
Proposed Working Mechanisms for Joint UN Teams on AIDS at Country Level

Guidance Paper



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Introduction

A. Purpose of this paper	1
B. Context	1
C. What is different?	2

Part I:

Establishment of an Institutional Framework for Joint Teams

1. Composition	3
2. Roles and Responsibilities	3
2.1 The AIDS Team and The UN Theme Group on HIV/AIDS	3
2.2 Individual members of the Team	4
3. Working methods and mechanisms	6
3.1 Accountability	6
3.2 Financial resources needed to establish and make functional the Joint UN Team on AIDS	6

Part II:

Establishment of a Joint UN HIV/AIDS Programme of Support

1. Definition	7
1.1 Components	7
1.2 Where does the HIV/AIDS Programme of Support fit?	8
2. Process	9
3. Monitoring and Evaluation	10

A. Purpose of this paper

1. These proposed working mechanisms for the Joint UN Teams on AIDS¹ have been developed to guide UN Country Teams in their establishment, per the instructions of the UN Secretary-General². It includes information relating to the background, strategies and tools that can be used to harness the potential of the UN Country Team to support the national AIDS response. It provides options for establishing an institutional framework for Joint UN Teams on AIDS and for putting in place a joint UN HIV/AIDS Programme of Support.

2. This paper builds on existing tools, frameworks and legislation, as well as the experiences of countries currently undergoing the process. It strives to balance increasing demands for joint programming with the reality of country implementation contexts. It is a work in progress, to be updated after a period of review to determine if the strategies outlined here are effective, or if innovative practices have emerged out of country experiences.

3. The present paper outlines a set of desirable ‘common denominators’ or principles, that should be present within Joint UN Teams on AIDS. However, it recognizes that the diversity of country contexts and capacities will require flexibility in implementation. For this reason, strengthened cooperation between all members of the UN Country Team will be of utmost importance to quickly identify and resolve impediments to implementation within the country context. *The work of the AIDS Team should be collaborative in nature, and the creation of the Team does not imply a delegation of authority for management of staff or funds from individual agencies.*

4. While the focus of this paper is on *strengthening UN processes*, it is understood that the ultimate goal and purpose of Joint UN Teams on AIDS is to improve support to the national response, and contribute to expanding HIV prevention, care and treatment leading to reduced HIV vulnerability and infections. ■

B. Context

5. The establishment of Joint UN Teams on AIDS has emerged within the larger context of both UN reform³ and international efforts to improve aid effectiveness⁴. In March 2005, a Global Task Team on improving AIDS coordination among multilateral institutions and international donors was formed at the request of leaders from governments, civil society, UN agencies, and other multinational and international institutions who met in London to review the global response to AIDS under the theme, “Making the Money Work: The Three Ones in Action”. The imperative to create Joint UN Teams on AIDS comes directly from the recommendations of the Global Task Team issued in June 2005⁵. These recommendations were subsequently endorsed by the United Nations General Assembly during the September 2005 World Summit⁶ and the UN Secretary-General wrote to UN Resident Coordinators in December 2005 directing them to establish these Teams.

6. The above-mentioned documents provide key lessons that identify enhanced ways of working at country level. The decisions and recommendations provide an opportunity for UN Country Teams to renew and strengthen existing structures to support the national response to HIV. It is important to recognize that UN Country Teams are not expected to create entirely new structures and processes, but to adapt the existing ones (notably UN Theme Groups, Technical Working Groups on HIV/AIDS, and the UN-Implementation Support Plan) to address current shortcomings outlined in the reference documents. Strengthening the integration of HIV programming within existing frameworks and processes will be the key for effective and sustained support of national responses. ■

¹ For simplicity, and consistent with the letter from the UN Secretary-General (see next footnote), these will be referred to as “AIDS Teams”. This does not imply that only issues related to AIDS (and not HIV) are important.

