

**36th Meeting of UNAIDS
Programme Coordinating Board**

Agenda items 4.1 & 4.2

**UNAIDS 2012-2015 Unified Budget, Results
and Accountability Framework (UBRAF)**

UBRAF – a tool to implement UNAIDS Strategy

- Focus
- Coherence
- Coordination
- Accountability
- Catalytic effect

Some achievements through joint work

- *Research/data*: ACCESS to and EFFECTS of Social Protection on Workers living with HIV and their Households
- *Guidance*: Comprehensive Package of HIV prevention, treatment and care in prisons
- *Advocacy*: UNAIDS Gap Report
- *Support to policy development*: Allocative Efficiency Analysis
- *Operations/Programmes*: GLOBAL PLAN towards the elimination of new HIV infections among children by 2015 and keeping mothers alive

Some challenges

- Resource gap
- Positioning HIV across the SDGs (where relevant)
- Improving accountability

Focuses our programmatic work on those most in need

Focuses on the multiple needs of young people including Education, Employment, Rights, Gender equality, Comprehensive Sexuality Education, etc

Addresses the structural drivers of the HIV epidemic and maintain and multi-sectoral HIV response

Provides the catalytic funding to mobilize additional resources for each dollar given



Facilitates joint planning, joint monitoring and joint work among 12 UN Organizations with complementary mandates

Improves the country presence, coverage and scope of the Joint Programme's interventions

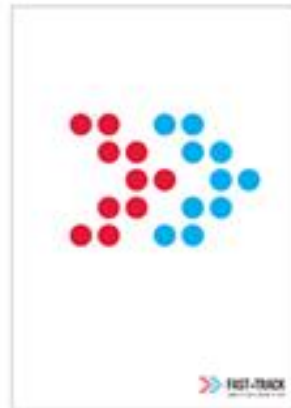
Added-Value of the Joint Programme in Action: Highlights from Eastern Europe & Central Asia

- 
1. Leveraging the Global Fund
 2. Sustainability & Scale-up
 3. Efficiency & Optimization
 4. Shared Responsibility & Resource Mobilization
 5. High-level Advocacy & Leadership



Leadership and strategic direction

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SETTING THE GLOBAL AGENDA BUILDING ON EVIDENCE, SCIENCE AND POLITICAL ADVOCACY

Getting to zero



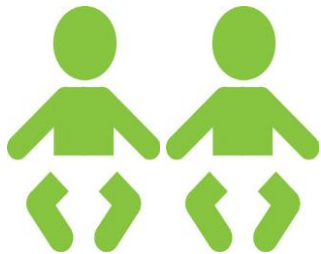
Coordination, coherence and partnerships



45 Countries
US\$ 5 Billion
secured

HIV STATUS?
UNDETECTABLE

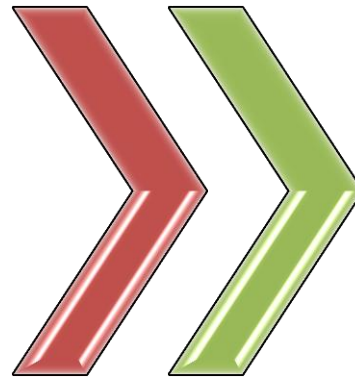
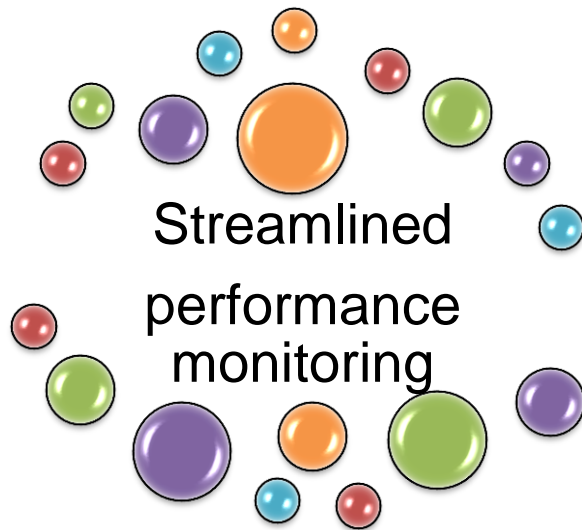
Viral Load agreement with ROCHE
– US\$ 150 million savings



x100K

New HIV infections among children
– < 200 000

Accountability

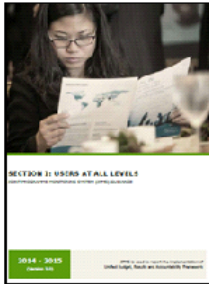


Refinement and simplification of tools and indicators -- collection of better, more relevant information

Additional ways to communicate more effectively

Joint Programme Monitoring System (JPMS)

User Guides and Support



Webinars

Data Collection Tool

UNAIDS JPMS 2014-2015

User account

Username *

Enter your JPMS 2014-2015 username.

