

Review of the Management and Administration of the Joint United Nations Programme on HIV/AIDS (UNAIDS)

Inspectors Eileen A. Cronin & Keiko Kamioka
Joint Inspection Unit of the United Nations System

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What is the Joint Inspection Unit?

The only independent external oversight body of the UN system, mandated to conduct evaluations, inspections and investigations system-wide (horizontal view)

Our goals are to:

- Assist legislative organs of 28 JIU participating organizations in meeting their governance responsibilities
- Improve governance, accountability, efficiency and effectiveness
- Promote greater coordination and coherence between and across UN system organizations
- Identify good practices, propose benchmarks and facilitate information-sharing throughout UN system

Review approach and methods



Desk review of relevant documents



14 questionnaires to UNAIDS secretariat and co-sponsors



64 interviews with 104 individuals from UNAIDS secretariat, co-sponsors and other stakeholders



Observations of the PCB meetings



4 focus groups with co-sponsors and NGO delegates



Comments from the secretariat, co-sponsors, internal and external auditors as well as fellow JIU Inspectors

About the Report



- **Chapter boxes**
Conclusions, findings and recommendations
 - **8 formal recommendations**
Require official response and are tracked by the JIU
 - **25 informal recommendations**
For consideration in the context of formal recommendations
Not required to respond or track
 - **Good practices**
Pointed throughout, specifically in Chapter VI
- Report and UNAIDS management response available: <https://www.unjiu.org/>

Review Focus Areas



Strategic & Operational Planning

2 formal recommendations
3 informal recommendations



Governance

1 formal recommendation
4 informal recommendations



Oversight & Accountability

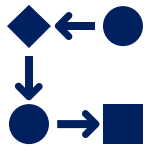
3 formal recommendations
12 informal recommendations



Human Resources Management & Administrative Services

1 formal recommendation
5 informal recommendations

Going Forward: 1 formal and 1 informal recommendation



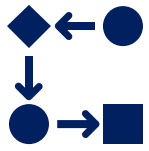
Strategic & Operational Planning (1/2)

What the JIU found

- Changing context and funding landscape of HIV/AIDS response
- Unmet Targets for SDG Goal 3
- The “joint” needs to be reassessed

What the JIU recommends

Recommendation 1: The PCB to develop a new long-term strategy of UNAIDS to meet the 2030 Agenda



Strategic & Operational Planning (2/2)

