



PROGRAMME COORDINATING BOARD

Fourth meeting
Geneva, 7-9 April 1997

Provisional agenda item 6

Progress Report on UNAIDS Performance Monitoring and Evaluation Plan

EXECUTIVE SUMMARY

- The UNAIDS secretariat has worked to create approaches and tools for monitoring and evaluating the Programme's performance, UN system action on HIV/AIDS, national responses to the epidemic and the global HIV/AIDS goals.
- These approaches and tools will be fully described in a comprehensive Performance Monitoring and Evaluation Plan to be presented to the PCB in 1998.
- However, completion of the comprehensive plan should not impede progress in select priority activities. With the guidance of the PCB working group, a set of activities has been designated as priority for implementation. These priorities include:
 - compilation and analysis of surveillance data on HIV/AIDS;
 - an Expanded Response Effort Assessment to monitor and evaluate national responses;
 - monitoring UN system responses to HIV/AIDS at country level through Theme Group assessment, a Study of the financing of national HIV/AIDS programmes and User Satisfaction Surveys; and,
 - a management information system to monitor the execution of the UNAIDS Programme Budget and Workplan 1998-1999.
- The UNAIDS secretariat proposes to staff the performance monitoring and evaluation function through the reassignment of an existing professional post and the creation of two additional posts, one professional and one general services.

ACTION REQUIRED AT THIS MEETING

- Request PCB concurrence with presentation of a complete Performance Monitoring and Evaluation Plan in 1998
- Request PCB approval of two posts, a professional post and a general services post, as additional to the 1996-1997 approved staffing level in Geneva
- Request PCB approval to disband the PCB working group on monitoring and evaluation and establishment of a technical advisory group.



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Joint United Nations Programme on HIV/AIDS

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I Background

At its meeting in June 1996, the UNAIDS Programme Coordinating Board (PCB) asked the UNAIDS secretariat to develop a plan for performance monitoring and evaluation of UNAIDS for consideration at its next meeting. It recommended that the plan focus on “activities conducted at country level; specify resources needed, including cost-sharing measures with the Cosponsors; identify training needs both at headquarters and at country level for its implementation; and include standardized methods to measure and compare impact of various activities between countries and regions, as well as to assess the involvement of UNAIDS’s partners in its efforts”¹. A set of guiding principles and recommendations², drawn up by the PCB working group on monitoring and evaluation and approved by the PCB, were to assist the process.

At the PCB’s request, a meeting of the PCB working group on monitoring and evaluation was convened, partly to discuss the Cosponsors’ views on UNAIDS performance monitoring and evaluation and their possible roles in developing and implementing performance assessment for UNAIDS. This meeting, hosted by UNFPA in September 1996, marked a change in responsibility from the PCB working group offering recommendations to the UNAIDS secretariat developing approaches and tools that would be described in a performance monitoring and evaluation plan.

Since the PCB’s June 1996 meeting, the UNAIDS secretariat elaborated approaches and tools to move the Programme in the direction of a performance assessment function³. The following activities were organized to generate feedback from a diverse set of actors, to involve the Cosponsors, and to reflect the needs expressed by UNAIDS country-based staff:

- creation of a UNAIDS secretariat in-house task force on performance monitoring and evaluation to provide oversight and guidance;
- ongoing consultation with Cosponsoring Organization monitoring and evaluation staff (described in detail below);
- briefings and discussion with UNAIDS country-based staff on performance monitoring and evaluation approaches in regional and global gatherings on at least four occasions;

¹ UNAIDS/PCB(3)/96.10

² In general, the PCB working group recommended that the UNAIDS secretariat develop a performance assessment plan that details the mechanisms to be established to assure effectiveness across UNAIDS and provides the basis for accountability. More specifically, the PCB working group recommended that the plan should: present a format for country-level progress reporting forms; propose frequency of reporting for all types of performance information; identify the core skill base required by UNAIDS to undertake performance assessment tasks; present options to acquire these skills, including the secondment of personnel from cosponsors and other partners; and present a consolidated approach to data acquisition drawing on existing data collection systems within the UN.

