



Executive Director

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Ms Anna Bækkel Kjær
Chargée d'affaires
Deputy Permanent Representative
of Denmark to the United Nations
in Geneva

Ambassador John Nkengasong
Ambassador-at-large
U.S. Global AIDS Coordinator
and Senior Bureau Official
for Global Health Security
and Diplomacy
U.S. Department of State
Washington, D.C.
USA

31 October 2023

Dear Ms Bækkel Kjær, Dear Ambassador Nkengasong,

On behalf of UNAIDS, I would like to convey our sincere appreciation to the Multilateral Organization Performance Assessment Network (MOPAN), and to the Governments of the United States of America and Denmark as the Institutional Leads for your recent assessment report of the UNAIDS Secretariat (2021-2022).

UNAIDS values professional, critical and constructive feedback, whether through this assessment, or through UNAIDS' own independent evaluation function. In addition, UNAIDS is committed to drawing on the findings of this assessment to advance its leadership and coordinating role, as highlighted in the Global AIDS Strategy (2021-2026), to "provide vision and strategic guidance, and unite the efforts of governments and civil society, communities, the private sector and other global, regional and national partners to drive transformative progress on HIV."

I wish to express special thanks to Ms Signe Refstrup Skov from the Government of Denmark and Ms Julia Martin and Ms Mamadi Yilla from the U.S. Government for their leadership and support during this process. I would also like to thank the MOPAN Secretariat, particularly Ms Suzanne Steensen and Ms Jolanda Profos, as well as the evaluation team led by Mr Simon Azariah and Mr Paul Janssen, for the close and professional collaboration.

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.../2

I appreciate the flexibility and innovation demonstrated by MOPAN in adjusting the usual methodology to incorporate a forward-looking component, which takes into account the significant recent changes in UNAIDS – notably the development of a bold Global AIDS Strategy (2021-2026); a significant realignment of the Secretariat, so that UNAIDS is better aligned to support countries to deliver the Global AIDS Strategy; and a deepened organizational cultural transformation agenda, to ensure the Secretariat workplace is equal, safe and empowering for all of its staff.

The attached annex outlines UNAIDS' response to the findings of the MOPAN assessment, and on-going efforts and action-oriented steps and milestones towards addressing the key areas of improvement identified in the assessment report. Many of these areas are already in progress and a number of significant additional steps have been taken to address the issues identified for improvement. The Annex below provides a more detailed outline of the considerations, action points and future timelines.

We reiterate our commitment to continual improvement and excellence, and we count on the renewed commitment of all of MOPAN's members to support UNAIDS on this path, which is essential to ending AIDS and sustaining this progress beyond 2030.

Yours sincerely,



Winnie Byanyima