

# **UNAIDS 2020 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

1. The Quadrennial Comprehensive Policy Review (QCPR) of UN operational activities for development, adopted by the UN General Assembly<sup>1</sup>, 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 behind.<sup>2</sup>
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; and
  - strengthened evaluation capacity, including for joint evaluation activities, to drive enhanced effectiveness and efficiency.
3. 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 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

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

<sup>2</sup> 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;”

generally, towards coherent support to countries and their progress towards Agenda 2030 goals.

4. At its 39th session in December 2016, the Programme Coordinating Board (PCB), asked UNAIDS to establish a Global Review Panel on the future of the Joint Programme Model. The Panel was co-chaired by Awa Coll-Seck, Minister of Health, Senegal, and Lennarth Hjelmåker, Ambassador for Global Health, Sweden, to provide recommendations for a sustainable and fit for purpose Joint Programme. The Panel's 16 members included PCB chairs, Member States, civil society, people living with HIV, and was regionally representative. The Panel's report validated the added value and fundamental, unique elements of the Joint Programme, and reinforced its multisectoral approach and central role within the global health architecture, including as a critical partner to the Global Fund to Fight AIDS, Tuberculosis and Malaria and the United States President's Emergency Plan for AIDS Relief (PEPFAR). The Panel commended the work and overall approach of the Joint Programme in its ability to reduce duplication and increase efficiency, describing it as the most effective way to leverage the competencies of each agency, and emphasizing that the Joint Programme embodies the key approaches required by Agenda 2030.
5. Following the Panel's recommendations, the Joint Programme developed an Action Plan<sup>3</sup> and refined operating model, guided by three overarching objectives:
  - to deploy human and financial resources where they are needed most;
  - to reinvigorate country-level joint work and collaborative action, and;
  - to reinforce accountability and results for people.
6. As part of the Action Plan, the Joint Programme explicitly aligned its operating model with QCPR requirements. Reporting on the implementation of the Action Plan has been integrated in the annual Joint Programme performance monitoring reporting to the PCB. In addition to this reporting and participation in UN system-wide surveys on QCPR implementation, the Secretariat is now providing the PCB with a stand-alone Conference Room Paper on implementation of the QCPR and related mandates, bringing greater visibility to UNAIDS' work and contributions to UN system-wide coherence and effectiveness. It is foreseen that this reporting will continue annually, in connection with performance reporting to the PCB, and made available on the UNAIDS website for public information and transparency. In the *Update on the new UNAIDS Unified Budget, Results and Accountability Framework (UBRAF) development*, submitted to the PCB in March 2021, the Joint Programme elaborated on the specific actions that will be taken to ensure alignment of the new UBRAF 2022 - 2026 to the QCPR, both through its high-level 5-year framework, as well as through the elaboration and implementation of workplans and budgets. (See Annex 2 for mapping of Cosponsor planning cycles and status of participation in QCPR implementation and reporting.)

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<sup>3</sup> *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](https://www.unaids.org/sites/default/files/media_asset/20170621_PCB40_Action-Plan_17.4_EN.pdf)

7. The following provides a summary overview of key approaches and achievements of the Joint Programme in relation to central themes of the QCPR and related mandates:
  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
  
8. 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"> <li>• 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 UNSDCF. As reflected in the report of the Secretary-General to the 2020 ECOSOC operational activities for development segment, UNAIDS participates in 87 Cooperation Frameworks/UNDAFs (out of 116 locations covered by the 2019 UN DESA survey.) In 82% of cases, the UNAIDS Secretariat is physically present in the country, and in 17%, not physically present.</li> <li>• 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.</li> <li>• 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.</li> <li>• Flagship UNAIDS publications, notably the Global AIDS Report and annual World AIDS Day report, are used to highlight progress and gaps</li> </ul>

	<p>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.</p> <ul style="list-style-type: none"> <li>• The Global AIDS Strategy 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.</li> </ul>
<p><b>Requirements of the 2016 and 2020 QCPR, and related mandates</b></p>	<p><b>Joint Programme approaches and achievements</b></p>
<p><i>2. Alignment of planning and activities</i></p>	
<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"> <li>• 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”.</li> <li>• 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</li> </ul>

