

Joint UN programmes and teams on AIDS

Country Briefs

October 2007



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1. Achievements and progress indicators

- Joint UN team on AIDS established in September 2006.
- Team members formally appointed by heads of agencies.
- Team composed of staff from UNICEF, UNDP, UNFPA, ILO, UNHCR, WHO, WFP and FAO.
- Technical support division of labour adapted to the country context.
- Joint team meets every month and is chaired by the UNAIDS country officer.
- 2007–2009 joint programme of support developed and adopted by the UN country team.
- 2007 annual workplan developed and being implemented.

2. Facilitating factors

- Guidance from key documents such as the UN Secretary-General’s letter and the UN Development Group Guidance Paper.
- The finalization of the UN Development Assistance Framework helped to accelerate the joint planning process.
- The recognized need to improve coordination among UN agencies.

3. Challenges

- Lack of commitment of heads of agencies.
- Weak national coordinating entity.
- Limited financial resources.

4. Way forward

- Implement the 2007 annual workplan.
- Support the implementation of the “Three Ones”.

1. Achievements and progress indicators

- Joint UN team on AIDS established in March 2006.
- Team members formally appointed.
- Team composed of staff from UNICEF, UNDP, UNFPA, ILO, WHO, UNHCR, UNODC, World Bank and UNIFEM.
- Technical support division of labour adapted to the country context.
- Joint team meets every two months and is chaired by a head of agency.

2. Facilitating factors

- Good collaboration with heads of agencies.
- Guidance from key documents such as the UN Secretary-General's letter and the UN Development Group Guidance Paper.

3. Challenges

- Difficulties in the establishment of a national plan.
- Limited commitment.
- Limited allocation of resources.

4. Way forward

- Develop and implement the joint team country annual support plan according to priorities in the strategic plan.
- Establish a joint UN monitoring and evaluation technical working group to coordinate actions with other partners.

1. Achievements and progress indicators

- Joint UN team on AIDS established in May 2006.
- Team members formally appointed.
- Team composed of staff from UNHCR, UNICEF, WFP, UNDP, UNFPA, ILO, WHO and IOM.
- Technical support division of labour adapted to the country context.
- Joint team meets every month and is chaired by the UNAIDS country coordinator.
- Draft joint UN programme of support developed.

2. Facilitating factors

- Guidance from key documents such as the UN Secretary-General's letter and the UN Development Group Guidance Paper.
- Ongoing implementation of joint projects.

3. Challenges

- Limited financial resources.

4. Way forward

- Develop and implement the joint programme of support.
- Build capacity of UN staff.

1. Achievements and progress indicators

- Joint UN team on AIDS established in April 2006.
- Team composed of staff from all cosponsor agencies and IOM.
- Technical support division of labour matrix agreed upon and team members designated.
- The UNAIDS country coordinator convenes and chairs the joint team on a monthly basis.

2. Facilitating factors

- Guidance from key documents such as the UN Secretary-General's letter and the UN Development Group Guidance Paper.
- Well articulated joint plan of action with clear deliverables.

3. Challenges

- Reduced commitment of the UN country team to the AIDS response.
- The AIDS programme of a cosponsor dropped, leading to part of the action plan not being implemented.
- Weak national coordinating entity.
- Lack of urgency in dealing with AIDS due to the marginalization of the epidemic among key populations.
- Signs of fatigue of joint team members due to reporting requirements on a quarterly basis.

4. Way forward

- Develop and operationalize the joint programme of support.
- Advocate the regularization of the Theme Group meetings.
- Mainstreaming the universal access debate in the joint plan of action.

1. Achievements and progress indicators

- Joint UN team on AIDS established in May 2006.
- Team composed of staff from UNHCR, UNICEF, WFP, UNDP, UNFPA, ILO, World Bank and WHO.
- The joint team meets every three weeks and the UNAIDS country coordinator facilitates the meetings and reports meeting outcomes to the UN country team.
- The resident coordinator or the UNAIDS country coordinator contributes to the appraisal of members of the joint team.

2. Facilitating factors

- Commitment of the resident coordinator.
- Good collaboration with the UN theme group.
- Facilitation role of the UNAIDS country coordinator.
- Guidance from key documents such as the UN Secretary-General's letter and the UN Development Group Guidance Paper.
- Technical support from the regional support team for west and central Africa.

3. Challenges

- Operationalizing the technical support division of labour matrix.

4. Way forward

- Finalize the technical support plan.
- Finalize the joint programme of support based on the new strategic plan and the new UNDAF.
- Strengthen technical capacity of staff from UN agencies.

1. Achievements and progress indicators

- Joint UN team on AIDS established in April 2006 in two phases: a transition period and a consolidation phase.
- Team composed of representatives from UNHCR, UNICEF, UNDP, UNFPA, UNODC, ILO, UNESCO, WHO, World Bank, UNIFEM and FAO.
- Technical support division of labour matrix agreed upon by team members and adapted to the Brazilian context.
- The UNAIDS country coordinator convenes and chairs the joint team.
- Sub-groups of work set up with lead agencies to provide specific technical support to national counterparts.
- Joint team finalizing the 2007 workplan.

2. Facilitating factors

- Clarity and transparency of the work of the joint team.
- The overall need to be strategic considering the large size of the country.
- Most members of the joint team work on a full time basis.
- Use of financial mechanisms such as programmed acceleration funds for the joint team.

3. Challenges

- Initial confusion on the respective roles and functions of the expanded UN theme group and the joint team.
- Staff performance appraisal not yet developed.
- Shortage of staff in the UNAIDS office.

4. Way forward

- A review of collective work to take place in 2007.
- The possibility of organizing a one day retreat for the joint team.
- Contracting a communications officer to further communicate on the functions of the joint team across the UN system.

1. Achievements and progress indicators

- Joint team established in April 2006.
- Composed of staff members from UNICEF, WFP, UNDP, UNFPA, WHO, World Bank and FAO officially appointed in 2006.
- Division of labour adapted to the country context following a mapping exercise.
- Joint team meets on a monthly basis.
- Annual deliverables developed for the joint team.
- Performance evaluation mechanism developed.
- Joint programme of support developed for the 2006–2007 period.

2. Facilitating factors

- Good collaboration with UN agencies.
- Guidance from key documents such as the UN Secretary-General's letter, the UN Development Group Guidance Paper, common country assessment and UN Development Assistance Framework documents, the global task team recommendations and the national strategic plan.

3. Challenges

- Regular reporting on individual performance evaluation, and allowing the resident coordinator and the UNAIDS country coordinator to provide input on performance.
- Division of labour is not always precise or clear between UN agencies.
- Effective and sustained partnership with other multilateral and bilateral development partners.
- Rationalizing the way members report to the joint team but remain under the sole supervision of their agency.
- Development of a technical support plan along with national partners and global implementation support team.

4. Way forward

- Monitoring and evaluation through participation in UN Development Assistance Framework and national reviews, internal and external evaluations, joint supervision and individual performance evaluations.
- Review and revise member's roles and division of labour.
- Capacity-building opportunities for individual joint team members.
- Technical support to operationalize the joint team.

1. Achievements and progress indicators

- Joint team established in 2006.
- Composed of staff from UNICEF, WFP, UNDP, UNFPA, WHO, UNESCO, UNHCR, World Bank, UNIFEM, FAO and BINUB.
- Members formally appointed by heads of agency.
- Division of labour adapted to the country context.
- Joint team chaired by the UNAIDS country coordinator and meets on a monthly basis.
- Review mechanism and annual deliverables developed for the joint team.
- Joint programme of support developed and endorsed in April 2006.