³ Secondment mechanisms were established with USAID and UNICEF. One UNAIDS staff was assigned to the task.

- briefing of Geneva-based missions on the process and products of a UNAIDS performance monitoring and evaluation plan which brought together representatives of 14 missions on 22 October 1996;
- Design Workshop which brought together Cosponsoring Organization monitoring and evaluation staff, donor agencies and the UNAIDS secretariat;
- a series of seven country consultations aimed at generating feedback on UNAIDS performance monitoring and evaluation approaches and tools with UN Theme Groups on HIV/AIDS, UNAIDS Country Programme Advisors, NGOs, national AIDS programme managers and communities of people living with HIV/AIDS.

Input from the Cosponsors was critical to the development of UNAIDS's performance monitoring and evaluation activities. Although in a very early stage, the UNAIDS secretariat started a process to draw on the existing expertise of Cosponsoring Organizations to develop and eventually implement a performance monitoring and evaluation plan. To date, Cosponsors have been invited to participate in the UNAIDS secretariat's effort through the following:

- a PCB working group-sponsored meeting (6 September 1996) in which Cosponsors expressed their views and discussed roles in developing and implementing performance assessment for UNAIDS;
- a request from the UNAIDS Executive Director for a designated evaluation point person from each Cosponsor to assist and advise UNAIDS secretariat staff and to participate in a November 1996 Design Workshop;
- discussions with UN Theme Groups on HIV/AIDS about performance monitoring and evaluation. Discussions with country and regional-level monitoring and evaluation staff during country consultations (December 1996 to January 1997).

The PCB Working Group met in February 1997 to review progress in developing a performance monitoring and evaluation plan. This Progress Report and the PCB working group's review will be presented to the PCB in April 1997. High expectations were set for the UNAIDS secretariat in developing a performance monitoring and evaluation plan. While much has been achieved, not all expectations have been met. This report offers a description of guiding principles, a conceptual framework for performance monitoring and evaluation, and a summary of current activities, and plans and ideas for future efforts.

II Principles for performance monitoring and evaluation

The following principles, originally proposed by the PCB working group, have served as the foundation for assessing UNAIDS performance for the UNAIDS secretariat:

- assess short-, medium-, and long-term performance and reflect areas in which UNAIDS plays a direct and an indirect role;
- structure performance assessment around the four medium-term objectives⁴ which serve as the core of the UNAIDS programme;
- assess design activities that UNAIDS undertakes in the short-term, as well as the longer-term trends in the pandemic, its impact and consequences, as expressed in the Programme's global goals;
- work with Cosponsors to develop a mechanism to evaluate HIV/AIDS activities undertaken jointly or separately;
- design performance information that serves as a management tool for UNAIDS and a governance tool for the PCB.

Another consideration, reiterated by UNAIDS actors in country, is that performance questions should be applied to many levels and actors within the UNAIDS programme. For example, an initial focus on the country-level should include the roles and responsibilities of the UNAIDS secretariat, Cosponsor headquarters staff and inter-country technical teams, since they are key providers of administrative support, technical assistance and guidance and other services that facilitate the work of UNAIDS partners at country level.

Ultimately, performance monitoring and evaluation in UNAIDS should be a management tool and be integrated in the management system. In its fully developed state, performance monitoring and evaluation within UNAIDS would serve to:

- identify early programme performance problems, thus making it possible for programme managers and decision-makers to modify or change course;
- determine the degree to which UNAIDS has progressed towards its stated objectives;
- demonstrate the benefits of UNAIDS's work to a broad audience, including the PCB, the donor community and the general public, providing, at the same time, reliable evidence of achievements.

