

Management Response and Tracking: Joint Evaluation of the UN Joint Programme on AIDS's work on efficient and sustainable financing

Evaluation title: Joint Evaluation of the UN Joint Programme on AIDS's work on efficient and sustainable financing.						
Office/Region: Equitable Financing Practice						
Year of the report: 2022						
Overall response to the evaluation		Management welcomes the vision provided through the recommendations and supports the need for expanded efforts. However, management must also note the constrained resource environment including a current significant shortfall below minimum UBRAF budget. Movement on recommendations depends on closing that gap and ultimately on full funding of the UBRAF's budget of \$210m per annum. In the interim, there will need to be a stronger focus on advancing goals of the various recommendations, where possible, through the use of existing tools and mechanisms rather than undertaking entirely new endeavours.				
Recommendations, suggested actions, responses (Note: Responses marked with an asterisk* are subject to available funding)						TRACKING
No	Recommendation	Management response	Actions planned	Responsible	Timeframe	End of year (2023)
	Please list the recommendation from the Evaluation Report	Please indicated if: - Accepted - Partially accepted - Not accepted	Please indicate the concrete actions planned by UNAIDS and partners to implement the recommendations	Please be specific	Please be specific and indicate a completion date	Please indicate status of impl. and actions taken.
1	Recommendation 1 and responses: Recommendation 1: The Joint Programme should continue to focus and build upon its areas of comparative advantage in financing, including the Secretariat's convening/coordinating role at global, regional and country levels and political advocacy, and the Joint Programme's work as a whole on analytic tools, strategic information, and policy guidance. In particular, any change and/ or expansion in mandate for the work of the Secretariat should be carefully considered alongside the mandate of the Cosponsors and other organisations as well as its capacities and resources.					TRACKING
1.1	The UNAIDS Secretariat should continue to leverage its "neutral arbiter" role to convene the different stakeholders including governments, civil society, community-led and key population-led organisations, UN agencies and international funders.	Accepted.	Continue to engage and expand the Joint Programme coordination and role in financing dialogue with national partners and community organization to mobilize resources for accelerating progress towards the 2025 targets. Coordinate and provide technical support to guide evidence-driven priority setting and resource allocations in national strategic plans, the GF grants design, multi-stakeholder consultation dialogues.	The UNAIDS Secretariat.	2022/23	
1.2	It should also continue to harness its critical role in political advocacy for AIDS financing, in close partnership with the key international funders for AIDS including the Global Fund and PEPFAR, and with a renewed approach that reflects the evolving context for HIV within the wider UHC, SDG, and COVID-19 environment. The Joint Programme could better leverage and coordinate in this area with Cosponsors, in particular the World Bank, given the Bank's strong relationships with Ministries of Finance and Economy.	Accepted.	Broaden synergies with African Union, the Global Fund, and other partners, to contribute to the African Leadership Meeting (ALM) initiative implementation in countries, advocating for increasing domestic funding for ending the epidemic and UHC implementation. Coordinate, mobilize partnerships and conduct evidence-driven advocacy to provide impetus for greater political leadership and social mobilization around HIV and UHC financing in selected regions. Demonstrate the centrality of financing in achieving the 2025 Targets for improving health and social outcomes, and human capital, as well as to strengthen people-centered systems and resilience against future pandemics, in the context of broader financing dialogue.	The UNAIDS Secretariat in close coordination relevant Cosponsors, the Global Fund, PEPFAR and partners.	2022/23	
1.3	The Joint Programme as a whole should emphasise the work on developing strategic information in support of efficient and sustainable financing, employing an "end-user" lens to ensure alignment of data and information, as well as relevance. See further recommendations below on this aspect.	Accepted.	Expand collaboration with the Global Fund and PEPFAR to align expenditure categories and increase transparency of country-level spending funding informing the resource allocation and sustainable financing plans and dialogue. Develop a synopsis of the most relevant tools and methods to guide HIV financing and economics activities in countries and regions.	The UNAIDS Secretariat, the World Bank and UNDP, in collaboration with the relevant Cosponsors, PEPFAR, the GF, with community organizations, and with governments.	2022/23	
1.4	The Joint Programme should build on its critical role with regards to engagement and capacity building of CSOs, by supporting sustainable financing of civil society and community and KP-led organisations.	Accepted.	Expand efforts and partnerships to promote and establish diversified and sustainable financing of CSO-led and KP-led HIV and health responses. Update guidance on establishing and operationalizing public financing (social contracting) of community-led responses integrated in the AIDS response and UHC delivery. Develop community-led response costing methodologies to assess the costs and contributions of CLR to HIV response, inform adequately budgeted requests, and mobilize international and domestic funding.	The World Bank, UNAIDS Secretariat and UNDP and all relevant Cosponsors, in close coordination with communities and their organizations, governments, and other Cosponsors.	2022/23	