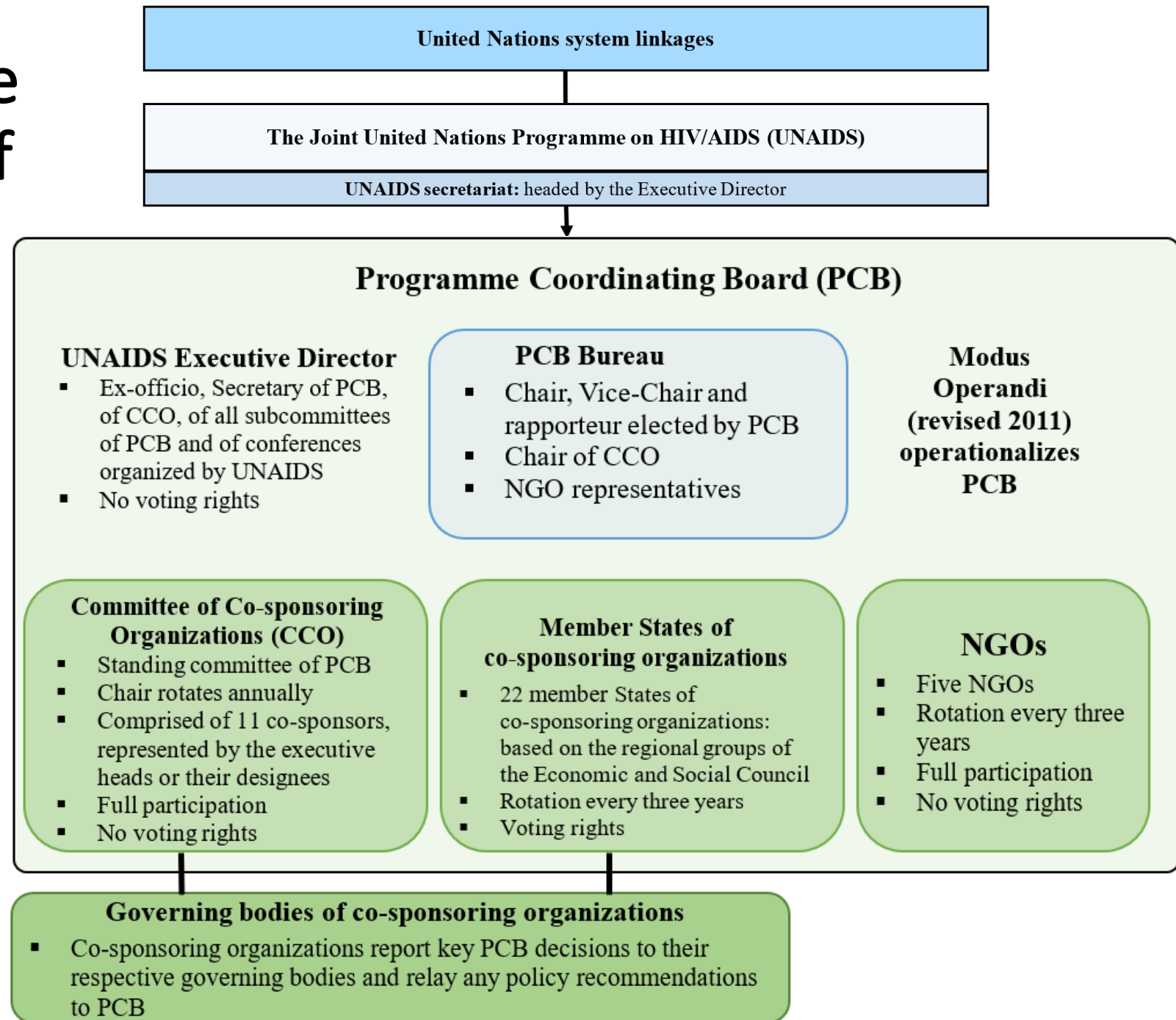
What the JIU found

- Need operational plans that support the new long-term strategy

What the JIU recommends

Recommendation 2: Executive Director to develop operational plans that reflect long-term strategy of UNAIDS

Governance Structure of UNAIDS



Source: JIU research.



Governance (1/5)

Findings for governance:

- Governance structure of UNAIDS as a response to a global health crisis
- Focus on programme and finance



- Context of the HIV/AIDS response has changed
- Early to mid-2000's: numerous crises in UN system organizations lead to stronger oversight by governing bodies



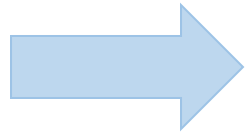
- Governance gaps at UNAIDS have caused financial and reputational damage



Governance (2/5)

Other independent assessments:

- *Five-Year Evaluation of UNAIDS* (Independent Evaluation, 2002)
- *JIU Report covering the MDG 6, target 7 to combat HIV/AIDS* (JIU/REP/2007/12)
- *UNAIDS Second Independent Evaluation* (2009)
- *Independent Expert Panel report* (2018)



Gaps in governance and oversight are a risk



Governance (3/5)

A pathway to sustainable change:

- **ECOSOC Resolutions:**

- RES/1994/24 (para 16): set the PCB as the governance structure for the UNAIDS
- RES/2019/33 (para 12): requests the PCB to discuss governance issues of the Joint Programme

- **UNAIDS Modus Operandi:**

- Paragraph 32: “The PCB may amend or supplement its modus operandi.”
- Modus Operandi has been revised in 2003, 2008, 2010 and 2011



Governance (4/5)

