

MANAGEMENT RESPONSE AND TRACKING						
Evaluation title		Evaluation of the UNAIDS Technical Support Mechanism				
Office/Region		Programme Branch, UNAIDS Geneva				
Year of the report		2020, June - Management Response finalised September 2020				
Overall response to the evaluation		<p><i>Please include here Senior Management impression on the process and outcomes of the evaluation, adequacy of evidence and concurrence with findings. Were there limitations in the process and/outcomes? Are there any additional insights not articulated in the recommendations?</i></p> <p>UNAIDS welcomes the findings of the evaluation of the Technical Support Mechanism. UNAIDS believes the evaluation has provided valuable insights, reached sound conclusions and made useful recommendations upon which immediate action is being taken. The process of document review, interviews and group discussions was efficient in generating a balanced and well informed understanding of the issues. The evaluators were good at picking up issues and articulating them in a constructive way. They were also knowledgeable about technical support management and options for addressing challenges which will contribute to improving the TSM's performance in the coming period.</p>				
Planned use of evaluation		<p><i>Please include here what's the process to facilitate the intended use, focusing on how evaluation findings will affect the programme and contribute to evidence-based decision making</i></p> <p>The senior contract management teams of UNAIDS and OPM have consulted extensively on the findings of the evaluation and the operational TSM teams of UNAIDS and OPM have already initiated useful operational and organisational changes, based on consultation and collaborative work planning. This is a six months Management Response starting in September 2020 until end February 2021. Selected actions, particularly related to the Management and Governance structure and the organigramme of both organizations have already been initiated in parallel with the development of the Management Response, through a participatory and consultative process with OPM and partners.</p>				
Recommendations and responses - DRAFT						Tracking
No	Recommendation	Management response	Actions planned	Responsible	Timeframe	Final (February 2021) - 6 months
	<i>Please list the recommendation from the Evaluation Report</i>	<i>Please indicated if:</i> - Accepted - Partially accepted (please report reasons) - Not accepted (please report reasons)	<i>Please indicate the concrete actions planned by UNAIDS and partners to implement the recommendations</i>	<i>Please be specific and indicate who (Staff or Unit/office) in UNAIDS is responsible for the actions. If it is a joint response it should list who these are specifically</i>	<i>Please be specific and indicate a completion date (the overall timeframe is usually one year)</i>	<i>Please indicate status of implementation and actions taken</i>
1	Review and define the partnership approach and governance framework					
1.1	In addition to the contractual agreement in place between UNAIDS and OPM, there is a need to develop and agree on some foundational principles and articulate (1) what benefit the partnership represents to both UNAIDS and OPM, (2) what they each bring to the partnership, and (3) how they will work together	Accepted. The contractual relationship between UNAIDS-OPM (as the TSM's current implementing agent) is an essential component for the implementation of the TSM and is reliant on the mutual understanding, respect and close collaboration that exists between both parties in the partnership.	UNAIDS and OPM have jointly drafted guiding principles that highlight the solid foundations of mutual benefit that characterise the relationship, and provide the basis for the respective roles of each party and working modalities of the partnership. These principles have been discussed between the senior contract management teams of UNAIDS and OPM. The current draft principles will be adopted by the end of November in collaboration with the RSTs, within the context of other relevant developments, especially those related to UNAIDS' management and governance structure for the TSM, UNAIDS' management and oversight framework for OPM (including adoption of KPIs), and the TSM decision-making and accountability lines.	Senior contract management teams of UNAIDS and OPM	30 November 2020	Guiding Principles are ready for final review and endorsement at the Senior Management Meeting, scheduled for March 2021 (after the CRC approval of the fourth amendment of the OPM LOA).
1.2	Finalize the TSM results framework, ensuring that all parties are happy that the new framework provides them with what they need	Accepted. Thinking and practice around the TSM results framework has evolved significantly since its 2018 inception; and performance management and the results framework are essential areas of new investment for the TSM in 2020 and beyond. As the scale and scope of the TSM's work expands, and with the emergence of the Last Mile First initiatives in 2020 as an integral part of the TSM, UNAIDS recognises the importance of optimising and deepening its monitoring and evaluation work. Priority is given to fully measuring the quality and effects of the technical support provided and optimising the catalytic value of strategic learning derived from it.	(i) In May 2020, while the evaluation was closing, UNAIDS, in consultation with OPM, the LMF leads in UNAIDS, and with feedback from USAID, finalized a new multi-year results framework located within an overall TSM theory of change (TOC), as part of the Scope of Work for USAIDS' 2020 funding. The multi-year results framework is being operationalised through a sustainable, practical and impactful monitoring, evaluation and learning (MEL) and reporting system. The OPM MEL Guidance is being finalized by UNAIDS and OPM, and covers: (a) the intended outcomes of the MEL system; (b) its approach and guiding principles; methodology, tools and outputs; and (c) roles, responsibilities and resources; Complimentary TSM guidance has also been developed collaboratively to provide additional support in relation to the new Last Mile First initiatives. (ii) Within the 2020-2021 USAID Scope of Work, significant additional investments in the monitoring and evaluation capabilities of both UNAIDS (new TSM M&E Office position at P3 level) and OPM (addition LOE from OPM's existing monitoring and evaluation unit) will be made to add further depth and dedicated capacity in this area. This investment is designed to facilitate and support the mainstreaming of monitoring and evaluation principles and practices into each stage of its technical support provision to ensure end-to-end efficacy of the system, from quality on entry to assignment closure.	TSM teams of UNAIDS and OPM	(i) OPM MEL Guidance - 30 September 2020, TSM Guidance - 30 November 2020 (ii) new TSM M&E Officer recruitment expected to be finalized in December 2020 / OPM capacity and organigramme finalized by end of October 2020	(i) MEL Guidance is ready for validation at the Senior Management Meeting, scheduled for March 2021 (after the CRC approval of the fourth amendment of the OPM LOA). (ii) M&E Officer recruitment has been relaunched and is being expedited.
