

Building the Organizational and Partnership Response

Background

Michel Sidibé, the new Executive Director of UNAIDS, has set out as the corporate priority and policy direction for UNAIDS to make all possible efforts to enable countries to achieve targets on universal access to HIV prevention, treatment, care and support.

To accelerate, refocus and optimize the collective UNAIDS effort around universal access will take a major effort. Energies and resources must be combined and directed to areas where progress is lagging, including through optimizing partnerships and strengthening the frontline response to AIDS at the country level.

During the first three months of leadership, the opportunities and challenges in refocusing UNAIDS on universal access will therefore be addressed in all activities of the organization. This will also be the focus for consultations and dialogue with UNAIDS Cosponsors, countries, communities and various constituencies and partners.

Global commitments made through the 2001 Declaration of Commitment on HIV/AIDS and the 2006 Political Declaration on HIV/AIDS – both adopted by all Member States – provide the policy platform and framework for scaling up efforts to enable progress implementation.

Approach

The purpose of this note is to introduce a process for strategic dialogue with multiple stakeholders over the next two months, in support of an effective organisational and partnership response to these challenges.

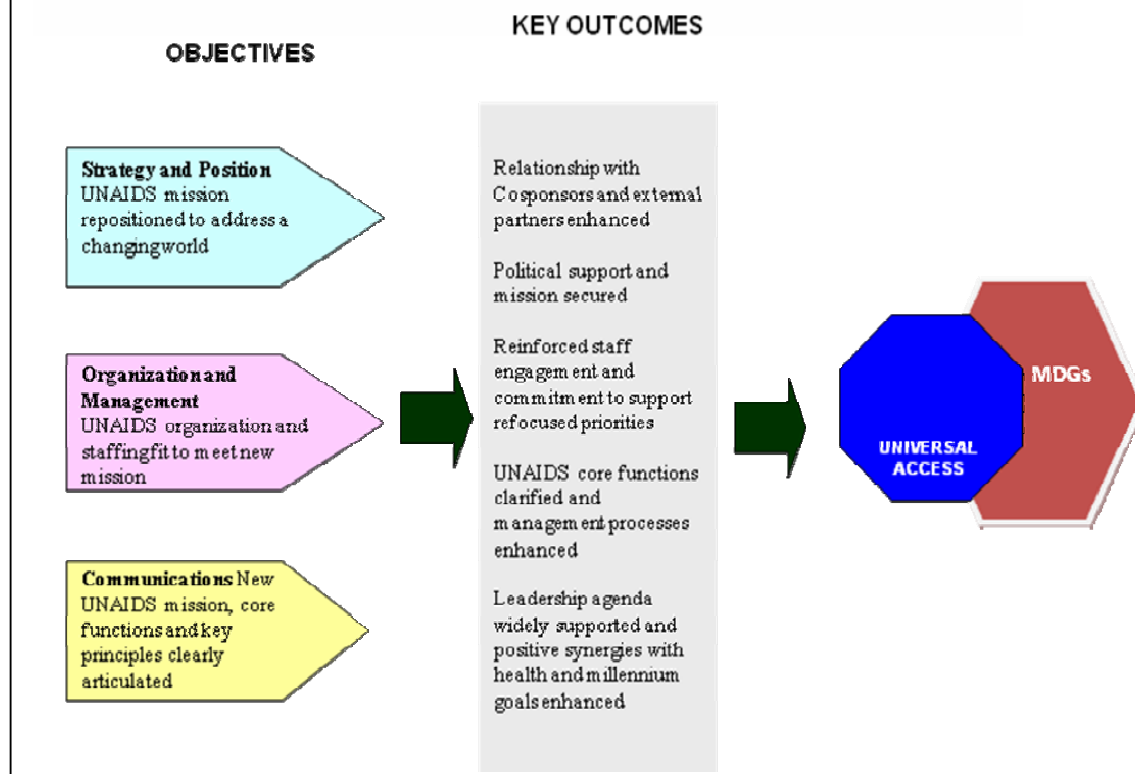
The process will serve as a tool for the Executive Director to sharpen the focus of the work of UNAIDS in order to leverage and accelerate the pace of efforts towards achieving universal access by 2010, and achievement of all the Millennium Development Goals by 2015.