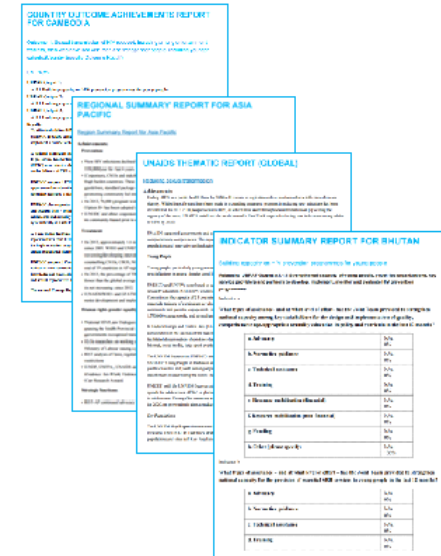
Password *

Enter the password that accompanies your username.

Or log in with...

Log In

Products



Country, regional, global thematic, and indicator reports

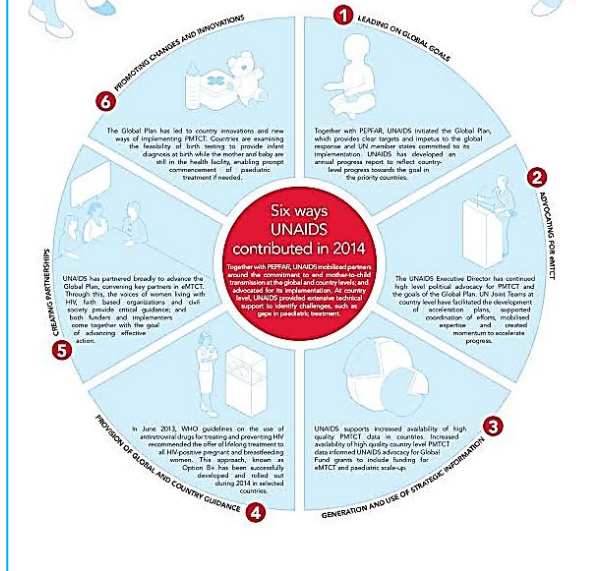
Reporting on results

Infographics to illustrate UNAIDS contributions to the AIDS response

Eliminating new HIV infections among children

In 2011, UNAIDS brought together governments and partners to launch the Global Plan towards the elimination of new HIV infections among children and keeping their mothers alive. Among the 21 Global Plan priority countries in Sub-Saharan Africa, where 90% of women living with HIV reside, there has been a reduction of 54% since 2009. With the support

of UNAIDS, all Global Plan countries have officially adopted Option B or B+, which provides more effective antiretroviral medicines to prevent mother-to-child transmission as well as treatment for pregnant women. During the last five years there has been a 29% decline in the number of AIDS-related deaths among women or reproductive age in those countries.



Lifting HIV-related restrictions on entry, stay and residence

The removal of HIV-related restrictions on entry, stay and residence ("travel restrictions"), an indicator of HIV-related stigma and discrimination, is a human rights priority of UNAIDS. UNAIDS created momentum on this issue, starting with the International Task Team on Travel Restrictions in 2008, which set a global definition and monitoring framework for these restrictions. In the 2011 Political Declaration on HIV and AIDS,

Member States committed to the removal of travel restrictions as one of the 10 targets within the global AIDS response. Leveraging the commitment to this target, UNAIDS has worked closely with civil society and governments to remove travel restrictions. As of February 2011, 49 countries, territories and areas still applied some form of travel restrictions.

How UNAIDS contributes



UNAIDS monitors countries, territories and areas that impose some type of HIV-related restriction on entry, stay and residence. Throughout 2012-2013, UNAIDS conducted a validation exercise with countries to update its data on travel restrictions.

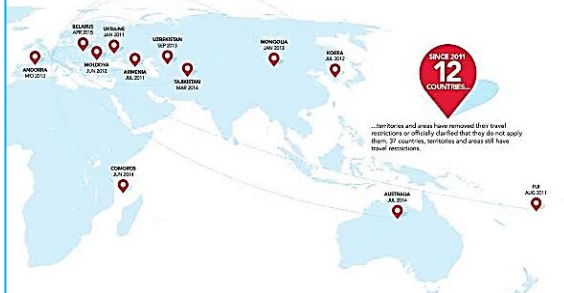


In 2012, UNAIDS and G80Health mobilised global business leaders to sign a CEO pledge that urged countries to remove HIV-related travel restrictions. In 2013, UNAIDS launched its global campaign against discrimination with the slogan 'Love is Love' during the World AIDS Day. In Pakistan, UNAIDS raised the issue with President's Office, Ministry of Health, Parliament, National Commission and other fora.



