

MANAGEMENT RESPONSE TO THE INDEPENDENT EVALUATION OF THE UN SYSTEM RESPONSE TO AIDS 2016–2019

Additional documents for this item: Annual Report on Evaluation (UNAIDS/PCB (47)/20.31), Independent evaluation of the UN system response to AIDS in 2016-2019 (UNAIDS/PCB (47)/20.32), and the annexes to the independent evaluation of the UN system response to AIDS in 2016–2019 (UNAIDS/PCB (47)/20.33).

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

- *take note* of the UNAIDS management response to the independent evaluation of the UN system response to AIDS 2016–2019; and
- *encourage* the Joint Programme to implement the management response action plan.

Cost implications for the implementation of the decisions: none

Table of contents

Introduction.....	4
Background.....	4
Summary of evaluation conclusions and recommendations	5
Summary management response by recommendation	6
Next steps.....	10
Annex: Detailed management response and action plan.....	11

Introduction

1. UNAIDS welcomes the opportunity to learn and benefit from the findings and recommendations of the Independent Evaluation of the UN system response to AIDS 2016–2019. It will contribute to the Joint Programme’s evolution and help drive clearer alignment between roles, accountabilities and resource levels so that UNAIDS delivers ever-greater value for communities and countries as they pursue their 2030 goals. While significant gains have been made in the response to HIV, the epidemic is far from over. Stepped-up efforts are required, especially in the context of the COVID-19 pandemic, its consequences and the risks they pose to the progress made thus far. The experiences, diverse partnerships, and people-centred, data-driven approaches of the Joint Programme—which the evaluation recognized as key strengths and successes of UNAIDS—are needed now more than ever.

Background

2. The evaluation was initially envisaged in 2018 as a mid-term evaluation of the 2016–2021 Unified Budget, Results and Accountability Framework (UBRAF). During its inception phase, the evaluation evolved into a wider evaluation of the United Nations (UN) system response to AIDS in 2016–2019, with a view to informing the development of UNAIDS’ next strategy, as well as the next UBRAF.
3. As summarized in the UNAIDS Evaluation Plan, presented to the 45th meeting of the PCB in December 2019 (UNAIDS/PCB (45)/19.32), the terms of reference and scope for the Evaluation were developed through a consultative approach, including country and regional consultations and a global multistakeholder consultation which involved more than 70 participants (March 2019, Geneva). An evaluation management group and a reference group were established to promote ownership and facilitate joint oversight by the UNAIDS Secretariat and Cosponsors. A competitive bidding process was conducted to jointly select a consultancy company to carry out the evaluation.
4. The evaluation was concluded in June 2020, reflecting and synthesizing the views of a wide range of stakeholders across countries, regions and the global level. The process included review of over 600 documents, 12 country visits,¹ and analysis of more than 1100 responses to a web survey. UNAIDS is grateful for the support and collaboration of the Cosponsor evaluation offices, which served on the evaluation management group. It is also grateful to the colleagues and stakeholders in the 12 visited countries who facilitated and participated in the evaluation team’s key informant interviews, focus group discussions and site visits, so that diverse local perspectives on UNAIDS’ work could be heard and documented.
5. The findings, conclusions and recommendations of the Independent evaluation are timely contributions to staff and stakeholder discussions on the transformation of UNAIDS. At the 46th meeting of the Programme Coordinating Board (PCB) in June 2020, the Board noted the relevance of the evaluation to the Strategy development process, and in its decisions, the PCB requested the Executive Director to “present the findings from the completed review of the current UNAIDS Strategy (2016–2021) and the implications for strategic priorities beyond 2021, along with the findings of the independent evaluation of the UN system response to AIDS 2016–2019, for consideration by the multistakeholder consultation no later than September 2020”.

¹ Burkina Faso, Guatemala, Iran, Jamaica, Kazakhstan, Madagascar, Morocco, Myanmar, Nigeria, Papua New Guinea, South Africa and Ukraine.

Accordingly, the findings and the summary management response were presented and discussed during the September 2020 multistakeholder consultation.

6. The development of the management response to the evaluation has been a joint and inclusive undertaking bringing together diverse staff across the Joint Programme. A Joint Programme steering group was established to guide the development of the management response, under the co-leadership of the Committee of Cosponsoring Organizations (CCO) Chair (UNDP) and the Secretariat. The main task of the steering group was to ensure that all the recommendations of the evaluation were reviewed in a broad perspective, considering the experience and expertise across the entire Joint Programme. A Secretariat working group was also formed to solicit and consolidate inputs from across country, regional and headquarter levels, engaging country-level and regional Joint Teams on AIDS and coordinating with Cosponsor technical leads on particular programmatic matters, such as HIV and gender.
7. UNAIDS management looks forward to further engagement with the PCB and other stakeholders as the Joint Programme continues to elaborate and takes forward the response to the evaluation. The actions and processes outlined in this management response will strengthen planning, resource allocation, results and accountability of the Joint Programme as UNAIDS operationalizes the next Strategy. Implementation of the management response will build upon and reinforce good practices and systems, notably the refined operating model put in place following the 2017 Global Review Panel on the Future of the UNAIDS Joint Programme Model,² and also ensure that the Joint Programme continues to contribute to and benefit from UN reform. Because of the themes covered in the evaluation, the response also presents opportunity to address some of the findings and recommendations of the UN Joint Inspection Unit's review of the management and administration of UNAIDS.³

Summary of evaluation conclusions and recommendations

8. The evaluation presents four strategic recommendations and four operational recommendations (see summary below), with 20 subrecommendations. Overall, the evaluation concludes that the UNAIDS Strategy is highly relevant, and the structure and design of the UBRAF has been a success in several ways. It is needs based, inclusive and participatory, and provides a comprehensive rationale for interventions that address gender equality and women's empowerment. The evaluation notes that there are numerous qualitative examples of UN contributions to the global and country HIV response, as well as progress in reaching UBRAF milestones. The Joint Programme also contributes to stronger systems and capacities to sustain national and local AIDS responses.
9. The evaluation report observes that country-level joint planning generally works well and contains positive lessons for UN reform, and that a coordinated UN response on HIV remains highly relevant. However, the report highlighted that the current UBRAF does not work well as a tool for prioritization or resource allocation. This is felt acutely in the context of funding shortages. While the Joint Programme clearly contributes to country-

² https://www.unaids.org/sites/default/files/media_asset/final-report_grp_en.pdf

³ https://www.unaids.org/sites/default/files/media_asset/14112019_UNAIDS_PCB45_JIU_REP_2019_EN.pdf

See also UNAIDS' management response:

https://www.unaids.org/sites/default/files/media_asset/15112019_UNAIDS_PCB45_JIU_REP_MGT-RESP_EN.pdf

level outcomes, the UBRAF indicators do not adequately capture that role, and the relative performances of Cosponsors and the Secretariat cannot be identified. Funding shortages negatively affect joint programming decisions and impede HIV technical leadership, placing the Joint Programme under stress at the global level in particular. The evaluation calls attention to the shrinking HIV-specific expertise in the Joint Programme and urges action to maintain needed capacity.

