
47TH PCB MEETING

Agenda 7

Independent Evaluation of the UN System
Response to AIDS 2016-2019

UNAIDS MANAGEMENT RESPONSE



Introduction

The management response to the independent evaluation:

- an important pillar of the overall UNAIDS' transformation
- an opportunity to strengthen the Joint Programme as a catalyst of the global response to the HIV epidemic
- developed through an inclusive effort across the entire Joint Programme, co-led by the CCO Chair (UNDP) and the Secretariat
- submitted to the Evaluation Office on 1 September, in line with UNAIDS' Evaluation Policy
- presented at the multi-stakeholder consultation for the global UNAIDS Strategy



Management response

- The 11 conclusions, the 8 recommendations and the 20 sub-recommendations of the evaluation span across pertinent strategic and operational matters
- The recommendations and sub-recommendations were reviewed in a broad perspective, considering the experience and expertise across the entire Joint Programme
- The Joint Programme accepts the recommendations 1, 2, 4, 5, 6 and 8, partially accepts the recommendation 3 and 7, and partially accepts 11 of the 20 sub-recommendations
- The UNAIDS Cosponsors and the Secretariat are committed and will work to implement the action planned in a coordinated and cohesive manner, building on the systems and practices of the UNAIDS Joint Programme refined operating model



Recommendation 1 (1):

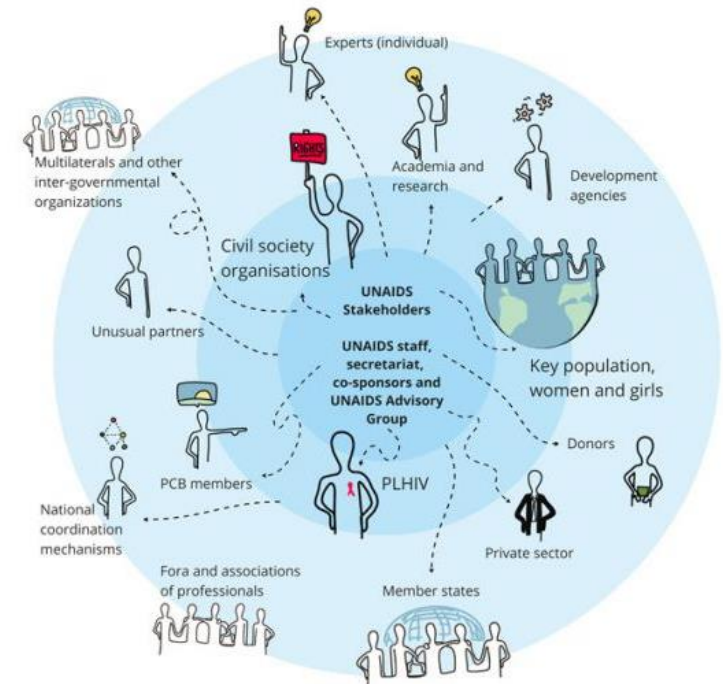
The Joint Programme needs to prioritize programming in a more strategic and pragmatic way

The Joint Programme recognizes that in the context of decreasing availability of dedicated HIV funding, it must be very strategic in setting programming priorities

To this end, the Joint Programme will:

- Focus on the greatest gaps in the global/ regional/ country responses
- Align action (to close the response gaps) to the related global targets
- Establish a hierarchy of the UN/ UNAIDS programming priorities
- Cost each Joint Programme priority and establish the related human and financial resource requirements, in line with the Division of Labour
- Prioritise core funds to priority collective results underpinned by the evidence-based strategies and cost-effective approaches
- Build scenarios for different funding levels, highlighting the corresponding funding gaps and incentivising resource mobilisation

