

STRUCTURED FUNDING DIALOGUE

Financing the Joint United Nations Programme on HIV/AIDS



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Executive summary

Global efforts to end the AIDS pandemic by 2030 faces a moment of truth. Although a growing number of countries have demonstrated the feasibility of ending AIDS as a public health threat, the global HIV response is faltering, which has slowed the decline in the numbers of people acquiring HIV and dying from AIDS-related causes. In 2020, 1.5 million people acquired HIV, and a person living with HIV died from AIDS-related causes every minute. In many countries, the number of people newly infected with HIV is on the rise. Without an immediate course correction and renewed momentum in the global HIV response, hopes for reaching the 2030 target will soon vanish.

A new Global AIDS Strategy and the ambitious 2025 targets and commitments enshrined in the UN General Assembly 2021 Political Declaration on HIV and AIDS provide a clear, evidence-informed roadmap to close key gaps in the HIV response, end HIV-related inequalities and accelerate progress towards the 2030 target. Now is the time for the global community to act in solidarity to make good on its commitments to end AIDS as a public health threat and to prevent a potential resurgence of the epidemic.

UNAIDS: a strategic investment towards a just and healthy world

A leading, global, catalytic force, the Joint United Nations Programme on HIV/AIDS (UNAIDS) leverages the combined strengths of the UN system to galvanise urgent action and political commitment to end AIDS by 2030 as part of the Sustainable Development Goals. With its unique governance and partnership model, which unites the expertise of its 11 UN Cosponsors, UNAIDS has always been a front runner in UN reform. UNAIDS is a people-centred and data-driven organisation with a strong focus on results. UNAIDS:

- Provides leadership, strategic vision, and high-level political advocacy
- Generates momentum where it is needed most – including for bold action on human rights, eliminating stigma and discrimination, ending mother to child transmission and paediatric AIDS, and sharpening our focus on HIV prevention and societal enablers
- Galvanises the efforts of diverse actors including the UN system, governments and civil society
- Builds the capacity of countries and communities, including strengthening inclusive country leadership for sustainable HIV responses
- Mobilizes essential funding for the response and increases the efficiency of HIV-related expenditure.
- Drives the strategic use of data to accelerate progress in the HIV response.

UNAIDS coordinates the work of diverse stakeholders, including in the close to 90 countries in which Joint United Nations Teams on AIDS make strategic joint contributions to national HIV responses. During the COVID-19 pandemic, UNAIDS' efforts have been especially vital, demonstrating the relevance of UNAIDS as a pathfinder for pandemic preparedness and responses.

UNAIDS is strategically aligning its operations to deliver on the ambitious agenda and targets set out in the Global AIDS Strategy and UNGA 2021 Political Declaration on HIV/AIDS. Applying an inequalities lens across all its work, UNAIDS is working to:

- Maximize equitable access to services.
- Break down barriers to accelerate progress in the response.
- Fully and effectively integrate HIV into robust, sustainable systems for health, social protection, humanitarian settings and pandemic responses.

The UNAIDS Division of Labour has been strategically aligned with the Global AIDS Strategy to leverage UNAIDS' expertise and comparative advantages to ensure that countries receive the support they need. A strategic realignment of the UNAIDS Secretariat will be rolled out in 2022 to ensure that human and financial resources are allocated in a manner that optimizes their impact and enables

UNAIDS to deliver the 10 high-level outputs and three strategic outcomes outlined in the 2022–2026 Unified Budget, Results and Accountability Framework (UBRAF). Together these steps aim to make UNAIDS fit for purpose at this critical moment in the global HIV response.

The importance of sufficient, predictable core support for UNAIDS

The value of investing in UNAIDS is evident. Although UNAIDS makes unique, essential contributions to the HIV response, its funding accounts for less than 1% of all funding available for HIV activities in low- and middle-income countries.

The sufficiency and stability of core funding is critical to ensuring sound, strategic, forward-looking planning and especially given the voluntary nature of the programme. However, since 2015, UNAIDS has experienced shortfalls in funding for its Unified Budget, Results and Accountability Framework. In 2020, US\$ 194.1 million was mobilized and made available towards the annual UBRAF budget of US\$ 242 million, representing 80.2% of the resource mobilization target.

Although an increase in non-core funding has enabled UNAIDS to pursue work in specific epidemic and country contexts, non-core funding is unpredictable, frequently earmarked for specific activities and often dedicated to supporting specific partner organizations. Non-core funding, although valuable for the response, is not a substitute for predictable, sustainable core funding.

In response to funding shortfalls, UNAIDS has taken steps to do more with less. A refined operating model has been implemented, with the aim of deploying human and financial resources where they are needed most, reinvigorating country-level work and contributing to United Nations System-wide coherence and effectiveness. UNAIDS draws on available evidence and on impact-optimizing principles to allocate resources among Cosponsors and the Secretariat. Nevertheless, efficiency-enhancing efforts can only achieve so much. Shortfalls in core funding have inevitably restricted UNAIDS' bandwidth for addressing the myriad challenges and opportunities posed by the AIDS epidemic.

