



Joint UN Team on AIDS
Ethiopia



The UN Joint Programme of Support on AIDS in Ethiopia

2007 - 2011

Introduction

Background and Purpose

The establishment of the Joint UN Teams on AIDS in Ethiopia has emerged within the larger context of both UN reform and international efforts to improve aid effectiveness. The imperative to create Joint UN Teams on AIDS comes directly from the June 2005 recommendations of the Global Task Team on Improving AIDS Coordination among Multilateral Institutions and International Donors. In September 2005, the UN General Assembly endorsed the recommendations of the Global Task Team and the UN Secretary-General directed all UN Resident Coordinators to establish Joint UN Teams with one Joint Programme Support.

A series of joint programming exercises carried out in 2005 and 2006 within the UN Development Assistance Framework (UNDAF) process for Ethiopia provided a good foundation for the establishment of the Joint UN Team on AIDS with one Joint Programme of Support.

The Ethiopian Context

The development of the Joint Programme for Ethiopia and determining the contents of the programme involved various processes and consultations with different stakeholders among the UN partner agencies, national authorities and partner organizations. The planning process involved Strengths-Weaknesses-Opportunities-Threats (SWOT) analysis of UN agencies. The SWOT analysis was used to supplement information collected during the 2006 UN mapping of human and financial resources. Both the mapping and SWOT analysis gave insight to the varied organizational characteristics and operational dynamics of the twelve organizations involved in the proposed Joint UN Team on AIDS with *One Joint Programme of Support*. UN and affiliated agencies participated and committed themselves to action are UNDP, UNICEF, UNFPA, WFP, WHO, UNESCO, UNHCR, FAO, World Bank, ILO, IOM and UNAIDS.

This process helped in the development of the Joint UN Team's terms of reference as well as processes and systems for strategic planning and prioritizing of the limited resources for the *Joint Programme of Support*. Against the UNAIDS Division of Labour for Technical Support, the organizations have also assessed their capacity to provide technical support for 18 support areas. (See Annex A for a breakdown of which UN organizations are responsible for the 17 technical support areas.)

The division of labour provides an opportunity to not only improve coordination in providing technical support to Ethiopia—whether to government, cooperating partners or civil society—but in also establishing single points of enquiry or 'entry' for these stakeholders. Furthermore, this rational division of labour encourages enhanced specialization and clearer differentiation among the UNCT members.

Ethiopia's Joint Team on AIDS: Functions

The Joint UN Team on AIDS' primary purpose is to provide coherent interagency technical inputs to the UNCT for optimal support of the UN system to the national response. The Joint UN Team will work along the four UNDAF outcomes on AIDS plus the emergency response and UN learning strategy. The Joint Team works under the authority of the UN Resident Coordinator System and the overall guidance of the UNCT. The team is facilitated by UNAIDS Country Coordinator (UCC) and currently consists of 70 UN staff working on AIDS (35 full time and 35 par time) as nominated by the UN Heads of Agency, as per criteria agreed upon.

The Joint Team's main functions are:

- Support the national AIDS coordinating authority in its efforts to implement an accelerated national response and resolve impediments to implementation;
- Serve as an entry point for stakeholders in the AIDS response to access technical assistance from the UN system and provide capacity development for UN system actors and external partners;
- Coordinate, support and monitor the implementation of the Joint UN Programme of Support on AIDS;
- Provide technical advice to the UN Management Committee on AIDS and follow up its decisions; and
- Assist the UN Management Committee in its function of liaison with global and regional mechanisms (i.e., Global Joint Problem Solving and Implementation Support Team and regional Technical Support Facilities).

Management Arrangements

Roles and Accountability

The Joint Team functions within a four levels of accountability (See oragnogram below). Management of the Joint Programme of Support revolves around the UNRC, UNCT and UN Management Committee on AIDS.

The Joint UN Team on AIDS Management Committee in Ethiopia consists of the Heads of Agency from six UN organizations—UNDP, UNFPA, UNICEF, WFP, ILO and WHO—plus the UCC. The Management Committee is responsible for overseeing and guiding the Joint Team on AIDS and the Core Group in particular. It will inform and facilitate decision-making by the UNCT and Resident Coordinator.