Strategic recommendations	Operational recommendations
1. The Joint Programme needs to prioritize programming in a more strategic and pragmatic way.	5. UNAIDS Secretariat to develop a Joint Programme resource mobilization strategy that is linked directly to the UN System Strategy and Unified Budget mentioned in Recommendation #1.
2. Revise the UBRAF “theory of change”, results framework and monitoring and evaluation systems to better capture the contribution of the Joint Programme to global- and country-level outcomes.	6. The Joint Programme needs to sharpen—and possibly overhaul—its resource allocation processes.
3. Address head-on the future architecture of the Joint Programme.	7. The Joint Programme should develop a concise and clear Joint UN “HIV and gender” plan to facilitate the implementation of strategic gender commitments.
4. The Joint Programme should invest more in working better together.	8. Act now to maintain HIV technical expertise in Joint Programme response.

Summary management response by recommendation

10. This section summarizes the Joint Programme’s management response to the strategic and operational recommendations of the evaluation, highlighting key actions that will be taken to address the recommendation and related findings. The detailed management responses and action plan is presented in the Annex.

Recommendation 1: The Joint Programme needs to prioritize programming in a more strategic and pragmatic way.

11. The Joint Programme will continue to strengthen the strategic focus of its support to countries and their HIV, health and development strategies and plans. It will assist in alignment of such strategies and plans to updated HIV and HIV-related targets, and support inclusive community and stakeholder engagement. It will also ensure that the necessary actions for an effective HIV response are fully resourced, both through domestic investment and by leveraging the important support of the Global Fund and bilateral programmes, including the U.S. President’s Emergency Plan for AIDS Relief (PEPFAR).
12. In line with the ongoing UN reform, the Joint Programme will diversify its support modalities to ensure that advice and assistance is available to all countries that may need it. The next Strategy will guide the Joint Programme in strategic prioritization and the delivery of flexible, needs-based, demand-driven assistance to countries in advancing, in the context of the integrated SDG agenda, towards goal of ending AIDS as a public health threat, A more fully-elaborated “theory of change” and updated results framework will better reflect the Joint Programme’s contributions to outputs, outcomes

and impact at country, regional and global levels, with stronger emphasis on social and structural drivers, including gender and human rights.

13. The UN's added value will be articulated through the next Strategy and the new UBRAF, not a separate UN system strategy. The next UBRAF will be the key tool for operationalizing the next Strategy—leveraging the diverse knowledge, partnerships and experience necessary for countries advancing towards their goal of ending AIDS as a public health threat. The new UBRAF will reflect the Joint Programme's commitments and indicate the respective human and financial resource requirements, to guide the deployment of staff and financial resource towards the targets of the Strategy. Building on the systems and practices implemented under the Joint Programme refined operating model since 2018, UNAIDS will update and further refine the tools that guide coordination and prioritization across the Joint Programme.

Recommendation 2: Revise the UBRAF "theory of change" and modify the associated results frameworks and monitoring and evaluation systems accordingly to better capture the contribution of the Joint Programme to global and country-level outcomes.

14. The process for developing the next Strategy will reaffirm the vision for the global HIV response. It includes a review of evidence, as well as extensive stakeholder consultation, all aimed at identifying areas where intensified action is required. The next UBRAF will align to the global targets of the Strategy, and have a more fully-articulated "theory of change", revised results framework and updated monitoring and evaluation systems. It will feature gender equality-related targets, and will reflect more strongly the role of gender and actions to promote gender equality across all strategic results areas. The UBRAF will incorporate new structural targets (developed as part of the 2025 HIV target-setting process) and take into account successful recent implementation experience in scaling up programmes that are focused on structural and social determinants.
15. The Joint Programme is committed and will work to strengthen the operational planning and performance monitoring systems so as to be able to capture contributions and results at all levels where the Joint Programme operates. The results framework will reflect UNAIDS' role to facilitate, support and enable development and implementation of policies and strategies that are nationally-owned and led. The updated UBRAF monitoring framework and indicators will reflect:
- progress in national and global responses towards achievement of HIV targets and commitments; and
 - implementation of Joint Programme commitments and actions to support national, regional and global responses, capturing UNAIDS' contributions to country results, regional advancement and global progress.
16. Evaluation activities (including periodic external evaluations) will be reflected in the overall design and proposed activities of the next UBRAF and implemented subject to the availability of funding. These evaluations will promote a more systematic approach to organizational learning and continuous improvement of processes and overall support to countries, as well as assess and validate the contributions and impact of UNAIDS.

Recommendation 3: Address head-on the future architecture of the Joint Programme.

17. The Joint Programme will evolve in line with what is needed to best respond to an evolving epidemic; a changing political, social and economic context, including in relation to the COVID-19 pandemic; and country priorities and needs. It will do so by leveraging

the collective assets and capacities of the UN system, including its HIV-specific and non-HIV-specific (but HIV-sensitive) expertise. The Joint Programme will articulate more clearly which skills, knowledge, experience and partnerships are being leveraged through the staff and staff time of various UN entities, towards achieving the goals of the Strategy.

18. In relation to the Secretariat, an institutional review will begin in October 2020 with a view to ensure a workforce which has the appropriate skills, performs the right functions in the right locations, and is supported to deliver, thereby maximizing the capacity of the Secretariat to lead and coordinate the Joint Programme's contribution to countries' achievement of their goals and targets. Management does not agree with the evaluation's recommendations to narrow the mandate and functions of the Secretariat, since such changes would limit UNAIDS' fulfilment of its mandate.
19. Stakeholder engagement to develop the next Strategy and elaborate the new UBRAF, the institutional review of the UNAIDS Secretariat, and overall leadership of the CCO will ensure that UNAIDS keeps up with an evolving epidemic and context, and provides global leadership that makes the maximum contribution towards countries achieving their goal of ending the AIDS epidemic as a public health threat. As UNAIDS evolves, the Joint Programme will closely engage with and be guided by the PCB, with a view to maximizing the organization's positive contributions to country responses and best addressing the priorities and needs of people living with, affected by and vulnerable to HIV.

Recommendation 4: The Joint Programme should invest more in working better together.

20. Building on the systems and practices of the refined operating model, the Joint Programme will:
 - further strengthen the emphasis on joint planning that is aligned to people-centred targets;
 - enhance the programmatic focus of joint planning at the global level;
 - improve the strategic focus and the catalytic power of the joint planning at country and regional levels; and
 - maintain and expand technical partnerships beyond the Joint Programme.
21. Consistent efforts will continue to be made to integrate HIV in broader health and development initiatives and in Cosponsor agency mandates.
22. The Executive Director is committed to working closely with the PCB and CCO Heads of Agency so that the Joint Programme has the resources needed to deliver the new Strategy by fully leveraging the individual and collective strengths of the UN system.
23. The Joint Programme will explore options for a more purposeful approach to interagency staff movement (including short-term loans, secondments and transfers) to reinforce collaboration, versatility and cohesion, and to strengthen delivery as a common Joint Programme.