1.5	The Secretariat and the Joint Programme should closely consider how to engage in the macroeconomic financing agenda and specifically tax reform agenda, carefully clarifying Secretariat roles in relation to its resources and the risk of overlap and duplication with Cosponsors and other agencies, which may have more expertise to offer in these areas.	Accepted. Collaborative efforts underway with partners and co-sponsors for action on macro and fiscal matters to finance Health, HIV and pandemics	UNAIDS advocacy, communications and easy access to multiple partners will serve to expand a joint agenda bringing specific attention to the macro, social and health implications of HIV investments, and its contributions to building PPR systems and creating a health secure environment. Beyond global to local tax reform repurposed for health, the potential use and country proof of emerging financing options, such as debt-relief, blended finance instruments or pandemics financing funds and instruments for innovative HIV and health financing will be explored and tested through joint technical, economic and diplomatic action.	The UNAIDS Secretariat in collaboration with the relevant Cosponsors, in close coordination with PEPFAR, the GF, with communities and their organizations, and with governments.	2022/23	

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2. Recommendation 2 and responses: The Joint Programme should clearly define its approach to efficient and sustainable financing and related work plan for the Secretariat and Cosponsors						TRACKING
No.	Recommendation	Management response	Actions planned	Responsible	Timeframe	End of year (2023)
2.1	Based on the new Global AIDS Strategy 2021–26, and noting that the UBRAF development process was underway during the evaluation, UNAIDS should develop a strategy/ concept note for efficient and sustainable financing, with clearly defined overall objectives, the key activities to be undertaken to support the achievement of these objectives and key results, and related resourcing. This should be based on a TOC model that seeks to coherently define the Secretariat and Cosponsor approach to efficient and sustainable financing. It should consider issues that reflect the Secretariat core areas of work and financing issues that resonate with the Cosponsor priorities.	Accepted. The Joint Programme has developed Result 8 in the 2022-2026 UBRAF and related indicators, which describe the overall objective and the Joint Programme's actions to catalyze results in countries in line with the Theory of Change model.	<p>Communicate and promote at global, regional, and country levels the Result Area 8 in the UBRAF overall goal, objectives, and activities, situating RA 8 in the ecosystem of co-sponsor approaches and strategies to HIV, UHVC, health and development financing.</p> <p>Review and engage with the Regional and Country level Joint Programme to socialize the objectives of Result Area 8 of the UBRAF and activities and define regionally tailored actions and expected results aligned with UBRAF indicators for the next two and five years.</p>	The World Bank, UNAIDS Secretariat and UNDP and all relevant Cosponsors, in close coordination with communities and their organizations, governments, and other Cosponsors.	2022/23	
2.2	The Joint Programme should move beyond an activity and output-based reporting and measurement approach and focus more on the outcomes of its work in efficient and sustainable financing for the AIDS response. Whilst this is a recommendation relevant for the UNAIDS Joint Programme as a whole, the need to move from largely activity-based reporting and assessment of results to outcome measurement is emphasized. Within the work on efficient and sustainable financing in particular, greater attention should be paid on measuring the translation of strategic information, national strategies, and analytical products into policy changes and financing increases, and the impact of CSO and KP engagement in terms of increased capacity building and financing, etc. Some of these aspects may also be supported through evaluations of the Joint Programme's work.	Partially accepted. Integrating actions that support translating analytical products into policy and financing changes and evaluating the shifts is critical. This is, however, a long-term goal that requires time and additional resources, and it is only possible with full funding of the UBRAF.	<p>Engage with the Joint Programme to promote integrating steps and resources to disseminate the findings, communicate the policy implications, and advocate for change, with priority focus on integrating such steps into ongoing and planned policy dialogues.</p> <p>Expand the requirements of selected analytical products and policy reviews to incorporate a dedicated component to communication and implementation.</p>	The World Bank, UNAIDS Secretariat and UNDP and all relevant Cosponsors, in close coordination with communities and their organizations, governments, and other Cosponsors.	2022/23	
3 Recommendation 3 and responses: The Joint Programme should seek to leverage additional and the right capacities in support of its goals of efficient and sustainable financing.						TRACKING
No.	Recommendations	Management response	Actions planned	Responsible	Timeframe	End of year (2023)