<p>“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)</p> <p>“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)</p> <p>“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)</p> <p>“Encourages the United Nations development system to intensify its collaboration with [results-oriented innovative national, regional and global partnerships];” (2016 QCPR, para.22)</p>	<p>best address individual country needs and circumstances, incentivizing collaboration and alignment with national strategic priorities and needs.</p> <ul style="list-style-type: none"> <li>• The Joint Programme has a clear Division of Labour (update in 2018) 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. It will be updated in 2021 to align with the new Global AIDS Strategy adopted in March 2021 by the PCB.</li> <li>• With regards to country envelop funding under the UNAIDS Unified Budget, Results and Accountability Framework (UBRAF), please refer to the 2018-2019 Performance Monitoring Report.<sup>4</sup> <ul style="list-style-type: none"> <li>○ “Under the refined operating model, in 95 countries, the Joint UN Teams on AIDS supported strategic solutions to remove barriers and bottlenecks hampering achievement of the Fast-Track commitments. The standardized Joint UN Plans, which are focused on priority national targets, guided the collaborative effort. The country envelopes financed a proportion of the Joint Plan priorities in 71 countries. The Regional Joint UN Teams on AIDS coordinated quality assurance and supported implementation of country plans. The Secretariat led the Joint UN Teams on AIDS at country and regional levels and ensured linkages with the global Joint Programme processes and headquarter teams.</li> <li>○ “The Joint Teams worked to ensure that:           <ul style="list-style-type: none"> <li>▪ HIV remains high on national agenda;</li> <li>▪ decision-making and implementation is inclusive;</li> <li>▪ the needs of all people, including women, girls and key populations are understood, voices heard, and their human rights upheld; and</li> <li>▪ strategic investments from the Global Fund, PEPFAR, other bilateral programmes, as well as domestic resources have the</li> </ul> </li> </ul> </li> </ul>
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<sup>4</sup> Available online: [https://www.unaids.org/sites/default/files/media\\_asset/PCB46\\_PMR\\_Org\\_Report.pdf](https://www.unaids.org/sites/default/files/media_asset/PCB46_PMR_Org_Report.pdf) See para.300.

	maximum impact at country and community levels while also contributing to progress across the 2030 Agenda.”
<b>Requirements of the 2016 and 2020 QCPR, and related mandates</b>	<b>Joint Programme approaches and achievements</b>
<b>3. Governance</b>	
<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 [...]” (2016 QCPR, para.44)</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;” (2016 QCPR, para.22)</p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul>
<b>4. Data-driven approaches</b>	
<p>“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)</p>	<ul style="list-style-type: none"> <li>• The Global AIDS Strategy 2021-2026 – <i>End inequalities. End AIDS</i> – 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.”</li> </ul>

	<ul style="list-style-type: none"> <li>• While the new Global AIDS Monitoring (GAM) framework is currently being developed (2021-2026), 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.</li> <li>• All analytical products of the Joint Programme, including all data and information available on AIDS Info (<a href="http://aidsinfo.unaids.org/">http://aidsinfo.unaids.org/</a>), 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.</li> </ul>
<p><b>Requirements of the 2016 and 2020 QCPR, and related mandates</b></p>	<p><b>Joint Programme approaches and achievements</b></p>
<p><i>5. Greater complementarity between humanitarian, development and peacebuilding efforts</i></p>	
<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"> <li>• 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. 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.</li> <li>• 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.</li> </ul>

<b>6. Transparency of funding flows</b>	
<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"> <li>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 (<a href="https://open.unaids.org">https://open.unaids.org</a>).</li> </ul>
<b>Requirements of the 2016 and 2020 QCPR, and related mandates</b>	<b>Joint Programme approaches and achievements</b>
<b>7. Integration with and support to the Resident Coordinator system</b>	
<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"> <li>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.”</li> <li>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.</li> <li>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.)</li> </ul>

