



IN-DEPTH EVALUATION OF THE UNODC GLOBAL PROGRAMME ON HIV/AIDS

BACKGROUND AND CONTEXT

Summary of the project purpose

UNODC HIV/AIDS Global Programme supports countries to progress towards universal access to HIV prevention, treatment, care and support for people who inject drugs (PWID) and for people living and working in prisons and other closed settings.

The objectives



Purpose of the evaluation

This formative evaluation seeks to identify good practices and lessons learnt, measure progress, tackle problems and suggest areas of improvement and strategic directions for UNODC to improve the efficiency and effectiveness of its global programme.

Methodology of evaluation

The evaluation adopted a mixed methods approach in which a variety of data sources were triangulated to increase validity of the findings in all areas. These sources included more than 250 key informant semi-structured interviews, an online survey with 53 respondents, an extensive archival review, a desk assessment based on the 7 evaluation criteria for the 34 projects of the portfolio and direct observations undertaken through 6 field visits (Brazil, Kyrgyzstan, Nepal, India, Kenya and Zambia) plus two missions: one to Vienna HQ and the other to UNAIDS HQ in Geneva.

RESULTS

The main findings

The programme is considered very relevant; UNODC is fully contributing to the objectives of the UNAIDS Unified Budget, Results and Accountability Framework (UBRAF) (until end of 2011: UNAIDS Unified Budget and Work plan UBW) and operationalizing it at the country level.

The evaluation found evidence that the programme is playing a central role in brokering the relations needed to create the enabling environment for HIV/AIDS interventions to have a positive impact.

Overall, the programme is performing well but can do better.

The programme has some challenges that inhibits from unfolding its full potential. Some of these limitations could partially be overcome by developing and implementing a detailed mid-term strategy to guide operations at the global level. The strategy should include a risk management plan, the strengthening of a results based monitoring system, a knowledge management plan and a realignment of its human resources to effectively play the role of delivering high level public policy advice and advocacy services and creating an enabling environment for the provision of evidence-based HIV/AIDS services for the target populations.



Capacity Building with law enforcement, Central Asia

QUICK FACTS

COUNTRIES:

A total of 41 countries; with 18 projects in Asia, 7 projects in Latin America, 7 projects in the Mena region, 5 projects in Eurasia and 4 projects in Africa

EVALUATION TEAM:

**Mr. Gordon Mortimore
Ms. Miriam Sabin
Mr. Adan Ruiz Villalba**

PROGRAMME DURATION:

2002-ONGOING

EVALUATION PERIOD:

2008-2012

PROJECT CODES:

GLOG32 and 33 subsequent national projects

PROGRAMME BUDGET:

\$ USD 235,538,447

PROGRAMME COORDINATOR

2004-2012: Mr. Christian Kroll

From 2013: Ms. Monica Beg

IMPLEMENTING AGENCY:

UNODC

Main conclusions

UNODC has capitalized on its convening power to bring together a strategic mix of stakeholders to influence and improve policy and legislation, which can have negative impacts on the health and human rights of people who inject drugs (PWID) and people living in prisons and other closed settings.

The portfolio efficiency and effectiveness is satisfactory and the projects are managed and documented well. However, there are problems related to initial time and resources invested at the design stage of some projects.

The relations between Civil Society and the Global Programme have not been adequately factored in the programme's past but have steadily improved since beginning of 2013.

The sustainability of the individual projects is very limited, many projects are either pilots or terminate once the funding period ends. This has not allowed for integration into national programmes in order to sustain and scale-up successful models implemented by the Global Programme.

UNODC has a comparative advantage, due to its mandates; to work in prisons, with law enforcement and drug related agencies.

The visibility and openness about the work and results that the HIV/AIDS section achieves is not sufficiently reaching and informing donors, policy-makers and civil society.



Comprehensive package of interventions, Nepal

Key UNODC accomplishments

Individual projects have clearly had impact, particularly in the areas of policy support, training of a wide range of stakeholders in different aspects of HIV prevention, treatment and care for PWID, advocacy, particularly with policy makers, and innovative programmes reaching hard to reach populations such as street children, women and refugee who use drugs. The Global Programme has done a sound job of addressing the needs of women drug users.

A second area of success has been the capacity building of an extremely broad range of stakeholders. This increased capacity in 41 countries of individuals across all sectors of government, legal authorities, civil society, health service providers and affected communities has enabled country responses to advance by improving knowledge, awareness, practices and attitudes and services for PWID and people living in prisons.

Main Recommendations

Commit to the development of a strategically targeted, measurable and costed strategy for the HIV/AIDS Section for 2015-2020.

More time should be spent at the design phase of projects to ensure that all projects have clear outcomes, are measurable and relevant to the country needs, including a systematic mainstreaming of gender and human rights issues.

Seek to strengthen a meaningful and participatory approach to re-establish strong linkages with civil society at the global and regional level.

A clear sustainability plan, that considers different scenarios including an exit strategy, needs to be in place for every single project implemented at country level. A sustainability plan also needs to consider the broader public health goals of the country context to ensure that UNODCs pilots and programmes have a strong chance of country adoption. High level engagement of government officials and donors, to ensure future support, should be sought too.

The work on prisons should be expanded on the basis of the good practices and lessons learnt generated by the programme.

A full-fledged communication plan should be envisaged and implemented to disseminate the work of the global programme at international and national levels.

LESSONS LEARNED AND BEST PRACTICES

Main Lessons Learned

Lack of a proper and systematic way to recognize and identify best practices, the means to transfer the experience and knowledge to the place where is required within a reasonable time span, is preventing the programme to unfold its full potential.

Main Best Practices

The Global Programme has done a commendable job in addressing the needs of people who inject drugs and people in prisons including women. Intervention models that have proven effective at national and regional levels (for example in India and Brazil) should be replicated.

The instrumental mechanisms developed by projects to coordinate actors at national level, to solve the challenges faced by people who inject drugs, are worth sharing among different regions in order to cross-fertilize different types of joint solutions among a wide range of partners.

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