United Nations Children’s Fund
Executive Board
Second regular session 2005
28-30 September 2005
Item 8 of the provisional agenda*

UNICEF follow-up to the recent meetings of the UNAIDS
Programme Coordinating Board

Summary

The present report provides a summary of the contribution of UNICEF to progress made on the recommendations of the sixteenth and seventeenth meetings** of the Programme Coordinating Board (PCB) of the Joint United Nations Programme on HIV/AIDS (UNAIDS). The Executive Board is requested to endorse the recommendations of the Global Task Team on Improving Coordination among Multilateral Institutions and International Donors and also to endorse the United Nations Technical Support Division of Labour Matrix.

Unified budget and workplan

1. As a Cosponsor of UNAIDS, UNICEF participated in the finalization of the Unified Budget and Workplan for 2006-2007. This plan represents the coordinated AIDS work of 10 agencies of the United Nations system and the UNAIDS Secretariat. Unlike that of previous bienniums, the budget and workplan for 2006-2007 has a simplified and strengthened results-based orientation, which provides the framework for better management, reporting and accountability. The plan has identified 16 principal results and 49 key results the joint programme aims to achieve. In line with the key results areas of the medium-term strategic plan of UNICEF for 2006-2009, UNICEF will aim to accomplish the following:

* E/ICEF/2005/10
** Follow-up to recommendations of the fifteenth meeting of the PCB was included in the oral report on HIV/AIDS presented at the 2005 annual session of the Executive Board.
(a) Increase access to and utilization of the prevention activities, information, skills and services required to reduce adolescent vulnerability to AIDS;

(b) Increase the percentage of children affected by AIDS who are receiving support and protection as a result of the implementation of national action plans facilitated through partner efforts;

(c) Implement and monitor evidence-based national plans to deliver treatment and care to HIV-infected infants and to women who participate in programmes to prevent mother-to-child transmission of HIV, in connection with the scaling-up of comprehensive treatment and prevention efforts.

2. The “core” component of the budget amounts to $320 million, representing an increase of 28 per cent over the 2004-2005 biennium. This includes $120 million shared among the 10 cosponsoring organizations, $115.4 million for the UNAIDS Secretariat and $84.4 million for inter-agency activities. The share of UNICEF amounts to $19.8 million of the core budget. These funds will be used to provide timely and effective support to countries to scale up their national response around the three areas outlined above.


3. To accelerate prevention efforts, the UNAIDS Secretariat in collaboration with the Cosponsors, developed a comprehensive policy position, “Intensifying HIV Prevention” (UNAIDS Report 29/6/2005), which was approved by the PCB in June 2005 at its seventeenth meeting. This paper outlines the principles, policy and programmatic actions that are required in this area. The goal is to strengthen comprehensive HIV prevention within the goal of universal access to HIV prevention and treatment. As a follow-up to the PCB approval, the Cosponsors, at their meeting from 29 August to 1 September 2005, are scheduled to finalize a UNAIDS prevention action plan. UNICEF will be represented at this meeting.

Implementation of the “Three Ones”

4. In March 2005, the Executive Director was among a group of high-level participants at a meeting in London of host governments, representatives of civil society and donors who identified further steps required to maximize joint action on AIDS. Key outcomes included the establishment of a Resource Needs Steering Committee to review the assumptions that underpin estimates of financial needs for AIDS, and a Global Task Team on Improving Coordination among Multilateral Institutions and International Donors to review how the multilateral system can simplify and further harmonize procedures and practices. UNICEF was an active member of the Resource Needs Steering Committee and of the Global Task Team. The results so far have included (a) the calculation of resource-needs estimates for AIDS prevention, orphaned and vulnerable children and treatment and care in low- and middle-income countries for the period 2006-2008, a total of $55.1 billion; and (b) the articulation of recommendations by the Global Task Team, included in the “Report of the Global Task Team on Improving AIDS Coordination among Multilateral Institutions and International Donors” (UNAIDS/PCB(17)/05.02) of 14 June 2005 (see Annex 1 for the recommendations; the complete text of the report is posted on the UNICEF website).
Global Task Team Recommendations