<p>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)</p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• UNAIDS continues to make significant contributions to the cost-sharing arrangements for the Resident Coordinator system.</li> <li>• 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 2019-2020, six senior leaders were nominated to the RCAC and five qualified to the Resident Coordinator pool. Since 2019, four candidates have been appointed to positions.</li> </ul>
<p><i>8. Strengthening UN Development System capacity to support national SDG achievement; accelerating gender mainstreaming</i></p>	
<p>"[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)</p> <p>"[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)</p>	<ul style="list-style-type: none"> <li>• 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 is being rolled out in 2021, 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.</li> <li>• UNAIDS is a signatory to the <i>Inter-Organization Agreement concerning Transfer, Secondment or Loan of Staff among the Organizations applying the United Nations Common System of Salaries and Allowances</i>. As noted in the management response to the Independent Evaluation of the</li> </ul>

	<p>UN System Response to AIDS 2016-2019<sup>5</sup>, 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"> <li>• The new UBRAF will address PCB Decision Point 9.7 (from the 47th PCB meeting), which requested the Joint Programme to commit to an ambitious result area that is dedicated to gender. UNAIDS was also asked to integrate gender-responsive actions, indicators and resources in the new UBRAF to deliver for women and girls and for all key and vulnerable populations, by further elaborating and operationalizing those issues, based on the Global AIDS Strategy. The UBRAF will be aligned to the 2020 QCPR, which further emphasizes the critical importance of realizing gender equality and the empowerment of women and girls. It will continue to enhance gender mainstreaming through the full implementation of the System-wide Action Plan on Gender Equality and the Empowerment of Women, where UNAIDS continuously ranks among the top contributors.</li> <li>• A mid-term evaluation of UNAIDS' Gender Action Plan 2018-2023 is underway. 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.</li> </ul>
<p><b>Requirements of the 2016 and 2020 QCPR, and related mandates</b></p>	<p><b>Joint Programme approaches and achievements</b></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"> <li>• 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</li> </ul>

<sup>5</sup> [https://www.unaids.org/sites/default/files/media\\_asset/Management\\_Response\\_Independent\\_Evaluation\\_EN.pdf](https://www.unaids.org/sites/default/files/media_asset/Management_Response_Independent_Evaluation_EN.pdf)

<p>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)</p> <p>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)</p> <p>“[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)</p>	<p>recognized dependants participate in the WHO Staff Health Insurance plan.</p> <ul style="list-style-type: none"> <li>• 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).</li> <li>• 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.</li> <li>• Over 60% of UNAIDS field offices are already co-located.</li> <li>• 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.</li> </ul>
<p><i>10. Monitoring and evaluation to enhance coordination, coherence, effectiveness and efficiency</i></p>	
<p>“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)</p>	<ul style="list-style-type: none"> <li>• An evaluation of the UN System response to AIDS 2016–2019 was initiated in 2019 and completed in 2020. The terms of reference were developed through a consultative approach, including country and regional consultations and a global multi-stakeholder consultation. A management group and a reference group were established to ensure ownership and joint oversight by the UNAIDS Secretariat and Cosponsors. Findings and recommendations from the evaluation are informing the development of UNAIDS’ next Unified Budget and Results Accountability Framework (UBRAF).</li> <li>• 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</li> </ul>

	<p>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.<sup>6</sup></p>
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<sup>6</sup> For more information, see UNAIDS Evaluation Policy: [https://www.unaids.org/sites/default/files/media\\_asset/UNAIDS\\_PCB44\\_UNAIDS-Evaluation-Policy\\_EN.pdf](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 2020 data

## 1. Background

### 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 Sustainable Development Goals (SDGs). Through this compact, the UN Sustainable Development Group (UNSDG)<sup>7</sup> 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 the following:

- (1) **UNSDG Commitments:** 14 commitments and 33 indicators
- (2) **Member States Commitments:** 8 commitments and 17 indicators

The two ways of tracking:

- (1) **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.
- (2) **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 in the Funding Compact

UNAIDS in 2020 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 reporting, submitted most recently by UNAIDS in January 2020.