Recommendation 5: UNAIDS Secretariat to develop a Joint Programme resource mobilization strategy that is linked directly to the UN System Strategy and Unified Budget mentioned in Recommendation #1.

24. UNAIDS will review and enhance its Resource Mobilization Strategy 2018–2021, with a view to ensuring a fully-resourced UBRAF that is calibrated to deliver the UN's full

comparative advantage in terms of supporting countries to deliver on the next Strategy and achieve their 2030 commitments. The updated Resource Mobilization Strategy will factor in the impact of the COVID-19 pandemic on economies around the world and on resource mobilization opportunities.

25. UNAIDS requires a fully-funded UBRAF, with predictable and flexible funding, to fully deliver on its Strategy and support to countries. Recent experience has demonstrated the ever-increasing importance of Secretariat efforts to mobilize resources for the Joint Programme, and the increasing difficulty faced by Cosponsors in securing HIV funding that is sufficiently flexible.
26. The Joint Programme does not agree with a blanket conclusion that the current resource mobilization strategy has been unsuccessful. In the midst of a significant shift in development financing allocations by several key donors, largely in response to the 2015–2016 refugee and migration crisis, UNAIDS (as a 100% voluntarily-funded entity) has maintained a significant volume of unearmarked, core funding. Although not at a level necessary for full UBRAF delivery, this funding has protected and sustained critical UNAIDS activities and support to countries and communities—and is a credit to the commitment of the PCB and donors.
27. Recognizing the need for sustainable funding for the achievement of results, and in line with the UN General Assembly's Quadrennial Comprehensive Policy Review (QCPR), funding dialogues will be convened to assess and utilize the opportunities to mobilize resources towards the next Strategy and the new UBRAF.

Recommendation 6: The Joint Programme needs to sharpen—and possibly overhaul—its resource allocation processes.

28. Given that the development of the next Strategy and the new UBRAF will feature an updated results framework and related human and financial resource requirements, it will be necessary to review the allocation of resources and identify the deployment of human and financial resources that will best support countries to achieve their HIV targets. A more fully-articulated "theory of change" and the revised results framework will promote greater clarity regarding the required inputs and associated costs across the Joint Programme for delivery of the Strategy overall and against specific results areas and targets.
29. The new UBRAF will drive the resource allocation process, guided by the strategic leadership and commitment of the CCO, and by the consideration of the PCB.

Recommendation 7: The Joint Programme should develop a concise and clear Joint UN "HIV and gender" plan to facilitate the implementation of strategic gender commitments.

30. Management agrees with the need to clarify strategic directions and focus vis-à-vis gender and HIV, improve capacities to recognize and respond to gender inequalities, and develop a more meaningful accountability framework tied to investment, with clear country-level action plans and budgets. It believes this is best accomplished not through a separate HIV and gender plan, but through an integrated approach to gender which:
 - aligns action to gender equality-related targets in the UBRAF, and
 - ensures gender mainstreaming across all deliverables and results areas.
31. The development of a fully-elaborated UBRAF "theory of change" and updated results framework is an opportunity to succinctly present how the UN system will support

countries in the next five years to address the vitally important role of gender in the epidemic and the actions necessary to promote gender equality in national responses. This is in the broader context of the next Strategy, which will focus more strongly on and include targets related to social and structural determinants of the epidemic, as well as focus on actions to promote human rights, empower women and girls, and address inequalities.

Recommendation 8: Act now to maintain HIV technical expertise in Joint Programme Response.

32. Staff are the greatest asset across the Joint Programme and primary investment vis-à-vis UBRAF resources. Future planning, operations and reporting documents will better reflect the UN system's diverse, high-quality expertise—the HIV-specific and HIV-sensitive capacities that are necessary for achieving the goals and targets of the Strategy.
33. The new UBRAF, developed under the overall leadership of the CCO, will reflect the human and financial resource requirements and inform the necessary deployment of those resources towards delivering on the Strategy and the specific outputs and results outlined in the UBRAF. It will reflect the mix of HIV-specific and HIV-sensitive expertise being leveraged to support countries to achieve HIV targets, in the broader context of Agenda 2030.
34. The new UBRAF will serve as the Joint Programme's overarching resource mobilization plan, outlining the necessary actions of the UN system towards supporting countries to achieve their goals. The PCB has a key role in supporting the Joint Programme to secure funding against the UBRAF. The new UBRAF, with a more fully-articulated “theory of change” and updated results framework, reflecting Joint Programme commitments and resource requirements, developed and endorsed by the CCO, will strengthen UNAIDS' ability to both convey its value proposition to prospective donors and sustain the support of current ones.

Next Steps

35. A Joint Programme Working Group has been convened to conceptualize and develop the next UBRAF. External consultant support will be enlisted, as necessary, to help elaborate a more detailed “theory of change”, in tandem with the development of the next Strategy, articulating the contributions of UNAIDS to the achievement of country targets across strategic results areas.
36. The detailed drafting of the UBRAF will take place between January and May 2021, and will be informed by the PCB's consideration of the annotated outline of the next UNAIDS strategy at its 47th meeting, as well as by the evaluation and management response. A multistakeholder consultation will be planned as part of the iterative refinement of the proposed UBRAF. CCO endorsement of the proposed UBRAF will take place in May 2021, ahead of its submission for consideration at the 48th PCB in June 2021.

[Annexes follow]