A strategic funding dialogue: fully funding the UNAIDS Unified Budget, Results and Accountability Framework

The 2021 strategic funding dialogue offers an opportunity for donors and partners to jointly reflect on the work of UNAIDS and to refresh their commitment to end AIDS as a public health threat through the Joint Programme. The 2022–2026 UBRAF, endorsed by the UNAIDS Programme Coordinating Board, envisions annual core funding for UNAIDS up to US\$ 210 million. This represents a decrease of US\$ 32 million or 13.2% of the current approved annual budget of US\$ 242 million.

UNAIDS is developing an updated resource mobilization plan to optimize its capacity to attract sufficient, predictable core funding for the UBRAF. The Secretariat's leadership and the resource mobilization staff will work within the broader external relations infrastructure of the organization, maximizing communication, coordination and collaboration internally, and with donors as well as with the resource mobilization teams of Cosponsors. Specific efforts will focus on maintaining and further leveraging existing core donors, outreach to new donors and better attracting resources from underutilized sources, such as the private sector. UNAIDS systems for transparency, accountability and evaluation have been strengthened, enabling donors to see and have confidence in the concrete returns on their investments in UNAIDS. UNAIDS will optimize its resources by promoting joint plans and programme implementation with priorities set, channelling resources where they are needed most.

I. Introduction

1. This report informs the structured funding dialogue on the funding for the Joint United Nations Programme on HIV/AIDS (UNAIDS).
2. The structured funding dialogue aims to:
 - Build momentum around opportunities, mutual commitments and accountability of the new Global AIDS Strategy and to position UNAIDS to fully and effectively contribute to the timely implementation of the strategy.
 - Improve understanding of the vital role and funding situation of UNAIDS, including resource allocation, priority-setting and the cost of inaction or insufficient funding, to increase transparency and strengthen trust and mutual accountability.
 - Make the case for adequate and predictable yet flexible funding for UNAIDS, preferably through multi-year agreements for core and non-core funding.
3. UNAIDS¹ plays a central strategic, leadership role for ending AIDS as a public health threat and accelerating progress towards ending HIV-related inequalities by rapidly catalysing the implementation of the Global AIDS Strategy. UNAIDS collects and reports the essential data for HIV-related decision-making; builds leadership and commitment in the response; assists countries and communities in identifying and addressing the inequalities that slow progress towards ending AIDS; builds the capacity of countries and communities to respond effectively to HIV; catalyses action to address the social and structural factors that increase HIV vulnerability and diminish service uptake; and mobilizes resources and assists diverse partners in optimizing the effectiveness, efficiency and sustainability of HIV responses. UNAIDS undertakes vital functions with funding that accounts for less than 1% of total funding for HIV programmes in low- and middle-income countries.
4. UNAIDS, as the only joint programme in the United Nations System, is a well-recognized model, uniting in a coordinated, coherent effort the activities of 11 United Nations Cosponsors² and the Secretariat. The impact of UNAIDS' collaboration is especially evident in the close to 90 countries in which joint United Nations teams on AIDS undertake strategic efforts to support the work of governments, communities and other national stakeholders. With leadership and coordination provided by the Secretariat, Cosponsors play an especially critical role in building capacity and catalysing action within the many sectors whose contributions are essential to drive progress towards the goal of ending AIDS as a public health threat.
5. UNAIDS is a fully voluntary-funded programme, which inherently involves a degree of unpredictability for funding levels, including due to changes in economic circumstances and the broader global environment. The global health and economic disruptions caused by the COVID-19 pandemic have certainly affected UNAIDS' ability to mobilize resources.
6. UNAIDS had an approved annual budget for 2020 and 2021 of US\$ 242 million. This included an annual core allocation of US\$ 187 million, which contains the funding of the Secretariat and the Cosponsors. In 2020, UNAIDS raised US\$ 194.1 million in core contributions but is expected to raise only US\$ 165 million in 2021.
7. At its special session on 6 October 2021, the UNAIDS Programme Coordinating Board (PCB) encouraged "donor governments to make multiyear contributions and to release as soon as

¹ Unless otherwise specified, the term UNAIDS refers to the UNAIDS Joint Programme. The report notes where the information provided is specific to the Secretariat or to one or more Cosponsors.

² UNHCR, UNICEF, WFP, UNDP, UNFPA, UNODC, UN Women, ILO, UNESCO, WHO and the World Bank.

possible their annual contributions” towards a fully funded 2022–2026 Core Unified Budget Results and Accountability Framework (UBRAF) at the annual level of US \$210 million for 2022 and beyond.

8. This report provides an overview of UNAIDS’ funding architecture and an analysis of the funding needs, its current situation, funding trends and perspectives considering both core and non-core resources. Further, this report makes the case for the importance of fully funding the UBRAF to get the HIV response back on track by 2025 and ending AIDS as a public health threat by 2030.

