Summary

Division of Labour Guidance Note
The Second Independent Evaluation of UNAIDS and ensuing decisions of the 25th meeting of the Programme Coordinating Board called for a credible review process for the UNAIDS Division of Labour with the aim of strengthening the overall work of the Joint Programme. These requests emphasized the need to address the operationalization of cross-cutting issues and to more clearly define roles and responsibilities.

The Committee of Cosponsoring Organizations further agreed to core principles and a central structure for the Division of Labour in addition to requesting a streamlined guidance note on its implementation.

The revised Division of Labour strives to enhance efficiency and effectiveness by improving the delivery of results, strengthening joint working and maximizing partnerships towards collectively implementing the UNAIDS Strategy for 2011–2015 and delivering results towards achieving the UNAIDS vision of zero new infections, zero AIDS-related deaths and zero discrimination and towards reaching its 10 related goals.

Building on the \textit{Joint action for results – UNAIDS outcome framework}, the revised Division of Labour consolidates UNAIDS support to countries in 15 areas. Each area has a convening agency or two convening agencies – each with relevant mandate and technical expertise – to both facilitate the contributions of broader UNAIDS family partners and ensure the quality of overall results in the respective area.

The approach for the revised Division of Labour is unique, since it is all-encompassing to cover policy, advocacy, standards, guidance and tool development and the management, brokering and delivery of high-quality technical support with roles and responsibilities at the global, regional and country levels. The Division of Labour Guidance Note clearly defines roles and responsibilities, calls for regular reviews and reaffirms the principles of:

\begin{itemize}
  \item \textit{national ownership and country priorities}, enabling flexibility and differentiation of the Division of Labour at the country level;
  \item \textit{partnering for results}, to unify and promote integration and synergy among the partner agencies to collectively deliver specific results and to strengthen partnerships, communication and the overall work of the Joint Programme; and
  \item \textit{mutual accountability} of Cosponsors and the Secretariat, as an essential precondition for maximizing the impact of the Joint Programme and as a key driver for better results.
\end{itemize}

To avoid duplication, Cosponsors have outlined their contribution to each area in which they partner (\textit{Division of Labour 2010: consolidated guidance note}, Annex 1). The Secretariat’s role and responsibilities focus on issues of leadership; overall coherence, cohesion and coordination across all the Division of Labour areas; and mutual accountability of the UNAIDS family for results.
### 2010 Division of Labour matrix

#### Role of the UNAIDS Secretariat: overall coordination, coherence and accountability of the Division of Labour

The UNAIDS Secretariat will have overall responsibility for ensuring functioning and accountability across all areas of the Division of Labour on the following:

- **Leadership and advocacy**: to influence the setting of a rights-based and gender-sensitive HIV political agenda for the three Strategic Directions outlined in the UNAIDS Strategy for 2001–2015, in order to reposition the Joint Programme within a changing (aid and development) environment, based on the analysis of strategic information, including data on the current drivers of the HIV epidemic. The three Strategic Directions are:
  - revolutionizing HIV prevention;
  - catalysing the next phase of treatment, care and support; and
  - advancing human rights and gender equality for the HIV response.

- **Coordination, coherence and partnerships**: across all the areas outlined in the Division of Labour matrix, to ensure delivery on the three Strategic Directions.

- **Mutual accountability**: to support the mutual accountability of the Secretariat and Cosponsors to enhance programme efficiency and effectiveness and to optimally deliver on the shared Joint Programme mission, vision and Strategy, with measurable results.

More specifically, the Secretariat will:

- lead in advocacy and facilitate the generation of strategic information for an evidence-informed, rights-based and gender-sensitive global HIV political agenda, in accordance with a collectively agreed agenda;
- assure overarching coherence, coordination and support for effective and flexible partnerships across all areas outlined in the Division of Labour, including with people living with HIV, in close collaboration with Cosponsors;
- capitalize on interagency mechanisms to ensure appropriate coordination and cohesion across the three Strategic Directions to:
  - identify concrete deliverables and targets, taking into consideration the bold results defined in each of the priority areas;
  - assess how priority areas of the outcome framework will contribute to the three Strategic Directions;
  - facilitate coordination and collaboration across all areas of the Division of Labour in order to maximize the potential synergy between the priority areas;
  - enhance the role that human rights and gender equality must play to improve the outcomes on prevention and on treatment, care and support;
  - promote synergy between the efforts that focus on prevention, treatment, care and support as part of the AIDS response and the efforts that are being mainstreamed into broader areas of development; and
  - ensure mutual accountability mechanisms, including optimum use of the Unified Budget and Workplan (and the Unified Budget and Accountability Framework for 2012–2015), for the entire Joint Programme to the Executive Director and the Programme Coordinating Board;
- collect and synthesize key data on the epidemic, in accordance with newly emerging trends, patterns and categories, including from a human rights and gender perspective, to monitor and evaluate progress towards achieving universal access and the Millennium Development Goals;
- lead the development, coordination and implementation of a mutual accountability framework (in accordance with the above) for the entire Joint Programme (encouraging the use of the Cosponsor Evaluation Working Group and the UNAIDS Monitoring and Evaluation Reference Group);
- create space for and support Cosponsors in acting as One United Nations, maximizing their joint comparative advantages at the country level in relation to development partners, in support of national efforts to achieve universal access and Millennium Development Goals;
- facilitate in brokering and strengthening synergy, complementarity and accountability between technical support mechanisms and providers for appropriate national AIDS responses; and
- lead in mobilizing resources for the core budget and collaborate, where appropriate, with Cosponsors, in mobilizing supplemental and any other funds.
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<thead>
<tr>
<th>Division of Labour area</th>
<th>Conveners</th>
<th>Agency partners</th>
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<tr>
<td>Reduce the sexual transmission of HIV&lt;sup&gt;a&lt;/sup&gt;</td>
<td>World Bank</td>
<td>World Bank &lt;br&gt;UNDP &lt;br&gt;UNFPA &lt;br&gt;UNICEF &lt;br&gt;WHO &lt;br&gt;UNODC &lt;br&gt;WHO &lt;br&gt;WFP &lt;br&gt;UNESCO</td>
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<td>Prevent mothers from dying and babies from becoming infected with HIV&lt;sup&gt;a&lt;/sup&gt;</td>
<td>UNICEF</td>
<td>WHO &lt;br&gt;UNICEF &lt;br&gt;UNFPA &lt;br&gt;WFP</td>
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<td>Ensure that people living with HIV receive treatment&lt;sup&gt;a&lt;/sup&gt;</td>
<td>WHO</td>
<td>WHO &lt;br&gt;UNICEF &lt;br&gt;UNFPA &lt;br&gt;WFP &lt;br&gt;UNHCR &lt;br&gt;WHO &lt;br&gt;UNDP &lt;br&gt;WHO &lt;br&gt;UNODC &lt;br&gt;UNESCO</td>
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<td>Prevent people living with HIV from dying from tuberculosis&lt;sup&gt;a&lt;/sup&gt;</td>
<td>WHO</td>
<td>WHO &lt;br&gt;WFP &lt;br&gt;UNODC</td>
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<td>Protect drug users from becoming infected with HIV and ensure access to comprehensive HIV services for people in prisons and other closed settings&lt;sup&gt;a&lt;/sup&gt;</td>
<td>UNODC</td>
<td>UNODC &lt;br&gt;UNICEF &lt;br&gt;WHO &lt;br&gt;UNDP &lt;br&gt;World Bank &lt;br&gt;UNESCO</td>
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<td>Empower men who have sex with men, sex workers and transgender people to protect themselves from HIV infection and to fully access antiretroviral therapy&lt;sup&gt;a&lt;/sup&gt;</td>
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<td>UNDP &lt;br&gt;UNFPA &lt;br&gt;UNESCO &lt;br&gt;WHO</td>
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<td>Remove punitive laws, policies, practices, stigma and discrimination that block effective responses to AIDS&lt;sup&gt;a&lt;/sup&gt;</td>
<td>UNDP</td>
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<td>Meet the HIV needs of women and girls and stop sexual and gender-based violence&lt;sup&gt;a&lt;/sup&gt;</td>
<td>UNDP UNFPA</td>
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<td>Empower young people to protect themselves from HIV&lt;sup&gt;a&lt;/sup&gt;</td>
<td>UNICEF</td>
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<td>Enhance social protection for people affected by HIV&lt;sup&gt;a&lt;/sup&gt;</td>
<td>UNICEF World Bank</td>
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<td>Address HIV in humanitarian emergencies&lt;sup&gt;b&lt;/sup&gt;</td>
<td>UNHCR WFP</td>
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<td>Integrate food and nutrition within the HIV response</td>
<td>WFP</td>
<td>WFP &lt;br&gt;UNICEF &lt;br&gt;WHO &lt;br&gt;UNHCR</td>
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<td>Scale up HIV workplace policies and programmes and mobilize the private sector</td>
<td>ILO</td>
<td>UNESCO &lt;br&gt;ILO &lt;br&gt;WHO</td>
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<td>Ensure high-quality education for a more effective HIV response</td>
<td>UNESCO</td>
<td>UNESCO &lt;br&gt;WHO &lt;br&gt;UNFPA &lt;br&gt;UNICEF &lt;br&gt;ILO</td>
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<td>Support strategic, prioritized and costed multisectoral national AIDS plans</td>
<td>World Bank</td>
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<sup>a</sup>Priority area of Joint action for results – UNAIDS outcome framework, 2009–2011.