2. Facilitating factors

- Excellent collaboration with the UN theme group chair and heads of agencies.
- Guidance from key documents such as the UN Secretary-General's letter, the UN Development Group Guidance Paper, common country assessment and UN Development Assistance Framework.
- Cosponsor efforts in joint programming.

3. Challenges

- Harmonization of external support.
- Inadequate financial resources.

4. Way forward

- Implement the joint programme of support.
- Organize a round table for resource mobilization.
- Mainstream human rights and gender into joint programming.

1. Achievements and progress indicators

- Joint UN team on AIDS established in April 2006.
- Team members formally designated by heads of agencies and endorsed by the resident coordinator.
- Six areas of joint support to the national strategic plan on AIDS (2006–2010) agreed upon.
- The UNAIDS country coordinator and the UN theme group chair contribute to the annual performance assessment review of members of the joint team.
- The UNAIDS country coordinator provides written comments to heads of agencies on performance and contributions to achieving results of team members.
- The 2006–2010 joint programme of support developed.
- Joint support programme monitoring tool developed.
- A costed, operational plan for the joint programme is under development.

2. Facilitating factors

- The leadership and management capacity of the UNAIDS country coordinator to demonstrate vision, manage the operational plan and show rewards for joint efforts.
- Guidance from key documents such as the UN Development Group Guidance Paper and the UN Secretary-General's letter.
- Full commitment of both the resident coordinator and the UN theme group chair to the costed, operational plan.
- Financial resources from the resident coordinator budget used to support the publication and dissemination of the joint programme of support.
- A development partner's forum on AIDS that includes all the members of the joint UN team.

3. Challenges

- The need to look beyond individual agency work programming and projects to see the comparative advantages of the joint programme of support and the costed operational plan.
- Preparedness and commitment of team members to provide time and energy to the joint programme of support annual review and planning.
- Inconsistent support from the global and regional levels of UN agencies.
- Existing planning, programming and financial mechanisms, cycles and instruments that restrict or hamper collaborative efforts.

4. Way forward

- Demonstrate to team members the strategic advantages of the joint team.
- Programme acceleration funds dedicated to driving and achieving joint UN outcomes to be increased at country level.
- Ongoing capacity-building opportunities for all team members to be addressed beyond the UN learning strategy.

1. Achievements and progress indicators

- Joint UN team on AIDS officially launched in February 2007.
- Joint team members formally appointed.
- Composed of 14 members comprising AIDS focal points from cosponsor agencies, OCHA, FAO and the UN dispensary.
- Joint team meets on a monthly basis.
- The UN theme group will continue to function, focusing on ensuring policy coherence and strengthened advocacy for national efforts;
- Terms of reference of the joint team developed;
- Draft 2007 annual workplan developed and lead agencies identified to lead in specific areas.

2. Facilitating factors

- UN Development Assistance Framework facilitated development of the workplan.
- Very good collaboration with UN country team.
- Technical support from the regional support team for west and central Africa.

3. Challenges

- Resource mobilization limited since the country does not attract donors.
- Implementation of the annual workplan due to limited financial and human resources.
- Some activities may not be implemented due to the security situation.

4. Way forward

- Implementation of the annual workplan and lead agencies to report on implementation status.
- Develop technical support plan.
- Integration of AIDS into humanitarian actions and funding mechanisms.

1. Achievements and progress indicators

- Joint UN team on AIDS established September 2006.
- Team composed of designated staff from ten UN agencies and UNAIDS.
- Meets according to need but on average more than once a month and chaired by the UNAIDS country coordinator.
- Neither the resident coordinator nor the UNAIDS country coordinator contribute directly to team member appraisal.
- A joint UN programme on AIDS developed after two years.
- Three main focus areas for the joint programme agreed upon and three lead agencies identified and responsible for monitoring.
- A biennial workplan for the whole UN system developed (2007–2010) and almost fully funded.
- Performance indicators for both the joint team and joint programme have been drawn up.
- Heads of agencies periodically report on progress to the UN country team and the resident coordinator's office.

2. Facilitating factors

- Common country assessment and UN Development Assistance Framework as a starting point for development of the joint programme.
- Engagement of the resident coordinator and UN theme group chair.
- UNAIDS country office role in diplomacy and negotiation.
- Clearly articulating the lines of command and communication within the UN theme group and joint team.

3. Challenges

- Differences of opinion between the resident coordinator and the UN theme group chair in their approach to the development of a joint programme.
- Differing and sometimes insufficient technical capacities and profiles of cosponsors.
- Established national power structures feeling threatened by the concept of multisectoral, joint action.
- Existing counterproductive funding practices.

4. Way forward

- UNAIDS increasingly being seen as having a coordinating role. The willingness of other multilateral agencies and development partners to collaborate depends on the united front that UNAIDS presents and on the technical and other capacities that UNAIDS possesses.
- Provision of better quality technical support.

1. Achievements and progress indicators

- Joint UN team on AIDS was established in June 2006.
- Team composed of one or two formally nominated staff members from 15 UN agencies in the country.
- Meets on a monthly basis.
- Joint team outputs contribute to the agenda of the UN theme group.
- Technical division of labour adapted to the context of the Democratic Republic of the Congo.
- A joint programme of support developed (2007–2010), with agreed upon targets for 2007–2008.
- Draft annual workplan for 2007 developed.

2. Facilitating factors

- Guidance from key documents such as the UN Secretary-General's letter and the UN Development Group Guidance Paper.
- Sharing of experiences among UNAIDS country coordinators.
- Commitment of the UN country team and leadership from the resident coordinator.
- The management of the joint team is supported by a full time assistant funded through a grant from the UK's Department for International Development.
- Support from the regional support team for west and central Africa.

3. Challenges

- Post-conflict situation leads to variable attendance and availability of team members, as well as other competing humanitarian initiatives and processes.
- Mostly made up of part-time staff with limited technical capacity.
- Limited staff at UNAIDS country office.
- Numerous other working groups linked to other initiatives.
- Lack of communication between heads of agencies and their representatives in the joint team.
- Balancing agency visibility with collective visibility.

4. Way forward

- Designation of alternates for joint team members.
- The need for a specific guidance note on accountability system endorsed by the executive head and sent to heads of agencies at country level.
- Closer follow-up and better articulation of the joint team system with regards to the other UN reform initiative at global level.
- Financial support required by the UNAIDS country office for the joint team.
- Particular attention needed for countries in post-conflict situations and resources including political backing.

1. Achievements and progress indicators

- Joint UN team on AIDS formally established in February 2006.
- Composed of representatives from UNDP, UNICEF, UNFPA, World Bank, WFP, IOM and FAO.
- Team members formally appointed by heads of agencies.
- Team members convened to meetings on a monthly basis, facilitated by the UNAIDS country coordinator.
- A review mechanism for the joint team developed.
- Division of labour agreed upon and agencies conform to their areas of expertise.
- Joint programme of support formulated, with an annual workplan that includes a monitoring and evaluation plan.

2. Facilitating factors

- The UN Development Group Guidance Paper used as a support tool.
- A UN theme group workshop organized by the regional support team for Latin America and the Caribbean.
- Joint programming exercises organized by the resident coordinator's office.

3. Challenges

- More individual efforts required by each UN agency to mobilize resources and assume leading roles in the different scenarios.
- Lack of accountability in terms of joint programming.
- Lack of information sharing strategy and no tradition of joint programming and implementation.

4. Way forward

- Additional technical support required for the UNAIDS country office.
- Financial resources required for capacity-building sessions.

