

UNAIDS 2021 Performance Monitoring Report Joint Programme and Quadrennial Comprehensive Policy Review (QCPR)

Summary overview – how the UNAIDS Joint Programme takes forward the Quadrennial Comprehensive Policy Review (QCPR) mandates in its work and contributes to UN system reform efforts

2022 update

1. The Quadrennial Comprehensive Policy Review (QCPR) of UN operational activities for development, adopted by the UN General Assembly¹, outlines important expectations and mandates from Member States that focus on enhancing system-wide coherence in supporting countries in their efforts to implement the 2030 Agenda for Sustainable Development. The QCPR calls for a UN development system that is “more strategic, accountable, transparent, coherent, collaborative, efficient, effective and results-oriented”, with a central focus on leaving no one behind².
2. The QCPR addresses themes and approaches that are central to the work of the UNAIDS Joint Programme and successful delivery of our mandate, notably:
 - alignment with the 2030 Agenda for Sustainable Development, with a focus on leaving no one behind;
 - support to country ownership, capacities and leadership;
 - strengthened joint programming under the leadership of the UN Resident Coordinator;
 - evidence-based and integrated policy advice and programmatic support;
 - multisectoral and coordinated approaches;
 - linkages between development and humanitarian activities;
 - inclusive partnerships (including with civil society and the private sector);
 - promotion of human rights;
 - gender equality and the empowerment of women and girls;
 - responsive and inclusive governance;
 - results-based and integrated planning, monitoring and budgeting frameworks;
 - transparent and accountable pooled financing mechanisms to support the achievement of common objectives;
 - strengthened evaluation capacity, including for joint evaluation activities, to drive enhanced effectiveness and efficiency; and
 - business operations efficiencies.

The Joint Programme has been recognized for its leadership vis-à-vis many of these key requirements put forward by Member States, bringing important contributions to ongoing UN system-wide reform efforts. As a unique partnership – the only joint, cosponsored programme of its kind in the United Nations system – UNAIDS has built up more than 25 years of experience spearheading a coordinated, multisectoral response to the HIV epidemic. It has innovated in the area of joint programming, joint country teams, and unified budget and workplans, and these approaches have influenced the tools and approaches that have been put in place to guide UN Country Teams and inter-agency collaboration more generally, towards coherent support to countries and their progress towards Agenda 2030 goals.

¹ See A/RES/71/243 for the 2016 QCPR, and A/RES/75/233 for the QCPR adopted in December 2020.

² In Resolution 75/233, the General Assembly “Notes the importance of the contribution of the United Nations development system with the aim of supporting government efforts to achieve the Sustainable Development Goals, leaving no one behind, based on full respect for human rights, including the right to development, and stresses in this regard that all human rights are universal, indivisible, interdependent and interrelated;”

3. Amidst the COVID-19 crisis, the Joint Programme remained a robust, competent partner, promoting an inclusive, people-centered, and multisectoral response to the HIV epidemic – during a time marked by service provision disruptions and potential loss to gains made. Lessons learnt from the 25 years of the AIDS response that have driven success in science, human rights and public health were shared across the UN system to inform responses to COVID-19. Both pandemics are driven by underlying social and economic inequalities which, if not curtailed, will make the world vulnerable to future pandemics and exacerbate their impacts.
4. The built-in flexibility and responsiveness of the UNAIDS Joint Programme, facilitated by high levels of unearmarked core funding, enabled funding to be reprogrammed as part of UN-wide support to countries under the leadership of Resident Coordinators to provide immediate assistance to mitigate the impact of COVID on the most vulnerable populations.
5. In 2021, the Joint Programme finalized, for approval by the UNAIDS Programme Coordinating Board, key strategic deliverables that further strengthened the Programme's coherence, integration and further alignment with the provisions of the QCPR. Notably the next generation of the Unified Budget and Results Accountability Framework (UBRAF 2022 - 2026) was approved by the UNAIDS Programme Coordinating Board (PCB) at its 48th meeting in June 2021. It is the Joint Programme's primary tool for prioritization, strategic and joint planning, implementation, monitoring and accountability – key principles embodied in the QCPR.
6. The new UBRAF provides a clear roadmap for the Joint Programme's action for results, supporting countries towards their goal of ending AIDS as a public health threat by 2030. Its overall approach continues to reflect the 2017 UNAIDS Action Plan and refined UNAIDS operating model³, developed in response to a high-level Global Review Panel on the future of the Joint Programme model. As part of the Action Plan, the Joint Programme explicitly aligned its operating model with QCPR requirements. The Panel was convened following a call from the PCB at its 39th session in December 2016.
7. Three other key developments in 2021 are important to note vis-à-vis QCPR mandates:
 - *The Global AIDS Strategy 2012 – 2016, End Inequalities, End AIDS*, adopted by the PCB at its Special Session in March 2021, provides a framework for transformative

³ *Action Plan: Refining the Operating Model of the UNAIDS Joint Programme* (UNAIDS/PCB (40)/17.4), approved by the 40th Meeting of the PCB in June 2017. Available online:
https://www.unaids.org/sites/default/files/media_asset/20170621_PCB40_Action-Plan_17.4_EN.pdf

action to reduce inequalities by 2025 and to get every country and every community on-track to end AIDS by 2030. The Strategy also outlines a new, bold call to action for the UNAIDS Joint Programme to advance its leadership role in the global HIV response and to implement the Strategy.

- Through the United Nations General Assembly 2021 *Political Declaration on HIV/AIDS: Ending inequalities and getting on track to end AIDS by 2030*, world leaders committed to the bold ambitious targets of the Global AIDS Strategy, to reduce new HIV infections and AIDS-related deaths, to eliminate new HIV infections among children and end paediatric AIDS, and to eliminate all forms of HIV-related discrimination
- The PCB established an Independent and External Oversight Advisory Committee (IEOAC), following recommendations of the 2019 UN Joint Inspection Unit review of the management and administration of the Joint United Nations Programme on HIV/AIDS (UNAIDS), and subsequent proposals developed by a working group of the PCB. Operational as of 2022, the Committee is providing independent expert advice to the PCB and to the Executive Director in fulfilling their governance and oversight responsibilities including assessing the effectiveness of the internal control systems, risk management and governance processes. The IEOAC's overall role is to strengthen accountability and oversight within UNAIDS

8. The following sections provide a summary overview of key approaches and achievements of the Joint Programme in relation to central themes of the QCPR and related mandates, updating information provided in 2021:

1. Alignment with the 2030 Agenda for Sustainable Development
2. Alignment of planning and activities
3. Governance
4. Data-driven approaches
5. Greater complementarity between humanitarian, development and peacebuilding efforts
6. Transparency of funding flows
7. Integration with and support to the Resident Coordinator system
8. Strengthening UN Development System capacity to support national SDG achievement; accelerating gender mainstreaming
9. Harmonization and simplification of business practices
10. Monitoring and evaluation to enhance coordination, coherence, effectiveness and efficiency

9. Annex 1 provides an overview of the implementation of relevant, entity-specific commitments of the UN Funding Compact.

