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Abbreviations and Acronyms

AIDS	Acquired Immune Deficiency Syndrome	OVC	Orphans and Other Vulnerable Children
ARV	Anti Retroviral Drug	PAF	Programme Acceleration Fund
BCI	Behaviour Change Intervention	PAS	Performance Assessment System
CHBC	Community Home Based Care	PCG	Programme Coordination Group
CSW	Commercial Sex Workers	PLHA	People Living with HIV and AIDS
DAGG	Development Assistance Group on Gender	PMTCT	Prevention of Mother to Child Transmission
GIST	Global Implementation Support Team	PRSP	Poverty Reduction Strategic Paper
GTT	Global Task Team	PSF	Programme Support Fund
HADG	HIV and AIDS Development Partners Group	STIs	Sexually Transmitted Infections
HDG	Health Development Group	SWAp	Sector Wide Approach
HIV	Human Immunodeficiency Virus	TOR	Terms of Reference
HoA	Heads of Agencies	TSF	Technical Support Facility
IDU	Intravenous Drug Use(r)	TWG	Technical Working Group
JAPW	Joint Annual Programme of Work	UBW	Unified Budget Workplan
MASAF	Malawi Social Action Fund	UCC	UNAIDS Country Coordinator
MDG	Millennium Development Goals	UN	United Nations
MGDS	Malawi Growth and Development Strategy	UNCT	United Nations Country Team
MGFCC	Malawi Global Fund Coordinating Committee	UNDAF	United Nations Development Assistance Framework
MIAA	Malawi Interfaith AIDS Association	UN RC	United Nations Resident Coordinator
MPF	Malawi Partnership Forum on AIDS	UNTG	United Nations Theme Group
MSM	Men who have Sex with Men	UNTWG	United Nations Technical Working Group
MTEF	Medium Term Expenditure Framework	WB	World Bank
M&E	Monitoring and Evaluation		



Background and Purpose

In December 2005, the UN Secretary General directed all UN Resident Coordinators to establish Joint Teams on AIDS to improve the effectiveness of HIV response at the country level. Having progressed substantially on harmonization and reform efforts, the UN Country Team in Malawi welcomed this directive and quickly formalized the Joint United Nations Team on AIDS in February 2006.

The Secretary General's directive created an opportunity for the UN Country Team to build on existing structures and key lessons learned to identify enhanced ways of working at country level. Emerging within the larger context of both UN reform and international efforts to improve aid effectiveness, the Joint Team came as a direct recommendation of the Global Task Team (GTT) on reform for a more effective multilateral response to AIDS. The GTT was established 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 July 2005 GTT recommendations were subsequently endorsed by the United Nations General Assembly during the September 2005 World Summit.

The purpose of this booklet is to officially introduce the Joint United Nations Team on AIDS in Malawi to Government, partner organizations, donors and civil society. It is hoped that through the strengthening of this Team, a more coordinated approach and greater accountability can be brought to bear on country level



“To have the greatest impact on the course of the epidemic, we must scale up HIV prevention and treatment programmes jointly.”

Dr. Peter Piot
UNAIDS Executive Director

efforts to accelerate the national response, and secure overall victory in the battle against the epidemic.

The Malawi Context

Malawi's "Joint Team" formation has been bolstered by earlier integration of the "three-ones" strategy in national plans. With one broad-based strategic national action framework, policies, institutional structures, and the political resolve already in place, the Malawi environment is opportune for dramatically influencing the nature of the country's epidemic. Communities have been mobilized and are engaged. Substantial funds have been committed by donors and Government, and are being disbursed to implementers and communities, and monitoring systems are in place. Evidence suggests that HIV prevalence overall has stabilized, with a general, though modest, decline noted among youth 15 - 24 years, with some emerging positive behaviour changes among the rural population.



