

**Pan-Caribbean Partnership Against  
HIV/AIDS (PANCAP)**

**Structure and Governance  
Arrangement**

**June 2006**

## Preface

The Pan-Caribbean Partnership against HIV/AIDS (PANCAP) is a unique entity designed to harness the resources of governmental and non-governmental organizations and donors in order to achieve a synergistic and effective response to the AIDS epidemic in the region under the coordination of the Caribbean Community Secretariat. This creation brought together a wide spectrum of partners each with its own mandate, institutional arrangements and organizational culture and, from the outset, a major preoccupation has been on the evolution of appropriate structural and institutional arrangements that would achieve the most effective and efficient management of the process.

The PANCAP process is a multi-country cross-sectoral experiment that hitherto had not been attempted anywhere in the world and there was no script to follow. As such, the structure and governance arrangements described in this document are the result of five years of active consultation, trial and error and the application of lessons learned from practical experiences. Even so, it is clear that there are many areas that require further elucidation and the process of refinement will continue for some time yet.

All of the key organs of PANCAP – the General Membership, Regional Coordinating Mechanism and the Council of Human and Social Development - have been involved in the decision-making on the key elements of the structure and governance arrangements. Indeed, all of the elements that are deemed to have been settled have only been so considered following the express endorsement of these key policy decision-making bodies.

The purpose of this document is therefore to capture the current thinking and decisions surrounding the structure and governance arrangements of PANCAP for information and guidance. The one caveat to bear in mind at all times is that this remains a work in progress and is not intended to be dogmatic or final.

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## 1. Background

### 1.1 Mandate

The Pan-Caribbean Partnership against HIV/AIDS (PANCAP) was established through the Declaration of the Caribbean Partnership Commitment issued on the 14 February 2001 in Bridgetown, Barbados, on the occasion of the 12<sup>th</sup> Intercessional Meeting of Heads of Government and State of the Caribbean. The Declaration called on all Governments and Partners to make a solemn commitment towards:

- Working together in a Pan-Caribbean Partnership against HIV/AIDS coordinated by CARICOM
- Supporting the work of the Partnership in bringing together the resources of all partners at the community, national, regional and international level
- Ensuring that good public policies are adopted across all sectors so as to create supportive environments for prevention of HIV transmission and for mitigating the impact of the epidemic

Further, the Declaration of Commitment endorsed the Caribbean Regional Strategic Framework (CRSF) as the core instrument for guiding the technical direction of PANCAP. Thus, in very large measure, the strategic orientation of PANCAP is defined by the priorities established within the instrument of the CRSF and are set out as follows:

- Advocacy, policy development and legislation
- Care, treatment and support of people living with HIV/AIDS
- Prevention of HIV transmission, with a focus on young people
- Prevention of HIV transmission especially among vulnerable groups
- Prevention of mother-to-child transmission
- Strengthening national and regional capacities for analysis, programme design, implementation, management and evaluation
- Resource mobilization

### 1.2 Core Functions

Consistent with the mandate that circumscribes the work of PANCAP, the core functions have been defined as follows:

- Provide and maintain collective/unified vision and direction among all partners in reducing the spread and mitigating the impact of HIV/AIDS in the Caribbean region
- Coordinate the activities/programmes of partners at the regional level, particularly with respect to the CRSF
- Increase the flow of resources to the region

- Act as a “clearinghouse” for information for decision-making
- Build capacity among partners
- Monitor the impact of programmes in member states and organizations
- Assist in streamlining programmes and projects to avoid duplication of effort and thereby maximize the use of resources