II. UNAIDS structured funding dialogue

A. Background

9. UNAIDS undertakes its resource mobilization efforts within the context of the funding compact, formally agreed by the United Nations Economic and Social Council in May 2019 (A/74/73/Add.1 - E/2019/4/Add.1). Annex 1 provides details on the funding compact, and Annex 2 provides the Quadrennial Comprehensive Policy Review.
10. As an important part of UNAIDS’ alignment with the Quadrennial Comprehensive Policy Review, this structured funding dialogue complies with United Nations General Assembly resolution 71/243, which calls for periodic funding dialogues within the framework of United Nations System-wide funding and collaboration outlined in the funding compact.
11. The structured funding dialogue also responds to other important organizational imperatives for UNAIDS. In recent years, UNAIDS donors have demanded greater transparency on UNAIDS’ management and funding as well as more regular and improved reporting on results and accountability. Having regular funding dialogues will help to build continued donors’ trust and confidence in the value of their investments in UNAIDS, which in turn can aid UNAIDS in improving the sustainability and predictability of its funding through multiyear funding agreements. Regular structured funding dialogues also provide a platform for highlighting actions taken by UNAIDS in response to issues raised by various evaluations.
12. The primary intention of structured funding dialogues for United Nations agencies is for donors, partners and stakeholders to assume full responsibility not only for deciding on the strategies and priorities of the United Nations System but also for ensuring that budgets are fully funded. At this stage of UNAIDS, predictable and sustainable funding is vital to accelerating momentum to achieve the strategic outcomes, targets and commitments outlined in the 2021 United Nations General Assembly Political Declaration on HIV/AIDS and the ambitious Global AIDS Strategy approved by the Programme Coordinating Board.

B. Perspective

13. The timing of the 2021 structured funding dialogue comes at a strategic moment. In October 2021, the Programme Coordinating Board approved a new UBRAF for 2022–2026, with a proposed annual core budget of US\$ 210 million. The new UBRAF provides the operational framework for UNAIDS to maximize its contributions to fully and effectively implement the Global AIDS Strategy. The UBRAF identifies 10 results areas outputs and 10 strategic outcomes (with clear outputs and associated indicators for UNAIDS), explicitly linked to the Global AIDS Strategy that will catalyse action needed to end HIV-related inequalities and close gaps in the response and contribute to getting the global HIV response on track by 2025 to end AIDS as a public health threat by 2030.
14. As a result of the failure of the global HIV response to achieve the 2020 Fast-Track targets, as well as the persistence of key gaps and inequalities, the new Unified Budget, Results and

Accountability Framework calls for an increase in core resources to support UNAIDS' efforts to get the HIV response on track.

15. The needed increase in resources for UNAIDS mirrors the increase required to get the global HIV response back on track. By mobilizing US\$ 29 billion annually for HIV in low- and middle-income countries by 2025, the world can fully implement the Global AIDS Strategy and put the world back on track to reach the 2030 target of ending AIDS. Although flattening funding for the HIV response has encouraged a discourse focused on the inevitability of inadequate resources, the reality is that there are adequate resources to implement the Global AIDS Strategy, since the annual price tag for a fully funded HIV response represents a small fraction of the US\$ 8.3 trillion the world spends each year on health.

C. Previous funding dialogues

16. This is not the first funding dialogue for UNAIDS. In June 2016, UNAIDS stakeholders convened a funding dialogue to respond to a funding shortfall for UNAIDS. Although the 2016 Political Declaration provided a clear roadmap for implementing a Fast-Track response, UNAIDS noted waning political commitment and uncertainty as obstacles to success. Earlier, in November 2014, a UNAIDS funding dialogue was held in response to a request of the 34th meeting of the Programme Coordinating Board. The 2014 funding dialogue complied with the December 2012 United Nations General Assembly Resolution on the Quadrennial Comprehensive Policy Review (67/226), which requested each United Nations organization to hold a funding dialogue with its partners, with a focus on enhancing overall funding, in particular core resources; improving the predictability and quality of resources; and ensuring full cost recovery.