The Joint UN Team: Adding Value

The Joint UN Team maximizes the strengths and potential of the national AIDS response by improving on the use of existing tools, processes and frameworks, drawing from experiences and lessons learned. The Joint Team offers the following unique elements that will contribute to a more constructive, heightened response and outcomes at the country level.

- *Simplifies and Harmonizes* as the Team facilitates a common entry-point for all stakeholders at country level to more easily access the full range of AIDS-related UN services, according to distinct agency technical competencies.
- *Unifies and Aligns* UN support within national planning frameworks to ensure that nationally owned and defined priorities are strategically addressed.
- *Defines Lines of Collective Accountability*, clarifying expectations, roles and responsibilities and provides a means of enforcing collective performance instruments measuring achievement towards agreed common outcomes and outputs of national plans, improving commitment among agencies overall.
- *Contributes to the Impact on Lives*, expanding prevention, treatment, care and support services, and reduces HIV infection.

Roles and Responsibilities

Institutional Framework for the Joint Team

The success of the Joint Team is dependent upon the collective efforts of all operational UN staff working on the ground on AIDS, as well as the UNAIDS Country Coordinator, Heads of Agencies and the UN Resident Coordinator. Each actor or group has a defined role and set of responsibilities. The nature of these roles may be modified, if necessary, by the Resident Coordinator or UN Theme Group as the Team gains added experience during implementation.

UN Theme Group on HIV and AIDS

Under the leadership of the Resident Coordinator, as the Chair person of the Theme Group, main functions include:

- Policy coherence and programmatic guidance
- National leadership advocacy and resource mobilization
- Overall accountability and oversight for annual deliverables on AIDS

The Joint Team on AIDS

The purpose of the Joint UN Team on AIDS is to promote coherent and effective UN action in support of the national response to HIV and AIDS. Specific roles and responsibilities include:

- Provide technical advice to, and follow up on decisions made by, the UN Theme Group on HIV and AIDS

- Facilitate and monitor the Joint Programme of Support on HIV and AIDS based on the country United Nations Development Assistance Framework (UNDAF)
- Constitute an entry-point for national stakeholders to access HIV and AIDS technical assistance from the UN system
- Support the national AIDS coordinating authority to oversee implementation of the national response and to resolve problems affecting implementation
- Liaison with global and regional problem solving mechanisms and technical support facilities

UN Technical Support Leaders

- Exercise technical leadership and provide expert UN opinion on a designated area
- Act as point of contact for Government and other stakeholders requiring particular technical assistance
- Identify, broker and facilitate technical support provision
- Serve as a clearing house for information
- Occasionally convene, facilitate, coordinate and chair work planning meetings
- Represent and report back to the Joint Team in agreed national and sub-national forums

Roles and Responsibilities of Key Actors

Resident Coordinator

- Ensures formation of the AIDS Team
- Builds consensus on the final UNDAF results matrix on AIDS
- Acts as an advocate for placing AIDS high on the UNCT and national agenda
- Ensures that Heads of Agencies are accountable for agency contributions towards the agreed annual key deliverables on AIDS
- Intervenes as needed to resolve problems (involving Regional Director's Team as necessary)
- Represents the UN system on AIDS to the Head of State

Heads of Agencies

- Officially designate staff members' participation on the AIDS Team
- May revise job descriptions (where necessary) to reflect participation in the Team as a key responsibility
- Works with the RC and UCC to determine appropriate performance evaluation mechanisms, incentives and sanctions for agency team members
- Accepts overall accountability for annual deliverables of that agency as agreed upon by the Team, including resource mobilization at the agency level

The UNAIDS Country Coordinator

- As day-to-day facilitator and leader of the AIDS Team, convenes meetings, synthesizes and disseminates information, and strategically plans and advocates the AIDS Team's collective response
- Ensures the AIDS Team's annual work plan is monitored
- Identifies impediments to achievement of annual deliverables, and informs the RC when intervention is necessary
- Provides regular implementation reports to the Theme Group and ensures that policy directives are carried out
- Ensures appropriate financial management for operation of the AIDS Team
- Together with the Chairperson of the Theme Group, represents the Joint Programme on AIDS as necessary