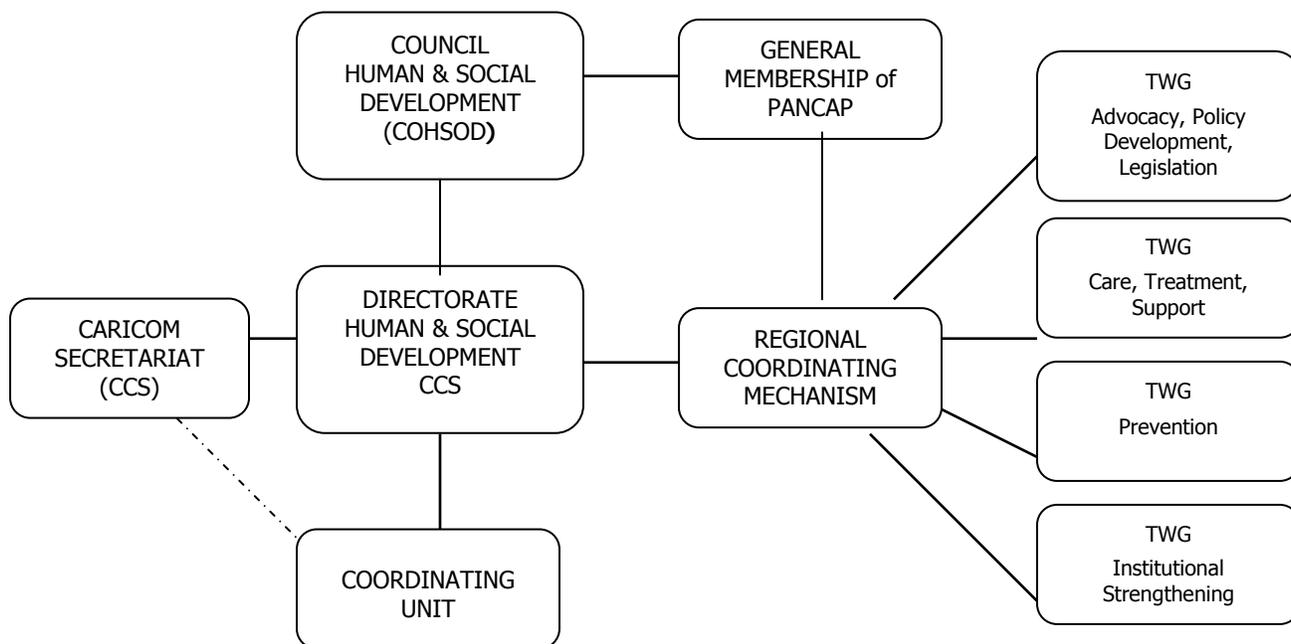
### 1.3 Structure

Fundamental to the effective and efficient execution of the mandate of PANCAP is the establishment of an appropriate organizational structure and governance arrangement. In this regard, the following organs have been approved by the constituent entities:

- General Membership
- Regional Coordinating Mechanism
- Technical Working Groups
- Coordinating Unit

Please see graphic representation below.

### Organizational Structure of PANCAP



The following presentation describes the membership, functions, institutional arrangements and resource requirements for each element of the PANCAP structure, as appropriate. For the most part, the essential components have been settled having received explicit endorsement at all decision-making levels.

## **2. General Membership**

### *2.1 Membership*

The parameters for the constitution of the general membership of PANCAP are enshrined in the Declaration of the Caribbean Partnership Commitment. The categories of membership have been elaborated as follows:

- Member countries
- Regional non-governmental organizations
- Regional inter-governmental organizations
- Academic institutions
- Private sector
- Religious/faith-based organizations
- Networks of persons living with or affected by HIV and AIDS
- Networks of National AIDS Programmes/Commissions
- Regional youth organizations
- Regional financial institutions
- UN entities
- Bilateral and multilateral donor organizations and governments

### *2.2 Core Functions*

- Provide overall guidance and policy direction for the work of PANCAP
- Monitor the progress and impact of programmes and projects on HIV/AIDS executed at both regional and national levels
- Advocate for advancement of the ideals of PANCAP within and between sectors
- Support the mobilization of resources for a scaled-up response to the HIV/AIDS epidemic

### *2.3 Institutional Arrangements*

- The General Membership of PANCAP will meet in general session annually for the purpose of reviewing the progress and impact of HIV/AIDS related programmes and projects being implemented in the region, particularly in reference to the CRSF, and for providing overall guidance and policy direction.

- The Annual General Meeting of PANCAP will be chaired by the Prime Minister responsible for Human Resource, Health and HIV/AIDS within the Quasi-Cabinet of the Heads of Government of CARICOM or his designate
- The CARICOM Secretariat, through the mechanism of the Council for Human and Social Development (COHSOD) and in consultation with partners, will determine date, venue and agenda of the Annual General Meeting; while the Coordinating Unit of PANCAP located within the Directorate of Human and Social Development will be responsible for all administrative and logistical arrangements

### **3. Regional Coordinating Mechanism**

#### *3.1 Membership*

The constituency of the Regional Coordinating Mechanism is drawn from the General Membership of PANCAP with representation from all categories of partners. Currently, the representation is as follows:

- Chairperson (Standing Chairperson of COHSOD)
- Eight (8) Member countries including six (6) CARICOM Member States, two of which must be OECS Member States, and two (2) Non-CARICOM countries
- OECS Secretariat/RCM
- Chairperson, Caribbean Coalition of National AIDS Programme Coordinators (CCNAPC)
- Chief Executive Officer, Caribbean regional Network of People Living with HIV/AIDS
- One (1) representative - UN/Multilateral Agencies
- One (1) representative - Bilateral Donor Agencies
- One (1) representative – Civil Society/NGO Sector
- One (1) representative – Regional Faith-based Organization
- One (1) representative – Private Sector
- One (1) representative – Regional Youth Organizations
- One (1) representative – Regional Financial Institutions
- Director, PANCAP

#### Ex - officio Members

- CARICOM Secretariat
- Caribbean Representative to the Board, Global Fund to Fight AIDS, Tuberculosis and Malaria (GFATM)
- Conveners of Technical Working Groups

### *3.2 Core Functions*

The Regional Coordinating Mechanism functions as the Executive Board with the following responsibilities:

- Provide policy guidance on the effective management and operation of PANCAP
- Advise on the implementation, monitoring and evaluation of the CRSF on HIV/AIDS and other related initiatives that may emerge from time to time
- Monitor adherence of partners to the approved strategic priorities of PANCAP and direct the implementation of its work programme
- Review the work plans and technical reports of core partners in relation to the implementation of the CRSF on HIV/AIDS and other initiatives approved by PANCAP
- Approve and direct all projects to be executed under the aegis of PANCAP, including projects supported by donor and non-donor resources

### *3.3 Institutional Arrangements*

- The countries serving on the Regional Coordinating Mechanism will be rotated in alphabetical order from among each sub-group, each with tenure of no more than two years at a time.
- The first country starting in alphabetical order in each group may be allowed to serve for three years, while all others will serve for two years only. This measure is to ensure a balance between “old” and “new” country representation, thereby promoting a level of continuity among the membership
- The Regional Coordinating Mechanism will meet bi-annually under the direction of the Standing Chairperson of COHSOD with the intent of developing strategies for translating the policy decisions of the General Membership of PANCAP into purposive action and for overseeing the planning, implementation, monitoring and evaluation of HIV/AIDS programmes and projects
- The Regional Coordinating Mechanism will receive analytical reports, with relevant recommendations for consideration, from all designated Technical Working Groups and respond appropriately
- The CARICOM Secretariat, in consultation with the Chairperson of the Council for Human and Social Development (COHSOD) and other partners, will determine date, venue and agenda of the meetings of the Regional Coordinating Mechanism; while the Coordinating Unit of PANCAP located within the Directorate of Human and Social Development will be responsible for all administrative and logistical arrangements

## 4. Technical Working Groups

### 4.1 Areas of Focus

From the outset, four Technical Working Groups have been established consistent with the strategic priorities contained in the CRSF. More recently, two other such groups (Monitoring and Evaluation and Strategic Communication) have been proposed for inclusion given their intrinsic relevance to the effective implementation of the CRSF. Thus, the Technical Working Groups as proposed relate to:

- 1) Advocacy, Policy Development, and Legislation
- 2) Care, Treatment and Support
- 3) Prevention
- 4) Regional and National Capacity Building
- 5) Other Thematic Areas that may be recommended by the Regional Coordinating Mechanism from time to time to respond to specific priorities e.g. Strategic Information and Communication

### 4.2 Core Functions

The overarching function of the Technical Working Groups will be to provide technical guidance to the Regional Coordinating Mechanism and, in effect, serve as expert panels responsible for providing technical guidance and specialist services as follows:

- Advise on policy options to be pursued in the planning, implementation and evaluation of the specific components/priorities of the CRSF on HIV/AIDS
- Advise on protocols, standards, guidelines and procedures to be observed in the implementation of the technical aspects of the specific components/priorities of the CRSF on HIV/AIDS
- Provide semi-annual strategic overviews on the progress, gaps and constraints in the implementation of the relevant component of the CRSF on HIV/AIDS
- Advise on the development of project proposals to address gaps in the implementation of the CRSF on HIV/AIDS
- Review regional project proposals and advise on matters related to relevance to CRSF on HIV/AIDS, technical soundness, and probable impact on the prevention and control of HIV/AIDS at both regional and national levels
- Monitor the outcome of research initiatives and the emergence of best practices and advise on the effective dissemination of information at the regional and national levels