² See Letter from the UN Secretary-General to the UN Resident Coordinators (12 December 2005)

³ See Report of the Secretary-General: An agenda for further change (September 9, 2002)

⁴ See Rome (February 2003) and Paris (March 2005) Declarations

⁵ See the Global Task Team Final Report (14 June 2005), section 3.1, page 21.

⁶ See World Summit Outcome Document (September 15, 2005), paragraph 57(f).

C. What is different?

7. As previously mentioned, this paper provides direction for the establishment and functioning of Joint UN Teams on AIDS, utilizing tools and processes from existing frameworks and experiences. However, there remains the imperative to do things differently, as evidenced by the underachievement of current practices. Therefore, the unique, **added dimensions** that underline the guidance provided in this paper include the following:

- Simplification and harmonization of UN support to national response, building on existing directives and processes.
- Clear definition of accountability lines, mechanisms for enforcing them, and overall a greater commitment of UN agencies.
- Greater clarity on roles and responsibilities of individual UN agencies as part of the Joint UN Team on AIDS, especially through the Technical Support Division of Labour⁷.
- Allowing partners to access services for provision of technical support through the UN system
- A joint programme of support, and the team that implements it, operating under a long-term vision with shorter-term actions.
- Unifying and integrating UN support within national planning frameworks, so as to strategically fill existing gaps.
- Evolution and strengthening of the HIV/AIDS component of UN Development Assistance Framework. ■

⁷ See UNAIDS technical support division of labour: summary and rationale. (UNAIDS, August 2005).

Part I

Establishment of an Institutional Framework for Joint Teams

1. Composition

8. At minimum, the Joint UN Teams on AIDS in each country should be made up of all UN staff working full- or part-time on AIDS throughout the UN system, including UNAIDS cosponsor and other non-cosponsor agencies. The Technical Working Group, where it currently exists, will become the Joint UN Team on AIDS⁸.

9. The UN Resident Coordinator will lead the process of establishing the Team, and the UNAIDS Country Coordinator will facilitate and promote synergy between the AIDS Team and the UN Country Team. The Resident Coordinator, in collaboration with the UN Theme Group on HIV/AIDS and UNAIDS Country Coordinator will determine the precise composition of the team, whether any type of selection criteria is necessary, and if members will be nominated or appointed. They will also be responsible, along with individual Heads of Agencies, for communicating the roles and responsibilities of Team members, and the monitoring mechanisms that will ensure that those responsibilities are being effectively carried out. The next sections describe in more detail the roles, responsibilities and accountability lines of the Team. *Of primary importance is that there must be official and formal designation of individuals to the Team by the Head of Agency, and that this designation is added to each staff member's formal performance evaluation reporting system.* ■

2. Roles and Responsibilities

2.1 The UN Theme Group on HIV/AIDS and the AIDS Team

10. **Role of the UN Theme Group on HIV/AIDS.** The UN Theme Group on HIV/AIDS, under the leadership of a Chair designated by the Resident Coordinator through a collegial process among UN Country Team members, has overall policy and programmatic guidance, both in terms of the operating procedures of the AIDS Team, and the content and implementation arrangements of its joint programme of support. Because the HIV/AIDS Theme Group is made up of the Heads

of Agencies, it is in a position to determine the appropriate mechanisms for oversight and accountability of individual members of the AIDS Team, and provide rapid decision-making and resolution of disputes or other impediments to effective functioning. The HIV/AIDS Theme Group will also continue to provide advocacy and assist with mobilization of resources for a scaled-up response, in accordance with other existing roles and responsibilities outlined in the *Resource Guide for Theme Groups* (UNAIDS, 2004). The Theme Group will approve the decisions of the AIDS Team.

11. The purpose of the Joint UN Team on AIDS is to promote coherent and effective UN action in support of an expanded national response to HIV. Among the specific roles and responsibilities it is expected to fulfil:

- support the national AIDS coordinating authority in its efforts to: (a) implement an accelerated national response, and (b) resolve impediments to implementation;
- constitute an entry point for national stakeholders to access HIV/AIDS technical assistance from the UN system;
- facilitate and monitor the joint UN HIV/AIDS Programme of Support, based on the country UN Development Assistance Framework;
- to provide technical advice to and follow up on decisions made by the UN Theme Group on HIV/AIDS; and
- assist the Theme Group in its function of liaison with global and regional problem solving mechanisms (i.e., Global Joint Problem Solving and Implementation Support Team and Technical Support Facilities).