Aligning the Joint Programme’s strategy and actions to the QCPR and related mandates

Requirements of the 2016 and 2020 QCPR, and related mandates	Joint Programme approaches and achievements
<i>1. Alignment with the 2030 Agenda for Sustainable Development</i>	
<p>“Calls upon the United Nations development system entities, while respecting their respective roles and mandates, to update and build upon their unique contributions and added value to the implementation of the 2030 Agenda for Sustainable Development in the preparation of their strategic plans and similar planning documents, and in this regard requests each individual entity to elaborate on how it plans to further engage in coherent and integrated support, with a stronger focus on actions, results, coherence, progress and impact in the field, as called for in the 2030 Agenda for Sustainable Development [...]” (2020 QCPR, para.21)</p> <p>“Recognizes, after the 2030 Agenda for Sustainable Development, that people who are vulnerable must be empowered; further recognizes that those whose needs are reflected in the Agenda include all children, youth, persons with disabilities, people living with HIV/AIDS, older persons, indigenous peoples, refugees and internally displaced persons and migrants, and calls upon the United Nations development system to continue to have a particular focus on the poorest, most vulnerable and those furthest behind” (2020 QCPR, para.13)</p> <p>“To continue to allocate resources to realize the development objectives of developing countries, and to support the endeavour to reach the furthest behind first, while taking into account the universal and inclusive nature of the 2030 Agenda for Sustainable Development;” (2020 QCPR, para.20a)</p>	<ul style="list-style-type: none"> • At country level, the UNAIDS Joint Programme develops and delivers a Joint UN Plan on AIDS, which is aligned with, derived from and contributes to the UN Sustainable Development Cooperation Frameworks (UNSDCF). The Joint Plan on AIDS, developed in consultation with government, civil society and other partners, is informed by the country multi-year national strategy on AIDS and/or other development strategies. • For the 2020-2021 workplan cycle, UNAIDS has ensured quality preparation and finalization of 91 country Joint UN Plans on AIDS embedded in UNSDCF, optimizing the UN contributions to support national HIV responses • UNAIDS Country Offices are backstopped by regional offices and HQ in their work to facilitate full, substantive engagement of the Joint UN Teams on AIDS and as part of the UN Country Team in the Common Country Assessment (CCA) / UN Sustainable Development Cooperation Framework (UNSDCF) processes. The UNAIDS Regional Support Teams provide assistance to countries in the CCA/UNSDCF processes and engage in quality assurance of the UNSDCF. • Revised workplanning and reporting guidelines for the UNAIDS Secretariat and Joints Teams on AIDS were developed for the 2018-2019 and 2020-2021 periods, with standardized planning and reporting of outcomes and results under the UNAIDS Unified Budget, Results and Accountability Framework, and captured in the Joint Programme Monitoring System (JPMS), which enables an annual review of the Joint Programme’s performance against agreed benchmarks, and reporting to the PCB and broader public. This report includes work focused on the most vulnerable and marginalized populations, such as people living with HIV, key populations affected by or at risk of HIV infection, women, adolescent girls, youth, children, and people in humanitarian settings, among others.

- | | |
|--|---|
| | <ul style="list-style-type: none">• Flagship UNAIDS publications, notably the Global AIDS Report and annual World AIDS Day report, are used to highlight progress and gaps in the response, and especially the situation of people left behind. These flagship reports place a spotlight on some of the underlying structural drivers of inequalities, including in relation to human rights and gender inequality, which increase vulnerability to HIV infection, and are barriers to accessing services.• In 2021 the World AIDS Day report, <i>Unequal, Unprepared, Under Threat</i> highlighted the impact of the colliding HIV and COVID-19 epidemic/pandemics – placing a spotlight on the underlying structural drivers of inequalities which fuel both global challenges.• The Global AIDS Strategy 2022 - 2016 adopted by the PCB at its March 2021 Special Session places a strong focus on reaching the people and communities who are being left behind in the AIDS response. It calls for understanding who and where these people and communities are, the patterns and causes of their vulnerability and marginalization, and why the efforts to date have not reached or not worked for them. It requires prioritization and scale up HIV programmes that put those people and communities at the centre of global, regional, national, subnational and community responses |
|--|---|

Requirements of the 2016 and 2020 QCPR, and related mandates	Joint Programme approaches and achievements
<i>2. Alignment of planning and activities</i>	
<p>“[R]equests the United Nations development system and its individual entities to continue to strengthen results-based management, focusing on long-term development outcomes, developing common methodologies for planning and reporting on results, including on agency-specific activities, and on inter-agency and joint activities, improving integrated results and resources frameworks, where appropriate, and enhancing a results culture in the entities of the United Nations development system;” (2020 QCPR, para.17)</p> <p>“Urges the entities of the United Nations development system to continue enhancing the transparency and accountability of inter-agency pooled funding mechanisms, as well as to continue developing well-designed pooled funds, as a complement to agency-specific funds [...]” (2020 QCPR, para.55)</p>	<ul style="list-style-type: none"> • UNAIDS is a joint programme of 11 United Nations System entities, and the Secretariat, and has been described by ECOSOC as an example “of enhanced strategic coherence, coordination, results-based focus, inclusive governance and country-level impact, based on national contexts and priorities”. • Operational since 2018, the Joint Programme’s refined operating model prioritizes a tailored country presence, country-level prioritization of investments, greater attention to the drivers of and incentives for joint work to fast track progress for results for people with more coherent and integrated approaches. The Joint Programme’s transparency and accountability mechanisms have been enhanced, all in line with the UNSDCF. This also includes adjustments made to the Joint Programme resource allocation modalities, with a proportion of its resources channeled to countries in the form of joint funding country envelopes. The country envelopes support careful tailoring of Joint Team action to

“Recognizes that the individual entities of the United Nations development system have specific experience and expertise... and stresses in this regard that improvement of coordination, collaboration, efficiency and coherence at all levels should be undertaken in a manner that recognizes their respective mandates and roles with consideration for comparative advantages, and enhances the effective utilization of their resources and their unique expertise;” (2020 QCPR, para.9)

“Underscores that there is no “one-size-fits-all” approach to development, and calls upon the United Nations development system to enhance its efforts in a flexible, timely, coherent, coordinated and integrated manner;” (2016 QCPR, para.2)

“Calls upon UN funds, programmes and specialized agencies, at the request of national Governments, to improve their support to the building, development and strengthening of national capacities; to support development results at the country level and to promote national ownership and leadership;” (2016 QCPR, para.21)

“Encourages the United Nations development system to intensify its collaboration with [results-oriented innovative national, regional and global partnerships];” (2016 QCPR, para.22)

best address individual country needs and circumstances, incentivizing collaboration and alignment with national strategic priorities and needs. The Joint Programme has a clear Division of Labour (DoL) (which defines the responsibilities around achieving common results. The DoL is aligned with the SDGs and the 2016 UN Political Declaration on Ending AIDS. Very much in line with the QCPR, it outlines the roles and responsibilities of Joint Programme entities and guides the optimization of its capacities and resources, in particular to deliver effectively at the country level and related mutual accountability. The DoL was updated in 2021 during the development of the 2022-2026 UBRAF. The Joint Programme endorsed a result-matrix that support achievement of the 2030 SDG goals and take into consideration UNSDCF’s principles.

