



UNAIDS PCB Bureau meeting

DATE: Thursday 15 July 2021

TIME: 9:30-12:30 (Geneva time)

VENUE: Virtual (TEAMS meeting)

PARTICIPANTS

PCB Bureau: Ms. Xungileni Chitundu and Mr. Theo-Ben Kandetu (Namibia: representing the Chair); Dr Walaiporn Patcharanarumol and Mr Natee Vichitsorasatra (Thailand: representing the Vice-Chair); Ms Julia Martin (United States of America: representing the Rapporteur); Mr Alexander Pastoors and Ms Jules Kim (representing the PCB NGO Delegation); and Mr Andy Seale and Mr Hywel Jones (WHO: representing UNAIDS Cosponsors).

UNAIDS Secretariat: Ms Winnie Byanyima, Executive Director, Mr Morten Ussing, Director, Governance and Multilateral Affairs, Ms Samia Lounnas, Senior Governance Advisor, Governance and Multilateral Affairs, and Ms Maggie Lemons, Governance Officer, Governance and Multilateral Affairs

UNAIDS Evaluation Office: Mr Joel Rehnstrom, Director, Evaluation Office

MEETING DRAFT AGENDA

- 1. Establishment of the Independent External Oversight Advisory Committee**
The Bureau will receive an update and provide guidance on the pending questions from the search firm for the establishment.
 - 2. Semi-annual update from the Evaluation Office**
The Bureau will discuss the semi-annual update from the Evaluation Office on the implementation of the Evaluation Plan.
 - 3. Agenda for the Special Session of the PCB in October and the 49th PCB meeting**
The Bureau will review and approve the draft agendas for the upcoming meetings of the PCB: the Special Session in October and the 49th PCB meeting in December.
 - 4. Any other business**
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Summary

The Chair welcomed the PCB Bureau to the meeting and thanked them for their support in the successful preparations for the 48th PCB meeting held on 29 June – 2 July 2021 and the consultations on the 2021 ECOSOC resolution.

1. Establishment of the Independent External Oversight Advisory Committee

The Chair recalled the Bureau's productive conversations with the search firm supporting the establishment of the Independent External Oversight Advisory Committee at its meeting held on 18 June 2021 (link to meeting). Further to that meeting, the search firm, Oxford HR, submitted proposed costing for the advertisements in the Economist and in Jeune Afrique as well as a revised timeline to complete their work for consideration by the PCB Bureau. The Chair recalled that advertisements were an additional cost and would complement the global advertisements already included in the agreed budget for the search firm.

Bureau members noted the importance of having a wide range of advertisements to support the search for a balanced committee that fulfills all the requirements laid out in the terms of reference. Members recalled the guidance from the search firm to consider print advertisements in both the Economist and Jeune Afrique. Accordingly, Bureau members suggested to include a ¼ page black and white advertisement in Jeune Afrique and a ¼ page black and white advertisement in the Executives section in the Economist. This advertisement will also be included in the Economist's online platform.

2. Semiannual update from the Evaluation Office

Prior to the meeting, the Bureau received the written semiannual update from the Evaluation Office (included in annex 1 below). The Chair welcomed Mr Joel Rehnstrom, Director of the Evaluation Office, to provide a brief introduction. Mr. Rehnstrom recalled that the PCB is expected to receive the full annual report on evaluation at its 49th meeting. He recalled that the Evaluation Policy was approved in June 2019 and the subsequent Evaluation Plan was approved in December 2019. The Evaluation Director focused his introductory remarks on the work of the Expert Advisory Committee on evaluation and reminded the Bureau that, per the Evaluation Policy adopted by the PCB, "Committee members are appointed for a two-year period and can be re-appointed once" (paragraph 60). Given the difficulties experienced by the Committee in fulfilling its role due to the COVID-19 pandemic, the Bureau was requested to consider extending the terms of the members of the Expert Advisory Committee on evaluation for a two-year period 2022-2023.

The Bureau discussed different options and, further to the legal counsel's opinion, agreed to an extension for the period 2022-2023 for all Committee members who have engaged actively in the work of the Committee.

The Bureau agreed that Committee members who had not participated in any of the (virtual) meetings of the Committee and had not provided any comments on reports, terms of reference, evaluation methods or tools in response to requests from the Evaluation Office would not be invited to extend their term. In these cases, the PCB Bureau would – in accordance with the terms of reference of the Expert Advisory Committee – invite nominations for experts to join the Committee, with Member States encouraged to agree on nominations within their regional groups. The PCB Bureau would ensure that experts appointed to the Committee have the required technical expertise and that the Committee continues to be geographically representative and gender balanced.

In accordance with the approved Evaluation Policy, and on the basis of legal advice, the terms of reference for the Expert Advisory Committee were updated to more clearly reflect the PCB's role in the appointment of Committee members (the revised TOR are included in annex 2 below). Accordingly, the PCB Bureau will in the future communicate the proposed names of the Committee for agreement by the PCB through an intersessional decision making process.

3. Agenda for the Special Session of the PCB in October and the 49th PCB meeting

The PCB Bureau Chair recalled that, at its 48th meeting, the PCB agreed to hold a Special Session of the PCB on 6 October 2021 for the approval of the full 2022-2026 UBRAF, including the revised performance reporting framework and biennial workplan and budget (decision point 7.2 of the 48th PCB meeting). In addition, the 49th PCB meeting would be held on 7-10 December 2021 as agreed through the intersessional decision taken on 5 February 2021. To support the timely issuance of invitations and the preparations for the upcoming 2021 PCB meetings, the PCB Bureau had received a table of follow-up items to consider for the agendas of the Special Session and the 49th PCB meeting (annex 3). These follow-up items capture all decision points and specific requests made by the PCB at previous meetings.

The Chair noted that the situation with COVID-19 continues to evolve and complicate plans for an in-person meeting. In the intersessional document approved by the PCB on the modalities and procedures of virtual 2021 PCB meetings, the PCB agreed that the "PCB Bureau will be responsible for determining if the 49th PCB meeting will be virtual or in-person on the basis of safe and equitable representation.

The Chair gave the floor to the Secretariat to provide an overview of possible agenda items for the Special Session and the 49th PCB meeting.

Agenda items for the Special Session in October 2021:

- **Report of the 48th PCB meeting (confirmed for the Special Session):** In accordance with the provisions of the Modus Operandi, the report of the 48th PCB meeting will be posted 60 days following the close of that meeting.
- **2022-2026 Unified Budget, Results and Accountability Framework (confirmed for the Special Session):** As outlined in decision point 7.2 of the 48th PCB meeting, the PCB will receive the "submission of the full 2022-2026 UBRAF, including the revised performance reporting framework, and biennial workplan and budget for 2022-2023 for approval at a Special Session of the PCB to be held on 6 October 2021;"

The Bureau approved a timewise agenda for the Special Session on the basis of this discussion (annex 4) and requested the Secretariat to issue the agenda and invitations accordingly. The Bureau also agreed to hold a pre-meeting session in advance of the Special Session on Wednesday, 29 September 2021.

The Secretariat then presented on potential agenda items for the 49th PCB meeting.

Standing Items:

- **Report of the Special Session (confirmed for the 49th PCB meeting):** The draft report of the Special Session would be published ahead of the 49th meeting. This report will be longer than usual as it will also cover the statements that were pre-submitted in addition to

those delivered in plenary, as agreed in the PCB intersessional paper on Modalities for virtual PCB meetings. The modus operandi of the PCB requires that the report is posted shortly after the agenda is posted: “A report of the PCB meeting shall incorporate the recommendations, decisions and conclusions referred to in paragraph 30 above and be distributed to members and other participants within sixty days of the close of the meeting.”

- **Report of the Executive Director (confirmed for the 49th PCB meeting):** The report of the Executive Director is a standing item at all PCBs. The Executive Director traditionally releases an outline of the report in advance of the meeting. The full report is published following her delivery of the speech at the PCB. The report includes the most important achievements in the global AIDS response since the PCB last met, as well as emphasis on remaining challenges.
- **Report by the NGO Representative (confirmed for the 49th PCB meeting):** The NGO report is written by the NGO delegation, typically following extensive consultations with civil society globally, on a topic of their choice. The NGO Delegation report will focus on societal enablers.
- **Leadership in the AIDS Response (confirmed for the 49th PCB meeting):** This is a standing agenda item for the UNAIDS Executive Director to invite a high-level speaker to provide a keynote speech.
- **Follow-up to the thematic segment on COVID-19 & HIV (confirmed for the 49th PCB meeting):** Every PCB has a thematic segment on a timely topic selected by the PCB. This thematic segment takes place on the last day of the PCB, following the decision-making segment, and involves panels of speakers. There is no decision-making on the thematic segment at that meeting to give representatives the time and space to really engage with the discussions. At the subsequent PCB, a summary report of the thematic segment’s presentations and discussions is provided for potential decision making. This report, the Follow-up to the thematic segment, will be on the topic from the 48th PCB meeting: *COVID-19 & HIV: sustaining HIV gains and building back better and fairer HIV responses*. The summary report is being finalized and will be sent to the Bureau ahead of its next meeting for discussion and clearance.

Members of the Bureau requested that, as part of the presentation of follow-up report, a memorial video be considered to honor the losses of many HIV leaders to COVID-19.

- **Thematic Segment (confirmed for the 49th PCB meeting):** *What does the regional and country-level data tell us, are we listening, and how can we better leverage that data and related technology to meet our 2020 and 2030 goals?* The thematic segment is planned by a PCB Working Group. This group will be constituted and begin work in September.
- **Next PCB meetings (confirmed for the 49th PCB meeting):** This item is a standing item on the December PCB agenda. It includes a short paper that will indicate the dates for the 54th and 55th PCB meetings as well as the thematic segment themes for 2022. The Secretariat will send an email over this summer calling for nominations of themes for 2022.
- **Election of Officers (confirmed for the 49th PCB meeting):** This item is a standing item on the December PCB agenda. It includes the composition of the PCB for the next year as approved by ECOSOC and as submitted by the NGO Delegation. As indicated by its name, it also includes the election of officers in the Bureau.