This progress update considers the various UNSDG Principals and focal point calls in 2020 and 2021, highlighting areas where system-wide progress has been lagging. Those entity-specific commitments are highlighted (in orange) in the detailed progress report, accompanied by a description of UNAIDS' status/progress on those items.

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<sup>7</sup> The United Nations Sustainable Development Group (UNSDG) serves as a high-level forum for joint policy formation and decision-making. It guides, supports, tracks and oversees the coordination of development operations in 162 countries and territories.

## MEMBER STATE COMMITMENTS

Relevant Commitment	Relevant Funding Compact Indicators	System-wide reported baselines, progress, targets	UNAIDS Progress 2020
<b>Aligning funding to entity requirements</b>			
<b>1. Increase core resources for the UNDS</b>	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: <b>2020 data: 72%</b>  Core resources to UNAIDS as a share of funding for development-related activities (excluding humanitarian): <b>2020 data: 100%</b>
	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%	UNAIDS is entirely voluntarily funded and does not receive assessed contributions
<b>2. Double share of non-core contributions provided through development related pooled &amp; thematic funds</b>	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: <b>2020 Data: 8%</b>
	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 or manage Thematic Funding Windows.
<b>Providing stability</b>			
<b>3. Broaden the sources of funding support to the UNDS</b>	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: <b>2020 data: 26</b>  No new government donors have been added to the UNAIDS portfolio in the past three years. However, cultivation of new government donors is ongoing. Non-core contributions from foundations have been growing, including partnerships with the Bill and Melinda Gates Foundation, the OAK Foundation, Open Society Foundations, and others. UNAIDS is also developing a new resource mobilization strategy to accompany the new Global AIDS Strategy 2021 – 2026 and new UBRAF 2022 – 2026.
	3.2. Number of Member State contributors to development related inter-agency pooled	Baseline (2017): 59 and 27 Progress (2019): 41 and 29 Target (2021): 100 and 50	The UNAIDS Secretariat participates in pooled and parallel funds (managed through the MPTF office) as a participating agency, using pass-through agreements. However,

Relevant Commitment	Relevant Funding Compact Indicators	System-wide reported baselines, progress, targets	UNAIDS Progress 2020
	funds and to single agency thematic funds		it does not engage as an Administrative Agent.  In 2020, the UNAIDS Secretariat received a total of USD \$ 665,958 through the MPTF Office.
<b>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</b>	4.1. Funding gaps in UNSDG strategic plan financing frameworks	Baseline (2018): tbd; Progress: n/a Target (2021): tbd	<b>2020 Data on core and supplemental core:</b> UNAIDS total revenue made available against the UBRAF in 2020 was USD \$ 194,058,000, which is USD \$ 48,351,000 less than the approved annual core budget of USD \$ 242,410,000. The funding gap vis-à-vis the PCB-approved core budget amounted to 20% in 2020.  The core and supplemental core gap was mitigated by non-core raised by the Secretariat, which are earmarked and less flexible, and amounted to USD \$ 75,762,000.  <i>Please refer to the UBRAF Workplan &amp; 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%	<b>Core contribution from governments:</b> 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. <b>2020 Data: 60%</b>  <b>Non-core contributions:</b> Fraction of funds made available to non-core contributions, as percentage of voluntary contributions with ongoing agreements for two or more years. <b>2020 Data: 95%</b>  With the new Global AIDS Strategy 2021 – 2026 having been adopted in March 2021, 2021 will be a crucial year for UNAIDS in terms of securing the commitment of government entities towards multi-year, core contributions, as many agreements are being re-negotiated in connection with the adoption of the new Strategy.
<b>Facilitating coherence and efficiency</b>			
<b>7. Fully comply with cost recovery rates as approved by respective governing bodies</b>	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	<b>2020 Data:</b> UNAIDS granted 23 waivers with a total value of USD \$310,451.