The UNAIDS Secretariat provided legislative support for the successful removal of restrictions in several countries. For example, by giving comments on the draft HIV law of Mongolia and successfully recommending that the law be amended to remove the deportation of foreign nationals based on HIV status.

Our efforts in 2011-2015 resulted in...

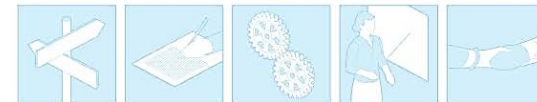


UNAIDS and Global Fund strategic investments

The Global Fund is a major actor in the world's effort to end the AIDS epidemic. It mobilizes and invests nearly USD 4 billion a year to support AIDS, tuberculosis and malaria programmes in more than 140 countries worldwide; its New Funding Model is designed to achieve strategic investments for maximum impact. The roll-out of this model has brought additional opportunities

and challenges for countries: UNAIDS continues to support countries at all stages of the Global Fund grant cycle, including collection and analysis of strategic information; development of strong HIV investment cases and funding requests; and accompaniment of grant signing, implementation, monitoring and evaluation.

UNAIDS support to countries in 2014



BUILDING STRONG HIV INVESTMENT CASES

21 countries developed HIV investment cases that became the building blocks of their Global Fund concept notes. 25 countries received or developed about national HIV strategic plans.

DEVELOPING GLOBAL FUND CONCEPT NOTES

With support of UNAIDS, 31 countries submitted quality Global Fund concept notes with a total allocation of US\$ 4.7 billion. 19 of which also got WHO concept notes.

STRONGER COUNTRY COORDINATING MECHANISM GOVERNANCE

The Global Fund's grant governance and other accountability processes were strengthened in 6 countries and in 2 regional organisations.

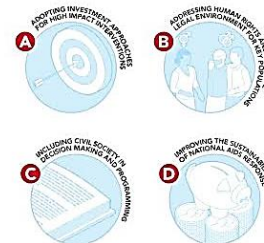
IMPROVED CAPACITY FOR GLOBAL FUND GRANT SUPPORT

Over 300 technical support providers and national partners were trained for the new funding model and related processes.

COORDINATION AND PARTNERSHIPS

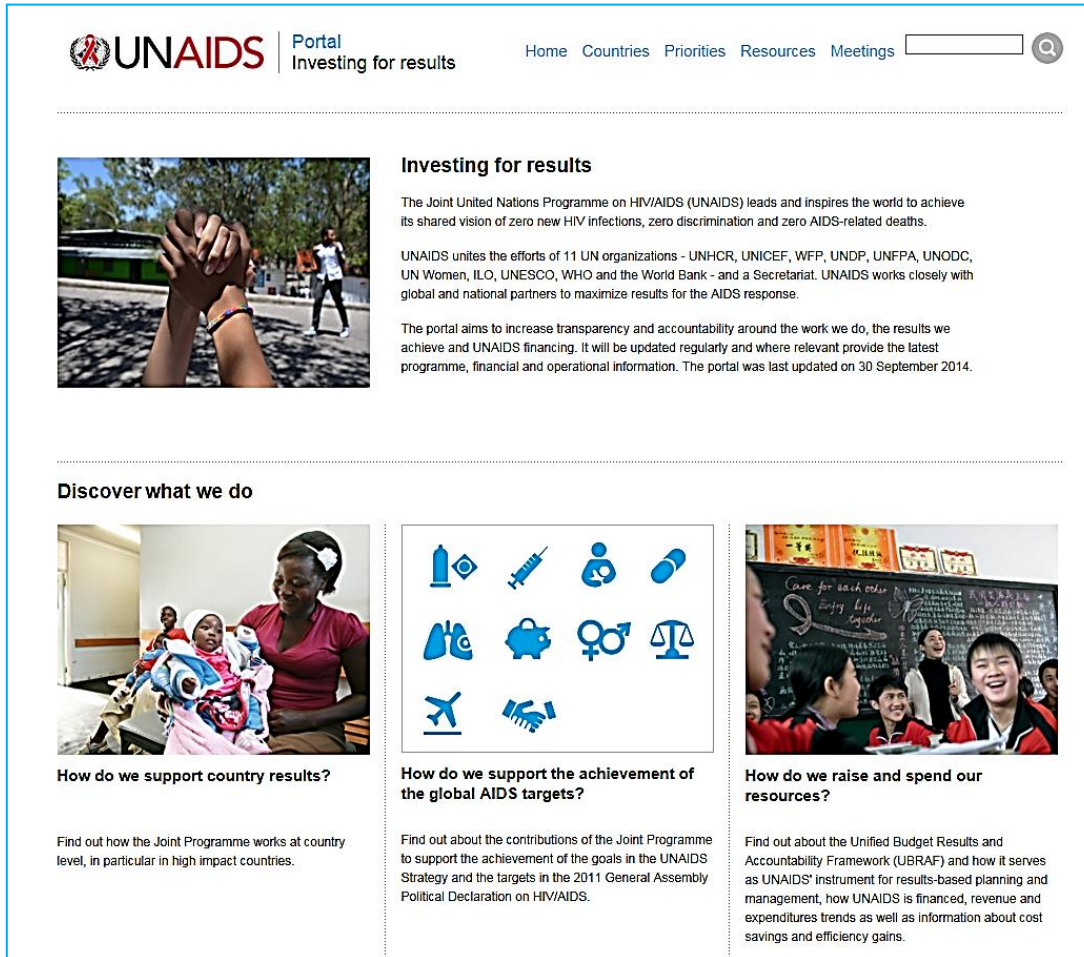
Technical support coordination was strengthened through active management with partners at national, regional and global levels.

