



**25th Meeting of the UNAIDS Programme Coordinating Board
Geneva, Switzerland
8-10 December 2009**

Decisions, Recommendations and Conclusions

The UNAIDS Programme Coordinating Board,

Recalling that all aspects of UNAIDS work are directed by the following guiding principles:

- Aligned to national stakeholders' priorities;
- Based on the meaningful and measurable involvement of civil society, especially people living with HIV and populations most at risk of HIV infection;
- Based on human rights and gender equality;
- Based on the best available scientific evidence and technical knowledge;
- Promoting comprehensive responses to AIDS that integrate prevention, treatment, care and support; and
- Based on the principle of non-discrimination;

Agenda item 1.1: Opening of the meeting and adoption of the agenda

1. *Adopts* the agenda;

Agenda item 1.2: Consideration of the report of the twenty-fourth meeting

2. *Adopts* the report of the 24th meeting of the UNAIDS Programme Coordinating Board;

Agenda item 1.3: Report of the Executive Director

- 3.1 *Takes note* with appreciation of the report of the Executive Director;
- 3.2 *Strongly endorses* the process of the Global Task Force on Women and Girls, Gender Equality and HIV; *welcomes* the Operational plan; *supports* the continued leadership of the Executive Director; and, *requests* UNAIDS to begin the immediate implementation of the Operational Plan including through the UN joint country teams, in close collaboration with government and country partners, especially womens' organizations and networks of people living with HIV, and report regularly on progress to the Programme Coordinating Board to enhance monitoring and evaluation of results, including through a comprehensive report to the 27th meeting of the Board;

- 3.3 *Recognizing* that in many countries there is a substantial and increasing number of HIV infections among men who have sex with men and transgender people, and that their human rights need to be respected, *requests* UNAIDS to include among its priorities, building on the UNAIDS Action Framework on Men Who Have Sex with Men and Transgender People and the UNAIDS Outcome Framework 2009-2011, the expansion of comprehensive programmes aimed at reducing HIV transmission amongst men who have sex with men and transgender people; and *agrees* to return to this decision at the 26th meeting of the Board;
- 3.4 *Recognizing* the finding in the Second Independent Evaluation that attention to prevention has been lagging behind, *welcomes* the increased focus on prevention as a priority by the Executive Director, and *calls upon* the UNAIDS to include prevention as a priority in its new Mission Statement and new Strategic Plan;
- 3.5 *Requests* UNAIDS to make sure that there is a comprehensive, multi-sectoral approach to prevention based on epidemiology and human rights, and that evidence-informed prevention plans are developed at country level that: fit with the epidemiological profile; are within the broader national AIDS strategic plan; and, are developed with all relevant stakeholders in an inclusive and transparent process;
- 3.6 *Requests* UNAIDS to continue advocating for the accessibility, availability and affordability of male and female condoms, and research and development of new prevention tools in particular a HIV vaccine, next generation female condoms and microbicides, and to report on this including a review of resource tracking to the 27th meeting of the Programme Coordinating Board;

Agenda item 2: Second Independent Evaluation of UNAIDS

- 4.1 *Takes note*, with appreciation, of the report of the Oversight Committee;
- 4.2 *Recognizing* the promulgation of guidelines for Joint UN Programmes and Teams on AIDS in 2008 that advance and support country- and regionally-determined approaches, *requests* UNAIDS to review Joint Team performance to assess; barriers and bottlenecks that impede the effective implementation of the Joint Team concept at country level; the added-value of Joint Teams to the national response; and, to clarify the working relationship with key stakeholders in the national response;
- 4.3 *Calls upon* Member States to ensure the consistency of national positions on AIDS at the Programme Coordinating Board and the governing bodies of Cosponsoring organizations with a view to promoting results-based performance and joint UN programming at country level including harmonization and alignment to national HIV responses;
- 4.4 *Calls upon* the UNAIDS Executive Director to ask UNDG to provide appropriate incentives, including through performance assessments of Heads of Agency at country level to ensure joint UN programming, including harmonization and alignment to national HIV responses;