12. These roles and responsibilities are only the minimum, basic requirements for the AIDS Team and may be added to or modified as necessary by the Resident Coordinator or HIV/AIDS Theme Group Chair. A detailed Terms of Reference may be revised and updated in countries as Joint UN Teams on AIDS gain experience in joint programming in support of the implementation of the national response.

⁸ Whereas many existing Technical Working Groups have been 'expanded' to include external partners, Joint UN Teams on AIDS are, by definition, a team of UN staff supporting national efforts. External partners should still be involved using partnership forums, working group mechanisms or designated focal points, to be determined on a country-to-country basis as appropriate.

2.2 Individual members of the Team

13. The success of AIDS Teams will ultimately be determined by the work of dedicated individuals who make up the Team. The interdependent roles and responsibilities of different individuals vis-à-vis the AIDS Team are highlighted in the boxes on the next page⁹.

14. **Representation.** In accordance with the decisions of the UN Development Group Executive Committee¹⁰, unless he or she designates otherwise, the Resident Coordinator will represent the UN system, including the Joint UN Team on

AIDS, at the level of Head of State or Government, bringing agency colleagues along where issues related to their mandates will be discussed. Agency representatives represent the UN System at the ministerial level, according to the agreed-upon division of labour¹¹. The UNAIDS Country Coordinator will be available to brief the Resident Coordinator and Heads of Agencies on current developments within the national context prior to such meetings. The Resident Coordinator and Heads of Agencies may designate any member of the Team, including the UNAIDS Country Coordinator, to replace his or her functions at the ministerial level where HIV is concerned.

⁹ These roles and responsibilities are only indicative, and should be read along with existing Terms of Reference found in the *Resource Guide for UN Theme Groups on HIV/AIDS* and other guidance notes. They do not hamper or supersede other existing roles or authority, for example, individual agency matters, advocacy, partnership development, resource mobilization, etc.

¹⁰ See "Outcome of the UNDG Executive Committee Retreat on Strengthening the Resident Coordinator System". (UNDG, 15 July 2005).

¹¹ See *UN Technical Support Division of Labour* (UNAIDS, August, 2005).

The Resident Coordinator*

- Ensures formation of the AIDS Team.
- Builds consensus on the final results matrix on AIDS that will appear in the UN Development Assistance Framework.
- provides overall UN leadership, advocacy and guidance on AIDS, and represents the UN system to head of state; ensures that AIDS remains high on national agendas.
- Ensures that Heads of Agencies are accountable for agency contributions towards the joint programme deliverables.
- Intervenes as needed to resolve impediments and make decisions in the interest of AIDS Team effectiveness (involving Regional Directors Team as necessary.)
- Reports on the performance, functioning and workplan of the AIDS Team as part of the Resident Coordinator annual report.

* *The Resident Coordinator may choose to delegate certain responsibilities to the HIV/AIDS Theme Group Chair.*

Heads of UN Agencies (HoA)

- Officially designates participation of staff members on the AIDS Team.
- May revise job descriptions (where necessary) to reflect participation in the Team as a key responsibility.
- Works with the Resident Coordinator and UNAIDS Country Coordinator to determine appropriate performance evaluation mechanisms, incentives and sanctions for AIDS Team members.
- Accepts overall accountability for annual deliverables of that agency as agreed upon by the Team, including resource mobilization at the agency level.
- One agency head will also be appointed as Theme Group Chair, to facilitate meeting and decision-making among the group.
- As members of UN Country Team and HIV/AIDS Theme Group, contribute to overall policy and programmatic guidance of AIDS Team members, and participate in approving the programme of support and annual workplans.