1. Achievements and progress indicators

- Joint team established in January 2007.
- Team composed of all representatives from UNFPA, UNICEF, UNODC, WHO, ILO, UNHCR and UNIFEM.
- Division of labour adapted to the country context.
- Joint team chaired by the UN theme group chair.
- Formulation of the joint programme of support.

2. Facilitating factors

- High-level consultations organized for the UN theme group and joint team.
- Commitment of the resident coordinator and UN theme group.
- Implementation of the UN learning strategy on HIV to increase staff capacity.

3. Challenges

- Weak capacity of technical staff in some UN agencies.
- Lack of clarity on the role of the UNAIDS country officer as compared to the role of the UNAIDS country coordinator.
- Weak participation of some cosponsor agencies.
- Different planning cycles of agencies.

4. Way forward

- Formalize the UN coordination mechanisms on AIDS.
- Development of a resource mobilization strategy.

1. Achievements and progress indicators

- Joint UN team on AIDS formally established in February 2007.
- Composed of 12 UN staff working full- or part-time on AIDS in the UN system, including UNAIDS cosponsors and OCHA.
- Team members formally designated by their heads of agencies.
- The UNAIDS country coordinator convenes and facilitates the joint team and ensures its effective functioning by convening meetings, synthesizing and disseminating information, and strategically planning and advocating the team's collective response.
- Clear roles, responsibilities and lines of reporting articulated among different members of the group.
- Performance assessment of individual joint team members will be conducted as part of their annual performance evaluations taking into account the time and technical contributions made to the team.
- Heads of agencies may solicit input from the resident coordinator, UNAIDS country coordinator or other relevant team members in assessing a staff member's performance on the team.

2. Facilitating factors

- The development of the 2007–2011 joint programme of support will be synchronized with the planning cycle of the UN Development Assistance Framework for 2007–2011.
- Support from the resident coordinator and UN theme group chair.
- Technical support from the regional support team for east and southern Africa.

3. Challenges

- Limited financial resources.
- Lack of HIV expertise of some team members.
- Helping the government understand that the joint UN team on AIDS is an internal UN initiative.
- Pooling resources among UN agencies.

4. Way forward

- Finalize the joint programme of support around five clusters of strategic priority.
- Mobilize financial resources for the joint team.

1. Achievements and progress indicators

- Joint UN team on AIDS formally established in December 2006 at the town hall meeting of heads of UN agencies, including UN Economic Commission for Africa staff.
- Sixty staff members from eleven UN agencies assigned as joint team members.
- Each of the members received a certificate of appointment signed by the Resident Coordinator.
- The UN country team decided that the HIV component of the new UN Development Assistance Framework for 2007–2011 be implemented as the joint programme of support on AIDS.
- UN Development Assistance Framework commitments on AIDS translated into a set of milestones following a series of consultations with key partners.
- Technical support division of labour accepted by the UN country team and adapted to the local context.
- Management arrangements for the joint team and joint programme of support on AIDS agreed upon and operationalized, with a UN management committee on AIDS composed of heads of agencies providing guidance and oversight, and a UN core group on AIDS (senior technical staff) ensuring day-to-day coordination of action.
- Agreement on a common harmonized fund flow for Excom agencies.
- The joint team convened on a quarterly basis and operates through implementation support task forces that report to the UN core group on AIDS.
- The UN management committee reports to the UN country team and resident coordinator.
- Workplan finalized and implementation task forces formed to move forward with implementation.

2. Facilitating factors

- High-level commitment of heads of agencies.
- Dedicated technical staff.
- AIDS is one of the five priority UNDAF outcomes.
- Appropriation of the UN reform by the Government of Ethiopia.

3. Challenges

- Operationalization of the joint programme of support on AIDS due to varying modalities of operation and parallel processes of UN agencies.
- Absence of agreed mechanisms for pooled funding.

4. Way forward

- Guidance required for the implementation of joint UN action based on the most effective mechanisms and most successful practical experiences in the implementation of the joint programme of support on AIDS.

1. Achievements and progress indicators

- Joint UN team on AIDS formally established in March 2006.
- Team composed of all UNAIDS cosponsors (excluding UNODC), FAO and IOM.
- Each of the team members officially appointed by the heads of agency.
- The UN technical support division of labour adapted to the local context.
- The joint team convened every three months and the meetings are chaired by the UNAIDS country coordinator.
- Annual deliverables agreed upon for the joint team.
- Retreat organized in October 2006 to develop the joint programme of support on AIDS and the 2007 annual workplan.
- Joint UN programme of support endorsed by the UN theme group in November 2006.
- The UK's Department for International Development provided funding to fill in some of the funding gaps in the joint UN programme of support for an amount of £ 265 000 (US\$ 537 516) in appreciation of the UN system's plan.

2. Facilitating factors

- Guidance from key documents such as the UN Secretary-General's letter and the UN Development Group Guidance Paper.
- Retreat organized to develop the joint UN programme of support.
- The development of the annual workplan helped in building complementarity between the UN plan and the national plan.
- Joint programming between UN agencies and national stakeholders has increased the UN's visibility in the national response.

3. Challenges

- Significant delays in providing the UK's funds by the Ghana AIDS Commission, is delaying the implementation of the joint UN programme of support.
- The credibility of the Ghana AIDS Commission as an effective national coordinating body is questioned by some of the key bilateral donors due to its performance.

4. Way forward

- The facilitation of the joint programme review and the functional assessment of the Ghana AIDS Commission to help identify its main weaknesses and provide direction in organizational restructuring and capacity-building.
- Quarterly monitoring and reporting on the joint UN programme of support performance and the use of funds.
- Organization of quarterly joint team meetings.
- Informing partnership and business forum on the performance of UN as part of the national response.

1. Achievements and progress indicators

- Joint UN team on AIDS formally established in March 2006.
- Team composed of representatives from UNICEF, WFP, UNDP, UNFPA, UNESCO and WHO.
- Joint team meets every three months and meetings are chaired by the UNAIDS country coordinator.
- Joint UN programme of support developed in January 2007.

2. Facilitating factors

- The brokering and facilitation role of the UNAIDS country office.
- Guidance from key documents such as the UN Secretary-General's letter and the UN Development Group Guidance Paper.

3. Challenges

- UN theme group not fully engaged.
- Weak coordination efforts among multilateral and bilateral partners.

4. Way forward

- Support the national programme to implement the national strategic plan.
- Implement the joint UN programme of support.

1. Achievements and progress indicators

- Joint UN team on AIDS formally established in July 2006.
- Composed of representatives of cosponsor agencies present in Guyana.
- The UNAIDS country coordinator to report on joint team activities to the resident coordinator and the UN theme group.
- Joint team seen as the entry point for UN support to the country.
- A draft joint programme of support on AIDS developed.

2. Facilitating factors

- Support received from the regional support team, in particular in countries where the concept is not well understood.
- Strong support and leadership from the resident coordinator.
- Guidance from key documents such as the UN Development Group Guidance Paper.
- Existing UN Development Assistance Framework with specific outcomes on AIDS, or at least country programme outputs.

3. Challenges

- Part-time presence of the UNAIDS country coordinator.
- Lack of clarity on the different roles of the UN theme group and its chair versus the country team and the resident coordinator.
- Lack of understanding of the December 2005 Secretary-General's letter by some cosponsors.
- Reluctance to allow the UNAIDS country coordinator to manage the team.
- Reluctance from some heads of agencies to accept the contribution of the UNAIDS country coordinator in performance evaluations of team members.
- Some heads of agencies may want to oversee the role of the UNAIDS country coordinator by being a team member.
- Agencies negotiating their own collaboration with development partners on AIDS without involving the UNAIDS country coordinator.