Possible issues to be considered at the 49th PCB meeting

- **Indicator reporting on the new Budget, Results and Accountability Framework 2022-2026 (confirmed for the 49th PCB meeting):** Following the approval of the 2022-2026 UBRAF at the Special Session in October, the December meeting will be an opportunity to review the final indicators for reporting against the new UBRAF. These indicators will be finalized following the approval of the new UBRAF as well as the finalization of the GAM indicators, which will be completed this fall.
- **Update on HIV in prisons and other closed settings (confirmed for the 49th PCB meeting):** Recalling decision point 8.3 from the 41st PCB, “Requests the Joint Programme to report on progress and concrete actions taken on this topic at a meeting of the Programme Coordinating Board in 2020.” Due to the exceptional circumstances of the COVID-19 crisis in 2020, the Bureau agreed to postpone this agenda item to 2021. At their meeting in January 2021, the Bureau agreed that this agenda item could be considered for the 49th PCB meeting due to the volume of agenda items for the June meeting.
- **Report of the Task Team on Community-led AIDS responses (postponed to 2022):** Recalling decision point 10.4 of the 43rd PCB meeting, “requests the Joint Programme to: Convene a task team with diverse donors, implementing countries, and civil society representatives, including representatives of people living with HIV, women and adolescent girls and young women, youth and key populations, to standardize the use of definitions, including, “community-led AIDS response” and “social enablers” and to recommend good practices and improved modalities to ensure access to funding for community-based organizations and constituency-based networks;”. At its 46th meeting, the PCB took note of the progress report and submitted their comments on this agenda item in replacement of the debate. At its 47th meeting, a report of the Task Team was submitted and the PCB took *decision point 8.4* “looking forward to receiving the final recommendations at a future PCB meeting.”

Given the volume of agenda items and the likelihood of a shortened virtual meeting, the Bureau suggested postponing this final report until 2022 when the Task Team would have been able to complete its work.

- **Evaluation Plan (confirmed for the 49th PCB meeting):** In 2019, the PCB formally approved the Evaluation Policy, which established the UNAIDS Evaluation Office. Recalling decision 9.2 from the 47th PCB, “welcomes progress in the implementation of the Evaluation Policy and Evaluation Plan, recognizes the important work done by the Expert Advisory Committee in support of the UNAIDS Evaluation Office and requests the next annual report to be presented to the Programme Coordinating Board in 2021;” The Evaluation Office is preparing their annual report accordingly.
- **Report on the progress on action to reduce stigma and discrimination in all its forms (confirmed for the 49th PCB meeting):** Recalling decision point 8.2 of the 45th PCB, “Requests the UNAIDS Joint Programme to: d) report back to the Programme Coordinating Board on progress made on reducing HIV-related stigma and discrimination.” The most recent report on stigma and discrimination was given to the 45th PCB in December 2019. In 2020, the Bureau agreed to postpone this agenda item until 2021 to allow for more robust reporting.

The PCB Bureau discussed and confirmed the above agenda items. On the basis of this discussion, the Bureau approved the timewise agenda of the 49th PCB meeting (annex 5). The Bureau also recognized the importance of continuing to evaluate the potential for an in-person or hybrid meeting as the COVID-19 situation evolves and stressed the importance of equal participation.

3. AOB

The UNAIDS Executive Director joined the meeting to provide a brief update on the UNAIDS Secretariat alignment process (annex 6). The Executive Director noted that, following extensive consultations with staff and building on the work of multiple committees developed to support alignment, the Cabinet had approved a high-level structure for the UNAIDS Secretariat. This structure had been communicated to staff.

The Executive Director recalled the 5 objectives of the UNAIDS Secretariat alignment:

1. UNAIDS is aligned with the new global AIDS Strategy and achieving its highest impact.
2. UNAIDS is financially sustainable and more cost effective.
3. UNAIDS is diverse and inclusive and therefore credible and legitimate.
4. UNAIDS is a knowledge driven Secretariat that optimizes its world-wide expertise and staff through the use of digital technologies.
5. UNAIDS is aligned with UN Reform, including in its work on pandemic preparedness.

The Executive Director noted the importance of new ways of working, which will be developed further in the next phase of alignment, including a focus on knowledge management, knowledge hubs, communities of practice, and matrix management.

The Executive Director included an overview of the expected timeline and next steps, including with expected implementation of the new structure to begin in February 2022.

Bureau members thanked the Executive Director for her update. Members also requested that a future Bureau meeting focus on the alignment process.

The PCB NGO Delegation noted that, to support continuity of their work, the alternate delegate from the Scarlet Alliance, Jules Kim, would be replaced by the delegate from the Jamaican Network of Seropositives, Jumoke Patrick.

Bureau members thanked Ms Kim for her exceptional service and support to the PCB.

[Annexes follow]



IMPLEMENTATION OF UNAIDS 2020-2021 EVALUATION PLAN

SEMI-ANNUAL UPDATE

30 JUNE 2021

UNAIDS Evaluation Office

Prepared by: UNAIDS Independent Evaluation Office for the Bureau of Programme Coordinating Board in accordance with UNAIDS Evaluation Policy [PCB (44) 19.7; decision 6.6].

Additional documents: Evaluation Policy (UNAIDS/PCB (44)/19.17), 2020–2021 Evaluation Plan (UNAIDS/PCB (45)/19.32) and Annual Report on Evaluation (UNAIDS/PCB (47)/20.31).

Action required: The PCB Bureau is invited to:

review the update and *accept* the proposal of the Expert Advisory Committee to extend the term of the members of the Committee for a two-year period 2022-2023.

Cost implications for the implementation of the decision: none

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Introduction

At its 45th meeting in December 2019, the UNAIDS Programme Coordinating Board (PCB) approved the UNAIDS 2020–2021 Evaluation Plan¹. The Evaluation Plan was developed drawing on input from the UNAIDS Secretariat, Cosponsors and key stakeholders. A draft was shared with the Evaluation Offices of the Cosponsors and revised, with evaluations prioritized based on feedback received. The Evaluation Plan was then reviewed by UNAIDS Evaluation Expert Advisory Committee before it was presented for approval to the 45th session of the PCB in December 2019.

The Evaluation Plan is based on UNAIDS Evaluation Policy², which was approved by the PCB at its 44th meeting in June 2019. This formalized the establishment of the UNAIDS Evaluation Office as a structurally and functionally independent unit of the UNAIDS Secretariat, which is positioned independently from management functions and reports directly to the Board (see Annex 1). The Evaluation Office is headed by a Director who presents a biennial budget and evaluation plan to the PCB, reports annually to the PCB on implementation, and presents a semi-annual update to the PCB Bureau. This update is prepared and presented accordingly to the PCB Bureau.

Reporting on the evaluation plan

In June 2020, a semi-annual report on the implementation of the 2020–2021 Evaluation Plan was shared with the PCB Bureau and in December 2020 an annual report³ was presented to the PCB. The annual report presents evaluations and other activities carried out, budget implementation and measures taken to mitigate the impact of the COVID-19 pandemic on evaluation. It describes efforts to improve the quality of evaluations and presents evaluations and other activities planned for 2021. The status of evaluations included in the 2020-2021 Evaluation Plan is shown in Annex 2.

In December 2020, the PCB discussed the annual report on evaluation and welcomed the establishment of the independent Evaluation Office. The PCB highlighted its role in improving efficiency and accountability and urged that it receive the financial and human resources it needs to function optimally. The PCB thanked UNAIDS for keeping the Evaluation Plan on-track during a challenging year and completing an impressive range of work, especially in the context of the COVID-19 pandemic.

The PCB welcomed the variety of Joint Programme evaluations and Secretariat-specific evaluations. The significance of the evaluation of the UN system response to AIDS and its implications for the entire Joint Programme, the new global AIDS Strategy and the new Unified Budget, Results and Accountability Framework were highlighted.

The meaningful involvement of people living with HIV as a core value of the HIV response was stressed during the PCB. It was felt that this received little attention in 2020, and it was not clear enough how the needs of key populations were being addressed. In response, the Evaluation Office indicated that these issues would receive particular attention in 2021 when an evaluation of the work of the Joint Programme with and for key populations would be carried out, with full and meaningful engagement of key populations community representatives in all phases of the evaluation.⁴

Ongoing and planned evaluations

The evaluations that are planned to be carried out in 2021 and their associated budgets are presented in Table 1. In general, Joint Programme evaluations are more complex in terms of scope, stakeholders involved and the size of the programmes to be evaluated than the more narrowly focused Secretariat evaluations.

Table 1: Evaluations scheduled to be carried out in 2021

Topic	Budget (US\$)
Joint Programme evaluations	
Violence against women and girls*	120,000
Key populations	260,000
Efficiency and sustainability**	100,000
Country level implementation***	120,000
<i>Total Joint Programme evaluations</i>	600,000
UNAIDS Secretariat evaluations	
Gender Action Plan	40,000
Resilient and sustainable systems for health	46,000
Cooperation in Eastern Europe and Central Asia	86,000
Global, regional, intercountry and country work***	72,000
<i>Total Secretariat evaluations</i>	244,000
<i>TOTAL</i>	844,000

* initiated in 2020; to be completed in 2021—budget refers to 2021 component.

** to be initiated in 2021; to be completed in 2022—budget refers to 2021 component.

*** 2-4 evaluations to be initiated and supported in function of demand.

Joint Programme evaluations

Preventing and responding to violence against women and girls (VAWG). The purpose of the evaluation was to assess the Joint Programme’s role in ending VAWG and addressing the bi-directional nature of VAWG and HIV, where VAWG can be an indirect and direct factor for increased HIV risk, and violence can be an outcome of HIV status and disclosure. The forward-looking evaluation was focused on the country level and assessed results achieved, identified lessons learned, and presented practical recommendations for consideration during the development of the new UBRAF.

The evaluation was carried out by a team of independent evaluators supported by a management group (senior evaluation officers from UNFPA, UNESCO, UNHCR and ILO), and a reference group (Cosponsors' Global AIDS Coordinators and gender-based violence experts, UNAIDS Secretariat staff and the PCB Civil Society Delegation). In addition, the evaluation engaged women in their diversity representing organisations and networks on HIV and VAWG through an Accountability and Advisory Group, which contributed to the evaluation in different ways from its inception through implementation and reporting.

The final evaluation report and annexes including nine country case-studies across six regions was completed in June 2021 and provides strategic recommendations to prioritise and strengthen the work of the UN work at the interlinkages of HIV and VAWG. Intended users are UNAIDS Secretariat and Cosponsors along with key national HIV/AIDS coordinating authorities,

implementing partners at country level and women's and girls' groups and networks and other CSO and HIV advocates.

Joint Programme's work with and for key populations. Over half of new HIV infections globally are among key populations and their sexual partners. Despite the Agenda 2030 focus on people left behind, key populations still lack adequate access to HIV services, and are often victims of stigma, discrimination, and other human rights abuses. The joint evaluation aims at assessing the relevance and coherence, effectiveness, and equity of the UNAIDS Joint Programme support for key populations at country level, in the context of broader country responses to HIV. It covers the period 2018-2021 in a selection of countries where the Joint Programme operates across six regions.

