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**UNAIDS**

**Programme Coordinating Board**

**15-18 December 2020**

**Agenda item 7: Evaluation**

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**Director, Evaluation**

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**ANNUAL REPORT  
ON EVALUATION  
Independent  
Evaluation Office**

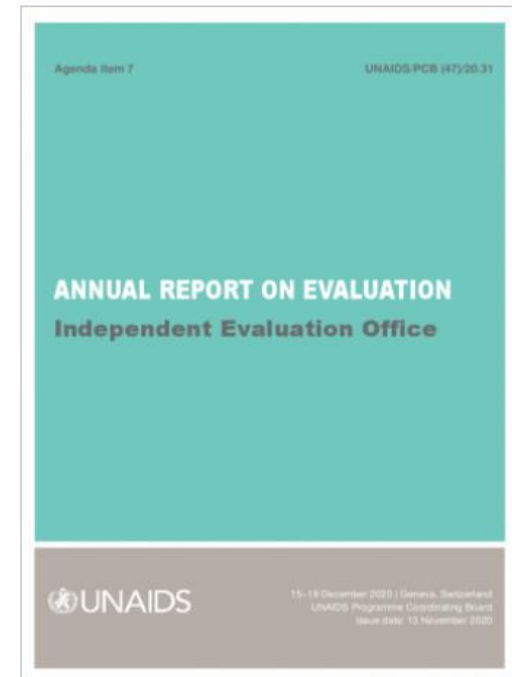
# Evaluations completed in 2020

## i. Evaluations of the Joint Programme

- Independent Evaluation of UN System Response to AIDS
- Viet Nam and Mozambique Country Evaluations

## ii. Evaluations of UNAIDS Secretariat

- Collaboration with US CDC
- Technical Support Mechanism
- Health Situation Rooms
- Fast-Track Cities Initiative



## Key take-aways from evaluations

1. Provided the basis for **reflection** on ways to enhance relevance, coherence and achievement of results
2. Delivered useful **analyses** for the institutional review of UNAIDS Secretariat, e.g., on strategic information
3. Helped energise key **partnerships** and enhanced **collaboration** and understanding of the work of UNAIDS

## Impact of COVID-19 on evaluation

- Approaches and methods were **adapted**, and evaluations were conducted **remotely** and using **national consultants**
- Activities to strengthen **evaluation capacity** and opportunities for the **Expert Advisory Committee** to take forward its agenda were most affected
- Several evaluations of **country, intercountry and regional work** could not be initiated and were postponed until next year

## Looking ahead

1. Until 2019 an effective and independent evaluation function missing in efforts to strengthen **accountability, transparency and organizational learning**
2. Considerable progress made in establishing an **independent evaluation office** as a structurally and functionally separate unit reporting to the PCB
3. To maintain the momentum, the UNAIDS evaluation function needs to remain **adequately staffed and resourced**

# Priorities for 2021

## **i. Joint Programme evaluations**

- Violence against women and girls
- Efficiency and sustainability
- Key populations

## **ii. UNAIDS Secretariat evaluations**

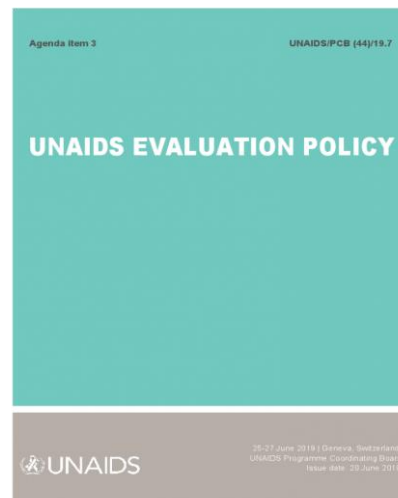
- Collaboration with the Global Fund
- Gender action plan

## **iii. Development of the next biennial evaluation plan**

- Joint Programme evaluations
- Secretariat evaluations

## Role of evaluation

- Contribute to learning and evidence-based decisions
- Enhance transparency and accountability
- Enable improved governance and oversight by the Board



## Role of the PCB

- Approve the biennial evaluation plan and ensure a robust evaluation function
- Consider annual reports and adopt decisions to convey expectations and guidance
- Draw on evaluations for the purpose of governing the Joint Programme