Individual Team Member

- Contributes to the development, implementation and monitoring of the HIV and AIDS Programme of Support
- Attends all AIDS Team meetings and follows-up on the action points
- Provides technical advice to UCC/UNTeam Group/individual agencies on their area of expertise
- Keeps respective Heads of Agencies informed of AIDS Team activity
- Represents the AIDS Team in various technical working groups, committees or forum, as requested by UCC, based on division of labour
- A separate Terms of Reference may be created for a group of members and others, highlighting additional responsibilities and time commitment involved

“Now that we have both the one UN team on AIDS and one programme of support, the challenge is to ensure that the UN becomes accountable for achieving measurable results in improving the lives of Malawians.”

Michael Keating
UN Resident Coordinator

Accountability and Reporting Lines

The Breakdown

The Joint Team operates within a three-tier chain of accountability (refer to organogram) and each Team member is assigned to one (or more) levels. The Resident Coordinator leads the Theme Group on HIV and AIDS, with the Heads of Agencies as its members. Responsibilities include overall policy and programmatic guidance in terms of operating procedures of the AIDS Team and content and implementation arrangements of the Joint Programme of Support.

The Management Group of the Joint Team consists of agency Focal-Officers from each UN agency, formally nominated by the

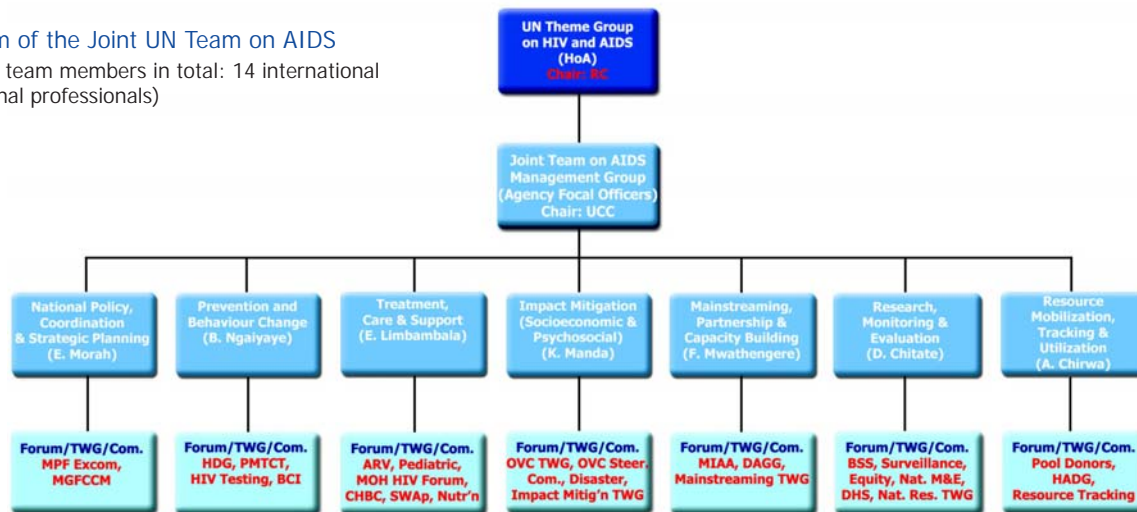
appropriate Head of Agency for their seniority and technical expertise. The Management Group of the Joint Team is chaired by the UNAIDS Country Coordinator and is expanded to include other members of the Team as needed.

Under the Joint Team Management Group, sub-groups in specific technical areas are arranged to provide programmatic direction and serve as a forum for technical interaction with Government, donors, stakeholders, civil society, etc.

All Joint UN Team members are accountable and assessed for fulfilling their assigned roles and responsibilities.