4. Way forward

- Participation in joint teams to be included in the assessment of UN country team and UN theme group.
- The joint team to be accountable for sharing all information on requests for technical support with UN agencies, once a consensus is reached within the joint team.
- The UNAIDS country coordinator to ensure coordination of UN support to the country.

1. Achievements and progress indicators

- Joint UN team on AIDS formally established in January 2006.
- Composed of representatives from PAHO, UNDP, UNICEF, UNFPA, World Bank, UNIFEM, WFP, IOM and the resident coordinator's office.
- Team members officially appointed by heads of agencies.
- Team members actively participate in meetings held every two months.
- Joint team chaired by the UNAIDS country coordinator, who is responsible for the overall functioning of the team and reports to the resident coordinator.
- Terms of reference of the joint team approved.
- Division of labour agreed upon.
- First draft of the joint UN programme of support finalized.

2. Facilitating factors

- High commitment of the resident coordinator and UN theme group chair.
- Technical support from headquarters.
- The strategic mix of cosponsor and non-cosponsor members giving value and more strategic support to the group.

3. Challenges

- Working with very small teams.
- Capacity-building of joint team in specific areas of the technical assistance plan.
- Project approach versus programme approach.
- Time devoted by UNAIDS country coordinator to the team, elaboration of joint UN programme of support versus time devoted to advocacy, partnership and strategic information.
- Accountability mechanisms for team members.

4. Way forward

- Financial resources as incentives for UN agencies to take leadership roles in their area.
- Learning programme for UN members.
- Additional support required from headquarters and regional offices.

1. Achievements and progress indicators

- Joint UN team on AIDS established in 2006.
- Team meets on a monthly basis and is chaired by the UNAIDS country coordinator.
- Team composed of all technical staff working on AIDS from each agency.
- Division of labour agreed upon and endorsed
- Roles of agencies and coordination mechanisms formalized.
- A joint UN programme of support developed for 2007–2012 period.
- Annual workplan for 2007 developed, aligned with the UN Development Assistance Framework and supporting the national strategic plan.
- Individual members assessed on their time and technical contribution towards the key deliverables for which they are responsible.
- Performance of the joint team assessed quarterly.
- Annual review of the joint team conducted by UNAIDS.

2. Facilitating factors

- The brokering and facilitation role of UNAIDS to come to consensus on issues such as the division of labour.
- Designating alternate representation to the joint team has led to near 100% attendance for first 12 monthly meetings.
- Strong commitment from UN agencies.

3. Challenges

- A common performance evaluation mechanism is difficult to implement under current UN ways of functioning.
- Technical capacities of members vary across agencies.
- Agreement on the role of the lead agency and partners in the division of labour and adherence.
- Different funding cycles and accounting procedures make pooling resources difficult.

4. Way forward

- Annual review of the joint team to be conducted by UNAIDS.
- Joint team to report quarterly on progress in implementation of the joint UN programme of support.

1. Achievements and progress indicators

- Joint team established in April 2006.
- Team members officially designated.
- Team meets every two months and is chaired by the UNAIDS country coordinator.
- Composed of all technical staff working on AIDS from all cosponsor agencies except UNHCR.
- Division of labour adapted to the country context.
- Annual deliverables agreed upon for joint team members.

2. Facilitating factors

- Increased collaboration between UN agencies.
- Joint programming activities already being carried out by UN agencies.
- Strong coordination mechanisms in place.

3. Challenges

- Insufficient capacity for the scaling up of technical support.
- Recognition and incentive systems need to be developed.

4. Way forward

- Implement the joint UN programme of support.
- Work towards the improvement of mechanisms for fund management for joint programming activities.

1. Achievements and progress indicators

- Joint team established in October 2006.
- Team members officially designated.
- Composed of agency focal points from UNDP, UNESCO, UNFPA, UNHCR, UNICEF, UNIFEM, UNV, WHO and World Bank.
- Joint team meets every two months and is chaired by the UNAIDS country coordinator.
- The UNAIDS country coordinator contributes to the appraisal of team members.
- Division of labour has been adapted to the country context.
- First draft of 2007–2010 joint UN programme of support prepared and to be submitted for discussion and approval by the joint team and the UN theme group.

2. Facilitating factors

- Meetings with the resident coordinator.
- Guidance from key documents such as the UN Secretary-General's letter and the UN Development Group Guidance Paper.
- Advocacy with the UN country team and UN theme group.

3. Challenges

- UN agencies located in two cities.
- Some agencies do not have resources for HIV and resources limited.
- Lack of commitment of some UN agencies.
- The duplication role of the UN theme group and the UN country team
- Insufficient capacity for the scaling up of technical support.
- Recognition and incentive systems need to be developed.

4. Way forward

- Implement the joint UN programme of support.
- Learn from best examples of joint teams and joint programmes.
- Mobilize resources for joint UN programme of support.

1. Achievements and progress indicators

- Joint UN team on AIDS to be formally established by June 2007.
- Team composed of all technical staff engaged in HIV programming.
- Small core team set up with responsibilities for priority areas.
- Joint team works under the day-to-day facilitation and leadership of the UNAIDS country coordinator, guided and supported by the UN theme group chair and the UN resident coordinator.
- Terms of reference and operational modalities finalized.
- Annual key deliverables agreed upon under the annual workplan.
- Annual review mechanism developed.
- The UNAIDS country coordinator and the UN theme group chair contribute to the annual performance assessment review of members of the joint team.
- Development of a US\$ 20 million joint programme proposal to be funded by the UK's Department for International Development.
- Draft joint UN programme of support developed and to be finalized in retreat.

2. Facilitating factors

- Understanding of the global task team report.
- Preparation of a readiness assessment and retreats for the UN system to implement the global task team report.
- Approval of the UN country team and UN theme group to establish a joint team and joint programme of support.
- Technical support from the regional support team for east and southern Africa.

3. Challenges

- Inadequate commitment of the UN agency heads.
- Resistance by some agency staff to engage fully in the process and put aside their respective agency mandates and interests.
- Lack of critical human resource mass, especially within the UNAIDS secretariat and certain UN organizations, to drive the joint programming agenda.
- Lack of incentives or absence of sanctions for the agencies to cooperate better.

4. Way forward

- Finalization of the US\$ 20 million joint programme proposal to be funded by the UK.
- UN country team retreat to decide on new leadership for the UN theme group.
- Development of a communication strategy.

1. Achievements and progress indicators

- Joint UN team on AIDS established in June 2006.
- Team members formally appointed by heads of agencies.
- Composed of 11 full-time staff from UNICEF, WFP, UNDP, UNFPA, ILO, UNESCO, WHO, World Bank and FAO.
- Joint team meets on a monthly basis and is chaired by the UNAIDS country coordinator who reports progress to the UN country team.
- Annual deliverables agreed upon for joint team members.

2. Facilitating factors

- Working together as a team during the development of the UNDAF
- Draft milestones for the joint programme of support based on the UNDAF outcomes.
- Strong support from heads of agencies.
- Technical support from the regional support team for east and southern Africa.
- Guidance from key documents such as the UN Secretary-General's letter and the UN Development Group Guidance Paper.

3. Challenges

- Different interpretations of the objectives of the Joint UN team on AIDS.
- High demand of work within UN agencies and competing interests.
- Differing modalities for implementing and managing projects..

4. Way forward

- Finalize the division of labour matrix and management arrangements.
- Develop the joint UN programme of support for the UN Development Assistance Framework period 2008–2012.