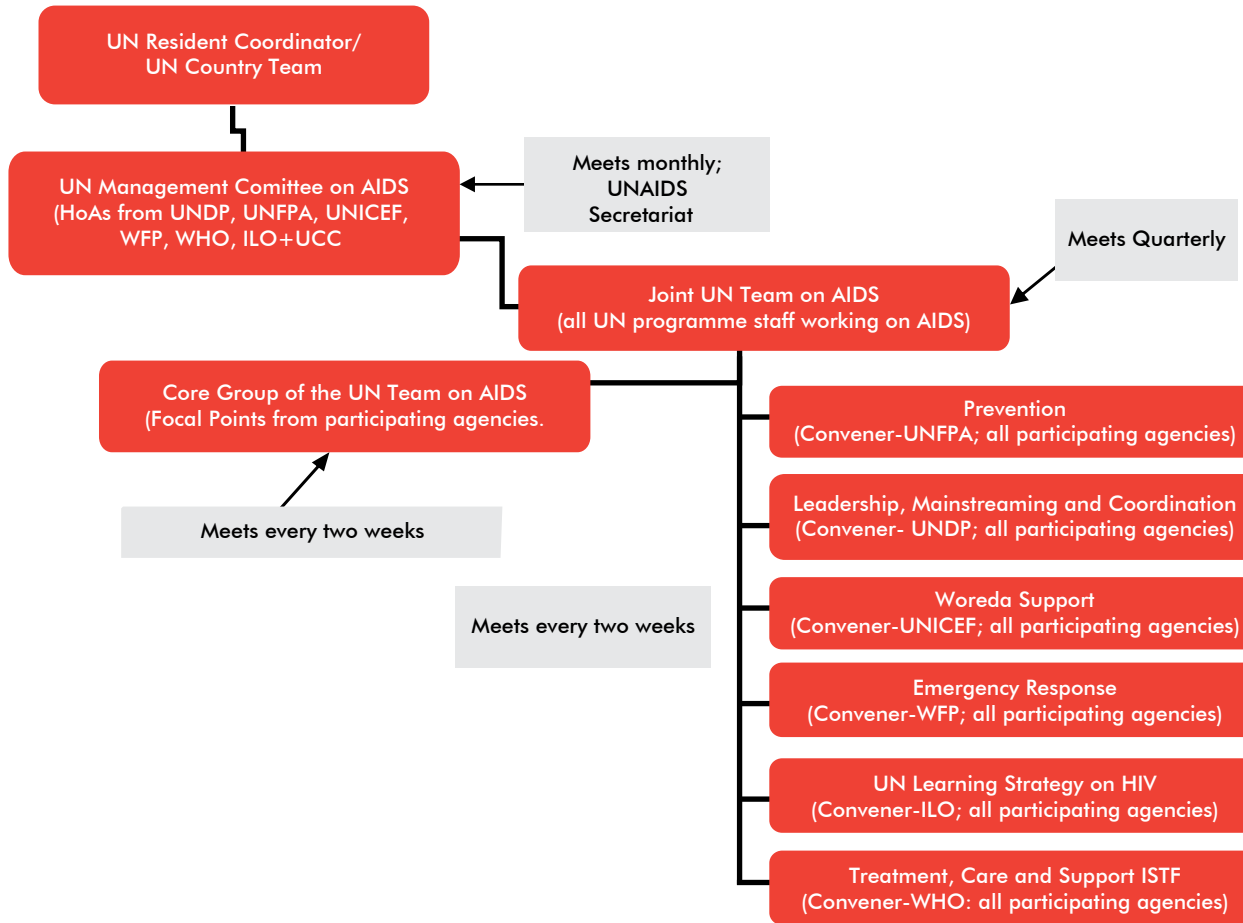
The UN Core Group on AIDS Consists of focal points on AIDS from each of the 12 UN agencies participating in the Joint UN Programme of Support on AIDS.

The Core Group works under the immediate authority and guidance of the UN Management Committees on AIDS. The Core Group was actively involved in the UNDAF process as well as translation of the HIV component of the UNDAF into the Joint UN Programme of Support to the National Strategic Plan. It also provided oversight to the formulation of the Country Programme Assistance Plans (CPAPs). It would collectively ensure the coordination and reporting among the Joint UN Team, recommend decisions about expenditure of any funds available to the entire Joint UN Team on AIDS and collectively ensure outputs of the Joint Programme of Support are delivered.