## UN DEVELOPMENT SYSTEM COMMITMENTS

Relevant Commitment	Relevant Funding Compact Indicators	System-wide Baselines & Targets from Funding Compact	UNAIDS Progress 2020
<b>Accelerating results on the ground</b>			
<b>1. Enhance cooperation for results at country level</b>	1.3 (QCPR new) 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%	<b>2020 Data: 100%</b> 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 the UNAIDS Programme Coordinating Board. UNAIDS expenditures should therefore be classified as joint activities. <sup>8</sup>
	1.4 (QCPR new) 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 UBRF 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 2020 Guidance for the development of Joint UN Plans on AIDS, as well as Secretariat workplans.
<b>2. Increase collaboration on joint and independent system-wide evaluation products to improve UN support on the ground</b>	2.1 (QCPR new) % 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%	<b>2019/2020 Data:</b> <b>Yes</b> – UNAIDS conducted one large joint evaluation of the Joint Programme on AIDS across all levels (global/regional/countries) in 2019; one joint evaluation on the work of the Joint Programme on Violence against Women and Girls (VAWG) in 2020 and two joint evaluations are planned for 2021 (on work with and for key/vulnerable populations and on sustainability/efficiency). In addition, UNAIDS led two joint country programme evaluations in 2020 and several are planned for 2021. Considering the portfolio of UNAIDS evaluations, this represents more than 50% of the budget dedicated to evaluations. For more information, please refer to the UNAIDS evaluation office plans and reports (presented to the Board – see Evaluation Plan; Annual Report on Evaluation).

<sup>8</sup> 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”.

<b>Improving transparency and accountability</b>			
<b>4. To improve reporting on results to host governments</b>	4.2 (DCO) Number of programme countries with UN INFO operational	Baseline (2018): 32; Progress (2020): 131 Target (2021): 100	<p><b>2020 Data:</b> Number of UNAIDS Secretariat offices in countries where UN INFO is operational Yes: 55 out of 95 offices (58%) In progress: 29 out of 95 offices (31%) Number of UNAIDS Secretariat country offices contributing to UN INFO in the country Yes: 65 out of 95 offices (68%)</p> <p>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 is being developed.</p>
<b>6. Strengthen the clarity of entity specific SPs and IRRFs and their annual reporting on results against expenditures</b>	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%	UNAIDS reports to the Programme Coordinating Board on the funding situation at every June session. With the adoption of the new Global AIDS Strategy 2021 – 2026 in March 2021, and new UBRAF 2022 – 2026 anticipated in September 2021, a structured funding dialogue is being planned.
<b>7. Strengthen entity &amp; system-wide transparency &amp; reporting, linking resources to SDG results</b>	7.1 (QCPR) Fraction of UNDS entities individually submitting financial data to CEB	Baseline (2017): 69% Progress: (2020): 100% Target (2021): 100%	<b>Yes</b> – UNAIDS submits its financial data to the 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%	<b>Yes</b> – 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 Results and Transparency portal ( <a href="https://open.unaids.org">https://open.unaids.org</a> ).
	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%	<b>Yes</b> – UNAIDS Secretariat reports expenditures to CEB disaggregated by country.
	7.4 (QCPR) Fraction of UNDS entities that report	Baseline (2017): 20%; Progress: (2020): 29% Target (2021): 100%	<b>No</b> – UNAIDS does not report against specific SDGs. However, the UNAIDS Strategy 2016 – 2021 'On the Fast-

