

PROGRAMME COORDINATING BOARD

Eleventh Meeting
30 May – 1 June 2001, Geneva

Provisional agenda item 3

UNAIDS Unified Budget and Workplan 2002-2003

EXECUTIVE SUMMARY:

Consistent with its *modus operandi*, the PCB reviews and approves the plan of work and budget for each financial period, prepared by the UNAIDS Executive Director and reviewed by the Committee of Cosponsoring Organizations (CCO).

This submission to the PCB presents the UNAIDS Unified Budget and Workplan for the period 2002-2003, the full details of which are included as Annex 1. The process and development of the Unified Budget and Workplan (UBW) is described along with its structure, main features and linkage to the UN System Strategic Plan for HIV/AIDS 2001-2005.

While the proposed Unified Budget and Workplan for 2002-2003 (UBW) builds on and in many ways resembles the current UNAIDS budget and workplan, there are several improvements in the current submission.

1. The Global Strategy on HIV/AIDS and the UN System Strategic Plan for 2001-2005 provide an overall framework for the UBW.
2. There has been further clarification of the priorities and roles of the Cosponsors and the Secretariat.
3. The UBW 2002-2003 includes all global and regional level HIV/AIDS-related activities of the Cosponsors and the Secretariat, support to the UN Resident Coordinator system in countries through Country Programme Advisers and Programme Acceleration Funds, and Cosponsor estimates of their expenditures from regular budgets/general resources for activities at global, regional and country level.

4. The UBW 2002-2003 includes a 'core' budget component, which the UNAIDS Secretariat takes the lead responsibility in raising, as well as a 'supplemental' component, which individual Cosponsors will have lead responsibility to raise.
5. The UBW includes a substantial increase in the HIV/AIDS-related efforts of Cosponsors at global and regional levels, including a proposed doubling of those financed through UBW core resources. The UBW also increases support to Theme Groups through the recruitment of ten additional Country Programme Advisers. The budgetary implications are a proposed increase in the core component of the UBW from US\$140 million to US\$190 million.
6. The UBW 2002-2003 has core and supplemental budgetary allocations for all seven Cosponsors. A supplemental budgetary allocation is also proposed for other UN agencies, which are not Cosponsors but are planning significant HIV/AIDS activities.

To operationalize the UBW in accordance with requests of the UNAIDS Programme Coordinating Board that the UBW be results-oriented, further work is required to develop detailed workplans with clear indicators and milestones to monitor progress. Further work is also required to harmonize budget outputs between agencies and within regions. Finally, the anticipated adoption of global goals by the UN General Assembly Special Session on HIV/AIDS in June 2001 will likely require some refinements in the prioritization of the activities in the UBW.

The UNAIDS Cosponsors and Secretariat are expected to finalize the UNAIDS workplan for 2002-2003 prior to the next meeting of the CCO in October 2001. Specific actions in advance of this meeting will include an evaluation and performance monitoring review of the UBW 2002-2003 by the Cosponsor Evaluation Working Group, a series of regional strategy and workplan reviews, clarification of the *modus operandi* for coordinated fund raising for the UBW, and a joint workplanning retreat of the UNAIDS Cosponsors and Secretariat. Efforts to improve estimates of Cosponsor resources available for HIV/AIDS-related activities in 2002-2003 at the global, regional and country level will also be intensified during this period.

ACTION REQUIRED AT THIS MEETING:

The PCB is requested to review and approve the proposed Budget and Workplan for UNAIDS for 2002-2003, including:

1. an overall level of US\$ 190 million for the core component of the UBW 2002-2003, as set out in Approval Table 1;
2. the distribution of the core component of the UBW 2002-2003 by area of work, as set out in Approval Table 2;
3. the global and regional distribution of the core component of the UBW 2002-2003 by UNAIDS Cosponsors and Secretariat, as set out in Approval Table 3a;
4. the overall level and distribution of the supplemental component of the UBW 2002-2003 as set out in Approval Table 4;

5. the budgetary authority of the UNAIDS Executive Director with respect to transfer of resources between areas of work; and
6. the advance transfer of resources mobilized in the current biennium to Cosponsors upon finalization of workplans to enable early and urgent implementation of UBW 2002-2003 activities.

The PCB is also requested to provide guidance on the additional steps planned for operationalizing the UBW, including the coordination of fundraising for the UBW between the Secretariat and the Cosponsors.

Finally, the PCB is requested to encourage governments and other partners to indicate, at their earliest convenience, the likely level of their 2002-2003 pledges/contributions to the UNAIDS UBW, to provide written notification of forthcoming contributions at the earliest opportunity, and to make every effort to transfer funds as early as possible in the biennium.

TABLE OF CONTENTS

UNAIDS Unified Budget and Workplan 2002-2003

A. Introduction.....	5
B. Strategic underpinnings of the Unified Budget and Workplan.....	5
C. Agreed principles for the Unified Budget and Workplan.....	6
D. Development of the Unified Budget and Workplan.....	7
E. Structure of the proposed UBW for 2002-2003.....	8
F. The proposed UNAIDS budget for 2002-2003.....	9
G. Comparison of the proposed UBW 2002-2003 with UBW 2000-2001.....	13
H. Further refinement and harmonization of the workplan of UNAIDS Cosponsors and Secretariat.....	17
I. Actions requested of the PCB	20

Annex 1: Proposed UNAIDS Unified Budget and Workplan 2002-2003

A. Introduction

Consistent with its *modus operandi*, the PCB reviews and approves the plan of work and budget for each financial period, prepared by the UNAIDS Executive Director and reviewed by the Committee of Cosponsoring Organisations (CCO).

The first two budgets and workplans of UNAIDS (for 1996-1997 and 1998-1999) primarily covered activities implemented by the Secretariat, with limited information on HIV/AIDS-related activities of the Cosponsors included. In parallel, coordinated appeals for supplemental funded activities, covering selected HIV-related activities of Cosponsors, were prepared as separate exercises. In addition, the UNAIDS Secretariat has compiled information on the HIV/AIDS-related activities of the Cosponsors that were funded from their regular budgets/general resources, as requested by the UNAIDS Programme Coordinating Board (PCB).

At the request of the Committee of Cosponsoring Organizations (CCO) in April 1998, these three parallel activities were combined in one single process, producing the Unified Budget and Workplan for 2000-2001.

B. Strategic underpinnings of the Unified Budget and Workplan

Consistent with the recommendations of the PCB, the Global Strategy Framework for HIV/AIDS (UNAIDS/PCB(10)/00.3) approved by the PCB at its December meeting have guided the parallel development of a UN System Strategic Plan for HIV/AIDS for 2001-2005 (UNSSP) and the Unified Budget and Workplan (UBW) for 2002-2003. The UNSSP defines the overall objectives of the UN system in support of global targets to address the epidemic, identifies the key functions of the UN system in support of national responses to the epidemic, and describes the approach and priorities of the different UN agencies as part of a coordinated UN system response. The ability of the UN system to mobilize leadership commitments to an expanded response to the epidemic and, at the same time, act on reducing risk, vulnerability and impact is a critical assumption that underpins the UNSSP.

The Unified Budget and Workplan identifies specific results to be achieved by the Cosponsors, the Secretariat and other UN partners over the next two years in support of the UNSSP objectives. The UBW has been formulated within nine broad areas of work, based on the Leadership Commitments included in the Global Strategy Framework¹, namely:

1. Ensuring an extraordinary response to the epidemic
2. Cross-cutting issues required for an expanded response
3. Protecting children and young people from the epidemic and its impact
4. Addressing those most vulnerable to, and at greatest risk of HIV infection

¹ UNAIDS/PCB(10)/00.3

5. Care and support to individuals, households and communities
6. Operations and biomedical research
7. Human resource and institutional capacities in key sectors
8. Policies and programmes to address HIV/AIDS and its socio-economic impacts
9. Performance-based governance, management and administration of the programme

While there is obvious and desirable overlap between the areas of work, they have nevertheless proved valuable in organizing the collective effort of the Cosponsors and the Secretariat.

C. Agreed principles for the Unified Budget and Workplan

At its October 2000 meeting, the CCO reaffirmed the concept of a Unified Budget and Workplan to be developed for 2002-2003 and confirmed a number of principles to guide its development, including that:

1. The development of the UBW would be used a strategic exercise for collaborative and joint planning to clarify the complementary roles and contributions of the Cosponsors and the Secretariat.
2. The UBW would include all the global and regional-level HIV/AIDS-related activities of UNAIDS Cosponsors and Secretariat intended to facilitate an expanded response of the UN system at country level.
3. The UBW would seek to support and complement the response of the Cosponsors at country level, but would not include the country level activities of the Cosponsors: consequently the UBW would only reflect the global and regional part of the Cosponsors' response to the epidemic.
4. The UBW would provide support on HIV/AIDS to the Resident Coordinator system, through the UN Theme Groups on HIV/AIDS, the Country Programme Advisers, and through the provision of Programme Acceleration Funds so that at the country level, the UN support to the national response to the epidemic could be more effectively led and coordinated.
5. The UBW would comprise three components: (1) the regular budget/general resources of the Cosponsors; (2) a 'core' budget component raised collectively with the leadership of the Secretariat; and (3) a 'supplemental' component raised by individual Cosponsors.
6. The UBW would serve as an instrument to reinforce the role of the Secretariat in facilitating the work of the Cosponsors through global advocacy, policy development and guidance, identification and dissemination of best practices, monitoring the response, and strengthening of technical networks. The Secretariat could, in addition, provide technical programme support on a transitional basis where identified gaps cannot be filled by the Cosponsors or other UN partners.

7. Multi-bilateral and other supplementary resources for country-level activities would only be received by the Secretariat when one or several of the Cosponsors request the Secretariat to serve as a channelling mechanism for these.
8. The Secretariat and Cosponsors would not seek funds for HIV/AIDS-related global or regional-level activities outside of the UBW without prior consultation between the UNAIDS Executive Director and the Chair of the Committee of Cosponsoring Organisations, all Cosponsors being kept informed.

D. Development of the Unified Budget and Workplan

Notwithstanding the lessons learned in the process of developing the first UNAIDS Unified Budget and Workplan for 2000-2001 biennium, the development of the UBW for the current biennium has posed a number of significant challenges. A major continuing concern has been to reflect a joint prioritization and planning exercise – rather than a mere compilation of eight separate budgets and workplans. A further continuing concern has been to draw on the comparative advantages of each Cosponsor and the Secretariat to the best extent possible.

The CCO Working Group met a total of six times (in October, November and December 2000, and in February, March and April of 2001) to review and agree on the scope, format and contents of the UBW. The identification and application of objective criteria to the distribution of the proposed budget among the organizational entities participating in the UBW at global and regional level proved to be a major challenge.

Notwithstanding their inherent limitations, several criteria were used to determine: the division of responsibilities among organizations; which proposals would be included in the UBW; their specific budgetary allocations; and the allocation of core and supplementary resources. These criteria included:

- the relevance of proposals to the Global Strategy and the UN System Strategic Plan;
- the institutional mandate of individual Cosponsors, seeking synergy in areas of overlap;
- the operational capacity, and past record of investment in HIV/AIDS work of the individual Cosponsor, including allocation of its own resources to particular areas of work;
- the value added to the collective effort of other Cosponsors in expanding country-level responses to the epidemic;
- the cost of the proposed work and the value for money of the deliverables;
- the potential of the proposed work to leverage additional resources from the UN system or the international community;
- the extent to which individual proposals were harmonized with other budget proposals.

Reflecting the guidance of the PCB and the CCO, emphasis was placed throughout the process on the need to:

- clearly define the proposed objectives and the expected results elaborated within the UBW;
- identify indicators required to monitor progress in implementing the UBW,
- rationalize the allocation of resources between geographical regions and headquarters units; and
- more accurately estimate Cosponsor resources for proposed activities and country level expenditures for HIV/AIDS in the next biennium.

This guidance was reiterated by the CCO at its meeting in April 2001 in Nairobi, where it reviewed and endorsed the Unified Budget and Workplan for 2002-2003 and recommended that the Secretariat finalize the submission of the UBW to the PCB, incorporating comments made by CCO members, including the need to demonstrate clear links between:

- the global goals on HIV/AIDS anticipated from the UN General Assembly Special Session on HIV/AIDS (UNGASS);
- the strategic objectives for the UN system elaborated in the UN System Strategic Plan for 2001-2005; and
- the specific results to be achieved in 2002-2003 through the UBW.

E. Structure of the proposed UBW for 2002-2003

The proposed Unified Budget and Workplan for 2002-2003 is presented as Annex 1 to this submission.

Section I of the proposed Unified Budget and Workplan (UBW) presents an overview of the UBW, the monitoring and evaluation framework of the UBW, and the agreed process through which to further harmonize the work of the Cosponsors and the Secretariat at the regional level.

Section II presents a synthesis of the budget proposals in nine distinct areas of work. It links these areas of work to the goals, targets and UN system strategic objectives elaborated in the UN System Strategic Plan for 2001-2005 and describes the main results that each of the Cosponsors and other UN agencies plan to achieve during the biennium.

Section III includes a summary of the overall approach and resource allocations of each of the UNAIDS Cosponsors and the Secretariat as well as Interagency and other UN activities which fall within the UBW.

The specific UBW outputs of each of the Cosponsors, the Secretariat and other UN agencies, as well as UBW output level indicators to monitor progress are included in a separate conference paper which will be made available to PCB members during the 30 May-1 June 2001 meeting.

F. The proposed UNAIDS budget for 2002-2003

UNAIDS Secretariat and Cosponsors estimate that a total budget of US\$ 378 million is required for global and regional-level activities of UNAIDS Cosponsors and Secretariat in support of an expanded response to HIV/AIDS in the 2002-2003 biennium.

This total of **US\$ 378 million** includes:

- **US\$ 68 million** in Cosponsor resources, which includes all HIV/AIDS-related activities of the Cosponsors funded through their regular budgets/general resources.
 - **US\$ 190 million** in “UBW core” resources, for programme activities to enhance the collective effort of UNAIDS in support of an expanded response to HIV/AIDS at country level.
 - **US\$ 120 million** in “UBW supplemental” resources, covering other essential programme activities of the Cosponsors and other UN agencies to provide additional support to an expanded response to HIV/AIDS.
1. **The PCB is requested to approve** an overall level for the core component of the UBW 2002-2003 of US\$ 190 million, as set out in Approval Table 1 below.

Approval Table 1: UNAIDS core budget for 2002-2003

	US\$ '000	Per cent
Cosponsors	65,200	34%
Interagency	41,800	22%
Secretariat Activities	48,510	26%
Secretariat Posts	34,490	18%
TOTAL	190,000	100%

2. **The PCB is further requested to approve** the distribution of the core component of the UBW 2002-2003 by area of work as set out in Approval Table 2 below.

Approval Table 2: Distribution of UBW core resources by area of work

Areas of work	Total US\$'000	% of total
1. Ensuring an extraordinary response to the epidemic		
1.1 Mobilizing political and public support	11,116	6
1.2 UN system mobilization, planning, performance monitoring and evaluation	9,573	5
1.3 Strengthening national strategic planning and coordination	48,654	26
1.4 Epidemiological and strategic information	8,204	4
1.5 Mobilizing financial resources	9,479	5
1.6 Regional strategy and technical support	12,120	6
2. Cross-cutting issues required for an expanded response	2,751	1
3. Protecting children and young people from the epidemic and its impact	18,810	10
4. Addressing those most vulnerable to, and at greatest risk of HIV infection	5,956	3
5. Care and support to individuals and communities affected by HIV/AIDS	8,500	5
6. Operations and biomedical research	5,295	3
7. Human resource and institutional capacities in key sectors	11,238	6
8. Policies, legislation and programmes addressing HIV/AIDS and its socioeconomic impacts	14,049	7
9. Governance, management and administration	24,255	13
TOTAL	190,000	100

Further detail with respect to the distribution of UBW core resources by area of work and by individual UNAIDS Cosponsor and the Secretariat is elaborated in Sections II and III and of the draft UBW 2002-2003 in Annex 1.

- The PCB is further requested to approve** the global and regional distribution of the core component of the UBW 2002-03 by UNAIDS Cosponsor and Secretariat as set out in Approval Tables 3a and 3b below.

Approval Table 3a: Distribution of UBW core resources by global and regional management units (in US \$ '000)

	Africa	Middle East/N.A.	Asia*	Americas	Europe and CIS*	Regional total	Global total	Total
Secretariat	13,330	830	7,639	3,925	1,500	27,224	55,776	83,000
UNICEF	1,750	750	3,900	1,400	1,200	9,000	5,500	14,500
UNDP	3,245	0	708	865	580	5,398	2,402	7,800
UNFPA	3,320	819	2,855	949	767	8,710	2,290	11,000
UNESCO	685	0	0	0	400	1,085	2,915	4,000
WHO**	0	0	0	0	0	0	19,500	19,500
World Bank	2,300	100	1,050	400	250	4,100	1,600	5,700
UNDCP	250	0	875	500	875	2,500	200	2,700
Interagency	11,202	102	5,248	3,633	1,615	21,800	20,000	41,800
Total	36,082	1,771	23,105	13,172	5,687	79,817	110,183	190,000

*The column for Asia excludes Central Asia, which is included in the column for Europe and CIS

**Regional breakdown not available

Approval Table 3b: Distribution of UBW core resources by global and regional management units (in per cent)

	Africa	Middle East/N.A.	Asia*	Americas	Europe and CIS*	Regional total	Global Total	Total
Secretariat	16%	1%	9%	5%	2%	33%	67%	100%
UNICEF	12%	5%	27%	10%	8%	62%	38%	100%
UNDP	42%	0%	9%	11%	7%	69%	31%	100%
UNFPA	30%	7%	26%	9%	7%	79%	21%	100%
UNESCO	17%	0%	0%	0%	10%	27%	73%	100%
WHO**	0%	0%	0%	0%	0%	0%	100%	100%
World Bank	40%	2%	18%	7%	4%	72%	28%	100%
UNDCP	9%	0%	32%	19%	32%	93%	7%	100%
Interagency	27%	0%	13%	9%	4%	52%	48%	100%
Average	19%	1%	12%	7%	3%	42%	58%	100%

*The column for Asia excludes Central Asia, which is included in the column for Europe and CIS.

**Regional breakdown not available

Regional resources include those allocated to regional offices/teams or to headquarters regional divisions/desks of the UNAIDS Cosponsors and Secretariat.

Further detail with respect to the global and regional distribution of UBW core resources by individual UNAIDS Cosponsor and the Secretariat is elaborated in Sections II and III of the draft UBW 2002-2003 in Annex 1.

4. **The PCB is further requested to approve** the overall level and distribution of the supplemental component of the UBW 2002-03 as set out in Approval Table 4 below.

Approval Table 4: Distribution of UBW core, UBW supplemental and Cosponsor resources by agency (in \$ '000)

Agency	Agency country-level resources	Agency global/regional resources	Proposed total core UBW	Proposed supplemental UBW	Total global and regional resources
Secretariat	Not applicable	Not applicable	83,000	Not applicable	83,000
UNDCP	21,400	4,509	2,700	6,463	13,672
UNDP	120,000	16,600	7,800	24,000	48,400
UNESCO	Not available	2,180	4,000	4,750	10,930
UNFPA	62,000	14,080	11,000	14,500	39,580
UNICEF	100,000	15,000	14,500	20,300	49,800
WHO	50,000	9,845	19,500	30,000	59,345
World Bank	See below	5,800	5,700	8,500	20,000
Interagency	Part of UBW	Not applicable	41,800	2,000	43,800
Other UN agencies	Not available	Not available	Not applicable	10,000	10,000
TOTAL	353,400	68,014	190,000	120,513	378,527

Further detail with respect to the distribution of UBW core resources, UBW supplemental resources and Cosponsor resources for individual UNAIDS Cosponsors and the Secretariat, by areas of work, and global and regional distribution, and management units is include in Sections II and III of the draft UBW 2002-2003 in Annex 1.

Approval Table 4 includes Cosponsors estimated country level resources for *HIVAIDS-specific* activities as well as activities which (a) include HIV/AIDS as an *integrated* part, or (b) have an indirect effect on HIV/AIDS through results which are *supportive* of efforts to address HIV/AIDS. The latter two kinds of resources have been calculated as a percentage of the total budget in an area with significant bearing on HIV/AIDS, such as reproductive health in the case of UNFPA, or drug demand reduction in the case of UNDCP. In addition to the estimated Cosponsor country-level expenditures included in Table 4, World Bank lending for new HIV/AIDS projects and components in 2002-2003 (new commitments) is projected to be US\$580 million per year in IDA credits and US\$170 million per year in IBRD loans.²

² IDA (International Development Association) credits are highly concessional: There is no interest and the grant component is 65-70 percent. IBRD (International Bank for Reconstruction and Development) uses market-based rates. Borrowers can select loan products consistent with their debt management strategy and suited to their debt servicing capability.

Estimating the country-level expenditures of Cosponsors poses a number of methodological difficulties and the figures in Approval Table 4 should be considered preliminary estimates. Several Cosponsors have only been able to estimate expenditures in certain key areas, with other areas still to be estimated – in the case of UNICEF, for instance, relating to health systems strengthening and girls education. Efforts are continuing by the Cosponsors to improve their estimates with methodological support from the Secretariat. A particular difficulty is the increased mainstreaming or integration of HIV/AIDS into different sectors and other activities of Cosponsors – as a result of an increased focus by the Cosponsors on HIV/AIDS – which makes assessing expenditures on or related to HIV/AIDS more difficult. Another difficulty is that the HIV/AIDS-related work of the Cosponsors at country level to a large extent is based on voluntary contributions, which are difficult to estimate accurately in advance of their commitment.