Organogram of the Joint UN Team on AIDS

(33 technical team members in total: 14 international and 19 national professionals)



Joint Programme of Support on AIDS

Supporting the national response on HIV and AIDS demands the development and implementation of one Joint Programme of Support, which describes the entirety of the UN's country level assistance on AIDS. Joint programming is the collective process through which the UN organizations and national partners work together to prepare, implement, monitor and evaluate the activities aimed at effectively and efficiently achieving goals of the National Action Framework on AIDS, Millennium Development Goals (MDG) and other international commitments. Firmly anchored on the five-year UNDAF Results Matrix on AIDS (2005 - 2009), the Malawi Joint Programme on AIDS reflects a set of activities contained in a common work plan and related budget, combining efforts of two or more UN organizations and sub-national partners.

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

- Annual Programme of Work
- Technical Support Plan
- Coordination and implementation arrangements
- Monitoring and Evaluation Plan



Youth with messages of World AIDS Day

Joint Team Mechanisms and Modalities

MALAWI NATIONAL HIV AND AIDS ACTION FRAMEWORK GOALS

- Prevent the spread of HIV infection among Malawians
- Provide access to treatment and care for PLHAs
- Mitigate the impacts of HIV/AIDS on individuals, families, communities and the nation

NAF Priority Areas	UN-Selected Outcome Areas
1. Prevention and Behaviour Change	1.1 Young people (especially girls) kept HIV negative 1.2 Reduced rate of mother-to-child HIV transmission and infection among pregnant women 1.3 Increased number of people in high-risk groups adopting safe sex measures 1.4 Enabling environment promoting positive gender and cultural values, and discourages harmful traditional practices
2. Care, Treatment and Support	2.1 Improved capacity of health delivery system to provide equitable access to ARVs and opportunistic infection drugs 2.2 Increased access to high quality and integrated community home based care 2.3 Increased access to nutrition and micronutrient supplements by people living with HIV and AIDS
3. Impact Mitigation: Socioeconomic and Psychosocial	3.1 Improved psychosocial status of PLHA, OVC, widows, widowers & elderly affected by the epidemic 3.2 Enabling policy & legal framework protecting the rights of PLHA, OVC, widows, widowers & elderly affected by HIV/AIDS 3.3 Improved access to essential social services and community based care, support and protection 3.4 Enhanced food security for HIV/AIDS affected households and their capacities rehabilitated 3.5 HIV/AIDS impact mitigation measures incorporated in key national planning and macroeconomic frameworks (MGDS, PRSP, MTEF, SWAp)
4. Mainstreaming, Partnership and Capacity Building	4.1 Enhanced capacity of the public, private and civil society to mainstream HIV/AIDS in their policies, plans and sector strategies 4.2 Improved HIV/AIDS coordination and service delivery at district and community levels 4.3 Strengthened multisector collaboration among stakeholders at district level
5. Research and Development	5.1 Increased use of research findings and evidence-based policy development and programming
6. Monitoring and Evaluation	6.1 Strengthened collective accountability around HIV and AIDS
7. Resource Mobilization, Tracking & Utilisation	7.1 Adequate resources for the National HIV/AIDS Action Framework mobilized 7.2 Effective tracking and use of HIV resources
8. National Policy, Coordination & Programme Planning	8.1 Effective national leadership and commitment to accelerate HIV/AIDS action nationwide



Implementation, monitoring and management by the UN Theme Group on AIDS and supported by the Joint Team on AIDS



Membership Appointment

- Each individual is formally designated as a Joint Team member by a letter from the UN RC, copied to the UCC and the concerned Heads of Agencies
- 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.

Division of Labour

- Latest division of labour (2005) among UN agencies and lead organisation concept serves as the core foundation for operations of the Joint Team.

Co-location

- Co-location has been agreed and the Joint Team will relocate once the UN common premises have been constructed.