⁴ The four medium-term objectives of UNAIDS include: a) fostering an expanded national response to HIV/AIDS, particularly in developing countries; b) promoting strong government commitment to an expanded response to HIV/AIDS; c) strengthening and coordinating UN action on HIV/AIDS at the global and national levels; and d) identifying, developing and advocating international best practices.

Finally, the activities and plans this Progress Report describes will be carried out according to UNAIDS's three main roles; (i) to facilitate, catalyze, coordinate and advise, primarily in relation to the Cosponsors; (ii) to improve access to and content of the body of knowledge required to advance the global response to the epidemic; and (iii) to advocate, with a view to building an aware, committed and supportive international community of governments, media, and civil society.

III Conceptual framework for UNAIDS performance monitoring and evaluation

A conceptual framework for UNAIDS performance monitoring and evaluation appears in Annex 1. The major point to this framework is the following: the extent to which UNAIDS exerts influence over these results being achieved diminishes as one moves up the levels from outputs (the goods and services the UNAIDS secretariat deliveries) to the intermediate outcome (changes in the nature of the UN system response) to outcomes (changes in characteristics of national response) to impact level (changes in the epidemic itself and long-term societal responses to it).

The UNAIDS secretariat performance is most directly reflected at the output level. Performance information on the delivery of goods and services should be linked to the management structure developed to deliver those goods and services. Moving to the next level of the conceptual framework (effective and expanded UN system response, particularly that of the Cosponsors), greatly lessens the UNAIDS secretariat's actual influence. At the level of the intermediate outcome (UN system) and outcomes (national response), the UNAIDS secretariat can monitor, evaluate, and act on the resulting information. However, changes in the UN system response and in national responses depend on many players and factors. Therefore, information about change at these levels no longer serves to directly reflect the UNAIDS secretariat performance.

Throughout this Progress Report, reference will be made to the four levels of the conceptual framework regarding current and planned UNAIDS activities. The Progress Report describes activities and plans for UNAIDS performance assessment and the monitoring and evaluation activities UNAIDS conducts as part of its programme of work, i.e., evaluative activities as part of UNAIDS work to identify examples of "best practices" or efforts to strengthen the capacity of national programmes to monitor and evaluate their own efforts. Description of the full complement of monitoring and evaluation activities UNAIDS carries out will follow.

IV UNAIDS current activities, plans and ideas

This section outlines current activities, ideas and plans for performance monitoring and evaluation. Discussion of activities, plans and ideas is organized by the levels of the conceptual framework because the UNAIDS secretariat's degree of influence varies significantly across those levels. Among the ideas and plans introduced in this section are a number of new performance monitoring and evaluation tools. Review and discussion of these plans and ideas must be tempered with the need to set realistic expectations for UNAIDS.

UNAIDS performance monitoring and evaluation
Priority plans and activities

The UNAIDS secretariat has worked to create a set of approaches and tools for monitoring and evaluating the Programme's performance, UN system action on HIV/AIDS, national responses to the epidemic and the global HIV/AIDS goals. These approaches and tools will be fully described in a comprehensive Performance Monitoring and Evaluation Plan, which is not yet complete. With continued advice from Cosponsor evaluation experts and a newly proposed technical advisory group, the UNAIDS secretariat will finalize the comprehensive Performance Monitoring and Evaluation Plan during 1997. The UNAIDS Performance Monitoring and Evaluation Plan will be presented to the PCB in 1998.

However, the comprehensive plan's completion should not impede progress in select priority activities. With the strategic guidance of the PCB working group on monitoring and evaluation, the following activities have been designated as priority for implementation:

- ◆ compilation and analysis of surveillance data on HIV/AIDS
- ◆ an Expanded Response Effort Assessment to monitor and evaluate national responses
- ◆ monitoring the UN system response to HIV/AIDS at country level through Theme Group status assessment, the Study of the financing of national HIV/AIDS programme and User Satisfaction Surveys
- ◆ a management information system to monitor the execution of the UNAIDS Programme Budget and Workplan 1998-1999.