### *4.3 Institutional Arrangements*

- Each Technical Working Group will be comprised of a maximum of eight experts in the relevant area of focus, one of whom will be designated as the convener.
- At least one member of each Technical Working Group will be drawn from the core institution with the designated lead responsibility for implementing the relevant priority area within the CRSF
- Each Technical Working Group will seek to integrate the cross-cutting issues of monitoring and evaluation and communication into its programme of work and plan of action
- Each Technical Working Group will meet bi-annually in order to execute its mandate and functions
- Each Technical Working Group will be assigned a focal point from within the Coordinating Unit of PANCAP who will be responsible for assisting in garnering information and providing the necessary back up support for advancing the work of the Group
- The CARICOM Secretariat through the Coordinating Unit of PANCAP located within the Directorate of Human and Social Development will be responsible for executing all administrative and logistical arrangements relating to the convening of meetings of the Technical Working Groups

## **5. PANCAP Coordinating Unit**

### *5.1 Core Functions and Key Result Areas*

The Coordinating Unit represents the locus of management and coordination for all PANCAP related activities. As such, it undertakes the following core functions:

- Manage and coordinate the implementation of all projects and programmes that fall under the aegis of PANCAP
- Coordinate the strategic and operational planning, implementation, monitoring and evaluation of HIV/AIDS programmes within the context of the Caribbean Regional Strategic Framework on HIV/AIDS
- Identify technical and financial resource gaps in the implementation of the various components of the Regional Strategic Framework on HIV/AIDS and provide leadership in mobilizing the necessary resources
- Coordinate the timely revision and expansion of the Caribbean Regional Strategic Plan of Action on HIV/AIDS
- Collect, collate and disseminate HIV/AIDS information emanating from programme implementation and research for the benefit of all partners

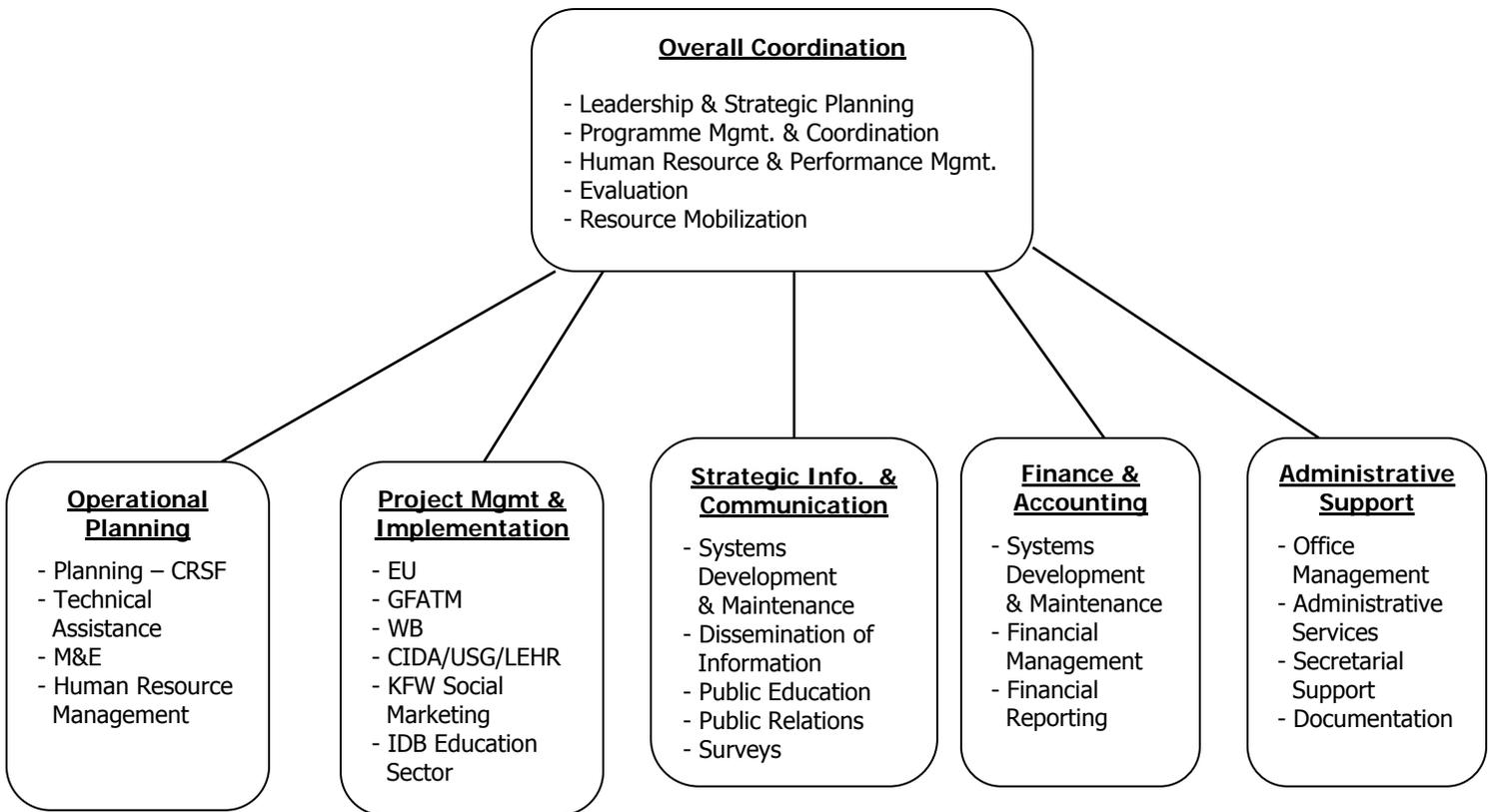
- Support the efforts of national authorities in capacity building and resource mobilization in the implementation of National Strategic Plans on HIV/AIDS
- Stimulate operational research at the national and regional levels, including the documentation of best practices

