

## UNAIDS PROPOSED STRUCTURE AND STAFFING PLAN

1. The realization of the mission and role of the Joint United Nations Programme on HIV/AIDS will depend to a great extent on the quality and effectiveness of its staff, and on the optimum deployment of human resources in the three main roles of UNAIDS:

- to serve as advocate for global mobilization in response to the AIDS pandemic;
- to provide policy, technical and strategic guidance on responding to AIDS; and
- to offer technical cooperation for the building of national capacities to respond to AIDS.

2. The professional staff of the Programme will occupy global, intercountry and country posts in a pattern designed to respond to country needs and to fulfil the Programme's global functions. The management approach will include management by objectives and decentralization of decision-making. The number of management "layers" between the Executive Director and the technical staff will be kept to a minimum, i.e. in current management terms, UNAIDS will use a "horizontal style of management".

3. At global (Geneva) level, UNAIDS will be divided into four departments (see the organizational structure in Annex I). These departments will be closely linked and interact constantly on issues of common concern. The department of **Country Support** will be central to the work of UNAIDS, in providing support to its primary clients, the Member States. The department of **Policy, Strategy and Research** will encompass three technical units: (1) **Personal and Societal Prevention Strategies**, (2) **Care, Support and Impact Alleviation**, and (3) **Technology Research & Development**. Two other departments will deal with **External Relations** and **Programme Administration**.

◆ **COUNTRY SUPPORT** - The staff in Country Support will be responsible for mobilizing and coordinating UNAIDS technical cooperation with countries with the ultimate aim of strengthening national capacity to plan, coordinate, implement and monitor the response to AIDS. An important element in this support to countries will be liaison and coordination with nongovernmental organizations and other partners who are active globally and in countries. This department will be the focus for providing support to the UNAIDS staff based in countries.

It is envisaged that **UNAIDS Country Programme Officers** will be posted in up to 50 countries to work with the Theme Groups in support of national AIDS programmes. Perhaps 10 of these Officers will carry intercountry assignments, providing support for the country programmes of two or three countries in addition to that of the country in which they are posted.

To further facilitate country and intercountry support activities, UNAIDS will have a number of **UNAIDS Technical Experts/Intercountry Advisers** who are able to serve the needs of several countries in one or another geographic zone. They would be posted individually or in small teams in one of the countries for which they would be a technical resource. These staff will also facilitate the means for dealing with cross-border issues and common policy or technical issues that can best be handled by dialogue and cooperation among neighbouring countries. While the need for this type of staff is not yet fully assessed, as many as 30 of these may eventually be required to provide support in all regions. As a principle, these teams would be accommodated in one of the cosponsors' offices in the regions.

In response to requests from countries for technical support, the Country Programme Officers will be able to call upon and mobilize appropriate technical cooperation and human resources from among UNAIDS Inter-country Technical Advisers, or from the Geneva-based staff, or from the cosponsors and other parts of the international community.

◆ **POLICY, STRATEGY AND RESEARCH** - This department will consist of three units which, by virtue of their closely related mandates, will work together on many fronts:

i) **UNIT OF PERSONAL AND SOCIETAL PREVENTION STRATEGIES** - The focus of Personal and Societal Prevention Strategies will be the development and application of the prevention approaches, technologies and interventions that are required for individuals, communities and society as a whole. Technical assistance, reviews of progress in prevention, establishing priorities based on successful approaches, research, policy development, monitoring and advocacy for prevention will all be part of the prevention mandate.

ii) **UNIT OF CARE, SUPPORT AND IMPACT ALLEVIATION** - Mitigating the personal, household, community and national impact of AIDS will be the mandate of this unit, and its tasks will necessarily be carried out in concurrence with the Prevention Promotion Support unit. Particular areas to be addressed will include clinical care, health care system development, counselling and psychological support, community mobilization, socioeconomic impact and human rights. This mandate will be fulfilled through research, policy development and technical assistance.

iii) **UNIT OF TECHNOLOGY RESEARCH & DEVELOPMENT** - A particular concern for this team will be the coordination and support of clinical trials and field trials of new technologies, including vaccines, microbicides, prevention of opportunistic infections, and the prevention of HIV transmission from mother to child. Specific disciplines to be represented will include clinical immunology, virology and epidemiology.

◆ **EXTERNAL RELATIONS** - The major responsibilities of this department will be the advocacy and communications functions of UNAIDS, as well as the mobilization of resources. The staff will include the UNAIDS Representative in New York, Communications and Press Officers and the External Relations Officer for fund-raising.

◆ **PROGRAMME ADMINISTRATION** - Sustaining the work of UNAIDS will not be possible without a team of administrative staff, dealing with programme planning and budget design, financial monitoring, human resources development, informatics support and

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production of documents and materials. This will be backed up by the administrative support that UNAIDS will receive from WHO in the areas of personnel, finance and the accommodation of the Programme on the WHO premises.

4. Recruitment procedures are already underway for 13 professional and 7 general service staff. These were initiated in April and May 1995 on the basis of the agreement of the Third Meeting of the Committee of Cosponsoring Organizations held on 27 February 1995. The vacancies advertised so far include:

**Geneva-based posts**

Professional staff:

- Director, Country Support (Country Operations)
- Director, External Relations and Communication
- Senior Communications (Public Information) Officer
- External Relations Officer / Fundraising
- Senior Planning and Budget Officer
- Executive Assistant to the Executive Director, UNAIDS
- Manager, Human Resources

General service staff:

- Administrative Assistants - 3
- Secretaries - 3
- Budget Assistant - 1

**New York-based post**

- UNAIDS Representative in New York

**Country-based posts** (five such posts under recruitment):

- UNAIDS Country Programme Officers - countries still to be determined

5. A **UNAIDS Professional Staff Selection Committee** will be established to review candidates applying for professional posts P-1 through P-5 and to make recommendations to the Executive Director who is responsible for appointing staff. The Committee will consist of persons who will represent the six cosponsors, senior UNAIDS staff serving in rotation, and a representative of the WHO Division of Personnel. A representative of the WHO Staff Association will attend in the capacity of observer to represent the interests of UNAIDS staff.

6. For senior UNAIDS positions (Director level - D.02 and D.01), the UNAIDS Executive Director will direct a process for the preparation of a list of candidates to be considered. Following consultation with the cosponsors, the Executive Director will make his final selection and make the appointments.

7. General service staff will be recruited locally. Initially, this will be accomplished largely through the selection of internal candidates from GPA and WHO.

8. Annex II contains the current projections of staff to be recruited for each department (subject to the availability of funds). Details of the posts and the associated costs are given in the indicative budget for 1996-1997 (cf. document UNAIDS/PCB(1)/95.5).



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**ANNEX II****PROPOSED STAFFING OF UNAIDS, 1996-1997**

| <b>DEPARTMENT</b>                                 | <b>NUMBER OF STAFF</b> |
|---|------------------------|
| Country Support - global                          | 25                     |
| Country Support - country and intercountry        | 50                     |
| Country Support - intercountry technical officers | 30                     |
| Policy, Strategy and Research                     | 39                     |
| External Relations - Geneva                       | 9                      |
| - New York  | 2                      |
| Office of the Executive Director                  | 5                      |
| Programme Administration                          | 25                     |
|   | <hr/>                  |
| <b>TOTAL</b>                                      | <b>185</b>             |