- In 2020-2021, the Secretariat coordinated the development of and implementation by UN Joint Teams on AIDS of 91 country Joint UN Plans on AIDS to support national HIV responses (as well as undertaking work to develop a similar number for 2022-2023). The Secretariat coordinated country envelope funding including Business Unusual Funds to Cosponsors as part of 84 country UN Joint Plans in 2020, and 83 UN Joint Plans in 2021 (US\$ 25 million each year). Further information on the country envelop funding under the UBRAF is contained in the 2020-2021 Performance Monitoring Report [available here](#)

⁴ Available online: https://www.unaids.org/sites/default/files/media_asset/PCB46_PMR_Org_Report.pdf See para.300.

	<p>maximum impact at country and community levels while also contributing to progress across the 2030 Agenda.”</p>
Requirements of the 2016 and 2020 QCPR, and related mandates	Joint Programme approaches and achievements
<p>3. Governance</p>	
<p>“Stresses that the governance architecture of the United Nations development system must be more efficient, transparent, accountable and responsive to Member States and able to enhance coordination, coherence, effectiveness and efficiency of the operational activities for development [...]” (2020 QCPR, para. 70)</p> <p>“Stresses the need to enhance system-wide coherence and efficiency, reduce duplication and build synergy across governing bodies of the entities of the United Nations development system;” (2016 QCPR, para.46)</p> <p>“Calls upon the entities of the United Nations development system to share knowledge and best practices in partnership approaches with a view to improving transparency, coherence, due diligence, accountability and impact;” (2020 QCPR, para.33)</p>	<ul style="list-style-type: none"> • UNAIDS has a unique governance model that includes Member States, United Nations Cosponsor agencies and civil society, including people living with HIV and representatives of affected communities. This inclusive governance model has been described by ECOSOC as a lesson learned for the United Nations system in the post-2015 era. • Following on recommendations from the 2019 JIU review of UNAIDS, in 2021 the Programme Coordinating Board (PCB) established an independent and external oversight advisory committee (IEOAC) to provide independent expert advice to the PCB and to the Executive Director in fulfilling their governance and oversight responsibilities including assessing the effectiveness of the internal control systems, risk management and governance processes. The IEOAC overall role is to strengthen accountability and oversight within UNAIDS. • The Committee of Cosponsoring Organizations (CCO) facilitates the input of Cosponsors into the strategy, policies and operations of the Joint Programme and synergies with their own organizations’ strategic planning. In 2021, in an effort to strengthen the partnership that makes up the joint programme, a capacity assessment of the cosponsors was conducted as part of alignment process of UNAIDS. The assessment provides recommendations for further strengthening of the Joint Programme to accelerate support to countries.

4. Data-driven approaches

“to strengthen its focus in supporting programme countries in developing national capacities for development planning, collection and analysis of data disaggregated by income, sex, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts, sectoral data development plans, implementation, reporting, monitoring and evaluation, with an emphasis on addressing the gap in data collection and analysis and the effective integration of the economic, environmental and social dimensions of sustainable development [...]” (2020 QCPR, para.32)

- The Global AIDS Strategy 2021-2026 – End inequalities. End AIDS – informed by an evidence review of progress and gaps in the HIV response conducted by the Joint Programme and endorsed by the PCB at its March 2021 Special Session, calls for urgent action to link all individuals living with or at risk of HIV with the services they need. Recognizing that ‘one size does not fit all’, the Strategy prioritizes the tailoring of differentiated service packages and service delivery approaches to the unique needs of people, communities and locations, using granular data to focus programmes most effectively.”

- The new 2021 – 2026 Global AIDS Monitoring (GAM) Framework is based on the new global AIDS targets contained in the Global AIDS strategy. it is based on the new global AIDS targets, placing emphasis on people left behind, and with an attempt to produce actionable data that helps produce evidence to address the inequities in accessing any HIV related services.
- A successful AIDS response should be measured by the achievement of concrete, timebound targets, accompanied by careful monitoring of the progress in implementing the commitments of the 2021 Political Declaration on AIDS
- All analytical products of the Joint Programme, including all data and information available on AIDS Info (<http://aidsinfo.unaids.org/>), and analyses initiated, commissioned or produced by the Joint UN Team on AIDS, are available to feed into the CCA and country-level strategic planning processes.

Requirements of the 2016 and 2020 QCPR, and related mandates	Joint Programme approaches and achievements
<i>5. Greater complementarity between humanitarian, development and peacebuilding efforts</i>	
<p>“to leverage their comparative advantages... to enhance cooperation, collaboration and coordination... including through agency-specific actions and inter-agency collaboration at the country level, collective outcomes on the basis of jointly developed and risk-informed analysis and coherent and complementary joined-up planning and action in order to foster greater self-reliance and resilience and promote development, in accordance with national plans, needs and priorities.... work collaboratively to move beyond short-term assistance towards contributing to longer-term development gains, including by engaging, where possible, in joint risk analysis, needs assessments, practice response and a coherent multi-year time frame, with the aim of reducing need, vulnerability and risk over time, in compliance with international law.... fully respecting humanitarian principles in provision of humanitarian assistance, and in accordance with national plans and priorities, stressing that this should not adversely affect resources for development... need to improve inter-agency coordination and synergy with the aim to maximize the sustainable impacts, results and effectiveness of support for the implementation of the 2030 Agenda for Sustainable Development...” (2016 QCPR, para.24, and 2020 QCPR, para.36)</p>	<ul style="list-style-type: none"> • UNAIDS’ work in humanitarian and crisis settings has included the development of action plans towards eliminating conflict-related sexual violence, reducing HIV infection and improving overall quality of life for most vulnerable populations young women and boys through active engagement in the UN global network under the UNSRSG leadership. • Ending AIDS in crisis settings is built on reducing vulnerability and promoting rights-based approaches to each aspect of the humanitarian-development-peace nexus and which draws on comparative advantage of multiple entities across public, private and military sectors. UNAIDS works with and empowers a vibrant civil society and supports critically important peer-to-peer work to sustain access to services and treatment adherence, embedding this work in nationally- developed and owned plans. • With humanitarian and development expertise from relevant agencies as part of its cosponsors, and a long history of work on HIV as a security issue, including through working with peacekeeping operations, the Joint Programme has significant experience with integrating the issues of the humanitarian-development-peace nexus in its joint planning, delivery and reporting. A specific output on developing mechanisms for provision of HIV services in humanitarian emergencies was included in the current UBRAF. The new Global AIDS Strategy features a results area on humanitarian settings.