Annex: Detailed management response and action plan

Strategic recommendation

RECOMMENDATIONS AND RESPONSES				
No.	Recommendations/subrecommendations	Management response	Actions	Timeline
1	The Joint Programme needs to prioritize programming in a more strategic and pragmatic way	<p>Overall management response: Agree with the recommendation in principle. The Joint Programme will continue to strengthen the strategic focus of support to countries and their HIV, health and development strategies and plans, to align to updated HIV and related targets, support inclusive community and stakeholder engagement, and ensure that the necessary actions for an effective HIV response are fully resourced—through domestic investment and by leveraging the important support of the Global Fund and bilateral programmes, including PEPFAR.</p> <p>In line with the ongoing UN reform, the Joint Programme will diversify its support modalities to ensure that advice and assistance is available to all countries that need it. The new Strategy will guide the Joint Programme in strategic prioritization and delivery of flexible, needs-based, demand-driven assistance to countries in order to advance towards ending AIDS as a public health threat, in the context of the integrated SDG agenda.</p> <p>A more fully-elaborated "theory of change" (see below) and updated results framework will better reflect the Joint Programme's contributions to outputs, outcomes and impact at country, regional and global levels, with stronger emphasis on social and structural drivers, including gender and human rights. The UN's added value will be articulated through the next Strategy and the new UBRAF, not through a separate UN System Strategy.</p>		
1.1	<p>UNAIDS Secretariat to facilitate consensus among UNAIDS Cosponsors, for the period until 2030, on a UN System Strategy in support of the global HIV response. This UN System Strategy should be realistic and should:</p> <ul style="list-style-type: none"> • be based on scientific evidence of strategies which have the most impact on the HIV epidemic; • be based on cost-effective approaches; and • tie into the agreed-upon Division of Labour and the upstream role of the UN system. 	<p>Partially accepted: The next UBRAF will be the key tool for operationalizing the UN's support to the next Strategy—leveraging the diverse knowledge, partnerships and experience necessary for countries advancing towards ending AIDS as a public health threat. The new UBRAF will reflect the Joint Programme's commitments and indicate the respective human and financial resource requirements, to guide the deployment of staffing and financial resource towards the targets of the Strategy.</p> <p>Building on the systems and practices implemented under the Joint Programme refined operating model since 2018, UNAIDS will update and further refine the tools that guide coordination and prioritization across the Joint Programme.</p>	<p>Active stakeholder engagement in the development of the next Strategy is underway. These processes include staff and partners across the Joint Programme. The UNAIDS Executive Director will discuss the strategy and UNAIDS' overall transformation with the CCO at its meeting in November 2020. The PCB will receive a progress report and draft of the strategy for consideration in December 2020, with a view to adopting the next Strategy in March 2021.</p> <p>In parallel with the Strategy development, a Joint Programme Working Group will be convened, beginning in September 2020, to conceptualize and develop the next UBRAF. A "theory of change" will be developed and agreed in relation to each results area, under the leadership of each area's lead Cosponsors</p>	<p>May 2021: CCO consideration and endorsement of the next UBRAF.</p> <p>June 2021: UBRAF adopted.</p> <p>November 2021: CCO consideration of the Joint Programme capacity overview to effectively support countries to deliver on the Strategy.</p>

RECOMMENDATIONS AND RESPONSES				
No.	Recommendations/subrecommendations	Management response	Actions	Timeline
	<p>The UN System Strategy should be prioritized:</p> <ul style="list-style-type: none"> • prioritizing the geographical footprint for UN System support; • presenting specific UN activity areas as "investment cases", showing value for money and comparative advantages for UN system and/or Cosponsors; and • demonstrating priorities for different funding levels. 	<p>While 2030 is the overall time horizon, in line with the Sustainable Development Goals, the next Strategy and the new UBRAF will focus on the coming five years.</p> <p>The new UBRAF will be aligned with the global targets, and the Joint Programme performance indicators will be linked to the HIV response indicators. This will lead to greater clarity regarding the inputs and associated costs across the Joint Programme towards delivery on the Strategy overall, and in relation to specific results areas. These actions will build on successful efforts to increase clarity on resource allocation and linkages between the effort and results put in place under the refined operating model in recent years, as recognized by the PCB.</p>	<p>in the Joint Programme Division of Labour, in close collaboration with the Secretariat technical leads, providing the foundation for the elaboration of the UBRAF. The UBRAF will reflect prioritization and geographic focus for the UN's support to countries.</p> <p>External consultant support will be enlisted as necessary, to help elaborate a more detailed "theory of change", articulating the contributions of UNAIDS to the achievement of country and regional targets alongside global public goods and across strategic results areas. Regarding the geographic footprint of the Secretariat, see below (3.2) for a description of the institutional review.</p>	
1.2	<p>UNAIDS Secretariat and Cosponsors to finalize the next Unified Budget, guiding specific allocation of joint human and financial resources, so that the budget:</p> <ul style="list-style-type: none"> • prioritizes core funds to joint strategies and activities (as opposed to Cosponsor-specific ones); • fully costs each priority of the UN System Strategy, showing funding gaps, so that donors appreciate what the Joint Programme can or cannot do based on levels of funding; • reduces the number of countries for country envelope funding so that the monies are large enough to make a difference and to reduce the transaction costs; and • prioritizes the UNAIDS Secretariat's geographical footprint (fewer Country Offices, more multicountry offices) deploying savings to increase the Fast-Track/country envelopes. 	<p>With regards to the country envelope mechanism, it is relatively recent (in effect since 2018) and designed to be catalytic. Necessary structural changes will be made, based on and in line with the next Strategy and overall results framework.</p> <p>With regards to the UNAIDS Secretariat geographic footprint, senior management prioritizes the distribution of the workforce in line with the epidemic, broader political, social and funding context, and resource availability. Through an institutional review exercise, the Secretariat's overall deployment and footprint will be updated to align with the next Strategy.</p>		September 2020 – May 2021.

RECOMMENDATIONS AND RESPONSES				
No.	Recommendations/subrecommendations	Management response	Actions	Timeline
1.3	UNAIDS Secretariat to facilitate where possible (e.g. around country-level national strategic plan development and global review processes) improved UN joint system planning with the Global Fund, PEPFAR and mutual donors.	Accepted	<p>The Joint Programme will continue and optimize its support to countries and their HIV, health and development work, to align to updated HIV and related targets. It will support inclusive community and stakeholder engagement, and ensure the necessary actions for an effective HIV response are fully resourced. Those resources will be sourced through domestic investment and by leveraging the important support of the Global Fund and PEPFAR, as well as other donors, in alignment with national strategies and plans.</p> <p>With regards to the Global Fund, the Joint Programme will continue to collaborate and support according to various memoranda of understanding that have been established (e.g. UNDP, WHO, UNFPA, UNAIDS Secretariat). UNAIDS will seek to enhance strategic engagement with the Global Fund's governance structures, notably its Strategy Committee, to support alignment and synergies with the next Strategy and country commitments at the 2021 High-Level Meeting on Ending AIDS. The country-level Joint Teams will continue to collaborate and provide technical, coordination and alignment support, and facilitate inclusive engagement, especially of civil society and communities, in funding request development and grant management, implementation and oversight.</p> <p>With regards to PEPFAR, UNAIDS will continue to closely collaborate, providing inputs to the development of Country Operational Planning (COP) guidance, supporting the elaboration of COPs with national stakeholders, facilitating the engagement of civil society, supporting</p>	Ongoing