1. Achievements and progress indicators

- Joint UN team on AIDS established in October 2006.
- Team members formally appointed by heads of agencies.
- Composed of representatives from UNICEF, WFP, UNDP, UNFPA, ILO, WHO, World Bank and FAO.
- Joint team meets on a monthly basis and is chaired by the UNAIDS country coordinator.
- Joint UN document endorsed by the RC and includes the roles of team members as well as accountability and assessment mechanisms.
- Annual deliverables agreed upon for the joint team.
- UN technical support division of labour adapted to the country context.
- A joint UN programme of support on AIDS developed.

2. Facilitating factors

- Retreat organized for the joint team.
- Technical support from the regional support team for east and southern Africa.
- Guidance from key documents such as the UN Secretary-General's letter and the UN Development Group Guidance Paper.

3. Challenges

- Accountability of the functions and attributions allocated to each team member.
- Limited staff to implement the joint programme of support.

4. Way forward

- Strengthen the joint team to implement the joint UN programme of support.
- Develop and implement the multi-annual joint UN programme of support aligned with the 2008–2011 UN Development Assistance Framework.
- Develop and implement the technical support plan.
- Build a consensus on the performance indicators of the joint team.

1. Achievements and progress indicators

- Joint UN team on AIDS established in March 2006.
- Team members formally appointed by heads of agencies.
- Composed of representatives from UNHCR, UNICEF, WFP, UNDP, UNFPA, ILO, WHO, World Bank and FAO.
- Joint team chaired by the UNAIDS country coordinator.
- Seven sub-teams established and team leaders identified.
- Technical support division of labour matrix agreed upon.
- A joint UN programme of support on AIDS developed in 2006 and currently implemented through the annual workplan.

2. Facilitating factors

- Engaged UN country team.
- Functional UN theme group.
- Technical support from the regional support team for east and southern Africa.

3. Challenges

- Streamlining coordination within the UN.
- Annual workplan not synchronized with agency planning.

4. Way forward

- Simplified workplan to be monitored by established indicators.
- Attempt to better balance accountability, individual and agency contributions and team work.

1. Achievements and progress indicators

- Joint UN team on AIDS established in June 2006.
- Composed of all representatives from UNFPA, UNICEF, WHO, UNESCO UNHCR, FAO and UNIFEM.
- Joint team chaired by the UN theme group chair meets on a monthly basis.
- Terms of reference developed for team members.
- Division of labour adapted to the country context.
- 2007–2011 joint UN programme of support endorsed in November 2006.
- Annual workplan developed.

2. Facilitating factors

- Planning workshop led to the development of the logical framework for the joint UN programme of support.
- Commitment of the resident coordinator.
- Good collaboration among UN agencies.
- Joint team taken as a model by other working groups.

3. Challenges

- Weak technical capacity of staff in some UN agencies.
- Lack of clarity on the role of the UNAIDS country officer as compared to the role of the UNAIDS country coordinator.

4. Way forward

- Formalize the UN coordination mechanisms on AIDS.
- Implement the joint UN programme of support.

1. Achievements and progress indicators

- Joint UN team on AIDS to be established by April 2007.
- Team members formally appointed by heads of agencies.
- Composed of representatives from UNHCR, UNICEF, WFP, UNDP, UNFPA, ILO, WHO, World Bank and FAO.
- Technical support division of labour matrix agreed upon.
- Joint UN programme of support currently being finalized.

2. Facilitating factors

- Technical support from the regional support team for east and southern Africa.
- Improvement in the consolidation of working groups.

3. Challenges

- Absence of a UNAIDS country coordinator for a significant period in 2006.
- Differing opinions on what the joint team should look like.
- Resistance among some high-level staff of specific agencies to the formation of the joint team.

4. Way forward

- Finalize the development of the joint UN programme of support.
- Develop the terms of reference for the joint team.

1. Achievements and progress indicators

- Joint UN team on AIDS established in January 2006 but membership not formalized.
- Joint team meets on a monthly basis and is chaired by the UNAIDS country coordinator, with regular attendance of the UN theme group chair.
- Technical support division of labour agreed upon.
- First annual review of the joint team held in February 2007 with a recommendation to permanently establish the team.
- A joint UN support programme not yet developed in the absence of a national strategic plan to serve as a reference.
- A workplan for joint activities developed to be overseen by the joint team.

2. Facilitating factors

- Guidance from key documents such as the UN Secretary-General's letter and the UN Development Group Guidance Paper.
- The division of labour as motivation and structure for improved coordination.
- Strong leadership from resident coordinator and UN theme group chair.
- Donors supportive of UN harmonization.

3. Challenges

- Differing mandates of UN agencies and disagreement on strategies within a thematic area.
- Discussions on the relevance of a UN-only forum.
- Insufficient financial resources.
- Insufficient operational research.

4. Way forward

- Development of joint UN support programme in 2007 and an annual workplan with an agreed set of indicators, against which the UN will report.
- Standard global indicators for the division of labour are required.
- Additional human and technical capacity required to follow up on issues related to the application of the division of labour.

1. Achievements and progress indicators

- Joint UN team on AIDS established in May 2006.
- Team composed of AIDS technical focal points from all 10 cosponsors including FAO, OCHA, OHCHR and UNIFEM.
- Focal points officially designated.
- Technical support division of labour agreed upon.
- 2006–2011 strategic framework and 2006–2008 unified action plan developed.
- 2007–2011 joint UN programme of support endorsed in September 2006.

2. Facilitating factors

- Guidance from key documents such as the UN Secretary-General's letter, the UN Development Group Guidance Paper and the global task team recommendations.
- Retreat organized for team members.

3. Challenges

- AIDS not a national priority on the development agenda though acknowledged as an “unacceptable crisis”.
- Lack of funding support.
- Some initiatives of cosponsors are small-scale projects with limited impact.

4. Way forward

- Strengthening monitoring and evaluation framework.
- Implementing the unified action plan by the joint team.

1. Achievements and progress indicators

- Joint UN team on AIDS established in January 2007.
- Team composed of 54 staff working on AIDS.
- Team members officially designated.
- Four working committees established on prevention, treatment, care and support and monitoring and evaluation.
- Division of labour adapted to the country context.
- Joint team under the overall supervision of the resident coordinator, the facilitation of the UNAIDS country coordinator and the Coordination Committee composed of team leaders.
- Financial resources for the activities of the joint team are programme acceleration funds, programme support funds, resident coordinator budget and other funding mechanisms.
- Retreat organized to build capacity of team members.

2. Facilitating factors

- Retreat organized to build capacity of team members.
- Guidance from key documents such as the UN Secretary-General's letter and the UN Development Group Guidance Paper.

3. Challenges

- Inadequate commitment of the UN agency heads.
- Lack of understanding of the new institutional framework and working mechanism on AIDS and the roles and responsibilities of the joint team.
- Modes of operation of the joint team at state level.

4. Way forward

- Networking and team building of the joint team.
- Development of joint UN programme of support.

1. Achievements and progress indicators

- Joint UN team on AIDS formally established in May 2006.
- Team members officially appointed by the UNAIDS cosponsors' heads of agency.
- Team co-chaired by the UNFPA country representative and the UNAIDS country coordinator and meetings convened regularly.
- Terms of reference of joint team evolved from the work of the technical working group.
- Five priority areas agreed upon with lead agencies identified according to the division of labour.
- Feedback on the participation and work of staff members in the joint team to be provided to staff members' agencies.
- Joint team accountable to the UN country team and to the UN resident coordinator.

2. Facilitating factors

- Agencies have full time committed staff on AIDS.
- Pakistan one of the eight pilot countries on UN reforms.
- AIDS has been identified by the UN country team as one of the five priority areas for joint programming.

