaps and infrastructure needs; and
- Be developed in a participatory manner by a full range of national stakeholders.

To empower national AIDS coordinating authorities and their supporting mechanisms to develop annual priority AIDS action plans, UNAIDS (together with a broad range of stakeholders) will:

- Develop a set of internationally-recognized standards and criteria for annual priority AIDS action plans, and a scorecard-style tool that countries can use for self-assessments of the plans;



- Based on the requests of countries, assist in the rapid development of annual priority AIDS action plans – including human resource capacity needs – and disseminate lessons learned from an initial group of 5 to 10 countries that develop these plans.

Accountable institution and timeframe:

- UNAIDS to develop standards and criteria and scorecard-style tool by December 2005.
- Upon requests from countries, World Bank, UNDP and UNAIDS Secretariat take the lead in providing support to the development of annual priority AIDS action plans in 5-10 countries in highly-affected regions by December 2005.
- UNAIDS Secretariat to report on progress and disseminate lessons learned by June 2006, with interim reporting by December 2005.

⇒ **1.2 The Global Task Team Recommends that:**

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 World Bank commits to working with the International Monetary Fund, UNDP, and UNAIDS Secretariat to support these actions.

- The World Bank, UNDP, and UNAIDS Secretariat will ensure that resources and technical support are available so that countries can integrate AIDS more fully into Poverty Reduction Strategy Papers (PRSPs)
- The World Bank – working with the International Monetary Fund, UNDP, and the UNAIDS Secretariat – will ensure that evidence on the economic consequences of AIDS shapes its internal policies and its guidance to countries (particularly ministries of finance), and will improve its reviews of Poverty Reduction Strategies and systemically encourage countries to include AIDS in Poverty Reduction Strategies.
- The World Bank – working with the International Monetary Fund, UNDP, and the UNAIDS Secretariat – will assist countries to ensure that macroeconomic and public expenditure frameworks support the implementation of national AIDS action frameworks and annual priority AIDS action plans.

Accountable institutions and timeframe:

- The World Bank, UNDP, and UNAIDS Secretariat to provide support on the integration of AIDS into PRSPs to four countries by December 2005; and to all countries updating PRSPs by December 2006.
- The World Bank to report on internal policies, reviews, and country guidance and assistance to the June 2006 PCB.



2. Alignment and Harmonization

⇒ 2.1 *The Global Task Team Recommends that:*

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 AIDS action plans.

- The Global Fund, the World Bank, and other multilateral institutions and international partners will identify specific approaches to improving the alignment of their financing with country cycles and annual priority AIDS action plans.
- In countries that hold joint annual reviews of the national AIDS programme, the Global Fund, the World Bank, and other multilateral institutions will participate and subsequently accept these joint annual reviews as their primary evaluations (within the governance structures of each).
- Based on the requests from countries, UNAIDS, 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.

Accountable institutions and timeframe:

- The Global Fund and the World Bank to identify approaches to improving alignment of their financing by December 2005.
- The Global Fund and the World Bank to participate in joint annual reviews and use them as their primary evaluations in at least three countries by June 2006.
- UNAIDS Secretariat, the Global Fund, and the World Bank to jointly report progress in responding to requests from countries to clarify the relationship between the single national AIDS coordinating authority and the Country Coordinating Mechanism to the June 2006 PCB.

⇒ 2.2 *The Global Task Team Recommends that:*

In line with the Organisation for Economic Co-operation and Development (OECD)/Development Assistance Committee (DAC) Paris Declaration, the Global Fund, the World Bank, other multilateral institutions, and international partners: (a) progressively shift from project to programme financing^{8 9} based on costed, prioritized, evidence-based, and multisectoral national AIDS action frameworks that are linked to broader development processes such as Poverty Reduction Strategies; and (b) further commit to harmonizing and better coordinating their programming, financing, and reporting.