5. **Division of labour.** In the report, the Global Task Team called for the UNAIDS Secretariat to lead a process with UNAIDS Cosponsors to clarify and cost a United Nations system division of labour for providing technical support to the implementation of AIDS programmes. This led, in July 2005, to the development of a Technical Support Division of Labour Matrix (see Annex 2), which identifies a set of 17 UNAIDS technical support areas grouped around three thematic headings:

   (a) Strategic planning, governance and financial management;
   (b) Scaling up interventions;
   (c) Monitoring and evaluation, strategic information, knowledge-sharing and accountability.

6. The UNAIDS Secretariat and Cosponsors were then tasked with using this framework to identify and cost additional technical support they planned to provide in 2006-2007, addressing two areas: (a) immediate implementation bottlenecks, and (b) the underlying causes of slow implementation — in other words, how UNAIDS can do more to help countries put available resources to work. A small team of UNAIDS Secretariat and Cosponsor staff then reviewed the individual contributions, addressed areas of overlap and compiled a costed Joint Plan on Accelerating UNAIDS Technical Support. The plan is intended to be presented at the Replenishment Conference of the Global Fund to Fight AIDS, Tuberculosis and Malaria, scheduled for September 2005.

7. **Global joint problem-solving team.** In addition to requesting a division of labour, the Global Task Team recommendations called upon the World Health Organization (WHO), UNICEF, the United Nations Population Fund (UNFPA), the United Nations Development Programme (UNDP), the World Bank, the UNAIDS Secretariat and the Global Fund to take the lead in and establish the joint United Nations system-Global Fund problem-solving team by July 2005 in order to support efforts that address implementation bottlenecks at the country level. The first meeting of this group took place on 22 July 2005 to finalize the terms of reference and methods of operation.

Recommendation

8. The Executive Director **recommends** that the Executive Board adopt the following draft decision:

   **The Executive Board**

   1. **Endorses** the Recommendations of the Global Task Team on Improving AIDS Coordination among Multilateral Institutions and International Donors, as contained in Annex 1 of document E/ICEF/2005/12;

Annex 1

Recommendations of the Global Task Team on Improving AIDS Coordination among Multilateral Institutions and International Donors*

1. The Global Task Team has developed a set of recommendations on how countries and multilateral institutions and international partners can strengthen, streamline, and better organize their responses to the epidemic. The recommendations are presented under four main headings:

   I. Empowering inclusive national leadership and ownership;
   II. Alignment and harmonization;
   III. Reform for a more effective multilateral response;
   IV. Accountability and oversight.

I. Empowering inclusive national leadership and ownership

I.1. The Global Task Team recommends that:

2. Countries develop annual\(^1\) priority AIDS action plans that drive implementation, improve oversight, emphasize results, and provide a solid basis for the alignment of multilateral institutions’ and international partners’\(^2\) support; within related efforts to progressively strengthen national AIDS action frameworks and root them in broader development plans and planning processes.

3. In order to accelerate national AIDS responses, annual priority AIDS action plans should:

   (a) Be developed in a rapid manner that does not impede ongoing implementation;
   (b) Be costed, prioritized, evidence-based, multisectoral, and include clear and simple monitoring and evaluation frameworks;
   (c) Clearly delineate roles and responsibilities of national stakeholders,\(^3\) multilateral institutions and international partners (who does what, when, and where);

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* Extracted from the “Report of the Global Task Team on Improving AIDS Coordination among Multilateral Institutions and International Donors” (UNAIDS/PCB(17)/05.02).

1 Or every two years, depending on national planning cycles and capacities.

2 The term “multilateral institutions and international partners” includes United Nations system organizations, the Global Fund, the bilateral agencies of governments, foundations, and international non-governmental organizations, private sector companies and academic institutions.