The UNAIDS Country Coordinator¹²

- As convenor and facilitator of the AIDS Team, ensures its effective functioning by convening meetings, synthesizing and disseminating information, and strategically planning and advocating the AIDS Team's collective response.
- As a full member of the UN Country Team and an integral part of the Resident Coordinator system, provides policy and technical advice as well as advocates for and mobilizes effective action on HIV/AIDS by cosponsors and agencies.
- Ensures that the AIDS Team's annual work plan is implemented.
- Identifies impediments to achievement of annual deliverables, and informs the Resident Coordinator when intervention is necessary.
- Provides regular implementation reports to the HIV/AIDS Theme Group, and ensures that their policy directives are carried out.
- Ensures appropriate financial management for operation of the AIDS Team.
- Represents the UNAIDS and the AIDS Team to external partners as needed, and consistent with the representation guidelines in paragraph 14.
- Carries out other functions, as designated by the Resident Coordinator or HIV/AIDS Theme Group Chair.

Individual team member

- Contributes to the development, implementation and monitoring of the HIV/AIDS Programme of Support.
- Attends all AIDS Team meetings and follows-up on action points.
- Provides technical advice to UNAIDS Country Coordinator/UN Theme Group/government/individual agencies on their area of expertise.
- Keeps their Head of Agency informed of AIDS Team activities.
- Represents the AIDS Team in various government-led technical working groups, committees or forums, as requested by UNAIDS Country Coordinator based on division of labour, presence and capacity.

¹² These roles and responsibilities are only those that directly concern the UNAIDS Country Coordinator's position within the AIDS Team, and do not reflect or supersede the core terms of reference of UNAIDS Country Coordinators, which involves facilitating the core functions of the UNAIDS Secretariat: leadership and advocacy, strategic information; tracking, monitoring and evaluation; civil society engagement and partnership development; and mobilization of resources.

3. Working methods and mechanisms

15. In order to function effectively, the UNAIDS Country Coordinator (where present¹³) should convene the Joint UN Team on AIDS regularly (i.e., once per month) to share new developments, assess progress/achievements, identify and address impediments, and plan next steps in support of the national response.

3.1 Accountability¹⁴

16. All members of the Team will be accountable for fulfilling their assigned roles and responsibilities as detailed in the Programme of Support. (See paragraphs 21–33). As mentioned in the Secretary-General's letter to UN Resident Coordinators (December 2005), all members of the UN Country Team and the Joint UN Team on AIDS should expect to be appraised on their performance as members of these Teams. The Resident Coordinator and HIV/AIDS Theme Group will determine how to expand the existing performance evaluation mechanisms in order to reflect each individual's role as an AIDS Team member¹⁵. They will ensure that all members of the AIDS Team are informed of the decisions made as soon as possible after the AIDS Team is operational.

17. **Individuals** remain solely under the supervision and authority of their agency head. Performance assessment of individual AIDS Team members should be conducted as part of their annual performance evaluations. It may consider the time and technical contribution that an individual has made to the AIDS Team and reflect achievement of the annual key deliverables, to the extent that the individual was responsible for specific outcomes. 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 AIDS team. Inputs from the UN Resident Coordinator/ UN Theme Group Chair will be part of the UNAIDS Country Coordinator Performance Appraisal conducted by Regional Support Team Director (1st level supervisor).

18. Performance of **the AIDS Team** shall also be assessed internally against achievement of identified annual deliverables. This review should take place both informally during regular (monthly) Team meetings, and more formally at six-month intervals in a participatory manner (involving the UNAIDS Regional Support Teams, regional Cosponsors, HIV/AIDS Theme Group and the AIDS Team members) that seeks to identify impediments to implementation and resolve them in order to enable achievement of key deliverables. This review can also identify good practices in AIDS Team functioning that lead to improved results. The Resident Coordinator and Heads of Agencies may also solicit feedback from national partners and stakeholders (consistent with the representation arrangements described in paragraph 14) on the added value of the AIDS Team towards achievement of national goals and priorities. This review will take place within the context of the Resident Coordinator's annual reporting requirements. The performance of the AIDS Team and the HIV/AIDS Theme Group will constitute a portion of the Resident Coordinator's annual report.

