

***The Second Independent
Evaluation of the Joint United
Nations Programme on
HIV/AIDS***

**Missions Briefing
25 October 2007**

Second Independent Evaluation of UNAIDS

Presentation will cover

- Background to the Second Independent Evaluation
- Contents of the Consultation Paper
- Development process of the Consultation Paper
- Outcomes of the consultations/interviews with key stakeholders
- Proposed timeline and estimated costs

Background

- In June 2007, the UNAIDS Program Coordinating Board (PCB) requested that...

“an independent evaluation of UNAIDS be carried out in order to reassess priorities, determine how to build on achievement and understand how UNAIDS can play a more effective role in the future in strengthening global coordination on HIV/AIDS” and requested the PCB Bureau to prepare the process and mechanisms, including terms of reference, for the independent evaluation and submit these for approval to the 21st PCB (recommendation 5.1).”

- In August 2007, two consultants were hired to assist the PCB Bureau in developing a consultation paper on the proposed process, mechanisms and terms of reference of the *Second Independent Evaluation*.

Table of Contents of the Consultation Paper

1. Background of the Evaluation and aim of the Consultation paper
2. Review of the first Five-Year Evaluation (1996 – 2002)
3. A new “Landscape” and rationale for the Second Independent Evaluation
4. How the Consultation Paper was developed
5. Proposed scope of the Evaluation
6. Conducting the Evaluation
7. Ensuring the independence of the Evaluation
8. Proposed methodologies of the Evaluation
9. Who should be evaluated?
10. Implementation of the Evaluation and proposed timeline
11. Budgetary Implications

Appendix 1: Survey Findings and Implications

Appendix 2: Draft Terms of Reference ‘Oversight Committee’

Appendix 3: Draft Terms of Reference for Evaluation Team.

Approach used

- Review prior relevant evaluations starting with first Five year Evaluation of UNAIDS (23 documents)*
- Develop in conjunction with UNAIDS a calendar of consultations and interviews with selected key stakeholders
- Develop in conjunction with UNAIDS a questionnaire reflecting key issues
- Distribute the questionnaire widely to all key stakeholders including all UNAIDS staff, at headquarters and in the field
- Collect and analyze responses

* Included WHO 3 x 5 Evaluation, Global Fund Evaluation Design and First Inception Reports, Institute of Medicine's Evaluation of PEPFAR, PEPFAR internal Evaluation documents

Consultations

- Over the past 2 months extensive consultations have been held with a wide range of stakeholders. A few individual interviews are still outstanding due to scheduling difficulties.
- Group Consultations
 - UNAIDS Cosponsors (Global Coordinators Meeting)
 - PCB NGOs
 - Member States (Missions Briefing)
 - UNAIDS field staff
- Individual interviews with selected representatives of UNAIDS, member states, cosponsors, civil society, and other institutions
 - UNAIDS: Executive Director, Deputy Executive Directors, UNAIDS Staff Association, UN+, selected UCCs
 - Member states: Netherlands, USA, Norway, Croatia, Uganda, Rwanda, Ivory Coast, Turkey, Kenya
 - Cosponsors: UNICEF, UNFPA, UNODC, UNESCO, UNDP, WHO, World Bank
 - Civil Society: ICASO, GNP+, ICRW, ICAD
 - Other institutions: The Global Fund, Gates Foundation, PEPFAR, DFID, SIDA, AusAID

Response to date

- All group interviews and consultations were carried out as planned (more than 200 people present)
- 22 completed questionnaires received from the several hundred distributed
- 24 individual interviews have been completed
- At the request of the PCB Bureau additional field based interviews were held in Uganda, Rwanda and Ivory Coast to expand country input.