UNAIDS STRATEGY DEVELOPMENT

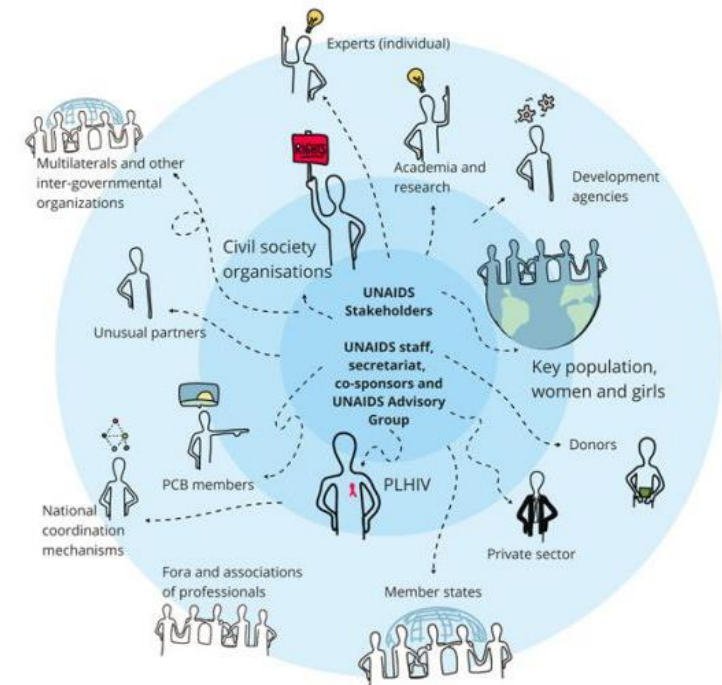


Recommendation 1 (2):

The Joint Programme needs to prioritize programming in a more strategic and pragmatic way

- The geographic footprint of the Joint Programme support will be prioritised to focus on the major response gaps
- Diversified country support modalities will be developed to deliver advice and assistance to all countries that may need it
- The country envelope mechanism is relatively recent and designed to be catalytic. It will be reviewed and refined to ensure effective and efficient country support to reduce the major response gaps
- ▣ The Joint Programme believes that simply reducing the number of countries eligible for country envelope funds would be counter-productive, especially as it relates to addressing social and structural barriers in the response
- ▣ The UN's added value will be articulated through the new Strategy and the new UBRAF, not a separate UN system strategy

UNAIDS STRATEGY DEVELOPMENT



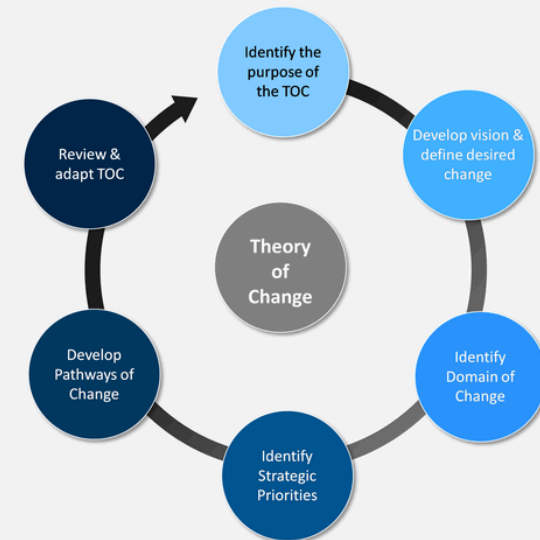
Recommendation 2

Revise the UBRAF Theory of Change (ToC) and modify the associated results frameworks and M&E systems accordingly to better capture the contribution of the Joint Programme to global and country-level outcomes

The Joint Programme acknowledges the weaknesses in the design of the current UBRAF and will work to strengthen the operational planning, implementation and performance monitoring systems, to:

- prioritise resources and action to close the major response gaps and align it to the respective global targets of the Strategy
 - have a fully articulated theory of change, revised results frameworks and updated M&E systems
 - capture contributions and results at all levels where the Joint Programme operates
 - include evaluation activities (to be implemented subject to the availability of funding)
- The response outputs, outcomes and impact are nationally owned and led; though the Joint Programme will be specific on its commitments and contributions to those