III. UNAIDS Funding

A. UNAIDS funding architecture

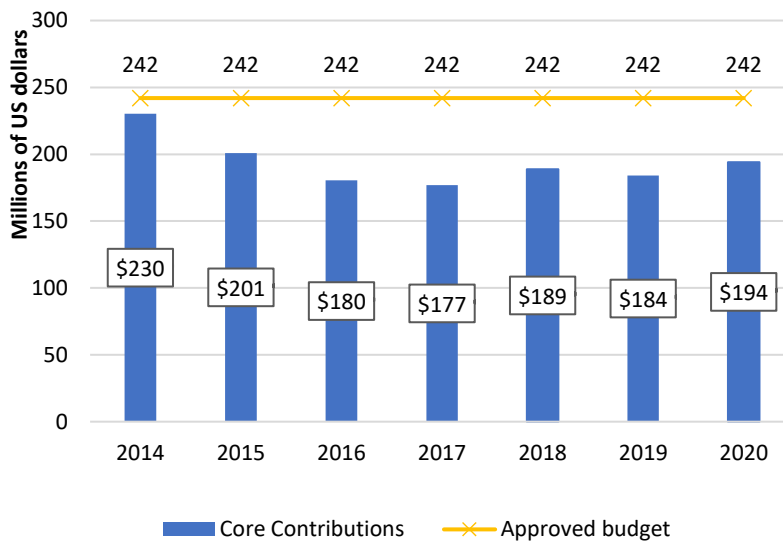
17. The Unified Budget Results and Accountability Framework (UBRAF) strategically unites and synergizes the efforts of the Cosponsors and Secretariat into a single framework, ensuring that UNAIDS' impact is greater than the sum of its parts. The UBRAF provides the basis for investments in UNAIDS, for allocating resources within UNAIDS and for ensuring transparency and accountability for results. The UBRAF reflects and responds to the emphasis of the 2030 Agenda for Sustainable Development on issue-based coalitions, joint programming, joint teams and attribution to collective results.
18. While highlighting and leveraging UNAIDS' core strengths, the UBRAF also focuses the work of UNAIDS to address emerging challenges, reach those who have been left behind and close persistent gaps in the response.
19. The Strategic Resource Mobilization Plan 2018–2021, developed by UNAIDS with significant input from stakeholders, is the key tool to guide UNAIDS' resource mobilization. In addition, following the Plan's development, several briefings and discussions with co-sponsors were held and an informal working group with Cosponsors on resource mobilization was reconstituted.
20. The Strategic Resource Mobilization Plan has three pillars for strengthening joint resource mobilization and effective communication (Figure 1). After four years of implementing the strategy, pillar one—government donor funding—remained the most important to funding UNAIDS. Some progress was also made in establishing relations with philanthropic foundations and there were some new private sector partnerships, but not at the scale required to make a significant and adequate funding contribution.

Figure 1. Strategic Resource Mobilization Plan 2018–2021



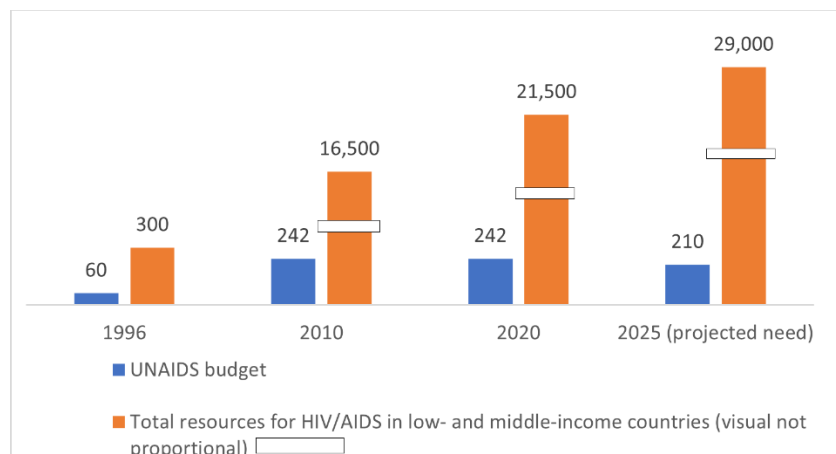
21. The amount of resources mobilized as core funding for implementing the Unified Budget, Results and Accountability Framework have remained below those budgeted for several biennium, leading to funding shortfalls and necessitating urgent efforts by UNAIDS to do more with less. For the 2020–2021 biennium, the Programme Coordinating Board, at its 44th meeting in June 2019, approved a budget of US\$ 484 million (US\$ 242 million per year).
22. In accordance with the revised resource mobilization and allocation model, this included an annual core budget of US\$ 187 million and distribution of US\$ 140 million to adequately resource the UNAIDS Secretariat; allocation of US\$ 47 million to Cosponsors (US\$ 22 million, with US\$ 2 million to each Cosponsor allocated centrally, and a further allocation of US\$ 25 million at the country level in the form of country envelopes to leverage joint action in the Fast-Track countries and to support populations in greatest need in other countries). It also approved annual allocation of additional resources in the form of supplemental funds totalling US\$ 55 million (US\$ 40 million for the Cosponsors and US\$ 15 million for the Secretariat) to address epidemic and country contexts.
23. Although the number of people living with HIV has increased and sustaining momentum in the HIV response has become more challenging, the amounts budgeted for the core functions of UNAIDS have remained flat since 2008–2009. The actual resources mobilized for the work of UNAIDS have remained lower but somewhat stable since 2014. An increase in 2020 was only due to an exceptional contribution from Germany of €20M, averting a significant shortfall. As noted above, funding for UNAIDS has consistently remained below the amounts budgeted since 2014, necessitating difficult organizational choices.