RECOMMENDATIONS AND RESPONSES				
No.	Recommendations/subrecommendations	Management response	Actions	Timeline
			implementation, and overall promoting alignment to national plans, so investments produce the greatest possible impact.	
2	Revise the UBRAF "theory of change" and modify the associated results framework and M&E systems accordingly to better capture the contribution of the Joint Programme to global and country-level outcomes	<p>Overall management response: Agree with the recommendation in principle. The new Strategy development process will reaffirm the vision for the global response, and it includes a review of evidence, as well as extensive stakeholder consultation, in order to identify areas where intensified action is required. The next UBRAF will align to the global targets of the Strategy, have a more fully-articulated "theory of change", revised results frameworks and updated M&E systems, aligned to and taking forward the new Strategy, and building on the systems and practices implemented under the refined operating model put in place since 2018.</p> <p>Together, these planning, coordination, management and monitoring tools will set out how the UN system will best support countries in the next five years, towards their goal of ending AIDS as a public health threat by 2030. The next UBRAF will feature gender equality related targets, and more strongly reflect the role of gender and action to promote gender equality across all strategic results areas. The UBRAF will incorporate new structural targets (developed as part of the 2025 HIV target process) and take into account successful recent implementation experience scaling up programmes focused on structural and social determinants.</p>		
2.1	<p>The UBRAF has the potential to play a continuing, useful role as an instrument for the Joint Programme. However, for this to be the case the UBRAF needs to have a fully-articulated "theory of change" which is fully aligned with a modified results framework and which includes precise output level performance indicators that are attributable to the UN system.</p> <p>UNAIDS Secretariat to revise the UBRAF "theory of change" and results framework, which should include:</p> <ul style="list-style-type: none"> • Joint Programme outputs (i.e. attributable results of Joint Programme activities) which are currently missing, reflecting the "upstream" functions of the UN; • Joint Programme outcomes and impacts (i.e. country-level changes which the Joint Programme outputs contribute to, 	<p>Partially accepted: The Joint Programme is committed and will work to strengthen the operational planning and performance monitoring systems to capture contributions and results at all levels of operation. The results framework will reflect UNAIDS' role to facilitate, support and enable the development and implementation of policies and strategies that are nationally-owned and -led.</p>	<p>See above (1.1 and 1.2)</p> <p>The updated UBRAF monitoring framework and indicators will reflect cover levels:</p> <ul style="list-style-type: none"> • progress in national/ global responses towards achievement of HIV targets and commitments; and • implementation of Joint Programme commitments and actions to support national/ regional/ global responses, capturing UNAIDS' contributions to country results, regional advancement and global progress. 	<p>See above (1.1 and 1.2)</p>

RECOMMENDATIONS AND RESPONSES				
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	but which are usually a result of the efforts of multiple actors).			
2.2	UNAIDS Secretariat to commission regular (preferably biannual) external evaluations that would aim to establish links between the UBRAF outputs and country-level outcomes, and validate the contribution implied by the "theory of change".	Accepted: Evaluation activities (including periodic external evaluations) will be reflected in the overall design and proposed activities of the next UBRAF and implemented subject to the availability of funding. These evaluations will promote a more systematic approach to organizational learning and continuous improvement of processes and overall support to countries, as well as assess and validate the contributions and impact of UNAIDS.	The Joint Programme will continue to systematically review, refine and simplify its planning, implementation, management, monitoring and reporting mechanisms, processes and tools (e.g. Joint UN Plans, quality assurance procedures and tools, reporting tools). Periodic external evaluations will be commissioned to assess and validate the contribution and impact of UNAIDS at country, regional/subregional and global levels. To allow in-depth analysis of how the Joint Programme contributes to country-level results, regional/subregional advancement and global progress, evaluations will focus on particular topics, themes or countries, in line with the UNAIDS 2020–2021 evaluation plan. Where a specific "theory of change" is missing, one will be reconstructed as part of the evaluations.	Ongoing
2.3	UNAIDS Secretariat to further strengthen and streamline the M&E system and tools for the Joint Programme (JPMS) and invest increased human and financial resources for managing these systems in-country and centrally.	Accepted	UNAIDS will build on work done to date to strengthen and streamline systems and tools for planning, coordination, reporting and implementation oversight. Secretariat support is being strengthened through increased capacity for planning, finance and accountability. Matrix line management, with a direct field reporting line to the Programme Branch, has been implemented to strengthen programmatic leadership and coordination and to enable more seamless support to Regional and Country Offices. Staff capacity and deployment will be further considered as part of the overall institutional review exercise.	

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No.	Recommendations/subrecommendations	Management response	Actions	Timeline
			The ongoing effort to strengthen the JPMS will continue. The platform will evolve to better enable analysis that can inform management oversight and decision-making. UNAIDS is also looking into the possible use of UN INFO in the future, as the UN Development System's agreed planning, monitoring and reporting platform, which is managed by the UN Development Coordination Office.	
3	Address head-on the future architecture of the Joint Programme	<p>Overall management response: partially agree with the recommendation. The Joint Programme will evolve in line with what is needed to best respond to an evolving epidemic; a changing political, social and economic context, including in relation to the COVID-19 pandemic; and country priorities and needs. It will do this by leveraging the collective assets and capacities of the UN system (both its HIV-specific and non-HIV-specific but HIV-sensitive expertise), while taking into account ongoing UN reform. The Joint Programme will better articulate which skills, knowledge, experience and partnerships are being leveraged through the staff and staff time of various UN entities, towards achieving the goals of the Strategy.</p> <p>Regarding the Secretariat, an institutional review will begin in September 2020, with a view to ensuring a workforce with the right skills, performing the right functions, in the right locations, and which is supported to deliver, thereby fulfilling the goals. Management does not agree with the evaluation's recommendations to narrow the mandate and functions of the Secretariat, as such changes would limit UNAIDS' effective delivery vis-à-vis the mandate set out by ECOSOC.</p>		
3.1	UNAIDS Senior Management to get on the "front foot" of discussions about the UNAIDS Secretariat's immediate role and especially long-term (post-2030) role, and to commission a comprehensive external review of strategic options. It is noted that this review could be integrated into the UNAIDS strategy facilitation process which has been commissioned.	<p>Partially accepted: The Joint Programme architecture will be determined based on and in line with the new Strategy and the respective UN/UNAIDS priorities, also taking into consideration the requirements of UN reform.</p> <p>Stakeholder engagement to develop the next Strategy and elaborate the new UBRAF, the institutional review of the UNAIDS Secretariat,</p>	See above (1.1 and 1.2)/. An institutional review of the Secretariat will assess current structures and capacities, as well as future needs, and will propose options for realigning and optimizing the deployment of Secretariat staff, supporting UNAIDS' overall programmatic leadership and coordination, advocacy and communications, strategic information, governance and partnerships, civil	See above (1.1 and 1.2). Institutional review to be initiated in September 2020 and to continue to end-2021. Initial implementation phase in July-August 2021 to optimize deployment