6. Transparency of funding flows	
<p>“[E]nhancement of accountability, transparency, efficiency and effectiveness in the funding of the United Nations operational activities for development in order to incentivize contributions by donor countries and other contributors, and calls upon United Nations funds, programmes and specialized agencies to publish timely, harmonized and verifiable data on funding flows.” (2016 QCPR, para.30, and 2020 QCPR, para.50)</p>	<ul style="list-style-type: none"> • UNAIDS publishes data on its funding flows as per the International Aid Transparency Initiative (IATI) data standard. UNAIDS IATI data are publicly available and can be accessed via the UNAIDS Results and Transparency portal (https://open.unaids.org).
Requirements of the 2016 and 2020 QCPR, and related mandates	Joint Programme approaches and achievements
7. Integration with and support to the Resident Coordinator system	
<p>“Requests the Secretary-General to strengthen the authority and leadership of resident coordinators, as the highest-ranking representatives of the United Nations development system, over United Nations country teams, and system-wide accountability on the ground for implementing the United Nations Development Assistance Framework and supporting countries in their implementation of the 2030 Agenda, through:</p> <p>(a) Enhanced authority for the resident coordinator to ensure alignment of both agency programmes and interagency pooled funding for development with national development needs and priorities, as well as with the United Nations Development Assistance Framework, in consultation with the national Government;</p> <p>(b) Full mutual and collective performance appraisals to strengthen accountability and impartiality, with resident coordinators appraising the performance of United Nations country team heads and United Nations country team heads informing the performance assessment of resident coordinators;</p> <p>(c) The establishment of a clear, matrixed, dual reporting model, with United Nations country team members accountable and reporting to their respective entities on individual mandates, and periodically</p>	<ul style="list-style-type: none"> • The UNAIDS Country Director Job Profile states that the UNAIDS Secretariat is part of the UN Development System and Resident Coordinator System and, as such, the UCD is a member of the UN Country Team (UNCT). “The UCD works under the leadership of the Resident Coordinator/ Humanitarian Coordinator (RC/HC) who retains the overarching authority to strategically position the UN in the country.” • In line with the dual reporting model, the Resident Coordinator participates in the UCD’s annual performance appraisal, and this role is reflected in UNAIDS’ performance management policy. UNAIDS Country Director contributes to the UN Country Team and Resident Coordinator appraisal mechanisms. • UNAIDS Country Offices are required to support the UN Resident Coordinator and the UN Country Team in all steps related to planning, designing, implementing, monitoring and reporting on the CCA and UNSDCF. Despite the small size of UNAIDS’ offices, many UNAIDS Country Directors play a very active part in country-level coordination systems, including leadership roles (e.g. in HIV and other thematic and results groups; serving as COVID-19 Coordinator; serving as Resident Coordinator <i>a.i.</i> when needed.)

reporting to the resident coordinator on their individual activities and on their respective contributions to the collective results of the United Nations development system towards the achievement of the 2030 Agenda at the country level, on the basis of the United Nations Development Assistance Framework;" (A/RES/72/279, para.9)

- Following the alignment process, the new UNAIDS structure adopted in 2021 will deploy HIV Advisers to RC Offices in 5 strategic locations. The Advisor role would provide policy advice and support to the RC/UNCT towards leveraging the full capacities and comparative advantages of the UN system in support of effective, evidence-informed and human rights-based responses to HIV in line with the Global AIDS Strategy and nationally-driven Cooperation Frameworks.
- The UN Joint Plans on AIDS, led by the UN Thematic Groups/Joint Teams on AIDS, are approved by the UNCT and Resident Coordinator on an annual basis.
- UNAIDS continues to make significant contributions to the cost-sharing arrangements for the Resident Coordinator system.
- UNAIDS invests in preparing qualified candidates from senior leadership positions to apply to the Resident Coordinator Assessment Centre (RCAC) and then compete for Resident Coordinator positions. In 2021 five senior UNAIDS leaders were nominated to the RC/HC Pipeline and three were selected to undergo training over the next three years to prepare them for the RCAC.

8. Strengthening UN Development System capacity to support national SDG achievement; accelerating gender mainstreaming

“[T]o align its staff capacities to support the implementation of the 2030 Agenda for Sustainable Development, including by building transformative and empowered leadership, repositioning staff capacities to respond to the cross-sectoral requirements of the 2030 Agenda, promoting inter-agency mobility and facilitating a mobile and flexible global workforce” (2020 QCPR, para.91)

“[C]alls upon all entities of the United Nations development system to continue to promote gender equality and the empowerment of all women and girls by enhancing and accelerating gender mainstreaming through the full implementation of the System-wide Action Plan on Gender Equality and the Empowerment of Women” (2020 QCPR, para.12)

- The UNAIDS Secretariat actively promotes UN common learning resources for all staff (e.g. SDG Foundational Primer on the 2030 Agenda for Sustainable Development) and is expanding learning and development opportunities available to UNAIDS Country Directors and others interested in this career path. A new capacity building programme will be rolled out in 2022, developed in partnership with the UN System Staff College, which focuses on “next generation” leadership in the AIDS response, towards the end of AIDS as a public health threat as part of the Sustainable Development Goals. Investments in the skills and leadership of UNAIDS staff will benefit the UNAIDS workforce into the future, including in the context of staff mobility. The movement of staff members into and out of UCD positions provides opportunities to increase knowledge sharing and versatility, and, most importantly, infuse strong country focus into diverse areas of the Secretariat’s work.
- UNAIDS is a signatory to the *Inter-Organization Agreement concerning Transfer, Secondment or Loan of Staff among the Organizations applying the United Nations Common System of Salaries and Allowances*. As noted in the management response to the Independent Evaluation of the