Figure 2. UNAIDS revenue, 2014–2020 (core) in US dollars



24. Despite overall relative stability in funding, the funding streams that together account for the total revenue of UNAIDS have considerably evolved since 2014. Notably, core UNAIDS funding fluctuated from year to year during the period 2014–2020. Overall core funding declined by US \$43 million since 2014—from US\$ 230 million to US\$ 194.1 million in 2020. Declining core funding, combined with uncertainties in annual core funding, have substantially impeded UNAIDS' efforts to plan and carry forward its work.
25. While core funding has declined, non-core funding mobilized by the Secretariat has increased—from US\$ 40 million in 2014 to US\$ 75 million in 2020. Part of this increase is due to donors requesting UNAIDS to manage and be accountable for funding directed to partner organizations. Although the availability of additional non-core funding has enabled UNAIDS to pursue work in specific epidemic and country contexts, total non-core funding has fluctuated from year to year, further complicating planning by UNAIDS.
26. Accounting for less than 1% of total global funding to HIV responses in low- and middle-income countries, UNAIDS effectively leverages its funding to mobilize substantially greater resources for the broader HIV response—both donor investments and domestic funding. The flattening of funding for UNAIDS since 2008–2009 is associated with a decline in overall international HIV assistance, which fell from US\$ 9.1 billion in 2008–2009 to US\$ 8.5 billion in 2019–2020.

Figure 3. Resources leveraged by UNAIDS for the HIV response in low- and middle-income countries (millions of US dollars)



B. Allocation of resources

27. A principles- and evidence-informed approach is used to allocate resources within UNAIDS, with the aim of catalysing strategic priority actions to address urgent and persistent gaps in the HIV response. Resource allocation within UNAIDS builds on a Division of Labour that is fully aligned with the Global AIDS Strategy's strategic priorities and result areas. Allocations between the Cosponsors and the Secretariat and within each entity are based on epidemic priorities, clear contributions to results and each entity's comparative advantages.

28. UNAIDS' approach to resource allocation aims to advance the three overarching priorities of UNAIDS' refined operating model, approved by the Programme Coordinating Board in 2017:

- To deploy human resources and financial resources where they are most needed.
- To reinvigorate country-level joint work and collaborative action.
- To reinforce accountability and results for people.

29. In 2022–2026, the setting of priorities for resources within UNAIDS is guided and informed by the following principles:

- Giving priority to and incentivizing collaborative joint work for better integration.
- Giving priority to evidence-informed interventions.
- Catalytic action meant to leveraging other funding from various sources.
- Focusing on promoting and supporting innovations and incentivizing catalytic solutions, including taking some risks.
- Clearly tied to actions with agreed and measurable results and sound programming.
- Reducing transaction costs, including fragmentation (in terms of programmatic focus and fund management) and ensuring more effective synergy with other stakeholders.
- Tying resources to strong accountability, including timely and quality reporting.
- Clearly indicating how resources contribute, in meaningful and concrete ways, to the 2030 Agenda for Sustainable Development and the Sustainable Development Goals and related quality reporting.
- Aligning at least 75% of funds for joint United Nations plans for country United Nations sustainable development cooperation frameworks.
- Maximizing delegated decision-making.

30. The overall allocation between the Cosponsors and the Secretariat under the 2022–2026 UBRAF will remain within the same range as it was in 2016–2021 while adhering to the mandate in the

refined operating model to ensure adequate resources to protect the Secretariat's core funding. Since progress at the country level is a priority for the Global AIDS Strategy and the new UBRAF, UNAIDS will seek to increase allocations for country-level work versus global-level work. Country envelope allocations for Cosponsors' actions for specific results at the country level will be allocated based on submission of quality joint United Nations plans on HIV, giving priority to innovation, addressing major inequalities and national response gaps and driving measurable change, aligned with the United Nations Sustainable Development Cooperation Frameworks by Joint United Nations teams on AIDS.