Consistent with the core functions set out above, the key result areas of the PANCAP Coordinating Unit are as follows:

- 1) *Management and Coordination of Projects.* This relates to the technical and financial management of all PANCAP projects
- 2) *Strategic and Operational Planning.* This involves interfacing with all lead and supporting agencies engaged in the implementation of the Caribbean Regional Strategic Framework on HIV/AIDS to ensure coherence and synergy in the development and implementation of strategic plans
- 3) *Technical Assistance.* On-going support provided to national authorities in capacity building and resource mobilization in the implementation of National strategic Plans on HIV/AIDS.
- 4) *Strategic Information and Communication.* This involves the development and operationalization of appropriate communication systems and the timely dissemination of HIV/AIDS-related information to all Partners
- 5) *Resource Mobilization.* This involves identifying resource gaps in the implementation of the Caribbean Regional Strategic Framework on HIV/AIDS and National Strategic Plans on HIV/AIDS and providing leadership in mobilizing the required resources
- 6) *Financial Management.* This involves oversight of all project funds, preparation and submission of financial reports and advising on financial matters.
- 7) *Administrative Support and Documentation.* This includes on-going support for the normal functioning of the Secretariat and for the convening of special events such as meetings and workshops, as well as the proper documentation of all the records of PANCAP.

These key result areas may be represented graphically as set out below:

## Programmatic Configuration PANCAP Coordinating Unit



### *5.2 Span of Responsibility*

One of the inescapable responsibilities of the Coordinating Unit is the management and coordination of projects. This involves very concentrated technical and financial management of a range of projects so as to ensure timely and effective implementation of designated activities and scrupulous financial accounting. The following Table depicts the current projects that fall under the aegis of the Coordinating Unit:

**PANCAP Projects by Source of Funds  
(2001 -2009)**

Name of Projects	Funding Source	Amount (US\$M)	Time Period	Impl. Agencies	Beneficiary Countries
1. Strengthening the Institutional Response to HIV/AIDS/STI in the Caribbean	EU	11.2	2001-2007	CAREC, CHRC, CRN+ UWI, UNAIDS	CARIFORUM Countries
2. Scaling-up the Regional Response to HIV/AIDS	GFATM	12.1	2004-2009	CARICOM/ PANCAP, CAREC/ PAHO, UWI, CHRC, PSI	CARIFORUM Countries
3. Multi-country HIV/AIDS Prevention and Control	World Bank	9.0	2004-2007	CARICOM/ PANCAP, CAREC/ PAHO, UWI, UNAIDS	CARIFORUM Countries
4. Law, Ethics and Human Rights	CIDA/ US GOV'T	1.3	2003-2007	CARICOM/ PANCAP	ANU, BAH DCA, GND, SKB,SLU, SVG, T&T, JCA
5. Strengthening PANCAP Communication and Information Sharing	CIDA	0.5	2003-2007	CARICOM/ PANCAP	PANCAP Countries
6. HIV Transmission Reduced HIV/AIDS Mitigated in the Region	US GOV'T	0.3	2005-2009	CARICOM/ PANCAP	PANCAP Countries
7. Caribbean Education Sector HIV/AIDS Response Programme	IDB	0.6	2005-2006	CARICOM/ PANCAP	Belize, Guyana, Suriname, Trinidad and Tobago
8. HIV Prevention in the Caribbean	KFW	7.2	2004-2007	CARICOM/ PANCAP Options Consultancy Services	Haiti, DR, Jamaica, Belize
<b>Total</b>		<b>42.7</b>			