The evaluation will help understand the extent to which the Joint Programme supports service provision and strategically engages with government stakeholders to improve policies and enabling environment for key populations, and how it brokers space for key populations-led groups and networks in decision-making processes. The evaluation will also help ascertain whether UN agencies are adequately equipped in terms of human and financial resources to provide the needed support. An intersectionality lens will be applied, like for young key populations. Good practices and lessons learned will be highlighted as and where relevant.

The evaluation will be carried out by a team of independent evaluators and community representatives from key populations, supported by a management group (composed of senior evaluation officers from UNODC, UNESCO and WHO), and a reference group (composed of Cosponsors' Global AIDS Coordinators and key population experts, UNAIDS Secretariat staff and self-nominated representative from global community networks of key populations and people living with HIV).

Efficiency and sustainability. In 2018 the UNAIDS PCB endorsed the Joint Programme framework for sustainability of the HIV response. 2021 is an opportune point for a forward-looking assessment, also given the recent approval of the new UNAIDS strategy, that includes efficient and sustainable resources for the AIDS response as one of its strategic results. The strategy prioritizes transformative action in three areas: global solidarity and shared responsibility in mobilizing significant new resources; equality and strategic impact of resource allocations; and focus of resources on the settings, populations and game-changing approaches that will have the greatest impact.

Equitable domestic spending for the AIDS response is highly dependent on political choices. The Joint Programme is well-positioned to influence choices, but it needs a clear assessment of its own comparative advantage and potential for action. The evaluation should provide actionable recommendations to the Cosponsors and the Secretariat for maximizing the contribution to efficient and sustainable resources for AIDS, taking stock of what is working well, what the Joint Programme should stop doing, and what the gaps. Learning from the evaluation will benefit scale up of future country-tailored solutions.

Country level evaluations. Based on the learning from the evaluations in Mozambique and Viet Nam carried out in 2020, Joint Programme evaluations are underway in the Democratic Republic of Congo, Gabon and Brazil. In Ghana, South Sudan and Mauritania, the Evaluation Office is supporting evaluations of UN Cooperation Frameworks to assess the role and contribution of the

Joint Programme in these countries and to help the strategic positioning of HIV and the Joint Programme in new UN Cooperation Frameworks. Additional country evaluations are envisaged in the second half of the year.

UNAIDS Secretariat evaluations

UNAIDS Secretariat Gender Action Plan (GAP). The midterm evaluation assessed the continued relevance, progress and trends in achieving key targets of the GAP and the chances of achieving the targets by 2023, in the context of other ongoing change processes within the Secretariat, like the Culture Transformation process and the alignment. The evaluation responds to the UN-SWAP commitment requiring an independent evaluation of an entity's gender action plan to be conducted (every five to eight years) and provides an unbiased and participatory assessment of achievements and gaps in gender equality within the Secretariat as well as recommendations for the way forward. The final report is expected by end-June 2021.

UNAIDS Secretariat contribution to Resilient and Sustainable Systems for Health. The purpose of the evidence review was to explore UNAIDS contribution to RSSH, gaps and missed opportunities in four countries (the Dominican Republic, Ethiopia, Ghana, Kyrgyzstan) over the last five years. The review focused principally on the role and contribution of the UNAIDS Secretariat but also considered the contribution of UNAIDS Cosponsors as members of the Joint UN Team on AIDS at country level. The review documents evidence of how HIV responses and UNAIDS contributions to RSSH went 'beyond HIV'. The findings of the review are intended to inform UNAIDS thinking and direction on RSSH in the future under the new UBRAF.

UNAIDS Secretariat work in Eastern Europe and Central Asia. This evaluation will assess the work of UNAIDS Secretariat in Armenia, Belarus, Kyrgyzstan, Tajikistan and Uzbekistan funded by the Russian Government under a multi-year agreement with UNAIDS. The evaluation will document and analyse the achievement of objectives and lessons learned using the standard OECD/DAC criteria to assess the relevance, coherence, effectiveness and sustainability of UNAIDS support.

Other global, regional and country evaluations. The Evaluation Office is in regular contact with UNAIDS Country Offices and Regional Support Teams as well as Departments and Offices in Geneva to identify needs for evaluations, assessments or reviews of the work of UNAIDS Secretariat. In the first half of the year, the Evaluation Office provided support to a review of the *Rights in the Epidemic* report. This included contributing to the development of terms of reference and identification of suitable consultants to carry out the review, advising on methods, providing feedback on the inception report as well as the draft and final report.

To strengthen evaluation culture and capacity, promoting and supporting reviews and assessments by different UNAIDS Secretariat units has proved to be an effective tool. Country evaluation are also a way to strengthen evaluation capacity in the organisation. For instance, the Joint Programme evaluation in the Democratic Republic of Congo will include a module to train and strengthen capacity of the Joint Team on AIDS on Result-Based Management (RBM) ahead of the next planning cycle.

Utility and value of evaluations

Enhancing quality of evaluations

In response to the COVID-19 pandemic, evaluation approaches and methods have been adjusted to be able to carry out the evaluations included in the 2020-2021 Evaluation Plan. An iterative approach has been adopted to identify and confirm the feasibility and risks and to make changes, as necessary, during an evaluation. In the first half of 2021, evaluations have been conducted by teams of international and national consultants working remotely. However, possibilities of conducting country missions involving in-person meetings, interviews, focus group discussions and site visits will be explored in the second half of the year where possible.

UNAIDS Evaluation Office has continued to engage actively with the Evaluation Offices of the Cosponsors as well as other members of the UN Evaluation Group to tap into their knowledge and expertise to enhance the robustness and credibility of evaluations. In addition to ensuring the quality of evaluations throughout the design and implementation process, UNAIDS Evaluation Office conducts an assessment of each evaluation once it is completed with the aim of improving the overall quality of evaluations overtime.

An independent academic institution (C4ED) was contracted to assess the quality of the five evaluations conducted in 2020, using an agreed quality assessment checklist. Four reports were rated as good, and one as fair. The checklist, which was developed in collaboration with the UNAIDS Expert Advisory Committee on evaluation, draws on the UNEG quality of evaluation checklist and the OECD/DAC quality standards for development evaluations. Criteria include: 1) structure and clarity of the report; 2) if the evaluation process was credible, independent, and participatory; and the respect of ethical principles; 3) the clarity of the evaluation context and purpose; if the design and methodology were rigorous; and the quality of data; 4) if the analysis was sound and findings credible; 5) the validity of conclusions; 6) usefulness and clarity of recommendations; and 6) human rights, gender equality and empowerment of women, using the same assessment criteria as the UN-SWAP scoring tool.

The overall conclusion of the two external assessors was that the evaluation reports thoroughly describe the background of the evaluations, and adequately distil findings from the information collected. They concluded that the evaluation teams seemed to work well with the UNAIDS Evaluation Office and the teams whose work was evaluated to create final products that were useful for all concerned. Overall the reports were considered user-friendly and well-written.

It was suggested to ensure the time frame for country evaluations be adequate to avoid time pressure impacting the quality of the reports. In terms of methodology and design, it was recommended that more details on the sampling and tools be added to allow readers to assess the methodological approach as well as how well ethics, gender equality and human rights were integrated into the design and reporting. Furthermore, it was suggested that attention should be paid to the links between a theory of change and an evaluation matrix with evaluation questions.

Follow up to evaluations

To ensure that evaluations are used, and evaluation recommendations implemented, the Evaluation Office ensures that managers in UNAIDS Secretariat and the Cosponsors have a chance to contribute to and co-create evaluation recommendations; and then – within three months from the completion of an evaluation report – the Evaluation Office supports the development of a

management response to each evaluation, with a clear indication of activities to be implemented, responsibilities and timelines in response to the evaluation recommendations.

For joint evaluations, a management response is developed jointly by UNAIDS Secretariat and Cosponsors. To lead the development of a management response to the independent evaluation of the UN system response to AIDS 2016-2019 a Joint Programme steering group was established and inputs from all levels of the Joint Programme were solicited. Subsequently, the management response was presented to the 47th PCB meeting in December 2020 together with the evaluation report itself.

The Evaluation Office tracks implementation of management responses, which are posted on the UNAIDS website along with evaluation reports, giving a clear sense of what changes were directly promoted and achieved based on the evaluation. The status of evaluations and the corresponding management responses is tracked using a dashboard which captures the evaluation recommendations that were accepted or partially accepted and progress in implementing these (see Annex 2 for an overview of ongoing and completed evaluations).

To enhance communication about findings, conclusions, recommendations as well as follow up to evaluations, a dedicated page on evaluation has been created on the UNAIDS webpage. The page is regularly updated with the latest evaluation reports and management responses as well as with guidance and reference documents. Webinars are organized with Regional Support Teams and Country Offices as well as other Offices and Departments to share findings, conclusions and recommendations of evaluations. Future plans include identifying, synthesizing and disseminating recurring, systemic or crosscutting issues and lessons learned that are relevant to the UNAIDS Secretariat and the Joint Programme.

Key themes and lessons learned

The design of the independent evaluation of the UN system response to AIDS in 2016-2019 involved all key stakeholders of the Joint Programme and the evaluation itself was a comprehensive exercise which included a review of more than 600 documents, over 460 key informant interviews, 12 country visits and over 1,100 web survey responses from stakeholders across countries, regions and the global level. As a result, the evaluation opened up an important opportunity for organizational learning and dialogue that can help shape the organisational transformation of UNAIDS Secretariat, the future of the Joint Programme and efforts to end AIDS as part of the 2030 Agenda.

The other evaluations conducted in 2020 demonstrated the value of different kinds of evaluations and reviews for different purposes and provided the basis for reflection on ways to enhance relevance, coherence and achievement of results on specific areas of the AIDS response. They also provided useful analyses of the work of UNAIDS in specific areas for the alignment of UNAIDS Secretariat, helped energise key partnerships and collaboration and enhanced understanding of the work of UNAIDS.

The evaluation of UNAIDS Secretariat Collaboration with US CDC confirmed that outcomes are well on track and that the collaboration has strengthened national partnerships on strategic information. It identified support for developing HIV estimates as the most effective component of

the collaboration, urged more work on HIV estimates for key populations and community-based monitoring, and highlighted the need for a capacity building strategy.

