

## Multilateral Aid Review: Assessment of the Joint United Nations Programme on HIV/AIDS (UNAIDS)

Summary	
Organisation: <b>Joint United Nations Programme on HIV/AIDS (UNAIDS)</b>	Date: February 2011
Description of Organisation	
<p>UNAIDS is a joint programme of 10 United Nations organisations and the UNAIDS Secretariat. It is charged with delivering an effective response to the global HIV/AIDS pandemic. The UNAIDS Secretariat is based in Geneva and is governed through a Programme Coordinating Board (PCB). The joint programme is supported by the administration systems of UNDP and WHO.</p> <p>UNAIDS' joint programme brings together the necessary expertise, experience and institutional mandates to tackle the pandemic. It seeks to coordinate the efforts and resources of UNHCR, UNICEF, WFP, UNDP, UNFPA, UNODC, ILO, UNESCO, WHO, and the World Bank (the cosponsors) in the fight against HIV/AIDS. The programme's mission is to lead and inspire the world in achieving universal access to HIV prevention, treatment, care and support. The Secretariat brings added value through leadership and advocacy, coordination and joint accountability.</p> <p>The UNAIDS Secretariat has a country presence in 89 countries. It coordinates the activities of the cosponsors through UNAIDS Country Coordinator (UCC) posts and through Joint HIV/AIDS Teams.</p> <p>UNAIDS has an annual budget of \$262 million per year. Funding from the Unified Budget and Workplan (UBW) is allocated across the 10 cosponsors and the Secretariat. Funding for the Secretariat is used to support its leadership and coordination role and its work to mobilise financial, technical and political resources. The UK provided £10 million of core funds in 2010.</p> <p>UNAIDS is governed through a Programme Coordinating Board (PCB). The PCB consists of 22 member states, the 10 UNAIDS Cosponsors and 5 representatives of nongovernmental organisations, including associations of people living with HIV. Each member state represents a constituency. The UK is in a constituency with Ireland, Italy and San Marino.</p>	

Contribution to UK Development Objectives	Score (1-4)
<p><b>1a. Critical Role in Meeting International Objectives</b></p> <p>+ UNAIDS is critically important to meeting the HIV/AIDS target of MDG 6 and makes an important contribution to MDGs 4 and 5 through delivering a multi-sectoral response to the HIV/AIDS epidemic. UNAIDS fills critical gaps in advocacy, coordination and leadership.</p> <p>- UNAIDS is one of a number of important global actors tackling HIV/AIDS. UNAIDS needs to increase its critical</p>	<p><b>Satisfactory</b></p> <p><b>(3)</b></p>

<p>technical support role to those actors.</p> <p>= Alongside other global actors UNAIDS role is often critical in efforts to meet MDG6.</p>	
<p><b>1b. Critical Role in Meeting UK Aid Objectives</b></p> <p>+ Restricting the spread of HIV is one of the key necessary actions to help achieve the MDGs. UNAIDS has an important role in the direct delivery of the MDGs (especially MDG 6 but also 4 and 5). UNAIDS contributes to addressing the burden of HIV/AIDS, especially in Southern Africa, where HIV/AIDS has a negative impact on economic growth and poverty reduction. UNAIDS is an important partner for UK objectives in supporting international action to empower women and girls.</p> <p>– UNAIDS is one of a number of important global actors tackling HIV/AIDS.</p> <p>= Alongside other Multilateral Organisations, UNAIDS often plays a critical role in restricting the spread of HIV/AIDS.</p>	<p><b>Satisfactory (3)</b></p>
<p><b>2. Attention to Cross-cutting Issues:</b></p> <p><b>2a. Fragile Contexts</b></p> <p>+ UNAIDS' work is covered by the wider Inter-Agency Standing Committee policy guidance on HIV/AIDS interventions in emergency settings. A new policy is currently being rolled out.</p> <p>– UNAIDS does not have a specific policy on working in fragile states.</p> <p>= While some of UNAIDS' work is covered by its humanitarian policy, this does not cover all fragile state contexts.</p> <p><b>2b. Gender Equality</b></p> <p>+ UNAIDS has a strong gender focus. It works to disaggregate data by gender. It has internal policies to promote gender equality. Evidence on gender equality informs programming and policy choices.</p> <p>– UNAIDS' engagement with other organisations working on gender is limited. Its ability to disaggregate data is limited by cosponsors' reporting.</p> <p>= Despite some issues around its engagement with other organisations, UNAIDS has a strong focus on gender equality.</p> <p><b>2c. Climate Change and Environmental Sustainability</b></p>	<p><b>Weak (2)</b></p> <p><b>Satisfactory (3)</b></p> <p><b>Not Scored</b></p>
<p><b>3. Focus on Poor Countries</b></p>	<p><b>Not Scored</b></p>

