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25 May 2010

**26<sup>th</sup> Meeting of the UNAIDS Programme Coordinating Board**  
**Geneva, Switzerland**  
**22-24 June 2010**

**Follow up to the Second Independent Evaluation:  
UNAIDS Mission Statement**

**Additional documents for this item:** *none*

**Action required at this meeting - the Programme Coordinating Board is invited to:**  
*Endorse* the new vision and mission statements as presented, given that they reflect broad consensus across the Joint Programme and among its Partners and Constituencies.

**Cost implications for decisions:** *none*

## INTRODUCTION

1. At its 25<sup>th</sup> meeting held in December 2010, the Programme Coordinating Board requested UNAIDS to implement, inter alia, Recommendation One of UNAIDS Second Independent Evaluation, as follows:

*to develop a new mission statement with measurable and time-bound objectives supported by a new strategic plan which reinforces UNAIDS in its political and advocacy roles and clarifies how the Joint Programme will position itself to re-focus support at regional and country level to reflect the epidemic context and country needs.*

2. As stated in UNAIDS' Response to the *Report of the Second Independent Evaluation of UNAIDS*, presented to the 25<sup>th</sup> meeting of the Programme Coordinating Board:
  - a. UNAIDS agreed on the value of developing an updated mission statement accompanied by a new strategic plan, particularly in light of the evolving challenges in the AIDS response.
  - b. The mission statement and strategic plan would be grounded in the ECOSOC mandate and core objectives, and build on and draw from the *Joint Action for Results: UNAIDS Outcome Framework 2009-2011* and from the *2007-2011 Strategic Framework for UNAIDS Support to Countries' Efforts to Move Towards Universal Access to HIV Prevention, Treatment, Care and Support*.
  - c. The mission statement would be developed through a consultative process involving governments, civil society and other partners to ensure that the updated statement took account of the role of UNAIDS in the evolving global response context, country priorities and diversity of epidemics, the importance of multisectoral approaches, and acceleration of prevention efforts alongside treatment, care and support.
  - d. The vision and mission statements will guide the development of UNAIDS 2011-2015 Strategic Plan which will be presented to the 27<sup>th</sup> meeting of the Programme Coordinating Board.

## PROCESS OF DEVELOPMENT OF THE UNAIDS VISION AND MISSION STATEMENTS

3. In order to provide context and direction to the new mission statement and strategic plan, UNAIDS has also developed a vision statement. A vision statement is commonly understood as a very brief statement providing a broad and aspirational image of the future one seeks to create.
4. The new vision statement and revised mission statement are the product of extensive internal and external consultation, implemented through the following mechanisms:

- a. In advance of the “Multi-stakeholder Consultation on the Implementation of the Second Independent Evaluation”, informal consultations were held on the vision and mission statements as well as the strategic plan, with approximately 30 UNAIDS global- and country-level Secretariat staff and each Cosponsor Global Coordinator and/or Focal Point.
- b. The “Multi-stakeholder Consultation on the Implementation of the Second Independent Evaluation”, held in Bangkok 27-29 March, brought together over 100 stakeholders, representing all of UNAIDS major constituencies. In facilitation of the Consultation, emphasis was placed on ensuring a participatory and inclusive format. Drawing from a background paper that set out the characteristics of effective vision and mission statements, all participants were engaged in identifying and articulating elements for the statements. The Consultation generated significant guidance and substance for drafting the two statements. Regarding the vision statement, there was general consensus that it should be built upon three elements:
  - i. No new HIV infections;
  - ii. All people living with HIV in need of treatment are able to access it; and
  - iii. Human rights are respected.

There was also general consensus that while the current mission statement remained relevant, additional elements should be reflected, including:

- i. Commitment to achieving Universal Access with strong emphasis on protection and promotion of human rights, particularly of key affected populations;
  - ii. Emphasis on providing support to country leadership and nationally-owned, sustainable responses through: country level partnerships; political advocacy for evidence-informed, human rights-based, cost-effective, tailored responses which also address stigma and discrimination; and institution strengthening;
  - iii. Focus on leadership, convening, brokering mutual accountability, mobilization of political, technical and financial resources, and integration for broader health and development outcomes at global, regional and country levels;
  - iv. Importance of facilitating meaningful engagement of affected communities in all levels of the response;
  - v. Emphasis on the partnership structure of UNAIDS.
- c. Professional message testing was conducted on draft vision and mission statements prepared on the basis of the outcomes of internal and external consultations. An on-line survey in English and French was conducted which all UNAIDS staff, all Programme Coordinating Board 2010 Ambassadors and Focal Points, Cosponsor Global Coordinators and other select Cosponsor staff and other key partners in the global response were invited to participate. Of the approximately 1400 invitees, some 338 people completed the questionnaire. Two out of five respondents self-identified as representing a population affected by the HIV epidemic, and the majority of the respondents came from low- and middle-income countries. The responses to the options were

overwhelmingly positive, with more than nine out of 10 reporting that the proposed statements described the vision or mission “well” or “very well”. Qualitative responses reinforced the need to keep the statements short, simple and non-bureaucratic. Stakeholders wanted UNAIDS to adopt vision and mission statements that reflect a new, dynamic and inspiring Joint Programme focused on results.

- d. A Multi-stakeholder Reference Group, largely consisting of participants from the Multi-stakeholder Consultation on the Second Independent Evaluation in Bangkok and representative of the composition of the Programme Coordinating Board provided consultative and technical guidance to UNAIDS in producing the vision and mission statements. The Reference Group strongly endorses the proposed final text of the mission statement.
- e. Based on the feedback and further discussion within the Reference Group language for the new vision and mission statements has been agreed. The statements articulate a fresh, simple and compelling vision to represent UNAIDS long-term aspirations and a concise mission which articulates the value-added and specific niche of the Joint Programme.

#### **PROPOSED LANGUAGE OF UNAIDS NEW VISION STATEMENT**

5. In light of the evolving context and the needs of the response, UNAIDS vision statement has been composed as follows:

*Zero discrimination. Zero new HIV infections. Zero AIDS-related deaths.*

6. It should be emphasized that this statement is a vision, thus an aspirational image of the future we want to create. The vision does not introduce a new time-bound goal for the organization or the AIDS response. The composition and content of this vision responds directly to the interests of the majority of UNAIDS stakeholders—it is memorable and concise and reflects a new UNAIDS focused on results rather than processes.

#### **PROPOSED LANGUAGE OF UNAIDS NEW MISSION STATEMENT**

7. After extensive internal and external consultation and guidance and endorsement from the Multi-stakeholder Reference Group, the following language has been proposed for UNAIDS new mission statement:

*UNAIDS is an innovative United Nations partnership that leads and inspires the world in achieving universal access to HIV prevention, treatment, care and support.*

*UNAIDS fulfills its mission by:*

**Uniting** *the efforts of United Nations Cosponsors, civil society, national governments, the private sector, global institutions and people living with and most affected by HIV;*

**Speaking out** *in solidarity with the people most affected by HIV in defense of human dignity, human rights and gender equality;*

**Mobilizing** *political, technical, scientific and financial resources and holding ourselves and others accountable for results;*

**Empowering** *agents of change with strategic information and evidence to influence and ensure that resources are targeted where they deliver the greatest impact; and*

**Supporting** *inclusive country leadership for comprehensive and sustainable responses that are integral to and integrated with national health and development efforts.*

8. Therefore, **the Programme Coordinating Board is invited to endorse the new vision and mission statements as proposed, given that it reflects broad consensus across the Joint Programme and among its Partners and Constituencies.**

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