The evaluation of UNAIDS Secretariat Technical Support Mechanism analysed and brought together information from different sources in a compact way and provided a useful overview of the Technical Support Mechanism. It helped clarify roles and responsibilities and promoted transparency within UNAIDS and with the technical support provider, Oxford Policy Management. The evaluation also triggered changes in the governance and management of the TSM and addressed areas requiring strengthening, such as knowledge management and the pool of consultants.

The evaluation of UNAIDS Secretariat Health Situation Rooms provided a good overview of the status of the Health Situation Rooms across nine countries. The evaluation triangulated information from a variety of sources and triggered reflection on existing challenges and how the Situation Rooms link to UNAIDS' role and capacity in strategic information. In each country, follow up discussions have taken place to determine how UNAIDS Secretariat can best support development of data analytics capacity, data visualisation and data use.

The review of the Fast-Track Cities Initiative confirmed that the project is achieving results in diverse, often challenging environments, with relatively modest resources. It documented a strong partnership between UNAIDS and IAPAC (International Association of Providers of AIDS Care) and confirmed the value of the initiative to various stakeholders. The review identified areas for improvement under each project objective which are feeding into planning, highlighting the need for pathways to sustainability.

The evidence review of UNAIDS contribution to resilient and sustainable systems for health (RSSH) concluded that more clarity is needed to define how and why HIV-related investments can build RSSH – whether investments are “systems support” (gap filling or supporting systems to produce better short-term disease-specific outcomes) or “systems strengthening” (permanently making the systems function better). The evidence review is expected to inform these discussions and discussions on the role of UNAIDS in strengthening RSSH in the future.

Budget implementation

Approximately USD 2 million per year has been budgeted for the implementation of UNAIDS Evaluation Plan in 2020–2021. This is based on the UNAIDS Evaluation Policy, approved by the PCB in June 2019, which established that 1% of annual expenditures of resources mobilized by UNAIDS should be allocated to evaluation.

Staff costs of the Evaluation Office—envisaged as a unit with three staff—represent approximately 40% of the budget for evaluation. Evaluations represent another 40% of the budget. Activities to strengthen evaluation culture and capacity, stakeholder engagement, professionalization and operating costs represent approximately 10% of the budget. Another 10% – amounting to US\$ 200,000 per year – has been kept as a reserve for evaluations and emerging needs that could not be envisaged at the time of the development of the Evaluation Plan.

Table 2: Projected expenditures against the budget in 2020-2021 (US\$)*

Main categories	Budget	Expenditures	Commitments	Projected total	%
Staff costs	1,593,000	927,687	381,989	1,309,676	82%
Evaluations and activities	1,959,000	842,396	462,500	1,304,896	67%
Unanticipated needs**	400,000	-	-	-	-
Total	3,952,000	1,770,083	844,489	2,614,572	66%

* Actual expenditures and firm commitments as of 31 May 2021.

** Funding retained for evaluations that were not planned and other emerging needs.

As shown in Table 2, staff costs at the end of the year are expected to amount to 82 per cent of the biennial budget. This is because the Evaluation Office has been functioning with two professional staff against three positions budgeted for. Expenditures against the budget for evaluations are largely in line with expectations and sufficient funds are available to complete the evaluations planned for the second half of 2021. The postponement of activities to strengthen the evaluation culture, capacity and professionalization due to COVID-19 bring down the projected implementation rate against the budget line for evaluations and activities to 67 per cent of the biennial budget. No funds kept for unanticipated needs are expected to be drawn down.

The UNAIDS Evaluation Office is currently staffed by a director and a senior evaluation adviser, against a plan for three staff. Both Secretariat and Joint Programme evaluations are supported by external expertise, including from a roster of prequalified evaluation experts with whom the Evaluation Office has established long term agreements. However, to ensure the full implementation of the Evaluation Plan, including capacity building as well as country and regional evaluations, the provision of adequate resources and staff remains key.

Looking ahead

Maintaining the momentum

To maintain the momentum and allow the Evaluation Office to contribute to knowledge management and enhanced accountability, while also contributing to UN system-wide and joint evaluations, the UNAIDS Evaluation Office needs to remain adequately resourced and staffed in accordance with the Evaluation Policy.

UNAIDS Evaluation Office will continue to engage actively with the Cosponsor Evaluation Offices to ensure sharing of lessons of joint evaluations and continuous engagement in ongoing ones. In the second half of 2021, the Cosponsors will be mobilized for the development of UNAIDS next biennial Evaluation Plan for 2022-2023, which will be presented to the PCB for approval in December 2021. UNAIDS will remain an active member of the UN Evaluation Group and will participate regularly in meetings of heads of evaluation offices, various task forces, in particular on joint and system-wide evaluations, COVID-19 evaluations, and evaluations of policy advocacy.

Ensuring a robust evaluation function

Until 2019, an effective and independent evaluation function was a missing piece in UNAIDS' efforts to strengthen accountability, transparency and organizational learning. UNAIDS evaluation policy was approved by the PCB in June 2019 following a consultative process that involved Member States, Civil Society and the Cosponsors. The policy was extensively discussed by a PCB working group and peer reviewed by the evaluation offices of the Cosponsors before it was presented to the PCB for approval.

The way in which the policy was developed and moved forward was commended by the Joint Inspection Unit in its 2019 review of UNAIDS (JIU/REP/2019/7).³ In 2020, the institutional architecture of the evaluation function was put in place. This included the establishment of the Evaluation Office *as a structurally and functionally independent unit, positioned independently from management functions and reporting directly to the PCB* (see Annex 1).

As part of discussions on the alignment of UNAIDS Secretariat in the first half of 2021, three different options for the evaluation function were identified. The options were shared with UNAIDS senior leadership and the alignment task team to ensure the role of evaluation would be considered in discussions on the future of UNAIDS.

The three options identified for the evaluation function are based on the JIU review of UNAIDS, which discussed the evaluation function as part of the organisation's *'three lines of defence'*, aimed at ensuring effective internal controls and management of risks. The three options identified for the evaluation function consider the extent to which it could or should be linked to internal audit, investigations and ethics as part of the *'third line of defence'*.

In all cases, the Evaluation Office has a central role to play in knowledge management and organisational learning and needs to be positioned accordingly to be able to act independently but also contribute to improved policies, programmes, processes, decision-making and governance of the Joint Programme. The three options identified for the evaluation function are described in Annex 3.

Expert Advisory Committee

In approving the UNAIDS Evaluation Policy in June 2019, the PCB approved the establishment of an expert committee as an independent, external body to provide advice and guidance on evaluation. The role of the Expert Advisory Committee within the architecture of UNAIDS evaluation function and the composition of the Committee are presented in Annex 1.

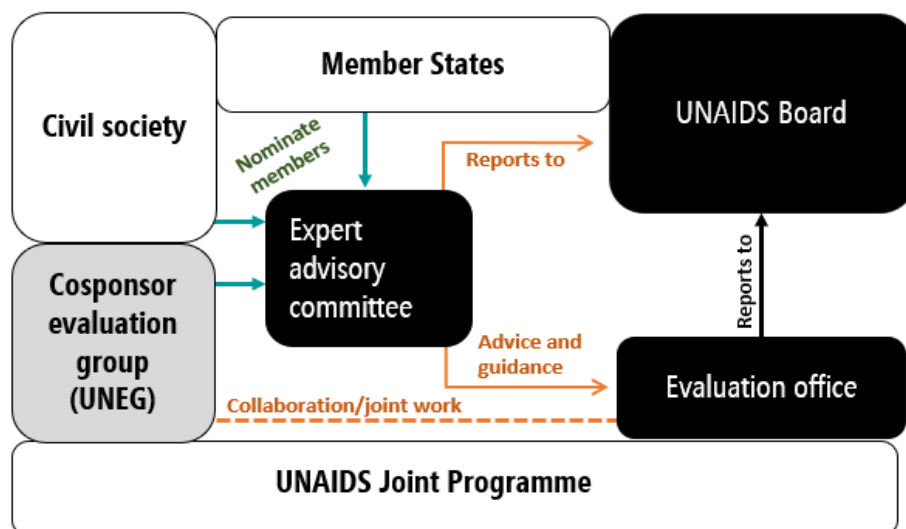
Since its establishment, the Expert Advisory Committee has focused on strengthening the utility, credibility and independence of evaluations in UNAIDS, and the importance of the Committee was acknowledged by the PCB in December 2020. In 2021, the Committee has continued to play a key role by reviewing the terms of reference of evaluations to ensure their relevance and utility.

At its meeting on 23 February 2021, all members who attended expressed their interest in continuing to serve on the Committee for another two-year period 2022-2023. There was a general sense that the COVID-19 pandemic had made it more difficult for the Committee to take forward its agenda and that it was important to give sufficient time for the work of the Committee to come to fruition.

The **PCB Bureau** is requested to:

- *review the update and accept the proposal of the Expert Advisory Committee to extend the term of the members of the Committee for a two-year period 2022-2023.*

Annex 1: Overview of the UNAIDS evaluation function



Programme Coordinating Board

Approves the Evaluation Policy, Evaluation Plan and budget, considers annual reports on implementation and draws on evaluations for decisions.

Cosponsor Evaluation Group

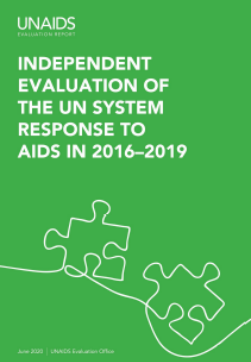

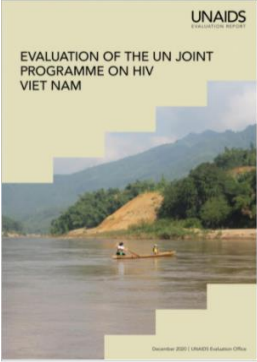
Brings together and leverages the resources of the Cosponsor evaluation offices for HIV-related evaluations and promotes system-wide and joint evaluations related to HIV.

Expert Advisory Committee

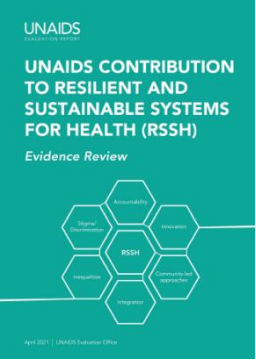
External body which provides advice on evaluation consisting of 7 members, nominated by Member States (5), NGO delegation of UNAIDS Board (1) and Cosponsor evaluation offices (1). Expert advisory committee members are appointed for two years and cannot be reappointed more than once. The committee currently comprises:

1. **Dr. Elizabeth Moreira dos Santos**, researcher and independent consultant (Latin America and Caribbean), Chair;
2. **Mr. Raymond Yekeye**, Chair of the National AIDS Council of Zimbabwe (Africa);
3. **Dr. Zunyou Wu**, Chief Epidemiologist, Chinese Centre for Disease Control and Prevention (Asia-Pacific);
4. **Dr. Tamara Svetahor**, Head of Prevention Department HIV-infection and Parenteral Viral Hepatitis, Belarus (Eastern Europe);
5. **Professor Till Bärnighausen**, Director of the Heidelberg Institute of Global Health (Western European and Other Countries);
6. **Ms. San Patten**, independent research and evaluation consultant (NGO Delegation);
7. **Mr. Marco Segone**, Director of the UNFPA Evaluation Office (Cosponsor Evaluation Group).