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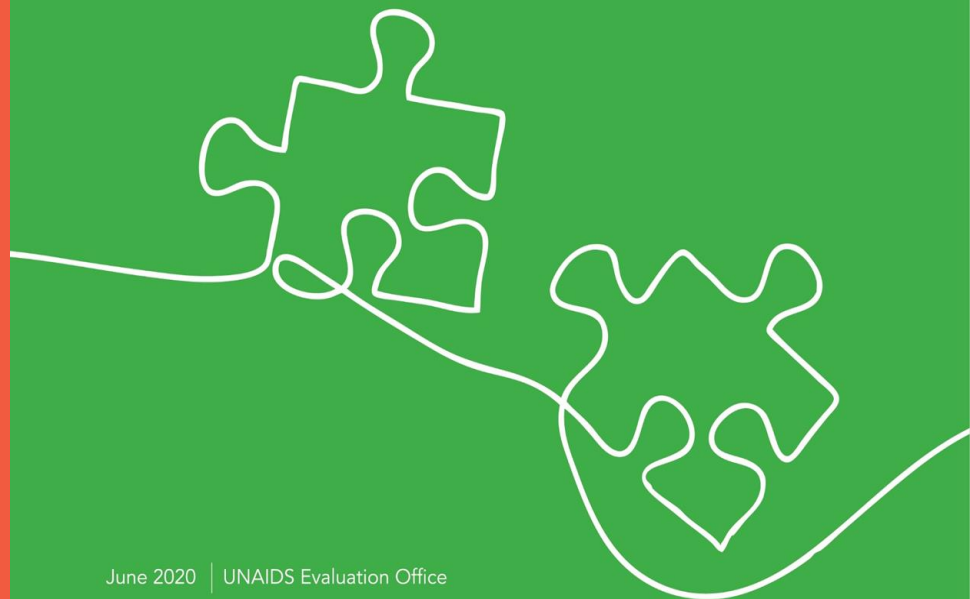
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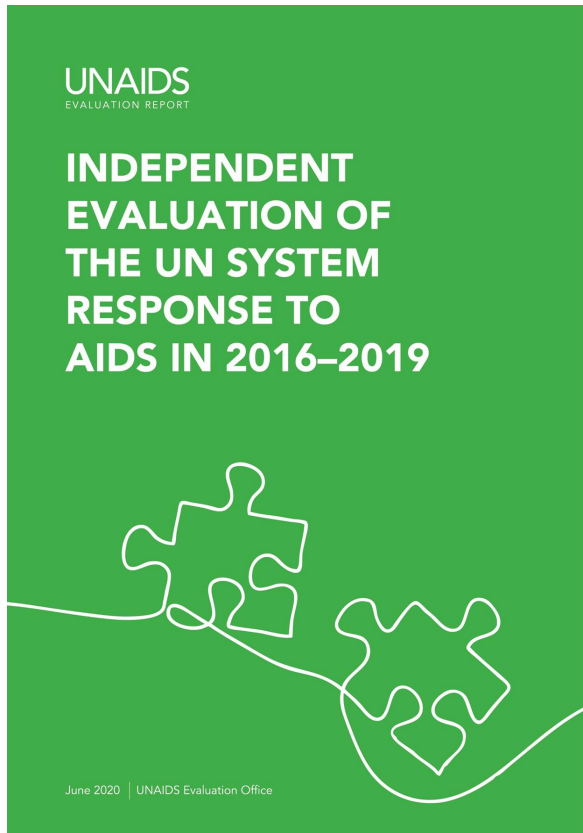
**UNAIDS**  
EVALUATION REPORT

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





# Headline messages



A coordinated **UN response to HIV** remains **relevant** and the work at country level shows the **advantages** of a joint and co-sponsored programme.

Decreases in **resource availability** have resulted in growing **tensions** within the Joint Programme.

New and more effective ways of **working together** and **demonstrating results** need to be established.

# A comprehensive assessment

**600+** 

**Documents  
reviewed**

- 190 background documents
- Over 330 supporting documents for country visits

**469** 

**Key informant  
interviews**

- 26 Cosponsors
- 9 UNAIDS Secretariat
- 22 External partners
- 412 Country key informants

**1** 

**Web based  
survey**

- 1,102 responses
- 358 UN organisation
- 87 UNAIDS Secretariat
- 197 government
- 180 local NGO or CBO
- 89 international NGO
- 91 development partner or donor
- 100 other

**12** 

**Country case  
studies**

- Myanmar
- Ukraine
- South Africa
- Jamaica
- Iran
- Nigeria
- Papua New Guinea
- Kazakhstan
- Madagascar
- Guatemala
- Morocco
- Burkina Faso

## Conclusions (1/2)

The work of the Joint Programme is **rights- and needs-based, inclusive and participatory**.

The Joint Programme has been most successful in **engaging with civil society** and other sectors.

In general, **collaboration works well at country level**, but is under stress at the global level.

**Mobilisation and allocation of resources** is recognised to be **weak** across the Joint Programme.

## Conclusions (2/2)

A **theory of change** with indicators attributable to the UN system is needed to better measure and document contributions.

Despite shortcomings, **results are being achieved** with support from the Joint Programme, although with wide variation among countries.

The Cosponsors and Secretariat clearly **contribute to country level outcomes**, although their relative performance is difficult to establish.

The **sustainability** of results will depend on continued and increased

- a) core **funding** of UNAIDS
- b) Cosponsor **engagement**
- c) **alignment** with national priorities

# Recommendations

1. Prioritise programming in a more **strategic and pragmatic** way
2. Revise the **theory of change** and associated M&E system
3. Address head-on the **future architecture** of the Joint Programme
4. Invest more in **working better together** across the Joint Programme
5. Develop and implement a Joint Programme **resource mobilization** strategy
6. Sharpen – and possibly overhaul – the **resource allocation** processes
7. Develop a concise and clear joint UN ‘**HIV and gender**’ plan
8. Act now to maintain HIV **technical expertise** in the Joint Programme

## Implications and reflections

- i. The **model of the Joint Programme** which is already under strain could be jeopardized by **the impact of COVID-19**, compounding existing challenges.
- ii. The **mobilisation and allocation of resources** and the extent to which Cosponsors can leverage their own **organisational resources** will be key.
- iii. The **responsibilities, resourcing** and **architecture** of the Joint Programme will need to be re-examined at the level of the **Executive Heads** of the CCO.