3.1	The Joint Programme should set up a coordinating mechanism or working group for efficient and sustainable financing, led by co-convenors and the Secretariat, which also engages closely with PEPFAR and the Global Fund. The working group would need to be a "light-touch" mechanism that convenes a couple of times a year to set the agenda and review progress, given limited resources and capacities amongst organisations. There should be agreement on a quorum of Cosponsor membership for this working group, reflecting the main HIV and health financing partners and specifically including participation from WHO, UNICEF and UNFPA in addition to the World Bank and UNDP as co-convenors. The financing coordinating mechanism/ working group should ensure the inclusion of health financing expertise from the Cosponsors as part of its membership. In this regard, the key teams within the Cosponsor agencies in support of UNAIDS financing objectives should be identified, together with ways of engaging them. The coordinating mechanism should build upon and leverage other coordinating mechanisms such as the SDG3 Global Action Plan Sustainable Financing Accelerator platform where the range of financing partners are actively engaging and discussions are framed in the context of integration, multisectoral financing and UHC.	Accepted. The breadth and width of the WG actions will be determined by resource availability.	<p>Establish a Working Group, co-led by the WB, UNDP, the WB, and the Secretariat, and including WHO, UNICEF and UNFPA, to provide oversight and coordinate the UBRAF 2022-2026 UBRAF Result Area 8 implementation.</p> <p>In line with the Evaluation's recommendation, the WG will remain a "light touch mechanism" and select limited high impact joint actions, depending on resources availability.</p> <p>The WG will convene a few times per year and communicate every six months progress with interested joint team partners. As part of this effort, we will explore the model of the SDG3 Global Action Plan Sustainable Financing Accelerator platform to ensure complementarity, and identify potential relevant learnings.</p>	The World Bank, UNAIDS Secretariat and UNDP and all relevant Cosponsors, in close coordination with communities and their organizations, governments, and other Cosponsors.	2022/23	
3.2	The Secretariat and the World Bank should together consider how greater collaboration can be facilitated at the country level, building on the opportunity for a common approach to sustainable health financing and efficiency that builds on the World Bank's broader work in health financing and working with Ministries of Finance.	Accepted.	Opportunities will be explored and developed based on the availability of financing and country-level engagement and opportunities, with an eye to areas offering particular promise for higher-return impact to contribute to advancing sustainable health financing and efficiency that build on opportunities in the broader health financing environment.	The World Bank and the UNAIDS Secretariat in collaboration with all relevant Cosponsors.	2022/23	
3.3	The Secretariat should selectively strengthen its capacity in HIV and health financing, focusing on supporting the efficiency of funding of the AIDS response (as a priority for focus with flat-lining funding) as well as broader health expertise that helps link HIV within the UHC and multisectoral context.	Accepted.	<p>Develop and integrate a specific module on Equitable Financing, progressive health financing and UHC, in the UNAIDS Orientation Programme for the UNAIDS country directors.</p> <p>Partner to deliver a flagship training on HIV, health financing and UHC to a selected cohort of UNAIDS staff and community-led organizations to expand capacities and leadership on equitable HIV and Health financing.</p> <p>Develop and disseminate policy guidance and briefs on selected thematic, including on Equitable financing framework, increasing efficiencies, sustainable financing assessments, and community-led response financing.</p>	UNAIDS Secretariat, in close coordination with relevant Cosponsors, communities and their organizations, and governments.	2022/23	

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4 Recommendation 4 and responses: UNAIDS should continue to evolve its partnership with the key international funders such as PEPFAR and the Global Fund to ensure relevance and added value, whilst continuing to leverage the Joint Programme's comparative advantage at country level.							TRACKING
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4.1	Given the prominence of PEPFAR and the Global Fund in AIDS financing, the Joint Programme needs to continue to work in close partnership with these organisations, seeking to engage and coordinate with them alongside the set of Cosponsors. This would suggest that any coordinating body for Joint Programme work in efficient and sustainable financing includes engagement from these funders.	Accepted.	<p>Expand partnership with the GF and PEPFAR on the areas of efficiency, costs, financing models, including of co-morbidities, and political engagement to advocate for addressing the emerging post-COVID 19 financing challenges and impact on HIV response financing.</p> <p>Contribute to the GF-PEPFAR-UNAIDS WG on Resource Alignment mapping domestic and international funding trends in eight countries.</p> <p>Deliver joint webinars on the impact of COVID 19, and other global level dynamics on macro-economic and fiscal contexts, raising awareness of the risks to the HIV and health financing.</p> <p>Increase synergy between the WG on Efficiency and Sustainable Financing and the Global Fund and PEPFAR by engaging in in specific thematic work streams.</p>	UNAIDS Secretariat and UNDP and all relevant Cosponsors, in close coordination with communities and their organizations, governments, other Cosponsors, the GF and PEPFAR	2022/23		