	<p>UN System Response to AIDS 2016-2019, the Joint Programme plans to explore options for a more purposeful approach to inter-agency staff movement, from short-term loans, to secondments, to transfers—with a view to reinforcing collaboration, versatility, and cohesion, and strengthening delivery as a common Joint Programme. Some innovative approaches, such as cost sharing of some positions with other UN agencies, have started.</p> <ul style="list-style-type: none"> • In accordance with the Global AIDS Strategy and 47th PCB Decision Point 9.7, the Joint Programme, through the new UBRAF 2016 – 2022, commits to an ambitious result area dedicated to gender equality in the context of HIV. It integrates gender-transformative actions, indicators (including the UN Gender Equality Marker) and resources across the UBRAF to enable the Joint Programme to advance gender equality and women’s empowerment in the HIV response, including by mobilizing political will and efforts to address gender-based violence and deep-rooted inequalities that deny women and girls information, agency and control over their HIV and sexual and reproductive choices. It strengthens related accountability to deliver for women and girls in all their diversity and for all key and vulnerable populations at higher risk of HIV • A mid-term evaluation of UNAIDS’ Gender Action Plan 2018-2023, conducted in 2021 shows good progress including sustaining parity between women and men in senior positions; promoting learning among staff on gender; providing leadership strengthening opportunities for women; the Policy on Preventing and Addressing Abusive Conduct introduced in March 2021; and continuing to pursue the UN SWAP 2.0 Framework for Gender Equality and Women’s Empowerment is The implementation of the evaluation’s recommendations will strengthen action and results vis-à-vis the UN SWAP 2.0 Framework for Gender Equality and Women’s Empowerment, as well as further the broader organizational culture transformation and application of feminist leadership principles in UNAIDS’ day-to-day work.
<p>Requirements of the 2016 and 2020 QCPR, and related mandates</p>	<p>Joint Programme approaches and achievements</p>
<p><i>9. Harmonization and simplification of business practices</i></p>	
<p>“[R]equests the United Nations development system to further simplify and harmonize agency-specific programming instruments, business practices, processes, common business operations and reporting as</p>	<ul style="list-style-type: none"> • UNAIDS purchases a number of services from WHO including payroll, payment processing, internal audit, investigative services, ombudsman services and medical services. UNAIDS staff, eligible retirees and

well as leverage and utilize, as appropriate, digital technologies solutions in alignment with the operation Framework, including by taking necessary steps at the headquarters level, as appropriate.” (2020 QCPR, para.105)

UNDS entities “should operate according to the principle of mutual recognition of best practices in terms of policies and procedures, with the aim of facilitating active collaboration across agencies and reducing transaction costs for Governments and collaborating agencies.” (2020 QCPR, para.106)

“[S]tresses the need for the United Nations development system, to strengthen and improve the ongoing design and implementation of harmonized business practices in order to optimize opportunities for collaboration, including the Business Operations Strategies (BOS), Common Back Offices (CBO) and Common Premises at the country level [...]” (2020 QCPR, para.107)

recognized dependents participate in the WHO Staff Health Insurance plan.

- UNAIDS utilizes the services of the WHO Global Service Centre (GSC) in Kuala Lumpur, as well as the services of OneHR in Bonn (e.g. classification of job descriptions).
- UNAIDS is a signatory to the UN’s mutual recognition framework, which means that UNAIDS can benefit from the policies and procedures of other signatory entities and make use of inter-agency service provision.
- Over 60% of UNAIDS field offices are already co-located.
- UNAIDS Country Offices are engaged in the development and implementation of the Business Operations Strategies (BOS). As a signatory to the UN’s mutual recognition framework, UNAIDS recognizes the policies and procedures of other signatory entities and is able to make use of inter-agency service provision.

10. Monitoring and evaluation to enhance coordination, coherence, effectiveness and efficiency

“Continues to stress that the governance architecture of the United Nations development system must be more efficient, transparent, accountable and responsive to Member States and able to enhance coordination, coherence, effectiveness and efficiency of the operational activities for development within and among all levels of the United Nations development system in order to enable system-wide strategic planning, implementation, reporting and evaluation to better support the implementation of the 2030 Agenda for Sustainable Development;” (2020 QCPR, para.70)

- The Joint Programme Cosponsor Evaluation Group brings together representatives of the evaluation offices of UNAIDS Cosponsors, leverages Cosponsors’ capacities and resources on evaluation and promotes sharing of knowledge and experience. It contributes to a more systematic approach to HIV-related evaluations to improve coordination, collaboration and harmonization among UN entities working jointly towards the SGD goal of ending AIDS by 2030.
- Findings and recommendations from the evaluation of the UN System response to AIDS (2016–2019), completed in 2020, have informed the development of the 2022 - 2016 Unified Budget and ResultsAccountability Framework (UBRAF).
- The UNAIDS Evaluation Office meets UN Evaluation Group standards for independence. The Office is positioned independently from management functions, it defines the evaluation agenda and it has sufficient resources to conduct its work. The Director of Evaluation has full discretion to share evaluation reports to the appropriate level of

decision-making and reports directly to the PCB. Independence is vested in the Director of Evaluation to directly commission, produce, publish and disseminate duly quality-assured evaluation reports in the public domain without undue influence by any party.⁴

⁴ For more information, see UNAIDS Evaluation Policy: https://www.unaids.org/sites/default/files/media_asset/UNAIDS_PCB44_UNAIDS-Evaluation-Policy_EN.pdf

Annex 1

UN funding compact - progress against entity- specific commitments

UNAIDS 2021 Data

1. Background – a quick reminder

What is the Funding Compact and how is it connected to QCPR?

The funding compact, formally agreed by ECOSOC in May 2019 ([A/74/73/Add.1 -E/2019/4/Add.1](#)), articulates concrete commitments to be taken by the United Nations and member states to strengthen how they work together to deliver on the SDGs. Through this compact, the UNSDG commits to accelerating results for countries, through more collaboration, while reporting on needs and results more clearly, consistently and transparently. It also commits to continue to be more efficient in doing so. In parallel, member states commit to aligning their funding with the requirements of the UNSDG entities, both in terms of quantity and quality. Such funding must also be provided with more stability. Member states are also expected to facilitate United Nations coherence and efficiency.

What is being reported and how?

The funding compact has two sets of commitments and indicators, which they track through two different systems. Together they currently combine 22 commitments and 50 indicators.

The two sets of indicators are following: **UNSDG Commitments:** 14 commitments and 33 indicators, & **Member States Commitments:** 8 commitments and 17 indicators

The two ways of tracking are following:

- **System-wide tracking:** System-wide progress made in the implementation of the Funding Compact is being tracked and reported by the Department of Social and Economic Affairs (DESA) as part of the Secretary-General's Annual Report on the QCPR.
- **Entity-level tracking:** In addition, UNSDG entities track and report on entity-specific commitments and indicators to their respective governing bodies.

2. UNAIDS Progress report against entity specific commitments to the funding compact

UNAIDS in 2021 reports against 13 commitments, listing 28 indicators (both from Member States commitments and UNSDG commitments). Other system-wide specific commitments are reported to through the annual QCPR survey to which UNAIDS contributes on an annual basis.

In November 2021 UNAIDS held a [Structured Funding Dialogue](#), as recommended by the QCPR and Funding Compact. The dialogue restored a sense of urgency to the global HIV response and built on the momentum around commitments and accountability of the new Global AIDS Strategy. Over 14 countries participated in the deep-dive discussion that followed the broad consultation among the Programme Coordinating Board. Members noted concern about the continuing funding gap towards the UNAIDS Budget, Result and Accountability Framework (UBRAF) and urged members to bring funding to a level commensurate with the ambitions laid out in the Global AIDS Strategy. The Dialogue will be followed up in 2022 through various and diverse set of dialogues with different donor groups.