G. Comparison of the proposed UBW 2002-2003 with UBW 2000-2001

While the UBW builds on and in many ways resembles the current 2000-2001 UNAIDS budget and workplan, several important differences exist with respect to the planning environment, the process and the eventual product of the UBW development. These include:

1. **Greater clarification of priorities and roles.** With few exceptions, this cycle of the UBW process has benefited from the further clarification of the priorities and roles of its participants. This has come in part as a consequence of the Global Strategy Process, the tandem process of the development of the UN System Strategic Plan for 2001-2005, and the development of related institutional strategies by several of the Cosponsors. In addition, several Cosponsors have increased their capacities in priority technical areas. This has been accompanied by a parallel process of realignment in the Secretariat structure and functions, emphasizing three key functions, namely: strategic leadership and policy coordination; mobilization of political, social and programme resources; and improving access to strategic information.
2. **More complete integration.** The UBW includes all HIV/AIDS-related activities of the Cosponsors and the Secretariat at the global and regional levels, including their regular budgets/general resources. All Secretariat activities are included within the core component of the budget.
 - **New Cosponsors within the UBW.** The United Nations International Drug Control Programme is now included in the UBW. In addition, the World Bank is now fully included in the Unified Budget and Workplan exercise.
 - **A “supplemental” component for Cosponsors.** The UBW includes a ‘core’ budget component, which the UNAIDS Secretariat takes the lead responsibility for raising, as well as a ‘supplemental’ component, which individual Cosponsors will raise.

- **Estimated country-level expenditures** of the Cosponsors are also included in the UBW for the first time.
3. **Improved tools for information sharing.** Preparation of the UBW has been assisted through the use of an Internet accessible information system which fully integrates the individual UBW submissions of individual agencies and individual management units within those agencies. The “transparency system” enables Cosponsors to review and harmonize their UBW outputs with each other by providing each with a “full view” of each other’s UBW descriptions, financial information, and performance monitoring indicators. The UBW database is further integrated with limited access discussion forums to enable password-controlled harmonization discussions among agencies, or within specific agencies.
 4. **A 36% increase in the core component of the UBW 2002-2003** as compared with the UBW 2000-2001 is accounted for by three changes in evidence from a review of Comparison Table 1:

Comparison Table 1: Distribution of UBW 2000-2001 and proposed UBW 2002-2003

	2000-2001		2002-2003		Increase
	US\$ '000	Per cent	US\$ '000	Per cent	Per cent
Cosponsors	30,090	21%	65,200	34%	117%
Interagency	33,527	24%	41,800	22%	25%
Secretariat Activities³	41,891	30%	48,510	26%	16%
Secretariat Posts	34,492	25%	34,490	18%	0%
TOTAL	140,000	100%	190,000	100%	36%

First, a proposed increase in the budget of the Cosponsors from US\$30.1 million in the current biennium to US\$65.2 million in the next biennium, representing an increase in the Cosponsor share of the core budget from 21 per cent to 34 per cent, as presented in Comparison Table 1. In absolute numbers the resources available to Cosponsors through the core UBW are proposed to increase by more than double to reflect the significant increase in commitment, involvement and interest among Cosponsors *vis-à-vis* HIV/AIDS.

Comparison Table 2 presents an overview of the evolution of UNAIDS Budget and Workplan over the four biennia.

³ Contributions of \$6.6 million from the World Bank for regional technical support and support to the International Partnership against AIDS in Africa have been recorded as extrabudgetary contributions in 2000-2001, but are included in the core component of the Secretariat UBW in 2002-2003.

Comparison Table 2: UNAIDS Budget and Workplan over four bienniums (in US\$ millions)

Biennium	Secretariat	Interagency ⁴	Cosponsors	Total
1996-97	94.4	25.6	18.1 ⁵	138.1
1998-99	88.0	32.0	21.9 ²	141.9
2000-01	76.4 ⁶	33.5	30.1	140.0
2002-03 ⁷	83.0 ⁸	41.8	65.2	190.0

Second, a proposed US\$8.3 million increase in interagency activities, as presented in Comparison Table 1, primarily to strengthen the support to Theme Groups on HIV/AIDS, *inter alia* through the recruitment of an additional ten Country Programme Advisers, and associated support costs. The Programme Acceleration Funds, which constitute part of the Interagency resources, are proposed to remain at the current level of US\$16 million.

Third, a total of US\$6.6 million previously designated extrabudgetary contributions to the Secretariat has been included within the UBW. These are regular World Bank grants to UNAIDS for regional technical support and support to the International Partnership against AIDS in Africa in the core UBW. Incorporating this amount in the Secretariat share of the UBW therefore does not increase the total amount of resources available to the Secretariat in 2002-2003 as compared to 2000-2001. The budget estimate for Secretariat posts at global and regional level remains at the same level in the next biennium as in the current biennium (US\$34.5 million).

5. **Increased emphasis within the core component of the UBW on several areas of work and better integration of cross-cutting issues.** As presented in Comparison Table 3, increased focus is given to strengthening national strategic planning and coordination, protecting children and young people, and developing policies and programmes addressing HIV/AIDS and its socio-economic impacts. While resources have been allocated to specific activities in areas such as gender, human rights, participation of people living with HIV/AIDS and partnerships with the private sector and civil society, these cross-cutting issues have in most cases been integrated into other areas of work.

⁴ Includes Country Programme Advisers, Programme Acceleration Funds, Task Teams.

⁵ Coordinated Appeals for the first biennium raised US\$1.4 million (plus US\$3.0 million from the Secretariat) and US\$8.2 million (plus US\$4.1 million from the Secretariat) respectively.

⁶ Excludes \$6.6 million from the World Bank for regional technical support and support to the International Partnership against AIDS in Africa received as extrabudgetary designated contributions.

⁷ Core component of the proposed budget.

⁸ Includes an expected contribution of \$6.6 million from the World Bank for regional technical support and support to the International Partnership against AIDS in Africa previously recorded as extrabudgetary designated contributions.

Comparison Table 3: Breakdown of the proposed Unified Budget and Workplan by area of work

Areas of work	2000-2001		2002-2003	
	Total \$'000	% of total	Total \$'000	% of total
1. Ensuring an extraordinary response to the epidemic				
1.1 Mobilizing political and public support	9,500	7	11,116	6
1.2 UN system mobilization, planning, performance monitoring and evaluation	7,890	6	9,573	5
1.3 Strengthening national strategic planning and coordination	31,401	22	48,654	26
1.4 Epidemiological and strategic information	5,341	4	8,204	4
1.5 Mobilizing financial resources	7,485	5	9,479	5
1.6 Regional strategy and technical support	10,120	7	12,120	6
2. Cross-cutting issues required for an expanded response	7,915	6	2,751	1
3. Protecting children and young people from the epidemic and its impact	11,615	8	18,810	10
4. Addressing those most vulnerable to, and at greatest risk of HIV infection	5,144	4	5,956	3
5. Care and support to individuals and communities affected by HIV/AIDS	6,491	5	8,500	5
6. Operations and biomedical research	3,752	3	5,295	3
7. Human resource and institutional capacities in key sectors	7,559	5	11,238	6
8. Policies and programmes addressing HIV/AIDS and its socioeconomic impacts	7,227	5	14,049	7
9. Governance, management and administration	18,560	13	24,255	13
TOTAL	140,000	100	190,000	100

6. **Significantly increased allocation of resources to regional level.** Comparison Table 4 presents the distribution of the Unified Budget and Workplan between global and regional activities in 2000-2001 as well as the proposal for 2002-2003 and demonstrates a general trend towards allocating more resources to regional activities. At the start of the current biennium 18 per cent of the UBW resources were allocated to regional offices or desks as compared with 42 per cent for the next biennium.

Comparison Table 4: Regional Distribution of UBW 2000-2001 and proposed UBW 2002-2003

	2000-2001		2002-2003	
	Global	Regional	Global	Regional
Secretariat	84%	16%	67%	33%
UNICEF	71%	29%	38%	62%
UNDP	85%	15%	31%	69%
UNFPA	45%	55%	21%	79%
UNESCO	100%	0%	73%	27%
WHO*	89%	11%	100%	0%
World Bank	100%	0%	28%	72%
UNDCP	-	-	7%	93%
Average	82%	18%	58%	42%

* Breakdown for 2002-2003 not available.

H. Further refinement and harmonization of the workplan of UNAIDS Cosponsors and Secretariat

While considerable progress has been made in developing a Unified Budget and Workplan (UBW) for 2002-2003, further improvements in its overall coherence and strategic focus can be achieved, consistent with the guidance of the UNAIDS Programme Coordinating Board and the Committee of Cosponsoring Organizations.

Specifically, four related exercises, to be completed before the start of the new biennium, will significantly contribute to the strengthening of the UBW:

- an evaluation and performance monitoring review
- a regional strategy and workplan review process
- the establishment of the *modus operandi* for coordinating the UBW fundraising
- a joint global and regional workplan review exercise

1. Evaluation and performance monitoring review of the UBW

PCB recommendations on the UBW have consistently emphasised the need for a “results based” budget with clear outputs linked to achievable objectives, and measurable indicators of success. As part of the operationalization of the UBW and the development of detailed workplans based on the UBW, further work is still required to sharpen the expected results of individual UBW outputs and corresponding indicators and milestones to monitor progress. To assist in this process, the Cosponsor Evaluation Working Group will meet in July 2001 to review the UBW and provide collective and individual agency recommendations with respect to further sharpening of expected results, links to intermediate outcomes and application of quantifiable indicators against which to measure programme performance. In addition, the Working Group will at that time reach

a conclusion on its approach to joint country case study development, as part of a more in-depth approach to assessing UN Theme Group on HIV/AIDS and UN system performance in implementing their Integrated Workplans on the HIV/AIDS in selected countries.

Performance monitoring and evaluation of the UBW 2002-2003 is described in Section I of the proposed UBW. With respect to the performance monitoring of the UBW in the current biennium, the *Report of the Executive Director* (UNAIDS/PCB(11)/01.2) submitted to the PCB addresses achievements of the programme during 1999 and 2000. Additional detail addressing programme performance against the major objectives of the current UBW can be found in the *UNAIDS Performance Monitoring Report for 2000* which will be made available to PCB members as a conference paper during the 30 May-1 June 2001 meeting.

2. Regional strategy and workplan review process

Additional efforts are required to harmonize regional-level UBW outputs between agencies. At its 1999 review of the UBW for the current biennium, the CCO requested that increased attention be given to rationalizing activities at the regional level. Some significant progress has been made among the Cosponsors through regional priority setting processes during the current biennium.

In its preparation of the UBW for the next biennium, the CCO Working Group agreed on an approach to build on these efforts and to further strengthen and harmonize regional activities within the next six-month period. The overall purpose of this process is to ensure that regional and intercountry support to national and intercountry programmes from UN and bilateral agencies and other international partners makes the most efficient, shared use of scarce technical and financial resources. The emphasis is on building more effective, multi-sectoral, technical and programme support to national HIV/AIDS responses, and to facilitate better coordination of the efforts of key stakeholders in that process. Besides clarifying the roles, responsibilities and operating procedures of the UNAIDS Cosponsors and other collaborating partners – UN and bilateral agencies – the regional strategy and workplan review process will also encourage more integrated planning and strategic support to national efforts.

The review process is described in more detail in Section I of the draft UBW. Among its key objectives is the improvement of the operations, and accessibility of existing regional resource platforms, particularly with respect to being responsive to country requests for technical assistance. The regional exercises will include reviewing and refining areas of work and proposed activities in 2002-2003, with particular emphasis on: how they relate to the agreed regional strategic priorities and support country programmes through mobilizing technical support; technical network development; and information systems support. This exercise will also assist in clarifying areas of particular responsibilities of Cosponsors, and how Cosponsors can rely more on each other in different technical and functional areas.

3. Coordination of UBW resource mobilization

In advance of the October CCO meeting, the *modus operandi* for coordinated fundraising for the UBW by the UNAIDS Cosponsors and the Secretariat will be agreed on. This will be required to clarify how the inclusion of “supplemental funding ‘windows’” for individual Cosponsors will be approached, including for example how information on the status of independent fundraising efforts by the Cosponsors should be shared, and how to avoid having those efforts ‘compete’ with efforts to raise the core component of the UBW.

4. Joint global and regional workplan review exercise

In advance of the October 2001 meeting of the CCO, the UNAIDS Cosponsors and Secretariat will conduct a three-day workplan review to finalize their respective regional and global workplans. The exercise will provide a necessary opportunity to ensure that the inputs from the Evaluation and Performance Monitoring Review and the Regional Strategy and Workplan Review processes are fully reflected within the final workplan. At the midpoint of the biennium, similar review exercises will be conducted to facilitate reprogramming within the UBW where that may be required.

To assist in the workplan review exercise, progress will be made in advance in the function of Interagency Task Teams, mapping of UN system country level resources available for HIV/AIDS and in streamlining interagency reporting and financial transfer mechanisms.

- a. **Interagency Task Teams.** The potential role of Interagency Task Teams (thematic, functional and regional) in promoting more effective harmonization and prioritization within the workplanning process has yet to be fully realized. The CCO Working Group has proposed that the Task Teams serve a more active role in periodic reprogramming of UBW resources over the course of the biennium. The CCO Working Group has also taken steps to increase support to Interagency Task Teams required for them to improve the harmonization of work within the UBW, including through cross-cutting reviews of the UBW outputs in priority thematic and functional areas.
- b. **Mapping of UN system country-level resources.** Mapping of estimated UN system country-level resources potentially available for HIV/AIDS-related activities in 2002-2003 is an essential step towards the more rational deployment of global and regional level expenditures by UNAIDS. Such information helps to focus technical support in analysis, advocacy, resource mobilization, programme planning, design, evaluation and implementation support to those areas where they can add greater value. The CCO Working Group agreed in November 2000 to reflect estimates of the country level expenditures of the Cosponsors on HIV/AIDS for the next biennium within the UBW 2002-2003. The Secretariat developed with partners an indicative “taxonomy” of HIV/AIDS-related expenditures to assist Cosponsors in harmonizing their

methodologies for estimates of resource commitment and expenditures at global, regional and country levels, but significant further work will be required.

c. Streamlining interagency reporting and financial transfer mechanisms.

Additional preparation in advance of the joint workplan review will include further simplifying the financial transfers from the UBW to individual agencies by minimizing the requirement for additional interagency agreements beyond the UBW agreement. Shifting to an annual advance of UBW core funds, rather than the current six-monthly transfer, provided there are adequate financial resources, will also address constraints to making longer-term personnel and other contracts without the full advance transfer of funds from the UBW to the cosponsoring organizations.

Currently, requests for advances against the UBW and expenditure performance can be made through the Internet. The system will be enhanced before the beginning of the new biennium to track UBW output level performance monitoring as well.

While the utility of internet-based tools to streamline reporting and to improve coordination through more “virtual dialogue” have been well demonstrated in the preparatory process for the current UBW, their full potential is far from being realized.

I. Actions requested of the Programme Coordinating Board

The PCB is requested to review the proposed UNAIDS Unified Budget and Workplan for UNAIDS for 2002-2003 and to provide the necessary approvals and guidance for its execution. In particular;

1. The PCB is requested to review and approve the proposed UNAIDS Unified Budget and Workplan for UNAIDS for 2002-2003, including:
 - (1) an overall level for the core component of the UBW 2002-2003 of US\$ 190 million, as set out in Approval Table 1;
 - (2) the distribution of the core component of the UBW 2002-2003 by area of work as set out in Approval Table 2;
 - (3) the global and regional distribution of the core component of the UBW 2002-2003 by UNAIDS Cosponsor and Secretariat as set out in Approval Table 3a;
 - (4) the overall level and distribution of the supplemental component of the UBW 2002-2003 as set out in Approval Table 4.
2. The PCB is further requested to clarify the budgetary authority of the UNAIDS Executive Director with respect to transferring budget resources between major budget lines in Approval Tables 1 through 4 as a part of periodic UBW reprogramming exercises.
3. The PCB is in addition requested to approve the advance transfer of resources mobilized or possible savings in the current biennium to Cosponsors on finalization

of workplans to enable early and urgent implementation of UBW 2002-2003 activities.

4. The PCB is also requested to provide guidance on the additional steps planned for finalizing the workplan component of the UBW, including the coordination of UNAIDS Cosponsor and Secretariat fundraising for the UBW.
5. The PCB is requested to encourage governments and other partners to indicate, at their earliest convenience, the likely level of their 2002-2003 pledge/contribution to the UNAIDS UBW, to provide written notification of forthcoming contributions at the earliest opportunity, and to make every effort to transfer funds as early as possible in the biennium.

**PROPOSED UNAIDS
UNIFIED BUDGET AND WORKPLAN
2002 - 2003**

TABLE OF CONTENTS

Section I.	Overview of the Unified Budget and Workplan.....	1
J.	Strategic underpinnings of the Unified Budget and Workplan.....	2
K.	Agreed principles of the Unified Budget and Workplan	3
L.	Development of the Unified Budget and Workplan	4
M.	Annual review and harmonization of the UNAIDS Workplan.....	5
N.	Regional strategy and budget review process.....	6
F.	Monitoring and evaluation of the Unified Budget and Workplan	8
G.	Overview and structure of the Unified Budget and Workplan for 2002-2003	13
Section II.	Synthesis of budget proposals by area of work.....	19
1.	Ensuring an extraordinary response to the epidemic	20
2.	Cross-cutting issues required for an expanded response	27
3.	Protecting children and young people from the epidemic and its impact.....	30
4.	Addressing those most vulnerable to, and at greatest risk of, HIV infection	36
5.	Care and support to individuals and communities affected by HIV/AIDS	40
6.	Biomedical and operations research	43
7.	Human resource and institutional capacities.....	45
8.	Policies and programmes to address HIV/AIDS and its socioeconomic impacts	50
9.	Governance, management and administration.....	54
Section III.	Priorities and resource allocation.....	56
1.	United Nations Children's Fund	57
2.	United Nations Development Programme	59
3.	United Nations Population Fund.....	61
4.	United Nations Educational, Scientific and Cultural Organization	63
5.	United Nations International Drug Control Programme.....	65
6.	World Health Organization.....	67
7.	World Bank.....	69
8.	Other UN agencies	71
9.	Interagency.....	73
10.	UNAIDS Secretariat	75

S E C T I O N I

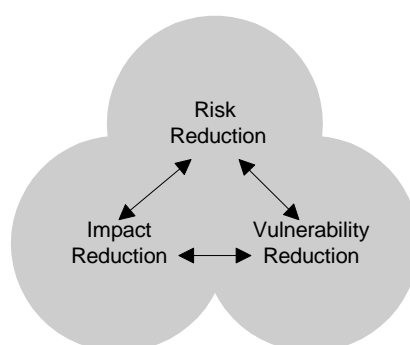
OVERVIEW OF THE UNIFIED BUDGET AND WORKPLAN

A. Strategic underpinnings of the Unified Budget and Workplan

The Programme Coordinating Board of UNAIDS (PCB) reviews and approves the plan of work and budget, included within the UNAIDS Unified Budget and Workplan (UBW), which is prepared by the UNAIDS Executive Director and reviewed by the Committee of Cosponsoring Organizations (CCO).

Consistent with the recommendations of the PCB, the Global Strategy Framework for HIV/AIDS (UNAIDS/PCB(10)/00.3) approved by the PCB at its December 2000 meeting has guided the parallel development of the UN System Strategic Plan for HIV/AIDS for 2001-2005 (UNSSP) and the Unified Budget and Workplan (UBW) for 2002 - 2003.

The Global Strategy Framework provides the rationale for urgent efforts to mobilize an expanded response to the epidemic. An “expanded response” to the epidemic is one that simultaneously acts on reducing risk, vulnerability and impact. These reinforcing strategies enable programmes to address both what places individuals at risk and why they are at risk. An expanded response creates major synergies by placing prevention strategies alongside care and support strategies, while simultaneously promoting interventions designed to shift social norms, lessen stigma and increase political commitment to address these issues and the deep-seated gender and economic disparities which fuel the epidemic.



The ability of the UN system to mobilize leadership commitments to an expanded response to the epidemic and, at the same time, act on reducing risk, vulnerability and impact is a critical assumption that underpins the UN System Strategic Plan on HIV/AIDS.

The UN System Strategic Plan guides the UN system response over the five-year period 2001-2005. The UNSSP defines the overall objectives of the UN system towards achieving global goals and targets addressing the epidemic, identifies the key functions of the UN system in support of national responses to the epidemic, and describes the approach and priorities of the different UN agencies as part of a coordinated UN system response.

The Unified Budget and Workplan elaborates specific results to be achieved by the Cosponsors, the Secretariat and other participating UN partners over the two-year period 2002-2003 in support of the UNSSP objectives.

The specific outputs of the UBW have been formulated within nine broad areas of work, based on the Leadership Commitments included in the Global Strategy Framework⁹, namely:

1. Ensuring an extraordinary response to the epidemic
2. Cross-cutting issues required for an expanded response
3. Protecting children and young people from the epidemic and its impact
4. Addressing those most vulnerable to, and at greatest risk of HIV infection
5. Care and support to individuals, households and communities
6. Operations and biomedical research
7. Human resource and institutional capacities in key sectors
8. Policies and programmes to address HIV/AIDS and its socioeconomic impacts
9. Performance-based governance, management and administration of the programme

B. Agreed principles of the Unified Budget and Workplan

The UNAIDS Committee of Cosponsoring Organizations (CCO) agreed on a number of principles to guide the development of the Unified Budget and Workplan for 2002 - 2003 including that:

1. The development of the UBW would be used as a strategic exercise for collaborative and joint planning to clarify the complementary roles and contributions of the Cosponsors and the Secretariat.
2. The UBW would include all the global and regional-level HIV/AIDS-related activities of UNAIDS Cosponsors and Secretariat intended to facilitate an expanded response of the UN system at country level.
3. The UBW would seek to support and complement the response of the Cosponsors at country level, but would not include the country-level activities of the Cosponsors. Though estimates of total Cosponsor country-level expenditure on HIV/AIDS are reported, country programmes and activities are not included in the exercise.
4. The UBW would provide support on HIV/AIDS to the Resident Coordinator system, through the UN Theme Groups on HIV/AIDS, the Country Programme Advisers, and through the provision of Programme Acceleration Funds so that at the country level, the UN support to the national response to the epidemic could be more effectively led and coordinated.
5. The UBW would comprise three components: (1) the regular budget/general resources of the Cosponsors; (2) a 'core' budget component raised collectively with the leadership of the Secretariat; and (3) a 'supplemental' component raised by individual Cosponsors.
6. The UBW would serve as an instrument to reinforce the role of the Secretariat in facilitating the work of the Cosponsors through global advocacy, policy development and guidance, identification and dissemination of best practices, monitoring the response, and strengthening of technical networks. The Secretariat

⁹ UNAIDS/PCB(10)/00.3.

could, in addition, provide technical programme support on a transitional basis where identified gaps cannot be filled by the Cosponsors or other UN partners.