These priority activities represent at least one monitoring and evaluation tool for each of the four levels described in the conceptual framework (Annex 1).

1. Performance monitoring and evaluation of the goods and services delivered by UNAIDS secretariat (outputs)

Among the plans and ideas for performance monitoring and evaluation at the level of the UNAIDS secretariat's goods and services are the following:

- A system to monitor the UNAIDS Proposed Programme Budget and Workplan 1998/1999 implementation will contribute significantly to tracking the progress the UNAIDS secretariat makes in delivery of goods and services (outputs). As a basic tool to monitor the UNAIDS secretariat's progress towards the medium-term objectives, this system is greatly facilitated by the fact that each programme component of the Proposed Programme Budget and Workplan 1998-1999 has described specific outputs, that is, the goods and services that the UNAIDS secretariat will deliver directly to support its objectives. This activity is designated as a priority for UNAIDS.

- Activating a loop between management and performance assessment. Performance information, once reviewed and acted on by programme managers, serves a purpose beyond more traditional, passive monitoring and evaluation. Performance monitoring and evaluation will be undertaken in the spirit of UNAIDS acting as a learning organization, capable of analysing results, identifying areas of learning, and being able to transform learning into better strategies and programme planning, and improved implementation capacity. UNAIDS will work to incorporate performance monitoring and evaluation into the management process through several mechanisms:
 - Annual results reviews. These reviews would present a consolidated version of performance information in a user-friendly format that highlights progress, points out shortcomings, and where action is needed.
 - Performance “thinking and behaving”. If performance monitoring and evaluation is successfully implemented, UNAIDS staff will acquire the skills needed to learn from and act on performance information, demonstrating that they have accepted and incorporated principles of performance assessment into their own work. As part of an organizational development strategy, a review of the systems and capacities in results management will be carried out, which will include performance assessment as an essential component.
- To advance and guide the performance monitoring and evaluation effort, UNAIDS proposes to
 - a) devote two full-time professional posts to the area of performance monitoring and evaluation;
 - and b) create a Monitoring and Evaluation Technical Advisory Group that would draw on the expertise of Cosponsors, countries, bilateral donor agencies, universities, NGOs and others to provide guidance on the ongoing work and plans for performance monitoring and evaluation.

2. Monitoring of the UN system response, particularly that of the Cosponsors (intermediate outcome)

In the first year of UNAIDS, a number of mechanisms have been established or identified that contribute to monitoring of the UN system response to HIV/AIDS. These include:

- annual status assessment of Theme Groups through “*UNAIDS in country: 1996 status assessment*” (described in more detail below);
- UNAIDS Country Profiles⁵
- UNAIDS ad-hoc and commissioned studies (e.g. Study of the financing of national HIV/AIDS programmes⁶)
- existing mechanisms, e.g. Annual Reports of the Resident Coordinators

⁵ UNAIDS Country Profiles are detailed, country-specific descriptions of the status and trends in the epidemic, the national AIDS programme, other partners in the national response, and assistance as provided by bilateral and multilateral donors.

⁶ The Study of the financing of national HIV/AIDS programmes is a UNAIDS-funded study that seeks to determine the amount of national resources and financial resources available through official development agencies supporting HIV/AIDS prevention, care, support and research in fiscal year 1996. It seeks to track these resources from their sources to their destination.

The *UNAIDS in country: 1996 status assessment* is a monitoring tool developed and sent to the chairs of all UN Theme Groups on HIV/AIDS (January 1997). This questionnaire will produce information on milestones in implementation, obstacles they have faced, factors in their progress, and priority activities for 1997. Results of the assessment will be made available to the PCB and to UN Theme Groups in April 1997. Annex 2 presents a framework for coordination that provides the basis for the assessment of Theme Group activities. The annual Theme Group assessment, along with the Study of the financing of national HIV/AIDS programmes and a User Satisfaction Survey (to be developed) are designated as priority activities for UNAIDS.