MEMBER STATE COMMITMENTS

Relevant Commitment	Relevant Funding Compact Indicators	System-wide reported baselines, progress, targets	UNAIDS Progress 2020
Aligning funding to entity requirements			
1. Increase core resources for the UNDS	1.1. Core share of voluntary funding for development-related activities	Baseline (2017): 19.4% Progress (2019): 20.3% Target (2023): 30%	Core resources to UNAIDS as share of overall funding: 2021 Data: 69% 2020 Data: 72%
			Core resources to UNAIDS as a share of funding for development-related activities (excluding humanitarian): 2021 Data: 100% 2020 Data: 100%
	1.2. Core share of funding for development-related activities (including assessed contributions)	Baseline (2017): 27,0% Progress (2019): 30,3% Target (2023): 30,0%	100% of UNAIDS core resources are considered to be used for development-related activities. UNAIDS is entirely voluntarily funded and does not receive assessed contributions
2. Double share of non-core contributions provided through development related pooled & thematic funds	2.1.% of non-core resources for development related activities channeled through inter-agency pooled funds	Baseline (2017): 5% Progress (2019): 9% Target (2023): 10%	Inter-agency pooled funding as a share of total non-core resources UNAIDS Secretariat received as revenue: 2021 Data: 8% 2020 Data: 8%
	2.2.% of non-core resources for development related activities channeled through single agency thematic funds	Baseline (2017): 3% Progress (2019): 5,2% Target (2023): 6%	UNAIDS does not have/manages Thematic Funding Windows.
Providing stability			
3. Broaden the sources of funding support to the UNDS	3.1. Number of UNSDG entities reporting an annual increase in the number of contributors of voluntary core resources	Baseline (2017): 12/18 or 66% Progress (2018): 69% Target (2023): 100%	Number of government partners contributing core resources to UNAIDS: 2021 Data: 27 2020 Data: 26
			Over the years, UNAIDS has been able to focus its donor work on raising core resources with success. However, UNAIDS' core/non-core ratio continues to reduce each year, shown through this report under indicator 1.1. Importantly, only 10 donors consistently accounted for 92% of core resources. UNAIDS is currently revising its business development approach to identify new opportunities and new partners for increased resource mobilization.
	3.2. Number of Member State contributors to development related	Baseline (2017): 59 and 27 Progress (2019): 41 and	UNAIDS Secretariat participates in pooled and parallel funds (managed through the MPTF office) as a

Relevant Commitment	Relevant Funding Compact Indicators	System-wide reported baselines, progress, targets	UNAIDS Progress 2020
	inter-agency pooled funds and to single agency thematic funds	29 Target (2021): 100 and 50	participating agency, using pass-through agreements, however, does not engage as an Administrative Agent. Received through the MPTF Office; 2021 Data: USD \$ 534,418 2020 Data: USD \$ 665,958
4. Provide predictable funding to the specific requirements of UNSDG entities as articulated in their SPs and to the UNDAF funding needs at country level	4.1. Funding gaps in UNSDG strategic plan financing frameworks	Baseline (2018): tbd; Progress: n/a Target (2021): tbd	2021 Data on core and non-core funding: UNAIDS total revenue made available against the UBRAF in 2021 was 171,358 million USD, which is 71,051 million USD less than the approved annual core budget of 242,410 million USD. The funding gap to the PCB approved core budget therefore amounts to 29% in 2021. (Comparatively the funding gap of approved core was 48,351 million USD, or 20% in 2020) In addition to core funds, non-core funds totaling 75,857 million USD was mobilized. (Comparatively, in 2020 the non-core raised by the Secretariat amounted to 75,762 million USD) - <i>Please refer to the UBRAF Workplan & Budget 2020-2021, p.15, as well as UNAIDS financial reports.</i>
	4.3. Fraction of UN development system entities indicating that at least 50% of their contributions are part of multi-year commitments	Baseline (2017): 12/25 or 48%; Progress (2019): 57% Target (2023): 100%	Core contribution from governments: Fraction of funds made available to the core contributions, as percentage of voluntary contributions from government agencies with ongoing agreements for two or more years. 2021 Data: 61% 2020 Data: 60% Non-core contributions: Fraction of funds made available to non-core contributions, as percentage of voluntary contributions with ongoing agreements for two or more years. 2021 Data: 81% 2020 Data: 95% The need to improve predictability of funding was underlined during the Structured Funding Dialogue, where sustained commitment to a high proportion of core funding and multiyear funding agreements were called for.

Relevant Commitment	Relevant Funding Compact Indicators	System-wide reported baselines, progress, targets	UNAIDS Progress 2020
7. Fully comply with cost recovery rates as approved by respective governing bodies	7.1. Average # of cost recovery support fee waivers granted per UNDS entity per year	Baseline (2018): tbc Progress (2019): 14 Target (2019 onwards): 0	Number of cost recovery waivers granted by UNAIDS; 2021 Data: 17 waivers 2020 Data: 23 waivers

UN DEVELOPMENT SYSTEM COMMITMENTS

Relevant Commitment	Relevant Funding Compact Indicators	System-wide Baselines & Targets from Funding Compact	UNAIDS Progress 2020
Accelerating results on the ground			
1. Enhance cooperation for results at country level	1.3 Fraction of UNSDG entities reporting at least 15% of development related expenditures on joint activities	Baseline (2017): 9/29 or 31%; Progress (2020): 45% Target (2020): 75%	2021 Data: 100% 2020 Data: 100% As a Joint Programme, UNAIDS ensures joint work at all levels and especially in countries through well-established Joint Teams (in over 90 countries) and Joint UN Plans on AIDS approved and reported as part of the UNRC system in addition to reporting on Joint Programme work to UNAIDS Programme Coordinating Board, therefore UNAIDS expenditures should be classified as joint activities ⁵ .
	1.4 Percentage of Resident Coordinators that state that at least 75% of country programme documents are aligned to the UNDAF in their country	Baseline (2017): tbd Progress (2020): 79% Target (2021): 100%	The country-level Joint UN Plans on AIDS are aligned with, derived from and contributing to the UN Sustainable Development Cooperation Framework (UNSDCF). The Joint UN Plans and joint "country envelope" resource allocations from the UBRAF are endorsed by the UNCT. UNAIDS Secretariat is committed to continue to further fully align all new Joint UN Plans on AIDS to UNSDCFs. The alignment and contribution toward the SDG agenda is made explicit in the 2021 Guidance for the development of Joint UN Plans on AIDS, as well as Secretariat Workplans.
2. Increase collaboration on joint and independent system-wide evaluation products to improve UN support on the ground	2.1 % of UNSDG Evaluation Offices engaging in joint or Independent System Wide Evaluations (ISWE)	Baseline (2018): Joint Eval: 29% ISWE : 20% Progress (2019): Joint Eval: 49% ISWE: 31% Target (2021): Joint Eval: 75% ISWE: 50%	2021 Data: Yes 2019/2020 Data: Yes UNAIDS conducted Joint Programme evaluations, such as on Violence against Women and Girls completed in 2021 and the Joint Evaluations on efficient and sustainable financing and on work with key populations, completed early 2022. Evaluations of joint Cosponsors work are also carried out at the country level. The list of evaluations and management