UNAIDS advocates for

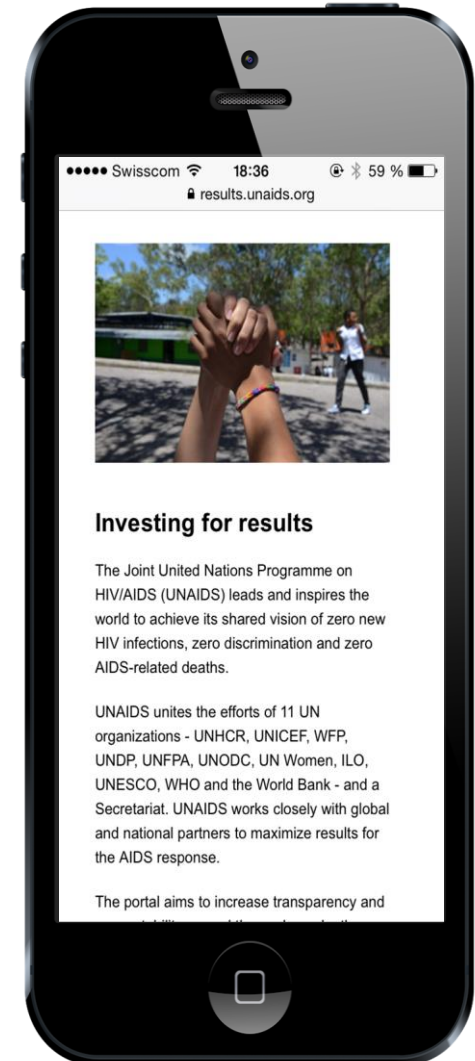


Reporting on results

Web portal: investing for results



The screenshot shows the desktop version of the UNAIDS 'Investing for results' portal. At the top left is the UNAIDS logo and the text 'Portal Investing for results'. To the right are navigation links: 'Home', 'Countries', 'Priorities', 'Resources', and 'Meetings', followed by a search bar. Below the navigation is a large image of two hands clasped together. To the right of the image is the heading 'Investing for results' and a paragraph of introductory text. Below this is another paragraph. Further down is a section titled 'Discover what we do' with three columns. Each column has an image and a heading: 'How do we support country results?' (with a photo of a woman holding a child), 'How do we support the achievement of the global AIDS targets?' (with a grid of icons representing various health and social goals), and 'How do we raise and spend our resources?' (with a photo of students in a classroom). Each column also has a short paragraph of text.



The screenshot shows the mobile version of the same web portal. The layout is adapted for a smaller screen, with the navigation links and search bar at the top. The main content area features the same 'Investing for results' heading and introductory text as the desktop version. The 'Discover what we do' section is also present, with the same three columns and images. The mobile interface includes a status bar at the top showing signal strength, time (18:36), and battery level (59%).