3 The term “national stakeholders” includes government, civil society (including non-governmental organizations, community-based organizations, faith-based organizations, people living with HIV, and communities particularly affected by AIDS such as young persons, women, men having sex with men, sex workers, and intravenous drug users), the private sector, academic institutions and others.
(d) Detail, prioritize, and cost technical support needs, in areas including information and education, care and treatment, monitoring and evaluation, and procurement and supply management;

(e) Assess and cost human resource capacity gaps and infrastructure needs;

(f) Be developed in a participatory manner by a full range of national stakeholders.

4. To empower national AIDS coordinating authorities and their supporting mechanisms\(^4\) to develop annual priority AIDS action plans, UNAIDS\(^5\) (together with a broad range of stakeholders) will:

(a) Develop a set of internationally recognized standards and criteria for annual priority AIDS action plans, and a scorecard-style tool that countries can use for self-assessments of the plans;

(b) Based on the requests of countries, assist in the rapid development of annual priority AIDS action plans — including human resource capacity needs — and disseminate lessons learned from an initial group of 5 to 10 countries that develop these plans.

5. Accountable institutions and timeframe:

(a) UNAIDS\(^6\) to develop standards and criteria and scorecard-style tool by December 2005;

(b) Upon request from countries, the World Bank, UNDP and the UNAIDS Secretariat to take the lead in providing support to the development of annual priority AIDS action plans in 5 to 10 countries in highly affected regions by December 2005;

(c) UNAIDS Secretariat to report on progress and disseminate lessons learned by June 2006, with interim reporting by December 2005.

I.2. The Global Task Team recommends that:

6. Countries ensure that their macroeconomic and public expenditure frameworks support and appropriately prioritize the implementation of national AIDS action frameworks and annual priority AIDS action plans. The World Bank commits to working with the International Monetary Fund, UNDP, and UNAIDS Secretariat to support these actions.

7. The World Bank, UNDP, and UNAIDS Secretariat will ensure that resources and technical support are available so that countries can integrate AIDS more fully into Poverty Reduction Strategy Papers (PRSPs).\(^7\)

\(^4\) Such as national partnership forums that include representatives of Country Coordinating Mechanisms, civil society, people living with HIV, the private sector, faith-based groups, etc.

\(^5\) The term “UNAIDS” refers to the Joint UN Programme on HIV/AIDS, which is the collaborative AIDS-related work of the 10 UNAIDS Cosponsors (UNHCR, UNICEF, WFP, UNDP, UNFPA, UNODC, ILO, UNESCO, WHO and the World Bank) and the UNAIDS Secretariat, guided by the Programme Coordinating Board (PCB), the Committee of Cosponsoring Organisations (CCO), and the Unified Budget and Workplan (UBW).

\(^6\) Including the Global HIV/AIDS Monitoring and Evaluation Support Team (GAMET).

\(^7\) Beginning with those countries preparing PRSPs in 2005-2006.
8. The World Bank — working with the International Monetary Fund, UNDP, and the UNAIDS Secretariat — will ensure that evidence on the economic consequences of AIDS shapes its internal policies and its guidance to countries (particularly ministries of finance), and will improve its reviews of Poverty Reduction Strategies and systematically encourage countries to include AIDS in Poverty Reduction Strategies.

9. The World Bank — working with the International Monetary Fund, UNDP, and the UNAIDS secretariat — will assist countries to ensure that macroeconomic and public expenditure frameworks support the implementation of national AIDS action frameworks and annual priority AIDS action plans.

10. Accountable institutions and timeframe:
   (a) The World Bank, UNDP, and UNAIDS Secretariat to provide support on the integration of AIDS into PRSPs to four countries by December 2005; and to all countries updating PRSPs by December 2006.
   (b) The World Bank to report progress on internal policies, reviews, and country guidance and assistance to the June 2006 PCB.

II. Alignment and harmonization

II.1. The Global Task Team recommends that:

11. Multilateral institutions and international partners commit to working with national AIDS coordinating authorities to align their support to national strategies, policies, systems, cycles, and annual priority AIDS action plans.

12. The Global Fund, the World Bank, and other multilateral institutions and international partners will identify specific approaches to improving the alignment of their financing with country cycles and annual priority AIDS action plans.