Annex 1: Status of evaluations in UNAIDS 2020-2021 Evaluation Plan

Evaluation	Status	Management response	Use of evaluation
	<p>Completed (available on UNAIDS Evaluation Office webpage)</p>	<p>Available</p>	<p>Strong—Fed into development of UNAIDS Strategy and is informing the discussion on role and functions of the Joint Programme in the development of next UBRAF</p>
	<p>On-track—Evaluation to be completed by June 2021</p>	<p>Expected by September 2021</p>	<p>Strong- Feeding into the development of next UBRAF to strengthen Joint Programme contribution to the interlinkages of HIV and VAWG. Also useful at the country level with case-studies providing findings and considerations for the way forward in nine countries.</p>
	<p>On-track—Both Mozambique and Viet Nam evaluations completed (available on UNAIDS Evaluation Office webpage)</p>	<p>Expected June 2021—As part of the development of the UN Sustainable Development Cooperation Framework and positioning of the UN response to HIV at country level</p>	<p>Strong—Feeding into Sustainable Development Cooperation Frameworks at country level</p>

 <p>UNAIDS The Joint UN Programme on HIV/AIDS</p> <p>UNAIDS-CDC COLLABORATION ON STRENGTHENING PUBLIC HEALTH CAPACITY AND STRATEGIC INFORMATION SYSTEMS</p> <p>June 2021 UNAIDS Evaluation Office</p>	<p>Completed (available on UNAIDS Evaluation Office webpage)</p>	<p>Available</p>	<p>Strong—Feeding into next planning phase for the Cooperative Agreement with US CDC</p>
 <p>UNAIDS The Joint UN Programme on HIV/AIDS</p> <p>INDEPENDENT EVALUATION OF THE UNAIDS TECHNICAL SUPPORT MECHANISM</p> <p>June 2021 UNAIDS Evaluation Office</p>	<p>Completed (available on UNAIDS Evaluation Office webpage)</p>	<p>Available</p>	<p>Strong—Feeding into next planning phase for UNAIDS technical support</p>
 <p>UNAIDS The Joint UN Programme on HIV/AIDS</p> <p>HEALTH SITUATION ROOM EVALUATION Report</p> <p>November 2021 UNAIDS Evaluation Office</p>	<p>Completed and available on UNAIDS Evaluation Office webpage</p>	<p>Available</p>	<p>Strong—Informing UNAIDS work on strategic information and shaping the next phases of the health situation rooms in countries</p>
 <p>UNAIDS The Joint UN Programme on HIV/AIDS</p> <p>RAPID REVIEW TO TAKE STOCK OF THE JOINT UNAIDS-IAPAC FAST-TRACK CITIES PROJECT</p> <p>December 2021 UNAIDS Evaluation Office</p>	<p>Scope changed to internal review. Completed and available on UNAIDS Evaluation Office webpage</p>	<p>Available</p>	<p>Strong—Fed into 2021–2022 project planning and workplans in cities</p>

 <p>The image shows the cover of a report titled 'UNAIDS CONTRIBUTION TO RESILIENT AND SUSTAINABLE SYSTEMS FOR HEALTH (RSSH) Evidence Review'. The cover is teal with white text. At the top left is the UNAIDS logo. The title is in large, bold, white capital letters. Below the title is the subtitle 'Evidence Review'. In the center is a diagram of interconnected hexagons, with 'RSSH' in the central hexagon. Other hexagons contain terms like 'Accountability', 'Innovation', 'Community-led approaches', 'Integration', 'Resilience', and 'Digital technologies'. At the bottom left, it says 'April 2021 UNAIDS Evaluation Office'.</p>	<p>Completed and available on UNAIDS Evaluation Office webpage</p>	<p>Not Applicable (this was an evidence review)</p>	<p>Good – important to inform role of UNAIDS in RSSH in the future and more clarity on options and resources needed</p>
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Annex 3: Considerations and implications of UNAIDS alignment for evaluation

A. Key principles

Discussions and decisions of UNAIDS Programme Coordinating Board have firmly established the importance of evaluation in generating evidence for UNAIDS to fulfil its role in supporting the achievement of the goal of ending AIDS. How the Evaluation Office can be positioned, linked and resourced within a new organizational design should be explored while ensuring it remains fully functional and effective throughout the process.

1. Build on the outcomes of PCB consultations and the JIU review in 2019

UNAIDS evaluation policy was approved by the PCB in June 2019 following a consultative process that involved Member States, Civil Society and the Cosponsors. It was extensively discussed by a PCB working group and peer reviewed by the evaluation offices of the Cosponsors before it was presented to the PCB for approval.¹

The way in which the policy was developed and moved forward was commended by the Joint Inspection Unit in its review of UNAIDS (JIU/REP/2019/7). The JIU highlighted the responsibility of the Executive Director to safeguard the integrity and independence of the evaluation function and to have regular meetings with the director of evaluation.²

2. Consolidate the function and maintain the momentum

Following the adoption of the policy, an evaluation plan for 2020-2021 was developed and approved by the PCB in December 2019.³ The institutional architecture of the evaluation function was put in place in 2020 with an EXD memorandum formalizing the establishment of the Evaluation Office *as a structurally and functionally independent unit, positioned independently from management functions and reporting directly to the PCB*.⁴

In December 2020, the PCB considered a report on the implementation of the evaluation plan.⁵ It welcomed the establishment of the independent Evaluation Office and thanked UNAIDS for keeping the evaluation plan on-track during a challenging year and completing an impressive range of work, especially in the context of the COVID-19 pandemic.⁶

3. Ensure optimal contributions to organisational learning

When reviewing different design approaches, it is important to consider the key role of the evaluation function in contributing to *improved policies, programmes, processes, decision-making and governance* of the Joint Programme. This includes contributing to strategic and operational planning; performance measurement, monitoring and reporting; organisational decision-making and culture transformation; transparency, accountability and governance.

This role was underscored by the Executive Director at the UNAIDS Board meeting in December 2020 during which she noted that *“she saw a growing role for the Evaluation Office and would ensure that it had the staffing and other resources it needed. The Secretariat wanted to make the office a driving element of its future knowledge function”*.ⁱ

1 https://www.unaids.org/en/resources/documents/2019/PCB44_19.5, paragraphs 74-87

2 https://www.unaids.org/en/resources/documents/2019/PCB45_JIU_Report, paragraphs 105-6

3 https://www.unaids.org/en/resources/documents/2019/PCB45_Evaluation_Plan

4 https://www.unaids.org/en/resources/documents/2019/PCB44_19.7, paragraphs 20, 46-47

5 https://www.unaids.org/sites/default/files/media_asset/Annual_Report_on_Evaluation_EN.pdf

6 https://www.unaids.org/en/resources/documents/2021/PCBSS_Report_47th_Meeting

B. Implications of organizational design approaches

Implications of the three organizational design approaches for the evaluation function are briefly discussed below.

Organizational design approach 1

- Overall evaluation capacity to be strengthened by adding and decentralizing capacity to the regional level to manage country level evaluations for a specific region. It is key that the regional location is linked to a specific region (i.e., six regional evaluation hubs).
- Evaluations to focus on the work of the Joint Programme at country/regional level and the role and performance of UNAIDS country/regional offices.

Organizational design approach 2

- Overall evaluation capacity to be strengthened by adding capacity at the global level to leverage Joint Programme evaluation capacity at the global level, but also in regions and countries.
- Evaluations to focus on the role of the Secretariat as a convener, converting knowledge into action and leveraging the Joint Programme at global, regional and country levels. Support to regions and countries to be provided by a global function (ref. approach 1).

Organizational design approach 3

- Evaluation function to remain part of the global centre as a flexible knowledge hub which leverages both internal and external resources (continuing a function already performed by the Evaluation Office).
- In addition to the functions included as part of approach 1 and 2, evaluations would also focus on the knowledge, responsiveness and ability of networked teams of the Secretariat to drive programmatic integration and deliver results.

C. Options for UNAIDS evaluation function

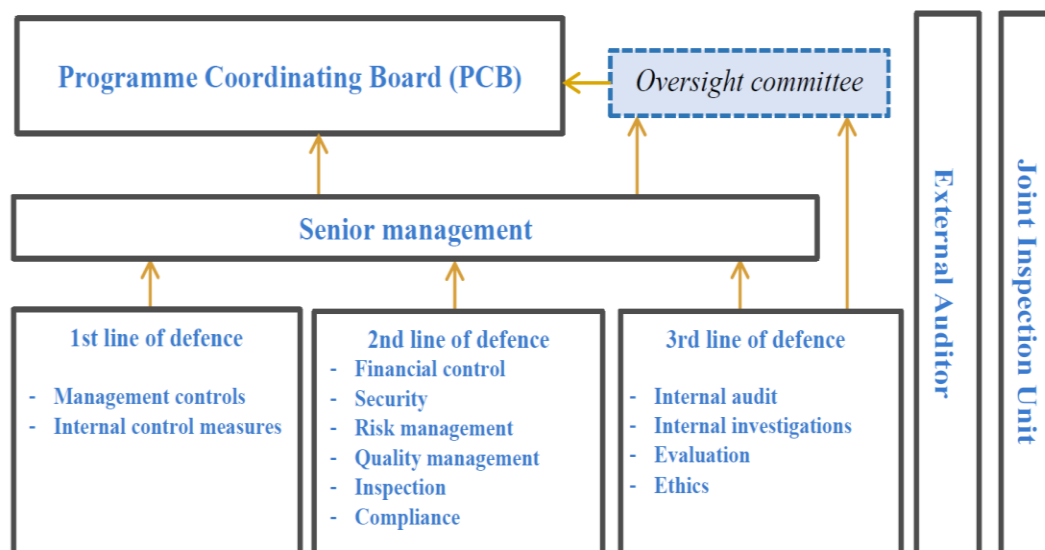
Irrespective of the organizational design approach, it is important that the Evaluation Office is positioned in a way that it can play a central role in *knowledge management and organisational learning*.

