
UNAIDS JOINT PROGRAMME DIVISION OF LABOUR

GUIDANCE NOTE 2018



Background

At its 39th session, in December 2016, the Programme Coordinating Board asked UNAIDS to establish a Global Review Panel on the Future of the UNAIDS Joint Programme Model (Panel). It was co-convened by the Executive Director of UNAIDS, Michel Sidibé, and the UNDP Administrator and United Nations Development Group Chair, Helen Clark, and was co-chaired by Awa Coll-Seck, Minister of Health, Senegal, and Lennarth Hjelmåker, Ambassador for Global Health, Sweden. Its task was to provide recommendations for a sustainable and fit-for-purpose Joint Programme.

The Panel's report validated the added value and fundamental elements of the unique Joint Programme. It also endorsed UNAIDS' multisectoral approach and central role within the global health architecture, including as a vital partner of the Global Fund to Fight AIDS, Tuberculosis and Malaria and the United States President's Emergency Plan for AIDS Relief.

The Panel described the UNAIDS model as the most effective arrangement for leveraging the competencies of each Cosponsor. Noting that the Joint Programme embodies the key approaches required by the 2030 Agenda for Sustainable Development, the Panel called it a model 20 years ahead of its time. The recommendations of the Panel's report place strong emphasis on deploying human and financial resources where they are needed the most, reinvigorating country-level joint work and collaborative action and reinforcing accountability and results for people.

Embracing the recommendations of the Panel and building on the UNAIDS 2016–2021 Strategy, the Joint Programme developed an Action Plan. The Action Plan seeks to shape a more cohesive, integrated and effective partnership. It integrates a set of near-term actions and deliverables that emphasize flexibility, differentiation, prioritization and inclusiveness.

The new model articulated in the Action Plan focuses on a tailored country presence, smarter investments at the country level, greater attention to the drivers and incentives for joint work and strengthening the strategic focus of the Joint Programme's governance mechanisms.

At its 40th meeting, in June 2017, the Programme Coordinating Board welcomed and affirmed the UNAIDS Joint Programme Action Plan (UNAIDS/PCB (40)/17.4) and requested its implementation.

Refined Division of Labour

The UNAIDS Division of Labour has been updated and the refined document was agreed by the UNAIDS Committee of Cosponsoring Organizations in May 2018.

In the spirit of the Joint Programme and the Action Plan, the document is a product of the collaborative effort of the 11 Cosponsors and the Secretariat, which worked together under the leadership of the Committee of Cosponsoring Organizations Chair, UN Women (2017) and UNHCR (2018).

The refined document builds on the 2010 Division of Labour and advances the successes and important lessons of joint programming and joint working. It is aligned with the Sustainable Development Goals (SDGs) and the 2016 United Nations Political Declaration on Ending AIDS and reasserts the Joint Programme as a champion and forerunner of United Nations reform.

The document places achievement of results for people at the centre of Joint Programme operations at all levels. It outlines the roles and responsibilities of Cosponsors and the UNAIDS Secretariat and serves to guide the Joint Programme organizations' capacities and resources for achieving the goals and commitments of the 2030 Agenda for Sustainable Development and the 2016 Political Declaration on Ending AIDS.

It is foreseen that, in line with the strategic direction of United Nations reform, the Division of Labour will be applied at the regional and country levels as an adaptable framework. The purpose is to enable the Joint Programme to deliver effectively at the country level, address the regional dimensions of the HIV epidemic relevant to country priorities, make substantive contributions to regional processes and influence the global dialogue. At the country level, the document will assist the United Nations Country Team and the Joint United Nations Team on AIDS to assign roles and responsibilities within the United Nations development system in order to enable mutual accountability and a context-specific, integrated and impactful response to country priorities and needs.

UNAIDS Division of Labour 2018

Introduction

The Joint United Nations Programme on HIV/AIDS (UNAIDS) leads and inspires the world to achieve its shared vision of zero new HIV infections, zero discrimination and zero AIDS-related deaths and to end the AIDS epidemic as a public health threat as a contribution to achieving the Sustainable Development Goals. A champion and forerunner of United Nations reform, UNAIDS unites the efforts of 11 United Nations Cosponsors—UNHCR, UNICEF, WFP, UNDP, UNFPA, UNODC, UN Women, ILO, UNESCO, WHO and the World Bank—and the UNAIDS Secretariat. The achievement of sustainable results for people is at the centre of the Joint Programme's operations at all levels.

