

# UNAIDS STRATEGY DEVELOPMENT

## CONTEXT

With less than 10 years to go to reach our common goal of ending AIDS as a public health threat by 2030, UNAIDS has been tasked by the Programme Coordinating Board (PCB)<sup>1</sup> to review the [UNAIDS 2016-2021 Strategy: On the Fast Track to end AIDS, its implementation and results obtained](#), to convene a multistakeholder consultation and to develop options for ensuring that the global AIDS strategy remains ambitious, visionary and evidence-based beyond 2021.

The strategy review and development process take place in a context where the Covid-19 pandemic is exposing the fragility of the global health architecture and illustrating the inter-connectedness of health and socio-economic development. The strategy beyond 2021 will need to address these emerging challenges as they impact on people living with HIV, vulnerable populations, and key populations.

The AIDS strategy beyond 2021 will present a roadmap and pathways to guide our collective efforts to overcome challenges and ensure effective country-led AIDS responses. It is also expected that the strategy, with new global targets and resource needs estimates for 2025, will help inspire the next United Nations General Assembly High-Level Meeting on Ending AIDS and the possible political declaration coming out of that meeting.

## SUMMARY OF STRATEGY DEVELOPMENT PROCESS AND STAKEHOLDER ENGAGEMENT

The review of the current strategy and the development of the strategy beyond 2021 will be data-driven, multisectoral and consultative, involving UNAIDS staff, the Cosponsors, PCB members, civil society, people living with and affected by HIV, key populations, young people, faith-based organizations, government entities including ministries of health, education, finance, gender, national AIDS commissions, as well as parliament, science and academia, philanthropists, donors, the private sector and global health partners such as the Global Fund and USG-PEPFAR. The UNAIDS Executive Director has established a [UNAIDS Strategy Development Team \(Annex 1\)](#) comprising of UNAIDS Secretariat staff from across the organization: country, regional and headquarter levels. The strategy team will work in collaboration with UNAIDS Cosponsors and will manage and facilitate the strategy review, development and consultation processes, ensuring inclusive, participatory approaches with diverse group of partners.

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<sup>1</sup> (i) Undertake a review of the current strategy and its implementation, and the results obtained; (ii) Convene a multi-stakeholder consultation, with participation of Member States, to present the results of the review and consider the strategic priorities beyond 2021; (iii) Present, for consideration by the Board at its 46th meeting in June 2020, options, and their respective processes and timelines, to ensure that the UNAIDS strategy remains ambitious, visionary, and evidence based beyond 2021; and (iv) Consult the United Nations Secretary-General to consider options for the timing of the UN General Assembly High-Level Meeting on HIV and AIDS and advise the 46th meeting of the Programme Coordinating Board in June 2020.

# Phase I: Review of the current strategy (UNAIDS 2016-2021 On the Fast-Track to end AIDS), its implementation, and the results obtained

## Scope of the Review

The review includes the eight strategy result areas and corresponding Fast Track Targets (see [Annex 2](#) for [illustrative list of indicators](#) for measuring progress of the UNAIDS 2016-2021 Strategy) as stated in the current strategy, focusing on assessing where we have done well; where and why we are lagging behind; and issues that need to be addressed in the strategy going forward. The review provides an opportunity to discuss how to achieve results in both HIV prevention and treatment, and how to reach the goals of eliminating HIV-related stigma and discrimination and other gender and socio-economic disparities fuelling the HIV epidemic. It can also help change the narrative and put communities at the centre - as leaders, and not only as recipient of services. The review will also provide opportunities for partners to identify areas that are not covered under the current strategy but are vital to address going forward.

## 2016-2021 Strategy Result Areas



**Result area 1:** Children, adolescents and adults living with HIV access testing, know their status and are immediately offered and sustained on affordable quality treatment.

**Result area 2:** New HIV infections among children eliminated and their mother's health and well-being is sustained.



**Result area 3:** Young people, especially young women and adolescent girls, access combination prevention services and are empowered to protect themselves from HIV.

**Result area 4:** Tailored HIV combination prevention services are accessible to key populations, including sex workers, men who have sex with men, people who inject drugs, transgender people and prisoners, as well as migrants.



**Result area 5:** Women and men practice and promote healthy gender norms and work together to end gender-based, sexual and intimate partner violence to mitigate risk and impact of HIV.



**Result area 6:** Punitive laws, policies, practices, stigma and discrimination that block effective responses to HIV are removed. Punitive laws, policies and practices removed, including overly broad criminalization of HIV transmission, travel restrictions, mandatory testing and those that block key populations' access to services.