Other critical design issues – including the extent to which evaluation could or should be linked to internal audit, investigations and ethics, referred to as the ‘third line of defence’ as well as the staffing, funding and location of the Evaluation Office – are discussed below.

1. Evaluation as part of UNAIDS ‘third line of defence’

In its 2019 review of UNAIDS, the Joint Inspection Unit [ii](#) discussed UNAIDS evaluation function as part of the organisation’s ‘*three lines of defence*’ – a model which identifies three separate sets of functions within an organization to ensure effective internal controls and management of risks. The figure below reproduces the ‘three lines of defence’ model in the JIU report.

UNAIDS “three lines of defence” model



The third line of defence includes *internal audit, investigations, ethics and evaluation*. The JIU highlighted the need for the functions, processes and procedures of the third line of defence to have the *highest level of independence* in order to ensure effective governance, risk management and internal controls, as well as to ensure the first and second lines are held accountable.

The JIU emphasised the important role of the third line of defence in *providing independent assurance to the governing bodies and senior management* concerning the effectiveness of internal controls and management of risk. In addition, the functions can – and should – play a key role in *organisational learning and change processes*.ⁱⁱⁱ

Depending on the extent to which the *link between evaluation and other parts of the ‘third line of defence’* is emphasized, different options for the Evaluation Office can be envisaged. These are described briefly below.

Option 1: Evaluation as part of an internal oversight office

If the link between evaluation and other functions providing independent assurance regarding the effectiveness of internal controls and risk management is underscored, UNAIDS could adopt a model used by organisations such as UN Women, UNESCO, UNRWA, ICAO and WIPO which combine evaluation, internal audit and investigations in one independent *internal oversight office*.

For a small organisation, like UNAIDS Secretariat, there could be advantages of bringing these different functions closer together in one office. Including the internal audit function as part of an independent oversight office which reports to the PCB – instead of being located in WHO – would enhance internal coherence, the relevance of audits and effectiveness of investigations. A schematic illustration of this option is shown in figure 1 below.

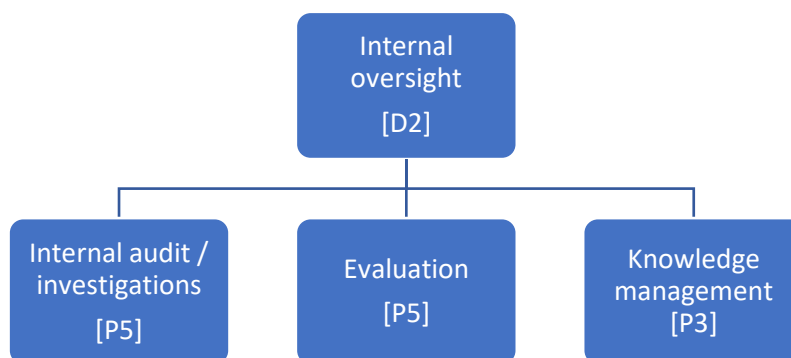


Figure 1: Evaluation as part of an internal oversight office

Option 2: Evaluation as part of a streamlined ‘third line of defence’

Another option would be to combine evaluation, internal audit and investigations with ethics in one independent *internal oversight and ethics office*. Potential advantages of merging ethics – which traditionally is a stand-alone function – with other elements of the third line of defence include a clear reporting line to the PCB and a single line of communication with the Oversight Committee of the PCB, UNAIDS Senior Leadership and the Cosponsors. A schematic illustration of this option is presented below in figure 2.

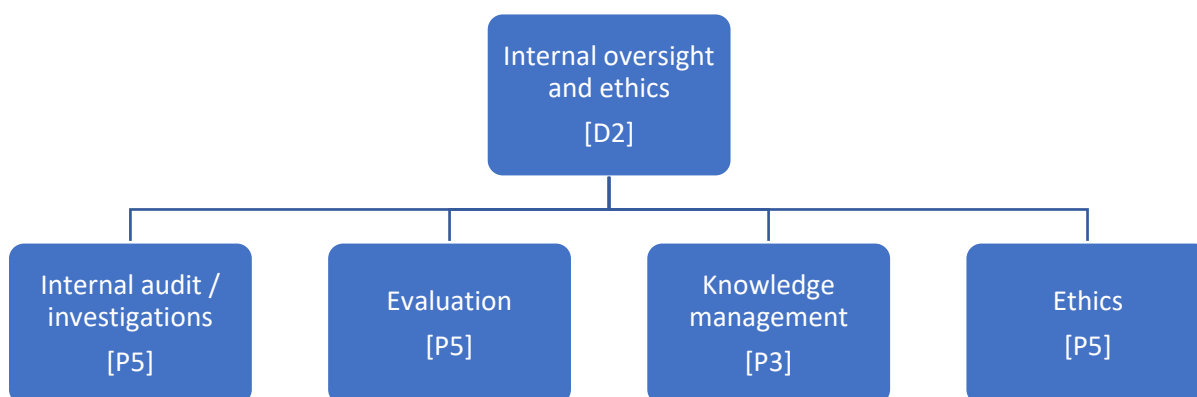


Figure 2: Evaluation as part of a streamlined ‘third line of defence’

Option 3: Evaluation as an independent function with enhanced focus on knowledge

A third option would be to maintain the *current model* of the independent Evaluation Office and enhance its knowledge function – which would also be expected in the other two options described above. This goes beyond disseminating evaluation findings and would entail actively translating insights from evaluations into knowledge products which contribute to improved policies, programmes, processes, decision-making and governance of the Joint Programme.^{iv}

This would – at a minimum – require establishing and filling a P3 position on knowledge management and ensuring that the Evaluation Office is located in a way that facilitates close interaction with other parts of UNAIDS, in particular UNAIDS knowledge function as this evolves further. A schematic illustration of this option is shown below in figure 3 below.

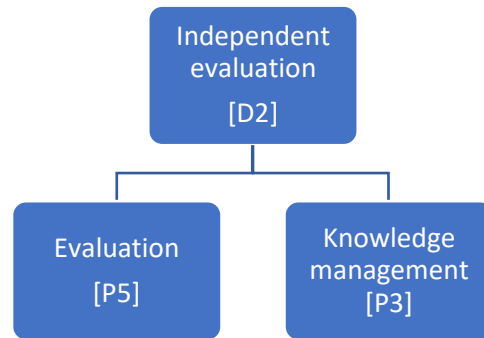


Figure 3: Evaluation as an independent function with enhanced focus on knowledge

2. Funding of the evaluation function

In 2019, based on the range recommended by the UN Joint Inspection Unit, *the PCB approved 1% of annual expenditures to be allocated to evaluation*. Accordingly, approximately US\$ 2 million per year is budgeted in the UNAIDS 2020–2021 evaluation plan, which was approved by the PCB in December 2019.^v

Staff costs of the Evaluation Office – envisaged as *a unit of three professional staff* (D2, P5 and P3) – represent approximately 40% of the budget for evaluation. *Independent evaluations* represent another 40%. The remaining 20% of the budget is allocated to *knowledge management* – follow up to evaluations and activities to strengthen evaluation culture, capacity and professionalization, stakeholder engagement and UN system collaboration on evaluation – *operating costs and contingencies* for emerging needs.

Therefore, *additional resources would not be required* beyond the current level of the budget to ensure a strong evaluation function as long as the *third (P3) position is filled and the budget is fully funded*.^{vi} Merging the evaluation function with other functions of the third line of defence could *draw on existing resources* (the Internal Auditor position in WHO and the Chief Ethics position) and only require an additional position to provide *administrative support* for the larger office.

Depending on the organisational design to be adopted, some additional evaluation capacity could be *located at the regional level*. This could be staff or consultants with a particular focus on country evaluations in one specific region (or more regions but that would be better done by a global function).

3. Location of the evaluation function

As far as the physical location of the Evaluation Office is concerned, it is essential that it is located in a way that promotes and facilitates *continued and close interaction* with Secretariat units, the Cosponsors and the Board to ensure that evaluations respond to the needs of the Joint Programme. *Close proximity to UNAIDS leadership and other parts of UNAIDS knowledge function* is important for evaluation findings and recommendations to inform *policies, programmes, processes, decision-making and governance*.

Generating knowledge and lessons learned that are relevant requires systematic collection and analysis of information. It also requires *regular formal and informal interaction* by the Evaluation

Office with staff across thematic areas and operations to be able to gauge needs and *tap into experience and expertise* that exists in UNAIDS.

The process of translating individual knowledge into organisational learning is important, builds trust and empowers staff by making them feel valued and essential participants in organisational learning and change processes.

As a global function with a direct reporting line to the Board, the natural location of the Evaluation Office would seem to be in Geneva in close proximity to other global functions. It is, however, conceivable that the Evaluation Office could be *located together with other parts of UNAIDS knowledge function* in a global hub located somewhere else. Going forward with this option should, however, be considered carefully to ensure there are no *unintended consequences*, such as reduced direct interaction or contacts with UNAIDS Secretariat units, the Cosponsors or the Board.[vii](#)

If the evaluation function is included as part of a larger office with additional resources allocated for staff or consultants focusing on country evaluations, these could be located outside Geneva as long as there are opportunities for regular (formal and informal) *professional interaction* with UNAIDS Secretariat staff, Cosponsors or other UN colleagues working in the same or a related field and focusing on a particular region.[viii](#)

Endnotes

1. 2020-2021 Evaluation Plan | UNAIDS
2. Evaluation Policy | UNAIDS
3. Annual Report on Evaluation | UNAIDS
4. Report of the 47th PCB meeting | UNAIDS
5. Joint Inspection Unit Review of UNAIDS Management and Administration

UNAIDS EVALUATION EXPERT ADVISORY COMMITTEE

TERMS OF REFERENCE

Background

UNAIDS efforts to lead the collective response to HIV and AIDS – bringing together the UN system with other partners – has been successful in many respects. However, AIDS remains a global challenge and evaluation needs to be a critical element in defining the way forward to ensure the HIV epidemic does not rebound and the goal of ending AIDS as a public health threat by 2030 can be achieved.

At its 44th meeting, 25-27 June 2019, the UNAIDS Programme Coordinating Board approved UNAIDS revised evaluation policy [*PCB (44) 19.7*] which formalizes the establishment of an independent evaluation function reporting directly to the Board. This is an important milestone in efforts to strengthen evidence-based decision making, learning and accountability.

The new institutional architecture for the evaluation function includes an Expert Advisory Committee of evaluation experts, nominated by Member States, civil society and UNAIDS Cosponsors. The Committee is an independent, external body which reports to the UNAIDS Programme Coordinating Board.