13. In countries that hold joint annual reviews of the national AIDS programme, the Global Fund, the World Bank, and other multilateral institutions will participate and subsequently accept these joint annual reviews as their primary evaluations (within the governance structures of each).

14. Based on requests from countries, UNAIDS, the Global Fund, and the World Bank will support efforts at country level to define problems in the relationship between the single national AIDS coordinating authority and the Country Coordinating Mechanism, clarify principles, and disseminate good practices.

15. Accountable institutions and timeframe:
   (a) The Global Fund and the World Bank to identify approaches to improving alignment of their financing by December 2005;
   (b) The Global Fund and the World Bank to participate in joint annual reviews and use them as their primary evaluations in at least three countries by June 2006;
   (c) The UNAIDS Secretariat, the Global Fund, and the World Bank to jointly report progress in responding to requests from countries to clarify the relationship between the single national AIDS coordinating authority and the Country Coordinating Mechanism to the June 2006 PCB.
II.2. The Global Task Team recommends that:

16. In line with the Organisation for Economic Cooperation and Development (OECD)/Development Assistance Committee (DAC) Paris Declaration, the Global Fund, the World Bank, other multilateral institutions, and international partners: (a) progressively shift from project to programme financing\(^8,9\) based on costed, prioritized, evidence-based, and multisectoral national AIDS action frameworks that are linked to broader development processes such as Poverty Reduction Strategies; and (b) further commit to harmonizing and better coordinating their programming, financing, and reporting.

17. The Global Fund and the World Bank will: (a) pilot joint financial management and procurement assessments, and joint programmatic and financial reporting; (b) when countries wish to have joint approaches, use joint implementation processes;\(^10\) and (c) take concrete, operational steps to improve communications.\(^11\)

18. The Global Fund, the World Bank and other parts of the United Nations system, and other multilateral institutions and international partners will engage in a process to identify procurement and supply management bottlenecks, and to agree upon concrete steps for the harmonization and alignment of procurement and supply management policies and procedures.

19. Accountable institutions and timeframe:

(a) The World Bank and the UNAIDS Secretariat to report progress on a progressive shift from project to programme financing to the June 2006 PCB, and the Global Fund to report progress at the Spring 2006 Global Fund Board meeting.

(b) The Global Fund and the World Bank to complete piloting of joint financial management and procurement assessments, and joint programmatic and financial reporting, by December 2005.

(c) The Global Fund and the World Bank to institute all steps to improve communications, assess the current status of joint implementation processes and identify challenges to expanding the use of joint approaches by September 2005.


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\(^8\) International partners’ progressive shift from project to programme financing is based on joint partner country-donor commitment to “work together to establish mutually agreed frameworks that provide reliable assessments of performance, transparency and accountability of country systems”, as agreed in the OECD/DAC Paris Declaration.

\(^9\) The OECD/DAC uses the following definition of a programme-based approach: “a way of engaging in development cooperation based on the principle of coordinated support for a locally owned programme”.

\(^10\) In order to support the development of country capacity, implementation units should be a last resort, but when they are necessary, joint units should be established rather than separate ones per financier, and should also contribute to developing country capacity.

\(^11\) Including by sharing terms of reference prior to country visits (which should also be shared with the Chair of United Nations Theme Group of the country involved); sharing mission reports (which should also be shared with the Chair of United Nations Theme Group of the country involved); holding bi-monthly teleconferences; and holding annual meetings.
III. Reform for a more effective multilateral response

III.1. The Global Task Team recommends that:


21. The joint United Nations team will provide a common entry point for national stakeholders to more easily access the full range of AIDS-related services available throughout the United Nations system.

22. The joint United Nations team will, upon request, support national AIDS coordinating authorities to develop capacity to oversee implementation and to identify and solve problems, through whichever modality is most appropriate for national contexts.

23. The joint United Nations team will link to global-level problem-solving mechanisms and to regional technical support facilities.