Proposed scope of the Second Independent Evaluation : Key themes

- 1. The evolving role of the Joint Programme within a changing environment:** while current and past performance is important, the future is a major issue for this evaluation and visioning process
- 2. The 1994 ECOSOC Resolution and Governance:** the relevance of the ECOSOC Resolution and governance structure need to be reviewed
- 3. The response to the Five Year Evaluation of UNAIDS:** assessing the extent to which recommendations and proposed activities that emerged from the Five Year Evaluation have been responded to
- 4. The interaction between Secretariat, Cosponsors, Agencies and Countries:** review operational relationships at headquarter, regional and country levels
- 5. The administration of the Joint Programme:** carefully examining UNAIDS business practices and evaluating how the administration of UNAIDS has evolved
- 6. Working with Civil Society:** evaluate how best to include and incorporate in a meaningful way the concerns and capacities of civil society

The focus of the evaluation

- The Evaluation should focus on the Joint Programme and its performance as a whole. This includes the UNAIDS Secretariat (at HQ, regional and country levels) and the HIV-related work of all 10 Cosponsors. In particular it should focus on:
 1. The Joint Programme as an organizational and administrative entity;
 2. The UNAIDS Secretariat as the entity involved in coordinating the work of the Joint Programme and;
 3. A selection of key areas and activities of the Secretariat and Cosponsors at headquarters, regional and country levels, chosen according to their importance and prominence.