Information is accessible through desk top and mobile devices

Getting to zero



Improved results, reporting and accountability



Performance reporting – going forward

1. Further simplification and rationalisation of reporting tools and processes needed
2. External input and validation of reporting by the Cosponsors and Secretariat to be built into the process
3. Experience of reporting provides a very good basis for the development of the 2016-2021 UBRAF

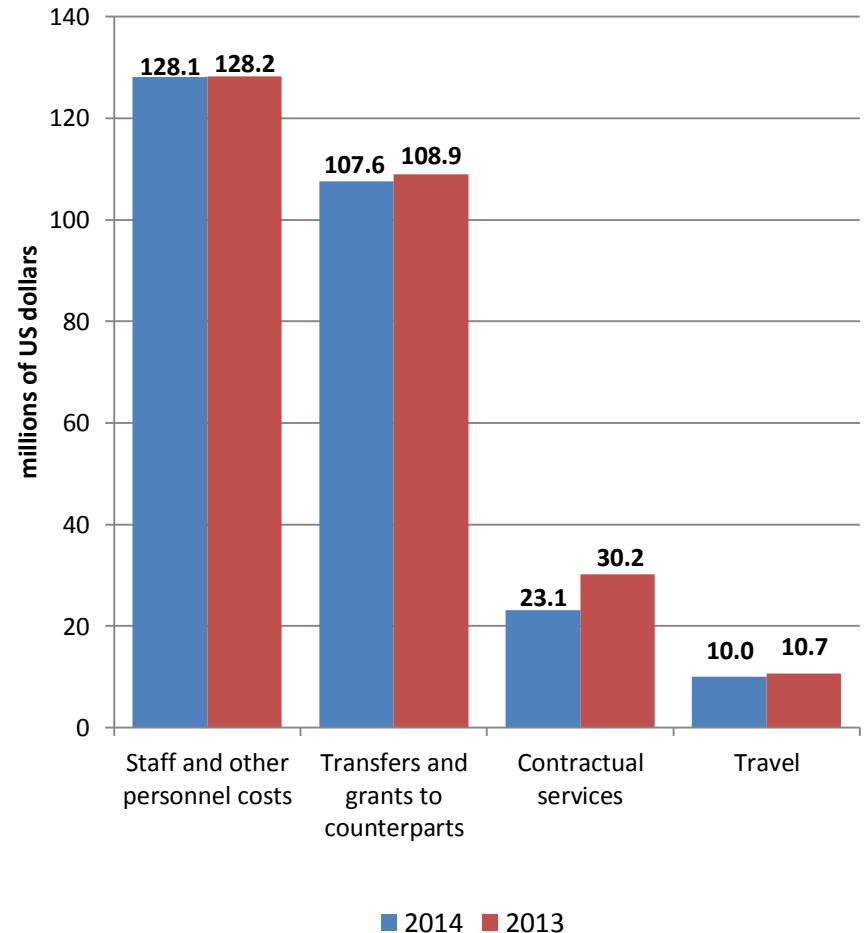
Financial reporting

- Third set of financial statements prepared according to **new accounting standards** (IPSAS)
- Unqualified '**clean audit**' opinion provided by the external auditors
- All the **external audit** recommendations implemented and closed
- Financial situation throughout 2014 healthy with **96% of resource mobilization** target reached



Cost savings and efficiency gains

- Continued emphasis **on cost effectiveness** and **cost containment**
- Overall level of **expenditures in 2014**, including staff and travel costs, **in line with 2013 expenditures**
- Most **savings generated in the area of contractual services** (reduced by 24%)

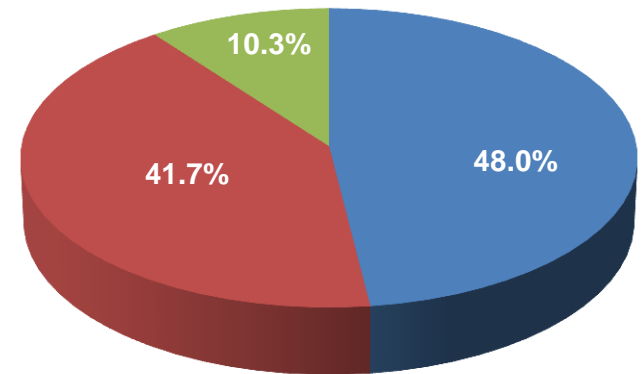


Income and expenditures in 2014

- Core **income** totaling **US\$ 232.8 million** was mobilized in 2014 compared to US\$ 237.4 million in 2013
- Total core **expenditures** in 2014 amounted to **US\$ 246.5 million** (50.8% against biennial budget)
- **The difference** between revenue and expenses **of US\$ 9.6 million** has been covered from the fund balance
- The net **fund balance** at 31 December 2014 was **US\$ 120.9 million** (within the ceiling established by the PCB)

Developments in 2015

- So far in 2015 a total of US\$ 120 million has been mobilized against the core budget
- In total **US\$ 202 million** is projected to be raised against the core, which represents **83%** of the target for 2015 (96% in 2014)
- While most donors have maintained their funding, the **strong US dollar is having a major impact on UNAIDS income** as 70% of UNAIDS core funding is in other currencies
- **Additional contributions are needed** to help minimize the difference between income and expenditure, estimated to be appr. 10% of the core budget for 2014-2015