3.2 Financial resources needed to establish and make functional the Joint UN Team on AIDS

19. The establishment and functioning of the AIDS Teams will represent the capacity and commitment of the UN Country Teams and UN Theme Groups on HIV/AIDS to undertake joint planning and implement joint activities in support of the national programme. A tentative operating budget for the AIDS Team will be developed by the UNAIDS Country Coordinator. At least three options could be considered to support this:

- The Resident Coordinator budget
- Joint funding between agencies
- Local fundraising through individual agencies.

While Programme Acceleration Fund (PAF) resources cannot be considered for the management of the AIDS Team, they can be utilized for the development of the Joint Programme of Support and other joint activities targeted at supporting the national response to HIV. ■

¹³ Where a joint UN Team on AIDS is established in a country without a UNAIDS Country Coordinator, the UN Resident Coordinator and Theme Group Chair should designate a team convenor.

¹⁴ This section describes methods of demonstrating accountability for roles and responsibilities vis-à-vis the Team. It therefore focuses on the processes leading to results, and should not be confused with separate program evaluation methods which focus on outputs and results. The different levels of monitoring and evaluation of the AIDS Team will be outlined in further detail in Section 3.

¹⁵ For example, the 180 degree assessment tool for Resident Coordinators and UN Country Team members may be extended to UNAIDS Country Coordinators and individual AIDS Team members.

Part II

Establishment of a Joint UN HIV/AIDS Programme of Support

1. Definition

20. The HIV/AIDS Programme of Support describes the entirety of the UN's support to the national response to AIDS. It should reflect processes, products and resources that the AIDS Team will put to work. It consists of specific plans aimed at operationalizing the Programme of Support, such as a technical support plan, advocacy and communications strategies, resource mobilization strategies, etc. These plans are translated annually in an annual work plan where specific responsibilities are assigned to agencies and individuals, with clear deliverables (against the Programme). The HIV/AIDS Programme of Support is an evolution of existing tools, such as the UN Implementation Support Plan (UNISP) further aligning them with UN Development Assistance Framework and national programming processes and products. The overall HIV/AIDS Programme of Support should integrate both longer and shorter term priorities. The UN Implementation Support Plan, or annual work plan of the HIV/AIDS Theme Group, will now become the annual work plan for the entire AIDS Team, constituting only a portion of the overall HIV/AIDS Programme of Support as explained below.

1.1 Components

21. **A strategic framework.** The time-period will depend on the country development cycle (UN Development Assistance Framework and other national cycles), but this strategic framework will provide long-term (three to five years) guidance to the AIDS Team based on identified priorities and strategic outcomes that reflect the Millennium Development Goals

(MDGs) and UN General Assembly Special Session *Declaration of Commitment on HIV/AIDS* goals and targets. The strategic framework includes country programme outcomes, country programme outputs, intermediary key results or "milestones" for periodic review, and individual agency responsibilities.

22. *In countries where AIDS is a principal UN Development Assistance Framework outcome, the Framework already provides the long-term strategic framework described above. Only in countries where HIV/AIDS is not an integral part of the Development Assistance Framework will it be necessary to develop a unique strategic framework. In both cases, monitoring of the Declaration of Commitment is an important activity for the AIDS Teams to support.*

23. **An annual work plan.** Within this strategic framework, a rolling annual work plan for the AIDS Team will be developed that identifies annual key results that contribute to the achievement of the UN Development Assistance Framework outcomes. What is currently the UN Implementation Support Plan will now be the annual work plan of the AIDS Team. It will reflect areas that are being implemented jointly or individually (see box below for definitions of 'joint programmes' and 'joint programming'.) Each key result will be linked to individual and joint agency activities and responsibilities, individual staff responsibilities, and a specific source of funding. Specific agency responsibilities will be determined in line with the *Division of Labour*.