7. Multi-bilateral and other supplemental resources for country-level activities would only be received by the Secretariat when one or several of the Cosponsors request the Secretariat to serve as a channelling mechanism for these.
8. The Secretariat and Cosponsors would not seek funds for HIV/AIDS-related global or regional-level activities outside of the UBW without prior consultation between the UNAIDS Executive Director and the Chair of the Committee of Cosponsoring Organizations, all Cosponsors being kept informed.

C. Development of the Unified Budget and Workplan

Major objectives of the UBW exercise are to draw on the comparative advantages of each Cosponsor and the Secretariat to the best extent possible and to reflect a joint prioritization and planning exercise, rather than a mere compilation of eight separate budgets and workplans.

The identification and application of objective criteria to guide the distribution of the UBW resources among the organizational entities participating at global and regional level remains a major challenge. Notwithstanding their inherent limitations, several criteria were used to determine the division of responsibilities among organizations, which proposals would be included in the UBW, their specific budgetary allocations, and the allocation of core and supplemental resources. These criteria included:

- the relevance of proposals to the Global Strategy and the UN System Strategic Plan;
- the institutional mandate of individual Cosponsors, seeking synergy in areas of overlap;
- the operational capacity, and past record of investment in HIV/AIDS work of the individual Cosponsor, including allocation of its own resources to particular areas of work;
- the value added to the collective effort of other Cosponsors in expanding country-level responses to the epidemic;
- the cost of the proposed work and the value for money of the deliverables;
- the potential of the proposed work to leverage additional resources from the UN system or the international community;
- the extent to which individual proposals were harmonized with other budget proposals.

Reflecting the guidance of the PCB and the CCO, continuing emphasis is required at all levels of the process to:

- demonstrate clear links between the global goals on HIV/AIDS (anticipated from the UN General Assembly Special Session on HIV/AIDS), the strategic objectives for the UN system elaborated in the UN System Strategic Plan for 2001-2005, and the specific results to be achieved in 2002 - 2003 through the UBW;
- clearly define the proposed objectives and the expected results elaborated within the UBW;

-
- identify indicators required to monitor progress in implementing the UBW;
 - rationalize the allocation of resources between geographical regions and headquarters units, and
 - estimate more accurately Cosponsor resources for proposed activities and country level expenditures for HIV/AIDS in the next biennium.

D. Annual review and harmonization of the UNAIDS Workplan

Annual review and reprogramming of resources within the current Unified Budget and Workplan (UBW) is required to achieve further improvements in its overall coherence and strategic focus and to form a stronger basis for the development of the UBW for the next biennium. Three related exercises, which will significantly contribute to the strengthening of the UBW, include:

- a joint global and regional workplan review exercise
- a regional strategy and workplan review
- an evaluation and performance monitoring review

1. Joint global and regional workplan review exercise

The UNAIDS Cosponsors and Secretariat will conduct joint annual workplan reviews of their respective regional and global workplans. The exercise will provide a necessary opportunity to ensure that the inputs from the evaluation and performance monitoring review and the regional strategy and workplan review processes (described below) are fully reflected within the UBW. At the midpoint of the biennium, the review exercise will facilitate reprogramming within the UBW where that may be required.

The Interagency Task Teams (thematic, functional and regional) are expected to play a more significant role in promoting effective harmonization and prioritization within the workplanning and reprogramming, including through cross-cutting reviews of the UBW outputs in priority thematic and functional areas. Updated mapping of estimated UN system country-level resources potentially available for HIV/AIDS-related activities will also be used to support the more rational deployment of global and regional-level expenditures by UNAIDS. Resource mapping information is required to help focus technical support in analysis, advocacy, resource mobilization, programme planning, design, evaluation and implementation support to those areas where they can add greatest value.

2. Regional strategy and workplan review processes

In response to guidance from the PCB and the CCO, the CCO Working Group agreed on an approach to further strengthen and harmonize regional activities within the UBW. The overall purpose of the regional strategy and workplan review process, described further in Section I.E, is to ensure that regional and intercountry support to national and intercountry programmes from UN and bilateral agencies and other international partners makes the most efficient, shared use of scarce technical and financial resources.

3. Evaluation and performance monitoring review of the UBW

PCB recommendations on the UBW have consistently emphasized the need for a “results- based” budget with clear outputs linked to achievable objectives, and measurable indicators of success. The Cosponsor Evaluation Working Group will provide a systematic annual review of the UBW and provide collective and individual agency recommendations with respect to further sharpening of expected results, links to intermediate outcomes and application of quantifiable indicators against which to measure programme performance. The performance monitoring and evaluation of the UBW 2002 - 2003 is further described in Section I.F.

E. Regional strategy and budget review process

The purpose of the regional strategy and budget review processes is to build more effective multi-sectoral, technical and programme support to national HIV/AIDS responses, and to facilitate better coordination of the efforts of key stakeholders in that process. Besides clarifying the roles, responsibilities and operating procedures of the UNAIDS Cosponsors and other collaborating partners, the regional strategy and workplan review processes will also encourage more integrated planning and strategic support to national efforts.

A two-step process is recommended. First, more inclusive dialogue with a full range of partners (governments, civil society, UN regional bureaux, bilateral donors, NGOs and the corporate sector) to identify regional priorities and harmonize regional strategies. Second, a follow-up dialogue limited to regional UBW stakeholders to focus more specifically on UBW outputs and clarify areas of particular responsibilities of Cosponsors, and how Cosponsors can rely more on each other in different technical and functional areas.

1. Regional priority and strategy development

The key objectives of the regional strategy development process are to:

- encourage more integrated planning, leading ultimately to a more strategic clarification of the roles, responsibilities and operating procedures of the partners, in particular the UN agencies; and

- improve the operations of, and accessibility of existing regional resource platforms, particularly with respect to being responsive to country requests for technical assistance.

The regional strategy development dialogues should provide opportunities to:

- take cognizance of the current responses and gaps in the response;
- explore and define key stakeholders' areas of comparative advantage as well as to identify converging interests and technical capacity;
- involve new stakeholders and to engender a new level of response from current stakeholders; and
- explore different modalities for harmonizing effort, resources and technical expertise.

In addition, the dialogue should provide opportunities for:

- key stakeholders to arrive at a common understanding of the particular nature, scope, and dynamics of the epidemic in the region so that they may shape a common understanding in addressing HIV/AIDS;
- political advocacy and social mobilization, if high level representation is secured; and
- innovation-sharing opportunities between country, regional and global stakeholders in network building.

The regional strategy processes should be as inclusive as possible, going beyond the immediate concerns and agendas of individual organizational participants. Whilst inclusivity is paramount, the size and structure of the regional strategy process should facilitate reaching consensus on core regional strategic priorities. The following approach is recommended:

- UNAIDS Cosponsors and other stakeholders (national governments, bilateral donors, NGOs, private sector) should nominate regional focal points.
- The UNAIDS Secretariat and/or selected Cosponsor(s) will prepare updated information on the scope, dynamics and implications of the epidemic in the region to guide the identification of specific strategic priorities and technical resource needs.
- The UNAIDS Secretariat will compile information on strategies, programmes and plans of the Cosponsors, donors and major NGOs to "map" existing activities. Most agencies have regional HIV/AIDS-related activities and projects. In a few cases these are underpinned by a shared strategic analysis of the regional situation. A "map" will generate information on existing activities at regional and country level, and identify key strategic and programmatic gaps.
- The UNAIDS Secretariat together with interested Cosponsors will convene a regional meeting to generate consensus on 3-4 regional strategic objectives, and regional resource priorities. This includes reviewing resources available from the UN system as well as other key stakeholders such as bilateral donors.

- Convenors and participants should identify existing technical networks and platforms and determine the resources required to strengthen them. In some regions, Task Forces on issues such as Youth Health Promotion and HIV/AIDS Prevention among Drug Users have already been established and serve as forums for having information on the situation in the region and programmatic responses.

2. Regional Reviews of the UNAIDS UBW

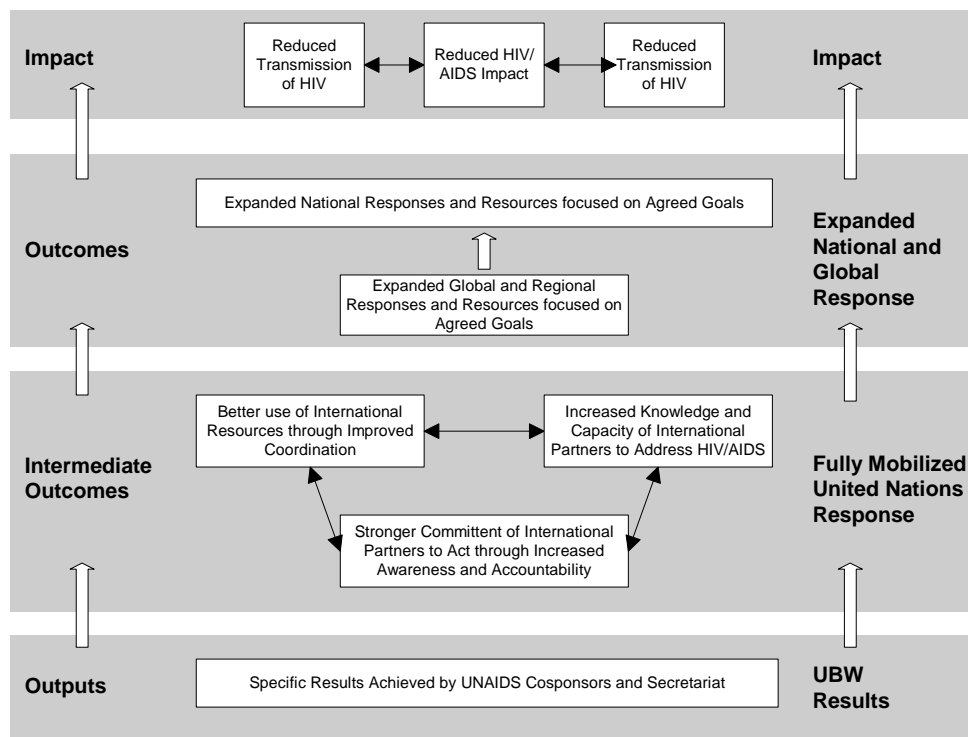
As a part of the overall process, a separate but connected dialogue should be organized among the Cosponsors and the UNAIDS Secretariat to agree on regional UBW funding priorities within the context of (i) the agreed regional strategic priorities, and (ii) an agreed regional UBW budget for UNAIDS work at regional level, based on allocations from each Cosponsor to its regional entities. Steps include:

- Reviewing the regional-level UBW outputs of the UNAIDS Secretariat with the aim of ensuring that the activities proposed by the Secretariat are supportive of and 'add value' to the work of Cosponsors.
- Reviewing and harmonizing the UBW activities of the Cosponsors at regional level with particular emphasis on (i) how they link to the agreed regional strategic priorities, and (ii) how they can better support country programmes through mobilizing technical support, technical network development, and information systems support.
- Reviewing and updating the UBW supplemental budgets at the regional level including plans to market the UN effort to regional bureaux of donors and regional development banks, and determining how the activities of the Secretariat can promote the funding of the supplemental budgets of the Cosponsors. Wider discussions with other stakeholders can help determine supplemental funding needs through the UN system and opportunities for leveraging supplemental funding from bilateral donors.

F. Monitoring and evaluation of the Unified Budget and Workplan 2002 - 2003

The performance monitoring and evaluation plan for the Unified Budget and Workplan is based on the UNAIDS monitoring and evaluation framework (Figure 1) developed and refined under the guidance of the UNAIDS Monitoring and Evaluation Reference Group (MERG). The approach and priorities articulated within the framework were endorsed by the PCB at its meeting in December 1998 (UNAIDS/PCB(7)/98.4). The performance monitoring and evaluation plan for the UBW also takes into account the experience to date in monitoring and evaluation of the Unified Budget and Workplan for 2000-2001.

Figure 1: UNAIDS Monitoring and Evaluation Framework applied to the UBW

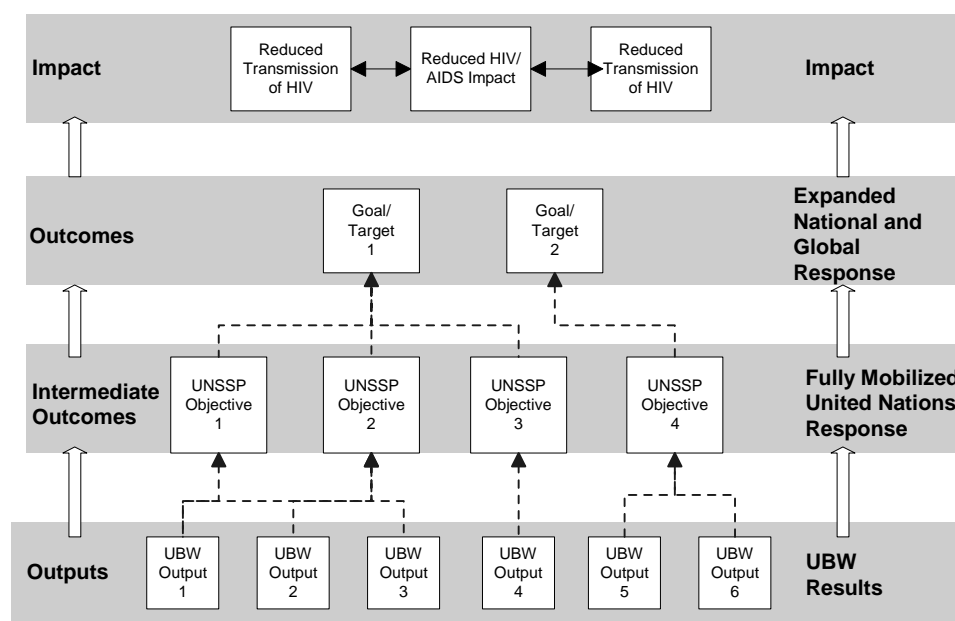


1. Output and intermediate outcome level accountability

The performance monitoring and evaluation plan for the UBW takes the original evaluation framework further by linking the individual UBW outputs of the Cosponsors and the Secretariat more explicitly to intermediate outcomes. These intermediate outcomes have been elaborated as part of the development of UN system strategic objectives within the UNSSP for 2001-2005.

Performance expectations for UNAIDS are defined at two distinct levels: first with respect to results at the specific UBW output level; and second, with respect to results at the level of specific UN system strategic objectives. By linking each of the UBW outputs to a specific UN System objective, the plan takes into account that the efforts of several or all of the Cosponsors and the Secretariat – working together at different levels or in different combinations – may be required to achieve a particular UN system strategic objective.

Figure 2: Schematic illustration of linkages between UBW Outputs and UNSSP Objectives



Organizational accountability for results must consequently be assessed at both the UBW output level, and the intermediate outcome level. At the UBW output level, efforts must be defined in terms of practical and accountable results. Quantitative and qualitative performance indicators established by each Cosponsor to measure attainment of these results are defined for each UBW output and included in the conference paper that will be made available at the May-June 2001 PCB meeting. More detailed outputs and performance indicators will be defined within individual work plans. Technical assistance is available through the Secretariat and the Cosponsor Evaluation Working Group to assist in the further development and refinement of output specification and performance indicators.

While the Secretariat has the overall responsibility to ensure that regular monitoring and periodic evaluations take place, performance monitoring of specific results achieved against UBW outputs is the responsibility of the individual Cosponsor or Secretariat entity managing the associated resources. At the intermediate outcome and UN system strategic objective level, performance monitoring and evaluation of results is the responsibility of the Secretariat, together with the Cosponsor Evaluation Working Group.

2. Outcome and ultimate impact level accountability

UN system organizational accountability at the outcome and ultimate impact levels can only be assessed indirectly. There is an implicit assumption in the choice of the UN system strategic objectives that their achievement can significantly contribute to outcomes of expanded global, regional and national resources and responses. The UNAIDS evaluation plan will emphasize broader partnerships with other technical partners to test those assumptions and provide a more rational basis for reprioritization.

Similarly, while it is generally accepted that expanded responses at the outcome level will directly translate to success at the ultimate impact level, ongoing evaluative efforts are required to validate working assumptions and support more strategic decision-making. For this reason, improving the strategic information capacity of the UN system, and national and international partners, remains a high priority. The Country Response Information System, currently under active development by the Secretariat, will link epidemiological, programme response, resource tracking and other relevant information, in order to provide national and international partners with key evaluative inputs required for their decision making.

3. Evaluation and performance monitoring

Three major instruments will serve to provide timely monitoring and evaluation information on UBW implementation:

- **UNAIDS Annual Evaluation Report** will provide collaborating partners with detailed analytic and synthetic information on evaluation results and progress in implementing the UBW. This will substantially expand on summary evaluation findings currently included within the Executive Director's Report to the PCB and the UNAIDS Biannual Progress Report to the PCB and ECOSOC. The UNAIDS Annual Evaluation Report will also include a status report on efforts to support UNAIDS Cosponsors and national AIDS programmes in the development of their monitoring and evaluation plans at country level. In addition, the UNAIDS Annual Evaluation Report will include status reports and summary conclusions drawn from the UNAIDS Performance Monitoring Report and the UNAIDS Annual Theme Group Assessment.
- **UNAIDS Performance Monitoring Report.** This working document, currently accessible to UNAIDS Cosponsor and Secretariat managers, is a compilation of: annual performance updates in more than 50 distinct thematic, functional and regional areas of work within the Programme; twice-yearly reports by Secretariat managers against their UBW output indicators; and annual reports against UBW output indicators by Cosponsor managers.
- **UNAIDS Annual Theme Group Assessment.** The annual assessment of the UN Theme Group on HIV/AIDS tracks outputs and results in support of national efforts to address HIV/AIDS, including the status of development and implementation of country-level Integrated Workplans for the UN system on HIV/AIDS (IWPs). Compiled IWPs and National Strategic Plans will also be made available to UNAIDS partners and collaborators via the UNAIDS eWorkspace.

4. UNAIDS evaluation and performance monitoring resources

UNAIDS evaluation resources include: the Secretariat Evaluation Unit; Planning and Performance Monitoring Unit; and Resource Tracking Unit; the UNAIDS Monitoring and Evaluation Resource Group; the Cosponsor Evaluation Working Group; the Country Evaluation Support Group; global and regional evaluation resource networks financed within the UBW; and more focused evaluation support projects within

individual thematic areas, such as the United Nations Foundation financed evaluation support to youth programmes in Southern Africa.

- **Cosponsor Evaluation Working Group.** To help guide and provide support and coherence to UNAIDS overall evaluation efforts, a Cosponsor Evaluation Working Group has been established with strong links to the UNAIDS Monitoring and Evaluation Reference Group (MERG) and the UN Interagency Working Group on Evaluation. The Working Group members will assist their respective HIV/AIDS programme focal points with review and support in internalizing the UNAIDS evaluation framework in their work, including in the sharpening of their respective UBW outputs and the development of appropriate performance monitoring indicators. The Working Group will also assist in developing effective monitoring systems at global, regional and national levels and internal review systems for improved organizational learning and information sharing on HIV/AIDS. In addition, the Cosponsor Evaluation Working Group will oversee a more in-depth assessment of UN system performance at country level in implementing Integrated Workplans on HIV/AIDS; in particular through joint country case studies in selected countries to supplement the current Annual Theme Group Assessment.
- **UNAIDS Monitoring and Evaluation Reference Group (MERG).** The work of the Cosponsor Evaluation Working Group to develop and strengthen an independent evaluation function for improved accountability and organizational learning, and to advance a common thematic evaluation and research agenda, will be conducted within the context of the UNAIDS Monitoring and Evaluation Reference Group (MERG). With its broader membership of national, bilateral agency and independent evaluation expertise, the MERG is best placed to assist in the harmonization of the monitoring and evaluation approaches among collaborating organizations and in the development of effective monitoring and evaluation methods of the response to the epidemic.
- **Country Evaluation Support Group.** To improve access by UNAIDS Cosponsors to design resources for country programme monitoring and evaluation, a Country Evaluation Support Group, financed within the World Bank component of the UBW, will be established in the 2002-2003 biennium. The Country Evaluation Support Group will work closely with and supplement the increased evaluation and performance monitoring support work of UNAIDS Country Programme Advisers.
- **UNAIDS Secretariat Evaluation Unit.** In support of these efforts, the UNAIDS Secretariat Evaluation Unit will focus its resources on the development of systems for sharing of information and evaluation reports and findings, supporting regional monitoring and evaluation technical resource networks, and mobilizing the evaluation resources required to guide the expanding HIV/AIDS response.

G. Overview and structure of the Unified Budget and Workplan for 2002 - 2003

1. Comparison of the proposed UBW 2002 - 2003 with UBW 2000-2001

While the UBW for 2002-2003 builds on and in many ways resembles the UBW for 2000-2001, several important differences exist with respect to the planning environment, the process and the eventual product of the UBW development. These include:

- **Greater clarification of priorities and roles.** With few exceptions, this cycle of the UBW process has benefited from the further clarification of the priorities and roles of its participants. This has come in part as a consequence of the Global Strategy Process, the tandem process of the development of the UN System Strategic Plan for 2001-2005, and the development of related institutional strategies by several of the Cosponsors. In addition, several Cosponsors have increased their capacities in priority technical areas. This has been accompanied by a parallel process of realignment in the Secretariat structure and functions, emphasizing three key functions, namely: strategic leadership and policy coordination; mobilization of political, social and programme resources; and improving access to strategic information.
- **More complete integration.** The UBW includes all HIV/AIDS-related activities of the Cosponsors and the Secretariat at the global and regional levels, including their regular budgets/general resources. All Secretariat activities are included within the core component of the budget. The United Nations International Drug Control Programme is now included in the UBW. In addition, the World Bank is now fully included in the Unified Budget and Workplan exercise.

The UBW includes a 'core' budget component, which the UNAIDS Secretariat takes the lead responsibility for raising, as well as a 'supplemental' component, which individual Cosponsors will raise. In addition, estimated country-level expenditures of the Cosponsors are also included in the UBW.

