

28 August 2023

Overview – 2023 MOPAN Assessment of the Joint United Nations Programme on HIV/AIDS (UNAIDS) Secretariat

The Multilateral Organisation Performance Assessment Network (MOPAN) assessed UNAIDS in [2005](#), [2012](#), [2016](#), and most recently published its assessment of the UNAIDS Secretariat in August 2023. MOPAN employed a new methodology in this fourth recent assessment, which combined a traditional backward-looking review with a new forward-looking component.

UNAIDS is concerned about aspects of the assessment's scope and methodology, as the assessment focused on the UNAIDS Global Centre Secretariat, not the impact of UNAIDS at the regional and country level, among governments and communities served. However, UNAIDS is committed to continual improvement and excellence to be as effective and impactful as possible, in support of countries achieving their HIV goals and targets – and values MOPAN's assessment.

The MOPAN assessment highlighted UNAIDS' strengths, including an important affirmation from all stakeholders of the continued need for UNAIDS and a coordinated joint UN response to HIV, noting that it is critical for advancing country progress towards HIV targets and goals as part of the SDGs and will remain relevant after 2030. Additionally, the MOPAN report also notes the important data and strategic information provided by UNAIDS to support effective strategic planning at the country level; the critical importance of UNAIDS work to support countries to address gender equality and human rights as key cross-cutting issues in national HIV responses; and appreciation of country-level stakeholders for the Secretariat's convening and country implementation support functions.

The assessment notes UNAIDS' "clear mandate and comparative advantage to provide global leadership on HIV, including consideration of social determinants through a multisectoral response." UNAIDS has a strong normative role and demonstrated ability to lead a HIV-relevant policy dialogue with member states. The Secretariat effectively manages the Joint Programme's inclusive governance model, through regular Programme Coordination Board (PCB) meetings and reports. Since the last MOPAN review, an independent, fully functional, quality-assured mechanism was established for evaluation.

The MOPAN assessment identified challenges faced by the Joint Programme, largely driven by resource constraints. It describes that the relationship between the UNAIDS Secretariat and its Cosponsors is strained by perceived Secretariat overreach in terms of its mandate and staffing and by disputed allocation of ever-scarcer resources. It describes uneven understanding of UNAIDS' work on structural issues and how this work is critical for advancing towards HIV prevention and treatment targets. It also points to stakeholder interest in looking at the future institutional set up of the Joint Programme, beyond the current Strategy period, in the context of an evolving epidemic and country needs and priorities.

UNAIDS senior management is carefully reviewing the assessment report and will address those recommendations that help enable UNAIDS to successfully support the Global AIDS Strategy with a comprehensive multisectoral response and that best serve people living with or affected by HIV. UNAIDS has always been a Programme that is learning, adapting and evolving – in close dialogue with countries and communities – to meet the needs of the evolving HIV pandemic. UNAIDS envisages three main lines of action in response to areas identified for improvement in the assessment: (1) Strengthening the Jointness of the Programme; (2) Redoubling and Better Communicating UNAIDS' Programmatic Focus; and (3) Sustaining the HIV Response – engaging stakeholders and continuously evolving

28 August 2023

UNAIDS' work in support of ending AIDS as a public health threat by 2030 and sustaining that achievement beyond 2030. With regard to organizational culture transformation and prevention of sexual exploitation, abuse and harassment, UNAIDS has led significant change and strengthening in this area since 2019 and is committed to continuing to change.

A briefing on the assessment report is being convened by the MOPAN on 1 September 2023. A full management response is in development, to be published by end September 2023. UNAIDS senior management is committed to listening to the views of stakeholders as it develops and takes forward its follow-up plans.