24. **A Technical Support Plan.** The annual workplan will also identify and highlight the key results that respond to the country's technical support needs (as identified through a technical support needs assessment conducted by the AIDS

Joint Programming is the collective effort through which the UN organizations and national partners work together to prepare, implement, monitor and evaluate the activities aimed at effectively and efficiently achieving the Millennium Development Goals and other international commitments arising from UN conferences, summits, conventions and human rights instruments. Through joint programming, common results and the modalities for supporting programme implementation are identified. Joint programming contributes to making the UN support to reaching the national goals more coherent, effective, and efficient.

A joint programme is a set of activities contained in a common work plan and related budget, involving two or more UN organization and (sub-) national partners. The work plan and budget will form part of a joint programme document, which will also detail roles and responsibilities of partners in coordinating and managing the joint activities. The joint programme document is signed by all participating organizations and (sub-) national partners."

- *UNDG Guidance Note on Joint Programming, 19 December 2003*

Team, in collaboration with the Global Joint Problem Solving Implementation Support Team (GIST) and regional Technical Support Facilities, where applicable). The Technical Support Plan, therefore, is not a separate document, but an explicit acknowledgement of how the AIDS Team will address the country's technical support needs, as well as the procedures through which government and other country partners will be able to access that support.

25. Coordination and implementation arrangements. The HIV/AIDS Programme of Support should state agreed-upon implementation arrangements for the annual work plan, including harmonized contracting and financial mechanisms where joint programmes have been identified¹⁶. The process of developing the strategic framework and annual work plans will be an opportunity to identify areas where agencies have an interest to sign a joint programming agreement (for example, in order to pool resources or clarify unique implementation modalities); this agreement may be included in an annex to the HIV/AIDS Programme of Support document.

26. AIDS Team Monitoring and Evaluation Plan. A plan for monitoring and evaluation of both the three-to-five-year strategic framework and the annual work plan should be prepared. It will mirror that of the UN Development Assistance Framework, and will be designed and carried out so that the findings from both annual and global evaluation of the HIV/AIDS Programme of Support contribute to evaluation of the Framework. Ongoing monitoring of the annual work plan will be led by the UNAIDS Country Coordinator, so that impediments to implementation can be quickly identified and solutions found. The AIDS Team will also internally self-assess the Team planning and programming process, in time to make recommendations for the next cycle of annual work planning or long-term strategic planning.

1.2 Where does the HIV/AIDS Programme of Support fit?

27. The following diagram illustrates the parallel relationship between the national development programme, with its HIV/AIDS component, and the UN System development support programme, and its HIV/AIDS component. Each HIV/AIDS component includes both a longer-term strategic framework as well as a shorter-term action plan. Of primary importance is that UN system support be derived from the national development frameworks, and that monitoring and evaluation exercises are harmonized to support one another. ■

¹⁶ The *UNDG Guidance Note on Joint Programming* (UNDG, December 2003) provides further direction for specifying implementation arrangements, including three types of funding options.

2. Process

28. Various strategic planning guidelines for the functioning of the UN System at country level have already been issued, and will not be revisited in this paper. However, there are a few specific action items relative to Joint UN Teams on AIDS that need to be mentioned.