⁵ To date, an agreed definition amongst the UNSDG of what constitutes 'joint activities' does not exist. This is acknowledged in the [2020 Secretary-General's Report on the Implementation of the QCPR \(Addendum 1\)](#), page 17, stating "Two entities pointed to methodological challenges: one, there is not yet an agreed definition of joint activities, and two, there is lack of an adequate tracking system, which is currently being established".

responses can be found at the dedicated page:
<https://www.unaids.org/en/whoweare/evaluation>

Improving transparency and accountability			
4. To improve reporting on results to host governments	4.2 (DCO): Number of programme countries with UN INFO operational	Baseline (2018): 32; Progress (2020): 131 Target (2021): 100	Number of UNAIDS Secretariat offices in countries where UN INFO is operational 2021 Data: 75% (72 of 96 offices) 2020 Data: 58% (55 of 95 offices)
			Number of UNAIDS Secretariat country offices contributing to UN INFO in the country 2021 Data: 77% (74 of 96 offices) 2020 Data: 68% (65 of 95 offices)
			UNAIDS is committed to supporting the efficient and effective operationalization of UN INFO and early discussions have taken place to ensure better synergies and further harmonization as the new UNAIDS platform for the Joint Programme Unified Results and Accountability Framework (UBRAF) 2022-2026 and related monitoring and reporting is being developed.
6. Strengthen the clarity of entity specific SPs and IRRFs and their annual reporting on results against expenditures	6.1 (QCPR). Fraction of UNSDG entities that in their respective governing bodies held structured dialogues in the past year on how to finance the development results agreed in the new strategic planning cycle	Baseline (2017): 62% Progress (2020): 57% Target (2021): 100%	Yes – A Structured Funding Dialogue was held November 2021 with a full day of PCB engagement and a follow up day including 14 countries during a deep-dive discussion. Read more in the respective report . UNAIDS reports to its Programme Coordinating Board on the funding situation at every June session.
7. Strengthen entity & system-wide transparency & reporting, linking resources to SDG results	7.1 (QCPR). Fraction of UNDS entities individually submitting financial data to CEB	Baseline (2017): 69% Progress: (2020): 100% Target (2021): 100%	Yes – UNAIDS submits its financial data to CEB annually
	7.2 (QCPR). Fraction of UNDS entities publishing data as per the highest international transparency standards	Baseline (2017): 36%; Progress: (2020): 44% Target (2021): 100%	Yes – UNAIDS Secretariat data is published in line with the IATI Standard since 2016. UNAIDS IATI data are publicly available and can be accessed via the UNAIDS Result and Transparency portal (https://open.unaids.org).
	7.3 (QCPR). Fraction of UNDS entities with ongoing activities at country level that report expenditures disaggregated by country to the CEB	Baseline (2017): 46%; Progress: (2020): 91% Target (2021): 100%	YES – UNAIDS Secretariat reports expenditures to CEB disaggregated by country.
	7.4 (QCPR). Fraction of UNDS entities that report on	Baseline (2017): 20%; Progress: (2020): 29% Target (2021): 100%	No – UNAIDS does not report expenditure against SDGs, however the current UNAIDS Strategy 2016 – 2021 On the Fast-track to end AIDS links its 10

	expenditures disaggregated by SDG		Result Areas clearly to 5 Sustainable Development Goals (p.10 of the Strategy). Based on the 2021-2026 Global AIDS Strategy and approved 2022-2026 Unified Budget Result and Accountability Framework (UBRAF), UNAIDS has set up needed structures to ensure reporting against the SDGs from 2022 onward.
9. Increase accessibility of corporate evaluations and internal audit reports within the disclosure provisions and policies set by governing bodies at the time of report issuance	9.1 (DCO). % of UNDS entities authorized within disclosure provisions and policies who have made their corporate evaluations available on the UNEG website	Baseline (2018): 21%; Progress (2019): 71% Target (2019): 100%	Yes – UNAIDS evaluations and related management responses are published on the UNAIDS Website (https://www.unaids.org/en/whoweare/evaluation); and are also shared with UNEG for publication on the common website
	9.2 (QCPR –new). % of internal audit reports issued in line with the disclosure provisions and policies set by the relevant governing bodies, which are available on a dedicated searchable UN-RIAS platform/ website, pending availability of resources	Baseline (2018): 0; Progress (2020): 0 Target (2021): 100%	External audit reports are publicly available. In line with WHO rules and regulations UNAIDS does not publish individual internal audit report. However, the Annual Report from the Internal Oversight Service (WHO) who undertake the internal audits of UNAIDS is publicly available and included in the annual financial report (available under: https://www.unaids.org/en/resources/documents/2021/PCB48_Organizational_Oversight_Internal_Auditor_Report) A written management response to the external and internal auditors' reports is included for all June PCB meetings within the agenda item "organizational oversight reports." On UN-RIAS, UNSDG informs that the platform is currently being designed, with temporary website with links to all audit websites to be ready in 2022, with full searchable platform to follow same year.
	9.3 (FMOG). % of inter-agency pooled funds posting evaluation reports on the UNEG website	Baseline (2018): 0%; Progress (2019): 100% Target (2019): 100%	Since UNAIDS did not serve as an Administrative Agent/manage inter-agency pooled funds (2019, 2020, 2021), and the evaluations of inter-agency pooled funds should be led by the Administrative Agent, or entity or group of organizations designated by the Steering Group responsible for overseeing the funds, UNAIDS has no evaluations to report/publish in this context. Individual organizations that receive pooled funds should not be evaluating their individual components and post the evaluation reports on the UNEG website.
10. Increase visibility of results from contributors of voluntary core resources,	10.1 (Entity specific): Specific mention of voluntary core fund contributors pooled and thematic fund contributors, and program country contributions in	Baseline (2018): n/a; Progress (2020): Yes at HQ level Target (2020): Y	YES - UNAIDS mentions core contributions in financial reports, UNAIDS Results and Transparency portal and recognizes donors individually through presentation of donor-contribution lists and through the donor profiles (available

pooled & thematic funds and for program country contributions	UNCT annual results reporting and entity specific country and global reporting (Y/N)		here: https://open.unaids.org/donor-profiles), as well as through its web-stories, speeches, and other communications, including social media.
	10.2 (UNSDG / MPTFO / Fund Administrators): Specific mention of individual contributors in all results reporting by pooled fund and thematic fund administrators and UNSDG recipients (Y/N)	Baseline (2018): n/a; Progress (2020): Yes Target (2020): Y	For this Indicator, refer to Member State commitment Funding Compact Indicator 3.2, as well as UNSDG Commitment Funding Compact Indicator 9.3. UNAIDS Secretariat does not engage as Fund Administrator in Multi-Partner-Trust-Funds.