The implementation and monitoring of relevant component(s) of the UN joint annual action plan (developed as 18 month annual rolling plan) lies on the functional units of the Joint Team. These Implementation Support Task Forces (ISTFs), are placed at the base of the organogram. All programme/project managers and officers directly concerned by thematic area.

The ISTFs are arranged in six specific technical or UNDAF HIV areas, namely: Leadership, Mainstreaming and Coordination; Woreda Support; Prevention and Protection; Treatment, Care and Support; Emergency Response; and UN Learning Strategy. The task forces are arranged to provide programmatic direction and serve as a forum for functional and technical interactions with different stakeholders.

Management Organogram for the Joint UN Team on AIDS



Roles and Responsibilities of Key Actors

Resident Coordinator

- Ensures effective and overall functioning of the Joint Team on AIDS, and serves as the “overall in-charge” of the Joint Team.
- Is accountable for the UNDAF Results Matrix, and confirms that Agency programme objectives are fully aligned with the matrix.
- Delegates some of his/her responsibilities to the chair of UN Management Committee on AIDS
- Together with UNCT members, approves the Joint UN Programme of Support on AIDS, annual action plans and related budgets, and local fundraising initiatives.
- Ensures that AIDS is a high priority on the UNCT agenda, and that Heads of Agency are accountable for agreed annual deliverables under the annual action plan.
- Intervenes and resolves conflicts in close consultation with the UCC, Heads of Agency and Regional Directors’ Team (where applicable).
- Provides overall UN leadership, advocacy and guidance on AIDS, and represents the UN system to the Head of the State.
- Reports on the Joint Team functioning, and on its performance, through the UN Resident Coordinator’s Annual Report.

UN Heads of Agencies

- Designates agency Joint Team members, periodically monitors their performances and determines incentives and sanctions.
 - Where necessary, ensures revision of agency Joint Team members’ job descriptions to reflect common system responsibility under the Joint UN Programme of Support on AIDS.
 - Ensures that agency Joint Team members’ agreed annual key deliverables are included in both the agency annual action plan and concerned staff members’ individual key assignments for the year.
 - Ensures that Resident Coordinator/UCC annual performance assessment of agency Joint Team members is integrated into the agency performance assessment system.
 - On behalf of the agency’s Joint Team members, accepts overall responsibility and accountability for agreed deliverables under the annual action plan.
 - As members of the UNCT/Management Committee, contributes to overall policy and programmatic guidance of the Joint Team, and participates in approving the Joint UN Programme of Support on AIDS, its rolling annual action plans and other Team assignments.
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UNAIDS Country Coordinator

- Ensures effective functioning of the Joint Team, including financial management and secretariat function for the Joint Team operations.
- As a member of the UNCT and Management Committee, provides policy and technical guidance, as well as advocates for and mobilizes effective action on AIDS.
- Ensures development and periodic review of the annual action plan, and identifies obstacles and solutions to the agreed outcomes and outputs.
- Facilitates core functions of the UN Joint Programme – i.e. monitoring and evaluation, strategic information, social mobilization and partnerships, resource mobilization, resource tracking.
- Working from a platform of the “Three Ones”, strengthens the links between the UN system, government, civil society, people living with HIV and all development partners.
- Regularly reports on the annual action plan implementation progress to the UNCT/ Management Committee and contributes in evaluating the Joint Team.
- Together with the UN Resident Coordinator/Chair of the Management Committee, represents the Joint UN Programme and Team to external partners as needed.

Individual Joint Team Members

- Attends all statutory and ad-hoc meetings of the Joint Team, and follows up on assigned actions.
 - Contributes to the development, review, follow-up and monitoring of the Joint UN Programme of Support on AIDS.
 - On behalf of Heads of Agency, are responsible for the assigned annual key deliverables included in the annual action plan, including progress review and reporting.
 - Provides technical advisory and programmatic support to the Resident Coordinator, UCC, Management Committee members and UN system staff in general.
 - In line with agreed division of labour in-country, serves as the Lead Organization or a single entry for government and other stakeholders requiring support within a particular technical support area.
 - Represents – and reports back to – the Joint Team in agreed national forums and (sub)sector technical working groups, committees and task forces, etc.
 - Keeps concerned Heads of Agency and other relevant agency staff fully informed of the activities of the Joint Team.
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Joint Team Mechanisms and Modalities

The UN Joint Programme of Support on AIDS 2007 – 2011

The *Ethiopia Joint Programme of Support* is the entirety of the UN's support to the National Response to AIDS in Ethiopia.