The Division of Labour outlines the roles and responsibilities among Cosponsors and the UNAIDS Secretariat so as to enable the Joint Programme to collectively deliver integrated and impactful contributions at the country, regional and global levels. It is in line with the United Nations Secretary-General's vision for a repositioned United Nations development system and the 2030 Agenda for Sustainable Development, leveraging comparative advantage to bring the added value, capacity and skill sets required to address country needs. The Division of Labour:

- Serves as a means to guide investment of the Joint Programme organizations' capacities and resources towards achievement of the commitments and targets of the 2030 Agenda for Sustainable Development and the 2016 Political Declaration on Ending AIDS.
- Supports the operationalization of the UNAIDS 2016–2021 Strategy through its Unified Budget, Results and Accountability Framework (UBRAF).
- Is all-encompassing, covering policy, advocacy, standards, guidance and tool development and the management, implementation, brokering and delivery of high-quality technical support.
- Provides an overall framework to inform the Joint Programme's engagement at the regional and country levels, in the context of and in line with United Nations development system repositioning standards.
- Normally has one or two convening agencies per area—each agency with a relevant mandate and technical expertise—to both facilitate the contributions of broader UNAIDS family members and ensure the quality of overall results in the respective area.

This document is an update of the 2010 Division of Labour to the current context (notably following the commitments of the UNAIDS Joint Programme Action Plan) and is designed to be reviewed and refined on a regular basis. More details of the work covered under the Division of Labour areas can be found in the UBRAF.

Key principles

The revised Division of Labour is underpinned by the commitment of all Cosponsors and the Secretariat at all levels to ensure:

- A people-centred and rights-based multisectoral HIV response designed to address health and development inequities.
- A comprehensive, efficient, effective and sustainable HIV response based on a continuum approach that addresses the social determinants of health, prevention, testing, treatment and care and human rights.
- Resources are mobilized for the Joint Programme and clearly applied to strengthening multisectoral HIV responses and securing country-level impact towards ending AIDS.
- The HIV response is evidence-informed and makes best use of existing and emerging science and strategic information.
- The integration of HIV across and within key sectors, strengthening critical programmatic linkages.
- Mutual and reciprocal accountabilities through clear operational management mechanisms among Cosponsors and the Secretariat, with a focus on delivering results and reporting through mechanisms such as the Joint Programme Monitoring System, Performance Monitoring Report and Committee of Cosponsoring Organizations report.
- Multisectoral and multistakeholder partnerships towards ending AIDS are sustained and strengthened as critical mechanisms for progress and accountability.
- Information is systematically communicated and disseminated to stakeholders, including civil society, on the working of the Joint Programme, including the contributions of Cosponsors.
- Regular reflection on the successes and lessons learned from the implementation of the Division of Labour at the country, regional and global levels.
- Strengthened strategic oversight through the Committee of Cosponsoring Organizations, engagement with the UNAIDS Programme Coordinating Board and Cosponsor boards, as appropriate.

The Division of Labour cannot capture the full complexity and richness of interactions and interdependencies between areas and agencies, which may include memoranda of understanding, inter-agency task teams, special initiatives and many other formal and informal platforms and processes.

Any ambiguities arising from the Joint Programme's work not adequately described within this Division of Labour document will be resolved collaboratively by Joint Programme organizations.

Roles and responsibilities of the Cosponsors

Within their mandate and areas of expertise, Cosponsor functions contain some or all of the following:

- Normative and operational guidance, policy development and support to country-level planning and implementation.
- Promoting innovation to improve efficiency and quality, achieve equity and maximize impact.
- Integration and partnerships to engage and motivate a wide range of partners at the national and local levels in order to raise HIV awareness and demand equitable and effective services.
- Data and information, particularly the generation, analysis, use and sharing of HIV-related knowledge to improve policy, strategies and programmes.
- Technical support, capacity-building and implementation support.
- Thematic advocacy and communication to ensure that HIV receives the attention and focus it deserves from policy-makers, donors, governments and implementers.

Convening agency or agencies in each Division of Labour area

Convening agencies ensure that under designated areas of responsibility, the collective Joint Programme's support is tailored to country priorities and the achievement of sustainable results for people. They provide technical expertise and leadership, advocacy, coordination and consultation under the designated area of responsibility. They serve as the entry point for requests for, inter alia, technical support, guidance and advocacy within the designated Division of Labour area. Convening agencies play a brokering or steering role and should not be viewed nor discharge their role as the sole provider of United Nations support in their designated area(s) under the Division of Labour. As appropriate, conveners may extend beyond the UNAIDS family to bring in other partners with a comparative advantage. They:

- Provide technical leadership, tools and timely updates to agency partners.
- Advance the strategic focus of the area in the context of a dynamic and evolving scientific, operational and policy environment.
- Convene agency partners for agenda-setting and planning and refer technical support requests from countries, as appropriate.
- Involve agency partners on setting standards, developing or revising normative guidance, policy development, planning and programming.
- Solicit the necessary managerial support and human resources capacity to convene the work of the area and engage in resource mobilization.