1.3	Develop and agree on contract management key performance indicators between USAID and UNAIDS and between UNAIDS and OPM	Accepted. UNAIDS recognises that improvements can be made and is cognisant of the importance of ensuring effective contract management both with its donors and contractors. UNAIDS is committed to reinforcing existing practices to ensure more pro-active engagement and responsive management at both levels.	UNAIDS is reinforcing its contract management with USAID and OPM through the adoption of new management, governance and oversight structures as detailed in 1.4 below. (i) USAID: UNAIDS and USAID have established regular monthly bilateral senior management meetings and quarterly programme management meetings, led by UNAIDS DXD, which, as part of its agenda, covers TSM performance management and funding. UNAIDS shared proposals for key performance indicators (KPIs) with OPM reflecting value for money metrics at its scheduled Governance and Performance Oversight meeting in late August and will finalise these shortly. UNAIDS has consulted with USAID on a reporting format that meets their needs within the context of UNAIDS'/OPM's work on MEL detailed in 1.2 above. (ii) the establishment of KPIs reflecting value for money indicators was agreed as a requirement of the extension of UNAIDS letter of agreement with OPM for a further two years, signed in May 2020. UNAIDS and OPM are currently finalising these KPIs that place emphasis on mutual accountability and the quality and timeliness of the core services provided by OPM to UNAIDS. Performance will be regularly monitored and reviewed at UNAIDS/OPM's semi-annual Senior Management Meetings (see 1.4 for further details).	TSM Team, UNAIDS	(i) UNAIDS KPIs - 31 October 2020 (ii) OPM KPIs - 30 November 2020	(i) Following discussions with EDR's USAID focal point, it was understood that UNAIDS KPIs should not be developed for USAID given that UNAIDS has an overall funding agreement with USAID which includes the reporting on all grants as well as approved SOWs for individual grants and so it would not be advisable to have KPIs for only one of the grants. However, it should be noted that UNAIDS has significantly strengthened reporting to USAID including on contract management. USAID has in particular commended UNAIDS on the high quality of reporting for UNAIDS' recent annual report. (ii) OPM KPIs ready for validation at the Senior Management Meeting, scheduled for March 2021 (after the CRC approval of the fourth amendment of the OPM LOA).

1.4	We recommend that clear TSM governance, strategic management and operational mechanisms be established. These should articulate (1) what the main bodies are, (2) their purpose and functions, (3) how often they communicate and meet, (4) how they communicate, such as through what means (face to face, phone etc.) and (5) topics of discussion	Accepted. Continuing to ensure the effective and efficient governance and management of the TSM as it evolves and expands is a priority for UNAIDS.	Further to consultations and feedback from USAID and OPM, the following two-tier governance and management structures have been developed are in process of adoption/finalization. For all bodies, purpose, functions, and accountability are defined. (i) Governance and Performance Oversight: - Grant and Progress Management - Project Management Meeting - Strategic Learning Review - Implementation Monitoring (ii) OPM Management and Oversight - Senior Management Meeting - Operations Meeting Please refer to Annex 1 for more info.	TSM Team, UNAIDS	30 October 2020	Fully implemented
2 Review and reconfigure the TSM management structure						
2.1	Reconfigure the UNAIDS TSM management team	Partially accepted - the need for reconfiguring is agreed but only partially the proposal put forward by the evaluators of what this reconfiguration should look like. UNAIDS will establish a TSM team to ensure daily management, results, and accountability, while the structure of the Team will be adjusted to the new vision of the TSM and LMFs - the structure proposed by the evaluation team does not fully meet the requirements of the new TSM vision.	(i) UNAIDS has designed a new and expanded configuration of the TSM management team. Please see the attached organigramme of the new structure (Annex 2) which was approved in July 2020. The new structure is expected to remain stable during this strategic implementation period (2020-2022). It reflects a strong commitment to a capacitated HQ coordination and facilitation team dedicated to ensuring synergy across the TSM's wider decentralised structure (which includes, RST and UCO colleagues, HQ thematic leads, OPM colleagues and other stakeholders). (ii) Central to this reconfiguration is the creation of three new full-time posts with the TSM Team, including: Senior Programme Advisor (P5), Monitoring and Evaluation Officer (P3), and Administrative Assistance (G6). The recruitment process for all three posts is expected to be completed by the end of December 2020. All three posts are currently under recruitment. (iii) In the interim, a transition team has been established to provide surge capacity to the TSM and to support the onboarding and smooth transfer of TSM's management to the expanded team. The transition team will be in place until February 2021.	TSM Team, UNAIDS	(ii) 31 December 2020 (iii) October 2020 - March 2021	(i) TSM structure in place as per organigramme in Annex 2. (ii) M&E Officer recruitment has been relaunched and is being expedited. (iii) The handover of leadership/management to the new Senior Programme Adviser has been completed.