RECOMMENDATIONS AND RESPONSES				
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3.2	<p>This review should build on the 2017 Global Review Panel and ensure the continued relevance of the Joint Programme as a key part of the global HIV response and explore options for the future architecture and operation of the Joint Programme, such as:</p> <ul style="list-style-type: none"> leveraging UN reforms—especially with respect to (a) transparency and simplification of planning; (b) improving financial allocation and reporting; (c) placing greater emphasis on instruments such as UNSDCF; and (d) the possibility of the UNAIDS country-level coordination function to be taken up as part of the UN Resident Coordinators Office. This arguably would also be more in line with the integrated and multisectoral approach to sustainable development promoted by the SDGs; radical architecture options such as greatly reducing the size and function of the Secretariat (particularly the Geneva Headquarters) so that it only has a coordination and strategic information function; increasing the agility of the Joint Programme, for example a more fluid and dynamic process for Cosponsors to join or leave the Joint Programme and increasing the ability of resources to be reallocated quickly across Cosponsors or geographies to maximize results; and leveraging synergies between the big players in the HIV response, such as Global Fund and PEPFAR, to maximize impact and reduce overlap and inefficiencies. 	<p>and overall leadership of the CCO will ensure that UNAIDS keeps up with an evolving epidemic and context, and provides global leadership and makes the maximum positive impact towards countries achieving their goal of ending the AIDS epidemic as a public health threat.</p> <p>These processes will build upon the outcomes of the 2017 Global Review Panel and changes to the operating model that have been implemented in the last two years. In relation to UN reform, UNAIDS engages closely in UNSDCF processes to ensure that HIV and related issues are well-reflected, under the overall leadership of the Resident Coordinator. In the discussions with the UN Development Coordination Office, they do not see the Resident Coordinator system having the mandate or capacity to take on UNAIDS' coordination function in relation to the HIV response.</p> <p>The UNAIDS Secretariat maintains overall responsibility for ensuring strategic focus, functioning and accountability across all Joint Programme work related to leadership, advocacy and communication; partnership, mobilization and innovation; strategic information; coordination, convening and implementation support; and governance and mutual accountability. Reducing the Secretariat's functions to strategic information and coordination would have a negative impact on the Joint Programme's ability to provide global leadership and implementation support in the AIDS response.</p> <p>As noted above (1.3), UNAIDS works closely with the Global Fund and PEPFAR to leverage their important support to national responses, thereby maximizing synergies and progress towards HIV targets and commitments. These collaborations</p>	<p>society engagement, and accountability for results. To address evaluation findings about stress and strain on the Joint Programme's coordination at global level, the Secretariat will review and strengthen mechanisms for planning, oversight and support to countries, by strategic results area. Such coordination and support mechanisms play a key role in leveraging global platforms and engaging relevant partners, stakeholders and movements, reinforcing political commitment and programmatic action.</p>	<p>vis-à-vis the new Strategy.</p>

RECOMMENDATIONS AND RESPONSES				
No.	Recommendations/subrecommendations	Management response	Actions	Timeline
		<p>will remain vital in the future, together with work to sustain and grow domestic investments in the AIDS response.</p> <p>With regards to the proposed, more fluid and dynamic process for Cosponsors to join or leave the Joint Programme, the Joint Programme is of the view this may jeopardize the stability of UNAIDS and could generate very high transaction costs.</p> <p>As UNAIDS evolves, the Joint Programme will closely engage and be guided by the PCB, with a view to maximizing the organization's positive contributions to country responses and best addressing the priorities and needs of people living with and affected by HIV. The focus at this point is the next five years, setting and achieving new targets for the AIDS response that will bridge to 2030 goals.</p>		
4	The Joint Programme should invest more in working better together.	<p>Overall management response: Agree with the recommendation in principle. Building on the systems and practices of the refined operating model, the Joint Programme will further strengthen the emphasis on joint planning aligned to people-centred targets; enhance the programmatic focus of the joint planning at global level; improve the strategic focus and the catalytic power of the joint planning at country and regional levels; and maintain and expand technical partnerships beyond the Joint Programme. Consistent efforts will continue to integrate HIV in broader health and development initiatives and Cosponsor agency mandates. The Executive Director will continue her efforts to strengthen CCO engagement in effective management and resourcing of the Joint Programme.</p>		

RECOMMENDATIONS AND RESPONSES				
No.	Recommendations/subrecommendations	Management response	Actions	Timeline
4.1	<p>UNAIDS Leadership to hold the CCO responsible for addressing management and resource issues, so that Cosponsor technical experts can collaborate more effectively on programmatic issues. The CCO needs to:</p> <ul style="list-style-type: none"> strengthen the agency of technical staff to collaboratively implement the Joint Programme as a powerful basis for ongoing future work to combat HIV; and separate conversations around management issues (around process, governance and resources) from the technical and programmatic issues, with an emphasis on ensuring that the former does not crowd out the latter. 	<p>Partially agree: Each Cosponsoring organization of UNAIDS is responsible and accountable for managing their respective staff and resources, in line with the mandates and oversight of their governing bodies.</p> <p>The Executive Director is committed to working closely with the PCB and CCO Heads of Agency so that the Joint Programme has the resources needed to support countries to deliver on the Strategy—fully leveraging the individual and collective strengths of the UN system.</p>	<p>The Executive Director and CCO Heads of Agency will discuss the development of the next Strategy and UBRAF at their November 2020 meeting. In May 2021, they will discuss and endorse the proposed new UBRAF, detailing each entity's commitments and capacity required to deliver. The PCB will consider the new UBRAF in June 2021.</p> <p>Ongoing strategic, high-level engagement between the Executive Director and CCO Heads of Agency will galvanize commitment to specific HIV initiatives and policy advocacy, ensuring that staffing and resources are available for collaborative delivery at all levels (HIV-specific and non-HIV-specific expertise).</p> <p>Internal planning, coordination and oversight platforms (e.g. country-level prioritization and planning, quality assurance of the Joint Plans and country envelopes, implementation review, thematic/ technical webinars) will be reviewed and further strengthened to ensure that Global Coordinators can increase their focus on the development and delivery of demand-driven, country context-specific, quality-assured plans and strategies to advance country responses to AIDS.</p>	September 2020 – December 2021 (see above, 1.1 and 1.2).

RECOMMENDATIONS AND RESPONSES				
No.	Recommendations/subrecommendations	Management response	Actions	Timeline
4.2	<p>UNAIDS Secretariat to create more platforms and opportunities for Joint Programme technical experts and professionals at all levels to collaborate around key technical and programmatic issues and challenges, such as:</p> <ul style="list-style-type: none"> • technical gatherings/meetings for Joint Programme counterparts to discuss technical issues, best practices and lessons learned; • setting up a short-term secondment system so that staff can learn more about counterpart programming; and • joint planning at all levels (country/regional/ global). 	<p>Accepted: The Joint Programme accepts the need to work to support collaboration at all levels. Solid foundations and functional platforms for technical collaboration already exist within the Joint Programme, and these will be reviewed and optimized to best support colleagues in their work.</p>	<p>As part of planning and taking forward the next UBRAF, the Joint Programme will review and build upon existing platforms such as standardized Joint UN Plans; biennial regional and country-level prioritization and target-setting exercise; planning, quality assurance and implementation support platforms led by the Regional Joint Teams and providing space for substantive engagement of the Global Coordinators and Cosponsor technical teams; and the Fast-Track webinar series, which enables colleagues across the Joint Programme to learn and share knowledge on cutting-edge technical developments related to HIV, as well as on their work to advance progress on specific strategic results areas.</p> <p>The Joint Programme will explore options for a more purposeful approach to inter-agency staff movement, from short-term loans, to secondments, to transfers—with a view to reinforcing collaboration, versatility, and cohesion, and strengthening delivery as a common Joint Programme.</p>	<p>Ongoing, through end-2021.</p>