- Ensure collective analysis and timely reporting in accordance with the agreed accountability frameworks.
- As applicable, coordinate and lead the generation of data.

Agency partners in thematic areas of the Division of Labour

Agency partners contribute to the achievement of results in the designated Division of Labour area. They:

- Provide technical expertise.
- Collaborate on planning and programming, ensuring dissemination of all relevant policies, standards, strategic guidance, tools and other materials.
- Provide support to the development of rights-based, evidence-informed advocacy on collectively agreed priorities.
- Collaborate on building support and ownership and stimulating demand for appropriate responses, including contributing to resource mobilization.
- Collaborate on mobilizing and strengthening partnerships.
- Track and report on their agency's contribution to global-, regional- and country-level progress on agreed targets and deliverables.

Role and responsibilities of the Secretariat

The UNAIDS Secretariat maintains overall responsibility for ensuring strategic focus, functioning and accountability across all Joint Programme work on the following:

1. Leadership, advocacy and communication: to drive the global AIDS agenda; advance inclusion, human rights and social justice; leverage global and regional mechanisms for the rights of people; and advocate for taking AIDS out of isolation.
2. Partnerships, mobilization and innovation: to ensure financing of the AIDS response and sustainability; foster and expand core programmatic partnerships; and galvanize momentum around shared and ambitious AIDS global initiatives, ensuring coherence and mutual reinforcement in their implementation and seamless integration in regional and country programmes and processes.
3. Strategic information: to monitor the implementation of the 2016 United Nations Political Declaration on Ending AIDS and targets-setting; lead processes for the generation of AIDS-related data; and promote the integration of AIDS information into wider disease monitoring and surveillance systems in collaboration with Cosponsors, including new visualization and dissemination tools.
4. Coordination, convening and country implementation support: to ensure implementation support, effective Joint Programme support and full integration into the UNDAF/United Nations Partnership Framework and other sustainable development priorities.
5. Governance and mutual accountability: to prioritize, together with the Cosponsors, resource mobilization to fully fund the Joint Programme; support the Joint Programme's inclusive governance model; lead efforts to effectively align the Joint Programme with the 2017–2020 Quadrennial Comprehensive Policy Review; reinforce accountability; and continue to spearhead efforts to demonstrate the contribution of the Joint Programme to system-wide United Nations reform.

Regional and country-level application of the Division of Labour

In the spirit of United Nations reform, at the regional and country levels the Division of Labour will be applied as an adaptable framework enabling the Joint Programme and the United Nations development system as a whole to deliver effectively at the country level, address the regional dimensions relevant to country priorities, make impactful contributions to regional processes and influence actively the global dialogue.

At the country level, the UNAIDS Division of Labour will assist the United Nations Country Team and the Joint United Nations Team on AIDS to assign roles and responsibilities within the United Nations development system to enable a context-specific, synergistic, impactful response to country priorities and needs. Specific roles that contribute to successfully adapting and integrating the Division of Labour in United Nations operations at the country level include the following:

Resident Coordinator

- Supports the Joint Programme heads of agencies in ensuring that country priorities and needs pertinent to ending the AIDS epidemic and other relevant SDG commitments and targets are integrated appropriately in the United Nations Development Assistance Framework (UNDAF) processes (including the United Nations presence configuration) and reflected in mutual accountability frameworks.
- Oversees adaptation of the Division of Labour to the country context for an integrated, impactful contribution aligned with the UNDAF (or similar partnership framework).
- Ensures that heads of agencies are accountable towards the Joint Programme deliverables in their designated Division of Labour areas.

Heads of United Nations agencies

- Lead and contribute to adaptation of the UNAIDS Division of Labour to the country context.
- Lead and contribute to integration in the UNDAF processes (including United Nations presence configuration) of the country priorities and needs pertinent to ending the AIDS epidemic and other relevant SDG commitments and targets, as pertains to their respective agency mandate.
- Lead and contribute to the development and implementation of mutual accountability frameworks.
- 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.
- Where there is no UNAIDS Secretariat presence, designate a Cosponsor head of agency to lead and facilitate the Joint United Nations Team on AIDS (or a similar mechanism as relevant).