What the JIU found

- The PCB should exercise oversight and accountability roles and responsibilities over UNAIDS
- Avoid further reputational and financial setbacks

What the JIU recommends

Recommendation 3: The PCB to revise Modus Operandi to clarify its roles and responsibilities and imbed oversight and accountability mechanisms in a sustainable manner



Governance (5/5)

Actions for the PCB - Oversight & Accountability

- Handle oversight & accountability reports
- Ensure functions delivering reports are ***independent*** and ***impartial***
- Ensure actions taken on issues raised
- Engage with those functions to follow up on recommendations
- Note any trends in reporting
- **Define the PCB roles/responsibilities in handling allegations against senior leadership with a potential conflict of interest**

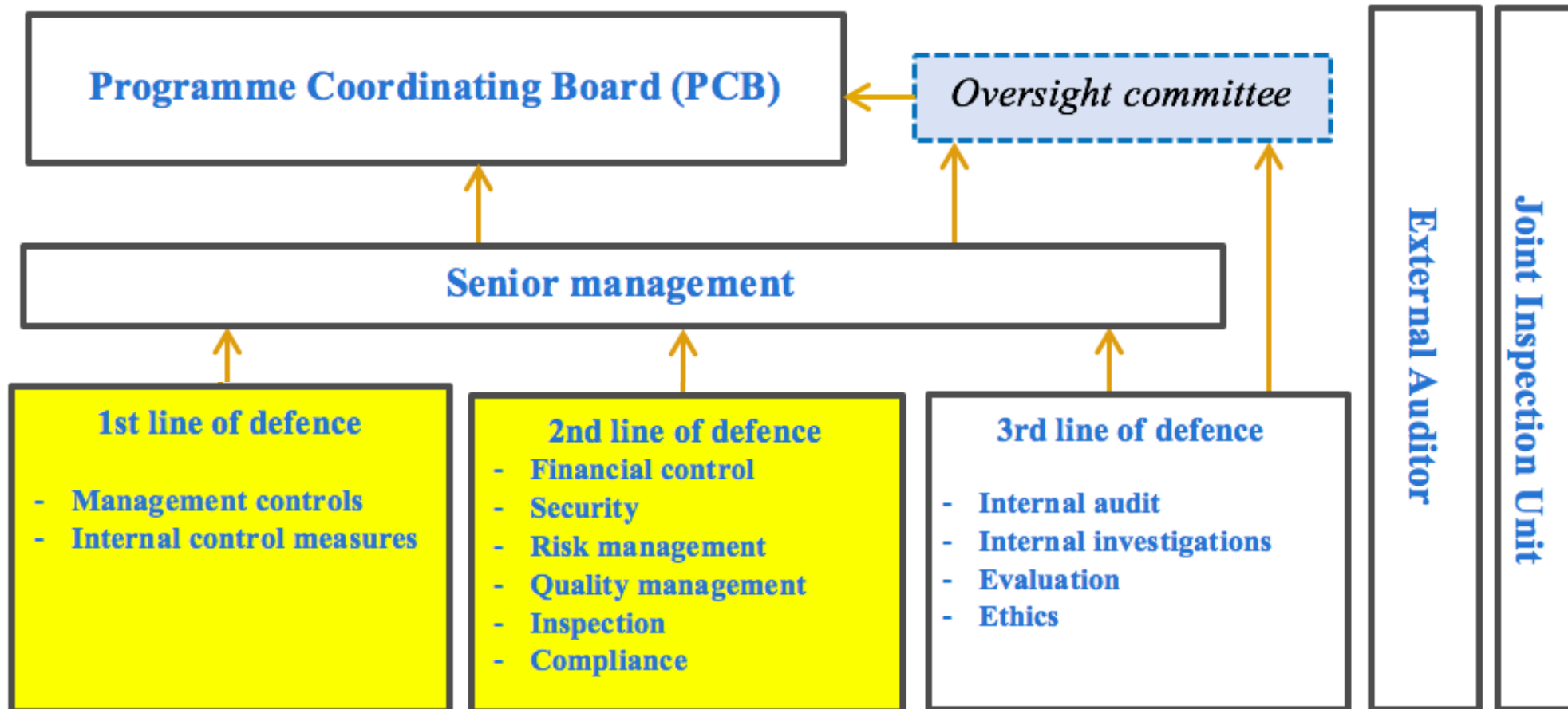
To further strengthen accountability

- **Discuss term limit & performance expectations of Executive Director position with UN Secretary-General**