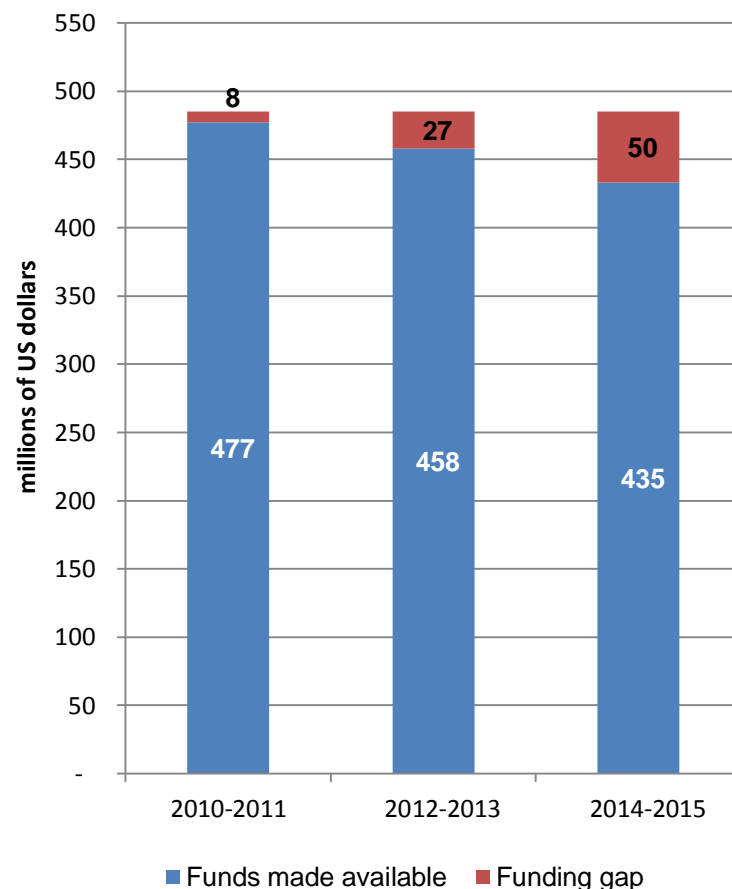


- Mobilized in 2014
- Estimated for 2015
- To be raised

Mobilization of core funding

(in millions US dollars)

- In 2010-2011 core funding totaling **US\$ 477 million** was mobilized. **US\$8 million** below the target.
- In 2012-2013 core funding totaling **US\$ 458 million** was mobilized. **US\$ 27 million** less than the approved budget.
- In 2014 **US\$ 233 million** was raised and **US\$ 202 million** is projected to be mobilized in 2015.
- In 2014-2015 core funding totaling some **US\$ 435 million** is expected to be raised. **US\$ 50 million** below the target.



Management of core fund balance

In 2010, **35% of UNAIDS biennial budget (US\$ 170 million)** was set by the PCB as the maximum level of the core fund balance.

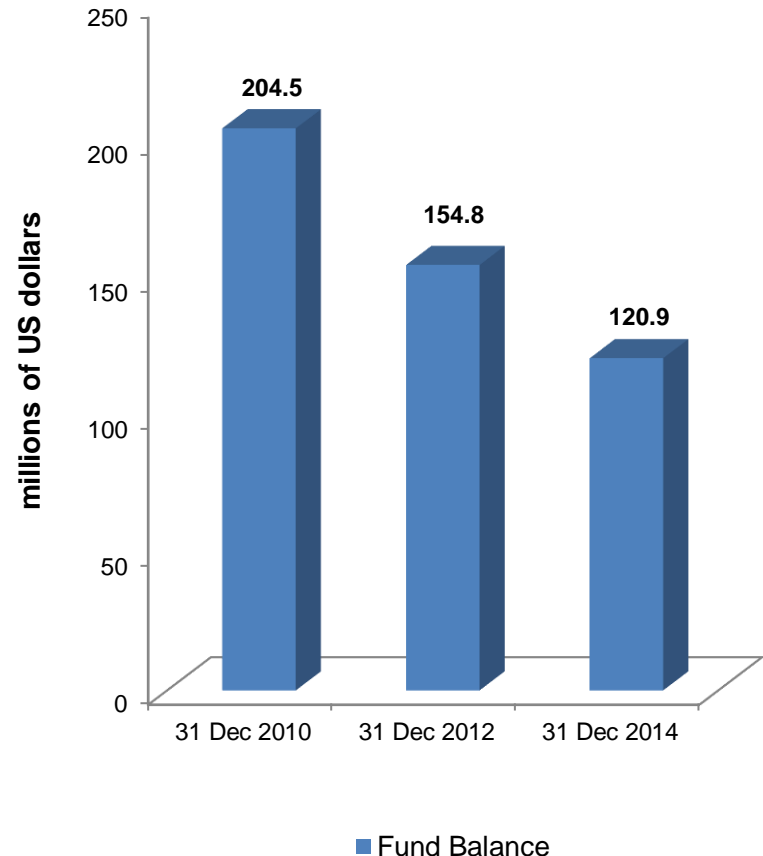
The fund balance **is monitored** to ensure it is maintained at a level that enables continued and smooth implementation of the UBRAF.