3. Challenges

- AIDS still not considered as a priority by some UN agencies.
- No communication received by cosponsor agencies at the country level from their headquarters to implement the UN Secretary-General's directives.
- Staffing issues with other agencies.
- Weak collaboration with the World Bank.

4. Way forward

- Mobilize additional resources and capacity to facilitate efficient functioning of the joint team.
- Request guidance and policy from headquarters to support the reform process.
- Proper training and learning plans for UNAIDS staff to respond to the needs arising from the UN reform process.

1. Achievements and progress indicators

- Joint UN team on AIDS formally established in January 2006.
- Team members officially designated by heads of agency.
- Composed of staff from UNHCR, UNICEF, WFP, UNDP, UNFPA and WHO.
- Joint team meets on a monthly basis and is chaired by the UNAIDS country coordinator.
- Annual deliverables agreed upon for joint team members.
- Division of labour adapted to the country context.
- 2007–2010 joint UN programme of support developed and endorsed in September 2006.

2. Facilitating factors

- Guidance from key documents such as the UN Secretary-General's letter and the UN Development Group Guidance Paper.

3. Challenges

- Limited financial resources available.
- Definition of roles of international partners not clear vis-à-vis their support to the national AIDS commission.

4. Way forward

- Mobilize additional resources to support the main needs of the national AIDS commission.

1. Achievements and progress indicators

- Joint UN team on AIDS formally established in March 2006.
- Team composed of staff from UNICEF, UNDP, UNFPA and WHO.
- Joint team meets on a monthly basis and is chaired by the UNAIDS country coordinator.
- Consensus on terms of reference for team members.
- Roles and responsibilities clarified within the context of the division of labour.
- Annual deliverables agreed upon for joint team members.
- Finalized the joint UN programme of support for 2006–2010.

2. Facilitating factors

- Retreat held for the joint team.
- Guidance from key documents such as the UN Secretary-General's letter and the UN Development Group Guidance Paper.
- Good collaboration with UN heads of agencies.
- Enabling environment created by the UNAIDS country office.

3. Challenges

- A lot of pressure and expectations placed on the joint team as it is seen as the standard model to replicate.
- Investment of quality time by members in tasks of the joint team.

4. Way forward

- Development and finalization of the annual joint support plan in line with the national strategic plan.
- Implementation of the technical leadership responsibilities within the context of the division of labour.

1. Achievements and progress indicators

- Technical working group became joint UN team on AIDS in 2006.
- Team members designated in writing by the heads of agency.
- Joint team composed of representatives from UNICEF, WFP, UNDP, UNFPA, ILO, WHO, IOM, IMO and UN Habitat.
- Terms of reference for the joint team developed.

2. Facilitating factors

- Guidance from key documents such as the UN Secretary-General's letter, the UN Development Group Guidance Paper and the global task team recommendations.
- Resident coordinator's engagement.

3. Challenges

- Lack of understanding by the UN theme group on the added value of the joint team.
- The UN Development Group Guidance Paper issued when discussions among the UNAIDS mechanism already underway five months after the Secretary-General's letter.

4. Way forward

- Institutional framework of the joint team to be developed as planned in the 2007 UN theme group workplan.
- Development of a technical support plan, including the conduct of the technical support needs assessment.

1. Achievements and progress indicators

- Joint UN team on AIDS established during the UN country team retreat in May 2006 and facilitated by the UNAIDS country coordinator.
- Joint team composed of representatives from all cosponsor agencies except WFP.
- The UNAIDS country coordinator and the UN theme group chair contribute to the annual performance appraisal of the joint team.

2. Facilitating factors

- Active engagement of the resident coordinator and heads of agency.

3. Challenges

- Lack of clarity on the future role of the UN theme group given the fact that Romania is a country with a limited UN presence and UN coordination on AIDS has always functioned very well.

4. Way forward

- Taking the joint team from the national AIDS commission since the technical working group was initially integrated in the national AIDS commission in line with the “Three Ones” principles.
- UN annual workplan developed to cover the four year period and responds to the UN Development Group Guidance Paper requirements.
- Need to develop a new annual workplan to cover the UN Development Assistance Framework two-year cycle.

1. Achievements and progress indicators

- UN country team agreed to move ahead with the establishment of the joint team in January 2006.
- Composed of all operational staff working on AIDS.
- Proposed division of labour matrix being reviewed and to be validated by agencies and team members officially designated.
- Joint team meets three times per year; meetings chaired by the UNAIDS country coordinator.
- The joint team comprises two entities: a core group convened by the UNAIDS country office which meets monthly and technical working groups convened by the appropriate agency on an ad hoc basis.
- Costed joint programme of support to be finalized by end of June.
- A management framework for joint UN support is under review.

2. Facilitating factors

- Participatory approaches, joint reviews, joint supervisory field visits.
- UNAIDS credibility and good track record with good governance structures.
- Technical support from the regional support team for east and southern Africa.

3. Challenges

- UN professionals located in various locations in the country.
- Weak communication between the professionals, the focal points and senior management of the UN agencies.
- Reluctance to change from project- or agency-driven approach to joint approach.
- Guidance from agency headquarters not applied at country level.
- High demand involving small number of staff for many national AIDS processes (economic development and poverty reduction strategy, planning for the US President's Emergency Plan for AIDS Response, universal access and UN Development Assistance Framework).

4. Way forward

- 2008 annual workplan to be developed by October 2007.
- Technical support plan to be developed by end of July 2007.
- Four joint projects with coordination and implementation arrangements to be finalized by end of July 2007.
- Monitoring and evaluation framework to be developed by July 2007.
- High-level support required to remind cosponsors of how joint teams fit with the "One UN" principle.

1. Achievements and progress indicators

- Joint UN team on AIDS officially launched in February 2007 during the first UN theme group meeting on AIDS.
- Composed of 16 members comprising AIDS focal points of the different UN agencies and the World Bank.
- Team members inaugurated during the UN theme group meeting.
- Team members have expertise in line with the UN division of labour.
- The terms of reference of the joint team have been developed.

2. Facilitating factors

- Strong commitment from the resident coordinator and UN theme group chair.
- The establishment of a UNAIDS country office.
- Good collaboration and coordination with the national AIDS commission.

3. Challenges

- Commitment at the highest level needs to be improved.
- Inadequate level of commitment among some UN agencies.
- Reluctance among some UN agencies to disclose financial resources available.

4. Way forward

- Develop a joint programme of support and ensure that respective agencies abide by the technical division of labour.
- Advocate the increased participation of all UN heads of agency to the UN theme group.

1. Achievements and progress indicators

- Joint UN team on AIDS established.
- Joint team composed of representatives from UNIFEM, FAO, IOM and all cosponsor agencies except for the World Bank and UNODC.
- Team members meet bimonthly under the auspices of the UN theme group.
- Joint team's initiative helped to formalize the team under the overall leadership and accountability of the resident coordinator.
- Team workplan being developed into a resource mobilization proposal for the period June 2007–June 2009.
- UNAIDS country coordinator to provide feedback to heads of agencies on team members' performance; heads of agencies to maintain overall accountability for the individual agency staff.
- Joint team workplan developed.

2. Facilitating factors

- The UN country team committed to developing one UN programme by 2008.
- A UN transition plan currently being articulated for the humanitarian emergency, early recovery and development outcomes for the period 2008–2009.
- A mid-term review of achievements in the annual workplan against the strategic framework and Global Fund implementation in 2005/2006 provides the basis for the joint team's workplan, expected to be fully articulated and costed in 2007.