Putting It All Together: Meeting Protocols

- The Resident Coordinator is the overall responsible and accountable for the Joint Team.
- UNAIDS Country Coordinator is responsible for the day-to-day facilitation and leadership of the Team and reporting of progress to the Theme Group.
- As the ultimate UN decision-making and policy guidance body on AIDS, the Theme Group meets once a month to guide the work of the Joint Team.
- The Joint Team holds fixed meetings, preferably once a month and prior to each Theme Group meeting, to technically vet issues and propose actions.

- The Joint Team may meet more frequently at the request of the UN RC/Theme Group Chair, HoA or UCC.
- The UCC convenes and chairs all Joint Team meetings and provides the necessary secretariat support services.
- All Joint Team statutory meetings are to be recorded, with attendance taken and minutes circulated in a timely manner.

Monitoring and Reviews

- Joint field monitoring visits and mid-year internal UN review will be undertaken.
- Task groups and sub-technical working groups will be employed as and when necessary, using TORs approved by the UCC.
- As part of the national response review process, a joint and participatory Annual Programme of Work review will be carried out with relevant national authorities, key donors and counterparts.
- Collective and individual performance of the Joint Team, in respect of agreed annual key deliverables, will be assessed twice yearly under the overall UN RC assessment system.

The Joint Team “In-Check”

Part of the procedures to ensure effective operation of the Joint Team includes close internal monitoring of the Team itself measured against a set of operational indicators. A fuller review should take place once a year involving the UNAIDS Regional Support Teams, the HIV/AIDS Theme Group and the Joint Team members and Government counterparts.

Joint Team Operational Indicators

- Joint Team proposal discussed and formally endorsed by UNCT, including a designated operative start date. (Done)
- Core and expanded Joint Team membership officially designated by RC and concerned Head of Agency. (Done)
- Joint Team members formally and collectively oriented on the concept and modality of operations. (Done)
- Joint Team formally announced to Government, donors, key external partners and constituencies. (Done)
- Initial Joint Team business meetings to review 2005 UN Joint Team Implementation Support Plan and agree on key 2006 Core Joint Team member deliverables. (Done)
- Individual Joint Team members have agreed annual key deliverables linked to UNCT approved Joint Annual Programme of Work, which are reflected in respective agency work plans and PAS.
- Lead agencies identified and working groups formed with leadership assigned to technical support areas.
- Results-based meetings are held by the Management Group of the Joint Team on a regular basis (i.e. monthly), are well-attended and minutes recorded.
- Joint Team reporting lines are operating satisfactorily, including routine reporting occurring at all levels of the UN system on the Joint Team activities, decisions, country situation and development.
- Collective achievement and programme of work key results and intermediate milestones are evaluated annually involving Government and partners.
- Impact indicators - These to be linked to NAF indicators.



Peer education on HIV and AIDS



Financing Malawi's Joint UN Team and Joint Programme of Support

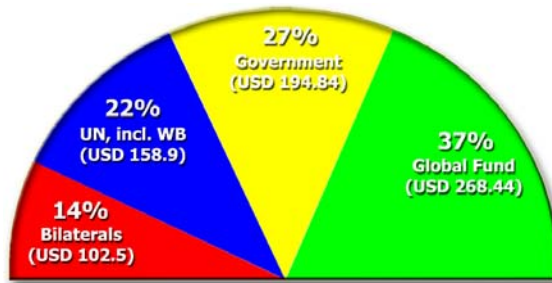
Resource Mobilization and Programme Budget

An initial tentative budget for the management and operational issues of the Joint Team will be developed by the UCC. However, apart from some small funds to be provided by the UNAIDS Secretariat (including the Programme Acceleration Fund - PAF), the bulk of funding for the Joint Team's work is expected to come from individual UN agency resource and local fundraising efforts. The current and projected AIDS funds for each UN agency for 2005-2009 are indicated below.