2.2	Reconfigure the OPM TSM management team	Accepted. OPM is committed to ensuring it has the appropriate management capacity in place to meet the evolving needs of the TSM and as established under the terms of the extended letter of agreement with UNAIDS.	(i) OPM in consultation with UNAIDS have made a number of adjustments to its TSM management team structure (Annex 3) as part of the negotiation of the extension of the UNAIDS- OPM letter of agreement. This has included fast-tracking the recruitment of the new project manager, updating the systems for coordination of the OPM Focal Points and Peer Reviewers, and increasing OPM's monitoring and evaluation capacity. Position descriptions and levels of effort have been updated as part of this process. (ii) OPM's new project manager for the TSM began in September 2020. (iii) The terms of reference of the Technical Director has been updated and is close to finalisation. Central to this discussion between UNAIDS and OPM and the scope of this role in relation to the direct level of involvement of UNAIDS own thematic leads. (iv) Discussions are ongoing between UNAIDS and OPM concerning the M&E capacity requirements for the TSM and where that capacity is best located. Final agreement - that may lead to an increase in OPM's M&E capacity - is expected to follow completion of related progress on management information systems (see section 4), and knowledge management and strategic learning (see section 5). These adjustments address the findings and recommendations of the Evaluation to strengthen the accountability and the results of the partnership.	TSM teams of UNAIDS and OPM	(iii) 30 November 2020 (iv) 31 December 2020	(iii) The TOR of the OPM Technical Director has been finalised and shared with UNAIDS. (iv) The level of effort in the MEL Guidance has been incorporated in the revised budget of the proposed fourth amendment to the OPM LOA.
2.3	Clarify and agree a final TSM organigram, including explanation of each role within the TSM model	Accepted. Drawing on the recommendations of the evaluation, the lessons learned, and in line with the evolution of the TSM to an expanded level of operations, UNAIDS is committed to the consolidation and "freezing" of the TSM model in an optimal configuration. This updated configuration places priority on engaging and leveraging the relative expertise of different UNAIDS and external stakeholders, while recognising and managing the complexity such a collaborative approach entails.	(i) The new extended TSM organigramme has been developed and finalized following extensive consultations within UNAIDS and with OPM and USAID. (ii) To accompany the new organigramme, detailed terms of reference are being finalised for each position within the TSM and OPM teams as well as for each functional roles within the TSM, e.g. UNAIDS thematic leads, and OPM Focal Points. Each term of reference clarifies and delineates the respective roles and responsibilities of the function. Each Terms of reference is being consulted with the relevant group(s) prior to senior management approval. Each terms of reference will include a detailed relational matrix highlighting how the position/function relates to other within the TSM model.	TSM Team, UNAIDS	(i) TSM organigramme - 30 November 2020 (ii) 30 November 2020	(i) TSM structure in place as per organigramme in Annex 2. (ii) TORs for OPM staff including for the Project Director, Technical Director and MEL Manager, were updated. Other OPM staff job descriptions are outlined in the MEL Guidance. The revision/reclassification of the job profiles of the TSM Technical Officers are on hold due to the freezing of HR processes because of the ongoing UNAIDS Alignment. Their job profiles will be submitted for revision/reclassification after the Alignment.
2.4	Review the decision-making points at the headquarters, regional support team and country levels	Accepted. UNAIDS is committed to ensuring clearly defined decision-making points, and efficient and timely decision-making based on clear lines of authority and accountability exercised at the appropriate levels. To optimise TSM decision-making and ensure consistent future practice, UNAIDS is reviewing current practices and workflows for duplication and/or redundancies, and taking into account the available capacity of those involved in decision-making.	(i) UNAIDS, in consultation with OPM, is finalising a decision-making framework for the TSM which identifies the key decision-making points in the Technical Assignment provision process and the contributions of different stakeholders to each decision - both in terms of the nature of the contribution made, the value it adds to the decision, and the time commitment it requires. The decision-points will be finalized in consultation with the RST. (ii) UNAIDS is also working towards the automation of the TAF process (see 4.1 below), which will facilitate the overall workflow and accompanying decision-making; and more quickly identify blockages/delays for management intervention.	TSM Team, UNAIDS	(i) 30 November 2020 (ii) 30 November 2020	(i) The TSM Guidance Note on Key Decisions, Roles and Responsibilities has been validated and implemented as of 17 January 2021. (ii) TSM and IT are working on options/solutions for full automation of the TAF process.

2.5	Communicate an agreed management structure and organigram for TSM with all relevant parties (UNAIDS, OPM, Global Fund and United States Government partners), that includes clarity on the decision-making points in 2.4, including decision-making structure.	Accepted. It has been acknowledged that the TSM has over the past two years been learning by doing, which has resulted in the ongoing evolution of roles and responsibilities within the TSM model. At times, these changes have not been communicated sufficiently to different stakeholders.	Following the completion of the TSM organigramme and all terms of reference, (i) UNAIDS and OPM will coordinate the dissemination of these guidance documents to all internal and external stakeholders. (ii) Dissemination will be accompanied by virtual information sessions for different stakeholder groups. For both (i) and (ii) also see 3.1.	TSM teams of UNAIDS and OPM	(i) September -December 2020 ongoing, (ii) 31 December 2020	UCO/RST webinars on the new tools and guidance (including on roles & responsibilities and decision making points/structures) were conducted in Jan and Feb 2021. All this information was also shared and discussed with Thematic Leads and RSTs during the Implementation Meeting on 17 Feb 2021. UNAIDS has also presented the new agreed management structure and organigram for TSM and clarified decision making points regarding how TSM assignments are approved and processed during the last high level coordination meeting that took place on the 18th November 2020. with USAID and Global Fund.
3	Develop and agree a collaboration and communication framework					
3.1	Develop a TSM internal stakeholder engagement plan that outlines which roles need to collaborate, how they should communicate, for what purpose and when.	Accepted. UNAIDS and OPM are committed to optimising collaboration and communication amongst internal stakeholders through the provision of clear and consistent guidance on how the TSM works.	Building on the reconfiguration of the TSM's management structure and actions outline in 2.1-2.5, OPM, under the guidance of UNAIDS, will develop internal stakeholder engagement plans. Each plan will bring together the relevant guidance documents (including visual flow charts and other communication tools) tailored to each audience. UNAIDS is also working towards the automation of the TAF process which will also contribute to effective collaboration and communication through the automation of key workflows and the channelling of engagement of different stakeholders (see 4.1 below).	TSM Team, OPM	15 December 2020	The Stakeholder Engagement and Communication Plan is ready for validation at the Senior Management Meeting, scheduled for March 2021 (after the CRC approval of the fourth amendment to the OPM LOA).