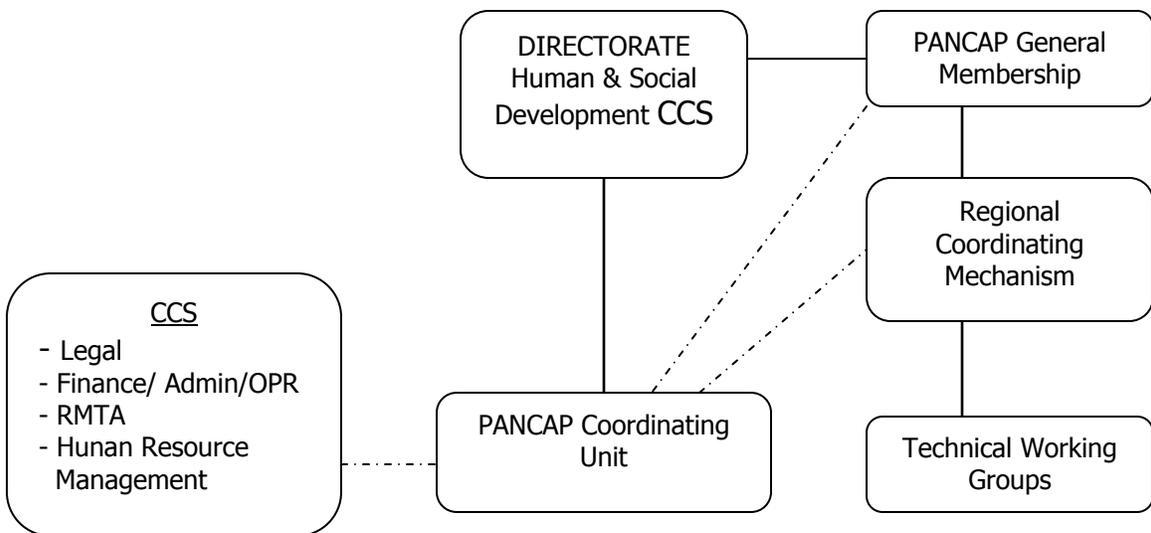
### 5.3 Institutional Arrangement

The Coordinating Unit of PANCAP falls under the aegis of the Directorate of Human and Social Development, CARICOM Secretariat, and reports to the Assistant Secretary-General, consistent with the established administrative procedures and guidelines. Further, the Coordinating Unit is subject to all the normal rules, regulations and conventions of the CARICOM Secretariat.

Besides drawing on the technical support of all sections of the Directorate of Human and Social Development - health, education, culture, sports, gender, youth – the Coordinating Unit benefits from the expertise and input of the various sections of the other Directorates of the CARICOM Secretariat as required.

A graphic representation of the structure of the Coordinating Unit of PANCAP is set out as follows:

#### Organizational Structure - PANCAP Coordinating Unit



### 5.3 Staffing

The staff complement required for the Coordinating Unit is dictated by the combined factors of the core functions to be undertaken, the key results to be produced and the span of responsibility as dictated by the volume and complexity of projects to be managed. Against this background, the staffing requirements are set out as follows:

### 1) Management and Coordination

This function will be undertaken by:

- a) *Director* with responsibility for providing overall leadership and strategic planning, programme management and coordination, human resource and performance management, monitoring and evaluation, and resource mobilization
- b) *Programme Manager* with responsibility for operational planning within the context of the CRSF, coordinating technical assistance at the national and regional level, performance based evaluation, and human resource management

### 2) Project Management and Implementation

Under the current arrangement, project management and implementation within the Coordinating Unit is undertaken by a core of professional staff that are assigned to specific projects. This arrangement has been dictated more by the requirement for linear technical and financial reporting to donor agencies rather than by the synergy and efficiency that may be gained from the management and coordination of activities by thematic areas.