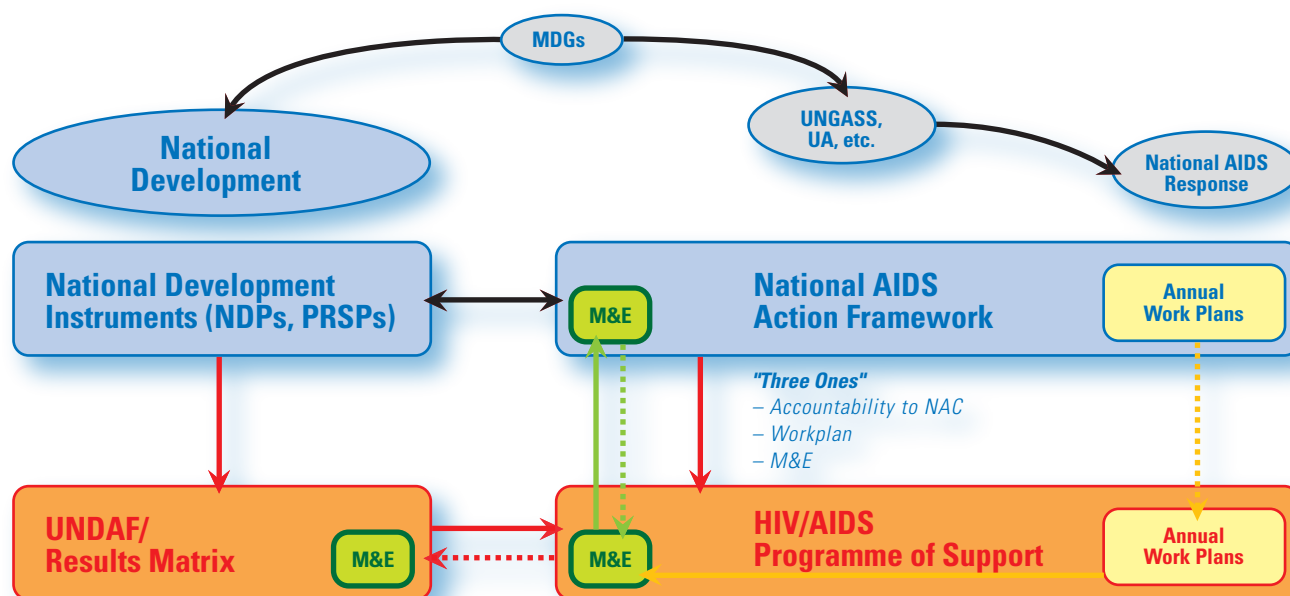
29. **Initial actions to establish the AIDS Team.** The Resident Coordinator should establish the Joint UN Team on AIDS in the perspective of development of a joint programme of support, in collaboration with the UN Theme Group on HIV/AIDS and the UNAIDS Country Coordinator, to determine specific roles, responsibilities and lines of accountability. *It is important that individual Heads of Agencies communicate to their designated AIDS Team members their specific roles and responsibilities vis-à-vis the Team.*

30. **Initial actions for the AIDS Team.** In establishing the AIDS Team, the UN Theme Group should take stock of lessons learned to date in responding to HIV. The AIDS Team should align its work with existing programmes and plans as well as their cycles (e.g. the National Strategic Framework for AIDS, Poverty Reduction Strategy Papers, CCA/UN Development Assistance Framework, Global Fund to Fight AIDS, Tuberculosis and Malaria [Global Fund] grants, and so on), UN human and financial resources, and

experiences with UN joint programming. Other elements to map might include: internal and external processes (Global Fund, World Bank/MAP, Poverty Reduction Strategy Paper development etc.) and planning status, and civil society participation. This initial situation analysis should help to identify priority areas and gaps in line with the national programme and the UN Development Assistance Framework on HIV/AIDS.

31. **Programme Development.** The process of determining the content of the HIV/AIDS Programme of Support described in the previous section will involve traditional programme development and programme cycle management tasks, as carried out during the UN Development Assistance Framework process¹⁷. The programme development process should include consultation with the UN Theme Group on HIV/AIDS, national authorities, civil society, donors and other stakeholders and beneficiaries. Development of the annual work plan based on the UN Development Assistance Framework results matrix, where applicable, may follow the guidelines issued for development of UN ISPs, adapting where necessary to the characteristics of the Joint UN Team on AIDS.

32. **Approval phase.** The finalized HIV/AIDS Programme of Support, prepared by the Joint UN Team on AIDS in close collaboration with national partners, should be approved by the UN Country Team, under the leadership of the UN Resident Coordinator. ■



¹⁷ Again, processes will vary from country to country depending on whether or not HIV/AIDS is already a component of UN Development Assistance Framework.