**Result area 7:** AIDS response is fully funded and efficiently implemented based on reliable strategic information.



**Result area 8:** People-centred HIV and health services are integrated in the context of stronger systems for health. HIV-sensitive universal health coverage schemes implemented.

## The following areas of enquiry will guide the review

### **Results for people:**

*Have results been achieved and targets met? What have been game-changers and where are the bottlenecks for reaching the targets? Why the difference in progress in countries in similar circumstances? In which sectors (health, education, justice, etc.) have we seen most success? In which sectors has progress been uneven or lagging? Why have we seen more progress in some areas of the strategy than in others? Who is being left behind? What needs to change to achieve results everywhere and for everyone?*

### **SDGs and UN Reform:**

*How has the current strategy helped advance the 2030 Agenda? What contribution has the UNAIDS strategy played in the move towards gender equality, reduced inequalities, more just societies, and towards universal health coverage?*

### **Partnership and Accountability:**

*Has the AIDS response under the current strategy been truly multisectoral? How has the Joint Programme contributed to the response, including through leadership, coordination and accountability? How has the joint work between civil society, governments and other stakeholders driven the response? What are the catalysers/enablers and what are the challenges of the current accountability framework?*

### **Smart Investments and Sustainable Financing:**

*What have been the main achievements in implementing an efficient and effective response? How has the Joint Programme leveraged its strengths and partnerships to put countries in the pathway towards sustainable AIDS response? What have been the lessons learnt on multi-sectoral financing, particularly on health, social protection and education? What have been the successes and challenges for sustainable financing of community-led responses? What new challenges and opportunities has the covid-19 epidemic presented to HIV and health financing?*

### **Integration and innovation:**

*How has the strategy helped integrate community systems and service delivery within health systems? What's the progress in health systems strengthening overall? What role has the strategy played in the integration of HIV and TB services? What about the integration of HIV into primary care, sexual and reproductive health, maternal and child health, STIs, and NCDs programmes? What have been the roadblocks and facilitators of integration? What have been the greatest innovations under the current strategy? Where has digital technologies and innovations made most impact under the current strategy? Who are left out from digital technology or scientific advances?*

### **Leaving no one behind:**

*Have all people living with HIV and affected by HIV benefited from the strategy? If not, why not? Have communities, vulnerable populations and key populations adequately engaged in its implementation? What should be done differently to reach everyone living with or affected by HIV and key populations? What has been the role of communities, lessons learnt and how do we put communities at the centre?*

## Methodology

**Progress Report:** UNAIDS annual global progress report and thematic reports as well as data from Global AIDS Monitoring repository will provide the basis for assessing progress in the implementation of the strategy. UNAIDS will produce an analysis on the progress towards the targets against the eight result areas.

**Quantitative Survey:** The survey will gather feedback on targets set under the strategy – what has enabled countries to achieve results and progress towards these targets? The survey will also gauge whether current targets were ambitious enough, whether they were the right targets, or whether there were shortfalls. It will seek to explore deeper why there has been more progress in some areas, and why some areas are lagging-behind. We will assess who the strategy worked for and who are being left behind. The survey will also provide an opportunity for respondents to suggest areas not sufficiently covered in the current strategy that they feel must be covered in the next strategy and provide views on UNAIDS strengths and opportunities. The survey link will be published on the UNAIDS website and widely disseminated through various partner networks and UNAIDS Country Offices and Cosponsors. The survey will be multi-lingual and local language translation will be provided as necessary to ensure optimal response.

**Interviews:** In-depth interviews with key stakeholders will be carried out to gather more detailed qualitative responses, exploring ideas and solutions to address root causes of some of the challenges and impediments for accelerating the HIV responses. The interviews will provide an opportunity for respondents to critically review the implementation of the strategy at global, regional and country level and identify factors for success and additional support needed to improve result areas that are not seeing adequate progress. Reference links to country case reports, thematic reference group reports (e.g. Prevention, Human Rights, Fast Track) will be provided. Up to 50 people, representing a broad range of key stakeholders (PCB members, cosponsors, governments, networks of people living with HIV and key populations, young people, donors and global health partners) will be interviewed.

**Focus Group Discussions:** To ensure maximum inputs from UNAIDS stakeholders, the Strategy Consultation process will also provide opportunities for partners to identify themes and/or geographic focus for in-depth dialogues. The themes and focus may include but not limited to financing the AIDS response; impact of Covid-19; rights and inequality. These focus group discussions (FGDs) will be facilitated by UNAIDS but can also be conducted by partner organizations on their own. For FGDs carried out by partner organizations, a meeting guide and common reporting format will be provided to link the FGD to UNAIDS strategy review framework. A special support fund for CSOs and NGOs will be provided via the UNAIDS regional and country offices to encourage FGDs among difficult to reach groups and/or populations that are left behind.