- The Global Fund and the and the World Bank will:
 - ◇ Pilot joint financial management and procurement assessments, and joint programmatic and financial reporting;
 - ◇ When countries wish to have joint approaches, use joint implementation processes; and
 - ◇ Take concrete, operational steps to improve communications.
- The Global Fund, the World Bank and other parts of the United Nations system, and other multilateral institutions and international partners will engage in a



process to identify procurement and supply management bottlenecks, and to agree upon concrete steps for the harmonization and alignment of procurement and supply management policies and procedures.

Accountable institutions and timeframe:

- The World Bank and the UNAIDS Secretariat to report progress on a progressive shift from project to programme financing to the June 2006 PCB, and the Global Fund to report progress at the Spring 2006 Global Fund Board meeting.
- The Global Fund and the World Bank to complete piloting of joint financial management and procurement assessments, and joint programmatic and financial reporting, by December 2005.
- The Global Fund and the World Bank to institute all steps to improve communications, assess the current status of joint implementation processes and identify challenges to expanding the use of joint approaches by September 2005.
- The Global Fund, and the World Bank and other parts of the United Nations system to jointly report progress on addressing bottlenecks to procurement and supply management by June 2006.

3. Reform for a more Effective Multilateral Response

⇒ *3.1 The Global Task Team Recommends that:*

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 in AIDS within the national planning framework.

- The joint United Nations team will provide a common entry point for national stakeholders to more easily access the full range of AIDS-related services available throughout the United Nations system.
- The joint United Nations 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.
- The joint United Nations team will link to global-level problem-solving mechanisms and to regional technical support facilities.

Accountable institutions and timeframe:

- The Secretary-General to communicate to United Nations Resident Coordinators by September 2005; and the United Nations Development Group to ensure that joint teams with unified programmes are established in 5 to 10 countries by December 2005;
- The UNAIDS Secretariat to report on progress to the June 2006 PCB.



⇒ **3.2 The Global Task Team Recommends that:**

The multilateral system establish a joint UN system-Global Fund problem-solving team that supports efforts to address implementation bottlenecks at country level.

- 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.
- The joint United Nations system–Global Fund team will meet regularly to help address problems identified by country-level stakeholders.
- The joint United Nations system–Global Fund team will identify good practices and disseminate them together with the lessons learned to support countries' efforts to scale up their AIDS programmes.

Accountable institutions and timeframe:

- UNAIDS Secretariat to report global progress on the establishment of national task-specific teams for problem-solving to the June 2006 PCB.
- WHO, UNICEF, UNFPA, UNDP, the World Bank, the UNAIDS Secretariat and the Global Fund to take the lead in and establish the joint United Nations system–Global Fund problem-solving team by July 2005;
- WHO and UNAIDS Secretariat to disseminate lessons learned by December 2005.

⇒ **3.3 The Global Task Team Recommends that:**

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.

- The UNAIDS Secretariat will lead a process with the UNAIDS Cosponsors of clarifying and costing a United Nations system division of labour for technical support to assist countries to implement their annual priority AIDS action plans.
- The UNAIDS Committee of Cosponsoring Organizations (CCO) will commission an independent review of the functioning of the UNAIDS' governance structure, including the CCO, the Unified Budget and Workplan, and United Nations Theme Groups on HIV/AIDS.
- The Global Fund and the World Bank will lead a rapid process to evaluate and clarify areas of overlap, comparative advantages and complementarities between the two.

Accountable institutions and timeframe:

- UNAIDS to agree on United Nations system division of labour at the June 2005 PCB;
- CCO to consider recommendations from the independent review at the October 2005 meeting;



- The Global Fund and the World Bank to complete rapid evaluation of areas of overlap, comparative advantages and complementarities by the September 2005 Global Fund Replenishment Conference.

⇒ *3.4 The Global Task Team Recommends that:*

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.