Note: See paras 52-69 of MAR of the Joint United Nations Programme on HIV/AIDS (UNAIDS) for roles and responsibilities of governing bodies in terms of oversight and accountability

UNAIDS “Three lines of defence” model

Three lines of defence model: Common reference model for providing assurance and enhancing accountability





Oversight and Accountability (1/3)

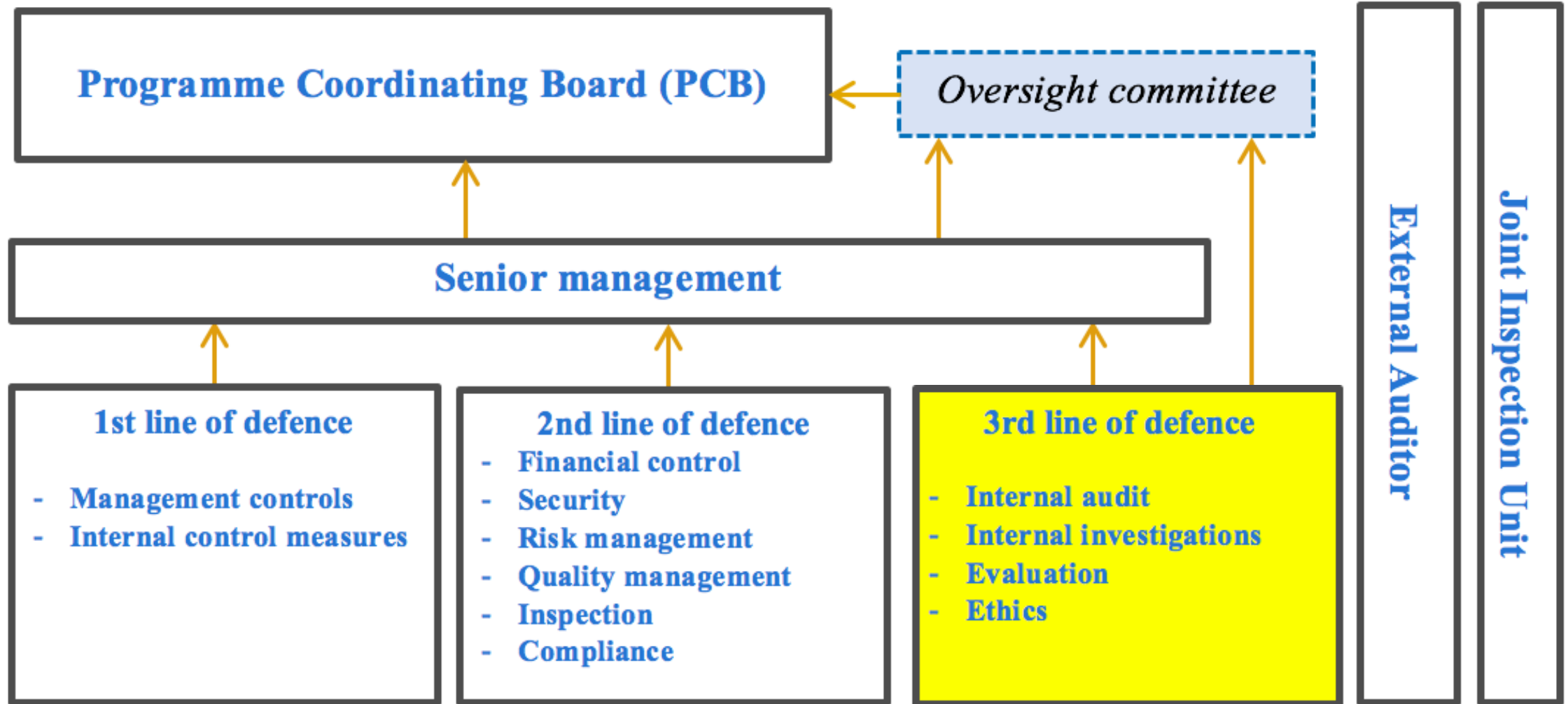
What the JIU found

- Protect the best interest of UNAIDS
- Fragmented legal counsel has been costly

What the JIU recommends

Recommendation 4: Executive Director to consider setting up an in-house legal advisory function

UNAIDS “Three lines of defence” model





Oversight and Accountability (2/3)