UNAIDS Country Director

- Leads and supports the United Nations Resident Coordinator and the United Nations Country Team in:
 - Integrating the country priorities and needs pertinent to ending the AIDS epidemic and other relevant SDG commitments and targets in the UNDAF processes, including the United Nations presence configuration.
 - Adapting the UNAIDS Division of Labour to the country context, as a contribution to the integrated United Nations response to national priorities and needs.
 - Developing and implementing mutual accountability frameworks as they relate to the United Nations response to address national priorities and needs pertinent to ending the AIDS epidemic and other relevant SDG commitments and targets.
- Coordinates and facilitates the development, implementation and monitoring of the Joint United Nations Plan on AIDS as part of UNDAF, collaborates with the convening agencies, as per the country-adapted Division of Labour, to ensure that the United Nations support is strategically focused and prioritized, demand-driven, tailored to address national priorities and makes a measurable contribution to achieving sustainable results for people, and leads and facilitates the Joint United Nations Team on AIDS or a similar mechanism as relevant.
- Supports the convening agencies in soliciting and securing the expertise necessary to meet national needs, drawing on the capacities available across the Joint Programme, as well as in other resident and non-resident United Nations agencies.
- 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 an intervention is necessary.
- Ensures periodic review of the country-adapted Division of Labour and supports speedy and diplomatic resolution on any contested areas of work should they arise.

Annex

Detailed Division of Labour matrix with area of contribution by agency

SDGs	Fast-Track commitment	Division of Labour area	Convenors	Agency partners
01 End poverty 02 End hunger 03 Ensure healthy lives 04 Ensure quality education 05 Achieve gender equality 08 Promote decent work and economic growth 10 Reduce inequality 11 Make cities safe and resilient 16 Promote peaceful and inclusive societies 17 Strengthen means of implementation	1. 90–90–90 targets by 2020	HIV testing and treatment <ul style="list-style-type: none"> • Innovative testing strategies • Access to treatment cascade • High-burden cities Fast-Track HIV services • Medicines and commodities 	WHO	UNHCR, UNICEF, UNFPA, WFP, UNDP, UNODC, UN Women, ILO
		HIV services in humanitarian emergencies	UNHCR/WFP	UNICEF, UNFPA, WHO
	2. Eliminate new HIV infections among children	Elimination of mother-to-child transmission of HIV and keeping mothers, children and adolescents alive and well <ul style="list-style-type: none"> • Access to quality comprehensive elimination of mother-to-child transmission of HIV services • Systems and services to meet the 90–90–90 targets for mothers, children and adolescents 	UNICEF/WHO	WFP, UNFPA, UNODC
		HIV prevention among key populations Gay men and other men who have sex with men, migrants, sex workers, transgender people	UNFPA/UNDP	UNICEF, UNODC, ILO, UNESCO, WHO, World Bank
	3. Access to combination prevention (at least 90% among key populations)	Harm reduction for people who use drugs and HIV in prisons	UNODC	UNICEF, UNDP, WHO
		Gender inequality and gender-based violence <ul style="list-style-type: none"> • Strategic actions for gender equality and women and girls • Gender-based violence 	UN Women	All other Cosponsors
4. Eliminate gender inequalities	Gender inequality and gender-based violence <ul style="list-style-type: none"> • Strategic actions for gender equality and women and girls • Gender-based violence 	UN Women	All other Cosponsors	
5. Ninety per cent of young people have the skills, knowledge and capacity to protect themselves from HIV	HIV prevention among young people <ul style="list-style-type: none"> • Combination prevention • Youth health and educational needs 	UNICEF/ UNFPA/ UNESCO	All other Cosponsors	

SDGs	Fast-Track commitment	Division of Labour area	Convenors	Agency partners
	6. Seventy-five per cent of people living with and affected by HIV benefit from social protection	HIV-sensitive social protection	WFP/ILO	UNHCR, UNICEF, UNDP, UNFPA, UNESCO, WHO, World Bank
	7. At least 30% of all service delivery is community-led by 2020	HIV and universal health coverage, tuberculosis/HIV, other comorbidities and nutrition	WHO/World Bank	UNICEF, WFP, UNDP, UNFPA
	8. HIV investment increase to US\$ 26 billion by 2020, quarter for prevention, 6% for social enablers	Investment and efficiency	UNDP/World Bank	UNICEF, WFP, UNFPA, WHO
	9. Empower people living with, at risk of and affected by HIV to know their rights and to access justice and legal services	Human rights, stigma and discrimination <ul style="list-style-type: none"> • Legal and policy reform • Access to justice and rights • HIV health-care discrimination eliminated 	UNDP	UNHCR, UNFPA, UNODC, UN Women, ILO, UNESCO, WHO
	10. Taking HIV out of isolation through people-centred systems	Decentralization and integration of sexual and reproductive health and rights and HIV services	UNFPA/WHO	UNICEF, WFP, UNDP, World Bank