- **Improved tools for information sharing.** UBW details are available through an Internet-accessible information system, which fully integrates the UBW submissions of all agencies and individual management units within those agencies. The "transparency system" enables Cosponsors to review and harmonize their UBW outputs with each other by providing each with a "full view" of each other's UBW descriptions, financial information, and performance monitoring indicators. The UBW database is further integrated with limited access discussion to enable password-controlled harmonization discussions within specific agencies, or among agencies through thematic or regional Interagency Task Teams. Requests for advances against the UBW and expenditure performance reports can be made by Cosponsors through the Internet. The system will also be enhanced to track UBW output-level performance monitoring in the next biennium.
- **Additional resources.** A 36% increase in the core component of the UBW 2002-2003 as compared with the UBW 2000-2001 includes a doubling of Cosponsor resources and an increased allocation of resources managed at

regional level from 18 per cent in the 2000-2001 biennium to 42 per cent in the 2002-2003 biennium.

2. Structure of the UBW

The Unified Budget and Workplan for 2002 - 2003 is organised in three sections:

- Section I of the proposed Unified Budget and Workplan (UBW) presents an overview of the UBW, the monitoring and evaluation framework of the UBW, and the agreed process through which to further harmonize the work of the Cosponsors and the Secretariat at the regional level.
- Section II presents a synthesis of the budget proposals in nine areas of work. It links these areas of work to the goals, targets and UN system strategic objectives elaborated in the UN System Strategic Plan for 2001-2005 and describes the main results that each of the Cosponsors and other UN agencies plan to achieve during the biennium.
- Section III includes a summary of the overall approach and resource allocations of each of the UNAIDS Cosponsors, the Secretariat as well as interagency and other UN activities which fall within the UBW.

The specific UBW outputs of each of the Cosponsors, the Secretariat and other UN agencies, as well as UBW output-level indicators to monitor progress are compiled as a separate document.

3. Distribution of Resources within the UBW

UNAIDS Secretariat and Cosponsors estimate that a total budget of US\$ 378 million is required for global and regional-level activities of UNAIDS Cosponsors and Secretariat in support of an expanded response to HIV/AIDS in the 2002 - 2003 biennium.

This total of **US\$ 378 million** includes:

- **US\$ 68 million** in Cosponsor resources, which includes all HIV/AIDS-related activities of the Cosponsors, funded through their regular budgets/general resources.
- **US\$ 190 million** in “UBW core” resources, for programme activities to enhance the collective effort of UNAIDS in support of an expanded response to HIV/AIDS at country level.
- **US\$ 120 million** in “UBW supplemental” resources, covering other essential programme activities of the Cosponsors and other UN agencies to provide additional support to an expanded response to HIV/AIDS.

The overall level for the core component of the UBW 2002 - 2003 of US\$ 190 million is set out in Table 1 below.

Table 1: UNAIDS proposed core budget for 2002 - 2003

	US\$ '000	Per cent
Cosponsors	65,200	34%
Interagency	41,800	22%
Secretariat activities	48,510	26%
Secretariat posts	34,490	18%
TOTAL	190,000	100%

The distribution of the core component of the UBW 2002 - 2003 by area of work is set out in Table 2 below. Further detail with respect to the distribution UBW core resources by area of work by individual UNAIDS Cosponsor and the Secretariat is elaborated in Sections II and III.

Table 2: Distribution of UBW core resources by area of work

Areas of work	Total US\$'000	% of total
1. Ensuring an extraordinary response to the epidemic		
1.1 Mobilizing political and public support	11,116	6
1.2 UN system mobilization, planning, performance monitoring and evaluation	9,573	5
1.3 Strengthening national strategic planning and coordination	48,654	26
1.4 Epidemiological and strategic information	8,204	4
1.5 Mobilizing financial resources	9,479	5
1.6 Regional strategy and technical support	12,120	6
2. Cross-cutting issues required for an expanded response	2,751	1
3. Protecting children and young people from the epidemic and its impact	18,810	10
4. Addressing those most vulnerable to, and at greatest risk of HIV infection	5,956	3
5. Care and support to individuals and communities affected by HIV/AIDS	8,500	5
6. Operations and biomedical research	5,295	3
7. Human resource and institutional capacities in key sectors	11,238	6
8. Policies, legislation and programmes addressing HIV/AIDS and its socioeconomic impacts	14,049	7
9. Governance, management and administration	24,255	13
TOTAL	190,000	100

The global and regional distribution of the core component of the UBW 2002-2003 by UNAIDS Cosponsor and Secretariat is set out in Tables 3a and 3b below. Regional resources include those allocated to regional offices/teams or to headquarters regional divisions/desks of the UNAIDS Cosponsors and Secretariat. Further detail with respect to the global and regional distribution of UBW core resources by individual UNAIDS Cosponsor and the Secretariat is elaborated in Sections II and III.

Table 3a: Distribution of UBW core resources by global and regional management units (in US \$ '000)

	Africa	Middle East/N.A.	Asia*	Americas	Europe and CIS*	Regional total	Global total	Total
Secretariat	13,330	830	7,639	3,925	1,500	27,224	55,776	83,000
UNICEF	1,750	750	3,900	1,400	1,200	9,000	5,500	14,500
UNDP	3,245	0	708	865	580	5,398	2,402	7,800
UNFPA	3,320	819	2,855	949	767	8,710	2,290	11,000
UNESCO	685	0	0	0	400	1,085	2,915	4,000
WHO**	0	0	0	0	0	0	19,500	19,500
World Bank	2,300	100	1,050	400	250	4,100	1,600	5,700
UNDCP	250	0	875	500	875	2,500	200	2,700
Interagency	11,202	102	5,248	3,633	1,615	21,800	20,000	41,800
Total	36,082	1,771	23,105	13,172	5,687	79,817	110,183	190,000

*The column for Asia excludes Central Asia, which is included in the column for Europe and CIS

**Regional breakdown not available

Table 3b: Distribution of UBW core resources by global and regional management units (in per cent)

	Africa	Middle East/N.A.	Asia*	Americas	Europe and CIS*	Regional Total	Global total	Total
Secretariat	16%	1%	9%	5%	2%	33%	67%	100%
UNICEF	12%	5%	27%	10%	8%	62%	38%	100%
UNDP	42%	0%	9%	11%	7%	69%	31%	100%
UNFPA	30%	7%	26%	9%	7%	79%	21%	100%
UNESCO	17%	0%	0%	0%	10%	27%	73%	100%
WHO**	0%	0%	0%	0%	0%	0%	100%	100%
World Bank	40%	2%	18%	7%	4%	72%	28%	100%
UNDCP	9%	0%	32%	19%	32%	93%	7%	100%
Interagency	27%	0%	13%	9%	4%	52%	48%	100%
Average	19%	1%	12%	7%	3%	42%	58%	100%

*The column for Asia excludes Central Asia, which is included in the column for Europe and CIS.

**Regional breakdown not available

The overall level and distribution of the supplemental component of the UBW 2002-2003 is set out in Table 4 below. Further detail with respect to the distribution of UBW core resources, UBW supplemental resources and Cosponsor resources for individual UNAIDS Cosponsors and the Secretariat, by areas of work, and global and regional distribution, and management units is elaborated in Sections II and III.

Table 4: Distribution of UBW core, UBW supplemental and Cosponsor resources by agency (in \$ '000)

Agency	Agency country-level resources	Agency global/regional resources	Proposed total core UBW	Proposed supplemental UBW	Total global and regional resources
Secretariat	Not applicable	Not applicable	83,000	Not applicable	83,000
UNDCP	21,400	4,509	2,700	6,463	13,672
UNDP	120,000	16,600	7,800	24,000	48,400
UNESCO	Not available	2,180	4,000	4,750	10,930
UNFPA	62,000	14,080	11,000	14,500	39,580
UNICEF	100,000	15,000	14,500	20,300	49,800
WHO	50,000	9,845	19,500	30,000	59,345
World Bank	See below	5,800	5,700	8,500	20,000
Interagency	Part of UBW	Not applicable	41,800	2,000	43,800
Other UN agencies	Not available	Not available	Not applicable	10,000	10,000
TOTAL	353,400	68,014	190,000	120,513	378,527

Table 4 includes Cosponsors' estimated country level expenditures for *HIVAIDS-specific* activities as well as activities which (a) include HIV/AIDS as an *integrated* part, or (b) have an indirect effect on HIV/AIDS through results which are *supportive* of efforts to address HIV/AIDS. The latter two kinds of expenditures have been calculated as a percentage of the total budget in an area with significant bearing on HIV/AIDS, such as reproductive health in the case of UNFPA, or drug demand reduction in the case of UNDCP. In addition to the estimated Cosponsor country-level expenditures included in Table 4, World Bank lending for new HIV/AIDS projects and components in 2002-2003 (new commitments) is projected to be US\$580 million per year in IDA credits and US\$170 million per year in IBRD loans.¹⁰

Estimating the country-level expenditures of Cosponsors poses a number of methodological difficulties and the figures in Table 4 should be considered preliminary estimates. Several Cosponsors have only been able to estimate expenditures in certain key areas, with other areas still to be estimated – in the case of UNICEF, for instance, relating to health systems strengthening and girls' education.

¹⁰ IDA (International Development Association) credits are highly concessional: there is no interest and the grant component is 65-70 percent. IBRD (International Bank for Reconstruction & Development) uses market-based rates. Borrowers can select loan products consistent with their debt management strategy and suited to their debt servicing capability.

Efforts are continuing by the Cosponsors to improve their estimates with methodological support from the Secretariat. A particular difficulty is the increased mainstreaming or integration of HIV/AIDS into different sectors and other activities of Cosponsors – as a result of an increased focus by the Cosponsors on HIV/AIDS – which makes assessing expenditures on or related to HIV/AIDS more difficult. Another difficulty is that the HIV/AIDS-related work of the Cosponsors at country level to a large extent is based on voluntary contributions, which are difficult to estimate accurately in advance of their commitment.

First approximations of country-level expenditure have been estimated in the categories as defined in Table 5.

Table 5: Estimating country-level HIV/AIDS expenditures

Category	Funding Attribution	Description
HIV/AIDS-Specific	100% attributable to HIV/AIDS	Includes activities focused predominantly on achieving HIV/AIDS-related results, regardless of other benefits. <i>Examples include: HIV/AIDS policy and strategy development, HIV/AIDS-specific education and public information projects, HIV/AIDS voluntary counselling and testing; treatment of HIV/AIDS-related opportunistic infections; care and support for children affected by HIV/AIDS.</i>
HIV/AIDS-Integrated	Less than 100% attributable to HIV/AIDS based on project content	Includes activities focused on achieving multiple results of which HIV/AIDS- related results factor prominently. <i>Examples include: life-skills education, reproductive health services for highly vulnerable populations, intravenous drug use prevention in youth.</i>
HIV/AIDS-Supportive	Less than 50% attributable to HIV/AIDS based on HIV/AIDS related project outcome	Includes activities with more marginal HIV/AIDS-related results except in highly endemic countries where they may be essential to enable more focused HIV/AIDS-related activities. <i>Examples include: gender-equity programming (such as increasing the enrolment of girls in secondary school), community media development, health-care system capacity-building, strengthening legal and social service capacities.</i>

S E C T I O N I I

**S Y N T H E S I S O F
B U D G E T P R O P O S A L S**

1. ENSURING AN EXTRAORDINARY RESPONSE TO THE EPIDEMIC

Summary distribution by focus area in ensuring an extraordinary response to the epidemic

	Focus area	Cosponsor resources	UBW resources		Grand total
			Core UBW	Supplemental UBW	
1.1	Mobilizing political and public support	1,025	11,116	1,150	13,291
1.2	UN system mobilization, planning, performance monitoring and evaluation	400	9,573	2,900	12,873
1.3	Strengthening national strategic planning and coordination	600	48,654	11,600	60,854
1.4	Epidemiological and strategic information	480	8,204	2,720	11,404
1.5	Mobilizing financial resources	2,900	9,479	1,600	13,979
1.6	Regional strategy and technical support	1,026	12,120	7,939	21,085
	Total	6,431	99,146	27,909	133,486

(In US \$ '000)

1.1 UN System Strategic Objectives to ensure an Extraordinary Response

The strategic objectives for the UN System aimed at achieving the global targets have been elaborated in the UN System Strategic Plan for 2001-2005. They are:

1. To more effectively mobilize global, political and public support, including top-level leaders, in the response to the epidemic.
2. To fully engage the UN system leadership, and its policy and programme resources in addressing HIV/AIDS.
3. To strengthen the institutional partnerships required to generate epidemiological and strategic information needed to guide the response to the epidemic.
4. To mobilize and coordinate increased international support for national efforts to develop and implement National Strategic Plans on HIV/AIDS.
5. To mobilize and assist in channelling the financial and technical resources required for urgent and expanded national responses.
6. To encourage regional partners to collaborate in the development of mechanisms and elaboration of regional strategies to support countries in their efforts to respond to HIV/AIDS.

1.2 UNAIDS Action

Summary distribution by agency/programme in ensuring an extraordinary response to the epidemic

Agency/Programme	Cosponsor resources	UBW resources		Grand total
		Core UBW	Supplemental UBW	
UNICEF	0	1,035	2,550	3,585
UNDP	0	3,820	11,950	15,770
UNFPA	1,350	400	0	1,750
UNESCO	375	250	400	1,025
UNDCP	1,506	875	2,259	4,640
WHO	0	2,000	2,000	4,000
WORLD BANK	3,200	2,900	4,750	10,850
Other UN agencies	0	0	2,000	2,000
Interagency	0	37,800	2,000	39,800
Secretariat	0	50,066	0	50,066
Total	6,431	99,146	27,909	133,486

(In US \$ '000)

Specific UBW output-level results of the UNAIDS Cosponsors and Secretariat that contribute to the achievement of the UN System objectives are described below:

Through the work of **UNDP** and its partners, expected results include:

- Improved national strategic plans which include results-oriented, large-scale, multi-sector responses that integrate HIV/AIDS concerns in macro-economic policies and budgets and include an expanded range of partners engaged in a coordinated response to the epidemic.
- Improved country access to global and regional policy and programme support services.
- Improve capacity of CCA/UNDAF processes to effectively address the epidemic and provide policy support to countries in maximising their use of debt relief savings.
- Strengthened capacity in the worst-affected countries to address the governance challenge of responding to the epidemic in those countries.
- Strengthened local partnerships and financing through links with micro-finance schemes and improved access to information.
- Strengthen intraregional and interregional network development in all areas of interventions emphasizing technical collaboration among developing countries.

Through the work of **WHO** and its partners, expected results include:

- Improved global access to epidemiological information on the temporal and geographical trends of the HIV/AIDS epidemic.

- Strong collaboration with UNAIDS Cosponsors, other UN agencies and partners to facilitate the broad adoption of a health sector strategy to assist countries in strengthening the national response to HIV/AIDS and substantially increasing their capacity so that interventions can be systematically delivered to those in need.
- Strengthened national surveillance systems and improved regional and global-level support to analyzing and disseminating surveillance information.
- Systems to monitor information on the prevalence and incidence of other sexually-transmitted infections and use sexually-transmitted infections data for HIV surveillance.

Through the work of the **World Bank** and its partners, expected results include:

- Improved access to key analysis, advocacy and briefing materials for use in executive briefings and workshops, high-level speeches, meetings and consultations required to support advocacy at the global level in economic finance and planning sectors as well as key lending sectors of the World Bank.
- Innovative finance mechanisms at the global level for HIV/AIDS programming, including those required to stimulate the research and development demand and supply of vaccines, microbicides and other key public goods.
- Access to technical and policy services required by country programmes of UNAIDS Cosponsors to introduce innovative finance mechanisms, including community level finance, macro-finance and the development modules for including HIV/AIDS in highly-indebted poor countries, poverty reduction strategy papers, country assistance strategies and others in the South Asia and Africa regions.
- Strengthened regional mechanisms for developing monitoring and evaluation tools and strategies in support of country programme of UNAIDS Cosponsors.
- Substantially expanded country-level access by UNAIDS Cosponsors to monitoring and evaluation technical resources required to enhance results-oriented country programme design and performance reporting in the South Asia, Africa, Latin American and Caribbean regions.

Through the work of **UNICEF** and its partners, expected results include:

- Mobilizing greater awareness of political leaders and international communities of the impact of HIV/AIDS on children globally.
- Facilitated access of the global media and other partners to documentation, increased media relations and development of an advocacy strategy for planning and implementing HIV/AIDS programmes and the dissemination of best practices for scaling up programmes addressing children's issues.

- Strengthened regional strategy processes and products in support of national efforts in most affected regions on social mobilization and advocacy for young people, HIV/AIDS prevention and care and strategy development for increasing coverage in low-cost environments.
- Increased support to the development of country-level access to technical assistance and materials through subregional training and consultation, the development of regional networks, and increased distribution of good practice materials.

Through the work of **UNDCP** and its partners, expected results include:

- Drug-related risk factors mapped and assessed to establish the pattern and dynamics of HIV infection and response in Asia, Africa, Central and Eastern Europe and Latin America.
- Support for regional strategy development processes including in South-East Asia, South Asia and the Southern Cone sub-regions.
- Establishment of Regional Task Forces to provide forums for identifying priorities, proposing strategies, guidelines and options for collaborative policy and programme action on drug use-related HIV/AIDS prevention.

Through the work of **UNFPA** and its partners, expected results include:

- Improved global level tracking, analysis of information on donor resource flows for HIV/AIDS activities carried out in collaboration with the UNAIDS Secretariat and collaborating agencies.
- Improved country access to technical support in the area of reproductive health programme capacity building, knowledge sharing, advocacy, research and evaluation.
- Increased awareness among policy-makers, including parliamentarians in the Latin America and Caribbean regions, of the impact of STI/HIV/AIDS on sexual and reproductive health and rights.

Through the work of **UNESCO** and its partners, expected results include:

- Significantly increased numbers of education, communication, culture and sports ministries, agencies and non-governmental organizations (NGOs) actively engaged in the response to HIV/AIDS.

Specific results to be achieved by **Interagency** efforts include:

- Improved access to programme planning and design services required by the UN System at country level through the UNAIDS Programme Acceleration Fund (PAF) to support the initiation of new activities that have been identified as urgent priorities through the national strategic planning process.

- Strengthened national plans addressing HIV/AIDS through improved approaches to national and subnational planning, including situation analyses, response analyses and strategic plan formulation;
- Operational support to UN Theme Groups on HIV/AIDS supporting the development, implementation and monitoring of national strategies through the implementation of UN System Integrated Work Plans.

The specific results of the **UNAIDS Secretariat** in support of the overall programme are described below.

Global results include:

- Coordinated and coherent policies addressing HIV/AIDS across the UNAIDS Cosponsors and broader UN system.
- Substantially improved country and global level access through the UNAIDS Country Response Information System to strategic information on the response to the epidemic, including improved cost estimates and modelling of the potential impact of various interventions.
- Broadened and intensified UN system resource investments in HIV/AIDS including its integration as a cross-cutting issue, governance, human rights and security issues, and other UN system programme priorities. Facilitated access to UNAIDS Cosponsors and partners to the full array of policies, strategies and state of the art knowledge required to support programme development on risk, vulnerability, impact reduction, and treatment and care for people living with HIV.
- Execution of a coordinated and coherent UN system-wide advocacy, public information, and World AIDS Campaign strategy to mobilize political and public support for the global response to the epidemic.
- Increased global access to an expanded Best Practices collection facilitated through a web-enabled information/knowledge repository.
- Best Practice monitoring mechanisms in place, to ensure country and subregional experiences are incorporated into global, regional and national policies, strategies and programmes.
- Strengthened policy and programme support mechanisms established within the private sector to make available quality information products on civil society and business sector initiatives required to increase workplace programme, financial contributions and use of non-financial assets by major business sector organizations (corporations, trade unions and foundations) towards the fight against the epidemic.
- Facilitation and support to the Inter-Agency Task Team on Country-Level Operations, which has the task of providing guidance and support strengthening performance of the UN Theme Groups on HIV/AIDS.

-
- Improved guidance and support to the UN system in countries and national HIV/AIDS programmes on HIV/AIDS-related programme design, development and programme monitoring.
 - Increased flow of financial resources to national programmes through advocacy with funding partners, better access to strategic information on resource commitments and expenditure and improved global mechanisms for resource mobilization.
 - A fully funded Unified Budget Workplan (UBW) with effective performance monitoring of the programme efforts of the UNAIDS Cosponsors, the Secretariat and other UN agencies.

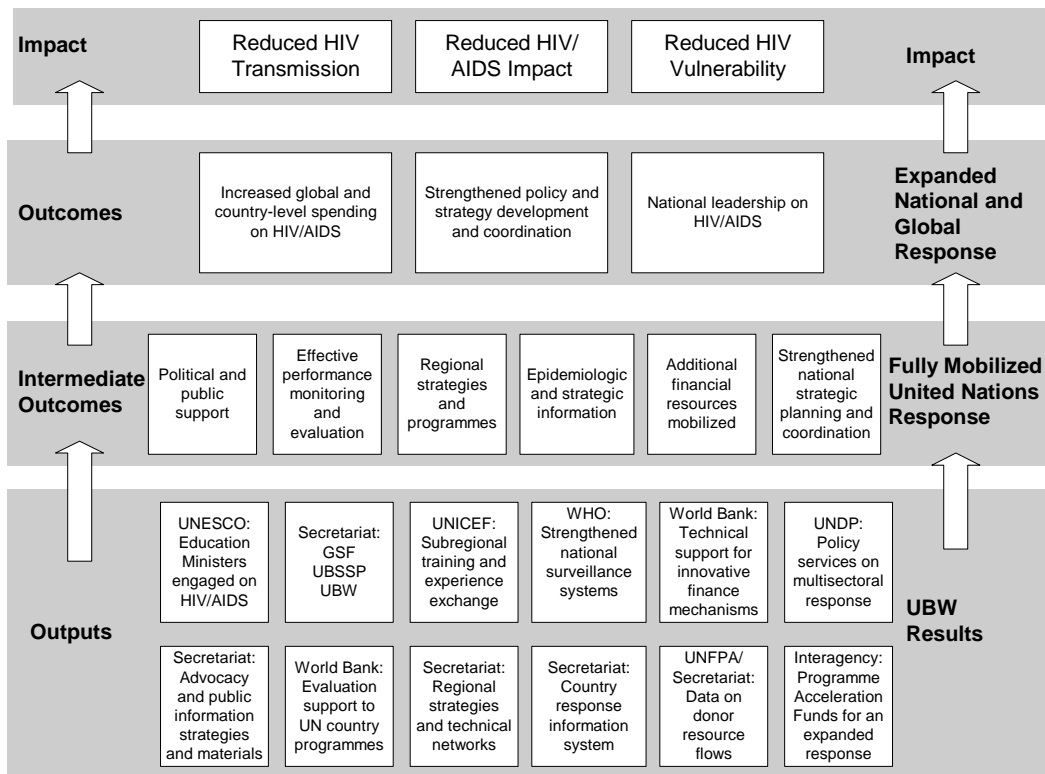
Regional-level results include:

- Effective regional strategies developed and processes established in all affected regions required to: identify urgent priorities; support horizontal cooperation among governments; and supporting mobilization of resources to countries and for the development of subregional initiatives and partnerships.
- Strengthened regional-level technical support networks and mechanisms facilitating country-level access to technical resources of national, regional and international partners.