- 4.5 Using lessons learnt from existing Joint Programmes of Support and in pilot One UN countries, *calls upon* the members of the Committee of Cosponsoring Organizations to: implement incentives and eliminate disincentives for quality joint programming that adds value to, and is aligned to the national response; and, support their respective agency's participation in Joint Teams, with strengthened capacity, including development, implementation, and monitoring and evaluation of Joint Programmes of Support. Mechanisms for funding UN HIV work at country level should ensure the most efficient and effective engagement of cosponsors in joint programming around the national response;
- 4.6 *Calls upon* Member States, civil society and UNAIDS to continue the Programme Acceleration Funds facility and improve current operational practice, changes to include:
- regular reporting on outcomes from the utilization of Programme Acceleration Funds to the Programme Coordinating Board through regular reporting mechanisms of the Unified Budget and Workplan; and
 - proposals by the Executive Director and Cosponsor heads of agencies at the December 2010 Programme Coordinating Board to achieve cost-reducing efficiency gains in the transmission of funds by the cosponsor agencies;
- 4.7 *Calls upon* all Programme Coordinating Board Members and participants to hold the Executive Director accountable for the allocation of funds raised by the Secretariat between the Secretariat and the individual Cosponsors, meaning the:
- future allocation of inter-agency funding should explicitly show the distribution among the Secretariat and Cosponsors;
 - allocation of Unified Budget and Workplan funding raised through the Secretariat should no longer be based on entitlement and pro-rata increases, but on epidemic priorities, the performance of the Cosponsors, and the funds that individual Cosponsors raise at global and regional levels;
 - consideration by the major funders of the UN's response at global level of: (i) whether funding through UNAIDS could increase in response to a shift to performance-based allocations; and (ii) the degree to which the Executive Director should take the lead in raising resources for the UN at global level or whether fund-raising should increasingly be a cosponsor responsibility; and
 - Secretariat and Cosponsor performance should be defined around commitments made on development of UN capacity at country level; this is what the Programme Coordinating Board should hold the global coordinators, as the main representatives of their organizations, and the Executive Director (in his or her capacity as head of the secretariat) accountable for and hence should be what is reported against on an annual basis;
- 4.8 *Requests* UNAIDS to revise the role and contents of the Unified Budget and Workplan from 2012 onwards to:
- focus on: (i) showing what capacity individual cosponsors and the secretariat intend to have at country level and (ii) the allocation of funding to ensure that planned capacity is in place; and

- include funding to evaluate the degree to which UN capacity established at country level is making a relevant, effective and efficient contribution to the national HIV response;
- 4.9 *Requests* the UNAIDS Executive Director to adjust the size, staffing and organizational arrangement of Secretariat offices at country level to reflect national needs and the implications of recommendation 1 from the Report of the Second Independent Evaluation of UNAIDS;
 - 4.10 *Requests* UNAIDS to initiate a capacity needs assessment with the aim of taking stock and producing recommendations across the whole Joint Programme - Secretariat and all Cosponsors - for a collective rationalization of staff at global, regional country and levels linked to the strategy from recommendation 1 of the Report of the Second Independent Evaluation of UNAIDS, taking account of the different regional needs of the epidemic;
 - 4.11 While affirming the role of the Secretariat as providing coordination support within the Joint Programme, and possibly the Organization to fill gaps that cannot be filled by the cosponsors, *requests* the Executive Director to present recommendations on what the roles and staff complement should be over the medium term and how this would be delivered, at the 26th meeting of the Programme Coordinating Board;
 - 4.12 *Requests* the Executive Director to commission a review in 2010 on the costs and benefits of moving to a single administrative system for the UNAIDS Secretariat;
 - 4.13 *Requests* the Executive Director to present a report to the 27th meeting of the Programme Coordinating Board presenting evidence of the extent to which financial and Human Resource systems and policies have (i) been fully developed; (ii) are operational; and (iii) are being consistently and effectively used as intended by managers across the Organization;
 - 4.14 *Requests* the Executive Director to: (i) work to clarify a robust competency framework for these roles; (ii) ensure that all present staff are assessed against the competency framework; and (iii) report back to the Programme Coordinating Board at its 27th meeting with detailed actions to ensure that the cadre of country staff have the required competencies;
 - 4.15 *Requests* the Committee of Cosponsoring Organizations to convene a time-limited working group with relevant Cosponsors, the Global Fund to fight AIDS, Tuberculosis and Malaria, and other key stakeholders including civil society, supported by the Secretariat, to strengthen collaboration and develop a joint agenda on HIV and global health cooperation in general and health systems strengthening in particular and, including a joint position statement and a work plan with clear deliverables;
 - 4.16 *Requests* UNAIDS to bring to a 2010 meeting of the Committee of the Cosponsoring Organizations, and then the 27th meeting of the Programme Coordinating Board, a concrete proposal on how they will resolve overlaps and duplication (including but not restricted to support to: national planning and strategy development; human rights; gender; key populations; monitoring and