- UNAIDS will broaden the scope and means of access to Programme Acceleration Funds to ensure that they can be used to finance the provision of technical support by the United Nations system, local entities (such as civil society organizations, private sector firms, and governments), regional organizations and technical support facilities, south-south cooperation efforts, multilateral institutions, and others, with further financing provided based on performance.
- UNAIDS and partners will determine the most effective way of financing the expansion of the Programme Acceleration Funds, such as in the form of additional commitments in the Global Fund Replenishment mechanism.
- Through the existing World Bank/WHO capacity-building programme and other initiatives, multilateral institutions and international partners will intensify their efforts to build national capacity on procurement and supply chain management.

Accountable institutions and timeframe:

- UNAIDS to agree on the broadening of Programme Acceleration Funds at the June 2005 PCB;
- Multilateral institutions and international partners to agree on financing of the Programme Acceleration Funds by or at the September 2005 Global Fund Replenishment Conference;
- The World Bank and WHO to evaluate progress on the building of national capacity on procurement and supply chain management by September 2005.

4. Accountability and Oversight

⇒ *4.1 The Global Task Team Recommends that:*

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.

- Ideally conducted by an appropriate national stakeholder forum, these transparent and participatory performance reviews would culminate in public dissemination of the results and feedback into national programming.
- UNAIDS, together with a broad range of stakeholders, will develop a scorecard-style accountability tool for measurement of national stakeholders' participation in the AIDS response and international partner alignment to the national AIDS action framework.



- UNAIDS will disseminate globally the results of the assessments of partner alignment, and will organize a transparent and participatory process at global level for the review of partner alignment, including reporting of progress on the division of labour within the multilateral system.

Accountable institutions and timeframe:

- UNAIDS Secretariat to take the lead in the development of a scorecard-style accountability tool by December 2005;
- UNAIDS to support and disseminate the results of performance reviews in 10 countries by December 2006.

⇒ **4.2 The Global Task Team Recommends that:**

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

- UNAIDS, in close collaboration with countries, will operationalize a Joint Monitoring and Evaluation Facility to ensure consistent global guidance on technical issues, development of monitoring and evaluation tools, and the timely and transparent flow of information to all partners. International partners will ensure that the Facility is fully resourced.
- At country level, multilateral institutions and international partners will establish a Joint Monitoring and Evaluation Country Support Team to align their provision of technical support on monitoring and evaluation to the national monitoring and evaluation system. In collaboration with the national AIDS coordinating authority, UNAIDS will facilitate the establishment of the Monitoring and Evaluation Country Support Team.
- Multilateral institutions and international partners will ensure that country monitoring and evaluation advisers will, at the request of countries, be based in the offices of national AIDS coordinating authorities.
- 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.
- The Global Fund, the World Bank, and other multilateral institutions and international partners will regularly provide to national AIDS coordinating authorities and the general public:
 - ◇ Information on planned and actual commitments and disbursements, including the recipients and the intended use; and
 - ◇ Information on performance of the programmes financed, including actual results achieved against targets.

Accountable institutions and timeframe:

- UNAIDS to operationalize the Joint Monitoring and Evaluation Facility by September 2005;
- UNAIDS to establish Joint Monitoring and Evaluation Country Support Teams in five countries by December 2005 and in 10 countries by December 2006;
- UNAIDS to fulfil all national requests for the placement of existing and planned United Nations system country monitoring and evaluation advisers in the offices of the national AIDS authority by December 2005;
- UNAIDS to measure civil society participation in monitoring and evaluation and report progress at the 2006 United Nations General Assembly Special Session on HIV/AIDS;
- The Global Fund and the World Bank to implement information-sharing practices globally by December 2005.

ACRONYMS USED IN THE DOCUMENT

AIDS	Acquired immuno-deficiency syndrome
CCO	Committee of Cosponsoring Organizations
DAC	Development Assistance Committee
GTT	Global Task Team
HIV	human immuno-deficiency virus
ILO	International Labour Organization
OECD	Organization for Economic Cooperation and Development
PCB	Programme Coordinating Board
PDP	Strategy, Policy and Programme Support Division
PDPH	HIV/AIDS Service
PRSP	Poverty Reduction Strategy Paper
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNODC	United Nations Office on Drugs and Crime
WHO	World Health Organization