Since 2012, the fund balance is **within the approved level**; at the end of 2014 it stood at 25% of the budget (US\$ 120.9 million).

In July 2014, the PCB requested an analysis based on which to established an appropriate **lower-limit of the fund balance**.

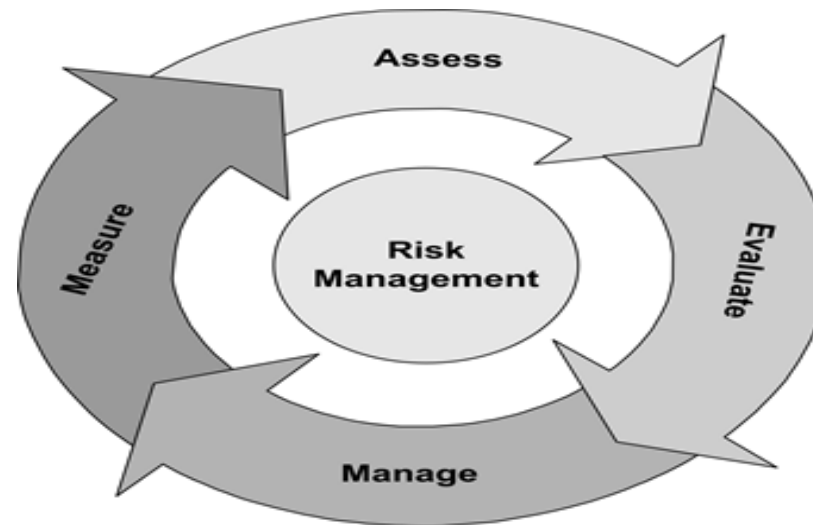
To ensure continuity of activities and operations, **22% of UNAIDS biennial budget (US\$ 107 million)** is proposed as the minimum level of the fund balance.