Strategically, UNAIDS must work with Cosponsoring Organizations to see that gaps and needs related to HIV/AIDS are addressed and that HIV/AIDS-related content and activities are integrated into Cosponsor programmes, as appropriate. While Cosponsors have an existing skill base, infrastructure, and acquired experience far exceeding that of UNAIDS⁷, HIV/AIDS activities are often only one among many competing priorities for Cosponsor monitoring and evaluation staff focused on the programme and policy mandates of their agency. To date, a set of opportunities has been identified for UNAIDS to work with Cosponsors on monitoring and evaluation activities. UNAIDS has offered to work with Cosponsors on the following:

- a UNFPA evaluation of its support to HIV/AIDS-related activities;
- a UNICEF regional activity looking at HIV/AIDS in the context of integrated monitoring and evaluation plans;
- a UNICEF activity to revise a set of global monitoring indicators;
- a UNICEF regional training session for country-based monitoring and evaluation officers;
- evaluation of World Bank HIV/AIDS projects.

In addition, as Cosponsors' own performance assessment systems come on line, UNAIDS secretariat will need to identify and draw upon that information to help provide a complete picture of HIV/AIDS-related activities and outputs. In an effort to learn from others and share UNAIDS experiences in performance monitoring and evaluation, UNAIDS will integrate its efforts into overall UN system coordination mechanisms on monitoring and evaluation, such as the UN Inter-Agency Working Group on Evaluation, for which UNDP serves as secretariat.

Among the plans and ideas for monitoring and evaluation at the level of the UN system response are the following:

- As a mechanism for **UN coordination at the global level**, Inter-Agency Working Groups will be encouraged to monitor and report on their progress and outputs, perhaps in a manner similar to that of Theme Groups. As developed to date, Theme Group monitoring is based on a framework for coordination which uses implementation milestones developed with broad input. It is incorporated into an annual assessment format. The Inter-Agency Working Group on

⁷ UNICEF, for example, has six regionally based monitoring and evaluation advisors and 67 country-based monitoring and evaluation officers.

Integrating HIV/STD Prevention in the School Setting is already developing performance measures for its own operations.

- Monitoring **UN system efforts at country level** needs to reflect the Cosponsor programmatic activities, their provision of technical assistance to the national response, as well as UNAIDS secretariat efforts. Monitoring of these collective efforts would be conducted efficiently through a summary set of progress indicators consolidated from Cosponsor input. It is recommended that this information be developed “from the bottom up” through several mechanisms making it useful and used by actors at the country level. However, generating information first and foremost for use at country level means that the UNAIDS secretariat’s ability to sum up and report on all countries will be delayed and may lack uniformity across countries.
- In the area of **best practices**, implications are emerging for tools or methods to assess performance. In particular, if the intermediate objective (effective and expanded UN system response) includes Cosponsors’ learning from best practices identified by UNAIDS and applying them to their own programmes, then it may be necessary to experiment with customer-oriented survey methods to assess best practices identified and disseminated and their actual application by target audiences.
- Additional key activities identified in the Proposed Programme Budget and Workplan 1998-1999 include: documenting best practices in Theme Group activities; further development and maintenance of information systems for gathering and country-level information through country profiles; and collection, analysis and dissemination of results of situation assessments, programme reviews and strategic planning efforts.

3. Monitoring and evaluation of national responses (outcomes)

UNAIDS assists and supports national governments to monitor and evaluate the national response in light of their situation and established priorities. The UNAIDS draft Guidelines for National Strategic Planning and Review provides guidance for detailed, country-specific analyses. UNAIDS will encourage and advise national programmes to monitor progress and establish cost-effective and reliable data collection systems.