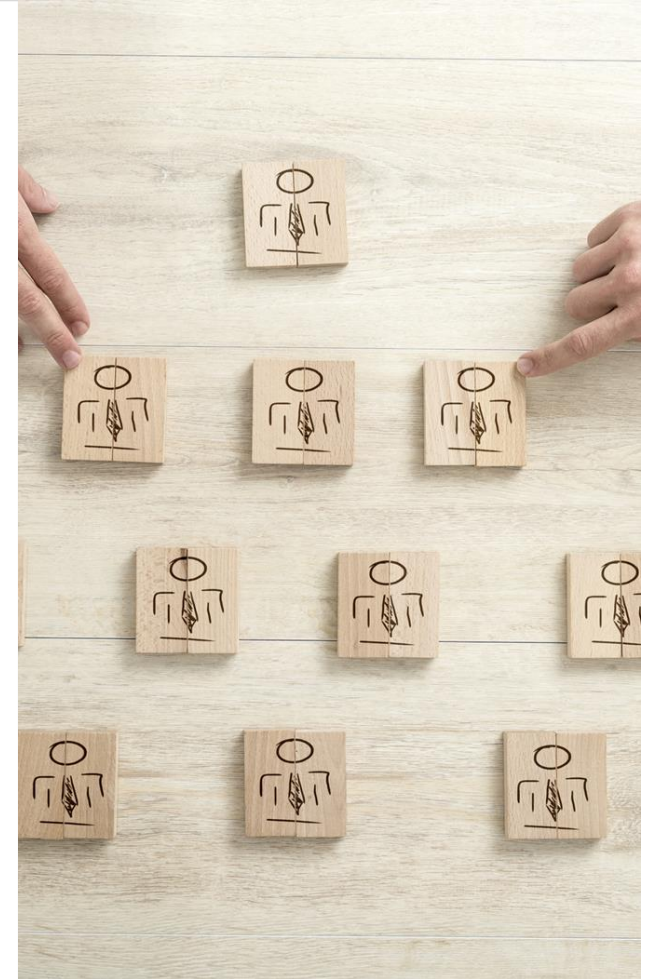
Theory of change



Recommendation 3

Address head-on the future architecture of the Joint Programme

- The Joint Programme recognizes that its architecture must evolve to match the needs of the evolving HIV epidemic, response and context
- The Joint Programme leadership will jointly review the strategic options for the Joint Programme architecture in the context of finalizing the Strategy and clarifying the Joint Programme's contributions to it
- An institutional review of the Secretariat and the Joint Programme capacity overview will help ensure a workforce with the right skills, appropriately deployed and supported to deliver
- Cosponsors and the Secretariat will continue to actively engage in all aspects of UN reform, particularly at country level, and supporting and adapting to those changes
- ❗ The narrowing of the functions of the Secretariat would limit UNAIDS' fulfilment of its mandate; defining the Secretariat's role beyond 2030 is premature at this stage
- ❗ The more fluid and dynamic process for Cosponsors to join or leave the Joint Programme may jeopardize the stability of UNAIDS and could generate very high transaction costs
- ❗ The UN DCO advised that currently, the RC system would not have the mandate or capacity to assume the UNAIDS coordination function for HIV response



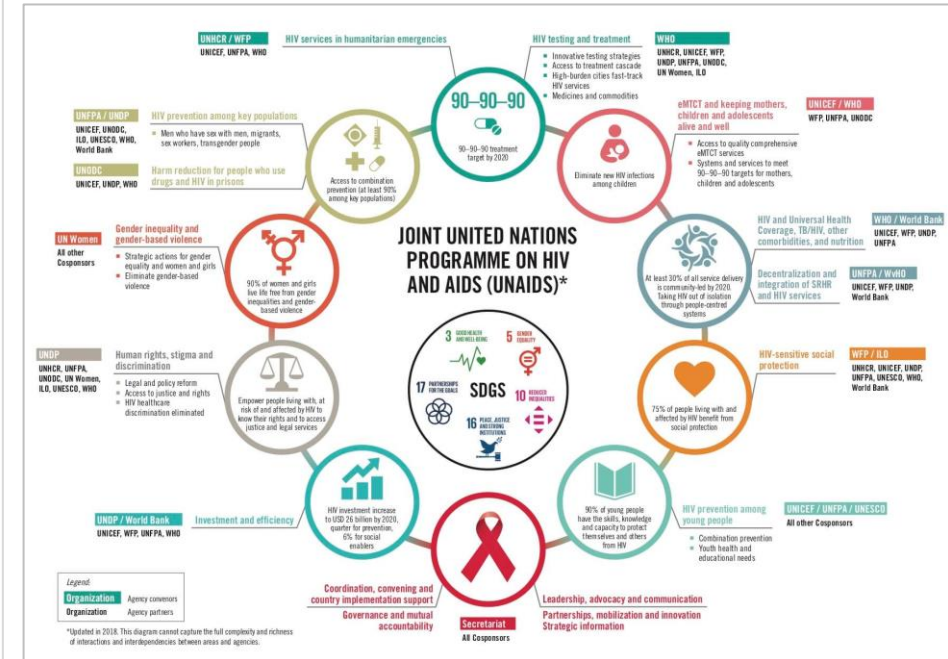
Recommendation 4

The Joint Programme should invest more in working together

The Joint Programme agrees there is a need to continue investing in joint work and collaboration at all levels.