Current and Projected UN Agency Funds for AIDS, 2005-2009 (USD)

Organisations	2005	2006	2007	2008	2009	Total
UNAIDS Sec.	690,000	690,000	850,000	850,000	850,000	3,930,000
UNDP	1,110,000	1,000,000	750,000	725,000	725,000	4,310,000
UNFPA	2,010,000	2,200,000	3,300,000	3,300,000	3,300,000	14,110,000
UNICEF	7,710,000	7,100,000	7,530,000	7,300,000	7,000,000	36,640,000
World Bank	12,700,000	12,700,000	12,700,000	9,220,000	2,220,000	49,540,000
WFP	14,730,000	14,730,000	14,730,000	N/A	N/A	44,190,000
WHO	420,000	890,000	890,000	890,000	890,000	3,980,000
Other: FAO, UNHCR	400,000	400,000	400,000	500,000	500,000	2,200,000
Total	39,770,000	39,710,000	41,150,000	22,785,000	15,485,000	158,900,000

Total AIDS Financing in Malawi:
Committed and Projected Funding
Commitment from Key Sources,
2005-2009 (US\$ 724.68M)



Malawi's Joint UN Team Focal Points

OVERALL GOVERNANCE AND LEADERSHIP					
Name	Area	Address	Office Phone	Cell Phone	E-Mail Address
Michael Keating	Overall UN system leadership, advocacy & guidance on AIDS, & representation to Head of State	P.O. Box 30135, LL3	01 772278	09 960110	Michael.keating@undp.org
Erasmus Morah	National policy, coordination, strategic planning and technical resource mobilization	P.O. Box 30135, LL3	01 772603	09 960130	morah@unaids.org

TECHNICAL SUPPORT LEADERS					
Name	Technical Area	Address	Office Phone	Cell Phone	E-Mail Address
Prevention and Behaviour Change					
1. Robert Ngaiyaye	Info & ed'n, condom prog., prev'n for young people in & out of school	P.O. Box 30135, LL3	01 771444	09 260975	ngaiyaye@unfpa.unvh.mw
2. Miriam Chipimo	PMTCT and pediatric care	P.O. Box 30375, LL3	01 770788/ 01 775232	09 643388	mchipimo@unicef.org
Edwin Limbambala	HIV Prev'n in healthcare settings (Blood safety, STIs, HIV Testing)	P.O. Box 30390, LL3	01 772450/ 01 772755	09 340868	limbambalae@mw.afro.who.int
Robert Ngaiyaye	Prev'n targeting vulnerable & high risk groups (CSW, MSM, prisoners, IDUs)	P.O. Box 30135, LL3	01 771444	09 260975	ngaiyaye@unfpa.unvh.mw
3. Anne Muwonge	HIV & AIDS among refugees & internally displaced	P.O. Box 30230, LL3	01 772155	09 415201	muwongea@unhcr.org
Treatment, Care, Support and Impact Mitigation					
4. Edwin Limbambala	Antiretroviral & opportunistic infect'n, treatment & monitoring	P.O. Box 30390, LL3	01 772450/ 01 772755	09 340868	limbambalae@mw.afro.who.int
5. Gertrude Kara	Dietary/nutr'n support for targeted vulnerable PLHA	P.O. Box 30571, LL3	01 774666	09 914638	Gertrude.Kara@wfp.org