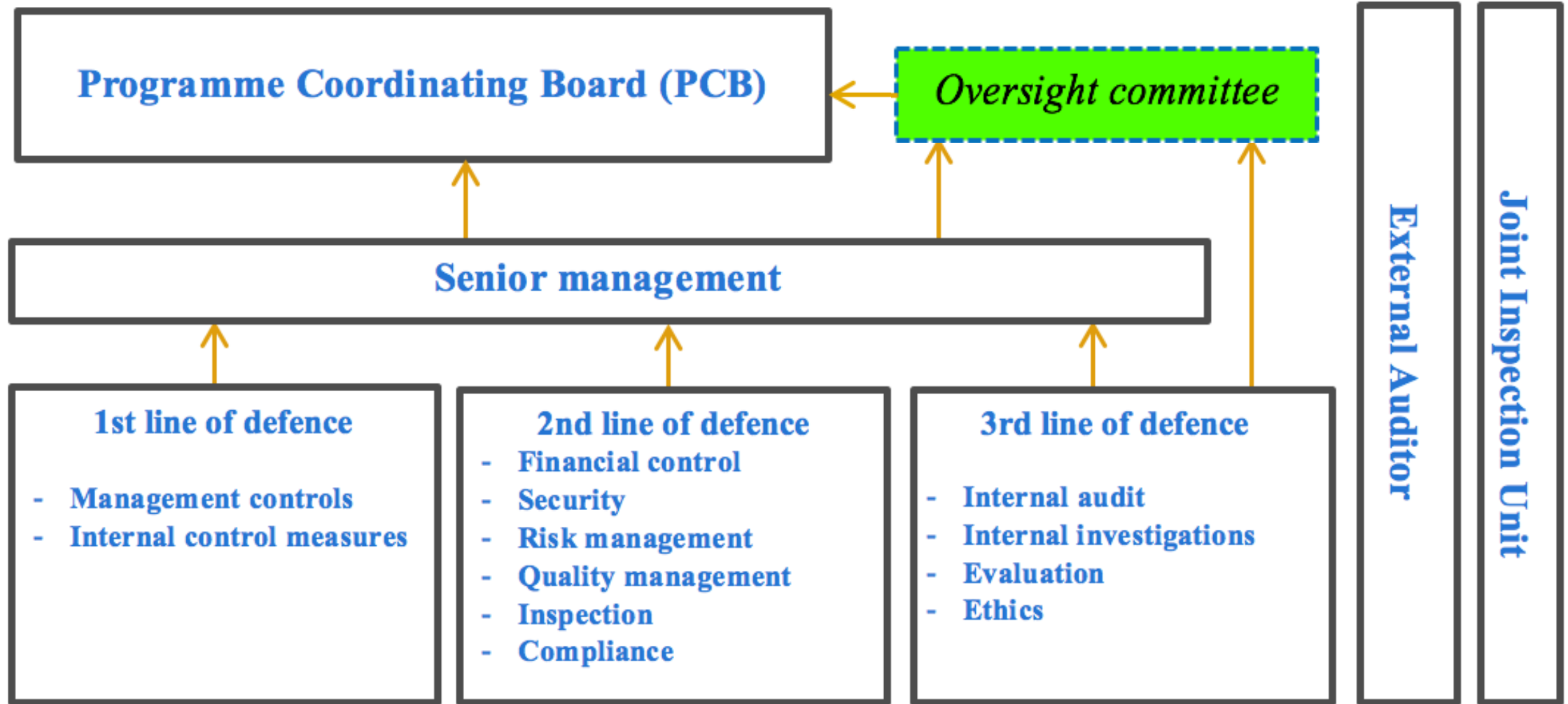
What the JIU found

- Oversight and accountability reports should be stand-alone and be more critically assessed by the PCB
- Reports should be delivered by independent functions

What the JIU recommends

Recommendation 6: Executive Director to establish a regular, stand-alone agenda item at the PCB meetings on oversight and accountability topics

UNAIDS “Three lines of defence” model





Oversight and Accountability (3/3)

