

To inspire joint action and optimal contributions from all partners in responding to this policy direction, UNAIDS will be guided by its ABCs: Advocacy, Brokering, Convening and Catalyzing, with five key principles serving to focus the work:

1. Stand with people living with and affected by HIV.
2. Mobilize greater resources, while increasing their impact and sustainability
3. Renew accountability and focus on country results – particularly where progress is lacking
4. Put science, technology and data to work
5. Expand and optimise strategic partnerships and networks, leverage AIDS to achieve broader health and development outcomes

UNAIDS will apply these five principles to examine its current work and partnerships and adopt the following modus operandi:

- make alignment and alliance with people and communities living with or vulnerable to HIV integral to its values and identity
- assist countries to identify policy, resource-related, and programmatic gaps in their move towards universal access,
- concentrate energies where progress is lagging, through advocacy, brokering and convening to address financial social, political, legal and structural barriers that now limit effectiveness of the response, and monitor progress,
- work to bring the AIDS response out of isolation without losing specificity, linking and achieving positive synergies with action for results vis-à-vis the Millennium Development Goals, Primary Health Care values and sustainable health systems,
- demonstrate UN reform in practice, making it relevant and responsive to an effective national AIDS response, social movements and the aspirations and energies of young people,
- drive action towards results and accountability for results across partners and stakeholders, at national, regional and global levels,
- assist countries to translate strategic information into evidence informed policies and action,

How to Deliver on Universal Access

a. Expand and optimise partnerships

Effective partnerships are keys to results and must be optimised to enhance

- mutual accountability amongst multi-stakeholders
- aligned and collective action
- sustainability, by mobilizing the full capacities of communities and movements, the public, private, civil society, academic/scientific and multilateral stakeholders at all levels
- use of the full range of communication technologies to galvanize action

For the UNAIDS secretariat, to deliver on universal access, leadership and action shall give renewed attention to the way UNAIDS works in relation to its Cosponsors and partners, and inspire a dynamic and sustained response. Major efforts shall be made to overcome inefficiencies related to fragmentation and turf, competing priorities, duplication, mission creep and imbalances in capacities and resource allocation, in order to accelerate country results.

There must be better alignment between the “Three Ones” and the IHP+, Accra and Paris models for aid effectiveness at country level. UN reform and the agreements based on the GTT recommendations need a better fit and follow up at country, regional and global levels.

In the process of developing the Executive Director’s leadership agenda on partnerships, consultation and dialogue should contribute to setting out strategic approaches serving to

- broaden and strengthen relationships with communities and networks of people living with HIV and with civil society in ways that build a social movement and alignment for universal access results and at the same time respects diversity.
- convene broader alliances for linking the aids response with health and development action, focussing on critical gaps and areas where progress is lagging and building mutual accountability to universal access targets
- optimize partnerships with the UNAIDS Cosponsors and other relevant UN entities, with effective use of resources for universal access results as the main point of reference, seeking optimal use of country level UN competencies and capacities and making universal access priorities at country level drive resource allocation and management, and
- clarify and agree on UNAIDS role in relation to key funding and implementing partners in terms of technical assistance, advocacy, brokering and convening and mutual accountability for making money and assistance work for results,

b. Re-focus the UNAIDS Secretariat functions in Support of Universal Access

As Ban Ki-Moon, the UN Secretary General, said in a speech at a September 3, 2008, meeting in Turin, Italy, with the Chief Officers of UN Funds and Programme: *“We must change our UN culture. We must move faster. Simplify. Deregulate. De-centralize. Break down barriers and create more mobility within the organization, so that we can draw more fully on the talents of our staff. “One UN” is not a slogan. It is a management imperative. It is the first principle of effectiveness.”* By repositioning UNAIDS in the context of UN coherence – including by adjusting the roles and relations of Cosponsors and the Secretariat along these lines, the UN HIV and AIDS response will be better fit for the purpose, both in terms of serving countries and for advancing a UN reform agenda in support of both the HIV and AIDS universal access targets and the Millennium Development Goals.

In a similar way UNAIDS with its Cosponsors has important opportunities that should be optimized for linking up the energy and momentum of the AIDS response across stakeholders and with communities and movements with the broader UN development response, contributing to make the UN relevant to people .

c. Have Country Realities inform action

Realities in countries must inform priorities for action and partnerships at all levels. Community and local perspectives on realities must be at the centre. UNAIDS and its cosponsors must position its capacity for optimal strategic strength at country level, both in

terms of AIDS specific policy advice and action and in terms of bridging gaps between the national HIV and AIDS response, the health sector response and the broader development agenda.

Regional and Global functions must be examined as to how they best can serve effective country action, enabling policies and national, regional and global accountability.

There is an urgent need to agree together on where action should be focused to make progress where it is lagging behind, and to apply financial and human resources within the current UN country level collaborative framework to where progress is lagging. Progress must be mapped against country needs and opportunities, country by country, ensuring broad participation, transparency and accountability at all levels.

It is at the country level where the opportunities to accelerate action are present in the most concrete ways. To rapidly move into styles of collaboration that can achieve further results, a move from project based to outcome based models should be found, where national authorities, Cosponsors, the UN family and all partners, each adding their value, can create positive synergies, bridge gaps and drive results.

Outcomes at country level, fit for partnering around where the response is lagging behind and for setting out mutual accountabilities for action, need to be agreed and defined, country by country. Outcomes should be defined in ways that demonstrate the linkages between prevention, treatment, care and support and non discrimination.

Examples of outcome imperatives that in different combinations may be considered and further developed for partnering to accelerate the response in areas lagging behind, within and beyond the UN family and under national leadership include¹:

- Stop mothers from dying and babies from becoming infected with HIV; scaling up access to and use of quality PMTCT services as an integral part of reproductive and health services for women, youth and children, and including ongoing treatment
- Stop people living with HIV from dying of TB; ensuring effective integrated delivery of AIDS and tuberculosis services
- Stop having people living with HIV face discontinuity in service delivery; overcoming lack of access to skilled and equipped health workers, irregular and inadequate supply of drugs and essential diagnostics
- Stop drug users from becoming infected with HIV; making harm reduction and demand reduction strategies and legal policy frameworks serve prevention
- Stop laws that block the AIDS response; collaborating with civil society and all stakeholders to bring in non-discrimination as a explicit pillar in moving towards universal access, dealing with social judgment and fear which feeds stigma and delivering on the broader rights agenda.
- Stop sexual violence against women and girls; making AIDS an opportunity to focus and deliver on sexual and reproductive rights, empowerment and reducing vulnerability and risks, with enforcement of law and training for police and other relevant institutions in responses to gender based violence and HIV transmission
- Stop failing young people; making youth leadership central to national responses and empowering young people to prevent HIV infection in their own age groups

¹ see also February 10th UNAIDS letter to partners, outlining some bold actions and presenting 10 points as a menu of joint commitments that could be further refined and taken forward for accelerating progress