3.2	Develop a TSM external stakeholder engagement plan that outlines which roles need to collaborate, how they should communicate, for what purpose and when	Accepted. UNAIDS is committed to facilitating the engagement with, and contribution to, the TSM of different stakeholders to ensure the reach and optimal performance of the mechanism.	UNAIDS will develop an external stakeholder engagement and communications plan. Tailored guidance will be developed and presented to different external stakeholders.	TSM teams at UNAIDS and OPM, with support from other relevant UNAIDS thematic (e.g. Global Fund) and functional (External Donor Relations) teams.	30 November 2020	The Stakeholder Engagement and Communication Plan is ready for validation at the Senior Management Meeting, scheduled for March 2021 (after the CRC approval of the fourth amendment to the OPM LOA).
4	Set up a management information system					
4.1	Develop a user-friendly, accessible, TSM information system, dashboard or website to house operational and learning materials	Accepted. UNAIDS is committed to establishing an advanced information management system designed to facilitate stakeholder engagement and collaboration throughout the TAF assignment lifecycle, support day-to-day operational and workflow (assignment) management, performance monitoring, reporting and the communication of learning. Central to this new management information system will be the identification and systematic retention of important details and learning which is essential to an operating model that draws heavily on independent external consultants.	(i) UNAIDS in consultation with OPM will conduct a mapping of functionality requirements, information needs of stakeholders, and technical specifications of an advanced information management system. Based on this mapping an assessment will be made of the potential return on investment of developing system to inform the drafting of a RFP to be launched in mid-December for the development of an appropriate system. The RFP will be accompanied by a cost-benefit analysis to facilitate the budget review and assessment of submissions. (ii) Important considerations in the assessment of proposals and selection of a service provider will be: the compatibility with existing UNAIDS and OPM systems; multi-stakeholder accessibility and online interface; security and data protection; and comparative development, start-up and maintenance costs. (iii) Once a service provider has been selected through a competitive bidding process and contracted, UNAIDS will supervise and OPM will support the service provider in the development and launch in stages of the management information system.	TSM teams, OPM and UNAIDS	(i) 15 December 2020 (ii) 15 March 2021 (iii) 01 April - 31 July 2021	The Sharepoint site and PowerBI dashboards hosted by OPM have been fully implemented and shared with RST focal points, thematic leads, USAID and other external partners. Full migration of documents from Dropbox to Sharepoint is almost completed and will be finalized by 5 March 2021. A section on TSM has been added in the UNAIDS intranet site to provide information about the project. TSM is currently working with Communications on adding a TSM information page to the UNAIDS corporate internet website.
5	Develop and agree on a knowledge management and strategic learning plan					
5.2	Take stock and scope knowledge management and strategic learning needs	Accepted. UNAIDS is committed to optimising the dissemination and furthering of good practices in the global HIV response and the provision of technical assistance towards this end. Specifically, UNAIDS is committed to ensuring the learning from the TSM contributes to gaps in existing knowledge and understanding.	(i) Since April 2020, UNAIDS and OPM have been consulting and assessing existing and future knowledge management and strategic learning needs as the basis of a future action plan. This has included reviewing existing processing for collecting, analysing, synthesising and sharing good practices and learning derived from the TSM. As part of this process, UNAIDS is exploring potential formats for the targeted the sharing of good practices and learning from the work of the TSM. (ii) Initially, a quarterly bulletin drawing together good practices and learning from the TSM is planned for launch in 2021. (iii) UNAIDS and OPM are continuing to maintain the state-of-the-art level and refine the format of existing thematic guidance documents. Opportunities to increasingly draw on TSM case studies and analysis to support these documents are being explored. As part of the TSM's quality assurance processes, qualitative feedback will more systematically be solicited to inform the strategic learning needs of stakeholders, as well as inform the continuous improvement of these documents.	FPs and Tls	(i) April - December 2020 (ii) 31 March 2021 (iii) Ongoing	(i) MEL Guidance is ready for validation at the Senior Management Meeting, scheduled for March 2021 (after the CRC approval of the fourth amendment to the OPM LOA). (ii) The new tools and guidance have been rolled out to UCOs and RSTs through webinars held in Jan and Feb 2021 and to Thematic Leads through the Implementation Management Meeting on 17 Feb 2021. (iii) Strategies for capacity building were discussed in the Implementation Management Meeting on 17 Feb 2021 with OPM (including FPs), TSM, Tls, RSTs, etc and a roadmap is being developed which will be implemented.

5.1	Develop and agree on a knowledge management and strategic learning plan	Accepted. UNAIDS is committed to ensuring the strategic leveraging of learning and good practices from the work of the TSM in providing technical assistance in the global HIV response . UNAIDS is committed to: (i) ensuring regular feedback and learning loops throughout the TAF assignment lifecycle to inform continuous improvements in performance - even in the context of short-term interventions; and (ii) providing HIV practitioners and health systems decision-makers with practical, evidence based good practices, tools and guidance.	(i) Since the completion of the GF Funding Application round, the TSM and OPM teams are have initiated a process to develop an updated knowledge management and strategic learning plan, drawing on consultation with UNAIDS thematic leads and OPM Focal Points and analysis of TRP and Peer Review comments, and focused on anticipated grant implementation TS needs in the upcoming year. The plan will draw on the TSM's work on monitoring and evaluation (see 1.2) and articulate the methodological approach that will be adopted and products that will be developed for dissemination. The plan will highlight how strategic learning will be integrated into every stage of the quality assurance process (to ensure quality on entry and continuous learning), and the TSM's new information management systems will facilitate its implementation (see 4.1).	OPM with direction from UNAIDS	31 January 2021	The knowledge management and strategic learning plan is documented in the MEL Guidance, which is ready for validation at the Senior Management Meeting, scheduled for March 2021 (after the CRC approval of the fourth amendment to the OPM LOA).