IV. Core funding

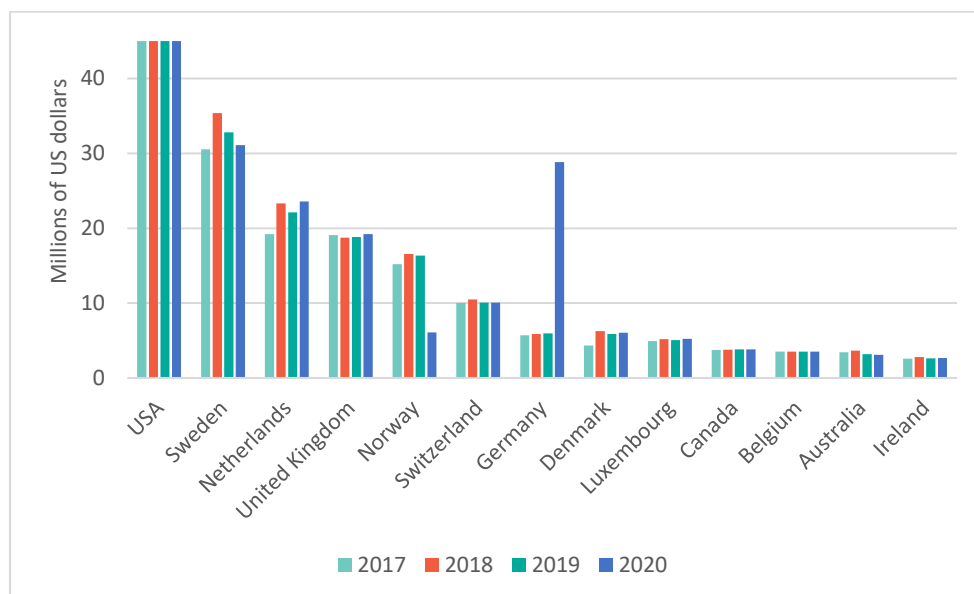
31. Core funding is flexible general support. For UNAIDS, core funding is not intended to perpetuate a permanent institution but rather to advance the collaborative work of the 11 Cosponsors and the Secretariat in the implementation of the Global AIDS Strategy and the new UBRAF. Predictable funding for core functions enables organizations to effectively plan and deliver their programmes. As the United Nations Joint Inspection Unit has documented, specified contributions to the United Nations System and other multilateral entities have increased drastically, as donors demand greater visibility, accountability and transparency and seek to satisfy the demands of their own parliaments and taxpayers. Although grounded in understandable motivations, specified, non-core contributions pose some challenges to UNAIDS long-term organizational planning, sustainability and setting of priorities. If predictable funding remains uncertain, organizational mandates can become fragmented, with donor priorities sometimes superseding organizational priorities.
32. UNAIDS has been very fortunate to benefit from the support of several donors that have provided funding to support the core functions of the UNAIDS Secretariat and catalytic funding to the Cosponsors through their annual contributions to the UBRAF. Some UNAIDS donors also provide funding through multiyear agreements, which enhances the predictability of funding and supports rational organizational planning.
33. Core and predictable funding enables the UNAIDS to drive the global HIV response and to mobilize political commitments and resources to advance the implementation Global AIDS Strategy and the new UBRAF. The Secretariat's core roles and functions encompass UNAIDS' recognized strengths: leadership, advocacy, partnerships, convening power, strategic information, including global monitoring of progress, community mobilization, United Nations coordination including through Joint United Nations teams on AIDS for country implementation, and inclusive governance and mutual accountability.
34. UNAIDS ensures continuous leadership of the HIV response by strategically and regularly engaging with key leaders and stakeholders, including heads of state and heads of government, ministries, civil society and partners, to sustain political commitment and action on HIV. In 2020, political commitment for HIV was sustained through UNAIDS' prominent advocacy and contributions at the United Nations General Assembly, the World Health Summit, the 10th International Francophone Conference on HIV, Hepatitis and Sexual Health (AFRAVIH 2020), the HIV2020 Conference, the 23rd International AIDS Conference, and the Interfaith HIV Conference 2020.
35. As the global repository of data on HIV, UNAIDS houses the most extensive and disaggregated data collection available on the HIV epidemic and the response to AIDS. The Secretariat, in coordination with Cosponsors and other key stakeholders, supports countries, synthesizes data, builds analytic capacity in countries and communities and actively promotes the use of key data on the epidemic and response to track and evaluate progress towards ending the AIDS epidemic by 2030.

36. UNAIDS advocates at the global, regional and country levels to remove HIV-related human rights barriers and to support human rights-based approaches in the HIV response. World AIDS Day, International Women's Day and Zero Discrimination Day are leveraged by UNAIDS used to deliver key messaging on the importance of zero discrimination against women and girls and other vulnerable or marginalized communities facing inequalities and to call for ending discrimination, stigmatization and criminalization.
37. UNAIDS are key partners in the strategic planning of the Global Fund to Fight AIDS, Tuberculosis and Malaria (Global Fund) and the United States President's Emergency Plan for AIDS Relief (PEPFAR) for HIV investments at all levels and to support their effective implementation in countries. In 2020, the Secretariat's leadership and coordination with Cosponsors ensured engagement of the Global Fund and PEPFAR to align evidence-informed actions and resources for impact in countries and optimize these partnerships to ensure equitable distribution of global public goods critical for ending AIDS. The Secretariat coordinated UNAIDS' strategic inputs for the development of the new 2023-2028 Global Fund Strategy, which reflects the range of the targets and commitments in the Global AIDS Strategy.
38. UNAIDS provides global guidance and advocacy to support the successful Global Fund replenishment, but resources from the Global Fund primarily funds countries' gaps in their HIV national responses, and is not allocated to support the work of UNAIDS. Several Global Fund donors withhold 5% of their contributions to fund technical support for countries implementing Global Fund grants, and at least two have chosen to channel some of these funds through UNAIDS, with positive results. UNAIDS has provided critical support to more than 85% of countries submitting HIV funding requests worth more than US\$ 5 billion, resulting in requests that are more evidence informed and improved setting of priorities, with increases in funding allocated to new HIV interventions focused on HIV prevention, advancing human rights and gender-based HIV responses.
39. The Secretariat ensures the overall effective coordination of UNAIDS at the global, regional and country levels, including joint work with Cosponsors to support country stakeholders such as governments, civil society and communities and other partners to identify and address gaps, especially people left behind, and to implement solutions to further accelerate progress for inclusive access to HIV services, improve the enabling environment, mobilize and guide resources for more effective and sustainable HIV response as part of the Sustainable Development Goals.
40. The contributions of Cosponsors play a vital role in addressing the multisectoral and multidimensional nature of the HIV response and in reducing intersectional inequalities that increase HIV vulnerability. Cosponsors provide normative guidance, advocacy, technical support and other contributions to address such issues as social protection, the legal and policy environment, human rights, humanitarian emergencies, how HIV affects the world of work, the unique issues of women and adolescent girls, youth, key populations, children and HIV, integrating HIV with broader health systems and sustainable funding of the HIV response.
41. During the COVID-19 pandemic, the Secretariat and Cosponsors have enhanced collaboration to catalyse innovation to preserve and strengthen HIV services, which have been challenged by lockdown measures, supply chain disruptions, increased pressures on fragile health systems, inadequate social protection, increases in stigma, discrimination and gender-based violence and the redirection of scarce resources to address emerging health priorities. In the face of these challenges, UNAIDS has effectively advocated for measures to maintain HIV service access, intensified community engagement, mobilized additional funding to support UNAIDS' catalytic efforts and supported the efforts of the United Nations System, governments, donors, civil society organizations and communities to strengthen COVID-19 responses.