Operational Recommendations

RECOMMENDATIONS AND RESPONSES				
No.	Recommendations/subrecommendations	Management response	Actions	Timeline
5	UNAIDS Secretariat to develop a Joint Programme resource mobilization strategy that is linked directly to the UN System Strategy and Unified Budget mentioned in Recommendation #1	Overall management response: agree with the recommendation in principle. UNAIDS will review and enhance its current Strategic Resource Mobilization Strategy 2018–2021, with a view to ensuring a fully-resourced UBRAF that is calibrated to deliver the UN's full comparative advantage for supporting countries to deliver on the next Strategy and achieve their 2030 commitments. The updated Resource Mobilization Strategy will factor in the impact of COVID-19 on economies around the world and resource mobilization opportunities.		
5.1	<p>UNAIDS Secretariat to conduct a systematic resource mobilization review for the Joint Programme. This review should cover:</p> <ul style="list-style-type: none"> three main perspectives: (a) the relative ability of the Secretariat vis-à-vis Cosponsors to raise funds; (b) the resource mobilization options from a global, regional and country perspective; and (c) an assessment of why the previous UNAIDS resource mobilization strategy was unsuccessful; an assessment of donors' and Member States' likely ongoing support for a special UN programme on HIV, seeking indications from these constituencies on the specific areas that are perceived to be needed or to add value, indicating options for the future architecture of the UN response on HIV (see Recommendation #3). 	<p>Partially accepted: UNAIDS requires a fully-funded UBRAF, with predictable and flexible funding, to fully deliver its Strategy and support to countries. Recent experience has demonstrated the ever-increasing importance of Secretariat efforts to mobilize resources for the Joint Programme, and increasing difficulties faced by Cosponsors in securing HIV funding that is sufficiently flexible.</p> <p>The Joint Programme is committed to reviewing and enhancing the current resource mobilization strategy. However, we do not agree with a blanket conclusion that the current strategy has been unsuccessful. In the midst of a significant shift in development financing allocations among several key donors, largely in response to an urgent refugee and migration crisis (2015–2016), UNAIDS (as a 100% voluntarily-funded entity) has maintained a significant volume of unearmarked, core funding. Although not at a level necessary for full UBRAF delivery, the funding has protected and sustained critical UNAIDS activities and support to countries and communities, which is a credit to the commitment of the PCB and donors.</p>	<p>The Strategic Resource Mobilization Plan will be updated through a robust consultation process with Cosponsors and partners, ensuring its relevance and timeliness as the Joint Programme prepares itself for the decade ahead. The process will be supported by the Joint Programme Resource Mobilization working group, which is currently preparing a Cosponsor consultation. This consultation will draw on the experience and expertise of the respective fundraising teams of Cosponsors, as well as on external expertise to ensure the most up-to-date processes and best practices are incorporated.</p> <p>Grant management is being strengthened to ensure consistent, high-quality reporting on results. UNAIDS is pursuing new partnerships and extra-budgetary funding to diversify support, towards full implementation of a comprehensive, evidence-based and ambitious strategy.</p>	September 2020 – July 2021

RECOMMENDATIONS AND RESPONSES				
No.	Recommendations/subrecommendations	Management response	Actions	Timeline
5.2	The results of this review should inform a revised Joint Programme resource mobilization strategy which is agreed on and owned across the Joint Programme.	Accepted: Any proposed adjustments from the systematic review of the resource mobilization strategy are to be shared, agreed upon and owned across the Joint Programme. The PCB has a central role in the mobilization of resources for the UBRAF. The new UBRAF will be developed to effectively serve as UNAIDS' approved resource mobilization plan.	See above (5.1) Recognizing the need for sustainable funding for the achievement of results, and in line with the UN General Assembly's Quadrennial Comprehensive Policy Review (QCPR), funding dialogues will be convened to assess and utilize the opportunities to mobilize resources towards the next Strategy and the new UBRAF.	Funding dialogue dates TBC (tentatively second quarter 2021; to be discussed with the PCB Bureau).
6	The Joint Programme needs to sharpen—and possibly overhaul—its resource allocation processes	Overall management response: Agree with the recommendation in principle. With the development of the next Strategy and the new UBRAF, with the updated results framework and human and financial resource requirements, it will be necessary to review the allocation of resources, showing the deployment of human and financial resources that will best support countries to achieve their HIV targets.		
6.1	UNAIDS Secretariat to solicit independent advice (for the PCB) for a resource allocation process for UNAIDS core funding in the next Unified Budget in order to restore the collective belief in the validity of the process, improve efficiency and improve transparency for fundraising. This independent review should propose the following: <ul style="list-style-type: none"> a documented rationale and accountability process for resource allocation across the Joint Programme; criteria to allocate core funds to Cosponsors (e.g. contribution to UN System Strategy priorities, resource needs and fundraising abilities); criteria to allocate core funds to programme activities (e.g. contribution to UN System Strategy priorities, joint versus individual Cosponsor activities, priority countries); 	Partially accepted: See above (1.1 and 1.2). With the development of a robust "theory of change" and revised results framework, there will be greater clarity regarding the inputs and associated costs across the Joint Programme towards delivery on the Strategy overall, and vis-à-vis specific results areas/ targets. The new UBRAF—outlining support towards countries achieving their HIV targets, and guided by the strategic leadership and commitment of the CCO, and consideration of the PCB—will drive the allocation process.	See above (1.1 and 1.2). External consultant support will be enlisted, as needed, to help elaborate a more detailed "theory of change", in tandem with the development of the next Strategy, articulating the contributions of UNAIDS to the achievement of country targets across strategic results areas. Consultancy support will be engaged, as required, to strengthen the resource allocation process.	September 2020 – May 2021

RECOMMENDATIONS AND RESPONSES				
No.	Recommendations/subrecommendations	Management response	Actions	Timeline
	<ul style="list-style-type: none"> an arbitrated resource allocation process; and an exit strategy for Cosponsors to graduate out of core funding support if they have enough resources, and a strategy for UN agencies to "buy into" UNAIDS services. 			
6.2	UNAIDS Secretariat to commission a detailed assessment/evaluation of the country envelope mechanism.	Accepted	The country envelope mechanism will be updated to align to the next Strategy and to best leverage UN system capacities. A stock-taking exercise will be carried out to learn from experiences with the first cycles and to consider how to improve the mechanism. Subject to the availability of resources, a more detailed evaluation will be carried out in late-2022 or early-2023, reviewing the evolution and performance of the mechanism.	Stocktaking and update (June-September 2021); evaluation (late-2022/early-2023).
6.3	UNAIDS Secretariat to commission an independent review of the human resource levels of the UNAIDS Secretariat vis-à-vis UN System Strategy priorities (see also Recommendation #8). This review should assess: <ul style="list-style-type: none"> economies of arrangements within countries and regions; appropriateness of human resources of the UNAIDS Secretariat at global, regional and country level; and options for arrangements to allocate staff across agencies depending on requirements, the presence of agencies and programmes. 	Accepted	<p>An institutional review of the Secretariat will begin in September 2020, with a view to ensuring a workforce with the right skills, performing the right functions, in the right locations, and supported to deliver, thereby leveraging the full potential of the UN System and fulfilling the goals. (See above, 3.2.)</p> <p>The new UBRAF will reflect human and financial resource requirements and will guide the deployment of staffing and financial resource towards the targets of the next Strategy.</p> <p>Recognizing that staff are the most valuable asset, the next UNAIDS Secretariat's human resources strategy will set out key actions and initiatives to ensure that UNAIDS has the right people in the right places, and is continually developing the skills, learning and collaboration necessary to best support countries to achieve their goals.</p>	<p>Institutional review to be initiated in September 2020 and continue through end 2021. Initial phase of implementation in July-August 2021 to optimize deployment vis-à-vis the new Strategy.</p> <p>The new UBRAF will be discussed and endorsed by the CCO at their meeting in May 2021. The PCB will consider the new UBRAF in June 2021.</p>