3. Challenges

- UN presence hindered by the security context; joint team and UN country team are based in Nairobi and national officers work with local authorities to implement Nairobi-driven programming.
- The development of the common country assessment and UN Development Assistance Framework has not been possible given the ongoing political and humanitarian crisis.
- The UN country team works with only three Somali entities: namely, Somaliland, Puntland and South Central Somalia.
- Lack of capacity among the UN and Somali partners at the decentralized level.
- Cosponsors' struggling over the global task team recommendations and delineation of accountabilities.

4. Way forward

- The UN country team to decide whether it is necessary to formalize the appointment of team members and to agree on revised job descriptions.
- A resource mobilization proposal required to develop a joint workplan.
- Additional resources required for the UN to provide leadership in making the money work, especially in priority areas.

1. Achievements and progress indicators

- Joint UN team on AIDS formally established in July 2006 under the overall guidance and leadership of the UN theme group.
- Composed of 23 members with each member having received a formal letter of appointment co-signed by the resident coordinator and their respective heads of agency.
- Terms of reference of the joint team adapted.
- Capacity analysis completed and various organigrammes reviewed and endorsed including the management modality of the joint team.
- Division of labour matrix adapted.
- UNAIDS country coordinator responsible for the day-to-day leadership and facilitation of the team.
- UNAIDS country coordinator jointly appraises team members together with their agency supervisors. The UNAIDS country coordinator therefore regularly briefs heads of agencies on the level of participation of team members.
- Draft 2007–2010 joint programme of support which builds on the UN Development Assistance Framework developed. It covers three thematic areas: prevention; treatment, care and support; and the “Three Ones”, which are each led by a task team leader.

2. Facilitating factors

- High-level commitment from heads of agencies.
- Dedicated technical staff.
- Technical support from regional support team for east and southern Africa, UNDP and ILO, as well as the use of the UNAIDS toolkit for establishing joint teams and the UN Development Group Guidance Paper.

3. Challenges

- Key cosponsors not represented in the joint team on AIDS.
- Inadequate technical skills of some team members to provide leadership in areas agreed upon in the division of labour.
- Competing responsibilities of team members affects their participation and contribution to the team.
- High staff turnover.

4. Way forward

- High-level advocacy at regional and headquarters levels required to raise the level of capacity both in skills and level to match the level of expertise.

1. Achievements and progress indicators

- Joint UN team on AIDS officially launched in December 2006.
- Composed of staff from IOM, FAO and all cosponsor agencies except UNESCO.
- Team members formally designated.
- Members designated to cover specific technical support areas as per the technical support division of labour.
- Team meets every month and is chaired by the UNAIDS country coordinator.
- UNAIDS country coordinator contributes to the appraisal of team members.

2. Facilitating factors

- Resident Coordinator and theme group chair leadership.
- Good collaboration with UN agencies.
- Guidance from key documents such as the UN Secretary-General's letter and the UN Development Group Guidance Paper.

3. Challenges

- Capacity of cosponsor focal points (none work full time on AIDS).
- Cosponsor activities lack appropriate focus, scale, coverage and quality.
- Few activities of UN agencies jointly implemented.

4. Way forward

- Develop a more focused joint programme of support to be endorsed by the UN theme group.
- Engage the joint UN team in implementing the UN Learning Strategy.

1. Achievements and progress indicators

- Technical working group adapted to become the joint UN team on AIDS.
- Composed of technical staff from UNHCR, UNICEF, WFP, UNDP, UNFPA, UNESCO, WHO, IOM, UNIDO, UNMIS, UNIFEM and FAO.
- Joint team meets bi-monthly.
- Thematic working groups created with specific terms of reference.
- UN technical support division of labour discussed and adapted locally based on the country situation.
- Annual workplan developed.
- Team members are evaluated and assessed by their agencies; two tools were developed to assess joint team members regarding their contribution to the workplans and joint programming areas.

2. Facilitating factors

- Planning and resource mobilization tools available.
- Strong capacity of team members.
- Increased presence of cosponsors.
- Increase in resources and donor interests in support of AIDS programming.

3. Challenges

- Changing political environment.
- Limited leadership role of the resident coordinator given his additional responsibility as humanitarian coordinator.
- AIDS not a priority for UN country team meetings.
- Large UN team size in Sudan.
- Numerous planning and programming forums in other areas which require considerable time.

4. Way forward

- Decentralize the joint team to the state level.
- Advocacy with heads of agency to engage more in the AIDS response.
- Develop joint programming plans in the following areas: advocacy, national survey and capacity-building.

1. Achievements and progress indicators

- Joint UN team on AIDS established in May 2006.
- Composed of staff from UNICEF, WFP, UNDP, UNFPA, ILO, FAO and WHO.
- Team members formally designated.
- Members designated to cover specific technical support areas as per the technical support division of labour.
- Team meets every month and is chaired by the UNAIDS country coordinator.
- Ten memoranda of understanding signed in ten joint programme areas.
- 2006–2010 joint programme of support developed in April 2006.

2. Facilitating factors

- Retreat organized for the UN theme group.
- Good collaboration with the UN theme group.
- Technical support from the regional support team for east and southern Africa.

3. Challenges

- Facilitate implementation of activities funded by the Global Fund to Fight AIDS, Tuberculosis and Malaria.

4. Way forward

- Support the implementation of existing joint programmes.
- Improve the functioning of the UNAIDS country office.

1. Achievements and progress indicators

- Joint UN team on AIDS formally established in May 2006.
- Composed of staff from UNHCR, UNICEF, WFP, UNDP, UNFPA, UNODC, WHO, World Bank, IOM and UNIFEM.
- Joint team meets every three months; meetings chaired by the UNAIDS country coordinator.
- Division of labour adapted to the country context.
- Joint programme of support developed in May 2006.
- Annual workplan and monitoring and evaluation framework developed.

2. Facilitating factors

- Leadership provided by the resident coordinator.
- Pooling of resources by some UN agencies.
- Guidance from key documents such as the UN Secretary-General's letter and the UN Development Group Guidance Paper.

3. Challenges

- Lack of high-level advocacy.
- Weak coordination.

4. Way forward

- UN support to launch the national plan.
- Implementation of the joint UN advocacy plan.
- Implementation of the joint programme of support.

1. Achievements and progress indicators

- Joint UN team on AIDS formally established in January 2006.
- Composed of representatives from UNHCR, UNICEF, WFP, UNDP, UNFPA, UNODC, ILO, UNESCO, WHO, World Bank, IOM and UNIFEM formally designated to form the joint team.
- Joint team is chaired by the UNAIDS country coordinator and meets on a monthly basis.
- Division of labour adapted to the country context.
- 2007–2011 joint programme of support developed and endorsed in April 2006.
- Implementation arrangements stated in the joint programme of support.

2. Facilitating factors

- Guidance from key documents such as the UN Secretary-General's letter and the UN Development Group Guidance Paper.
- Recommendations of the new 2007–2011 national strategic plan.

3. Challenges

- The definition of clear comparative advantages and clear-cut areas of cooperation among UN agencies.
- Few agencies have full-fledged country programmes on AIDS or full time programme officers.
- Limited resources from bilateral and multilateral donors.

4. Way forward

- Stimulate and support the joint team programming initiatives under the UN partnership framework.
- Continue providing technical and financial support to a number of thematic working groups.

1. Achievements and progress indicators

- Joint UN team on AIDS established in October 2006.
- Joint team composed of nine representatives from UNICEF, UNDP, UNFPA, ILO and WHO.
- Members officially designated.
- Joint team meets every two months and meetings are chaired by the UNAIDS country coordinator.
- Division of labour adapted to the country context.
- The joint programme of support developed and endorsed.