evaluation at country level; operations research; increased accountability, joint programming at country level, the effectiveness of prevention efforts and surveillance). This should include:

- how the lead agency concept can be better operationalized at global level; and
- the degree to which these issues can be resolved using the Inter-agency Task Team approach;

4.17 *Further requests* UNAIDS to develop a *modus operandi* for Inter-agency Task Teams, drawing on the experience of other mechanisms such as the MERG and Task Team on Travel Restrictions, with requirements for lead agencies to set task-based, time-bound objectives to manage their work with regular reporting back to the PCB on performance;

4.18 *Further requests* UNAIDS to strengthen its focus on gender and human rights, specifically to:

- review the division of labour concerning all cross-cutting issues, in particular gender and human rights, with a view to strengthening the work of the Joint Programme;
- clarify the respective roles of UNIFEM and the Global Coalition of Women on AIDS with regards to work on HIV and gender;
- strengthen the capacity of UN staff in HIV and gender and HIV and human rights;
- support UNDP to take forward its lead role in work on Men who have Sex with Men and transgender populations;
- strengthen global leadership and advocacy with regards to key populations and convene an inter-agency task force involving UNODC, UNDP and UNFPA and other key stakeholders to ensure policy and programming coherence and effective coordination of work with key populations;
- determine clear overarching global objectives for work on HIV and gender, gender equality, human rights and key populations including women and girls and ensure that these objectives are included as a core component of joint team work at country level; gender equality and human rights analysis should be integral to *'knowing your epidemic'* and to joint programmes of support for national responses; and
- focus UNAIDS' support for countries on translating frameworks and guidance into practical HIV and gender and HIV and human rights programming;

4.19 *Calls upon* UNAIDS to strengthen arrangements for technical support through the further development of a Technical Support Strategy, to be presented to the next meeting of the Programme Coordinating Board, to:

- clarify the comparative advantages and respective roles of the UNAIDS Secretariat, Cosponsors and other UN entities, as well as other technical support providers such as bilaterals and civil society organizations in the provision of short-term technical support and of long-term support for capacity development at country level;

- determine the role of UNAIDS in Global Fund-related technical support;
 - strengthen planning and coordination of UNAIDS technical support at country level, including ensuring that this reflects country needs and priorities rather than the agendas and mandates of UN agencies;
 - rationalize support for monitoring and evaluation between the UNAIDS Secretariat, World Bank GAMET and WHO;
 - consolidate technical support mechanisms established by UNAIDS as joint programme providers;
 - introduce systematic monitoring and evaluation of technical support provided by UNAIDS and UNAIDS-related technical support providers at country level; and
 - foster South-South collaboration in order to build capacity at country and regional levels using expertise from the South;
- 4.20 *Calls upon* the UNAIDS Executive Director to task the Regional Support Teams with: (i) ensuring that HIV is included in the deliberations of the developing Regional Directors Teams; (ii) focusing on supporting development of UN capacity at country level that reflects a tailored response to the epidemic; (iii) building on the experience of the Regional Support Team, Eastern and Southern Africa, and promoting the use of gap analysis and *'know your epidemic'*; and (iv) being configured to support all Cosponsors, not just the Secretariat;
- 4.21 *Requests* UNAIDS to strengthen joint work on research, resource tracking and knowledge management, with particular emphasis on information to support the *'know your epidemic'* approach and improve evidence-based decision-making at country level;
- 4.22 *Requests* the UNAIDS Secretariat to strengthen evaluation and knowledge management at global, regional and country levels, specifically to:
- convene a working group of relevant HIV and evaluation staff from the Secretariat, Cosponsors and the Global Fund to fight AIDS, Tuberculosis and Malaria, and drawing on relevant expertise from evaluators at country level to develop a coherent joint global evaluation plan structured around the priority areas of the epidemic;
 - plan, manage and budget evaluations jointly at country level, under the auspices of the joint team and working in collaboration with the Global Fund to fight AIDS, Tuberculosis and Malaria, other donors and national partners in accordance with the Paris Declaration commitments;
 - cease further investment in or continuation of CRIS beyond its current use as a format for reporting;
 - make adequate provision for reporting on, dissemination of and policy engagement concerning evaluation findings;