- The Executive Director is committed to work closely with the PCB and CCO Heads of Agency so that the Joint Programme has resources needed to support countries to deliver on the Strategy
- Consistent effort will continue to keep HIV on the political agenda and leverage Cosponsor mandates to integrate HIV in broader health & development initiatives
- Functional platforms for technical collaboration already exist (e.g., country-level Joint UN Teams/ Joint UN Plans; biennial prioritisation and target setting; support platforms led by the Regional Joint Teams and inclusive of HQ teams); these will be optimized, and new ones may be created if and as needed
- Each Cosponsoring organization of UNAIDS is responsible and accountable for managing their respective staff and resources, under the mandates and oversight of their governing bodies

2030 | Ending the AIDS epidemic

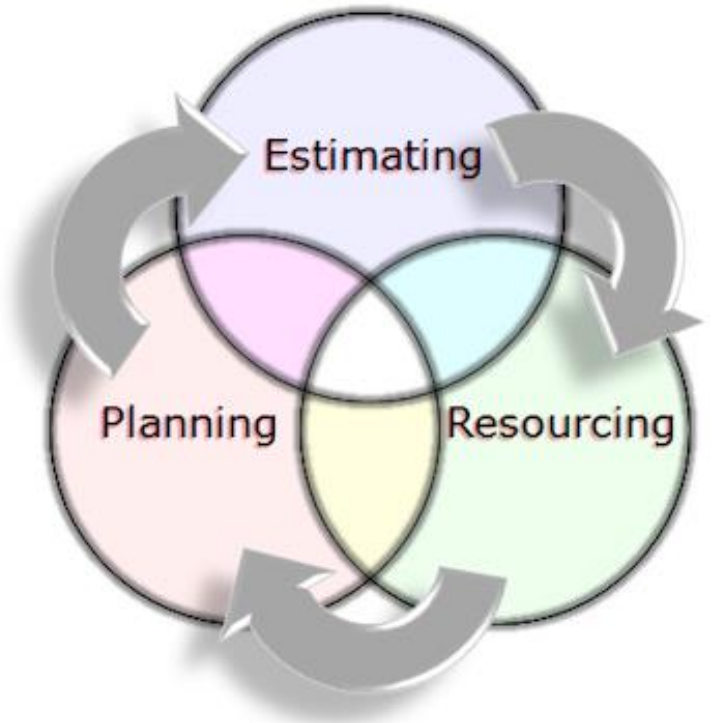


Recommendation 5

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

The Joint Programme acknowledges weaknesses in the implementation of its current resource mobilisation strategy

- The resource mobilisation strategy will be sharpened, directly linked to the UN/ UNAIDS priorities and reflect different funding level scenarios
- Funding dialogues will be convened to assess and utilise the resource mobilisation opportunities
- The Joint Programme will consolidate the resource mobilisation expertise of the Secretariat and Cosponsors to achieve the highest possible level of funding towards the UBRAF
- Efforts will continue to incorporate HIV in resource mobilisation in the context of broader development initiatives and Cosponsor agency mandates
- The updated resource mobilisation strategy will factor in the impact of COVID-19 on economies around the world



Recommendation 6

The Joint Programme needs to sharpen – and possibly overhaul – its resource allocation processes

The Joint Programme recognises that resource allocation processes need to be updated to enhance their effectiveness, efficiency and transparency and strengthen accountability

- Independent external advice will be solicited to sharpen principles, rationale, criteria and processes for the core resource allocation and accountability across UNAIDS (global, regional and country levels, including country envelopes).
 - The improved resource allocation processes will support a resourced, strategically prioritised and effective Joint Programme response, focused on closing major HIV response gaps
 - The Joint Programme will be guided by the strategic leadership and commitment of the CCO and the PCB
- 🚩 The concept of UN agencies “buying into” UNAIDS services is not in line with the Joint Programme Cosponsorship principles



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

The Joint Programme recognizes that the current UBRAF did not capture accurately the contributions and results related to HIV and gender

- The new UBRAF will build on the strategy and reflect strongly the role of gender and articulate a shared understanding of the gender aspects of the HIV epidemic
- Implementation of the gender commitments will be accomplished not through a separate HIV and gender plan but through an integrated approach to gender which:
 - prioritizes actions in support of gender equality and the related targets of the new Strategy
 - ensures gender mainstreaming across all deliverables and result areas
 - clearly defines roles and responsibilities within the Joint Programme



Next Steps

- A Joint Programme Working Group will be convened to conceptualize and develop the next UBRAF
- External expertise will be enlisted, as necessary, e.g., to help articulate a more detailed theory of change; sharpen the resource allocation processes
- The development of the new UBRAF will start in January 2021, informed by the 47th PCB's considerations
- Multi-stakeholder and PCB consultations will be planned as part of the iterative development of the new UBRAF
- CCO endorsement of the proposed UBRAF is foreseen to take place in May 2021, ahead of the submission for consideration at the 48th PCB in June 2021



Thank you