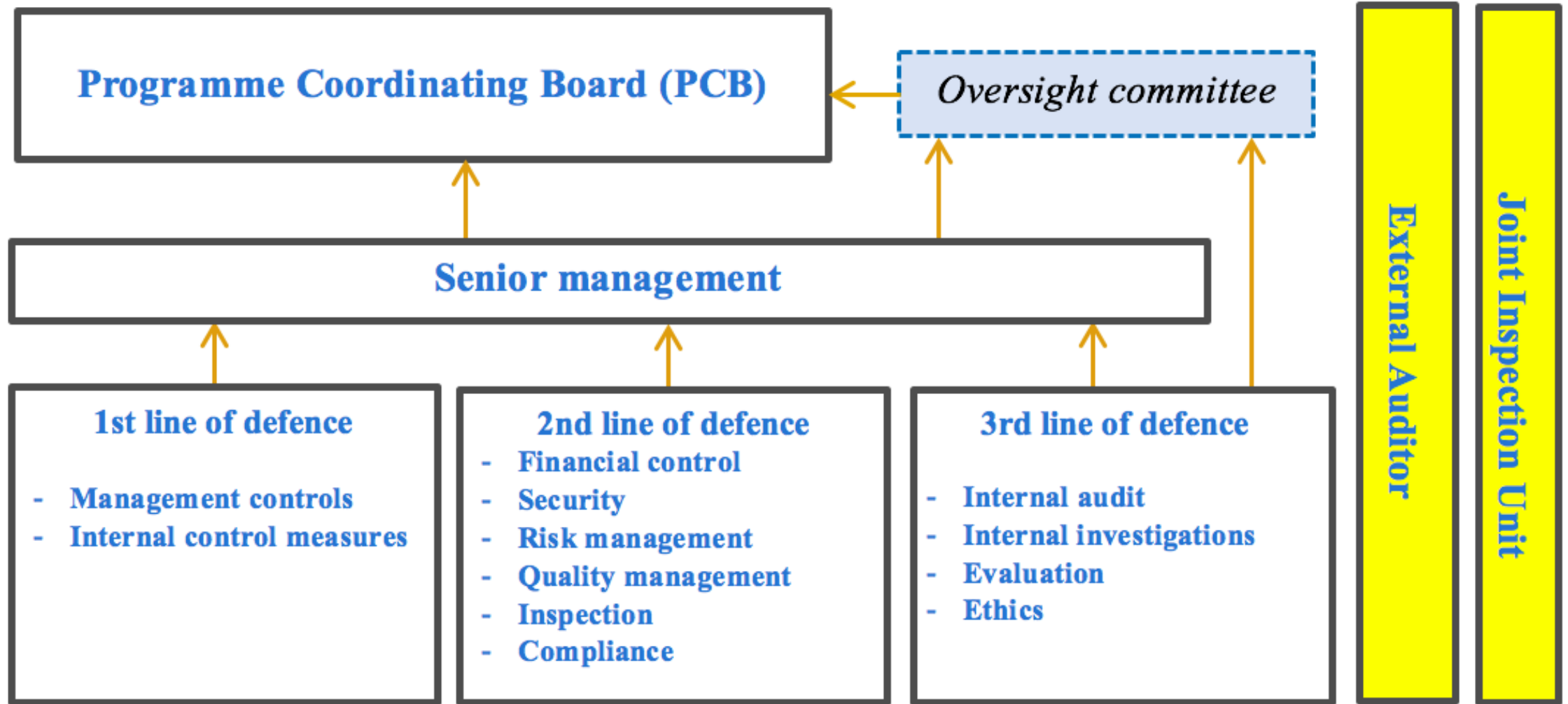
What the JIU found

- Reviewing all oversight issues requires time and expert knowledge
- Oversight committee could assist in addressing accountability gaps

What the JIU recommends

Recommendation 5: The PCB to consider creating a standing oversight committee

UNAIDS “Three lines of defence” model





Human Resources Management

What the JIU found

- Human resources management has suffered from a credibility gap
- Secretariat needs more transparent and consistent HR practices

What the JIU recommends

Recommendation 7: Executive Director to develop and implement a new HR strategy for the secretariat



Good Practices and going forward

What the JIU found

- Lessons learned of the UNAIDS model to be documented for future programme efforts