5.3	Convene UNAIDS thematic leads and OPM focal points to agree on the knowledge management and strategic learning plan	Accepted. UNAIDS is committed advancing its strategic learning agenda at the earliest opportunity.	(i) The TSM and OPM teams are currently (Oct 2020) looking at drafting a Strategic Learning plan, building on consultation between UNAIDS thematic leads and OPM Focal Points as well as development of Virtual Country Support Plans for the grant implementation phase of the Global Fund cycle. The TSM's knowledge management and strategic learning plan and respective roles and responsibilities will be discussed in a management meeting in early 2021. (ii) Once agreed, implementation will be closely manage and implementation monitored. Implementation of the TSM's Knowledge Management and Strategic Learning Plan will be reviewed after its first year.	TSM Team, UNAIDS	(i) 31 November 2020 (ii) January - March 2022	(ii) The MEL plan was presented in the Implementation Management Meeting on 17 Feb 2021.
6 Improve the pool of consultants						
6.2	Carry out a scoping exercise to identify skills and thematic expertise gaps	Accepted. UNAIDS and OPM are dedicated to ensuring that its pool of consultants match the need of the TSM and is responsive to emerging priorities.	In the fourth quarter of 2020, OPM, in collaboration with the UNAIDS Thematic Leads and the LMFs, will conduct an analysis of its existing database and experience with placing consultants since 2018. Particular focus will be placed on the West and Central Africa region and OPM's consultants database. An action plan will be developed outlining steps for expanding the pool and adopting a dynamic approach to identify and keep consultants up to date with different policies, methodologies, and learning from TA implementation. OPM is implementing a survey to expand and update its current database and updating its systems for capturing skill sets and expertise of its consultants pool.	OPM lead with UNAIDS support	31 December 2020.	<p>The scoping exercise that supports GF Funding Applications with required expertise (mainly lead, costing and budgeting, M&E, community led models, Key populations, community engagement, human rights and other) has been important in identifying key resources and skills gaps relevant to thematic areas in the next stages of the grant cycle i.e. grant-making, implementation and sustainability of impact.</p> <p>The scoping and gap analysis is an ongoing process. The Consultants Survey was implemented and has produced a refreshed database of over 1280 CVs and skills summaries. OPM has supplemented the survey with a review of consultants used by TSM or referred by countries, to ensure busy and known consultants are not omitted from consideration in generating lists for assignments and capacity development. Consultants have been characterised in new ways that allow easier analysis of the database to facilitate identification of capacity and gaps in various thematic and result areas.</p> <p>Identification of gaps can now be informed by: the new VTSPs (Feb 2021) ; review of year 1 MRF performance against targets to March 2021; priority gaps identified by RSTs, TLs and FPs; TRP comments; and new UNAIDS Strategy. The development of refreshed lists of consultants in key areas includes consultation with RSTs and TLs at scoping stage and to review draft lists to identify priorities and assist in QA. Priority gaps in up-to-date expertise which have been identified thus far include models of community-led monitoring and service implementation, as well as practical application of human rights and gender programs, and DSD for priority populations. RSTs have also asked TSM to help them to more actively assess country-nominated consultants and identify strong alternatives or mentors for them, so that countries and RSTs are aware of potential for better options as well as capacity building approaches to assignments.</p> <p>Thematic Area workplans that are now being developed by TLs and FPs are considering skills needs and Requirements for remote work due to COVID restrictions is expanding consideration of regional and national consultants who are strong candidates to team with more experienced international consultants. The database is being updated and reviewed to assess the strengths and limitations for these levels of consultants in each thematic area. However, the TSM has little comparative advantage in developing comprehensive national level edatabases and will continue to collaborate with UCOs and partners to identify and QA national talent for particular assignments.</p>

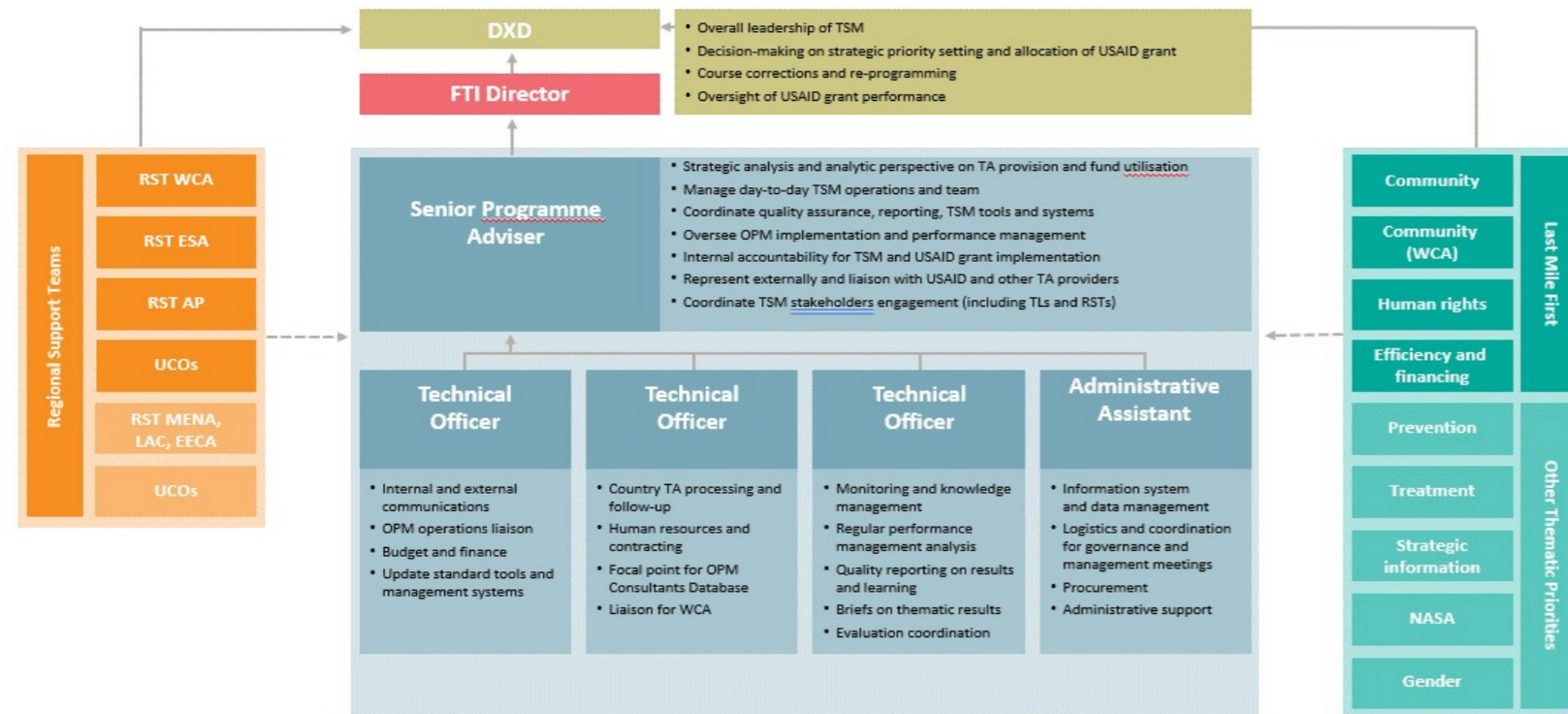
6.1	Develop a proactive strategy to refresh the pool of consultants; strengthen and develop new ways of recruiting talent.	Accepted. UNAIDS and OPM are committed to the continuous renewal of its pool of consultants and to incentivising the engagement, further capacity building and retention of the very best available consultants.	