3. Monitoring and Evaluation

33. **Input and process indicators.** As explained in paragraphs 16-18, enforcing individual and team accountability will be the key to effective AIDS Teams. Therefore monitoring and evaluation should focus on several levels: individual (performance), team (processes), and programme of support

(inputs). The following table suggests some possible indicators at each level. Teams will determine the best methods for collecting and validating data to report on each indicator. These indicators may also be added to or revised, with the expectation that a future version of this guidance paper will include a revised set of indicators based on country experiences:

Individual performance	<ul style="list-style-type: none"> • Attends all meetings regularly and actively contributes as a team player to the implementation of the workplan activities. • Assumes a technical facilitation role to support national government to scale up programming in his or her areas of specialization. • Contributes to problem identification and solving. • Reports regularly and adequately to supervisors on AIDS Team activities, decisions, agency accountabilities towards the achievement of the team results, and country HIV/AIDS situation developments. • Provides effective follow-up in support of the implementation of all workplan actions and activities with own agency, national counterparts and partners.
AIDS Team effectiveness	<ul style="list-style-type: none"> • Heads of Agencies have formally designated staff members to participate in the AIDS Team, and included in their performance appraisal system clear roles, responsibilities and performance indicators against which they will be assessed. • The entire AIDS Team has results-based meetings on a regular basis to move forward the HIV/AIDS Programme of Support. • Working groups have been mobilized, and are providing leadership on specific issues, or focal points are representing the UN System in partner-led working groups. • The AIDS Team is being used by national stakeholders as an entry point for access to HIV/AIDS technical assistance from the UN system. • Clear roles, responsibilities and lines of reporting have been articulated among different members of the group. • Communication between the AIDS Team and the UN Theme Group on HIV/AIDS (where there is a distinction) results in effective follow up on decisions made by the Theme Group. • Mechanisms are in place for effectively working with the global regional and problem-solving entities (i.e. Global Problem-Solving Implementation Support Team) and the Technical Support Facilities.
Programme of Support	<ul style="list-style-type: none"> • Developed out of a participatory process that combines identification of gaps in the national response with analysis of strengths and comparative advantage of the UN System. • The AIDS Team workplan has clear results-based deliverables in support of the national programme, with clear team member accountabilities for activity inputs. • Addresses technical support needs • Addresses and supports the “Three Ones” principles, and national development priorities • Activities are costed, sources of funding identified, and responsible agencies/ individuals assigned. • Adds value to the national response through efficiency and relevancy in design and implementation.

34. **Output and outcome indicators.** As mentioned in paragraphs 11, 18 and 26, regular monitoring of the HIV/AIDS Programme of Support will be a specific responsibility of the AIDS Team. Individual agency activities and joint programmes will be evaluated based on their own internal programme monitoring and evaluation plans and will be reflected in the annual work plan component of the Programme of Support. Progress on the AIDS Team's annual workplan and the Programme of Support will also be evaluated on the basis of annual key results and intermediate milestones with clear indicators of collective achievement (for example, "At the mid-term, 85% of planned activities have begun"). As far as possible, indicators for specific activities will reflect the UN Development Assistance Framework M&E framework and will support global monitoring of UN Development Assistance Framework. In the same way, a final evaluation of the HIV/AIDS Programme of

Support will be carried out at the end of the long-term cycle in order to prepare the development of the next HIV/AIDS Programme of Support as well as the next UN Development Assistance Framework. National counterparts (i.e. those at the receiving end of the Programme of Support) should be invited to provide input on the effectiveness and challenges of the Programme of Support.

35. **Impact indicators.** The impact of the UN System's contribution to the national response will be measured indirectly, through existing processes that conduct surveillance and provide epidemiological estimates. Furthermore, supporting national partners in monitoring and reporting on the *Declaration of Commitment* is an important responsibility. More information on this is available from the UNAIDS Secretariat Monitoring and Evaluation Department. ■