24. Accountable institutions and timeframe:

   (a) The Secretary-General to communicate to United Nations Resident Coordinators by September 2005; and the United Nations Development Group to ensure that joint teams with unified programmes are established in 5 to 10 countries by December 2005;

   (b) The UNAIDS Secretariat to report on progress to the June 2006 PCB.

III.2. The Global Task Team recommends that:

25. The multilateral system establish a joint United Nations system–Global Fund problem-solving team that supports efforts to address implementation bottlenecks at country level.

26. Multilateral institutions and international partners will assist national stakeholders to convene, under the umbrella of the national AIDS coordinating authority, task-specific teams for problem-solving and concerted action on monitoring and evaluation, procurement and supply management, technical support needs, and human resource capacity development.

27. The joint United Nations system–Global Fund team will meet regularly to help address problems identified by country-level stakeholders.

28. The joint United Nations system–Global Fund team will identify good practices and disseminate them together with the lessons learned to support countries’ efforts to scale up their AIDS programmes.

29. Accountable institutions and timeframe:

   (a) The UNAIDS Secretariat to report global progress on the establishment of national task-specific teams for problem-solving to the June 2006 PCB;

   (b) WHO, UNICEF, UNFPA, UNDP, the World Bank, the UNAIDS Secretariat and the Global Fund to take the lead in and establish the joint United Nations system–Global Fund problem-solving team by July 2005;
(c) WHO and UNAIDS Secretariat to disseminate lessons learned by December 2005.

III.3. The Global Task Team recommends that:

30. UNAIDS Cosponsors and the Global Fund establish a more functional and clearer division of labour, based on their comparative advantages and complementarities, in order to more effectively support countries.

31. The UNAIDS Secretariat will lead a process with the UNAIDS Cosponsors of clarifying and costing a United Nations system division of labour for technical support to assist countries to implement their annual priority AIDS action plans.

32. The UNAIDS Committee of Cosponsoring Organizations (CCO) will commission an independent review of the functioning of the UNAIDS’ governance structure, including the CCO, the Unified Budget and Workplan, and United Nations Theme Groups on HIV/AIDS.

33. The Global Fund and the World Bank will lead a rapid process to evaluate and clarify areas of overlap, comparative advantages and complementarities between the two.

34. Accountable institutions and timeframe:

   (a) UNAIDS to agree on United Nations system division of labour at the June 2005 PCB;

   (b) CCO to consider recommendations from the independent review at the October 2005 meeting;

   (c) The Global Fund and the World Bank to complete rapid evaluation of areas of overlap, comparative advantages and complementarities by the September 2005 Global Fund Replenishment Conference.

III.4. The Global Task Team recommends that:

35. Financing for technical support be considerably increased, including by expanding and refocusing UNAIDS Programme Acceleration Funds\(^2\) so they enable the United Nations system and others to scale up the provision and facilitation of technical support, based on requests by countries.

36. UNAIDS will broaden the scope and means of access to Programme Acceleration Funds to ensure that they can be used to finance the provision of technical support by the United Nations system, local entities (such as civil society organizations, private sector firms, and governments), regional organizations and technical support facilities, south-south cooperation efforts, multilateral institutions, and others, with further financing provided based on performance.

\(^2\) The UNAIDS Programme Acceleration Funds (PAF) is an existing mechanism that draws primarily on the UNAIDS Unified Budget and Workplan. It provides United Nations Theme Groups on HIV/AIDS with seed funds to be used for catalytic activities in support to national AIDS responses, such as leveraging new and greater funding. PAF can be used both to finance United Nations agency activities at country level and to rapidly transfer funds to country-level partners for their activities.
37. UNAIDS and partners will determine the most effective way of financing the expansion of the Programme Acceleration Funds, such as in the form of additional commitments in the Global Fund Replenishment mechanism.\footnote{13}

38. Through the existing World Bank/WHO capacity-building programme and other initiatives, multilateral institutions and international partners will intensify their efforts to build national capacity on procurement and supply chain management.

