Agenda item 4

UNAIDS/PCB (59)/26.26

MANAGEMENT RESPONSE TO THE ANNUAL REPORT ON EVALUATION

UNAIDS

8–11 December 2026 | Geneva, Switzerland
UNAIDS Programme Coordinating Board
Issue date: 24 November 2026

Additional documents for this item: Evaluation report (UNAIDS/PCB (59)/26.25)

Action required at this meeting—the Programme Coordinating Board is invited to:

- *Recall* decision 9.4 of the 57th meeting of the Programme Coordinating Board approving the UNAIDS 2026 Evaluation Plan, as well as decision point 9.8 of the 57th meeting of the Programme Coordinating Board requesting the next annual report to be presented to the Programme Coordinating Board in December 2026;
- *Take note* of the 2026 annual evaluation report and the summary of the main findings from the evaluations undertaken in 2026;
- *Take note* of the management response to the 2026 annual report on evaluation;
- *Approve* the 2027 Evaluation Plan (UNAIDS/PCB (59)/26.25) endorsed by the Expert Advisory Committee on evaluation;
- *Recall* decision point 9.3 of the 47th session of the Board on the importance of adequately resourcing and staffing the evaluation function in accordance with the evaluation policy approved by the PCB in its decision 6.6 of its 44th session, taking into account the financial situation of the organization;
- Recalling decision 9.6 from the 57th PCB meeting and decision 8.6 from the 55th PCB meeting, in accordance with provision 73 of the evaluation policy, *look forward* to receiving the UN Evaluation Group peer review final report in 2027.
- *Look forward* to the annual report on evaluation to be presented to the Programme Coordinating Board in December 2027;

Cost implications for the implementation of the decisions: none

Management response to the annual report on Evaluation

1. The UNAIDS management expresses appreciation to the Evaluation Office for its work in implementing 2026 Evaluation Plan. Management acknowledges the sustained efforts of the Office to produce high-quality and relevant evaluation evidence during this transition period, in reduction of staff and financial resources. The Evaluation Office, together with the Cosponsor Evaluation Group, and supported by the Expert Advisory Committee, plays an important role in deepening an evaluation and learning culture in UNAIDS, and in continually strengthening the UNAIDS Joint Programme's contribution to country implementation of the new Global AIDS Strategy and UN political declaration targets.

2. The UNAIDS Joint Programme has worked closely with the Evaluation Office to follow up on the completed evaluations, development of management responses to evaluations, and implementation of recommendations. Management supports continued systematic follow-up and clearer use of evaluation evidence in planning, prioritization and decision-making.

3. Management takes note that two evaluations were completed in 2026: the evaluation of the role of the Joint Programme in sustaining the response to HIV; the joint evaluation, managed with UNODC, on the sustainability of the response to HIV among people who inject drugs and people in prisons and other closed settings two decentralized evaluations conducted in the Asian region that will be finalized by December 2026 the mid-term evaluation of Equitable, Sustainable and Efficient Financing for HIV and Health in Southeast Asia; and the mid-term evaluation of the DFAT Indo-Pacific HIV Partnership. Management also notes that the preliminary assessment of the role of the Joint Programme in the use of lenacapavir for HIV prevention is expected to be finalized by the end of December 2026.

4. The evaluation of the role of the Joint Programme in sustaining the response to HIV was also shared with the PCB working group on the transition of UNAIDS and served as an input to their deliberations and recommendations. The report is also being made available to the Transition Task Team while they prepare the implementation plan.

5. Management welcomes the findings of the evaluation of the role of the UNAIDS Joint Programme in sustaining the response to HIV. It agrees that the UNAIDS Joint Programme's core comparative advantages - leadership, trusted data and accountability, convening, community engagement and work on human rights - should be safeguarded during the transition. Management also supports a more focused results framework and practical approaches for demonstrating collective value and cost-effectiveness under a reduced resource envelope.

6. Management acknowledges that a 54% reduction in the resources available for implementation of the 2026 work plan, combined with reduced staffing, required the Evaluation Office to reallocate resources to protect evaluation quality. Management notes that three planned exercises were consequently deferred to 2027: the evaluability assessment of the translation of the Global AIDS Strategy into country programmes; the evaluation of UNAIDS community systems at country level in the context of sustainability roadmaps; and the lessons-learned assessment of the organization's transition process.

7. Management recognizes the evaluation's conclusion that domestic financing alone will not close the prevention gap and that community-led services and services for key populations are particularly exposed. Work on sustainability roadmaps and financing transitions should therefore preserve HIV prevention, rights-based programming and

meaningful community leadership, while strengthening country ownership and alignment with national priorities.

8. Management welcomes the joint evaluation on people who inject drugs and people in prisons and other closed settings and supports its proposed benchmark of 'continuity with equity'. Management agrees that integration into national health systems and universal health coverage must protect the specificity, accessibility and quality of harm-reduction, prison-health and community-led services. It will work with UNODC, other Cosponsors and partners to promote sustainable financing, social contracting, continuity of care at arrest, transfer and release, and better disaggregated data for policy and resource decisions.

9. Management responses to the completed evaluations will be developed with responsible Cosponsors, the Hub and relevant partners. They should set out clear actions, responsibilities and realistic time frames, and their implementation should be monitored through the established evaluation follow-up arrangements.

10. Management welcomes the Evaluation Office's support to the two decentralized evaluations in Asia and the continued co-financing and joint conduct of evaluations with Cosponsor evaluation offices. These approaches extend the reach of limited evaluation resources, strengthen ownership and help generate evidence that is directly relevant to regional and country-level decisions.

11. Management supports completion of the United Nations Evaluation Group professional peer review, which began in August 2026 and is expected to conclude in early 2027. The review should inform any adaptation of the UNAIDS Evaluation Policy and the future operating model, mandate, safeguards, capacity and resourcing of an independent evaluation function appropriate to a transformed UNAIDS Hub.

12. Management takes note of the guidance of the Expert Advisory Committee on Evaluation that evaluation should be used as a strategic tool for adaptive management and independent accountability, and that formal and informal communication with the Board and dissemination of evaluation evidence should be strengthened. Management also notes the need to complete the established process for filling the Committee seat that became vacant following the retirement of the Cosponsor Evaluation Group representative.

13. Management agrees with the proposed 2027 Evaluation Plan and supports completion of the three exercises deferred from 2026. Effective implementation will require prioritization, a realistic sequencing of work and resources commensurate with the plan approved by the Board, taking into account the organization's financial situation and the transformation timetable.

14. Management welcomes efforts to strengthen the use and dissemination of evaluation findings, including concise products for decision-makers and systematic discussion of findings with responsible teams, Cosponsors, countries and communities. Evaluation evidence should be connected more directly to strategic choices, implementation learning and the accountability arrangements of the transformed Joint Programme.

15. Management looks forward to continued collaboration with the Independent Evaluation Office, the Cosponsor Evaluation Group and the Expert Advisory Committee on Evaluation in 2027, including on evaluation follow-up, the peer review and the implementation of the 2027 Evaluation Plan.

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