A. Core contributors to UNAIDS

42. The Secretariat is primarily responsible for mobilizing resources for the Unified Budget, Results and Accountability Framework, although some Cosponsor work units have developed institutional thematic funding relationships they manage directly. Non-core funds raised by the Cosponsors are mostly earmarked for specific purposes and therefore do not serve as a substitute for the more flexible core funds to UNAIDS.
43. Since its inception, UNAIDS has benefited from a core group of consistent donors, although this began to change somewhat in 2014, when the HIV response appeared to be on track, leading to some donors giving lower priority to HIV as a central pillar of official development assistance, and when the migration crisis in Europe led some European donors to divert funding away from HIV. Except for the United States Government, several donors have also repositioned their support for HIV within the broader framework of sexual and reproductive health and rights.
44. Within the Secretariat, a small team manages resource mobilization for UNAIDS, focusing on the government donors that collectively contributed 99.9% of all resources in 2020, including the six donors responsible for 81% of overall UNAIDS funding. Eleven donor governments contributed less than US\$ 1 million to UNAIDS, and several donor governments funding health made no contribution at all. However, UNAIDS' funding model, with its concentrated donor base, is common to a number of comparable income-level, health-focused international organizations.
45. Diversifying the UNAIDS donor base is a critical institutional priority. The Secretariat's resource mobilization team has undertaken a series of initiatives to grow and diversify funding from additional sources, such as emerging government donors, corporate giving, foundations and individuals. However, momentum toward diversifying UNAIDS' donor base encountered major challenges in 2017–2019, since the organization received ongoing negative media coverage. New funding relationships were established with several foundations and funds, but the broader development of new funding relationships is still at an early stage.

Figure 4. Top 13 core donors, 2017–2020, millions of US dollars



46. Consistent with best practices in resource mobilization and with the history of UNAIDS funding, UNAIDS aims to increase its overall income primarily through incremental growth in core funding from its existing donors. UNAIDS will also work to cultivate new government donors to join its existing donor portfolio. Adapting its business development approach to diversify its donor base

will aid UNAIDS in navigating an uncertain and unpredictable aid environment and the loss or scaled-back contribution by any single donor.

V. Non-core funding

A. Overall situation and contributors

47. Non-core funding for UNAIDS is mobilized at the global, regional and country levels. In addition, some of the increase in non-core funding results from donors requesting UNAIDS to manage and be accountable for funding directed to external partner organizations. Non-core funds are typically earmarked for specific activities or projects. From 2014 to 2020, the proportion of non-core funding raised by the Secretariat among total UNAIDS revenue rose from 1.7% to 30%.
48. The United States of America has been the largest contributor for non-core funding, supplying 40% of the total in 2018 and increasing to more than 60% in 2020. These funds include the contribution to the Robert Carr Fund, an important partner organization of UNAIDS. The Government of the Russian Federation has provided UNAIDS with a series of multi-year, extra-budgetary grants to advance UNAIDS work on HIV in five partner countries in Eastern Europe and Central Asia: Armenia, Belarus, Kyrgyzstan, Tajikistan, and Uzbekistan.
49. Contributions from foundations and the private sector are increasing as well as non-core funding recorded as coming from the United Nations System through UN-to-UN agreements. Mobilization of non-core funding has continued in 2021. From January and June 2021, six contribution agreements were signed for non-core funding for a total of US\$ 5.6 million, including three from government donors, one from the United Nations System, one from a foundation and one from the private sector.
50. To provide guidance to the UNAIDS External and Donor Relations Department on roles, responsibilities and steps to be followed in mobilizing, managing and reporting non-core contributions, the Resource Mobilization Group was established in December 2017. It acts as a support and clearance mechanism for all proposals for non-core funding from UNAIDS Secretariat offices at the global, regional and country levels. Meeting on average each month, the Resource Mobilization Group provides guidance and ensures coherence on resource mobilization and management of non-core resources in the Secretariat. The Resource Mobilization Group's terms of reference were reviewed at the beginning of 2021, with a particular focus on clarifying role and functions, membership, eligibility and quality criteria, thresholds and a more rigorous strategic, political and technical analysis for clearance and consistency with predefined noncore funding processes.
51. The *Guide for mobilizing resources for UNAIDS*, launched in 2018, provides guidance on proposal review, quality assurance and risk assessment for all proposals for non-core funding. To ensure a coherent and consistent approach, with clearly defined roles for External and Donor Relations, regional support teams, country offices and various departments at headquarters, the *Guidance note for applying for non-core funding* and the *Terms of reference for award managers* were revised and updated as well.