It is proposed that by PANCAP V1 the Coordinating Unit will formally adopt a system of alignment and harmonization of programmes and projects in conformity with the synergistic approach that girds the CRSF and consistent with the recommendations of the Global Task Team on improving AIDS coordination among multilateral institutions and international donors. Thus, in the new dispensation, the management and implementation of programmes and projects will be undertaken according to the following thematic areas:

- Advocacy, Policy Development and Legislation including issues of Human Rights, Stigma and Discrimination
- Care, Treatment and Support
- Prevention

Until then, these functions will be undertaken by three (3) *Senior Project Officers* (one of whom now carries the designation of Deputy Programme Manager but will be adjusted in due course) with responsibilities for developing annual work programmes in collaboration with individual implementing agencies, monitoring the implementation of activities according to an approved implementation schedule, preparing technical reports consistent with prescribed guidelines and providing back stopping support to the relevant Technical Working Groups of the Regional Coordinating Mechanism.

*One Project Officer* will serve as research officer and focal point and liaison for bilateral and multilateral international partnerships, undertaking research and keeping the PCU informed on issues related to international partnerships, e.g. relationships with GFATM and Brazil, assisting in the preparation of technical reports and follow up to decisions of meetings. The scope of this responsibility will expand as the Pan/Caribbean focus of PANCAP emerges fully.

*One Project Officer* will serve as the focal point for institutional strengthening and national outreach and will coordinate all related PANCAP activities with implementing partners and National AIDS Programmes.

3) *Strategic Information and Communication*

*Senior Project Officer, Strategic Information and Communication*, responsible for directing the development and maintenance of information and communication systems, collection and dissemination of information to Partners utilizing all available channels, conducting relevant polls and surveys, and undertaking public education and public relations initiatives

*One Project Officer, Strategic Information and Communication*, responsible for assisting with collection and dissemination of information to Partners, conducting relevant polls and surveys, and undertaking public education and public relations initiatives

4) *Finance and Accounting*

Currently, the project funds within the control of PANCAP is in the order of US\$40 million and, in a scaled-up response, the quantum is likely to increase over the short term. The staffing required to fulfill the financial management requirements are listed below, some of whom would be located in the restructured office of Finance, CARICOM Secretariat.

- a) *One Senior Accountant* responsible for designing, updating/upgrading and maintaining financial systems in accordance CARICOM and donor agencies regulations and guidelines; and overseeing the financial management of all PANCAP projects including the preparation of cost estimates, monitoring of financial disbursements and expenditure, preparation of relevant reports for the benefit of the CARICOM Secretariat, Regional Coordinating Mechanism and donors and advising on relevant policy and operational issues
- b) *One Accountant* responsible for the preparation of cost estimates, monitoring of financial disbursements and expenditure, and preparation of relevant reports for the benefit of the CARICOM Secretariat, Regional Coordinating Mechanism and donors
- c) *Two Senior Accounts Clerks* responsible for verifying invoices, bills and receipts; generating accounts payable and accounts receivable; processing

travel and material requisitions; preparing orders and requisitions for supplies; and preparing journals for accounts receivable and year-end receivable schedules

- d) *One Accounts Clerk* responsible for entering all invoices, travel requisitions and material requisitions into the computerized system and establishing balances

5) *Administrative Support and Documentation*

- a) *Administrative Officer* responsible for overseeing the day- to- day administration of the Secretariat of the Coordinating Unit, executing logistical arrangements for meetings and acting as the Secretary for all key meetings of PANCAP when there are no designated official rapportuers
- b) *Secretary to Director* responsible for providing administrative and logistical support
- c) *Registry Clerk* responsible for overseeing the filing and retrieval of all correspondences and documents received by or emanating from the Secretariat
- d) *Three Clerk/Stenographers* responsible for providing typing and stenographical services including document reproduction, filing and retrieval of correspondences and documents
- e) *Receptionist/Typist*. Ideally, this should be an additional post. Conversely, one of the Clerk/Stenographers may be used for this purpose
- f) *Messenger*

The staffing complement required to undertake these functions will be met through the rationalization of the existing resources within the Coordinating Unit and the Project Implementation Unit of the CARICOM/EU project on "Strengthening the Institutional Response to HIV/AIDS in the Caribbean (SIRHASC) and the engagement of additional resources as necessary.

The full consolidation of the Coordinating Unit will become effective on a phased basis between January and April 2006.