4.2	In particular, the partnership with the Global Fund should seek to ensure better coordination of the generation of analytical products and strategic information. UNAIDS also needs to improve timeliness of delivery of strategic information in country in relation to Global Fund processes.	Partially Accepted.	<p>Continue to engage in the joint WGs with PEPFAR and the GF to support identifying and addressing technical efficiencies.</p> <p>Increase support community-led organization to assess funding gaps and social contract status to inform the Global Fund country dialogue, priority settings, and grant allocations.</p>	UNAIDS Secretariat and UNDP and all relevant Cosponsors, in close coordination with communities and their organizations, governments, other Cosponsors, the GF and PEPFAR	2022/23		
4.3	The partnership with both the Global Fund and PEPFAR should continue to build upon the country presence of the Secretariat and wider Joint Programme and its convening role in support of advancing the PEPFAR objectives.	Accepted.	Coordination meetings with PEPFAR and the Global Fund are already underway and will be used to further advance this work. This includes alignment of technical support we provide to countries to ensure timely provision of support to inform Global Fund submissions aligned with relevant roadmaps.	UNAIDS Secretariat and all relevant Cosponsors, in close coordination with communities, governments, other Cosponsors and the UNAIDS Secretariat			
5 Recommendation 5 and responses: The Joint Programme should further strengthen the engagement and capacity building for civil society, CBOs and KP-led organisations to engage in domestic financing debates.							TRACKING
No.	Recommendation	Management response	Actions planned	Responsible	Timeframe	End of year (2023)	
5.1	The Joint Programme should continue to strengthen CSO and KP-led organisation capacity to engage in national plans and external funding processes. In addition, there should be more work to strengthen CSO and KP-led organisations to lobby for and receive funding from domestic sources, with social contracting in transitioning countries and sharing of best practices across countries to be strengthened going forward.	Accepted.	<p>Pursue institutionalizing the community-led response (CLR) and KP-led response in national policies, legal and regulatory financing frameworks to enable CSOs accessing public resources and innovative financing instruments without discrimination.</p> <p>Partner to support CSOs and country actors improve resource tracking and measure the "social return on investments" of CLR and KP-led response financing.</p> <p>Promote engagement of CSO-led and KP-led organizations and networks in HIV and health financing-related dialogues, NSP formulation, and Global Fund country dialogues.</p> <p>Advocate for inclusion and increased resource allocations to Community and KP led responses in National strategic plans, the Global Fund and PEPFAR grants.</p>	The World Bank, UNDP and UNAIDS Secretariat and all relevant Cosponsors, in close coordination with communities, governments, other Cosponsors, the GF and PEPFAR	2022/2023		
6 Recommendation 6 and responses: The Joint Programme should improve coordination on its analytic work and strategic information on efficient and sustainable financing, and develop a common vision around the role of future tools, in particular regarding the integration into the wider UHC agenda, and consider ways for more effective translation to policy.							TRACKING
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6.1	A starting point should be a clear mapping of planned and completed analytical products such as NSPs, investment cases, cost-efficiency studies, sustainability and transition plans etc. by the Joint Programme by country. This should be made available widely to all partners for improved and transparent working.	Accepted. This is an important area and one that is reliant on a fully funded UBRAF.	Communicate and disseminate the various products on efficiency and sustainable financing shared through the Joint Programme reporting to UBRAF 2022-2026.	The World Bank, UNDP and UNAIDS Secretariat and all relevant Cosponsors.	2022/23		
6.2	The Joint Programme should develop a strategic vision for some of its key tools, in particular with regard to the tension between being HIV specific and integrating with other disease areas.	Partially Accepted. We agree that achieving an appropriate balance between HIV-specific financing and integrated financing is essential. However, we believe it is essential to approach this as an area for growth, rather than an area of conflict or tension per se.	<p>Expand the scope of selected tools, guidance, and analytical products to combine evidence-driven HIV specific focus and cross disease integration of economics work.</p> <p>Update and disseminate the Community-led response financing tools, country case studies, and guidance, to promote institutionalizing CLR in the national systems, policies, financing arrangements, and integrate into the country UHC platforms.</p>	The World Bank, UNDP and UNAIDS Secretariat and all relevant Cosponsors, in close coordination with communities and their organizations, the Global Fund and PEPFAR, governments, other Cosponsors.	2022/23		

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6.3	Additionally, there should be more processes to encourage and monitor the translation of strategic information and analytical products into national policy. This could include allocation of resources to dissemination and advocacy around key strategic information pieces; close collaboration with national actors, including CSOs, during the development and to keep track on the progress of key strategic products such as investment cases or transition plans; amongst others.	Partially Accepted. National and community ownership underpin all products and processes supported through the Joint Programme. The various products are developed in collaboration with decision makers, implementers, beneficiaries, and community organizations. Additional investments on advocacy, dissemination, communication and tracking results will depend on resource availability.	Support national ownership and co-creation of tools, methods, and multi-stakeholder participation in their implementation in the areas of resource allocation, costing, and sustainable financing assessments and plans. Engage with partners and integrate in selected projects and analytical products funding provisions for disseminating the results, for developing an advocacy plan, and for defining steps to implement the recommendations.	The World Bank, UNDP and UNAIDS Secretariat and all relevant Cosponsors, in close coordination with communities and their organizations, governments, other Cosponsors.	2022/23	