Country-level results include:

- Increased coordination of UN system country programme on HIV/AIDS through improved guidelines and tools that facilitate the UN system's support to the national response, including the design and performance monitoring of UN Integrated Workplans and the promotion of effective models of Theme Group support based on annual assessments.
- A Country Response Information System (CRIS) designed and operating which facilitates the compilation, analysis and dissemination of state-of-the-art strategic information on the epidemic, its impact and the response to it at global, regional and country level.

Figure 3: Illustrative framework for ensuring an Extraordinary Response



2. CROSS-CUTTING ISSUES IN AN EXPANDED RESPONSE

Summary distribution by focus area in cross-cutting issues required for an expanded response

	Focus area	Cosponsor resources	UBW resources		Grand total
			Core UBW	Supplemental UBW	
2.1	Protecting human rights and reducing stigma associated with HIV/AIDS	135	1,351	1,150	2,636
2.2	Gender-based inequalities fuelling the epidemic	0	600	1,800	2,400
2.3	Participation of people living with and affected by HIV/AIDS	0	300	2,900	3,200
2.4	Partnerships with the private sector and civil society	0	500	500	1,000
	Total	135	2,751	6,350	9,236

(In US \$ '000)

2.1 UN System Strategic Objectives relating to Cross-cutting Issues

The cross-cutting strategic objectives for the UN system aimed at achieving the global targets have been elaborated in the UN System Strategic Plan for 2001-2005. They are:

1. To intensify UN system advocacy around international treaties, UN resolutions and intergovernmental agreements which help governments to promote, protect and fulfil human rights and reduce stigma related to HIV.
2. To significantly strengthen UN machinery required to monitor and report on HIV/AIDS-related human rights violations.
3. To mobilize policy and programme support to governments seeking to strengthen legislative, legal and human rights frameworks protecting vulnerable population and people living with HIV/AIDS.
4. To strengthen evidence-based advocacy of policies and programme which assist governments to address gender-based inequalities fuelling the HIV/AIDS epidemic.
5. To mobilize technical and programme support to governments seeking to reduce inequality of access for women to essential HIV/AIDS-related information, services, legal protection and commodities.
6. To advance strategies and mechanisms required for an expanded response that:
 - Increase the participation of people living with and affected by HIV/AIDS in the response to the epidemic, and
 - Strengthen the capacities required to build partnerships with the private sector and civil society.

2.2 UNAIDS Action

Summary distribution by agency/programme in cross-cutting issues required for an expanded response

Agency/Programme	Cosponsor resources	UBW resources		Grand total
		Core UBW	Supplemental UBW	
UNICEF	0	500	500	1,000
UNDP	0	1,200	3,600	4,800
UNESCO	135	250	250	635
Other UN agencies	0	0	2,000	2,000
Secretariat	0	801	0	801
Total	135	2,751	6,350	9,236

(In US \$ '000)

Human rights promotion and efforts to reduce discrimination are intrinsic elements of the work of the UNAIDS Cosponsors and Secretariat described throughout the UBW, as are the related objectives to address the gender-based inequalities that fuel the epidemic. Increased participation and partnerships are emphasized across the breadth of the UBW. In addition to those UBW outputs addressing these objectives elsewhere, specific UBW output-level results of the UNAIDS Cosponsors and Secretariat that contribute to the achievement to these cross-cutting objectives are described below.

Through the work of **UNDP** and its partners, expected results include:

- Basic gender inequalities being addressed in all UN system programmes including advocacy on women's right to information, and on reducing the particular vulnerability of women and girls to HIV/AIDS.
- Strengthened regional networks on ethics and law addressing issues relating to people living with HIV. Encouraged participation of persons living with AIDS in national and local bodies, and in planning and implementation.
 - Support to governments in implementation of international guidelines on human rights and HIV/AIDS as well as related provisions in the Convention for the Elimination of Discrimination Against Women and other human rights conventions.
 - Technical assistance and advice to governments for legal reform and formulation of anti-discrimination legislation to protect the rights of people living with HIV/AIDS; and support to human rights groups working on HIV/AIDS including those who address the special concerns of women.

Through the work of **UNESCO** and its partners, expected results include:

- Increased global level access to policy and programme support for the development of education programmes aimed at preventing discrimination and intolerance with respect to HIV/AIDS (to be carried out in cooperation with **ILO**).
- Increased awareness through advocacy in schools and cultural institutions of the need to protect human rights and reduce stigma and discrimination.

Through the work of the **Office of the High Commissioner for Human Rights (OHCHR)** and its partners, expected results include:

- Strengthened United Nations human rights machinery addressing HIV/AIDS.
- Improved global-level access to updated information material on HIV/AIDS and human rights, including tools for monitoring HIV/AIDS-related human rights violations, indicators on human rights and HIV/AIDS and promote integrating HIV/AIDS within the work of national human rights institutions.
- Increased global-level access to policy and programme support and training on human rights and HIV/AIDS for officials.
- Completed legislative reviews as set out in the draft UN Declaration of Commitment on HIV/AIDS.

Specific results of the **UNAIDS Secretariat** in support of the overall programme include:

- Substantially increased global-level access to strategic information, tools and mechanisms for the monitoring and analysis of HIV-related human rights.
- Improved global-level access to supportive legislative frameworks and mechanisms for redressing and monitoring HIV/AIDS-related human rights violations.
- Increased number of UN System Integrated Workplans and National Strategic Plans explicitly addressing human rights and discrimination issues.
- Facilitation and support to the work of the Inter-Agency Working Group (IAWG) on Gender with a focus on developing and promoting a UN system-wide work agenda aimed at reducing gender disparities linked to increased vulnerability to HIV.

3. PROTECTING CHILDREN AND YOUNG PEOPLE FROM THE EPIDEMIC AND ITS IMPACT

Summary distribution by focus areas in protecting children and young people from the epidemic and its impact

	Focus area	Cosponsor resources	UBW resources		Grand total
			Core UBW	Supplemental UBW	
3.1	Policies and programme on children and young people affected by the epidemic	35	5,260	6,075	11,370
3.2	Life-skills education approaches for in-school and out-of-school youth	330	2,915	3,725	6,970
3.3	Youth-friendly reproductive and sexual health services	850	2,260	4,650	7,760
3.4	Prevention of transmission of HIV to mothers and infants	500	6,350	6,300	13,150
3.5	Policies and programme addressing the needs of particularly vulnerable children and young people	474	875	1,511	2,860
3.6	Children affected by HIV/AIDS, particularly orphans	0	1,150	2,550	3,700
	Total	2,189	18,810	24,811	45,810

(In US \$ '000)

3.1 UN System Strategic Objectives to Protect Children and Young People

The strategic objectives for the UN system aimed at achieving the global targets have been elaborated in the UN System Strategic Plan for 2001-2005. They are:

1. To strengthen evidence-based advocacy of policies and programme approaches which ensure maximum protection of children and young people from HIV/AIDS, and more fully involve young people in the response to the epidemic.
2. To increase policy and programme support to governments seeking to address the needs of children and adolescents particularly vulnerable to HIV/AIDS, including fulfilling their rights to access basic educational, health and social services and legal protections.
3. To mobilize international technical and programme resources in support of efforts by national governments and civil society to dramatically increase access to:
 - information and life skills education for in-school and out-of-school youth,
 - youth-friendly reproductive health and sexual health services,
 - services which prevent HIV infection in mothers and infants, and
 - basic education, health, social and vocational services for children affected by HIV/AIDS, in particular orphans.

3.2 UNAIDS Action

Summary distribution by agency/programme in protecting children and young people from the epidemic and its impact

Agency/Programme	Cosponsor resources	UBW resources		Grand total
		Core UBW	Supplemental UBW	
UNICEF	0	10,320	13,300	23,620
UNFPA	1,350	2,700	5,150	9,200
UNESCO	365	1,015	2,100	3,480
UNDCP	474	125	711	1,310
WHO	0	2,650	3,550	6,200
Interagency	0	2,000	0	2,000
Total	2,189	18,810	24,811	45,810

(In US \$ '000)

The strategic approaches of the UN System addressing these objectives are elaborated within the UN System Strategic Plan. Specific UBW output-level results of the UNAIDS Cosponsors and Secretariat that contribute to the achievement of the objectives are described below.

Through the work of **UNICEF** and its partners, expected results include:

At the global level:

- Increased global-level access to policies and programme support to the development of a programme focusing on primary prevention among young people including care and support for those orphaned and other vulnerable children.
- Broad global-level access to innovative communication strategies and tools for HIV programme focusing on adolescents and vulnerable populations, including fact sheets for adolescents, handbooks for parents, and press kits for journalists and media for adaptation into local communications strategies at country level.
- Increased advocacy and access at global level to briefing manuals, policy and programme support required to include HIV/AIDS issues within child-friendly schools and school health initiatives.
- Established monitoring and evaluation mechanisms for data collection on situation of orphans and vulnerable children.

At the regional level:

- Increased regional-level advocacy and country level access to policy and programme support and best practice documentation required for the inclusion of HIV/AIDS programming especially targeting prevention and care among youth in all sections of UNICEF country workplans.
- Strengthened mobilization and programme support on care and support for orphans and other children affected by HIV/AIDS emphasizing efforts to provide community-based

orphan care and alternative care systems. Regional training (ROSA, WCARO, CEE/CIS) to build capacity and knowledge of governments, NGOs and key partners.

- Increasing technical support to countries in operational research in life skills education, aimed at having training materials prepared and introduced at country level.
- Improved access of countries to technical support for life-skills-based education including briefing materials on how to plan and implement life skills projects for youth, regional training workshops on life-skills programming, and the development of web-based best practices and information resources.
- Strengthened technical assistance and support on improving access to youth-friendly services through subregional training and consultations, and the exchange of good practice materials on quality health services in reproductive and sexual health, substance use and counselling.
- Increased technical support provided to countries and regions required to scale up the field programme on the prevention of HIV infection in mothers and transmission to infants.
- Improved country-level access to policy and programme support to the operational research, policy formulation and capacity development in HIV and infant feeding and to support the protection, promotion and support of breastfeeding.

At the country level:

- Increased participation of young people in the development of policies and strategies addressing HIV/AIDS.
- Increased access at country level to technical assistance from partners, governments and NGOs to expand and strengthen youth activities and programme on primary prevention of HIV/AIDS in young people.
- Support provided to the initiation of interventions within the programme of prevention of HIV infection in mothers and transmission to infants in 15 additional countries and to strengthen implementation in 15 existing countries.
- Increased resources within the UNICEF country programme on reduction of drug substance and alcohol-related harm among youth, including drug-related HIV infection.

Through the work of UNFPA and its partners, expected results include:

- Improved access of national structures active in sexual and reproductive health services to policy and programme resources required to strengthen counselling of at-risk young people.

- Increased access through regional support of programme tools relevant for HIV prevention and promotion of safe sexual behaviour among adolescents and youth, and guidelines for strengthening skills of support groups (teachers, peers, parents, service providers) to address reproductive health (including related to HIV prevention) needs of youth for provision of youth-friendly counselling and services.
- Increased policy and programme support provided at country level to increase access for young people to information and commodities for prevention of STIs and HIV/AIDS as a result of regional social marketing programme, and the replication and scaling up of proven interventions (best practices) in Africa focused on youth and adolescents.
- Improved access to HIV prevention-related care and social support for women and adolescent girls with a focus on interventions in pregnant women, regardless of their HIV serostatus. A baseline assessment will be provided of the programmatic feasibility of prevention of HIV infection in pregnant women and its transmission to children.
- Expanded and upscaled demonstration programme addressing HIV prevention for women and girls in 10 countries including; (a) sexual health education and behaviour change; (b) situational analysis of needs for safe sexual behaviour; and (c) sharing and utilizing best practices.

Through the work of **WHO** and its partners, expected results include:

- A strengthened evidence base on which to build policies, strategies and guidance on the prevention of HIV infection in mothers and transmission to infants interventions.
- Global level access to information on the use of antiretrovirals for preventing HIV infection in mothers and transmission to infants, including short and long-term safety for the mother, and the infant, individual and population resistance development, on use of antiretroviral regimes to prevent HIV transmission through breastfeeding, improved country-level access to information and policy guidance on safe patterns and methods of infant feeding to prevent HIV, and on infant feeding counselling feasibility, acceptability and impact.
- Increased country-level access to managerial and technical guidance, training tools, and monitoring and evaluation support, for the introduction and integration of prevention of HIV infection in mothers and transmission to infants and HIV management in reproductive health and maternal and child health.

Through the work of **UNESCO** and its partners, expected results include:

- Increased advocacy and access to policy support to countries establishing formal and non-formal education programmes in schools that are safe and environments that are protective, particularly for girls, providing facts to young people about how to prevent HIV/AIDS and act on this knowledge.

- Improved access to technical and programme support to strengthen preventive and life-skills education approaches for in-school and out-of-school youth at country level.

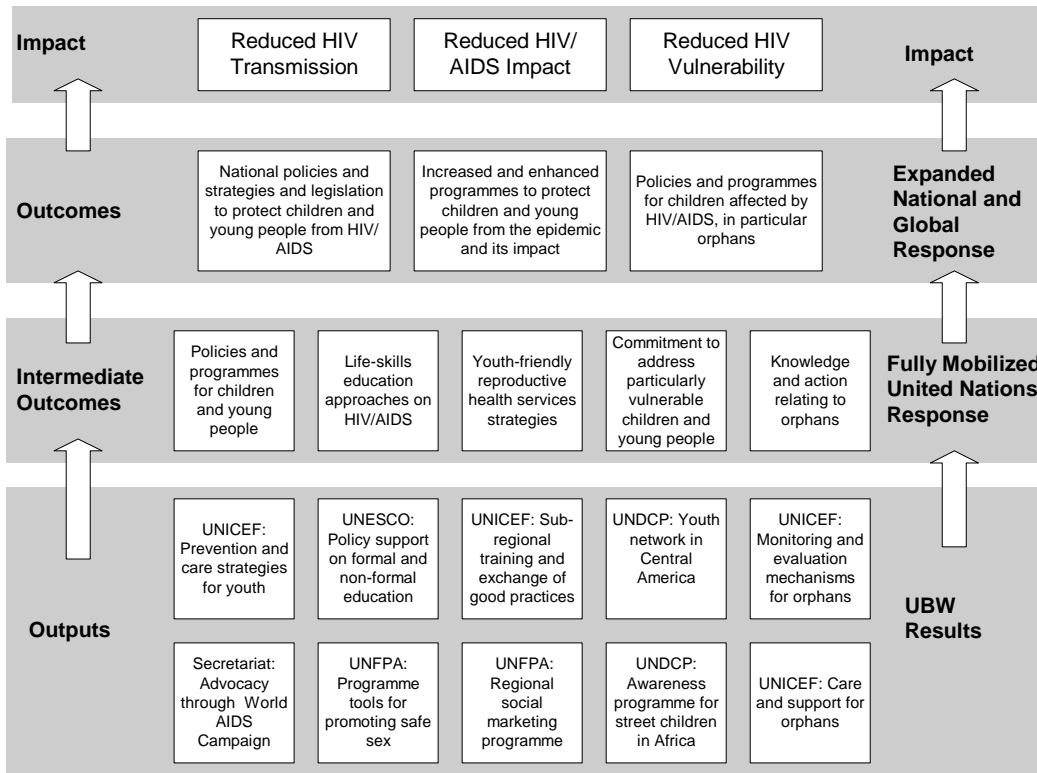
Through the work of **UNDCP** and its partners, expected results include:

- Support to regional education and awareness programme to prevent and reduce the spread of drug-use-associated HIV infections among commercial sex workers, street children and in-school and out-of-school youth in West Africa.
- Support for demonstration preventive programme on drug abuse and HIV/AIDS targeted at street youths/drug users (in- and out-of-treatment)/commercial sex workers and prisoners in sub-Saharan Africa.
- Policies, strategies and programme to reduce drug substance and alcohol-related harm among youth in Asia.
- Technical and programme support provided to the establishment of a network of youth organizations in Central America on drug abuse HIV/AIDS and other sexually-transmitted diseases (STD) prevention strategies and assisting in the planning of community development activities.

Specific results of the **UNAIDS Secretariat** in support of the overall programme include:

- Effective facilitation and support to the Inter-Agency Task Team on youth to enhance collaboration in providing technical support and to improve the development and exchange of good practice materials, and to facilitate monitoring and evaluation, and the follow-up of life-skills education programmes in and out of schools.
- Effective facilitation and support to the Inter-Agency Task Team on the prevention of HIV infection in mothers and transmission to infants which will continue to harmonize the work of the UN Cosponsors at regional and global level and build bridges with other organizations with an interest to support a scale-up of efforts to reduce mother-to-child transmission at both global and regional levels.
- Support to the further development of strategies developing, monitoring and evaluating programmes to protect children and young people.
- Continuing advocacy on HIV/AIDS in children and youth through dissemination of successful experiences through the Best Practice Collection, mass media and the World AIDS Campaigns.

Figure 4: Illustrative framework for protecting children and young people from the epidemic and its impact



4. ADDRESSING THOSE MOST VULNERABLE TO, AND AT GREATEST RISK OF HIV INFECTION

Summary distribution by focus area in addressing those most vulnerable to, and at greatest risk of HIV infection

	Focus area	Cosponsor resources	UBW resources		Grand total
			Core UBW	Supplemental UBW	
4.1	Addressing sex workers and their clients	200	1,000	1,950	3,150
4.2	Drug-related HIV infection	1,033	1,590	2,049	4,672
4.3	Addressing HIV prevention for men who have sex with men and other vulnerable groups	0	2,617	0	2,617
4.4	Migrants, refugees and internally displaced persons	1,192	700	6,788	8,680
4.5	Violence and trafficking of women and children	0	50	0	50
	Total	2,425	5,957	10,787	19,169

(In US \$ '000)

4.1 UN System Strategic Objectives addressing Vulnerability and Risk

The strategic objectives for the UN system aimed at achieving the global targets have been elaborated in the UN System Strategic Plan for 2001-2005. They are:

1. To promote policy and programme approaches which protect the human rights and reduce the stigmatization, marginalization and discrimination of groups most vulnerable to HIV/AIDS.
2. To provide policy services and mobilize programme support to countries seeking to address the basic and HIV/AIDS-related needs of:
 - Sex workers
 - Injecting drug users (IDUs) and their partners
 - Men who have sex with men
 - Migrants, refugees and internally displaced persons
 - Prisoners and other institutionalized persons
 - Men and women separated from their families
 - Women and children affected by trafficking and violence.

4.2 UNAIDS Action

Summary distribution by agency/programme in addressing the needs of those most vulnerable to, and at greatest risk of HIV infection

Agency/Programme	Cosponsor resources	UBW Resources		Grand total
		Core UBW	Supplemental UBW	
UNICEF	0	110	0	110
UNDP	0	400	1,200	1,600
UNFPA	1,000	1,050	4,150	6,200
UNDCP	1,425	1,130	2,137	4,692
WHO	0	650	900	1,550
Other UN agencies	0	0	2,400	2,400
Secretariat	0	2,617	0	2,617
Total	2,425	5,957	10,787	19,169

(In US \$ '000)

The strategic approach and specific agency efforts focused on achieving UN system strategic objectives are elaborated within the UN System Strategic Plan. Specific UBW output-level results of the UNAIDS Cosponsors and Secretariat that contribute to the achievement of the UNAIDS objectives are described below.

Through the work of **UNFPA** and its partners, expected results include:

- Increased support to the incorporation of proven programme models for STI/HIV/AIDS prevention among sex workers and their clients in the Asia Pacific region within National Strategic Plans.
- Increased policy and programme support to incorporating gender-sensitive training, advocacy and commodity support in conflict and post-conflict situations focused on preventing violence against women and HIV transmission including among peacekeeping forces.

Through the work of **UNDCP** and its partners, expected results include:

- Demonstration programmes established with comprehensive approaches to drug abuse through improved service delivery systems, increased numbers of coordinated demand reduction measures, and measures to prevent injecting drug-related HIV/AIDS.
- Drug abuse prevention approaches integrated into the HIV/AIDS prevention work undertaken by the National Attention Centres for Migrants providing counselling services outreach activities in areas with high concentrations of migrants including awareness-raising through the media.
- Increased policy and programme support to the diversification of HIV prevention and drug treatment services for injecting drug users in Eastern Europe.
- Increased awareness on issues of drug use and HIV vulnerability among commercial sex workers and advocacy for effective community-based responses for prevention and intervention in East Asia and China.

- Policy and programme support to improving the capacities of various demand reduction services to promote drug-use-associated and HIV/AIDS prevention in the Middle East and the Southern Cone countries of South America through an approach fostering a broader response through the participation of civil society organizations and institutions and by a wide range of governmental bodies.
- Completion of a sub-Saharan Africa-wide assessment of drug abuse trends to assess and analyse the linkages between substance abuse and HIV transmission, particularly in relation to injecting drug use and high-risk sexual behaviour.