The product of the process will be an initial agenda for leadership that will serve to focus on universal access and to make the organisation fully fit for that purpose. This leadership agenda will anticipate further adaptations to reflect the results of the ongoing Second Independent Evaluation of UNAIDS (SIE) and to respond to the dynamic policy and operational environment of the global HIV and AIDS response.

The process will engage UNAIDS at all levels and be supported by a small Facilitation Team. Dr. Sigrun Mogedal, AIDS Ambassador of Norway and seconded by the Norwegian Government has been invited by the Executive Director to serve as a short-term lead facilitator and adviser to the Executive Director in order to ensure an equitable and inclusive engagement and consultation process at all levels, and to support the development of the leadership agenda.

The process of dialogue on the leadership agenda will be open for engagement, inputs and recommendations from all stakeholders and be guided by the principles of inclusiveness, equity, transparency and accountability

Leadership for Universal Access and Leveraging MDG achievement



Objectives – to ensure that

- New leadership of UNAIDS strengthens political support for existing global commitments to universal access and the way it can leverage achievement of the Millennium Development Goals from a wide range of stakeholders
- UNAIDS is positioned to respond to the changing global environment and to effectively link up to movements of civil society and people living with HIV
- Differing expectations of UNAIDS' external partners contribute to, and support, a new shared vision of UNAIDS
- The initial leadership agenda for the Executive Director is articulated in ways that anticipates and serves the broader response to the Second Independent Evaluation of UNAIDS (SIE)
- Organizational and management processes are optimized and realigned to ensure a sharpened policy direction of UNAIDS.
- The joint UN response at country level around a common purpose is enhanced through partnership agreements that can optimize UN support to where progress is lagging, in appropriate alignment with UN reform and efforts to achieve the MDGs
- A participatory communications strategy and inclusive leadership that allows for internal dialogue between senior management, staff and Co-sponsors, and offers an external platform for the Executive Director to gain and consolidate support for a new shared vision of UNAIDS

Strategic Engagement and Dialogue

(January- March)

The new Executive Director, with his Senior Management Team and the Facilitation Team, will initiate internal dialogues with staff from headquarters and regional and country offices regarding UNAIDS' role, priorities and imperatives for the future. These dialogues will solicit staff advice and feedback and seek to galvanize staff engagement in realizing a sharpened policy direction for UNAIDS.

Focused efforts will be made to engage with UNAIDS Cosponsors to explore options for expanded and strengthened partnership around a common purpose and to build a shared understanding and commitment to accelerated action towards universal access.

UNAIDS' key constituencies and external partners have high expectations of the new leadership and explicit demands for the future of UNAIDS. The Executive Director, supported by the Facilitation team and the Senior Management Team, will engage in consultations and dialogues to articulate the policy direction and reconcile differing expectations of UNAIDS, including high-level meetings with diverse leaders to review UNAIDS' role in the global environment.

Focused dialogues will be held with Programme Coordinating Board (PCB) members and key constituency representatives, including people living with HIV, nongovernmental organizations, private sector, foundations, the scientific community, and international organizations not represented in the PCB at global and country levels.

Making the organisation fit for purpose

(February-April)

The Executive Director will take steps to ensure that the Executive Office is equipped to respond effectively to the new opportunities and challenges facing the organization, and to strengthen the functions of the Senior Management Team (SMT), based on the highest standards of competence, accountability and transparency. This will include the recruitment of two new Deputy Executive Directors. In the interim period, the Executive Director will be supported by two acting deputies, ensuring continuity of management processes and activities as well as support for the development of the initial leadership agenda.

Advice, inputs and recommendations arising from the process of dialogue and strategic engagement will be examined in terms of opportunities to enhance the organizational response and to optimize and solidify partnerships with Cosponsors.

An initial Leadership Agenda

(March-April)

The strategic dialogue will provide key inputs for developing the outline for the UNAIDS leadership agenda. The agenda will also be informed by ongoing policy and programmatic processes, such as the work on the Unified Budget and Work-plan. The outline of the initial agenda will also be responsive to the broader global policy dialogue on protecting critical health and aids expenditures in times of financial crisis and interagency collaboration towards UN reform and achievement of the MDGs.