A comprehensive approach to reducing sexual transmission of HIV is embedded across all Division of Labour areas. Although less overtly visible in this Division of Labour revision, it remains a core priority of the HIV response and of the Joint Programme.

UNHCR / WFP
UNICEF, UNFPA, WHO

HIV services in humanitarian emergencies

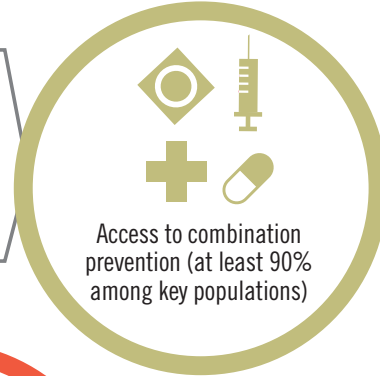
UNFPA / UNDP
UNICEF, UNODC,
ILO, UNESCO, WHO,
World Bank

HIV prevention among key populations

- Men who have sex with men, migrants, sex workers, transgender people

UNODC
UNICEF, UNDP, WHO

Harm reduction for people who use drugs and HIV in prisons



UN Women
All other
Cosponsors

Gender inequality and gender-based violence

- Strategic actions for gender equality and women and girls
- Eliminate gender-based violence



**JOINT UN PLAN
ON HIV/AIDS
DIVISION OF LABOR**

UNDP
UNHCR, UNFPA,
UNODC, UN Women,
ILO, UNESCO, WHO

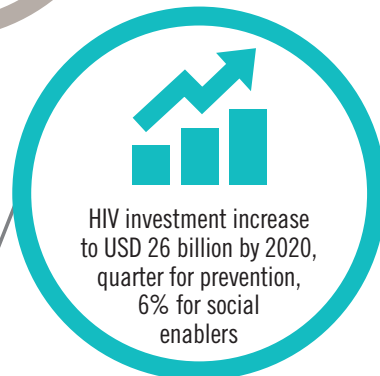
Human rights, stigma and discrimination

- Legal and policy reform
- Access to justice and rights
- HIV healthcare discrimination eliminated



UNDP / World Bank
UNICEF, WFP, UNFPA, WHO

Investment and efficiency



Legend:

Organization Agency convenors

Organization Agency partners

Coordination, convening and country implementation support

Governance and mutual accountability



*Updated in 2018. This diagram cannot capture the full complexity and richness of interactions and interdependencies between areas and organizations.

0-90
 treatment
 by 2020

HIV testing and treatment

- Innovative testing strategies
- Access to treatment cascade
- High-burden cities fast-track HIV services
- Medicines and commodities



Eliminate new HIV infections among children

WHO
 UNHCR, UNICEF, WFP,
 UNDP, UNFPA, UNODC,
 UN Women, ILO

eMTCT and keeping mothers, children and adolescents alive and well

UNICEF / WHO
 WFP, UNFPA, UNODC

- Access to quality comprehensive eMTCT services
- Systems and services to meet 90-90-90 targets for mothers, children and adolescents


**PROGRAMME
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At least 30% of all service delivery is community-led by 2020. Taking HIV out of isolation through people-centred systems


HIV and Universal Health Coverage, TB/HIV, other comorbidities, and nutrition
WHO / World Bank
 UNICEF, WFP, UNDP, UNFPA

Decentralization and integration of SRHR and HIV services
UNFPA / WvHO
 UNICEF, WFP, UNDP, World Bank



75% of people living with and affected by HIV benefit from social protection

HIV-sensitive social protection
WFP / ILO
 UNHCR, UNICEF, UNDP, UNFPA, UNESCO, WHO, World Bank



90% of young people have the skills, knowledge and capacity to protect themselves and others from HIV

HIV prevention among young people
UNICEF / UNFPA / UNESCO
 All other Cosponsors

- Combination prevention
- Youth health and educational needs



Leadership, advocacy and communication
Partnerships, mobilization and innovation
Strategic information

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 onors



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