Through the work of **WHO** and its partners, expected results include:

- Improved global access to policy and programming guidelines on reducing high-risk sexual behaviour associated with substance use, the prevention of drug-use-related HIV infection, and the integration of HIV prevention in drug treatment services.
- Improved global access to policy guidance on outreach and targeted interventions for STI/HIV prevention among vulnerable young people, sex workers and other vulnerable populations.
- Regional programme established to assess the HIV/AIDS status of mobile populations and to promote policies developed to reduce vulnerability of migrants and refugees.

Through the work of **UNICEF** and its partners, expected results include:

- Support for development of subregional strategies and plan of action between UNAIDS Cosponsors, bilateral partners, Governments and NGOs on trafficking of women and girls and harm reduction for sex workers.
- Completion of Rapid Assessment Responses related to sexual health and substance use including injecting drug use in young people by providing technical assistance, subregional training and consultation, and exchange of good practice materials.

Through the work of **UNDP** and its partners, expected results include:

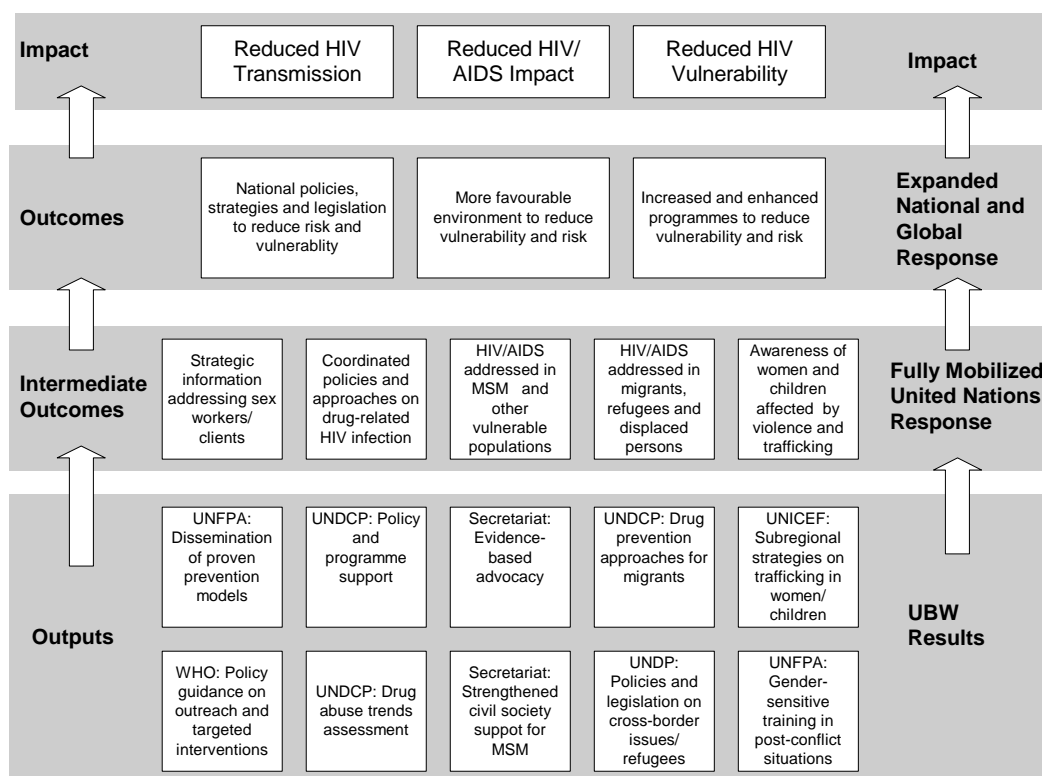
- Increased policy and programme support to countries to ensure that adequate policies and legislation on cross-border issues, such as migration, transportation and refugee movements, are incorporated within National Strategic Plans to address the needs of vulnerable groups.

Specific results of the **UNAIDS Secretariat** in support of the overall programme include:

- Increased access at global level to strategic information required for more evidence-based advocacy on the most vulnerable groups.
- Strategies elaborated with partners to guide intensified programme efforts.
- Increased coordination and support capacities within major civil society organizations – NGOs, groups of people living with HIV/AIDS, women's groups, key organizations and

major networks working with and representing vulnerable populations (men who have sex with men, sex workers, injecting drug users).

Figure 5: Illustrative framework for addressing those most vulnerable to, and at greatest risk of HIV



5. CARE AND SUPPORT TO INDIVIDUALS, HOUSEHOLDS AND COMMUNITIES AFFECTED BY HIV/AIDS

Summary distribution by focus area in care and support to individuals, households and communities affected by HIV/AIDS

	Focus area	Cosponsor resources	UBW resources		Grand total
			Core UBW	Supplemental UBW	
5.1	Affordable health care and treatment including antiretroviral drugs	0	6,775	12,350	19,125
5.2	Voluntary counselling, testing and psychosocial support	0	1,425	2,850	4,275
5.3	Essential legal, educational and social services	0	300	900	1,200
	Total	0	8,500	16,100	24,600

(In US \$ '000)

5.1 UN System Strategic Objectives addressing Care and Support

The strategic objective for the UN system aimed at achieving the global targets in care and support as elaborated in the UN System Strategic Plan for 2001-2005 is:

To assist governments, and civil society partnerships to increase the proportion of people infected or affected by HIV/AIDS who access a continuum of affordable care and treatment, including:

- safe reproductive health and sexually transmitted infection services;
- voluntary counselling and testing and psychological support;
- treatment of tuberculosis and other opportunistic infections;
- HIV/AIDS therapy, including antiretrovirals;
- essential legal, educational and social services.

5.2 UNAIDS Action

Summary distribution by agency/programme in care and support to individuals, households and communities affected by HIV/AIDS

Agency/Programme	Cosponsor resources	UBW resources		Grand total
		Core UBW	Supplemental UBW	
UNICEF	0	600	2,850	3,450
UNDP	0	300	900	1,200
WHO	0	5,600	12,350	17,950
Interagency	0	2,000	0	2,000
Total	0	8,500	16,100	24,600

(In US \$ '000)

The strategic approach and specific agency efforts focused on achieving UN system strategic objectives are elaborated within the UN System Strategic Plan. Specific UBW output-level results of the UNAIDS Cosponsors and Secretariat that contribute to the achievement of this objective are described below.

Through the work of **WHO** and its partners, expected results include:

- Improved global access to policies and strategies, and protocols, technical and managerial guidelines and tools on:
 - > the clinical management of reproductive tract infections (RTI) and STIs;
 - > access to and quality of STI care, including drugs, through regional networking;
 - > scaling-up the implementation of ‘best practices’ for STI prevention, and care services for vulnerable populations;
 - > selecting appropriate models for voluntary counseling and testing (VCT) implementation and strategies for scaling-up VCT and psychosocial support services;
 - > the delivery, monitoring and evaluation of VCT and psychosocial support services in the context of prevention of HIV infection in mothers and transmission to infants, STI and tuberculosis treatment and care;
 - > integration of tuberculosis/HIV care services;
 - > essential prevention and care, including improved access to drugs, quality assurance and laboratory support;
 - > effective use of antiretrovirals (ARV) in resource-poor settings;
 - > HIV prevention and care for health care workers.
- Expanded access at regional level to technical support and training addressing:
 - > increased capacity of personnel to deliver VCT and psychosocial care across a variety of clinical and community settings, including primary health training, care, antenatal care (ANC), tuberculosis and STI services;
 - > standardized antiretroviral treatment.
- Technical support networks and mechanisms established to provide assistance to national AIDS and essential drug programme to facilitate technology transfer for HIV drugs.
- Increased quality, safety, efficacy of HIV drugs through strengthening regulatory and quality assurance standards, in particular the development of specifications for antiretroviral drugs and other new HIV drugs, and prequalification of suppliers of selected drugs assured.
- Basic and operations research agenda defined and selected projects supported on:
 - > ARVs; the correct and appropriate use of antiretroviral drugs in different settings;
 - > the effectiveness of drug dependence treatment for HIV/AIDS prevention and care of drug users;
 - > processes to cope with the impact of HIV in the health sector including human resources;
 - > drug treatment services in the management of drug-dependent users living with HIV/AIDS.

Through the work of **UNICEF** and its partners, expected results include:

- Regional strategies and plans of action between UNAIDS Cosponsors, bilateral partners, governments and NGOs on scaling up the programme to prevent HIV transmission to mother and infants and to implement appropriate interventions for care and support of children living with HIV/AIDS.
- Increased access to guidelines, training plans and technical support networks developed at regional level with NGOs and other partners to expand VCT and psychosocial support services.
- Expanded programme guidelines and support available at country level to advance strategies to provide continuum of affordable clinical and home-based care and treatment including antiretrovirals.
- Support for more equitable access for HIV-infected women to care and social support.

Through the work of **UNDP** and its partners, expected results include:

- Increased policy and programme support to national efforts to increase access to essential legal, educational and social services for individuals, households and communities affected by HIV/AIDS.
- Programme support to promote and support for public dialogue and action – by government and nongovernmental sectors – for developing and implementing strategies to ensure more equitable access to care, including addressing legal and institutional factors affecting access to new AIDS drugs.

Specific results of the **UNAIDS Secretariat** in support of the overall programme include:

- Improved global access to materials in support of programme implementation and for advocacy purposes, representing the state of the art in care and support, and on voluntary counselling and testing.
- Increased support to coordination of the work of the UNAIDS Cosponsors in care and support at regional and global level and strengthened partnerships with other organizations, such as donor agencies, foundations and the private sector.
- Facilitation and support for the Inter-Agency Task Teams on voluntary counseling and testing, and care and support.

6. OPERATIONS AND BIOMEDICAL RESEARCH

Summary distribution by focus area in operations and biomedical research

	Focus area	Cosponsor resources	UBW Resources		Grand total
			Core UBW	Supplemental UBW	
6.1	Research to improve understanding of the epidemic and actions to address it	684	1,145	3,121	4,950
6.2	Research on prevention and care technologies, in particular diagnostics and HIV vaccines	0	3,200	4,625	7,825
6.3	Research to accelerate access to therapeutic approaches	0	950	875	1,825
	Total	684	5,295	8,621	14,600

(In US \$ '000)

6.1 UN System Strategic Objectives in Research

The strategic objectives for the UN system aimed at achieving the global targets have been elaborated in the UN System Strategic Plan for 2001-2005. They are:

1. To mobilize governments, the private sector, foundations, and the international research community to increase investments in high-priority research required to improve understanding of the epidemic and actions to address it.
2. To increase advocacy and support for research to accelerate access to new and improved preventive and therapeutic approaches and technologies, including diagnostics, microbicides and HIV vaccines.

6.2 UNAIDS Action

Summary distribution by agency/programme in operations and biomedical research

Agency/Programme	Cosponsor resources	UBW resources		Grand total
		I. Core UBW	II. Supplemental UBW	
UNESCO	70	100	100	270
UNDCP	614	245	921	1,780
WHO	0	4,950	7,600	12,550
Total	684	5,295	8,621	14,600

(In US \$ '000)

The strategic approach and specific agency efforts focused on achieving UN system strategic objectives are elaborated within the UN System Strategic Plan. Specific UBW output-level results of the UNAIDS Cosponsors and Secretariat that contribute to the achievement of the objectives are described below.

Through the work of **WHO** and its partners, expected results include:

- In the area of HIV vaccines and diagnostics:
 - > Increased advocacy for accelerated development and testing.
 - > Strengthened coordination of the development of candidate vaccines and saliva HIV diagnostics for testing and future use in developing countries.
 - > Improved coordination of scientific and ethical guidance for international trials.

- > Strategies developed for increasing access to future HIV vaccines.
- In the area of blood safety:
 - > Technical and managerial guidelines to improve blood safety developed.
 - > New and improved whole blood HIV diagnostics tested.
 - > WHO reference preparations for HIV-1 RNA subtypes A and C for HIV viral load testing in clinical samples and blood products provided.
- In the area of microbicides:
 - > Increased advocacy for accelerated development and testing.
 - > Strengthened coordination and support in the development of vaginal microbicides.
- Coordination mechanisms for implementation of essential prevention and care packages developed, including establishment of network of experts and including identification of countries for demonstrating implementation of essential prevention and care packages selected.
- Mechanisms and processes defined and implemented for monitoring and evaluation of health sector outcomes related to HIV/AIDS including drug resistance surveillance.

Through the work of **UNESCO** and its partners, expected results include:

- Operations research findings on successful approaches to the epidemic required to provide curriculum specialists in Ministries of Education and NGOs at country and regional levels with relevant information for educational programme.

Through the work of **UNDCP** and its partners, expected results include:

- Operations research findings on the linkage between drug abuse and HIV/AIDS and associated risk factors to guide the development of intervention strategies in countries in the sub-Saharan region.
- A baseline study to determine the linkages between drug abuse and HIV/AIDS among young people in the Caribbean focusing on perceptions and social behaviour as a basis for the development of drug abuse and HIV/AIDS policies and prevention strategies.

Specific results of the **UNAIDS Secretariat** in support of the overall programme include:

- Support to the Cosponsors Evaluation Working Group in the development of a prioritized operations research agenda across the breadth of UNAIDS programme.

7. HUMAN RESOURCE AND INSTITUTIONAL CAPACITIES IN KEY SECTORS

Summary distribution by focus area in human resource and institutional capacity strengthening

	Focus area	Cosponsor resources	UBW resources		Grand total
			Core UBW	Supplemental UBW	
7.1	Education sector capacities addressing HIV/AIDS	610	1,225	950	2,785
7.2	Health sector capacities addressing HIV/AIDS	0	2,800	3,200	6,000
7.3	Social welfare sector capacities addressing HIV/AIDS	0	1,160	1,100	2,260
7.4	Military and uniformed service capacities addressing HIV/AIDS	80	1,501	1,800	3,381
7.5	Judiciary and other public sector capacities addressing HIV/AIDS	0	600	1,800	2,400
7.6	Public and private sector capacities enhancing access to commodities	4,200	1,500	3,600	9,300
7.7	Information and media sector capacities addressing HIV/AIDS	700	1,457	300	2,457
7.8	Local-level institutional capacities addressing HIV/AIDS	160	995	1,915	3,070
	Total	5,750	11,238	14,665	31,653

(In US \$ '000)

7.1 UN System Strategic Objectives addressing Key Sector Capacity Strengthening

The strategic objectives for the UN System aimed at achieving the global targets have been elaborated in the UN System Strategic Plan for 2001-2005. They are:

1. To advocate and promote effective strategies to assist governments and civil society to prioritize and mobilize resources for strengthening capacities in key sectors, including the:
 - Education sector,
 - Health sector,
 - Social welfare sector,
 - Military and uniformed services,
 - Judiciary and legal sectors,
 - Information and media sectors.
2. To demonstrate and promote approaches and mechanisms which strengthen local institutional capacities to support community-focused action on the epidemic.
3. To develop and strengthen international mechanisms and partnerships required for improving access to HIV/AIDS-related commodities in the most affected countries.

7.2 UNAIDS Action

Summary distribution by agency/programme in human resource and institutional capacity strengthening

Agency/Programme	Cosponsor resources	UBW resources		Grand total
		Core UBW	Supplemental UBW	
UNICEF	0	1,635	1,100	2,735
UNDP	0	1,170	3,450	4,620
UNFPA	4,780	2,050	4,000	10,830
UNESCO	960	1,785	1,300	4,045
UNDCP	10	125	15	150
WHO	0	2,800	3,200	6,000
Other UN agencies	0	0	1,600	1,600
Secretariat	0	1,673	0	1,673
Total	5,750	11,238	14,665	31,653

(In US \$ '000)

The strategic approach and specific agency efforts focused on achieving these UN system strategic objectives are elaborated within the UN System Strategic Plan. Specific UBW output level results of the UNAIDS Cosponsors and Secretariat that contribute to the achievement of the objectives are described below.

Through the work of **UNFPA** and its partners, expected results include:

- Increased awareness and behaviour change of military and police personnel in Latin America and the Caribbean in relation to STI/HIV/AIDS prevention, gender equality and reproductive rights through UNFPA-supported training.
- Substantially improved access to condoms and reproductive health commodities through implementation of the global strategy for Reproductive Health Commodity Security (RHCS).
- Mechanisms required for RHCS implementation established and operational including the development of a technical resources database and provision of additional technical, programme, and policy guidance.
- Increased media capacity and coverage of HIV/AIDS issues in reproductive health-related programming through strengthened and expanded partnerships among community radio and media networks, the Intercountry Team sector and reproductive health (RH) agencies.
- Increased awareness and behaviour change of military and police personnel in Latin America and the Caribbean in relation to STI/HIV/AIDS prevention, gender equality and reproductive rights through UNFPA-supported training.

Through the work of **WHO** and its partners, expected results include:

- Improved country-level access to WHO policy and programme support to strengthening health sector and system responses that combines proven developmental strategies with delivery of cost-effective health interventions.
- Increased support to Member States from Regional and Country Offices to incorporate a coherent and sustainable approach to HIV/AIDS prevention and care within their national health strategic plans.

Through the work of **UNESCO** and its partners, expected results include:

- Increased global-level access to instructional materials on coping with the impact of HIV/AIDS on education incorporated within training modules for school administrators, national leaders and NGO representatives.
- More effective modes of communication and increased level of understanding of HIV/AIDS among media professionals and communication practitioners to effectively reach illiterate groups.
- The development and promotion of strategies for educational system reinforcement through cooperation with universities.
- Social and cultural resources mobilized at local level to particularly assist vulnerable groups to respond to the epidemic.
- Trainers trained in the South African Development Community (SADC) and Economic Community of West African States (ECOWAS) regions in regional strategies on AIDS and Education.

Through the work of **UNICEF** and its partners, expected results include:

- Strengthened capacity in training and organizational learning in UNICEF and collaborating government and NGO staff on the latest scientific knowledge of HIV the impact of HIV on children and how the epidemic is unfolding in various regions together with other agencies.
- Increased access to subregional training and consultation, exchange of good practice materials, and development of regional network, in support of quality peer education programming to promote healthy behaviour and youth participation.
- Provision of technical assistance and support to mobilize partnerships with foundations, NGOs and civil society actors to build capacity and strengthen awareness and programmes that reach children affected by HIV/AIDS.
- Increased access at country level to technical assistance and support in the development of communications activities intended to mobilize political and religious leaders, media

and civil society to awareness of issues related to young people and prevention of transmission to mothers and their infants.

Through the work of **UNDP** and its partners, expected results include:

- Capacity-building programme in management, human resources and budgeting in relevant sectoral ministries to facilitate a multi-sectoral response to the loss of human resources which include fast-track training of replacement staff, and adjustment of human resource policies.
- Increased access to policy and programme support on an effective response to the HIV/AIDS epidemic within national uniformed services implemented through UNDP's Emergency Response Division (ERD).
- Strengthening partnerships with local governments and civil society, through network development and the promotion of dialogue that brings together stakeholders from all walks of life.

Through the work of **UNDCP** and its partners, expected results include:

- Strengthened NGO capacity (and to a limited extent relevant governmental institutions) to conduct outreach programmes to prevent both injecting drug abuse and drug-related HIV infection in East Africa.

Through the work of the **World Bank** and its partners, expected results include:

- Increased financing of government health programmes and their commodity requirements through World Bank lending instruments including strengthened mechanisms for the procurement of reproductive health commodities for STD/AIDS, together with the UNFPA procurement facility.

Through the work of the **UN Department of Peacekeeping Operations (DPKO)** and its partners, expected results include:

- Implementation of the priority tasks pertaining to peacekeeping operations within the UNAIDS/DPKO Cooperation Framework, including the establishment of a senior expert panel to analyse and formulate a comprehensive position on the issue of HIV testing of peacekeepers.

Specific results of the **UNAIDS Secretariat** in support of the overall programme include:

- Strategy development, information and planning support to Cosponsors and partners in elaborating more effective approaches to addressing critical infrastructure constraints limiting the response to the epidemic in key sectors.
- Enhanced capacity at regional levels to translate materials into national languages then print and distribute them.
- Strategies developed and promoted to address HIV/AIDS amongst uniformed services supported by improved access to relevant data and strategic information.

- Together with the UN Development Fund for Women (UNIFEM), strategies developed to integrate a gender-sensitive approach during training of uniformed services.

8. POLICIES, LEGISLATION AND PROGRAMMES TO ADDRESS HIV/AIDS AND ITS SOCIOECONOMIC IMPACTS

Summary distribution by focus area in policies and programmes to address HIV/AIDS and its socioeconomic impacts

	Focus area	Cosponsor resources	UBW resources		Grand total
			Core UBW	Supplemental UBW	
8.1	Strategies for poverty reduction and human development	2,700	4,300	5,700	12,700
8.2	Information and policies on the socioeconomic impacts of the epidemic	775	2,557	1,200	4,532
8.3	Integration of HIV/AIDS strategies into mainstream planning and development efforts	100	7,192	150	7,442
8.4	Policies and programme addressing HIV/AIDS in the world of work	280	0	2,420	2,700
	Total	3,855	14,049	9,470	27,374

(In US \$ '000)

8.1 UN System Strategic Objectives relating to HIV/AIDS and its Socio-economic Impacts

The strategic objectives for the UN system aimed at achieving the global targets have been elaborated in the UN System Strategic Plan for 2001-2005. They are:

1. To strengthen the institutional partnerships required to generate and disseminate information on the impact of the HIV/AIDS epidemic on all productive and service sectors.
2. To provide policy services and mobilize programme support to countries seeking to develop strategies to address the impact of HIV/AIDS at the individual, family, community and national levels.
3. To promote proven strategies and mobilize the programme support resources required to assist national governments to strengthen the response to HIV/AIDS in the world of work, including through the development of legal and policy frameworks to protect workers' rights.

8.2 UNAIDS Action

Summary distribution by agency/programme in policies and programme to address HIV/AIDS and its socio-economic impacts

Agency/Programme	Cosponsor resources	UBW resources		Grand total
		Core UBW	Supplemental UBW	
UNICEF	0	300	0	300
UNDP	0	500	1,500	2,000
UNFPA	700	1,600	1,200	3,500
UNESCO	275	600	600	1,475
UNDCP	280	0	420	700
WORLD-BANK	2,600	2,800	3,750	9,150
Other UN agencies	0	0	2,000	2,000
Secretariat	0	8,249	0	8,249
Total	3,855	14,049	9,470	27,374

(In US \$ '000)

The strategic approach and specific agency efforts focused on achieving UN system strategic objectives are elaborated within the UN System Strategic Plan. Specific UBW output-level results of the UNAIDS Cosponsors and Secretariat that contribute to the achievement of the objectives are described below.