The Joint Programme of Support is all UN actions to support the national response towards Universal Access, including activities which may be informally joint or formally joint or implemented by individual agencies but developed and agreed upon through a collective process. The UNCT has developed one Joint Programme of Support which consists of a long-term strategic framework (UNDAF HIV/AIDS Outcome) describing the intended impact and complements the UNDAF, 18 month work plan (inputs and outputs) for specific components, implementation arrangements, a technical support plan, and a monitoring and evaluation framework.

Based on the four outcomes and 25 outputs outlined in the UNDAF Results Matrix on AIDS, the AIDS Team jointly planned and programmed their *Joint Programme of Support*.

As the *Joint Programme of Support* is reliant upon the Results Based Management (RBM) approach, the outcomes and outputs are oriented towards *change* in people, institutions or systems. The UN organization(s) best equipped to influence this change (following the Division of Labour Framework) were identified by the Management and assigned responsibility for delivering those outputs. Milestones for the entire 2007-2011 period were identified as well as key results (often from the perspective of the beneficiary) to be attained during the first year.

The components of the Joint Programme of Support on AIDS include the following:

- UNDAF HIV/AIDS Five Years Strategic Framework having four outcomes with 25 corresponding outputs: UNDAF Results Matrix on HIV/AIDS 2007-2011
- 18 Month Work Plan on HIV/AIDS from January 2007 to June 2008
- UN Technical Support Plan for the first 18 months
- Management and funding arrangements for the *Joint Programme of Support*
- Monitoring and Evaluation Matrix: from 2007 to 2011

Mechanisms and working modalities of the Joint Team

- Each Joint Team member is formally designated through a letter from the Resident Coordinator, co-signed by the concerned Heads of Agency.
 - Joint Team members are collectively and formally oriented on the Joint Team concept and operations, and provided with key reference materials and official guidance notes.
 - The Technical Support Division of Labour and “lead agency” concept serve as the core foundation for operations of the Joint Team.
 - As the ultimate UN decision-making and policy guidance body on AIDS, the UNCT reviews on a monthly basis AIDS-related matters to guide the work of the Joint Team (HIV/AIDS standing agenda of UNCT meetings once a month).
 - The Management Committee meets monthly, to guide the work of the Joint Team and of the Core Group
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in particular, based on a substantive briefing provided by the UCC.

- The Core Group meets twice a month, to monitor progress made on the implementation of the annual action plan, technically vet issues and propose actions/decisions for review by the Management Committee.
 - The Implementation Support Task Forces (ISTFs) meet twice a month, or more frequently if required, to follow up on the implementation of main activities of the annual action plan.
 - Once every quarter, the Joint Team meets as a whole to review progress made on the implementation of the annual action plan
 - The UCC convenes and chairs all meetings of the Core Group including quarterly meetings of the Joint Team.
 - The UNAIDS office provides the necessary secretariat support services to the Joint Team.
 - All statutory meetings of the Joint Team are recorded, with attendance taken and minutes circulated in a timely manner to members, as well as Resident Coordinator/Chair of the Management Committee.
 - Field monitoring visits should be undertaken jointly together with national counterparts.
 - The Joint Team undertakes an internal mid-year review of the annual action plan.
 - As part of the national response review process, a joint and participatory annual review of the annual action plan is carried out with the relevant national authorities, key donors and counterparts.
 - Collective and individual performance of the Joint Team, vis-à-vis agreed annual key deliverables, is assessed twice a year.
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Resource Mobilization and Programme Budget

Agencies have estimated the resources that will be required to achieve the desired Country Programme Outcomes. The projected AIDS fund (resource mobilization targets) for each UN agency for 2007-2011, by country programme outcome area is indicated below.