RECOMMENDATIONS AND RESPONSES				
No.	Recommendations/subrecommendations	Management response	Actions	Timeline
7	The Joint Programme should develop a concise and clear Joint UN "HIV and gender" plan to facilitate the implementation of strategic gender commitments	<p>Overall management response: Partially agree with the recommendation. Management agrees with the need to clarify strategic directions and focus regarding gender and HIV, improve capacities to recognize and respond to gender inequalities, and develop a more meaningful accountability framework tied to investment, with clear country-level action plans and budgets. This is seen as best-accomplished not through a separate HIV and gender plan, but through an integrated approach to gender: by aligning action to gender equality-related targets in the UBRAF and by ensuring gender mainstreaming across all deliverables and results areas.</p> <p>The development of a fully-elaborated UBRAF "theory of change" and updated results framework is an opportunity to succinctly present how the UN system will support countries in the next five years to address the vitally important role of gender in the epidemic, and to take the actions necessary to promote gender equality in national responses. This is in the broader context of the next Strategy, which will have a stronger focus and targets on social and structural determinants of the epidemic, and which will include actions to promote human rights, empower women and girls, and address inequalities.</p>		
7.1	<p>UNAIDS Secretariat to mainstream gender commitments into the upcoming Strategy by developing an accompanying Joint UN "HIV and gender" plan (annexed or standalone) which provides guidance for the Joint Programme on practical implementation of the commitments. This process should ensure that the Joint UN "HIV and gender" plan:</p> <ul style="list-style-type: none"> articulates a shared understanding of the gender aspects of the HIV epidemic, definitions, scope and principles; allocates roles and responsibilities to action areas among Cosponsors and Secretariat; is informed by a review of evidence which demonstrates where strategic gender commitments resulted in positive HIV response outcomes at the national level; and reflects existing gender mainstreaming strategies, approaches and best practice articulated across the UN system and elsewhere. 	<p>Partially accepted: The next UBRAF will more strongly reflect the role of gender and action to promote gender equality across all strategic results areas, as well as being a specific results area.</p>	<p>The development of the UBRAF "theory of change" and revised results framework will have a strong focus on gender and it will identify how best to leverage the capacities and partnerships of the UN system for promoting gender equality in national, regional and global HIV responses. Country-level planning, implementation and reporting will be strengthened to show focused, strategic activities and investments for impact.</p>	<p>September 2020 and ongoing.</p>
7.2	UNAIDS Secretariat to incorporate the above into the UN System Strategy and	<p>Accepted in principle: Gender will be fully integrated in the next Strategy and</p>	See above	See above

RECOMMENDATIONS AND RESPONSES				
No.	Recommendations/subrecommendations	Management response	Actions	Timeline
	Unified Budget described in Recommendation #1.	the UBRAF. The UN-added value will be articulated through the UBRAF, not through a separate UN System strategy.		
8	Act now to maintain HIV technical expertise in the Joint Programme response	Overall management response: Agree with the recommendation in principle. Staff are the greatest asset across the Joint Programme and a primary investment vis-à-vis UBRAF resources. Future planning, operations and reporting documents will better reflect the UN system's diverse, high-quality expertise—which constitute the HIV-specific and HIV-related (HIV-sensitive) capacities that are necessary for achieving the targets and goals of the Strategy.		
8.1	UNAIDS Secretariat to undertake a review of the human resource levels of the Cosponsor HIV departments vis-à-vis UN System Strategy priorities (see also Recommendation #6). This review should: <ul style="list-style-type: none"> address the need to maintain HIV technical leadership across the Joint Programme; examine to what extent HIV specialist expertise (e.g. in relation to working on issues around key populations and policy work) is being adequately resourced; and help bolster focused Cosponsor technical HIV expertise (mainly, but not only, at country level) so that quality programming is assured. 	Accepted in principle: The new UBRAF, developed under the overall leadership of the CCO, will reflect the human and financial resource requirements and inform the necessary deployment of human and financial resources towards delivering on the Strategy and the specific outputs and results outlined in the UBRAF. It will reflect the mix of HIV-specific and non-HIV-specific (HIV-sensitive) expertise being leveraged to support countries to achieve HIV targets, in the broader context of Agenda 2030.	As noted above (6.3), the next UBRAF will reflect the human and financial resource requirements and guide the deployment of staffing and financial resources towards the outputs and expected results of the UBRAF. The new UBRAF will be reviewed and endorsed by the CCO at its May 2021 meeting. A Joint Programme capacity review will be undertaken subsequently to provide an overview of how diverse forms of expertise will be mobilized and leveraged, across locations, as well as of gaps and areas requiring reinforcement. This capacity analysis will be discussed by the CCO at its November 2021 meeting.	See above (1.1, 1.2, 6.1); key milestones: <ul style="list-style-type: none"> November 2020 (CCO discussion on development of next strategy and UBRAF); May 2021 (CCO consideration and endorsement of the next UBRAF); November 2021 (CCO consideration of the Joint Programme capacity and gap overview).
8.2	UNAIDS Secretariat to support Cosponsors to advocate with the PCB and donors for adequate human resources, and for the associated financial resources.	Accepted: As noted above, the new UBRAF will serve as the Joint Programme's overarching resource mobilization tool, outlining the necessary actions by the UN system towards supporting countries to achieve their goal of ending AIDS as a public health threat by 2030. The PCB has a key role in supporting the Joint Programme to secure funding against the UBRAF. The new UBRAF, with a more fully articulated "theory of change" and updated results	See above (Recommendations 2 and 5).	Ongoing. Funding dialogue dates to be confirmed (tentatively second quarter 2021; to be discussed with the PCB Bureau).

RECOMMENDATIONS AND RESPONSES				
No.	Recommendations/subrecommendations	Management response	Actions	Timeline
		framework, Joint Programme commitments and resource requirements, developed and endorsed by the CCO will strengthen UNAIDS' ability to both convey its value proposition to prospective donors and sustain the support of current ones.		

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