2. Facilitating factors

- Facilitation retreats for the UN theme group organized.
- Support from the regional support team for west and central Africa.
- Development of the new 2007–2010 national strategic plan.

3. Challenges

- Insufficient commitment of some heads of agencies.

4. Way forward

- Adopt the terms of reference for members of the joint team.
- Develop the joint programme of support based on the 2008–2012 strategic plan.
- Develop the technical support plan
- Operationalize the UN HIV learning strategy.
- Organize regular meetings with Heads of agency.

1. Achievements and progress indicators

- Establishment of a joint UN team on AIDS endorsed during the UN country team retreat in February 2007.
- Joint team composed of 14 representatives from the UN system directly or indirectly involved in the AIDS response.
- Joint team meets on a monthly basis or as required and meetings are chaired by the UNAIDS country coordinator.
- Division of labour agreed upon and to be operationalized through the thematic groups.
- The draft joint programme of support prioritizes four key outcome areas with four conveners identified: mainstreaming (UNDP), prevention (UNFPA), supporting systems (WHO) and monitoring and evaluation (UNAIDS).

2. Facilitating factors

- Recommendations of the newly formulated national strategic plan taken into account.
- UN Development Assistance Framework revision process.
- Facilitation retreat for staff working on AIDS from UN agencies and funds.
- Mapping of financial resources available in the UN system.

3. Challenges

- The desire for the UN to act jointly with one action matrix that includes diverse factors.
- The need for the UN to move from a project to programming approach.

4. Way forward

- Joint team members to be nominated and the division of labour internalized.
- Management agreements for the four conveners to be agreed upon.
- Joint UN programming to facilitate the prioritization of interventions among the long list of interventions identified in the national strategic plan.
- Comprehensive technical support plan to be developed to identify key results that respond to the country's needs.

1. Achievements and progress indicators

- Joint UN team on AIDS established in April 2006.
- Team members formally appointed.
- Composed of staff from UNHCR, UNICEF, UNDP, UNFPA, UNODC, ILO, WHO, World Bank and IOM.
- Joint team meets on a monthly basis; meetings chaired by the UNAIDS country coordinator.
- The division of labour and annual deliverables agreed upon.

2. Facilitating factors

- Retreat organized for the UN theme group and joint team.

3. Challenges

- Culture of not sharing information on projects.
- Limited commitment since AIDS not a specified outcome in the UN Development Assistance Framework.
- Poor cooperation between UN agencies.

4. Way forward

- Finalize a joint programme of support including the technical support plan.

1. Achievements and progress indicators

- Joint UN team on AIDS formally established in the United Republic of Tanzania in June 2006.
- Twenty two international and national officers working full-time or part-time on AIDS formally designated to form the joint team.
- Joint team meets on a monthly basis and reports to the UN theme group on HIV and AIDS.
- Division of labour adapted to the country context in February 2006.
- Joint team is developing a four-year joint UN programme for 2007–2010 based on the UN Development Assistance Framework, which in turn is based on the country's Growth and Reduction of Poverty Plan 2007–2012.
- Sub-technical teams already formed in four areas with each led by one facilitating agency: prevention (UNFPA); care, treatment and support (WHO and UNICEF); impact mitigation (UNICEF and WHO); cross-cutting issues (UNAIDS and UNDP).

2. Facilitating factors

- Leadership from a committed UNCT and the UN Theme Group.
- Guidance from key documents such as the UN Secretary-General's letter and the UN Development Group Guidance Paper.
- Sharing of experiences by pilot countries that have already established joint teams.
- Participation in the regional management meetings of the east and southern Africa region.

3. Challenges

- Very few agencies with staff dedicated to AIDS.
- Competing priorities for the time of staff members and the reluctance of agencies to define staff time dedicated to AIDS within different areas.
- Lack of adherence to the division of labour.
- Competition for geographical areas that offer visibility.
- No clear long-term commitment.

4. Way forward

- More dedicated staff needed in the joint team to cover implementation of joint programmes.
- Improvement in human resources needed among implementing partners.
- Additional funds needed to achieve maximum implementation of the joint programme and annual joint workplan.

1. Achievements and progress indicators

- Joint team established in May 2006.
- Composed of all UNAIDS cosponsors in Viet Nam (except WFP), IOM and FAO.
- Each agency has two to three members on the joint team who are officially nominated.
- Joint team meets on a weekly or bi-monthly basis and meetings are task-oriented.
- Terms of reference for the joint team approved.
- UNAIDS country coordinator provides informal feedback to heads of agencies on contributions of team members.

2. Facilitating factors

- Leadership of the government.
- High commitment of the resident coordinator and UN theme group.
- Guidance from key documents such as the UN Secretary-General's letter and the UN Development Group Guidance Paper.
- Viet Nam one of the eight countries piloting the "One UN" initiative with considerable progress made.

3. Challenges

- Reluctance of some key cosponsors to join the joint team.

4. Way forward

- Finalizing the joint programme of support.
- Finalizing the "One Plan" and "One Budget" initiatives for AIDS mainstreamed across the plan.

1. Achievements and progress indicators

- Joint UN team on AIDS established in September 2006, facilitated by the UNAIDS country coordinator.
- Composed of 28 UN professionals.
- Team members formally appointed by heads of agency through letters co-signed by resident coordinator.
- UNAIDS country coordinator and UN theme group chair contribute to the annual performance assessment review of the joint team.
- Job descriptions revised for team members from WHO, WFP, ILO and UNDP.
- The UNDP HIV team co-locating with the UNAIDS country office. Discussion on common premises ongoing.
- Technical support division of labour matrix agreed upon.
- Joint UN programme of support on AIDS for 2007–2010 developed in 2006, within the framework of the Fifth National Development Plan 2006–2010 and the Zambian National AIDS Strategic Framework 2006–2010 and currently implemented through the annual workplan for 2007.
- Technical support plan drafted and aligned to the six strategic plan themes.

2. Facilitating factors

- Active engagement of the resident coordinator, heads of agency and the UN theme group chair.
- Selection of the UN to take the lead on AIDS by government.
- Consultative and participatory process in developing the joint team and the joint programme of support.
- UN assigned the lead role in supporting the government in the AIDS response.
- Technical support from UNAIDS secretariat.
- Consultations between the UN country team and the UN Regional Directors Team (RDT).

3. Challenges

- Staffing requirements to fulfill the expected lead role in some agencies.
- Difficulty for UN agencies to pool funds.
- Directives from the headquarters of cosponsors not sent to cosponsor agencies at country level.

4. Way forward

- Additional human and technical capacity required to strengthen the UNAIDS country office.
- Joint team to review technical support plan and identify areas where the UN can support.

1. Achievements and progress indicators

- Joint UN team on AIDS established in December 2006.
- Joint team composed of UN professionals from UNICEF, WFP, UNDP, UNFPA, ILO, UNESCO, WHO, UNIFEM, FAO, IOM and OCHA.
- Technical support division of labour matrix adapted to the country context.
- Joint team meets on a monthly basis and meetings are chaired by the UNAIDS country coordinator.
- Annual deliverables agreed upon for the joint team.

2. Facilitating factors

- Re-establishment of the UN theme group, which has strengthened coordination among UN agencies.
- Active engagement of the resident coordinator.
- Excellent collaboration with the heads of agency and the UN theme group chair.
- Technical support from the regional support team for east and southern Africa.

3. Challenges

- High staff turnover in some UN agencies.

4. Way forward

- Develop a joint programme of support.