These terms of reference are based on paragraphs 55 and 57-60 of the UNAIDS evaluation policy.

Scope of work

The Evaluation Expert Advisory Committee advises the Director of Evaluation and the Executive Director on the implementation of UNAIDS evaluation policy and the development and implementation of UNAIDS evaluation plan to enhance the use of evaluations, organizational learning and alignment with UNAIDS Strategy, the Unified Budget Results and Accountability Framework as well as UNEG norms and standards for evaluation.

The Committee has a critical role in providing guidance and advice on the evaluation function and ensuring its independence. A summary of the work and recommendations of the Committee is presented annually to the Board.

Qualifications

All members of the Advisory Committee shall be technical experts in the field of evaluation and have:

- in-depth knowledge and understanding of evaluation and performance measurement, collection, analysis and use of quantitative and qualitative data;
- extensive experience of evaluation of complex programmes and organizational performance to improve relevance, effectiveness, efficiency, sustainability and impact;
- good understanding of HIV, public health and/or related development and human rights issues and familiarity with the work of UNAIDS Cosponsors and/or Secretariat at country, regional or global levels;
- good understanding of UNAIDS existing evaluation tools and mechanisms.

Composition

The process of constituting the Expert Advisory Committee draws on the experience of the establishment of sub-committees of the PCB. Accordingly, the membership of the Evaluation Advisory Committee shall be geographically representative, and gender-balanced. To ensure efficiency, the Advisory Committee shall include a maximum of seven members comprising:

- five evaluation experts nominated by Member States;
- one evaluation expert nominated by the PCB NGO Delegation; and
- one evaluation expert nominated by the Cosponsor Evaluation Group.

Selection

PCB Member States, the PCB NGO Delegation and the UNAIDS Cosponsor Evaluation Group are invited to propose experts as members of the Advisory Committee. Member States are encouraged to agree on nominations within their regional groups.

Nominations shall be submitted to the PCB Bureau, which ensures that the Committee has the required technical expertise and that it is geographically representative, and gender-balanced.

If the number of nominations exceeds the number of places on the Committee for that constituency, the PCB Chair will contact all the members of the constituency represented on the Board for further discussion and agreement.

Once the proposed composition of the Committee has been confirmed, the PCB Bureau will communicate the names of the experts to all Member States, the PCB NGO Delegation and Cosponsors. The PCB Bureau shall propose the membership of the Committee as well as a Chair from within the membership, for agreement by the PCB using the inter-sessional decision-making process.

Members of the Expert Advisory Committee shall serve for a term of two years and cannot be reappointed more than once.

Working modalities

The Committee meets once a year face-to-face, possibly in connection with a multi-stakeholder consultation on evaluation; other meetings are virtual. UNAIDS will pay for the travel and per diem of Committee members. Members who are self-employed will additionally be paid an honorarium. The UNAIDS evaluation office serves as secretary of the Committee.

A summary of the work and recommendations of the Committee is prepared and shared annually with the Board. The role and relevance of the Committee shall be reviewed at the time UNAIDS evaluation policy is reviewed and any changes shall be reflected in a revised policy submitted to the Board for approval.

Expectations and time commitment

Indicative schedule of work	Period	Estimated time commitment
Virtual meeting (one) Discuss follow up to Board meeting and issues raised by the PCB or evaluation office	January-March	Total requirement: 1 day -Virtual meeting (2 hours) -Document review (4 hours) -Electronic exchanges (2 hours)
Virtual meeting (one) Review progress in implementation of the evaluation plan	April-June	Total requirement: 1 day -Virtual meeting (2 hours) -Document review (4 hours) -Electronic exchanges (2 hours)
<i>Programme Coordinating Board Meeting – June</i> Virtual meeting (one)	July-September	Total requirement: 1 day -Virtual meeting (2 hours) -Document review (4 hours)

Discuss follow up to Board meeting and issues raised by the PCB or evaluation office

Face-to-face meeting (one) October-December
Review progress in implementation of the evaluation plan and discuss the next plan (if relevant)

Programme Coordinating Board Meeting – December

-Electronic exchanges (2 hours)

Total requirement: 2+ days

-Face-to-face meeting (8 hours plus travel time)

-Document review (4 hours)

-Review of annual report (2 hours)

-Electronic exchanges (2 hours)

PROGRAMME COORDINATING BOARD

UNAIDS/PCB Special Session

Issue date: 28 July 2021

Special Session

DATE: 6 October 2021

TIME: 13:00-16:30

Draft timewise agenda

WEDNESDAY, 6 OCTOBER

- | | |
|-------------|---|
| 13:00-13:10 | 1. Opening of the meeting and adoption of the agenda
<i>Presentation and discussion</i>
<u>Document: UNAIDS/PCB (EM)/4.1;</u> |
| 13:10-13:20 | 2. Report of the 48th PCB meeting
<i>Presentation and discussion</i>
<i>Document: UNAIDS/PCB (48)/21.21</i> |
| 13:20-16:30 | 3. Unified Budget, Results and Accountability Framework and budget (2022-2026)
<i>Presentation and discussion</i>
<u>Document: UNAIDS/PCB (EM)/4.2</u> |
| 14:30-14:45 | <i>Break</i> |
| 16:30 | 4. Any other business |
| 16:30 | 5. Closing of the meeting |

Annex 4: Timewise agenda for the 49th PCB meeting

PROGRAMME COORDINATING BOARD

UNAIDS/PCB (49)/21.22

Issue date: 28 July 2021

VIRTUAL FORTY-SEVENTH MEETING

DATE: 7-10 December 2021

TIME: 13:00-16:30

Draft timewise agenda

TUESDAY, 7 DECEMBER

13:00-15:30

1. Opening

- | | | |
|-------------|-----|---|
| 13:00-13:05 | 1.1 | Opening of the meeting and adoption of the agenda
<i>Presentation and discussion</i>
<u>Document: UNAIDS/PCB (49)/21.22;</u> |
| 13:05-13:20 | 1.2 | Consideration of the report of the Special Session of the PCB
<i>Presentation and discussion</i>
<u>Document: UNAIDS/PCB (46)/21.21</u> |
| 13:20-15:00 | 1.3 | Report of the Executive Director
<i>Presentation and discussion</i>
<u>Document: UNAIDS/PCB (49)/21.23</u> |
| 15:00-15:15 | | <i>Break</i> |
| 15:15-16:30 | 1.4 | Report by the NGO Representative
<u>Document: UNAIDS/PCB (49)/21.24</u> |

WEDNESDAY, 8 DECEMBER

13:00-14:00

2. Leadership in the AIDS response

Presentation and discussion

14:00-15:00

3. Follow-up to the thematic segment from the 48th PCB meeting: **COVID-19 and HIV: sustaining HIV gains and building back better and fairer HIV responses**

Presentation and discussion
Document: UNAIDS/PCB (49)/21.25;

15:00-15:15 *Break*

15:15-16:30 **4. 2022-2026 UBRAF indicators**
Presentation and discussion
Document: UNAIDS/PCB (49)/21.26

THURSDAY, 9 DECEMBER

13:00-14:00 **5. Evaluation**
Presentation and discussion
Document: UNAIDS/PCB (49)/21.27

14:00-15:00 **6. Update on HIV in prisons and other closed settings**
Presentation and discussion
Document: UNAIDS/PCB (49)/21.28

15:00-15:15 *Break*

15:15-16:20 **7. Report on the progress on actions to reduce stigma and discrimination in all its forms**
Presentation and discussion
Document: UNAIDS/PCB (49)/21.29;

16:20-16:25 **8. Next PCB meetings**
Presentation and discussion
Document: UNAIDS/PCB (49)/21.30;

16:25-16:30 **9. Election of officers**
Presentation and discussion
Document: UNAIDS/PCB (49)/21.31;

FRIDAY, 10 DECEMBER

1.
13:00-16:15 **10. Thematic Segment: *What does the regional and country-level data tell us, are we listening, and how can we better leverage that data and related technology to meet our 2020 and 2030 goals?***
Documents: UNAIDS/PCB (49)/21.32; UNAIDS/PCB (49)/21.33;
UNAIDS/PCB (49)/CRP1

14:30-14:45 *Break*

16:15

11. Any other business

16:30

12. Closing of the meeting

PCB Bureau

15 July 2020



Recalling the 5 objectives of UNAIDS Secretariat Alignment



Staff engagement

Cascaded proposals were received from:

- All teams across PRG, MER and EXO, including the liaison offices and independent evaluation units.
- Each of the 6 regions (Regional Directors held cascaded sessions with their teams in the RSTs and with some staff in the UCOs in their regions). UCOs were being consulted in parallel as part of the country configuration exercise. Some Regional Directors combined both processes.