To service the Global Fund Funding Application phase, OPM developed focused lists of consultants with required expertise for Anglophone, Lusophone and Francophone countries. This process of refreshed pools and addressing gaps in various areas is now being extended to the broader database and will focus on the priority thematic areas identified in the Virtual Country Support Plans for 2020-21 which are currently under development. OPM's proactive renewal of its pool of consultants focuses on four inter-related priorities: (i) Prioritise the expansion of the pool of consultants in areas where existing or new skills and thematic expertise gaps are identified (see 6.2) (ii) Consultations with UNAIDS (RST, UCO and HQ) to assist in the identification of new candidates. Through these consultations and especially with the support of UNAIDS thematic leads, OPM will seek to directly identify potential new individual consultants and companies, and also indirectly expand its contacts (especially stakeholders at the national and regional levels) who may also be able to open up different networks of potential consultants. (iii) Develop further systems to build capacities in priority skills areas and further incentivise opportunities for consultants, including but not limited to exploring possibilities of: (a) 'twinning' junior and senior consultants; (b) more pro-actively establishing multi-disciplinary teams to match capacities to the needs of assignments when appropriate; and (c) identifying and offering virtual capacity building workshops. (iv) OPM will review its recruitment and screening process on an ongoing basis. (v) OPM will further enhance its performance feedback mechanisms for consultants from country, regional and HQ level stakeholders (i.e. UCDS, RST focal points and HQ thematic leads), as well as from the consultants themselves. (vi) explore opportunities for facilitating thematic communities of practice in the new Information Management System (see 4.1)	OPM to lead with UNAIDS support for consultations	(ii) 31 January 2021 (iii) 31 January 2021 (iv) 30 November 2020 (v) 30 November 2020 (vi) 15 December 2020	<p>The OPM Recrutive tool is now being used as an open platform for new consultants who can make themselves known to the TSM.</p> <p>The active recruitment strategy includes a focus on both longer term strategic gaps and needs for expertise (see 6.2) to be served by recruitment and capacity development, and on enhancing systems focused on immediate recruitment needs for particular assignments, which can be used to catalyse searches in new needs and gaps which may emerge.</p> <p>The main strategy guiding recruitment, to make it both targeted, timely and manageable, is the development of consultant lists in priority areas identified in planning in each thematic after consideration of VTSPs and other information on priorities. These lists will highlight where further upgrading in good new practices is needed , and where further recruitment must be a priority.</p> <p>A core database working group has been established, comprised of OPM project delivery unit leads and selected TSM Focal Points. A team member has been identified to become the full time TSM Recruitment Coordinator position as soon as the next contract extension budget is approved. This will provide required core capacity focused on expanding and quality assuring CVs in priority areas of expertise for the TSM database. The Coordinator will work with TSM Focal Points to operationalise recruitment in priority areas engage with key stakeholders in each region, including TLs, UCDS and RSTs, in terms of 'gap profiles', priority TA areas and local platforms for advertising national consultancy positions. In collaboration with the database working group, OPM HR and OPM Communications & Marketing Department, the Coordinator will manage the full consultant recruitment and on-boarding process, as well as a consultant evaluation post-assignment.</p> <p>Confirmation of available budgets for CD and the database coordinator should soon enable fast tracking of both recruitment and CD. The development of consultant lists, recruitment and capacity development in each priority area will be guided by typologies of priority capabilities (including roles in remote and team-based TS).</p> <p>Targeted capacity/ quality improvement strategy in priority areas will be influenced by both priorities and available budgets, but is expected to consider: linking CD to priorities and opportunities for direct application and consolidation of new skills; options for more structured mentoring and twinning on assignments, particularly linked to remote support; orientations to key new developments and guidance as part of monthly webinars and mailings to consultants; and intermittent initiatives such as series of webinars or "workshops" where more systematic approaches are needed to develop deeper capabilities to tackle new needs or quality issues.</p>
6.3	Deliberately build Francophone and other language capacity	Accepted. UNAIDS and OPM recognise the gap that exists in its pool in relation to Francophone consultants able to work in Western and Central Africa.	In line with the Evaluation recommendation - OPM is working with its existing pool of francophone consultants and UNAIDS to develop a rapid recruitment plan to identify new Francophone consultants and consultancy companies. This plan includes: (a) building on new links and information gained from current or recently completed assignments linked to the Global Fund Windows in countries in western and central Africa to identify and engage local consultancy companies in West and Central Africa; (b) exploring opportunities through LinkedIn and other relevant online networking tools; and (c) simultaneously identifying capacity development opportunities for Francophone consultants to provide additional incentive during the recruitment drive. Once further consultations with stakeholders have been completed, the recruitment drive will be launched with dedicated staff time allocated from the OPM TSM Team. OPM is exploring use of twinning of local/national consultants with regional/international consultant both to enhance local capacity and to respond to the shift in working arrangements necessitated by COVID 19. Working closely with UNAIDS, OPM is also exploring increased engagement and utilisation of civil society and community organisations with expertise in specific areas (e.g. community-led response and working with key populations). In addition, the TSM and OPM teams will also work to expand the pool of consultants for Lusophone countries.	