



MOPAN 2015-16 Assessments

**Joint United Nations Programme
on HIV/AIDS (UNAIDS)**

Executive Summary

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This institutional assessment of UNAIDS (specifically its Secretariat) covers the period from 2014 through mid-2016. Applying the MOPAN 3.0 methodology, the assessment considers organisational systems, practices and behaviours, as well as the results UNAIDS achieves. The assessment considers five performance areas: four relate to organisational effectiveness (strategic management, operational management, relationship management and performance management) and the fifth relates to development effectiveness (results). It assesses UNAIDS's performance against a framework of key indicators and associated micro-indicators that comprise the standards that characterise an effective multilateral organisation, and gives an overview of its performance trajectory. MOPAN last assessed UNAIDS in 2012.

Context

UNAIDS

- It was established by United Nations Economic and Social Council in 1994 to undertake a joint and co-sponsored UN programme on HIV/AIDS, on the basis of co-ownership, collaborative planning and execution, and an equitable sharing of responsibility.
- It comprises 11 UN cosponsoring organisations: UNDP, UNICEF, UNFPA, WHO, UNESCO, the World Bank, UNODC, ILO, WFP, UNHCR and UN Women.
- It is accountable to the Programme Coordinating Board, its governing body, comprises representatives of 22 governments, the 11 Cosponsors and five representatives of non-governmental organisations.
- It works through five focus areas aimed at driving a more effective global response to HIV and AIDS.
- It is funded through voluntary contributions from governments, corporations and civil society organisations, and has recently experienced a financial crisis.
- It has been carrying out major organisational reform processes during its 2011-15 and 2016-21 strategic planning periods.

Organisation at a glance

- Established in 1994
- Expenditure: USD 477 million (2015)
- Active in 92 countries
- Over 750 core staff
- Secretariat operates through:
 - Geneva headquarters
 - 6 regional offices
 - 86 country offices

Overall performance

The 2016 MOPAN assessment concludes that while performance can be improved in some areas, following institutional reform processes, the UNAIDS Secretariat meets most of the requirements of an effective multilateral organisation.

Its partners and the Cosponsors still highly value UNAIDS, and stakeholders continue to recognise its strengths in building partnerships, particularly at national and regional levels. At the same time, some partners have voiced concerns relating to decision making and accountability.

UNAIDS has built on its experience in developing the “*getting to zero*” strategy. It has also used an effective consultative approach to broker agreement on the new strategic plan and on the highly ambitious 2016 Political Declaration on HIV and AIDS, adopted by the General Assembly in 2016.

There are signs of considerable progress from the last MOPAN assessment in 2012, as well as areas where attention is still needed. The continued commitment by UNAIDS to organisational development has brought

further positive changes in terms of a shift to a more field-based organisation, reductions in overall staffing levels, and systems that ensure greater individual accountability for results. Considerable progress has been made in moving to more results-based reporting and, particularly, in the use of performance indicators, baselines and targets. However, there is still work to be done. Progress is needed to ensure that evaluative and more analytical data are both available and used in programmatic decision-making. Similarly there is evidence that UNAIDS' structure has been further developed to ensure mutual accountability, for example through the development of the Joint Programme Monitoring System. However, tensions remain and have been exacerbated by the current financial crisis, raising some concerns about the Secretariat's commitment to participatory decision making.

Key strengths and areas for improvement for UNAIDS

Key strengths

- **Contribution to change**, particularly in tackling stigma and discrimination
- **Use of strategic information**, working to gather, analyse and utilise information on the epidemic
- **Use of convening power and partnerships**, bringing stakeholders together to reach consensus
- **National level co-ordination** to ensure key stakeholders have a voice in decision making
- **Systems for mutual accountability** to enable partners to see and track contributions to global targets
- **Commitment to organisational change** to ensure it is fit for purpose

Areas for improvement

- **Organisational architecture** and ensuring this is congruent with its vision and operating model
- **Cross-cutting issues**, including clear guidance and systems, plus integrating environmental sustainability and climate change
- **Financial resources**, including improved forward planning and engagement with Cosponsors for joint resource mobilisation
- **Global-level co-ordination and co-operation**, including transparency in decision making at the highest level
- **Evidence of effectiveness and impact** through evaluative or more analytical data than currently