Increasing efficiencies

11. Implement the SG's goals on operational consolidation for efficiency gains	11.1 (QCPR): Consolidation of common premises	Baseline (2017): 430 common premises (or 17% of all premises); Progress (2020): 22% Target (2021): 1,000 common premises (or 50% or all premises)	Percentage of UNAIDS Secretariat office locations with shared common premises; 2021 Data: 79% 2020 Data: 60% This includes common premises, shared premises, one UN houses, and sublease with UN agencies.
	11.2 (QCPR -new): Percentage of UN Country Teams that have an approved business operations strategy in place, to enable common back offices where appropriate	Baseline (2017): 20% Progress (2020): 50% Target (2021): 100%	UNAIDS country offices reporting to have approved business operations strategies (BOS) in place; 2021 Data: 82% (79 out of 96) 2020 Data: 77% (74 out of 96)
	11.3 (QCPR -new): % of UNSDG entities that report to their respective governing bodies on efficiency gains	Baseline (2017): 12/29 or 41% Progress (2019): 36% Target (2021): 100%	No - As outlined in the original MOU for the provision of administrative services UNAIDS does not have its own standalone service centre, and instead relies full on those of the cosponsors. Furthermore, UNAIDS is not an implementing entity and approximately 70% of its costs are staff costs, while already increasing efficiency by using WHO ERP management system and payment processing services for example. Thus, the overall scope to further implement cost savings except via staff costs reductions, is very limited. UNAIDS shares calculations on expected efficiency gains through the annual QCPR survey. In 2021, UNAIDS noted for example (1) cost savings of approx. USD 250,000, due to the new contract with UNICC for docusign services and (2) time savings, as UNAIDS uses WHO and UNDP processing service centers. Finally, in line with the UN reform agenda and to respond to the changing environment UNAIDS in 2021 initiated an alignment process. One of the five objectives of the exercise is that "UNAIDS is financially sustainable and more cost effective". A high-level structure was announced in July 2021, followed by a detailed organigramme in November 2021, for implementation in 2022 and up to mid-2023. These changes are

			expected to provide significant efficiency gains of which the board will be kept informed on an ongoing basis.
	11.4 (QCPR -new): % of UNSDG entities that have signed the High-Level Framework on Mutual Recognition	Baseline (2017): 11/39 or 28% Progress (2020): 33/34 or 97% Target (2021): 100%	Yes – UNAIDS Secretariat signed the High-Level Framework on Mutual Recognition in November 2018
12. Fully implement & report on approved cost-recovery policies and rates	12.1 (QCPR): Fraction of UNDS entities that report annually on the implementation of their approved cost recovery policies and rates to their respective governing body	Baseline (2017): 51% Progress (2019): 92% Target (2021): 100%	YES – UNAIDS Secretariat annual financial statements and report to the PCB includes the recorded programme support costs (cost recovery). The cost recovery policy and rate are referenced in the Policy Note 5 add 1 from 2017 (PFA/FRC/2017/5.1).

Annex 2

Mapping of Cosponsor planning cycles and status of participation in QCPR implementation and reporting

In view of the new UBRAF development and given the complexity of the Joint Programme having to ensure strategic and operational alignment between its 11 cosponsoring entities and the Secretariat, a mapping exercise of the different strategic plans was undertaken (see Figure 1 below). While recognizing that the QCPR goes far beyond alignment of strategic plans, the mapping exercise shows that that the strategic plans of eight Cosponsors (UNHCR, UNICEF, UNDP, UNFPA, UN Women, UNODC, ILO, UNESCO) come to an end in December 2025.

Figure 1: Joint Programme strategic planning cycles and alignment to the QCPR

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
QCPR recommended cycle			2018 - 2021				2022 - 2025				2026 - 2029			
UNHCR Strategic Directions			2027 - 2021											
Global Public Health Strategy						2021 - 2025								
UNICEF Strategic Plan			2018 - 2021				2022 - 2025							
WFP Strategic Plan			2017 - 2021				2022 - 2026 (flexible)							
UNDP Strategic Plan			2018 - 2021				2022 - 2025							
UNFPA Strategic Plan			2018 - 2021				2022 - 2025							
HIV Strategy (new/under development)														
UNODC Strategy						2021 - 2025								
UN Women Strategic Plan			2018 - 2021				2022 - 2025							
ILO Strategic Plan							2022 - 2025							
UNESCO Medium-term Strategy	2014 - 2021						2022 - 2029							
Program and Budget			2018 - 2021				2022 - 2025							
WHO Program of work				2019 - 2023										
Global Health Sector Strategy on HIV			2026 - 2021				2022 - 2030							
World Bank Group Strategy (five entities)	2013 (without fixed end date)													
UNAIDS Secretariat Strategy			2016 - 2021				2021 - 2026							
UBRAF			2016 - 2021				2022 - 2026							

In line with the recommendations of the QCPR⁹ related to the coherence of strategic planning and implementation, future UNAIDS strategy implementation review and UBRAF development will take this crucial strategic planning year into account. Notably, a planned evidence / mid-term

⁹ See A/RES/75/233, in particular para.9 (“Recognizes that the individual entities of the United Nations development system have specific experience and expertise, derived from and in line with their mandates and strategic plans, and stresses in this regard that improvement of coordination, collaboration, efficiency and coherence at all levels should be undertaken in a manner that recognizes their respective mandates and roles with consideration for comparative advantages, and enhances the effective utilization of their resources and their unique expertise;”) and para.70 (“Continues to stress that the governance architecture of the United Nations development system must be more efficient, transparent, accountable and responsive to Member States and able to enhance coordination, coherence, effectiveness and efficiency of the operational activities for development within and among all levels of the United Nations development system in order to enable system-wide strategic planning, implementation, reporting and evaluation to better support the implementation of the 2030 Agenda for Sustainable Development”).

review by December 2024 will support Cosponsors' strategic planning in areas related to their contributions to the Joint Programme and country progress towards ending the AIDS epidemic by 2030.

Figure 2 (below) shows that all UNAIDS Joint Programme entities, apart from the World Bank, participate in the QCPR, and for half (six out of 12 entities), participation is mandatory. Alignment of strategic planning vis-à-vis each cosponsor's contributions to the work of the Joint Programme is supporting greater system-wide coherence, in line with shared QCPR mandates.

Figure 2: Joint Programme entities and participation in the QCPR

Joint Programme entity	Participation in the QCPR
UNHCR	Yes, mandatory
UNICEF	Yes, mandatory
WFP	Yes, mandatory
UNDP	Yes, mandatory
UNFPA	Yes, mandatory
UNODC	Yes, strongly encouraged
UN Women	Yes, mandatory
ILO	Yes, strongly encouraged
UNESCO	Yes, strongly encouraged
WHO	Yes, strongly encouraged
World Bank	No
UNAIDS Secretariat	Yes, strongly encouraged