The projected AIDS fund (resource mobilization targets) for each UN agency for 2007-2011 in US dollars:

Agency	Outcome Area One	Outcome Area Two	Outcome Area Three	Outcome Area Four	Total
UNICEF	800,000	2,500,000	3,000,000	4,000,000	10,300,000
UNDP	3,700,000	15,600,000	1,600,000	1,600,000	22,500,000
UNFPA	900,000	1,500,000	6,100,000	1,500,000	10,000,000
UNAIDS	1,000,000	600,000	1,050,000	1,050,000	3,700,000
WFP	150,000	400,000	150,000	48,000,000	48,700,000
WHO	100,000	200,000	100,000	1,000,000	1,400,000
ILO	100,000	150,000	100,000	150,000	500,000
FAO	3,000,000	-	100,000	-	3,100,000
UNESCO	350,000	250,000	100,000	100,000	800,000
IOM	-	300,000	50,000	50,000	400,000
IAEA	-	-	100,000	100,000	200,000
Total	10,100,000	2,150,000	12,450,000	57,550,000	101,600,000

Annex A: UNAIDS Technical Support Division of Labour

UNAIDS Technical Support Division of Labour: Summary and Rationale

Technical Support Areas	Lead Organizations	Main Partners
1. Strategic Planning, Governance and Financial Management		
HIV/AIDS, Development, Governance and mainstreaming, including instruments such as PRSPs, and enabling legislation, human rights and gender	UNDP	ILO, UNAIDS Secretariat, UNESCO, UNICEF, WHO, World Bank, UNFPA, UNHCR
Support to strategic, prioritized and costed national plans; financial management; human resources; capacity and infrastructure development; impact alleviation and sectoral work	World Bank	ILO, UNAIDS Secretariat, UNDP, UNESCO, UNICEF, WHO
Procurement and supply management; including training	UNICEF	UNDP, UNFPA, WHO, World Bank
HIV/AIDS workplace policy and programmes, private sector mobilization	ILO	UNESCO, UNDP
2. Scaling Up Interventions		
Prevention		
Prevention of HIV transmission in healthcare settings, blood safety, counseling and testing, sexually transmitted infection diagnosis and treatment, and linkage of HIV prevention with AIDS treatment services	WHO	UNICEF, UNFPA, ILO
Provision of information and education, condom programming, prevention for young people outside schools and prevention efforts targeting vulnerable groups (except injecting drug users, prisoners and refugee populations)	UNFPA	ILO, UNAIDS Secretariat, UNESCO, UNICEF, UNODC, WHO
Prevention of mother-to-child transmission (PMTCT)	UNICEF, WHO	UNFPA, WFP
Prevention for young people in education institutions	UNESCO	ILO, UNFPA, UNICEF, WHO, WFP
Prevention of transmission of HIV among injecting drug users and in prisons	UNODC	UNDP, UNICEF, WHO, WFP
Overall policy, monitoring and coordination on prevention	UNAIDS Secretariat	All Cosponsors
Treatment, Care and Support		
Antiretroviral treatment and monitoring, prophylaxis and treatment for opportunistic infections (adults and children)	WHO	UNICEF
Care and support for people living with HIV, orphans and vulnerable children, and affected households	UNICEF	WFP, WHO, ILO
Dietary/nutrition support	WFP	UNESCO, UNICEF, WHO
Addressing HIV in Emergency, Reconstruction and Security Settings		
Strengthening HIV/AIDS response in context of security, uniformed services and humanitarian crisis	UNAIDS Secretariat	UNHCR, UNICEF, WFP, WHO, UNFPA
Addressing HIV among displaced populations (refugees and IDPs)	UNHCR	UNESCO, UNFPA, UNICEF, WFP, WHO, UNDP

3. Monitoring and Evaluation, Strategic Information, Knowledge Sharing and Accountability

Strategic information, knowledge sharing and accountability, coordination of national efforts, partnership building, advocacy, and monitoring and evaluation including estimation of national prevalence and projection of demographic impact	UNAIDS Secretariat	ILO, UNDP, UNESCO, UNFPA, UNHCR, UNICEF, UNODC, WFP, WHO, World Bank
Establishment and implementation of surveillance for HIV, through sentinel/population based surveys	WHO	UNAIDS Secretariat

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