- Follow up on multiple recommendations on governance, oversight and accountability
- ECOSOC requested the PCB discussion on governance

What the JIU recommends

Recommendation 8: Executive Director to add an annex to biennial report to ECOSOC on responses to recommendations in the areas of governance, oversight and accountability



Main points of the report

Main areas covered

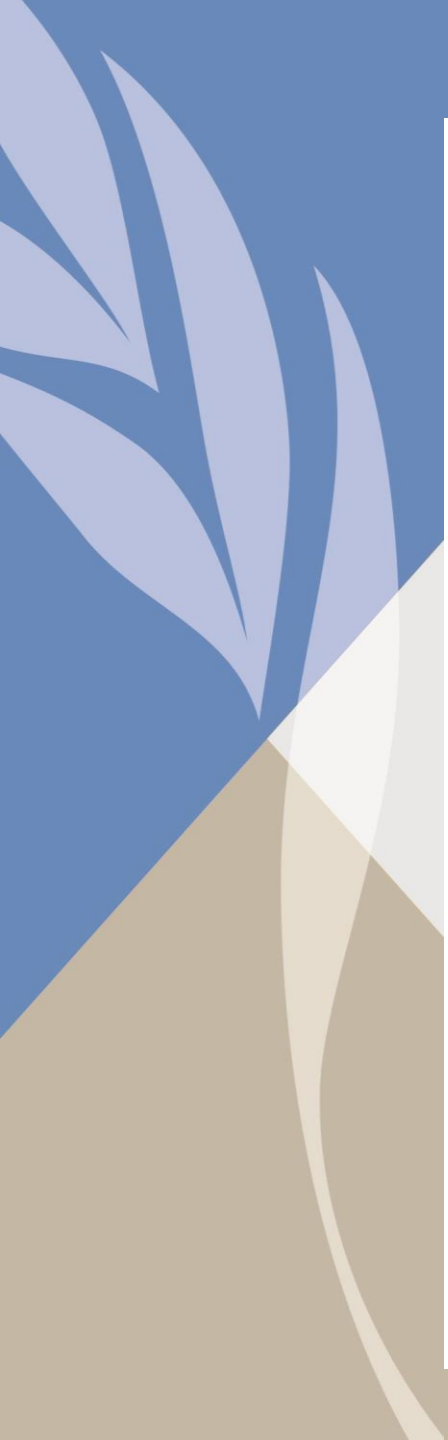
1. Strategic & Operational Planning
2. Governance
3. Oversight & Accountability
4. Human Resources Management & Administrative Services

Main goals

- Assist the new Executive Director in implementing reforms
- Provide independent and impartial assessment
- Provide the PCB with guidance on governance aspects and how to take action



Good Luck!



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