## Key dates and deliverables

The survey, interview and focus group discussion will be carried out between 28 April and 19 May 2020. A summary report of key findings of the strategy consultations will inform multi-stakeholder consultation and will be presented to the PCB in June 2020 as a Conference Room Paper.

## Phase II: Multi-stakeholder Consultation with PCB Members and other key stakeholders to present results of the review and consider strategic priorities beyond 2021

A virtual multi-stakeholder consultation is scheduled to take place during the last week of May 2020. The consultation provides an opportunity for key UNAIDS stakeholders to review and validate findings from the preliminary consultations undertaken via survey, interview and focus group discussion and to consider strategic priorities beyond 2031. The multi-stakeholder consultation will also be informed by a progress report on the strategy which will be produced by the UNAIDS Secretariat, highlighting in-depth analysis of areas where the strategy worked and where further support is needed.

Participants of the multi-stakeholder consultation will have the opportunity to initiate discussions around the possible options and timelines to ensure that the strategy remains ambitious, visionary and evidence based beyond 2021, including but not limited to:

1. The current strategy remains unchanged, but the targets and resource-needs estimates are revised and set for 2025;
2. The current strategic programmatic areas remain unchanged, however adjustments are proposed to improve the implementation of the strategy and how to accelerate progress in critical areas that are lagging behind, with revised targets and resource-needs estimates for 2025;
3. The strategy is completely updated, with identification of new strategic programmatic areas and revised targets and resource needs estimates for 2025.

The conclusions of the multi-stakeholder consultation will inform the development of the background paper for the PCB agenda item on *UNAIDS Strategy beyond 2021* in June 2020.

### Key dates and deliverables

The Virtual multi-stakeholder consultation is scheduled to take place during the last week of May 2020. A consultation report presenting key discussions and conclusions will be produced and presented to the PCB in June as Conference Room Paper.

### Documents for the 46<sup>th</sup> PCB, June 2020

1. Report of Strategy Review consultations (summary of the results of the Survey, Interview and Focus Group Discussion), *conference room paper*
2. Progress Report (data analysis of Strategy Implementation and Results Obtained), *conference room paper*
3. Report of Multi-Stakeholder Consultation, *conference room paper*
4. Report to 46<sup>th</sup> PCB: Summary of the results of the review of the strategy as well as options, and their respective processes and timelines, to ensure that the UNAIDS strategy remains ambitious, visionary, and evidence based beyond 2021, *report to PCB*



## Phase III: Strategy Beyond 2021- Development of the next strategy and finalization

The 46<sup>th</sup> PCB will consider the options for ensuring that the Strategy remains ambitious, visionary and evidence-based beyond 2021 and it is expected that the PCB will decide on the way forward. UNAIDS will continue to carry out consultation and strategy development processes, as guided by the PCB, to ensure that the strategic priority areas are concretely defined and presented with an actionable, accountability framework.

### Key dates and deliverables

Development and finalization of the strategy is planned between July and December 2020, a draft strategy will be presented to the 47<sup>th</sup> PCB in December 2020.

### 2020 Strategy Development Timeline

2020	
<b>March</b>	UNAIDS Strategy Development Team established
<b>March–April</b>	Overview of where we are at: reference materials include UNAIDS Joint Programme data and reports (including Global AIDS Monitoring, the Global Prevention Coalition reports, evaluation reports, the Unified Budget, Results and Accountability Framework (UBRAF), target-setting consultations) as background for the strategy review consultations
<b>April</b>	Strategy review and ideas for the new strategy: virtual consultations (surveys, interviews, focus group discussions)
<b>Mid-May</b>	Virtual global multi-stakeholder consultations (PCB members plus stakeholders)
<b>May</b>	Consolidation of inputs and progress report completed for presentation to the PCB
<b>June</b>	Present progress report of current strategy and options for completion of the next global AIDS strategy to the PCB. The PCB approves option for the finalization of the strategy
<b>July–December</b>	Strategy finalization
<b>October</b>	Targets for 2025 available
<b>November</b>	Strategy development process report and draft of next global AIDS strategy completed
<b>December</b>	Draft global AIDS strategy submitted to the PCB for endorsement
2021	
<b>January–March</b>	Development of Strategy Operational Plan
<b>January–May</b>	Preparation and consultations in the lead-up to the United Nations General Assembly High-Level Meeting on AIDS in 2021
<b>June</b>	United Nations General Assembly High-Level Meeting on AIDS (tbd)

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Who\_Strategy Team.p



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