UNAIDS will build on existing data collection activities of Cosponsors and other partners such as bilateral development agencies, in support of monitoring and evaluation. To date, several mechanisms have been established or identified which contribute to monitoring and evaluating national responses to HIV/AIDS, including the UNAIDS-supported Study of the financing of national HIV/AIDS programmes and an HIV/AIDS Policy Environment Score⁸.

⁸ The HIV/AIDS Policy Environment Score is a monitoring and evaluation tool developed with the support of USAID. The score measures the degree to which the policy environment in a particular country supports efforts to: (1) prevent the spread of HIV/STD; (2) provide quality care for people with AIDS; (3) ensure the rights of people with AIDS, and (4) mitigate the negative impacts of AIDS on individuals, families communities, and society. The score is also intended to be used to evaluate changes in the policy environment over time. Fielded in six countries to date, this tool is encouraged for use by USAID field missions.

Some plans and ideas for monitoring and evaluating national responses to HIV/AIDS are listed below:

- A proposal has been drafted to create an Expanded Response Effort Assessment. The objective of the Expanded Response Effort Assessment is to develop a method that would allow for baseline and ongoing assessment of national responses to HIV/AIDS. The approaches monitored through an Expanded Response Effort Assessment would represent efforts made towards reducing risk and vulnerability. This proposed activity would:
 - develop an instrument, with input from a wide range of actors, that generates a composite measure of national responses to HIV/AIDS;
 - create a data set with comparable country information that represents a “baseline” of expanded response efforts;
 - apply a monitoring instrument that includes the perspectives of broad set of actors in the national response to HIV/AIDS such as: national HIV/AIDS programme managers, key figures in sectors other than health, NGOs, groups of people living with HIV/AIDS, bilateral donor agencies, media, academia and UN Theme Groups on HIV/AIDS;
 - establish a process that can be repeated at regular intervals to gauge progress towards expanded national responses.

The proposed Expanded Response Effort Assessment builds on several decades of work in assessing family planning programme strength. As a more global assessment tool, it may complement *UNAIDS's Guidelines for national strategic planning and review* which, when implemented, would create detailed country-specific review and analysis. The development and implementation of the Expanded Response Effort Assessment is designated as a priority activity for UNAIDS.

4. Monitoring and evaluation of global HIV/AIDS goals (impact)

As described in the UNAIDS Strategic Plan 1996-2000, the four global HIV/AIDS goals constitute an ambitious agenda that can only be addressed collectively. Therefore, no single government, agency or even the UN system can be held accountable for the achievement of the global HIV/AIDS goals. However, the international community will justifiably turn to UNAIDS to monitor and provide reports on the progress made towards the goals. Thus, while UNAIDS is accountable for the work required to monitor the global goals, the Programme is not, by itself, accountable for the achievement of the goals. While UNAIDS will clearly contribute to progress towards the global HIV/AIDS goals, the individual contribution of the Programme cannot be disaggregated from collective international efforts.

UNAIDS's ability to monitor the four global HIV/AIDS goals depends on factors which encompass the current understanding of dynamics, data availability, and agreement on optimal indicators. Thus, activities aimed at reporting on the global goals can range from research (such as examining the relationship between vulnerability and trends in the epidemic), to developing and validating indicators and supporting countries in data collection and use of the data in programme and policy decision-making.

For example, for the global goal: *to reduce transmission of HIV and STD*, UNAIDS has:

- created an epidemiological profile that provides country data on prevalence trends and related indicators;
- jointly supported the collection of data and regular reporting in collaboration with WHO; and,
- initiated collaborative processes with bilateral donors and others to make use of training and capacity-building efforts in areas related to HIV/AIDS and STD epidemiology;
- UNAIDS is completing surveillance system assessments in priority countries.

Activities to compile and analyse HIV/AIDS surveillance data are designated as priority for UNAIDS.