<p><b>4. Contribution to Results</b></p> <ul style="list-style-type: none"> <li>+ UNAIDS can demonstrate some delivery against its core objectives and can point to a significant contribution to facilitating progress on HIV/AIDS at the global level.</li> <li>- The UNAIDS Secretariat struggles to show consistent results at the country level. Delivery on UNAIDS Secretariat's key coordination role is inconsistent and its technical leadership needs to be improved. There is a lack of accountability by heads of cosponsor agencies for the joint team's performance.</li> <li>= While UNAIDS can demonstrate some progress at the global level, this is not universal. At the country level its delivery is limited by its inconsistency in its key coordination role and the lack of accountability of heads of cosponsor agencies for joint programme team performance.</li> </ul>	<p><b>Weak (2)</b></p>
<p><b>Organisational Strengths</b></p>	
<p><b>5. Strategic and Performance Management</b></p> <ul style="list-style-type: none"> <li>+ UNAIDS uses the results of independent evaluations to improve its delivery and performance.</li> <li>- UNAIDS has a clear mandate but there is no clear line of sight through to its strategy and implementation plans.</li> <li>- UNAIDS' results framework is process focused and does not make a clear link between inputs, outputs and outcomes. Accountability between UNAIDS and the co-sponsoring organisations is unclear. At the country level UNAIDS has limited authority over the cosponsoring organisations.</li> <li>- UNAIDS' recruitment processes do not meet standards of good practice by failing to equip managers to run effective and rules based recruitment processes.</li> <li>= There is a poor link between the board and co-sponsoring organisations, an inadequate results framework and lack of clarity and authority which weakens leadership at country level.</li> </ul>	<p><b>Score (1-4)</b> <b>Weak (2)</b></p>
<p><b>6. Financial Resources Management</b></p> <ul style="list-style-type: none"> <li>+ UNAIDS provides predictable funding to its cosponsors.</li> <li>- We could find no evidence of UNAIDS having criteria for allocating funds to priority areas.</li> <li>- UNAIDS' financial management is provided by both WHO and UNDP. This arrangement is complex and reduces the effectiveness of UNAIDS.</li> <li>- Cosponsors have responsibility for managing and addressing poorly performing projects rather than UNAIDS themselves.</li> <li>= UNAIDS does not have responsibility for managing the poorly performing projects of its cosponsors and suffers</li> </ul>	<p><b>Weak (2)</b></p>

<p>from the complexity of using two financial systems.</p>	
<p><b>7. Cost and Value Consciousness</b></p> <ul style="list-style-type: none"> <li>+ UNAIDS is supporting partner countries to focus on costs and value for money. UNAIDS has committed to a 25% reduction in the Secretariat's travel costs in 2010.</li> <li>- Although UNAIDS is increasingly advocating for value-for-money, we could find no evidence that the Secretariat challenges its co-sponsors to achieve this. The Secretariat is supported by the administration systems of both WHO and UNDP which adds complexity and cost.</li> <li>= While UNAIDS can point to budgeted travel cost reductions of 25%, overall, their performance on cost control is weak.</li> </ul>	<p><b>Weak (2)</b></p>
<p><b>8. Partnership Behaviour</b></p> <ul style="list-style-type: none"> <li>+ UNAIDS has a unique governance structure and strong relationships with civil society, people living with HIV/AIDS and the 10 UN cosponsors.</li> <li>+ UNAIDS is strong at incorporating beneficiary voice into policy and programmes.</li> <li>+ At the country level there is evidence of good partnerships, with People Living with HIV, governments, cosponsors and the Global Fund for AIDS, TB and Malaria. UNAIDS' work in-country is aligned to Paris type approaches.</li> <li>= UNAIDS' performance on partnerships is strong. UNAIDS has a unique partnership with the 10 UN cosponsors, civil society and beneficiaries both at the global and country levels.</li> </ul>	<p><b>Strong (4)</b></p>
<p><b>9. Transparency and Accountability</b></p> <ul style="list-style-type: none"> <li>+ UNAIDS' unique governance structure allows broad stakeholder engagement in decision-making.</li> <li>- UNAIDS publishes policy documentation, but we could find no evidence of it publishing project documentation.</li> <li>- UNAIDS does not have a formal disclosure policy in place.</li> <li>= UNAIDS has strong accountability to stakeholders, including governments but it is less advanced on wider transparency.</li> </ul>	<p><b>Weak (2)</b></p>
<p><b>Likelihood of Positive Change</b></p>	<p><b>Score (1-4)</b></p>
<p><b>10. Likelihood of Positive Change</b></p> <ul style="list-style-type: none"> <li>+ UNAIDS' governing body and senior management are using the results of the Second Independent Evaluation (SIE) to drive forward fundamental change in UNAIDS. UNAIDS has a good record of following-up on a previous evaluation.</li> </ul>	<p><b>Likely (3)</b></p>

<ul style="list-style-type: none"><li>+ The scope for improvement is ultimately dependent on the cosponsors' willingness to engage but the signs are positive.</li><li>- The current governance structure, particularly where this links to the co-sponsoring organisations, does not encourage reform.</li><li>= While there are significant barriers to overcome, the SIE has a clear set of recommendations and the co-sponsors are showing a willingness to engage.</li></ul>	
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