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

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

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

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

Getting to zero
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

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

Getting to zero
45 Countries
US$ 5 Billion
secured

Viral Load agreement with ROCHE
– US$ 150 million savings

New HIV infections among children
– < 200 000

Coordination, coherence and partnerships

NEW FUNDING MODEL PROCESS

ONGOING COUNTRY DIALOGUE

NATIONAL STRATEGIC PLAN / INVESTMENT CASE

CONCEPT NOTE 2-3 MTHS

TECHNICAL REVIEW PANEL

GRANT APPROVAL COMMITTEE

GRANT MAKING 2 MONTHS

2ND GRANT APPROVAL COMMITTEE

BOARD

GRANT IMPLEMENTATION 3 YEARS

HIV STATUS?
UNDETECTABLE

x100K

Getting to zero
Accountability

Streamlined performance monitoring

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

Strengthened Performance Reporting and Accountability

Additional ways to communicate more effectively
Joint Programme Monitoring System (JPMS)

- User Guides and Support
- Data Collection Tool
- Products

Webinars

Country, regional, global thematic, and indicator reports

Getting to zero
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 mother alive. Among the 21 Global Plan priority countries in Sub-Saharan Africa, where 90% of children living with HIV reside, there has been a reduction of 39% since 2010. With the support of UNAIDS, all Global Plan countries have officially adopted Option B+ or 85, 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 35% decline in the number of AIDS-related deaths among children under five years of 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") is a human right priority of UNAIDS. UNAIDS has worked on this issue, along with the International Task Team on Travel Restrictions in 2009, which set global definition and monitoring framework for these restrictions. In the 2013 Political Declaration on HIV and AIDS, Member States committed to the removal of travel restrictions in all the 15 targeted settings in the global AIDS response.

How UNAIDS contributes

1. Eliminate barriers to accessing health services
   - UNAIDS works to eliminate barriers to accessing health services by advocating for the removal of HIV-related travel restrictions, facilitating the sharing of best practices, and supporting countries in developing policies that promote the rights of individuals living with HIV.

2. Support national implementation
   - UNAIDS supports national implementation of travel restrictions by providing technical assistance, capacity building, and monitoring progress.

3. Engage stakeholders
   - UNAIDS engages stakeholders, including civil society organizations, governments, and other key actors, to ensure that the removal of travel restrictions is achieved in a rights-based manner.

4. Monitor and evaluate
   - UNAIDS monitors and evaluates the impact of the removal of travel restrictions to ensure that the benefits are realized.

5. Advocacy and awareness
   - UNAIDS advocates and raises awareness about the importance of removing travel restrictions and the impact they have on accessing healthcare.

Our efforts in 2011-2015 resulted in...

1. 12 countries in Sub-Saharan Africa have lifted all travel restrictions.
2. 30 countries have lifted some travel restrictions.
3. 20 countries have made progress in lifting travel restrictions.

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 10 billion a year to support UNAIDS, governments and civil society programs in more than 140 countries worldwide. UNAIDS, in partnership with the Global Fund, is designed to achieve strategic investments for maximum impact.

UNAIDS support to countries in 2014

Getting to zero
Reporting on results

Web portal: investing for results

Investing for results

The Joint United Nations Programme on HIV/AIDS (UNAIDS) leads and inspires the world to achieve its shared vision of zero new HIV infections, zero discrimination and zero AIDS-related deaths.

UNAIDS unites the efforts of 11 UN organizations - UNHCR, UNICEF, WFP, UNDP, UNFPA, UNODC, UN Women, ILO, UNESCO, WHO and the World Bank - and a Secretariat. UNAIDS works closely with global and national partners to maximize results for the AIDS response.

The portal aims to increase transparency and accountability around the work we do, the results we achieve and UNAIDS financing. It will be updated regularly and where relevant provide the latest programme, financial and operational information. The portal was last updated on 30 September 2014.

Discover what we do

How do we support country results?

Find out how the Joint Programme works at country level, in particular in high impact countries.

How do we support the achievement of the global AIDS targets?

Find out about the contributions of the Joint Programme to support the achievement of the goals in the UNAIDS Strategy and the targets in the 2011 General Assembly Political Declaration on HIV/AIDS.

How do we raise and spend our resources?

Find out about the Unified Budget Results and Accountability Framework (UBRAF) and how it serves as UNAIDS' instrument for results-based planning and management, how UNAIDS is financed, revenue and expenditures trends as well as information about cost savings and efficiency gains.

Information is accessible through desk top and mobile devices

Getting to zero
Improved results, reporting and accountability

1. Planning
   - More focused and clearly articulated results in workplans

2. Implementation
   - Better support to countries and engagement with partners

3. Monitoring & Evaluation
   - More structured tracking of results and impact

4. Reporting & Accountability
   - More robust oversight of progress and lessons learned

Getting to zero
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

Getting to zero
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.
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.
## Top-level risks

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

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.