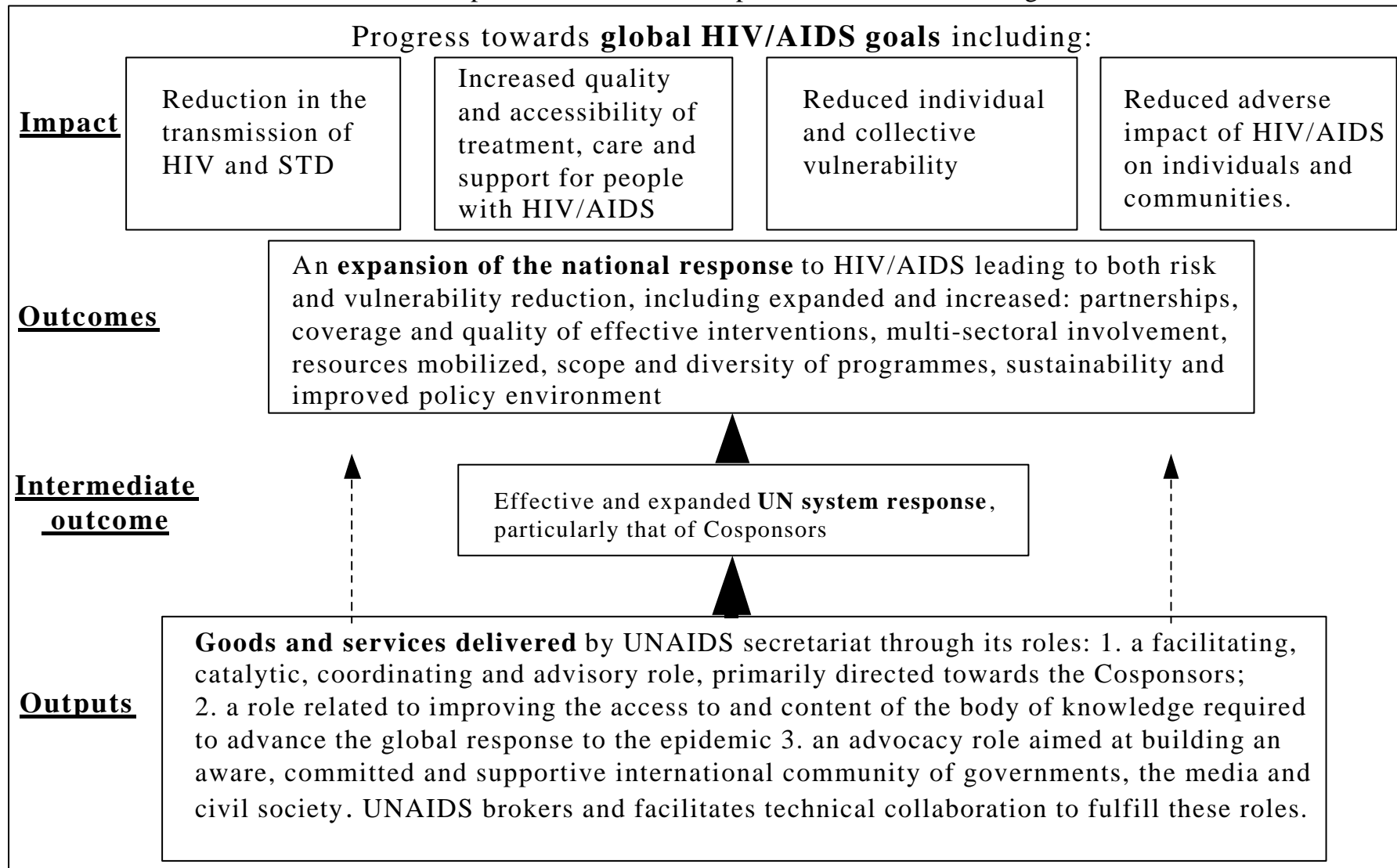
The following represent some of the plans and ideas for monitoring the global HIV/AIDS goals:

- Mechanisms must be developed that pool Cosponsor systems and strengths to conduct research, analysis, and monitoring if reporting progress towards the global HIV/AIDS goals is to become more comprehensive. With the exception of the joint UNAIDS-WHO work described above, efforts to identify and make use of such mechanisms are just beginning.
- UNAIDS plans regarding the monitoring of global HIV/AIDS goals are found throughout the Proposed Programme Budget and Workplan 1998-1999. The following examples indicate types of key activities planned, including research, development and validation of indicators for key programme areas and support to countries in data collection and their use in programme and policy decision-making:
 - Working with WHO and bilateral donors, UNAIDS will develop and promote innovative surveillance methods and indicators for vulnerable populations and special situations (e.g. early detection of new or emerging epidemics).
 - Together with WHO, UNAIDS will continue assessing surveillance systems and prepare updated epidemiological profiles in countries, strengthening links with countries (through Cosponsors, Theme Groups, UNAIDS field staff, and other structures such as networks of bilateral donors), and provide technical support to countries and regional networks.
 - UNAIDS will explore, develop and promote ways of incorporating tools and indicators for assessing risk behaviour and behavioural change through research conducted by Cosponsors and other partners.
 - In collaboration with UNDP and other partners, UNAIDS will continue developing protocols and coordinating studies to identify socio-cultural factors (e.g. ethnicity, religion), services and structures that may influence HIV/STD transmission and its impact.
 - UNAIDS will support Cosponsor efforts (especially WHO) to strengthen the capacity of national AIDS programmes to validate data on declining and rising HIV prevalence as

well as to assess risk behaviour and behavioural change by developing and disseminating assessment tools, best practices and training.

- Through the Inter-Agency Working Group on Integrating HIV/STD Prevention in the School Setting, UNAIDS will monitor the response of education systems worldwide.

Annex 1: UNAIDS Conceptual Framework for performance monitoring and evaluation



Annex 2: Framework for assessment of Theme Group activities

PHASES	Theme Group operational	Information exchange among TG members	Collaborative action	Coordinated and joint planning	Joint programme/ implementation of activities
IMPLEMENTATION MILESTONES	<ul style="list-style-type: none"> • Theme Group formed • Chair appointed • Theme Group functions and objectives discussed and approved • regular meeting schedule established and maintained with participation of heads of agencies in country • Theme Group members sensitized/updated on HIV/AIDS issues • workplan/action plan approved • technical working group created with objectives and workplan 	<ul style="list-style-type: none"> • UNAIDS policy and programme guidance disseminated • inventory of UN activities on HIV/AIDS conducted • strengths, duplication and gaps identified among relevant partners • country situation analysis conducted • calendar of events created for Theme Group members noting planning exercises, evaluations, programme reviews and consultations 	<ul style="list-style-type: none"> • terms of reference of HIV/AIDS focal points in member agencies modified to include UNAIDS activities • ongoing mechanisms created to pool resources for Theme Group operations • coordinated approach adopted to mobilize resources from donors and other partners for the national response • coordinated approach adopted to communicate with gov't., donors & others • joint advocacy agenda developed • assistance provided for nat'l strategic planning • Theme Group roles/actions included in Country Strategy Note & similar arrangements • system created to pool technical skills/resources among member agencies • joint HIV/AIDS awareness & sensitization training conducted at UN workplaces and project sites 	<ul style="list-style-type: none"> • framework developed to identify respective roles of Theme Group member agencies in support of the nat'l response • areas identified for integration of HIV/AIDS into ongoing programmes of Theme Group member agencies • best practice guidance adopted by Theme Group members into their programmes • regular (annual) reviews of Theme Group action on HIV/AIDS in place 	<ul style="list-style-type: none"> • mechanisms in place for joint technical review, planning, implementation, monitoring and evaluation • enhanced administrative mechanisms created to support joint technical action • budget/ programming cycles at country level aligned (where feasible) to support joint action