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Report of the Executive Director

VALUE FOR MONEY: NOW MORE THAN EVER

Now, more than ever, the AIDS response must deliver value for money.

Quite simply, this means delivering maximum benefits to people with the resources we have available. We are working to save lives in a climate of shifting national priorities and for the first time, flat-lining AIDS budgets.

Ten years ago, when the Declaration of Commitment on HIV/AIDS was adopted, and we set the Millennium Development Goals, the world was very different.

- Then, 90% of the poor lived in low-income countries. Today, 70% of poor people are found in middle-income countries. We cannot get the most from our money if we continue to focus on poor countries rather than poor people.
- Countries in Africa that 10 years ago were struggling with stagnancy and corruption are now showing growth rates of 5-6%. China, India and Brazil have moved to the middle-income tier. How we spend our limited resources in these countries—and what we expect from them in terms of owning their response—has to change.
- Large numbers of migrants and the growth of megacities have created more vulnerable, hard-to-reach populations. Our response to them must be targeted and smart to avoid wasting money in the wrong places.

A Strategy to produce high-quality, high-value results

The current period of budget constraints and global economic volatility may be temporary, but our response to it must be permanent. UNAIDS is actively changing the way we work to sustain high-quality results and value for money far into the future.

UNAIDS' new Strategy is our guiding roadmap, with concrete goals marking the milestones towards achieving our goal of zero new infections, zero discrimination and zero AIDS-related deaths.

- We are prioritising prevention. Stopping new infections is the most efficient way to save lives along with money. Male and female condoms, voluntary male circumcision, PMTCT, harm reduction for injecting drug users, sex education for youth, counseling for serodiscordant couples—these measures are more economical than maintaining treatment for a lifetime.

This focus on dramatically reducing new infections represents a programmatic shift that UNAIDS is undertaking—the next generation of our response.

- *We are reducing the costs of treating HIV.* Treatment 2.0 is our approach to scaling up access by reducing drug and service costs and making treatment regimens simpler and smarter. We are supporting countries in scaling up systems that allow faster registration of quality HIV-related medicines and helping them make better use

of TRIPS flexibilities. Optimising HIV treatment can also lead to lower rates of TB, malaria and other opportunistic infections among people living with HIV.

- We are integrating the AIDS response with other health and development efforts—the *AIDS plus MDGs* approach—sharing resources and expertise, creating cost savings and efficiencies and building institutions that benefit human health holistically.
- We are setting goals to end stigma and discrimination. Discrimination and other forms of human rights abuses continue to drive vulnerability to HIV, while legal and social barriers block an effective HIV response. Our strategy commits us to support countries to remove punitive laws and practices around HIV transmission, sex work, drug use and homosexuality; to lift HIV-related travel restrictions; to address the HIV-specific needs of women and girls in national HIV responses; and to instill zero tolerance for gender-based violence.
- We are promoting innovative new partnerships. As a Joint Programme, we can take advantage of opportunities to bring parties together to leverage synergies and achieve mutual goals. Today, partnerships must include affected groups, but they must also enable nationally owned responses, foster South-South cooperation and move our response beyond traditional health sectors to participate in broader development agendas.
- We are focused on accountability for country ownership. To be effective—and therefore to deliver maximum value—HIV responses must be led and owned by countries and include people living with and affected by the epidemic. We are supporting systems at country level that better enable countries to lead, manage and establish accountability for their response, while also capitalising on synergies across their health and development landscapes.

We are committed to value-for-money practice within the Joint Programme and the Secretariat

Our Strategy is intended to deliver a revitalised and prioritised UN response.

- A new budget and accountability framework will operationalise the Strategic Plan, mobilise and allocate resources to implement it, measure progress and report on results.
- UNAIDS' country offices are being repositioned within the Resident Coordinator system, improving coordination and accountability of the UN response to HIV at the country level.
- A single administrative system for the UNAIDS Secretariat will maximise our efficiencies by streamlining operations and seeking the most cost-effective provision of services.
- We will achieve stronger accountability through reviews of UNAIDS Country Offices and Regional Support Teams, including risk assessments, strengthened internal controls and training of staff.

- We continue to pursue operational cost savings and business processes that can be re-engineered to achieve greater efficiencies. For instance, we expect to reach our target of reducing travel costs by 25% from 2009.

Working smart, with heart

It has been 30 years since a grassroots movement of activists mobilised against a mystery virus that was devastating their communities. These activists formed the first AIDS organisations.

They had little money, and even less recognition from the world for their cause. But they used what they had, their heads and their hearts, and made a difference.

As we mark this anniversary, and look forward to our 10-year review in June, I hope we can keep alive this spirit of working smart, with heart.

Getting value for money is not just essential for the UN—it is a matter of survival for the AIDS response itself. The world has no appetite for maintaining \$16 billion a year exclusively for AIDS. We must consistently demonstrate the value of the AIDS response as a bridge to reaching other health and development goals.

This is our last opportunity to talk as a Board before the June High-Level Meeting on the 10-year review of the Declaration of Commitment. I can not overestimate the significance of this landmark for the AIDS movement. This is a once-in-a-decade opportunity to reshape and renew our commitments before the eyes of the world. To show every nation, our partners, and especially those affected by HIV and AIDS that we transparently deliver value—for money and for people.

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