	on expenditures disaggregated by SDG		track to end AIDS' links its 10 Result Areas clearly to five SDGs (please see p.10 of the Strategy).  Based on the recently adopted new Global AIDS Strategy 2021 – 2026 and starting in 2022, based on the new Unified Budget, Results and Accountability Framework (UBRAF) that is in development, UNAIDS aims to report against the SDGs from 2022 onward.
<b>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</b>	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%	<b>Yes</b> – UNAIDS evaluations and related management responses are published on the UNAIDS web site ( <a href="https://www.unaids.org/en/whoweare/evaluation">https://www.unaids.org/en/whoweare/evaluation</a> ). They 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): Progress (2020): Target (2021): 100%	<b>Yes</b> – UNAIDS makes the information related to all internal and external audit reports publicly available.  The Annual Report from WHO Internal Oversight Services (WHO IOS), which undertakes the internal audits of UNAIDS, is publicly available and included in UNAIDS' annual financial report (available under <a href="https://www.unaids.org/en/resources/documents/2020/PCB46_Internal_Auditor_Report_EN">https://www.unaids.org/en/resources/documents/2020/PCB46_Internal_Auditor_Report_EN</a> ).  Upon the request from the Programme Coordinating Board (PCB) during its 46 <sup>th</sup> Session (Decision Point 11.4), a written management response to the external and internal auditors' reports will be provided to all future PCB meetings within the agenda item "organizational oversight reports", beginning in 2021.  UNSDG updates on UN-RIAS (as of November 2020) noted that the platform is not yet established. UN-RIAS, in coordination with other inter-agency oversight networks, is exploring the establishment of a multi-donor trust fund to seek funding to finance this endeavor.
	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 or manage inter-agency pooled funds in 2019 and 2020, and considering that 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.
<b>10. Increase visibility of</b>	<b>10.1 (Entity specific) Specific mention of</b>	Baseline (2018): n/a; Progress (2020): Yes at	<b>YES</b> – UNAIDS mentions core contributions in financial reports, on the

<b>results from contributors of voluntary core resources, pooled &amp; thematic funds and for program country contributions</b>	<b>voluntary core fund contributors pooled and thematic fund contributors, and programme country contributions in UNCT annual results reporting and entity specific country and global reporting (Y/N)</b>	HQ level Target (2020): Y	UNAIDS Results and Transparency portal, and recognizes donors in its donor profiles ( <a href="https://open.unaids.org/donor-profiles">https://open.unaids.org/donor-profiles</a> ), as well as through its web stories, speeches, and other communications. Further efforts will be made to integrate donor recognition in UNAIDS' communications.
	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, please refer to Member State commitment (Funding Compact Indicator 3.2), as well as UNSDG commitment (Funding Compact Indicator 9.3). The UNAIDS Secretariat does not engage as Fund Administrator in Multi-Partner Trust Funds.
<b>Increasing efficiencies</b>			
<b>11. Implement the SG's goals on operational consolidation for efficiency gains</b>	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)	<b>2020 Data:</b> The UNAIDS Secretariat shared common premises in 60% of its office locations.
	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%	<b>2020 Data:</b> 77%, or 74 out of 96 offices, said yes to having approved business operations strategies (BOS) in place. Of these 74, 11% (or 8 offices) report on full and 35% (or 26 offices) report on partial engagement of the UNAIDS Country Office in the implementation of the BOS.
	<b>11.3 (QCPR -new): % of UNSDG entities that report to their respective governing bodies on efficiency gains</b>	Baseline (2017): 12/29 or 41% Progress (2019): 36% Target (2021): 100%	<b>No</b> – However, the UNAIDS Secretariat measures efficiency gains and most recently submitted efficiency data to the Efficiency Reporting Task Team that was established in 2020, bringing together 16 UNSDG entities, including the UNAIDS Secretariat. This dedicated Task Team aims to refine estimates, methods, and completeness of information that the UN can provide to Member States each year and is expected to make significant progress over the course of 2021. This has helped strengthen our ability to report collectively and start measuring efficiency gains within the context of the UN development system repositioning.
	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%	<b>Yes</b> – The UNAIDS Secretariat signed the High-Level Framework on Mutual Recognition in November 2018
<b>12. Fully implement &amp; report on approved cost-recovery</b>	12.1 (QCPR): Fraction of UNDS entities that report annually on the implementation of their approved cost recovery	Baseline (2017): 51% Progress (2019): 92% Target (2021): 100%	<b>Yes</b> – UNAIDS' annual financial statements and report to the PCB includes the recorded programme support costs (cost recovery).

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<b>policies and rates</b>	policies and rates to their respective governing body	The cost recovery policy and rate are referenced in Policy Note 5 add.1 of 2017 (PFA/FRC/2017/5.1).
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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
<b>QCPR recommended cycle</b>			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 QCPR<sup>9</sup> 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

<sup>9</sup> 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*

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