Getting to zero

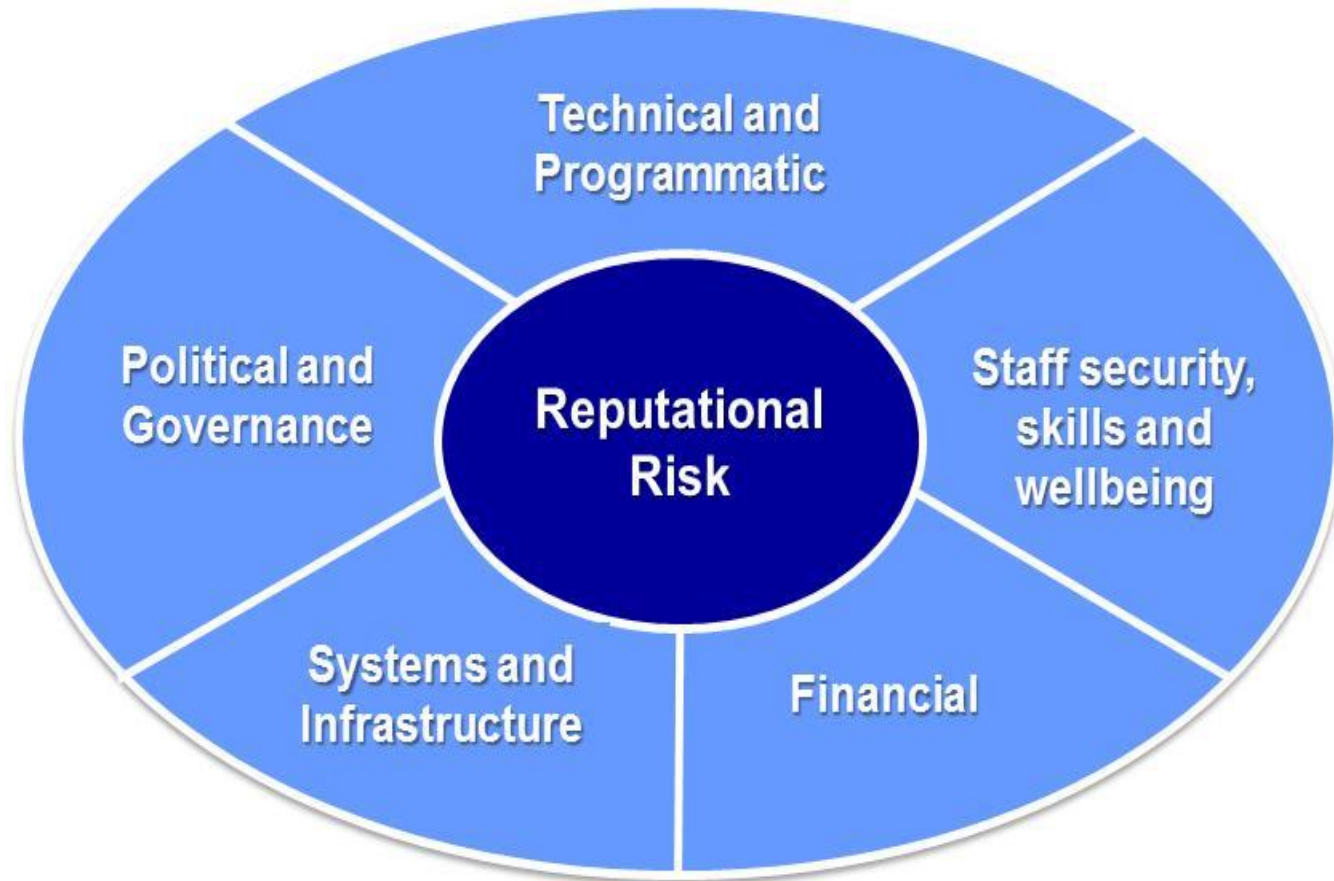


Enterprise Risk Management

A systematic and organization-wide approach to support the achievement of strategic objectives by proactively **identifying, assessing, evaluating, prioritizing and controlling the probability or the impact of adverse events** and maximise the realisation of opportunities across the organization.



UNAIDS risk categories

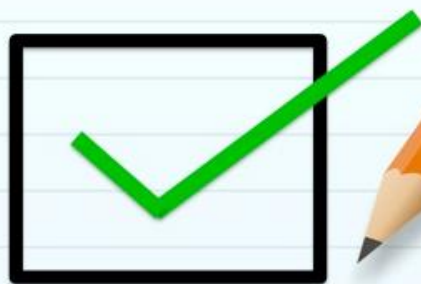


Top-level risks

Risk Category	Risk Description
Political and Governance	<p>Inadequate positioning of AIDS in the post-2015 agenda</p> <p>Polarized debate on key issues in relevant governance structures</p> <p>Loss of cohesion within the Joint Programme</p>
Technical and Programmatic	<p>Loss of leadership role due to failure to provide relevant information</p> <p>Emergence of alternative credible data sources on AIDS</p> <p>Inability to deliver on key goals and demonstrate value added</p>
Funding and Financial	<p>Sudden or gradual withdrawal by one or several donors</p> <p>Resource base diminished due to volatility in foreign exchange markets</p> <p>Financial mismanagement</p>
Staff Security, Skills and Wellbeing	<p>Failure to attract and maintain skilled workforce</p> <p>Threats to staff safety and security due to different hazards</p>
Systems and Infrastructure	<p>Confidentiality and integrity of UNAIDS data compromised</p> <p>Loss of essential infrastructure (e.g., IT, Global Service Centre, buildings)</p> <p>Compromised capacity to deliver critical services in an event of disaster or crisis</p>

Enterprise Risk Management – next steps

Training & Assessment



1. Finalize risk management guide and training materials
2. Conduct risk assessments throughout UNAIDS Secretariat
3. Monitor and sustain Enterprise Risk Management:
 - Funding and Financial Areas
 - Political and Governance Issues
 - Technical and Programmatic Areas
 - Staff Security, Skills and Wellbeing
 - Systems and Infrastructure

Fit for purpose – to live up to expectations of UNAIDS

- **Be brave**, provide a space to **build trust and consensus** around difficult issues; do things that others cannot or will not.
- **Strengthen bold advocacy**, including high level political advocacy with leaders – in all epidemic contexts.
- Support **generation of data and strategic information** to guide policy, investments and programmatic decisions.
- Build capacity of **countries and communities to deliver services**; invest in local expertise; provide quality strategic/technical support.
- Foster **country ownership, leadership, coordination, partnerships, good governance and accountability systems**.
- Empower and **create space for civil society** in a number of roles including governance, activism, service delivery, demand creation.
- Convene and **coordinate partnerships** and provide strategic direction to partners.