OPM to lead with UNAIDS support for consultations	September 2020 - 15 January 2021.	<p>The TSM has had success in systematically identifying and recruiting sufficient Francophone and Lusophone consultants in a range of priority areas to support GF applications for Windows 1-5. Tools such as LinkedIn, Recrutive and networking are used for both passive recruitment and more active recruitment of consultants with particular skills when needed.</p> <p>A senior generalist Francophone Focal Point is leading review of Francophone and Lusophone capacity in the new database, as well as that of WCA and other consultancy companies. The ambitious WCA VTSP, which is currently being finalised, will be a key reference point for identifying demand and gaps related to specific skills which will be targeted in further recruitment and capacity development. The precedent of pro-active planning for TS with the RST WCA during GF application windows will be maintained in as many thematic areas as possible to allow timely identification and recruitment of consultants in particular areas.</p> <p>Collaboration with the LMF teams is ongoing to leverage links with WCA civil society and community organisations which can become providers of TS in specific areas particularly around community-led and key population responses.</p> <p>Increasing reliance on remote consultants teamed with regional and national consultants, is creating opportunities for twinning, mentoring and identifying new talent. This is enhanced by complementary Expertise France resources for hiring larger teams. In view of limited expertise in areas such as DSD, as well as evolving good practice in areas such as community-led monitoring, capacity development activities in certain areas may well be important to ensure that Francophone and Lusophone consultants can provide quality TS.</p>
	Specific Recommendations to improve the TSM Package of Tools and Forms.	The Evaluation Report's specific operational recommendations, alongside regular stakeholder consultations, are contributing to the ongoing revision and updating of TSM operational policies, procedures, guidelines and templates.	UNAIDS and OPM	July 2020 - 31 January 2021.	The new tools and guidance, including revised forms have been rolled out and implemented starting 17 Jan 2021.	

ANNEX 1

(i) Governance and Management Structure	
	<i>Purpose, Functions & Accountability</i>
Governance and Performance Oversight	The primary purpose of the Governance and Performance Oversight (GPO) group is to set and adjust the strategic direction of the TSM and approve initiatives. The GPO reviews annual performance, outcomes and results, and is responsible for establishing and reviewing the TSM's strategic learning. The GPO is accountable for approving performance and financial reports, as well as mid- and end-term evaluations. The GPO brings together the Deputy Executive Director (Programme), Thematic and Regional Directors, TSM Donors (USAID) and related EDR donor focal points, and the TSM Team on a semi-annual basis. When requested, this core group may be complemented by LMF Thematic Leads and TA providing implementing partners, and meets in person when appropriate and otherwise virtually.
Grant and Progress Management	The primary purpose of the Grant and Progress Management (GPM) group is to review: progress against workplans; adjustments to implementation; the use of resources; and to monitor performance, outcomes and results. The GPM shares updates on implementing partners between managers, and approves the development and adjustment of policies, procedures and working modalities. The GPM is accountable for: overseeing performance against KPIs and the TSM's Results Framework; monitoring quarterly narrative and financial reports; and proposing to the Deputy Executive Director (Programme) of re-programming outside of the workplan but within the TSM's strategic directions. The GPM brings together the Director of FTI, Regional Support Team Focal Points, LMF Thematic Leads and the TSM Team on a quarterly basis. Meetings are guided by a standing agenda.
Strategic Learning Review	The role of the Strategic Learning Review (SLR) group is to share information on progress and challenges encountered, to identify good practices and learning and review adjustments made, and to facilitate broad exchange at a technical level between implementers. To inform the work of the GPO, the SLR is accountable for the review of programmatic and fiscal progress, discussion of results and achievements to date, and the provision of updates on course corrections. The SLR brings together the Director of FTI, Regional Support Team Focal Points, LMF Thematic Leads, TSM implementing partners and the TSM Team on a quarterly basis. This core group is complemented at every other meeting by TSM Donors (USAID) and related EDR donor focal points, and meets in person when appropriate and otherwise virtually.