Through the work of the **World Bank** and its partners, expected results include:

- Support to the UN System efforts in identifying the socioeconomic impact of HIV/AIDS and support in the development of economic impact tools and in the dissemination of findings.
- Support to Theme Groups in assessing the economic impact of HIV/AIDS and develop project-costing tools (e.g. software) for use in specific countries in South Asia, and Africa.
- Support to the regional mechanisms for design and planning of country programmes of UNAIDS Cosponsors, including support to the development of tools for project development.
- Technical support mechanism for design and planning support to country programme of UNAIDS Cosponsors including monitoring and evaluation support in Europe, South Asia, East Asia and the Pacific, Africa, North Africa and the Middle East, and Latin America and the Caribbean regions.

Through the work of **UNFPA** and its partners, expected results include:

- Increased advocacy for tested policy frameworks and intervention packages addressing HIV/AIDS in selected countries in Asia and the Pacific, and Africa regions.

Through the work of **UNESCO** and its partners, expected results include:

- An AIDS Education Clearing-house for sharing information on the impact of HIV/AIDS on education systems in selected districts of Africa.
- Disseminated analysis and case studies on the impact of HIV/AIDS on formal and non-formal education systems and the promotion of policies, best practices and demonstration projects to help curb and cope with the impact in selected African countries.

Through the work of **UNDP** and its partners, expected results include:

- Disseminated results and promotion of strategic directions based on findings of advocacy-oriented research on the impact of HIV/AIDS on human development and poverty reduction efforts incorporating gender analysis.
- Policy guidance and advice on legislation to incorporate HIV/AIDS issues into poverty reduction and human development programmes.
- Approaches to minimize the socioeconomic impact of the epidemic in different sectors developed and tested.
- Strengthened partnerships with regional economic institutions to provide policy advice.

Through the work of **UNICEF** and its partners, expected results include:

- Situation assessment reviews completed on the impact of HIV on children as it relates to the UNICEF programme in all regions.
- Best practice examples documented of policy promotion in UNICEF priority programme areas of prevention of transmission to mothers and their infants, support to orphans and young people.

Through the work of **UNDCP** and its partners, expected results include:

- Demonstration programme established which mobilizes civil society organizations to prevent drug and alcohol abuse and HIV/AIDS in the workplace.
- Raised levels of awareness on issues of drug use and HIV vulnerability among seafarers in East Asia and the Pacific and the promotion of relevant policies and more effective interventions.

Through the work of the **ILO** and its partners, expected results include:

- HIV/AIDS preventive strategies and actions integrated into the framework of the International Programme for the Elimination of Silicosis.
- In collaboration with WHO, workplace programme established in the area of HIV/AIDS and tuberculosis with special emphasis on miners and mining communities.

Specific results of the **UNAIDS Secretariat** in support of the overall programme include:

- Improved estimates and forecasts on the economic impact, particularly the impact of alleviation strategies at community level.
- Up to date monitoring of country responses to the epidemic and feed-back of this experience into global, regional and national policies, strategies and programmes.
- Promotion coordination production and dissemination of Best Practices, with at least 25 topics available to Cosponsors, National AIDS programmes and NGO networks.

9. GOVERNANCE, MANAGEMENT AND ADMINISTRATION

Summary distribution by focus area in governance, management and administration

	Focus area	Cosponsor resources	UBW Resources		Grand total
			Core UBW	Supplemental UBW	
9	Governance, management and administration	41,445	0	0	41,445
9.1	Performance-based governance of the programme	200	5,380	200	5,780
9.2	Financial, administrative and information support services	0	12,771	1,600	14,371
9.3	Human resource management and development	4,900	6,103	0	11,003
	Total	46,545	24,255	1,800	72,600

(In US \$ '000)

9.1 UNAIDS Objectives relating to Governance, Management and Administration

Performance-based governance, efficient financial and administrative support services and well-managed and high-quality human resources are essential elements of a successful UNAIDS-cosponsored programme. In the new biennium, these areas will receive continuing emphasis with increased priority to supporting a transparent and participatory approach to the governance of the Programme, anchored in the clear specification of objectives and targets and the more rigorous monitoring of results.

9.2 Agency Contributions

Summary distribution by agency/programme in governance, management and administration

Agency/Programme	Cosponsor resources	UBW resources		Grand total
		Core UBW	Supplemental UBW	
UNICEF	15,000	0	0	15,000
UNDP	16,600	410	1,400	18,410
UNFPA	4,900	3,200	0	8,100
UNDCP	200	200	0	400
WHO	9,845	850	400	11,095
Secretariat	0	19,595	0	19,595
Total	46,545	24,255	1,800	72,600

(In US \$ '000)

Through the work of **UNDCP** and its partners, expected results include:

- Increased focal point capacity on HIV/AIDS-related issues including capacity to review, analyse and evaluate research reports on the prevention of drug-related HIV infection and establish collaborations with evaluation researchers and representatives of relevant academic disciplines and practitioners across the world.

Through the work of **UNFPA** and its partners, expected results include:

- Strengthened institutional capacity of UNFPA staff to response to country needs, to develop, implement and scale-up HIV infection prevention interventions in reproductive health settings, and to support the strengthening national capacities to respond to the epidemic.

-
- Establishment of information systems to document and share information and lessons learned on the activities of UNFPA and its partners to aid in strengthening reproductive health programme.

Through the work of **WHO** and its partners, expected results include:

- A common strategic focus within WHO in the area of HIV/AIDS development.
- More effective and synergistic collaboration with UNAIDS/ UN agencies on HIV/AIDS
- A global database to monitor WHO activities at global, regional and country levels.

Through the work of **UNDP** and its partners, expected results include:

- Technical and programme support to strengthening access to information within the UN Country Teams and with partners.

Specific results of the **UNAIDS Secretariat** in support of the overall programme include:

- Substantive support to the Joint Programme through the programme governance structures (PCB, CCO and ECOSOC) to achieve active participation respectively by the PCB members and Cosponsors on budget approval, financial oversight policy, review and, together with ECOSOC, guidance on coordination.
- Support and servicing of governance, UNAIDS donor and UN system consultations.
- Senior-level UN system leadership and staff well oriented to the development impact of the epidemic and programme approaches to implement the UN System Strategic Plan through systematic briefing and executive training programme.
- The delivery of financial, administrative, and human resource management and development services including improved information flows between headquarters and staff working at regional or country levels, and more efficient and streamlined financial and administrative services.
 - Closer relationships with host country administrative systems and further improvement in agreements with Cosponsors on the use of their existing administrative structures, in accordance with mutually agreed performance criteria.
 - Improved IT systems and strengthened capacity for computer networking and information sharing throughout UNAIDS at country, regional and global levels.

S E C T I O N I I I

**PRIORITIES AND RESOURCE
ALLOCATION**

1. United Nations Children's Fund

The aim of UNICEF's work on HIV/AIDS is to support and strengthen the capacities of individuals, families, communities and nations to prevent HIV infection and to manage its impacts and consequences. Within this framework global mobilization, regional and country level action is being directed at supporting the urgent, substantial and sustained scaling up of actions on five priorities for action for children affected by HIV and AIDS. These are to:

1. Prevent HIV infection among children and young people.
2. Prevent parent-to-child transmission of HIV infection.
3. Provide care for children, young people, and parents living with HIV and AIDS.
4. Ensure protection, care and support for orphans and children in families made vulnerable by HIV/AIDS.
5. Strengthen the response to HIV/AIDS and mitigate the consequences and impacts of HIV/AIDS in families, communities and nations.

In acting on these priorities country-level strategies seek to: a) strengthen the use of evidence-based advocacy to mobilize understanding and commitment; b) improve the quality and use of information in designing, monitoring and reporting the response to HIV/AIDS; c) support the establishment of policies, standards and legislation to enable an expanded but focused response; d) strengthen essential services (health, education, welfare, information, community facilitation, etc.); e) develop information, communication and social mobilization strategies to achieve prevention, care and support goals; and d) develop partnerships with nongovernmental and civil society partners to support community-based action. At the regional and global levels, emphasis is placed on advocacy, the development of programming and technical guidance, partnership development, resource mobilization, knowledge acquisition and networking, and staff development.

The proposed breakdown of the UNICEF resources sought for global and regional-level activities related to HIV/AIDS is shown in the tables on the next page.

Breakdown of UNICEF resources by areas of work, region and management unit

Resources assigned by areas of work				
Areas of work	Cosponsor Resources	Core UBW	Supplemental UBW	Total
Ensuring an extraordinary response to the epidemic	0	1,035	2,550	3,585
Cross-cutting issues in an expanded response	0	500	500	1,000
Protecting children and young people from the epidemic and its impact	0	10,320	13,300	23,620
Addressing those most vulnerable to, and at greatest risk of HIV infection	0	110	0	110
Care and support to individuals, households and communities affected by HIV/AIDS	0	600	2,850	3,450
Human resource and institutional capacities in key sectors	0	1,635	1,100	2,735
Policies, legislation and programmes to address HIV/AIDS and its socioeconomic impacts	0	300	0	300
Governance, management and administration of the programme	15,000	0	0	15,000
Total	15,000	14,500	20,300	49,800
Resources assigned by region				
Regions	Cosponsor Resources	Core UBW	Supplemental UBW	Total
Unassigned	15,000	0	2,450	17,450
Global	0	5,500	8,300	13,800
Americas	0	1,400	500	1,900
Central & Eastern Europe	0	1,200	0	1,200
Central and West Africa	0	1,200	2,000	3,200
East Asia & Pacific	0	1,300	2,450	3,750
Eastern & Southern Africa	0	550	0	550
North Africa & Middle East	0	750	0	750
South Asia	0	2,600	4,600	7,200
Total	15,000	14,500	20,300	49,800
Resources assigned by management unit				
Management Units	Cosponsor Resources	Core UBW	Supplemental UBW	Total
CEE/CIS	0	1,200	0	1,200
EAPRO	0	1,500	2,950	4,450
ESARO	0	550	2,450	3,000
HQ-Adolescent	0	800	850	1,650
HQ-Cprot	0	550	1,550	2,100
HQ-DOC	0	475	0	475
HQ-Edu	0	675	375	1,050
HQ-GPP	0	475	325	800
HQ-Hea	0	1,100	3,850	4,950
HQ-HIV/AIDS	15,000	975	500	16,475
HQ-Nut	0	450	850	1,300
MENA	0	750	0	750
ROSA	0	2,600	4,600	7,200
TACRO	0	1,200	0	1,200
WCARO	0	1,200	2,000	3,200
Total	15,000	14,500	20,300	49,800

(In \$ '000)

2. United Nations Development Programme

HIV/AIDS is one of UNDP's main corporate priorities. The role of UNDP is to help countries address the governance challenge of the epidemic, focusing on four areas of intervention:

1. Promoting robust and action-oriented advocacy for leadership at all levels, political commitment and the mobilization of actors and institutions well beyond the health sectors;
2. Helping countries to develop capacity for action and to plan, manage and implement their response to the epidemic, including the integration of HIV/AIDS into poverty reduction strategies, and the reallocation of resources (including debt relief savings) towards prevention, care and impact mitigation;
3. Promoting a human rights framework and gender perspective in all aspects of the response;
4. Providing special assistance to the worst-affected countries to help mitigate the impact on human development, establish governance structures and provide essential services.

In its role in support of the Resident Coordinator system of United Nations system at the country level, UNDP also plays a pivotal role in ensuring a coherent and mutually reinforcing response by UNAIDS Cosponsors, bilateral donors and private foundations, through the United Nations theme groups on HIV/AIDS and the United Nations Development Assistance Framework (UNDAF).

The proposed breakdown of the UNDP resources sought for global and regional-level activities related to HIV/AIDS is shown in the tables on the next page.

Breakdown of UNDP resources by areas of work, region and management unit

Resources assigned by areas of work				
Areas of work	Cosponsor Resources	Core UBW	Supplemental UBW	Total
Ensuring an extraordinary response to the epidemic	0	3,820	11,950	15,770
Cross-cutting issues in an expanded response	0	1,200	3,600	4,800
Addressing those most vulnerable to, and at greatest risk of HIV infection	0	400	1,200	1,600
Care and support to individuals, households and communities affected by HIV	0	300	900	1,200
Human resource and institutional capacities in key sectors	0	1,170	3,450	4,620
Policies, legislation and programmes to address HIV/AIDS and its socioeconomic impacts	0	500	1,500	2,000
Governance, management and administration of the programme	16,600	410	1,400	18,410
Total	16,600	7,800	24,000	48,400
Resources assigned by region				
Regions	Cosponsor Resources	Core UBW	Supplemental UBW	Total
Unassigned	16,600	880	2,850	20,330
Global	0	1,522	5,246	6,768
Asia	0	708	2,154	2,862
Central & Eastern Europe	0	410	1,090	1,500
Central Asia	0	170	495	665
South America	0	550	1,600	2,150
Sub-Saharan Africa	0	3,245	9,730	12,975
The Caribbean	0	315	835	1,150
Total	16,600	7,800	24,000	48,400
Resources assigned by management unit				
Management Units	Cosponsor Resources	Core UBW	Supplemental UBW	Total
HQ-unspecified	16,600	0	0	16,600
BDP	0	1,722	6,246	7,968
RBA	0	3,595	10,680	14,275
RBAP	0	808	2,404	3,212
RBAS	0	205	595	800
RBC	0	315	835	1,150
RBEC	0	480	1,290	1,770
RBLA	0	675	1,950	2,625
Total	16,600	7,800	24,000	48,400

(In \$ '000)

3. United Nations Population Fund

The UNFPA contribution to combating HIV/AIDS derives from its long experience and expertise in negotiating and ensuring access to family planning services globally, a precedent in enabling UNFPA to address sensitive issues with national counterparts including Governments. Guided by the Programme of Action of the International Conference on Population and Development (ICPD) held in Cairo in 1994, UNFPA incorporated HIV-prevention elements into its three programme areas: reproductive health, including family planning, sexual health, condom programming and VCT; population and development strategies; and advocacy. Gender equality and equity and the empowerment of women are considered as cross-cutting dimensions in the three core areas. The five-year review of the Programme of Action (ICPD+5) emphasized that HIV prevention was a priority for further action and provided specific targets for achievement. Within this framework, preventing HIV infection is appropriately and directly linked to the primary mandate of UNFPA: to help ensure universal access to high-quality reproductive health services to all couples and individuals by 2015.

As the AIDS pandemic has worsened, the Fund's support has intensified from providing support to HIV-prevention activities in 41 countries in 1991 to 138 countries in 1999. In 2000, the Fund's regional capacity was strengthened with 8 additional positions (4 in Africa) on HIV/AIDS and Logistics Management within its regional Country Technical Services Teams (CSTs). Recently at headquarters, an Inter-Divisional Working Group (IDWG) on AIDS has been established to maximise UNFPA's efforts to prevent HIV infection in the context of reproductive health.

Over the period 2001-2005, UNFPA priorities will continue to focus on HIV prevention through support to its extensive network of field offices and working closely with United Nations partners, international agencies and national counterparts. IEC programmes will focus chiefly on promoting behavioural change, especially among youth and adolescents. In the integration of HIV/AIDS prevention interventions in reproductive health programmes, special attention will be given to adolescent reproductive and sexual health; condom (both male and female) programming; and prevention of HIV infection in mothers and transmission to their children.

The proposed breakdown of the UNFPA resources sought for global and regional-level activities related to HIV/AIDS is shown in the tables on the next page.

Breakdown of UNFPA resources by areas of work, region and management unit

Resources assigned by areas of work				
Areas of work	Cosponsor Resources	Core UBW	Supplemental UBW	Total
Ensuring an extraordinary response to the epidemic	1,350	400	0	1,750
Protecting children and young people from the epidemic and its impact	1,350	2,700	5,150	9,200
Addressing those most vulnerable to, and at greatest risk of HIV infection	1,000	1,050	4,150	6,200
Human resource and institutional capacities in key sectors	4,780	2,050	4,000	10,830
Policies, legislation and programmes to address HIV/AIDS and its socioeconomic impacts	700	1,600	1,200	3,500
Governance, management and administration of the programme	4,900	3,200	0	8,100
Total	14,080	11,000	14,500	39,580
Resources assigned by region				
Regions	Cosponsor Resources	Core UBW	Supplemental UBW	Total
Global	12,750	2,290	7,400	22,440
Americas	130	949	200	1,279
Asia	500	2,855	1,750	5,105
Central & Eastern Europe	200	767	800	1,767
North Africa & Middle East	300	819	400	1,519
Sub-Saharan Africa	200	3,320	3,950	7,470
Total	14,080	11,000	14,500	39,580
Resources assigned by management unit				
Management Units	Cosponsor Resources	Core UBW	Supplemental UBW	Total
AD	200	1,550	3,950	5,700
APD	500	1,550	1,750	3,800
DASE-AS	300	400	400	1,100
DASE-E	200	300	800	1,300
LACD	130	450	200	780
TSD	12,750	2,290	7,400	22,440
TSD-A	0	1,771	0	1,771
TSD-AP	0	1,305	0	1,305
TSD-AS	0	419	0	419
TSD-E	0	467	0	467
TSD-LAC	0	498	0	498
Total	14,080	11,000	14,500	39,580

(In \$ '000)

4. United Nations Educational, Scientific and Cultural Organization

Within the UN system UNESCO has been assigned a special responsibility for education. Ignorance is a major reason why the epidemic is out of control. The need for preventive education flows from the types of ignorance associated with the epidemic, particularly in the most affected developing countries: that most of those infected do not know it, the sparse knowledge about the disease itself, misconceptions about possible remedies and faulty knowledge leading to prejudice and discrimination. Hence preventive education is at the top of UNESCO's agenda.

Preventive education must make people aware that they are at risk, and why – and how infections can be reduced. However, knowledge is often not enough to change behaviours. Preventive education must address mentalities and the culture within which they are embedded in order to generate the attitudes, provide the skills and sustain the motivation necessary for changing behaviour to reduce risk and vulnerability.

UNESCO's priority in preventive education is directed towards five core tasks:

- *Advocacy at all levels:* In particular UNESCO will engage ministries, agencies and nongovernmental organizations under its mandate, such as those for education, science, culture, communication and sports, as well as civil society and the private sector.
- *Customizing the message:* Development of effective and culturally sensitive messages towards target groups, first for those most at risk.
- *Changing risk behaviour and vulnerability:* Promoting education programmes – formal and non-formal – so that all young people know the facts about HIV/AIDS and how to prevent it and act on this knowledge, in schools that are safe and environments that are protective, particularly of girls.
- *Caring for the infected and affected:* The knowledge, attitude and skills to provide care for the infected and affected is a vital part of any programme in preventive education. They must be actively engaged and supported in their efforts to address the epidemic in communities around the world.
- *Coping with the institutional impacts:* The increased demands for care and the loss of professionals stretches already overburdened health and education systems. Hence a critical task is to protect the core functions of key social, economic and political institutions under the onslaught of HIV/AIDS. UNESCO will therefore develop and disseminate tools for monitoring, assessing and responding to the impact of the epidemic on schools, students, teachers and other key institutions at the country level.

The proposed breakdown of the UNESCO resources sought for global and regional-level activities related to HIV/AIDS is shown in the tables on the next page.

Breakdown of UNESCO resources by areas of work, region and management unit

Resources assigned by areas of work				
Areas of work	Cosponsor Resources	Core UBW	Supplemental UBW	Total
Ensuring an extraordinary response to the epidemic	375	250	400	1,025
Cross-cutting issues in an expanded response	135	250	250	635
Protecting children and young people from the epidemic and its impact	365	1,015	2,100	3,480
Operations and biomedical research	70	100	100	270
Human resource and institutional capacities in key sectors	960	1,785	1,300	4,045
Policies, legislation and programmes to address HIV/AIDS and its socioeconomic impacts	275	600	600	1,475
Total	2,180	4,000	4,750	10,930
Resources assigned by region				
Regions	Cosponsor Resources	Core UBW	Supplemental UBW	Total
Global	1,820	2,915	2,650	7,385
Central Asia	200	400	1,200	1,800
Sub-Saharan Africa	160	685	900	1,745
Total	2,180	4,000	4,750	10,930
Resources assigned by management unit				
Management Units	Cosponsor Resources	Core UBW	Supplemental UBW	Total
HQ-unspecified	175	50	200	425
CII	200	260	100	560
CLT/P(MK)	150	300	250	700
ED/BAS	310	450	700	1,460
ED/PEQ	550	865	1,650	3,065
IBE	100	300	200	600
IICBA	50	250	100	400
IIEP	420	1,095	1,200	2,715
SC/BES(MPR)	70	100	100	270
SHS(LH)	100	150	150	400
UIE	55	180	100	335
Total	2,180	4,000	4,750	10,930

(In \$ '000)

5. United Nations International Drug Control Programme

HIV infection is one of the most serious consequences of drug abuse. Based on the criteria of: (i) inter-agency cooperation and involvement of NGOs; (ii) capacity building (including identification of best practices); (iii) severity of the problem and (iv) community mobilization (where applicable), UNDCP has set the following programme priorities:

- 1. Preventing and controlling the spread of HIV through injecting drug use:** HIV infection spreads rapidly through the practice of sharing contaminated injecting equipment among injecting drug users (IDUs). IDUs account for about 10% of the global HIV infections, and over half of all AIDS cases are attributed to injecting drug use in countries including Belarus, Russia, Ukraine, Georgia, Kazakhstan, Myanmar, Iran and Yugoslavia. Furthermore, injecting drug use is an emerging problem in some Latin American countries (e.g. Brazil and Argentina), and has also recently been reported in some African countries (e.g. Egypt, Nigeria, Mauritius and Kenya). UNDCP's main priority for the 2002-2003 biennium therefore comprises global and regional-level HIV/AIDS prevention activities targeted at injecting drug abuse, and focusing on the most affected regions of Central and Eastern Europe and Asia. The deliverables here include HIV/AIDS prevention activities targeted at youth, and which emphasize promotion of healthy lifestyle and discouragement of initiation to drug use. Other projects focus on the promotion of diversification of services for IDUs to prevent the risk of HIV transmission and to treat their drug abuse. Specific project activities include capacity building, awareness creation and assistance with policy and legislation development;
- 2. HIV prevention involving non-injecting forms of drug abuse:** Many types of psychoactive substances are risky to the extent that they affect the individual's ability to make decisions about safe sexual behaviour. Such an effect of drug abuse has been described globally, but it is likely to be more pronounced in Africa and Latin America where the predominant mode of HIV transmission is heterosexual. The activities planned here involve general awareness creation, capacity building, and development/utilization of information, education and communication (IEC) tools/materials. These activities target the most vulnerable groups in the society including school-aged youth, out-of-school youth (including street children), commercial sex workers, immigrant workers, military personnel, refugees;
- 3. Action-oriented research:** UNDCP's programmes involve research activities aimed at a better understanding of several issues relating to injecting drug use (mapping, risk factors, consequences), as well as the linkage between non-injecting forms of drug abuse and HIV/AIDS. The findings of such research are expected to inform a better packaging and implementation of the HIV/AIDS intervention activities;
- 4. Development of best practice documents:** Working together with other Cosponsors, some of UNDCP's projects will focus on the development, identification and dissemination of model drug abuse and HIV/AIDS prevention activities and materials.