<sup>b</sup>Natural disasters and crisis situations.
Roles and responsibilities for convening agencies for Division of Labour areas at the global and regional levels:

- Coordinate partner agencies to better ensure that identified technical support needs and gaps are considered and addressed, where possible
- Convene partnership group members for agenda setting and planning
- Facilitate and convene a collective interagency and partnership process on standard setting, normative guidance, policy development, planning and programming
- Ensure leadership, advocacy, coordination and consultation under the designated area of responsibility
- Advance the mandate and strategic focus of the area
- Provide managerial and human resources required to convene the work of the area
- Ensure collective analysis and timely reporting in accordance with the accountability frameworks outlined in the Division of Labour framework
- Coordinate and lead the generation of strategic information for the area

Roles and responsibilities for thematic partners at the global and regional levels:

- Ensure access to all relevant policies, standards, strategic guidance, tools and other materials
- Rights-based, evidence-informed advocacy on collectively agreed priorities
- Build support and ownership and stimulate demand for appropriate responses
- Mobilize and strengthen partnerships (brokering and capacity-building)
- Collaborate on setting standards, providing normative guidance, policy development, planning and programming
- Contribute to providing and brokering quality-assured technical support
- Ensure the implementation of accountability mechanisms
- Track and report on global, regional and country-level progress on agreed targets and deliverables
- Provide technical expertise and sustained capacity to deliver agreed-on agency results in the specific Division of Labour area
- Ensure transparent – and collective when appropriate – efforts to mobilize resources towards agreed deliverables
Country-level adaptability of the Division of Labour

In the spirit of national ownership and to ensure the sustainability of the response, the UNAIDS Division of Labour will not be rigidly applied at the country level but rather used as a flexible framework by the Joint United Nations Team on AIDS in each country to assign roles and responsibilities within the United Nations System. Below are examples of specific tasks that contribute to successfully implementing the Division of Labour at the country level.

Resident Coordinator
• Ensures that heads of agencies are accountable towards the Joint Programme deliverables in their respective Division of Labour areas

Heads of United Nations agencies
• Coordinate programming and technical support in the Division of Labour areas (co-)convened by their respective agency
• Facilitate the integration of Division of Labour areas into their agency’s overall programmes

UNAIDS Country Coordinator
• In collaboration with the Joint United Nations Team on AIDS and convening agency, effectively and systematically communicates the Division of Labour to all national stakeholders, including clear protocols for requesting and accessing technical support from the United Nations System
• Coordinates and facilitates the development, implementation and monitoring of the Joint Programme of Support on HIV/AIDS in accordance with the Division of Labour
• Conveys information about the country-level Division of Labour, including contact information for relevant thematic focal points, to national counterparts, Cosponsors and the UNAIDS Secretariat at the global and regional levels
• Informs United Nations country teams and global coordinators of the respective Division of Labour area convener(s) when intervention is necessary
• Ensures periodic review of the Division of Labour

Individual member of the Joint United Nations Team on AIDS
• Fulfils the roles and responsibilities of a partner and convener(s) for relevant Division of Labour areas
• Links with the Division of Labour conveners at the global and regional levels

1 Wherever there is a UNAIDS Country Coordinator or other UNAIDS Secretariat country presence, that person is responsible for sharing information about the country-level Division of Labour with all Cosponsors at the regional and global levels through the UNAIDS Secretariat in Geneva.