Information sharing platforms

4 Townhall Meetings

5 Monthly Updates

7 Alignment Round-up Newsletters

Alignment Change Portal

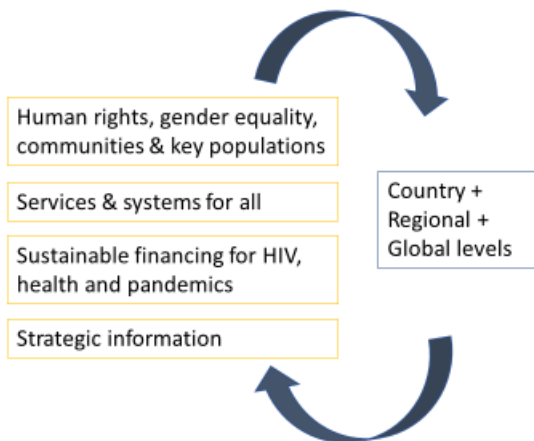
131 Workplace posts



A new knowledge-based organizational architecture

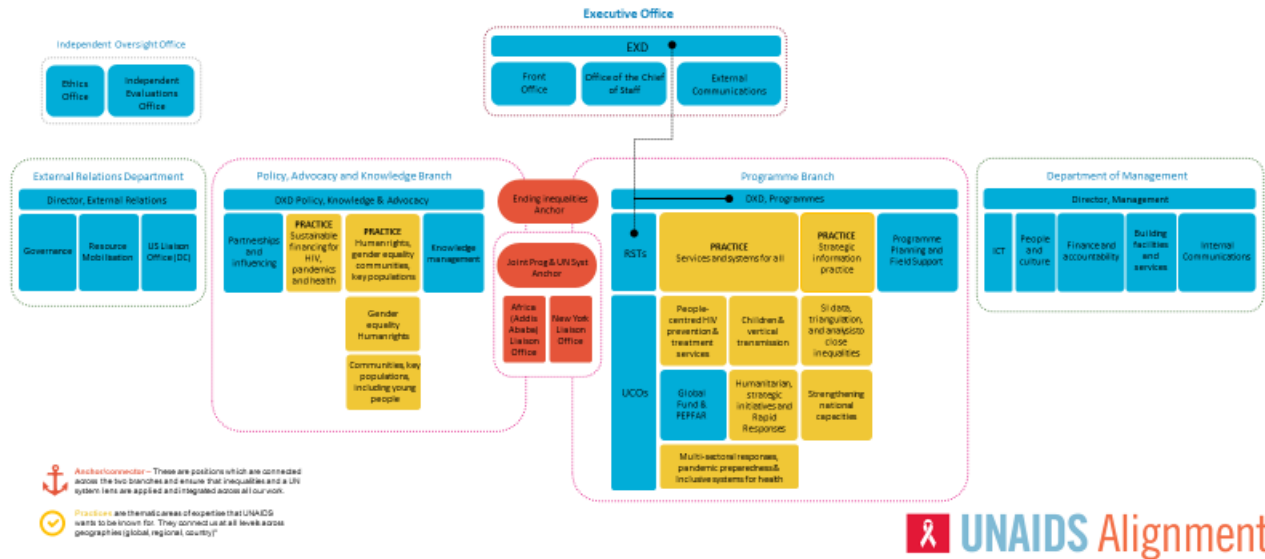
Four *practices*

Practices are **thematic areas of expertise** that UNAIDS wants to be **known for**. They **connect us** at all levels across geographies (global, regional, country)



UNAIDS Secretariat High-Level Organizational Structure

A visual representation of key thematic areas of focus (practices) and functions to be performed by UNAIDS Secretariat. An organigramme will be developed as staffing structure is developed further*



New ways of working To be further developed in this next phase



KNOWLEDGE MANAGEMENT

This is a system of creating, sharing, using and managing the knowledge and information of an organization. It is a multidisciplinary approach to achieve an organizations strategy by making the best use of its own knowledge and the knowledge of its partners. We will develop a knowledge-management strategy and staff will be oriented on this approach. Knowledge management anchors our practice architecture.



COMMUNITIES OF PRACTICE

A group of people who have a common interest in a specific area of the organizations work. Serves to facilitate knowledge management, by rapidly linking existing knowledge and experience across the organization. They are also seen as a means to enable diversity and inclusion within organizations. Though communities of practice work informally, they function best when they are governed by key operating standards. Communities of practice will work through virtual knowledge networks supported by knowledge facilitators.



KNOWLEDGE HUBS

Virtual structures designed around programmatic or operational areas. They comprised of experts that are deployed on a needs basis to provide targeted, rapid and hands-on support to teams across the organization. An expert can be working with multiple teams at the same time. One needs to be an expert to be staffed in a knowledge hub. It is part of formal role and responsibilities (not voluntary). There is also a cap on the number of staff in a knowledge hub. A knowledge hub is lead and managed by the head of the department that that hub is organized around, and it can comprise of experts from within and outside the Secretariat.



MATRIX MANAGEMENT

This is a system that combines planning and management of the work of: Vertical functional teams (teams from across geographies that come together to deliver the work of a single functional area) Cross-functional teams (staff members from different vertical functions that come together to complete horizontal project/task-based work that cut across various vertical functions).



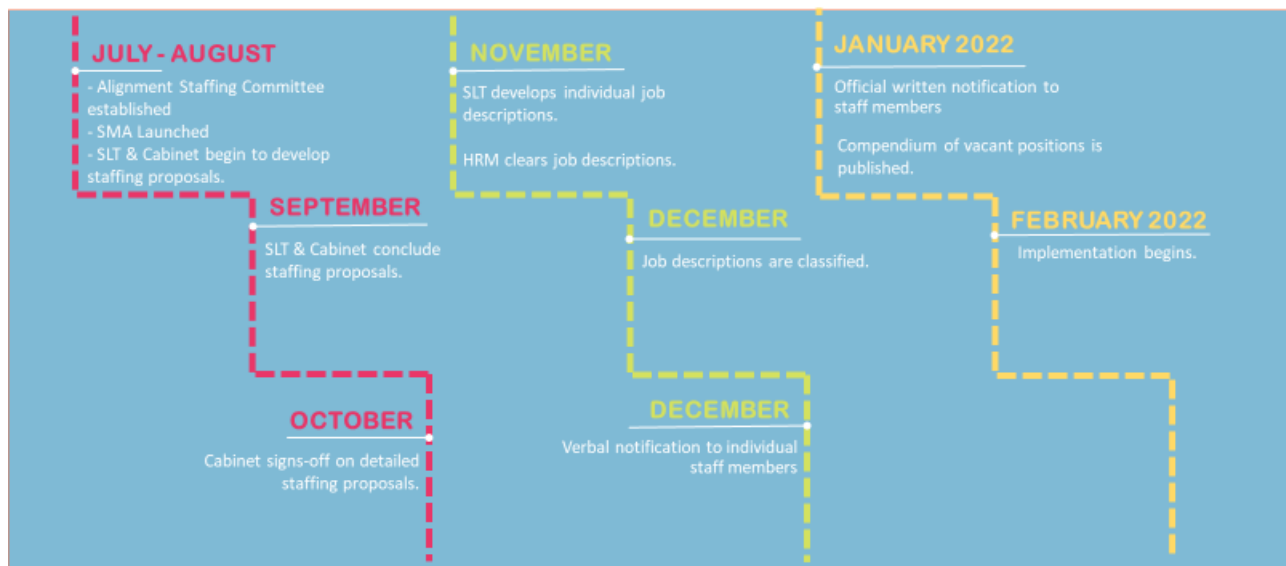
Meeting the 5 objectives of the Alignment

<p>Objective 1</p> <p>UNAIDS is aligned with the new global AIDS strategy and achieving its highest impact</p> <ul style="list-style-type: none"> Embedding inequalities as a lens through which all the work is conducted; Reorganizing the work around four thematic practices to deliver on the strategy's three strategic priorities Increased orientation on country level support, with more global staff embedded in field; Global Centre teams reorganized to support the delivery of the Joint Programme; 	<p>Objective 2</p> <p>UNAIDS is financially sustainable and more cost effective</p> <ul style="list-style-type: none"> Acknowledging a significantly constrained funding environment, and trend imbalances in internal budgets, required significant reorganization of functional priorities and rationalization of staffing at all levels; Within the narrowed funding envelope, priority given to ensuring support at country level; Aggressive utilization of lower cost locations for operational and programmatic support; 	<p>Objective 3</p> <p>UNAIDS is diverse and inclusive and therefore credible and legitimate</p> <ul style="list-style-type: none"> Greater percentage of national staff in our country offices; Increased use of entry and mid-level professional posts; Staff body better reflects the communities that we serve
<p>Objective 4</p> <p>UNAIDS is a knowledge driven secretariat that optimizes its world-wide expertise and staff through the use of digital technologies</p> <ul style="list-style-type: none"> Integrated teams working across organizational levels, matrixed horizontally & vertically; Communities of Practice (COP) to create virtual working and knowledge sharing; Creation of knowledge generation and management function to support communities of practice and design. Development of the practices and technologies required for a knowledge driven secretariat; 	<p>Objective 5</p> <p>UNAIDS is aligned with UN Reform including in its work on pandemic preparedness</p> <ul style="list-style-type: none"> Focus on support of UCOs, and their integration with UNCTs, ensuring leveraging of the full power of the UN System Creation of new Financing for HIV and Health function Including a connector for Joint Programme and UN system, including UN reform 	



Provisional Alignment Timeline

revised 13 July 2021



[End of document]

ⁱ See [PCB_Report_47th_Meeting_EN.pdf \(unaids.org\)](#) , paragraph 171.

ⁱⁱ See https://www.unaids.org/en/resources/documents/2019/PCB45_JIU_Report, paragraphs 105-106. The establishment of an independent evaluation function represents the culmination of efforts over several years to increase emphasis on evaluation following the 2016 MOPAN and other external reviews of UNAIDS, which highlighted the need to strengthen evaluation (UNAIDS was one of the few UN entities that did not have a dedicated evaluation function).

ⁱⁱⁱ Management and staff provide the first line of defence, as they are responsible for maintaining the effective management of resources and internal controls, as well as for ensuring compliance with policies and procedures on a day-to-day basis. The functional leads, such as the Director of PFA and the Director of HR, serve as the second line of defence (JIU/REP/2019/7). See https://www.unaids.org/en/resources/documents/2019/PCB45_JIU_Report, paragraphs 83, 99-100.

^{iv} This includes going beyond summative evaluations for the purpose of reporting and accountability to more formative and developmental evaluations for the purpose of learning and adaptation for results – to help formulate the right questions to inform decisions in real-time. This also speaks to the utility as evaluations – supporting management in real time decision making and adaptative management. This is in line with a movement of the evaluation domain in the direction of design research to create better systems and a focus on the potential for the future.

^v See https://www.unaids.org/en/resources/documents/2019/PCB45_Evaluation_Plan

^{vi} Additional resources beyond the core budget include in-kind contributions and cost-sharing of joint evaluations by the Cosponsors and use of non-core funds for Secretariat evaluations of initiatives and activities which are funded through non-core funds.

^{vii} A strong programmatic rationale should exist for moving the Evaluation Office out of Geneva. Total estimated monthly savings of US\$4,000-8,000 in salaries for a unit of three staff (D-2, P-5 and P-3) in Nairobi, Johannesburg, Addis Ababa or Bangkok compared to Geneva is in itself not sufficient to justify a move. Rent, security and other operational costs should also be taken into account. While good flight connections exist from these cities for travel within the respective regions, connections to countries in other regions are much more limited. If the Evaluation Office were to be moved out of Geneva to spread out the geographic footprint of the global functions of the organisation, a city such as Istanbul with excellent flight connections, which is also a hub for Cosponsors (UNDP, UNFPA), would be a better location than many other cities where UNAIDS currently has an office – but would risk isolating the function and limit opportunities for professional face-to-face interaction.

^{viii} Evaluations carried out during COVID-19 have demonstrated that it is possible to conduct evaluations remotely – irrespective of the location of the Evaluation Office – using national and regional consultants. However, the evaluations have highlighted gaps in terms of a lack of direct observation and face-to-face interaction with stakeholders. Moreover, ensuring that insights from evaluations are internalised and lead to follow up actions has been made more challenging by a lack of direct interaction with UNAIDS Secretariat and Cosponsor staff.