39. Accountable institutions and timeframe:
   
   (a) UNAIDS to agree on the broadening of Programme Acceleration Funds at the June 2005 PCB;
   
   (b) Multilateral institutions and international partners to agree on financing of the Programme Acceleration Funds by or at the September 2005 Global Fund Replenishment Conference;
   
   (c) The World Bank and WHO to evaluate progress on the building of national capacity on procurement and supply chain management by September 2005.

IV. Accountability and oversight

IV.1. The Global Task Team recommends that:

40. Within existing participatory reviews of national AIDS programmes, UNAIDS assist national AIDS coordinating authorities to lead participatory reviews of the performance of multilateral institutions, international partners and national stakeholders that build upon existing OECD/DAC standards and criteria for alignment and harmonization.

41. Ideally conducted by an appropriate national stakeholder forum, these transparent and participatory performance reviews would culminate in public dissemination of the results and feedback into national programming.

42. UNAIDS,\footnote{14} together with a broad range of stakeholders, will develop a scorecard-style accountability tool for measurement of national stakeholders’ participation in the AIDS response and international partner alignment to the national AIDS action framework.

43. UNAIDS will disseminate globally the results of the assessments of partner alignment, and will organize a transparent and participatory process at global level for the review of partner alignment, including reporting of progress on the division of labour within the multilateral system.

44. Accountable institutions and timeframe:
   
   (a) UNAIDS Secretariat to take the lead in the development of a scorecard-style accountability tool by December 2005;

\footnote{13}{Other possible mechanisms include setting aside for technical support a fixed percentage of existing external financing, providing additional targeted and time-bound international support, and using existing available funding such as from World Bank projects and the Institutional Development Fund.}

\footnote{14}{Including GAMET.}
(b) UNAIDS to support and disseminate the results of performance reviews in 10 countries by December 2006.

IV.2. The Global Task Team recommends that:

45. **Multilateral institutions and international partners assist national AIDS coordinating authorities in the strengthening of their monitoring and evaluation mechanisms and structures that facilitate oversight of and problem-solving for national AIDS programmes.**

46. UNAIDS,15 in close collaboration with countries, will operationalize a Joint Monitoring and Evaluation Facility to ensure consistent global guidance on technical issues, development of monitoring and evaluation tools, and the timely and transparent flow of information to all partners. International partners will ensure that the Facility is fully resourced.

47. At country level, multilateral institutions and international partners will establish a Joint Monitoring and Evaluation Country Support Team to align their provision of technical support on monitoring and evaluation to the national monitoring and evaluation system. In collaboration with the national AIDS coordinating authority, UNAIDS will facilitate the establishment of the Monitoring and Evaluation Country Support Team.

48. Multilateral institutions and international partners will ensure that country monitoring and evaluation advisers will, at the request of countries, be based in the offices of national AIDS coordinating authorities.

49. National AIDS coordinating authorities, multilateral institutions and international partners to increase the role of civil society and academic institutions as implementers of monitoring and evaluation, including the collection of information from marginalized communities and the critical analysis of national data.

50. The Global Fund, the World Bank, and other multilateral institutions and international partners will regularly provide to national AIDS coordinating authorities and the general public:

   (a) Information on planned and actual commitments and disbursements, including the recipients and the intended use; and

   (b) Information on performance of the programmes financed, including actual results achieved against targets.

51. Accountable institutions and time frame:

   (a) UNAIDS to operationalize the Joint Monitoring and Evaluation Facility by September 2005;

   (b) UNAIDS to establish Joint Monitoring and Evaluation Country Support Teams in five countries by December 2005 and in 10 countries by December 2006;

   (c) UNAIDS to fulfil all national requests for the placement of existing and planned United Nations system country monitoring and evaluation advisers in the offices of the national AIDS authority by December 2005;

15 Including GAMET.
(d) UNAIDS to measure civil society participation in monitoring and evaluation and report progress at the 2006 United Nations General Assembly Special Session on HIV/AIDS;

### Annex 2
United Nations TECHNICAL SUPPORT DIVISION OF LABOUR MATRIX (July 2005)

#### TECHNICAL SUPPORT AREAS

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<td><strong>Prevention</strong></td>
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