7 Recommendation 7 and responses: The work on allocative and technical efficiency should be a priority for the Joint Programme, given plateauing funding for HIV. This includes identification of efficiency opportunities through its existing work in analysis and strategic information, emphasising translation of this information into policy.						TRACKING
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7.1	There has been some good progress in this area over the last few years which should be further strengthened, such as modelling support for investment cases and NSPs, coordination with external donors in particular around Global Fund country requests as well as the work around social contracting and community-led service delivery generally. Nevertheless, this is an area which requires much further work, given it is central to achieving the Global AIDS Strategy and the UNAIDS targets in the current constrained funding landscape. In particular, the Joint Programme needs to play a key role in encouraging and following up on identified efficiency opportunities including leveraging technologies, and increased domestic funding.	Accepted.	Develop a diagnostic tool to assist country team and technical experts to identify allocative and technical efficiencies during the development of the national strategic plans, investment cases, and the Global Fund grant designs. Support countries increase utilization of evidence and mathematic modelling to investigate investment scenarios informing policy change and resources allocations that maximise efficiency and impact. Expand collaboration and synergies in coalition with partners to advocate for reduced prices and increase uptake of new technologies.	The World Bank, UNDP and UNAIDS Secretariat and all relevant Cosponsors, in close coordination with communities and their organizations, governments, other Cosponsors.	2022/23	
7.2	The Joint Programme should elevate its efforts to increase domestic resources to enable achieving the Global AIDS Targets and sustain the gains. There is a need to include quality sustainable financing plans, that include progressive integration, and support effective transition where donors have planned to exit.	Accepted.	Support HIV financing assessments in selected countries to examine the impact of COVID-19 and global financial situation in countries' ability to increase domestic resources for HIV and health and identify opportunities for integration in national budgets and UHC. Build capacities of national partners and community organizations to assess the HIV response needs, demonstrate its contribution to strengthening systems and pandemic preparedness and partake in country-level financing dialogues.	The World Bank, and UNAIDS Secretariat and all relevant Cosponsors, in close coordination with communities and their organizations, governments, other Cosponsors.	2022/23	
8 Recommendation 8 and responses: The Joint Programme should create a common vision and improve coordination with regard to the integration of HIV financing within the wider UHC financing agenda.						TRACKING
No.	Recommendation	Management response	Actions planned	Responsible	Timeframe	End of year (2023)
8.1	The Joint Programme should develop a clear and well-communicated approach to its work with regards to the integration of HIV within the wider financing agenda. This would entail a careful consideration of where the HIV agenda can inform and amplify the UHC financing agenda that has wide ranging benefits that also advance HIV outcomes. Similarly, it would also involve a careful consideration of the extent to which HIV-specific financing objectives and advocacy efforts increase cross-disease/UHC supportive inefficiencies, and where spill-overs, mutually supportive programme and system investments, integrated systems approaches etc. are overlooked. Stakeholders widely view the Joint Programme's value add for UHC as partnership with CSOs, community-led and KP-led partners and fostering their inclusion within national dialogues which the Secretariat should build on with Cosponsors and partners.	Partially Accepted.	This is an important area of support. It requires two important pre-requisites: (1) the availability of the necessary funding through a fully funded UBRAF; and (2) first developing a more detailed understanding of demand in light of country-specific contexts and priorities, particularly in light of the significantly altered economic and fiscal conditions caused by the impacts of the COVID-19 pandemic and other global crises. Following this, attention can then turn to developing a prioritized list of opportunities to support integration of HIV financing into the UHC financing efforts as practical opportunities arise in countries. Following this, attention can then turn to developing a prioritized list of opportunities to support integration of HIV financing into the UHC financing efforts as practical opportunities arise in countries.	The World Bank, UNDP and UNAIDS Secretariat and all relevant Cosponsors, in close coordination with communities and their organizations, governments, other Cosponsors.	2022/23	