TECHNICAL SUPPORT LEADERS						
Name	Technical Area	Address	Office Phone	Cell Phone	E-Mail Address	
6. George Mvula	Food security & agricultural inputs for affected people	P.O. Box 30750, LL3	01 773255	08 524263	george.mvula@faomwi.unvh.mw	
7. Karen Manda	Care & support for OVC & PLHA, widows, etc.	P.O. Box 30375, LL3	01 770788/ 01 775232	09 964209	kmanda@unicef.org	
8. Alfred Chirwa	Safety nets & macroecon. impact alleviation (PRSP/MGDS, MASAF)	P.O. Box 30557, LL3	01 770611	08 898050	achirwa@worldbank.org	
Mainstreaming, Partnership and Capacity Building						
9. Emebet Admassu	Advocacy, partnership building & social mob'n & communication	P.O. Box 30135, LL3	01 773329/ 01 773927	09 964545	eadmassu@unaids.unvh.mw	
10. Fred Mwachengere	Public sector mainstreaming & strategic planning (PRSP, legis'l'n, rights, gender)	P.O. Box 30135, LL3	01 773500/ 01 773532	08 366222	fred.mwachengere@undp.org	
11. Michael Mwasikakata	Priv sector mainstream'g & mob.	P.O. Box 30135, LL3	01 755622	08 327807	mwasikakata@iilolpecmw.org	
12. Jacqueline Kabambe	Women, girls & HIV/AIDS, humanitarian crisis, uniformed services, & UN Learning Strategy	P.O. Box 30135, LL3	01 773329/ 01 773927	09 557558	jkabambe@unaids.unvh.mw	
13. Bhatupe Mhango	AIDS workplace policy & programmes within UN system	P.O. Box 30135, LL3	01 773500/ 01 773532	09 264926	Bhatupe.mhango@undp.org	
14. Eyob Asbu	Human Resources for Health & Health Systems	P.O. Box 30390, LL3	01 772450/ 01 772755	09 473073	asbue@mw.afro.who.int	
15. Caesar Mudondo	Procure. & supply chain mgm't (ARV, test kits, etc.), includ. trng	P.O. Box 30375, LL3	01 770788/ 01 775232	09497337	cmudondo@unicef.org	
Fred Mwachengere	Institutional capacity building & decentralisation support	P.O. Box 30135, LL3	01 773500/ 01 773532	08 366222	fred.mwachengere@undp.org	
Research, Monitoring and Evaluation						
16. David Chitate	Strategic info, M&E, knowledge sharing & tech assist, preval. est., demographic impact & research	P.O. Box 30135, LL3	01 773329/ 01 773927	09 964140	dchitate@unaids.unvh.mw	

TECHNICAL SUPPORT LEADERS					
Name	Technical Area	Address	Office Phone	Cell Phone	E-Mail Address
Research, Monitoring and Evaluation					
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Resource Mobilisation, Tracking and Utilisation					
17. Alfred Chirwa	Plan costing, infrastr dev, financial mgn't & programme financing	P.O. Box 30557, LL3	01 770611	08 898050	achirwa@worldbank.org

OTHER OPERATIONAL AND TECHNICAL TEAM MEMBERS					
Name	Technical Area	Address	Office Phone	Cell Phone	E-Mail Address
Austin Msimuko	Food Security/Nutrition	P.O. Box 55, Mangochi	01 593188/ 01 593183	08 503655	faomangochi@malawi.net
Dan Msonda	Prevention & Behaviour Change	P.O. Box 30135, LL3	01 771444	08 897255	msonda@unfpa.org
Ellen Thom	Nutrition/Food Security	P.O. Box 30571, LL3	01 774666	08 876764	Ellen.Thom@wfp.org
Fedson Chikuse	HIV and AIDS among refugees and internally displaced	P.O. Box 30230, LL3	01 772155	08394202	Chikuse@unhcr.org
Francesca Munthali	PMTCT	P.O. Box 30375, LL3	01 770788/ 01 775232	08 306165	fmunthali@unicef.org
Marc Perrerin	Senior Coordination Adviser	P.O. Box 30135, LL3	01 773500/ 01 773532		marc.perrerin@undp.org
Geeta Yadav	Institutional capacity building	P.O. Box 30135, LL3	01 773500/ 01 773532	09 425505	Geeta.yadav@undp.org
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Mayke Huijbregts	Impact Mitigation/OVC	P.O. Box 30375, LL3	01 770788/ 01 775232	09 332578	mhuijbregts@unicef.org
Patrick Chakholoma	Prevention & Behaviour Change	P.O. Box 30375, LL3	01 770788/ 01 775232	09957112	pchakholoma@unicef.org



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The Joint United Nations Team on AIDS in Malawi



For more information, contact:

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April 2006