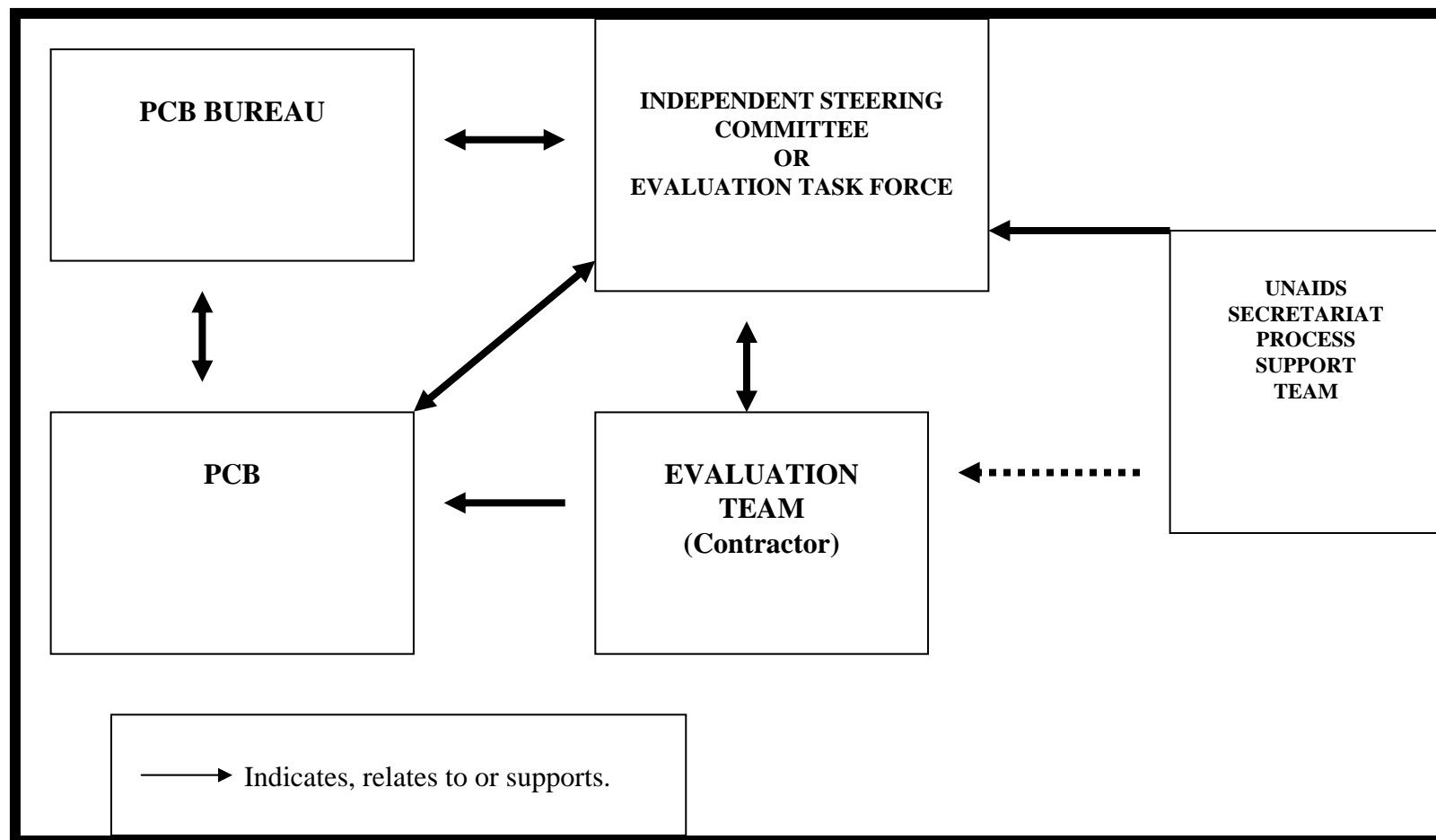
Proposed methodologies

- The implementation of the Second Independent Evaluation should involve a variety of methodologies and be carried out in the following manner:
 1. By means of a careful mix of
 - site visits and observations
 - interviews and discussion groups
 - desk-based research
 - review of existing reports and evaluations (e.g. Global Fund Impact Study)
 2. Using proven methods, standardized formats and carried out in such a way that no single methodology eclipses others
 3. Staggered timing of the different methods to promote efficiency
 4. Presenting the results as global, regional, and country analyses, including specific case studies and country stories

Ensuring independence and impartial oversight – 3 options

- A key concern emerging from consultations was that that an independent and objective group be contracted for the evaluation managed by a third party and the Board. To ensure this, 3 options are proposed
 - **Option 1**: PCB establishes an Independent Steering Committee (ISC) to guide and oversee the Evaluation. ISC composed of people drawn from government, academic, business, and NGO sectors, and include persons living with HIV. (*Similar to the management of the first Five Year Evaluation of UNAIDS*)
 - **Option 2**: PCB Bureau oversees the Evaluation.
 - **Option 3**: A working group or “Evaluation Task Force” is created from within the PCB to oversee the Evaluation. This would be composed of members of the PCB, including Government, Cosponsors and NGOs representatives, and ensure appropriate representation of persons living with HIV. The “Task Force” could also include selected non-members of the PCB.

Proposed structure of the Evaluation



UNAIDS
JOINT UNITED NATIONS PROGRAMME ON HIV/AIDS

UNHCR
UNICEF
WFP
UNDP
UNFPA

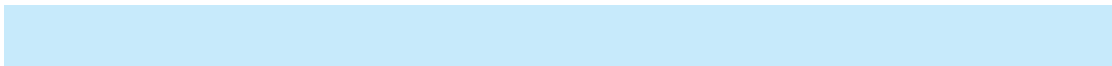
UNODC
ILO
UNESCO
WHO
WORLD BANK

Other concerns raised in consultations

- That the evaluation expertise of partners and member states be utilized to the fullest.
- That the evaluation go beyond focusing on problems and also encourage solutions.
- That any proposed changes in UNAIDS be taken in the perspective of overall UN policy and reform

Proposed timeline

- ***Presentation of Consultation Paper*** ***December 2007 PCB***
- ***Preparation of the Tender*** ***31 December 2007***
- ***Tender process completed*** ***May 2008 PCB***
- ***Evaluation process***
 - ***Work begins*** ***mid 2008***
 - ***Progress report*** ***December 2008 PCB***
 - ***First draft of report*** ***May 2009 PCB***
 - ***Final report*** ***December 2009 PCB***



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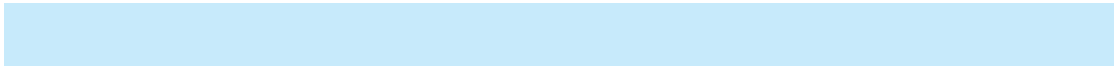
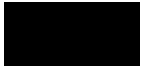
Estimated Cost

Estimated Total: US\$1,700,000 -2,200,000

- **Oversight Committee**
- **Evaluation Team**
- **Short term consultants**
- **Key support personnel**
- **Other costs**

[Note: 3x5: US\$1.2m; Five-Year: US\$1.7m; GFATM: US\$17m]

Thank you



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