- 4.23 *Requests* UNAIDS to develop a new mission statement with measurable and time-bound objectives supported by a new strategic plan which reinforces UNAIDS in its political and advocacy roles and clarifies how the joint programme will position itself to re-focus support at regional and country level to reflect the epidemic context and country needs;
- 4.24 *Requests* the UNAIDS Secretariat to work with Cosponsors to develop an overarching partnership strategy with clear and measurable objectives with distinct strategies for working with both civil society and people living with HIV, and for working with global health initiatives such as the Global Fund, PEPFAR and other bilateral and development partners. Subsidiary recommendations are to:
- develop a shared vision of the potential and expected benefits from civil society and People Living with HIV involvement, a clear set of objectives and a more systematic approach to documenting outcomes;
 - develop a common approach across the secretariat and cosponsors to engagement with and capacity -building support for civil society and organizations of People Living with HIV;
 - increase support at global and country levels for empowerment and participation of key populations; and
 - strengthen efforts to engage with the private sector, including addressing the respective roles of the secretariat and ILO;
- 4.25 *Requests* the PCB Bureau in consultation with all relevant stakeholders to establish an inter-sessional, time-bound Task Force by the end of January 2010 with the objective to report to the 26th meeting of the Programme Coordinating Board on issues dealing in a comprehensive way with all aspects related to governance in the follow-up of the Second Independent Evaluation of UNAIDS based on evaluation findings, recommendations, management response and discussions in the Board.
- 4.26 *Agrees* that the Task Force:
- will support UNAIDS in the implementation of a comprehensive and coordinated response to the Second Independent Evaluation of UNAIDS, including the development of a prioritized plan for follow-up which is time bound and spells out clearly who should be responsible for doing what, and to support the oversight role of the Programme Coordinating Board, the Task Force should analyze relevant decisions and their interlinkages taken at the 25th Board meeting with a view to ensure their coherence and consistency and report to the 26th meeting of the Programme Coordinating Board;
 - should be small and undertake its activities in an open and transparent manner. It should be composed by representatives of Member States, with due respect to geographical representation, civil society, Cosponsors and the Secretariat. The taskforce may draw on additional expertise when needed. The taskforce should be chaired by a Member State and would work in principle on the basis of consensus;

- 4.27 *Further agrees* that, by establishing this Task force, the working Group ad interim on Working Methods of the Programme Coordinating Board, established at the 24th meeting of the Board, is now dissolved;
- 4.28 *Further agrees* that the budget for the Task Force must be approved by the PCB Bureau before initiating the work of the Task Force;

Agenda item 3: Impact of the global financial and economic crisis on the AIDS response

5. *Welcomes* the report and recommendations on the impact of the global financial and economic crisis on the AIDS response and *calls on* UNAIDS and its partners to provide a comprehensive package of technical support to countries, paying particular attention to high burden countries, to contain and mitigate the negative impact of the current crisis on the HIV/AIDS response and to use its convening power to bring HIV/AIDS funders together, where possible coordinating with similar work underway at the Global Fund to fight AIDS, Tuberculosis and Malaria, and other innovative financing mechanisms including UNITAID;

Agenda item 4: Election of Officers

- 6.1 *Elects* The Netherlands as Chair, El Salvador as Vice-Chair, and Japan as Rapporteur for the calendar year beginning on 1 January 2010;
- 6.2 *Approves* the new Programme Coordinating Board NGOs: Felicita Hikuam, AIDS and Rights Alliance for Southern Africa, Rathi Ramanathan, Asia-Pacific Network of Sex Workers, Matthew Southwell, International Network of People who Use drugs, Rhon Reynolds, International AIDS Vaccine Initiative, and Amira Herdoiza, Corporacion Kimirina;

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