The proposed breakdown of the UNDCP resources sought for global and regional-level activities related to HIV/AIDS is shown in the tables on the next page.

Breakdown of UNDCP resources by areas of work, region and management unit

Resources assigned by areas of work				
Areas of work	Cosponsor Resources	Core UBW	Supplemental UBW	Total
Ensuring an extraordinary response to the epidemic	1,506	875	2,259	4,640
Protecting children and young people from the epidemic and its impact	474	125	711	1,310
Addressing those most vulnerable to, and at greatest risk of HIV infection	1,425	1,130	2,137	4,692
Operations and biomedical research	614	245	921	1,780
Human resource and institutional capacities in key sectors	10	125	15	150
Policies, legislation and programmes to address HIV/AIDS and its socioeconomic impacts	280	0	420	700
Governance, management and administration of the programme*	200	200	0	400
Total	4,509	2,700	6,463	13,672
Resources assigned by region				
Regions	Cosponsor Resources	Core UBW	Supplemental UBW	Total
Unassigned*	200	200	0	400
Global	480	0	720	1,200
Central & Eastern Europe	690	875	1,035	2,600
Central America	392	0	588	980
East Asia & Pacific	796	700	1,194	2,690
North Africa & Middle East	110	0	165	275
South America	153	255	229	637
South Asia	530	175	795	1,500
Sub-Saharan Africa	1,064	250	1,596	2,910
The Caribbean	94	245	141	480
Total	4,509	2,700	6,463	13,672
Resources assigned by management unit				
Management Unit	Cosponsor Resources	Core UBW	Supplemental UBW	Total
HQ-Operations	90	75	135	300
HQ-unspecified*	680	200	720	1,600
RECAP	796	700	1,194	2,690
ROC	94	245	141	480
ROCA	280	300	420	1,000
ROEA	90	125	135	350
ROLAC	153	255	229	637
ROMAC	392	0	588	980
RONAME	110	0	165	275
RORB	320	500	480	1,300
ROSA_Africa	480	0	720	1,200
ROSA_Asia	530	175	795	1,500
ROWCA	494	125	741	1,360
Total	4,509	2,700	6,463	13,672

(In \$ '000)

* Includes the staff cost of the Drug Abuse and HIV Adviser post for 2002- 2003.

6. World Health Organization

In response to World Health Assembly resolution WHA 53.14, which called for an increased response to HIV infection and AIDS, WHO is intensifying its support to Member states' efforts focusing on the health sector within the context of the wider multisectoral response to HIV/AIDS. Priority interventions that must constitute the core of the health sector response have been identified and are the focus for WHO's normative work and its technical support to countries.

WHO has strengthened its HIV/AIDS programme, with the following priority areas of work:

- prevention of HIV transmission among young people, with a focus on sexual and reproductive health;
- prevention and treatment of sexually transmitted infections;
- voluntary counselling and testing;
- prevention of mother-to-child transmission of HIV;
- care and support of people living with HIV/AIDS, including access to drugs and antiretroviral therapy, case management of major opportunistic infections, palliative care and psychological and social support;
- blood safety;
- safe injection practices and protection and care of health workers; and
- vulnerable groups, including injecting drug users and commercial sex workers.

WHO will continue to support and coordinate:

- epidemiological and behavioural surveillance;
- high-quality research in reproductive health, vaccine development and diagnostics; and
- monitoring of drug resistance.

WHO will identify feasible and measurable targets in each of these areas and support countries in their efforts to improve access and application of these key interventions.

WHO is also mobilizing additional resources to strengthen the technical capacities of its regional and country teams, focusing particular attention on strengthening the health sector response to the epidemic. WHO regional offices are recruiting specialists to act as focal points for specific areas of work, including voluntary counselling and testing, prevention of mother-to-child transmission of HIV and other essential components of HIV/AIDS work, coordination of HIV activities within health systems, and surveillance. Additional qualified staff, including national programme officers, are being placed in countries. Subregional teams are being established to provide direct support to countries and facilitate the management of regional technical networks.

The proposed breakdown of the WHO resources sought for global and regional-level activities related to HIV/AIDS is shown in the tables on the next page.

Breakdown of WHO resources by areas of work, region and management unit

Resources assigned by areas of work				
Areas of work	Cosponsor Resources	Core UBW	Supplemental UBW	Total
Ensuring an extraordinary response to the epidemic	0	2,000	2,000	4,000
Protecting children and young people from the Epidemic and its impact	0	2,650	3,550	6,200
Addressing those most vulnerable to, and at greatest risk of HIV infection	0	650	900	1,550
Care and support to individuals, households and communities affected by HIV/AIDS	0	5,600	12,350	17,950
Operations and biomedical research	0	4,950	7,600	12,550
Human resource and institutional capacities in key sectors	0	2,800	3,200	6,000
Governance, management and administration of the programme	9,845	850	400	11,095
Total	9,845	19,500	30,000	59,345
Resources assigned by region				
Regions	Cosponsor Resources	Core UBW	Supplemental UBW	Total
Unassigned	9,845	19,500	30,000	59,345
Total	9,845	19,500	30,000	59,345
Resources assigned by management unit				
Management Units	Cosponsor Resources	Core UBW	Supplemental UBW	Total
HQ-unspecified	9,845	0	0	9,845
CDS-CSR	0	2,000	2,000	4,000
CDS-TB	0	900	200	1,100
EIP-OSD	0	400	1,000	1,400
FCH-CAH	0	950	1,000	1,950
FCH-HIV	0	9,350	17,700	27,050
FCH-RHR	0	1,000	1,150	2,150
HTP-BCT	0	500	1,500	2,000
HTP-EDM	0	1,000	1,500	2,500
HTP/Vaccines	0	2,500	3,000	5,500
NMH	0	900	950	1,850
Total	9,845	19,500	30,000	59,345

(In \$ '000)

7. World Bank

The World Bank has made HIV/AIDS a top institutional priority, both for analysis and action. The Bank placed HIV/AIDS at the centre of the global development agenda during the April 2000 meetings of world finance ministers, detailing the severe threat the epidemic poses to development around the world. It has expanded the economic analysis of the impact of AIDS, and in connection with the UNAIDS secretariat has produced detailed estimates of the costs of mounting comprehensive national HIV/AIDS programmes. It has taken a leading role in initiatives to help bring an HIV vaccine to market in the developing world, and is one of the UNAIDS co-sponsors involved in the accelerating access initiative to make antiretroviral drugs more accessible in poor countries.

The Bank has also increased its support for HIV/AIDS programmes. In September 2000, it launched the first phase of the multi-country AIDS programme for Africa. Prepared in collaboration with UNAIDS, the International Partnership Against AIDS in Africa, key bilateral donors and leading NGOs, the programme is designed not only to increase resources for HIV/AIDS but also to address the key impediments to an expanded response, such as slow implementation and inadequate support to communities. The first phase of the programme has made \$500 million in credits available to countries in Africa to step up national prevention, care and treatment programmes, and to help them prepare to cope with the impact of AIDS. Programme resources may be used to support initiatives by government, civil society, the private sector and communities; special mechanisms have been designed to ensure funds flow quickly to community level. The Bank is now preparing a similar initiative for the Caribbean, and is also supporting major HIV/AIDS projects in several other countries, including Brazil, China and India.

The proposed breakdown of the World Bank resources sought for global and regional level activities related to HIV/AIDS is shown in the tables on the next page.

Breakdown of World Bank resources by areas of work, region and management unit

Resources assigned by areas of work				
Areas of work	Cosponsor Resources	Core UBW	Supplemental UBW	Total
Ensuring an extraordinary response to the epidemic	3,200	2,900	4,750	10,850
Policies, legislation and programmes to address HIV/AIDS and its socioeconomic impacts	2,600	2,800	3,750	9,150
Total	5,800	5,700	8,500	20,000
Resources assigned by region				
Regions	Cosponsor Resources	Core UBW	Supplemental UBW	Total
Global	2,700	1,600	3,550	7,850
Americas	300	400	1,200	1,900
East Asia & Pacific	125	250	0	375
Europe	125	250	0	375
North Africa & Middle East	50	100	0	150
South Asia	700	800	1,450	2,950
Sub-Saharan Africa	1,800	2,300	2,300	6,400
Total	5,800	5,700	8,500	20,000
Resources assigned by management unit				
Management Units	Cosponsor Resources	Core UBW	Supplemental UBW	Total
HQ-unspecified	2,700	1,600	3,550	7,850
AFR	1,800	2,300	2,300	6,400
EAP	125	250	0	375
ECA	125	250	0	375
LAC	300	400	1,200	1,900
MENA	50	100	0	150
SAS	700	800	1,450	2,950
Total	5,800	5,700	8,500	20,000

(In \$ '000)

8. Other UN Agencies

In addition to UNAIDS Cosponsors, a number of other UN agencies funds, programmes, entities and other intergovernmental organizations exist with a strong commitment to addressing the HIV/AIDS epidemic, as is reflected in the UN System Strategic Plan¹¹. These agencies enhance global efforts by contributing knowledge, expertise and input to an expanded and multi-sectoral response. They can widen the strategic base for action by providing access to a broader range of actors including the private sector, international nongovernmental organizations and other bodies valuable in reducing the economical, social and developmental impacts of the epidemic. They can coordinate research and programme development within specific priority areas in collaboration with UNAIDS Secretariat and its Cosponsors. Finally, their involvement in an expanded response adds weight and legitimacy to the UN system's collective efforts against HIV/AIDS.

The supplementary component of the UBW includes provision of proposals for the Office of the High Commissioner for Human Rights (OHCHR), the UN Department of Peacekeeping Operations (DPKO), the International Labour Organization (ILO), the High Commissioner for Human Rights (UNHCR) and the International Organization for Migration (IOM).

11

1. International Labour Organization (ILO)
2. United Nations Industrial Development Organization (UNIDO)
3. World Intellectual Property Organization (WIPO)
4. Food and Agriculture Organization (FAO)
5. International Fund for Agricultural Development (IFAD)
6. World Food Programme (WFP)
7. United Nations Relief and Works Agency for Palestine Refugees (UNRWA)
8. United Nations Conference on Trade and Development (UNCTAD)
9. Office of the United Nations High Commissioner for Refugees (UNHCR)
10. Office of the United Nations High Commissioner for Human Rights (OHCHR)
11. United Nations Volunteers (UNV)
12. United Nations Development Fund for Women (UNIFEM)
13. United Nations Research Institute for Social Development (UNRISD)
14. Department for Peacekeeping Operations of the UN Secretariat (DPKO)
15. Department of Economic and Social Affairs of the UN Secretariat (DESA)
16. United Nations Fund for International Partnerships (UNFIP)
17. United Nations Medical Service (UNMS)
18. World Trade Organization (WTO)
19. World Tourism Organization (WOTO)
20. International Organization for Migration (IOM)

Breakdown of other UN agencies resources by areas of work, region and management unit

Resources assigned by areas of work				
Areas of work	Cosponsor Resources	Core UBW	Supplemental UBW	Total
Ensuring an extraordinary response to the epidemic	0	0	2,000	2,000
Cross-cutting issues in an expanded response	0	0	2,000	2,000
Addressing those most vulnerable to, and at greatest risk of HIV infection	0	0	2,400	2,400
Human resource and institutional capacities in key sectors	0	0	1,600	1,600
Policies, legislation and programmes to address HIV/AIDS and its socioeconomic impacts	0	0	2,000	2,000
Total	0	0	10,000	10,000
Resources assigned by regions				
Regions	Cosponsor Resources	Core UBW	Supplemental UBW	Total
Unassigned	0	0	7,000	7,000
Global	0	0	2,000	2,000
Sub-Saharan Africa	0	0	1,000	1,000
Total	0	0	10,000	10,000
Resources assigned by management unit				
Management Units	Cosponsor Resource	Core UBW	Supplemental UBW	Total
HQ-unspecified	0	0	10,000	10,000
Total	0	0	10,000	10,000

(In \$ '000)

9. Interagency

The purpose of the interagency resources included in the UBW is to:

- (a) provide support to country-level activities through the UNAIDS Programme Acceleration Fund (PAF) and operational support to UN Theme Groups on HIV/AIDS, and
- (b) facilitate the work of global Interagency Task Teams in key areas.

The purpose of the Programme Acceleration Fund (PAF) is to improve support to national and sub-national planning, including through situation analyses, response analyses and strategic plan formulation as well as the initiation of new activities that have been identified as urgent priorities through the national strategic planning process. Support provided to UN Theme Groups on HIV/AIDS serves to strengthen the development and implementation of UN System Integrated Work Plans in support of national strategic planning, coordination and implementation. In the next biennium, particular attention will be given to meet the HIV/AIDS-related training needs of UNAIDS Cosponsors at country level.

Interagency Task Teams are an established mechanism to allow staff from the UN system to collaborate and work closely together on issues that are particularly complex or that benefit from diverse perspectives. Key areas in which a need for an Interagency Task Team has been identified include prevention of transmission of HIV to mothers and infants, care and support, voluntary counselling and testing, and youth. The purpose of the Interagency Task Teams is to harmonize the work of the UN Cosponsors at regional and global levels and build bridges with other organizations to enhance collaboration in providing technical support, to improve the development and exchange of good practice materials, to facilitate monitoring and evaluation of projects and programmes, and to support scaling up of efforts. Task Teams may also be used to accomplish a specific task, e.g. guiding the organization of a special event or the drafting of technical guidelines.

The breakdown of the proposed interagency resources in 2002-2003 is shown in the tables on the next page.

Breakdown of Interagency resources by areas of work, region and management unit

Resources assigned by areas of work				
Areas of work	Cosponsor Resources	Core UBW	Supplemental UBW	Total
Ensuring an extraordinary response to the epidemic	0	37,800	2,000	39,800
Cross-cutting issues in an expanded response	0	0	0	0
Protecting children and young people from the Epidemic and its impact	0	2,000	0	2,000
Addressing those most vulnerable to, and at greatest risk of HIV infection	0	0	0	0
Care and support to individuals, households and communities affected by HIV/AIDS	0	2,000	0	2,000
Human resource and institutional capacities in key sectors	0	0	0	0
Policies, legislation and programmes to address HIV/AIDS and its socioeconomic impacts	0	0	0	0
Total	0	41,800	2,000	43,800
Resources assigned by region				
Regions	Cosponsors Resources	Core UBW	Supplemental UBW	Total
Unassigned	0	20,000	2,000	22,000
Americas	0	3,633	0	3,633
Asia	0	5,248	0	5,248
Europe	0	1,615	0	1,615
North Africa & Middle East	0	102	0	102
Sub-Saharan Africa	0	11,202	0	11,202
Total	0	41,800	2,000	43,800
Resources assigned by management unit				
Management Units	Cosponsors Resources	Core UBW	Supplemental UBW	Total
CPA support	0	21,800	0	21,800
PAF	0	16,000	2,000	18,000
Task team support	0	4,000	0	4,000
Total	0	41,800	2,000	43,800

(In \$ '000)

Table 6: Current and proposed distribution of UBW interagency posts

	2000-2001			2002-2003		
	No. of posts		Cost of posts	No. of posts		Cost of posts
	P	G	In US\$ '000	P	G	in US\$ '000
Interagency posts						
Country Programme Advisers	44		10,973,000	54		13,466,864

As is indicated in Section I and the table above, an increase in the number of Country Programme Adviser posts from the current 44 to 54 is proposed for 2002-2003.

10. The UNAIDS Secretariat

In parallel with the development of the UN System Strategic Plan and the Unified Budget and Workplan, and in light of changes in the external environment, the UNAIDS Secretariat has reviewed its mission and strategic objectives, and completed a realignment process to respond more effectively to the epidemic. The overall purpose of the UNAIDS Secretariat is to provide leadership and support to an expanded United Nations system response to the HIV/AIDS. It is the lead advocate within the UN system for an urgent, coordinated and comprehensive response to the epidemic based on relevant and timely policy and strategy guidance. It aims at enhancing global and national political commitment and mobilizing new partners and increased resources. It produces and delivers information for policy-makers, programme managers and advocates to intensify their efforts towards an expanded response to the epidemic. The three strategic objectives of the Secretariat are:

1. To provide **strategic leadership and policy coordination** required for an expanded global response through:
 - 1.1 Support to the development and promotion of global and regional strategy instruments, including common goals and targets.
 - 1.2 Support to strengthening the HIV/AIDS-related planning, policy coordination and strategy development within the UN System.
 - 1.3 Support to national leadership on HIV/AIDS especially through strengthening national strategic planning and coordination mechanisms.
2. To support the **mobilization of political, social and programme resources** required to move to scale the global response to the epidemic:
 - 2.1 Promote a sense of urgency among the public in order to create a supportive and enabling environment for action.
 - 2.2 Build and monitor stronger political and institutional commitments in relevant sectors.
 - 2.3 Promote the mobilization of affected, infected and particularly vulnerable populations.
 - 2.4 Expand the range of new partners engaged in the response and support efforts to improve their effectiveness (e.g. civil society, including foundations, academic institutions, etc.).
 - 2.5 Catalyse and promote access to the resources needed to fight the epidemic: financial, human, technical, information, institutional, including the key commodities for prevention and care.
3. To improve **access to strategic information** required by advocates, policy makers and programme managers:
 - 3.1 Compile and disseminate in a timely manner, relevant data, analysis and interpretation of available information on the epidemic and the response to it.
 - 3.2 Identify, prioritize and address gaps in the availability of key technical, epidemiological and programmatic data, including through 'Best Practice' documentation.
 - 3.3 Support efforts of major partners to enhance the capture of knowledge from experience through intercountry technical networks.

The proposed breakdown of the Secretariat resources between areas of work, regions and management units is shown in the tables on the next page.

Breakdown of UNAIDS Secretariat resources by areas of work, region and management unit

Resources assigned by areas of work				
Areas of work	Cosponsor Resources	Core UBW	Supplemental UBW	Total
Ensuring an extraordinary response to the epidemic	0	50,066	0	50,066
Cross-cutting issues in an expanded response	0	801	0	801
Addressing those most vulnerable to, and at greatest risk of HIV infection	0	2,617	0	2,617
Human resource and institutional capacities in key sectors	0	1,673	0	1,673
Policies, legislation and programmes to address HIV/AIDS and its socioeconomic impacts	0	8,249	0	8,249
Governance, management and administration of the programme	0	19,595	0	19,595
Total	0	83,000	0	83,000
Resources assigned by region				
Regions	Cosponsor Resources	Core UBW	Supplemental UBW	Total
Global	0	55,776	0	55,776
Americas and Europe	0	5,425	0	5,425
Asia	0	8,469	0	8,469
Sub-Saharan Africa	0	13,330	0	13,330
Total	0	83,000	0	83,000
Resources assigned by management unit				
Management Units	Cosponsor Resources	Core UBW	Supplemental UBW	Total
Country and Regional Support (Geneva)	0	17,181	0	17,181
Country and Regional Support (Inter-country teams)	0	15,423	0	15,423
Executive Office	0	7,995	0	7,995
Programme Development and Coordination	0	4,937	0	4,937
Programme Support	0	12,597	0	12,597
Social Mobilization and Information	0	24,867	0	24,867
Total	0	83,000	0	83,000

(In \$ '000)

The total budget for the Secretariat posts at global and regional levels in 2002-2003 remains at the same level as in the current biennium (US\$34.5 million), as can be seen from Table 7 below:

Table 7: Current and proposed distribution of UBW Secretariat posts

Secretariat posts	2000-2001			2002-2003		
	No. of posts		Cost of posts	No. of posts		Cost of posts
	P	G		P	G	
Regional Technical Advisers*	24	9	6,930,000	24	9	6,930,000
Headquarters posts**	61	41	27,562,000	61	42	27,560,000
Total Secretariat posts (HQ & Regional)	85	50	34,492,000	85	51	34,490,000

*Includes 5 professional posts with Cosponsors.

** Includes the establishment of a secretarial post with the UNAIDS Liaison Office in New York in 2002-2003.

The breakdown of Secretariat staff according to the realigned structure is shown in **Table 8**.

Table 8: Breakdown of Secretariat staff according to the realigned structure

Secretariat headquarters posts	No. of posts	No. of posts	Cost of posts
	P	G	
Country and Regional Support Department	20	7	8,053,500
Social Mobilization and Information Department	16	11	7,276,500
Executive Office*	9	6	4,221,000
Programme Development and Coordination Group	4	3	1,879,500
Programme Support Group	8	13	4,598,500
Joint WHO/UNAIDS Vaccines Unit	2	1	829,500
New York Liaison Office	2	1	703,500
Total number of Secretariat headquarters posts	61	42	27,560,000

*Includes 3 professional posts with the Policy Coordination Unit and 2 professional posts and 1 general service post with the Governance, UN and Donor Relations Unit.

The realigned structure of the Secretariat is shown on next page.

UNAIDS Secretariat Organigram