Implementation Monitoring	The role of the Implementation Monitoring (IM) group is to synergize and coordinate work planning and implementation, and monitor workplan implementation and performance against established indicators. The IM is accountable for adherence to policies, procedures and working modalities, and the identification and clearance of operational issues that require course corrections or re-programming within approved workplans. The IM group brings together the Director of FTI, Regional Support Team Focal Points, Global Thematic Leads and LMFs , TA providing implementing partners, and the TSM Team on a quarterly basis, and meets virtually. Meetings are guided by a standing agenda.
(ii) OPM Management and Oversight	
Senior Management Meeting	The primary purpose of the semi-annual senior management meeting is to maintain the efficacy of working relations. The meeting is used to initiate, review and conclude contractual terms and conditions (including contractual negotiations) of the partnership, define and review respective roles and responsibilities, and agree/renew working principles. From a position of mutual accountability, the meeting reviews OPM's performance against established KPIs, discusses and reviews periodic reporting, as well as financial reports and evaluations. The meeting brings together the Senior Management of OPM, the FTI Director and Senior Programme Advisor of the TSM, and meets virtually. Meetings are guided by a standing agenda.
Project Management Meeting	The role of the monthly project management meeting is to discuss highlights and key updates from the period and look forward at emerging opportunities and challenges. The meeting discusses the workplan and budget allocations for the next quarter, and considers strategic learning, monitoring and evaluation issues. The meeting is used to provide reciprocal performance feedback and to review OPM's achievements against KPIs and expenditure over the previous period. The meeting also reviews OPM staffing matters, focal points, peer reviewers and consultants. The meeting brings together Project Management of OPM and Senior Programme Advisor of the TSM, and meets virtually. Meetings are guided by a standing agenda.
Operations Meeting	The primary functions of the operations meeting every two weeks are to share operational updates, follow-up and address urgent issues on assignment, share updates on non-TAF drawdown consultancies and current special initiatives. At the second meeting of each month financial balances are also reviewed. The meeting brings together the OPM and TSM teams, and meets virtually. Meetings are guided by a standing agenda.

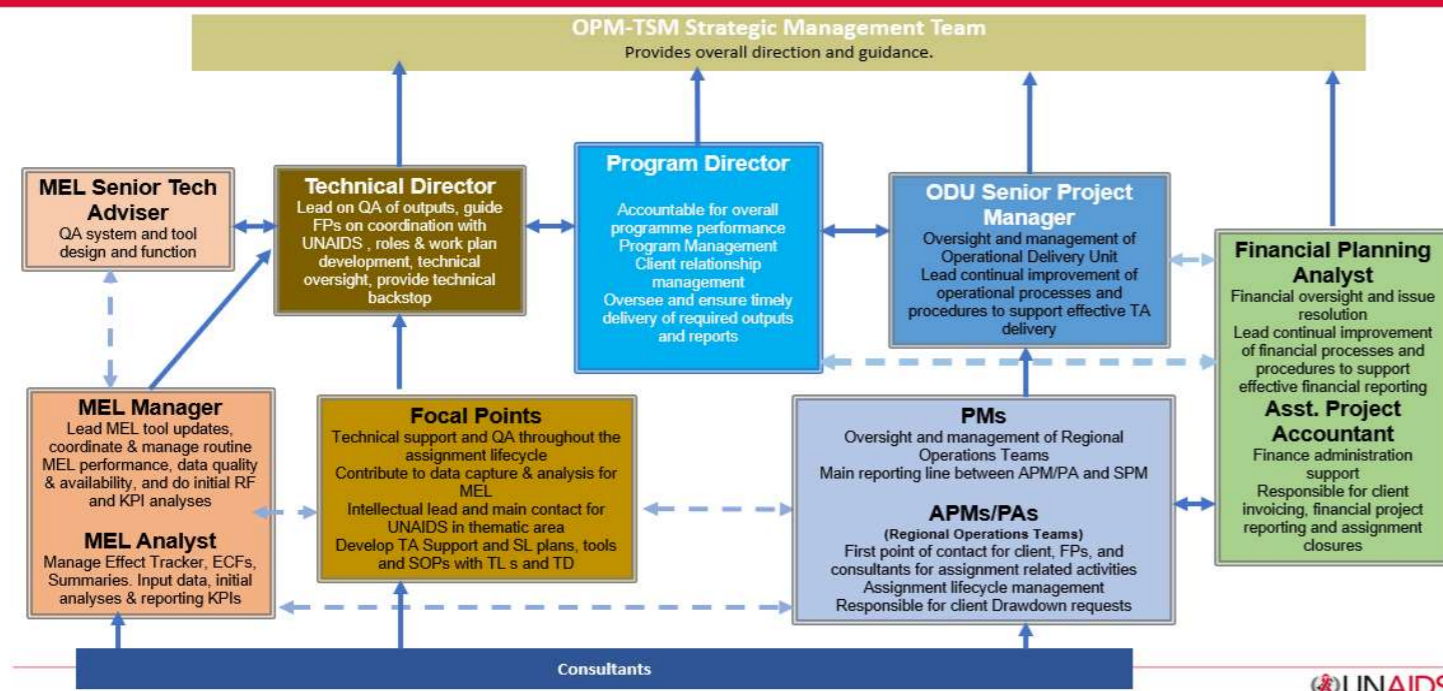
ANNEX 2

Management Structure: TSM Organigramme



ANNEX 3

OPM- TSM Functional Structure



Management Structure: TSM Grant Implementation