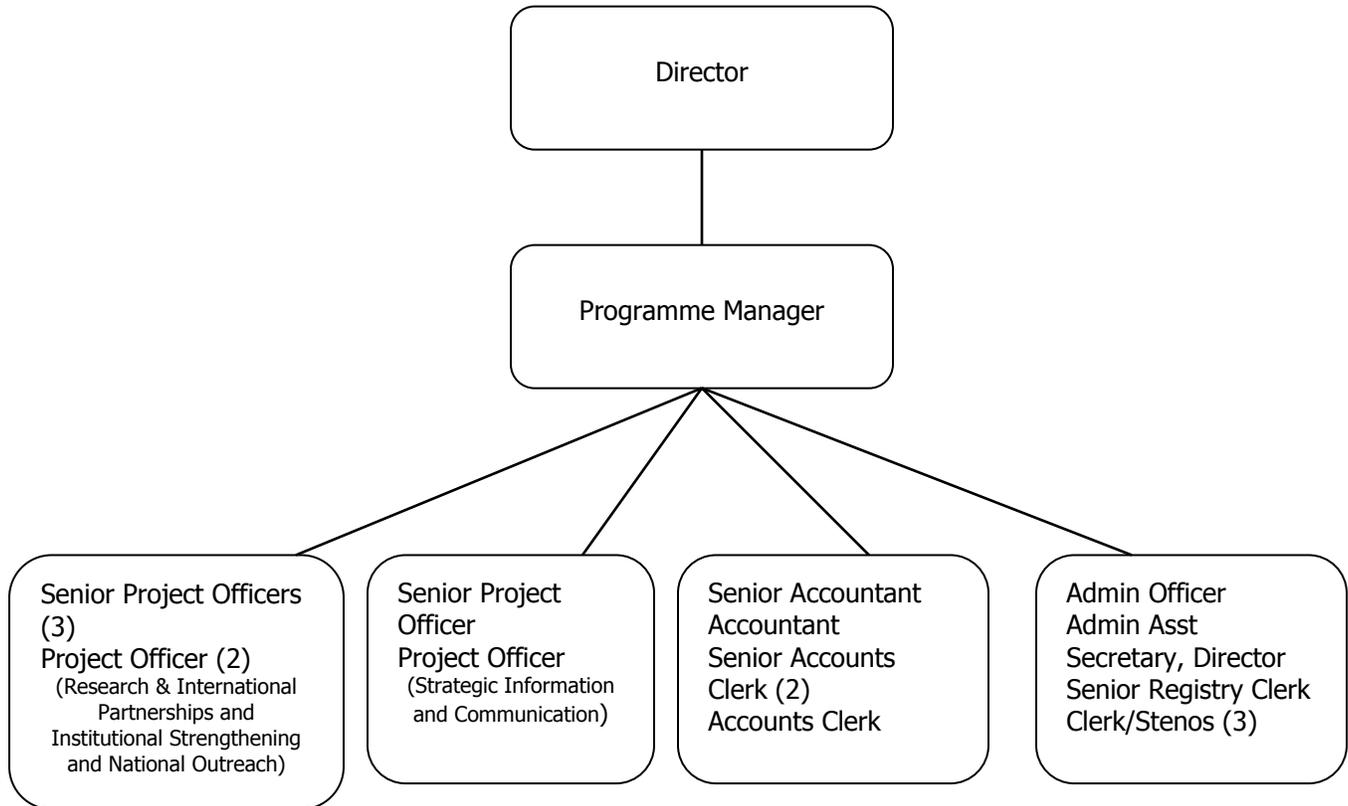
The Table below provides a summary of all the positions listed above.

**Summary of Staff Positions – Coordinating Unit  
by Support Available and Support Required**

Staff Positions	Support Available	Support Required
Director	√	
Programme Manager	√	
Senior Project Officer (Mgmt & Impl.) - No. 1	√	
Senior Project Officer (Mgmt & Impl.) - No. 2	√	
Senior Project Officer (Mgmt & Impl.) - No. 3	√	
Senior Project Officer (Strategic Comm)	√	
Project Officer (Strategic Comm.)		√
Project Officer (Research & International Partnerships)	√	√
Project Officer (Institutional Strengthening and National Outreach)	√	
Senior Accountant		√
Accountant		√
Senior Accounts Clerk - No. 1	√	
Senior Accounts Clerk - No. 2	√	
Accounts Clerk		√
Administrative Officer	√	
Administrative Assistant	√	
Secretary, Director	√	
Senior Registry Officer		√
Clerk Stenographers	√	
No.1		√
No. 2		√
No. 3		√

The staffing arrangement for the consolidated PANCAP Coordinating Unit may be represented graphically as set out below:

### STAFFING ARRANGEMENT - PANCAP COORDINATING UNIT



### 6. CONCLUSION

The structure and governance arrangement that has been presented provides the most effective response to PANCAP discharging its functions and achieving its mandate and, although further adjustments may be required over time, the main elements have now been settled.