B. United Nations pooled funds

52. The growth over the past 20 years in earmarked contributions to the United Nations System has led to intensified efforts to ensure the coherence of United Nations System efforts to address global health and development challenges. Interagency pooled funds have emerged as an important innovation to enable a whole-of-system approach capable of delivering on the 2030 Agenda for Sustainable Development.

53. United Nations pooled funds provide the United Nations System with more predictable and more flexible earmarked funding for jointly agreed United Nations programmes for development, peace-building, humanitarian interventions or a combination of the three at the national, regional or global level. Examples of United Nations pooled funds include the Spotlight Initiative, One United Nations Funds, the Peace Building Fund, the Central Emergency Response Fund and joint programmes. Contributors to pooled funds can be Member States, multilateral institutions, nongovernmental organizations and the private sector.
54. In 2020, the UNAIDS Secretariat received a total of US\$ 665 958 through the United Nations Multi-Partner Trust Fund Office. Examples of pooled funds in which the UNAIDS Secretariat participated include UNAIDS Uganda Support for AIDS, UNAIDS Kenya HIV and AIDS, the Malawi One United Nations Fund, the Viet Nam One Plan Fund, the Rwanda One United Nations Fund, the Sierra Leone Multi-Partner Trust Fund and the United Nations COVID-19 Response and Recovery Multi-Partner Trust Fund. For the last one, the UNAIDS Secretariat received the funds through a United Nations-to-United Nations contribution agreement, given the request to minimize the number of managing and recipient agencies.
55. United Nations pooled funds enhance the coherence of United Nations System efforts while also reducing competition between United Nations entities. However, they remain underused and comprise a small portion of UNAIDS non-core funds.

C. Private sector and Foundations

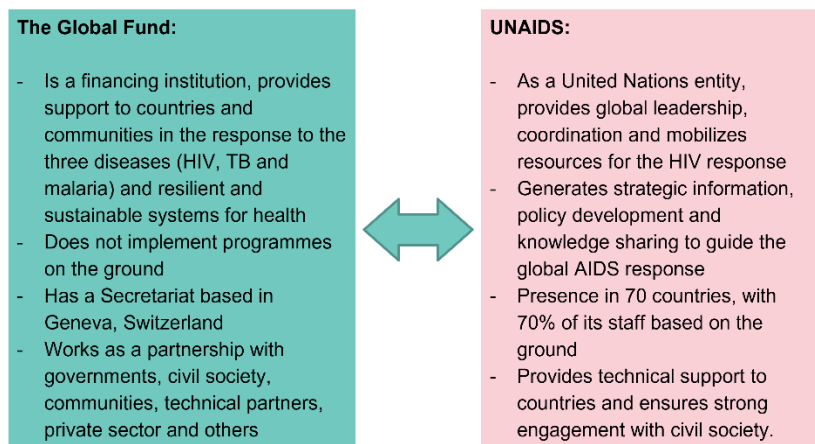
56. UNAIDS has a long history of partnering with the private sector to advance its mission and to mobilize resources for its work. As outlined in the Strategic Resource Mobilization Plan for 2018–2021, private sector funding includes giving from corporations, foundations and individuals. Although the Secretariat has undertaken a series of recent initiatives to grow and diversify its funding base from private sources, fundraising efforts from the private sector have not been sufficiently resourced to grow the portfolio to scale. The upcoming realignment of the Secretariat aims to address some of these internal resource gaps and to build on progress in the past few years.
57. Foundations remain a strong and important partner in the HIV response, and efforts in moving forward will focus on fully leveraging this important source of funding for UNAIDS. Recent support, for example, includes funding from the Bill & Melinda Gates Foundation and the Open Society Foundation to support the development of the Global AIDS Strategy and to support activities related to the recent leadership transition of UNAIDS, including the UNAIDS Advisory Group. The Oak Foundation is also providing support for important youth-related advocacy activities. The COVID-19 pandemic has also ushered new opportunities for different types of conversations with donors, including for flexibility and adaptability during such a rapidly changing and demanding period.
58. Although online giving has remained relatively modest, a new donation platform is being developed in conjunction with the roll-out of a revised UNAIDS website, and a customer relations management project has been undertaken to better equip UNAIDS to support and engage its stakeholders in more meaningful, efficient and lasting partnerships. In addition, internal and external guidelines for working with business were developed that clearly articulate the ways in which UNAIDS can partner and the business case for doing so, and the Office of Innovations was expanded to the Office of Innovations and Private Sector Relations to take on the role of managing these key partnerships. UNAIDS has also continued to strengthen partnerships with the private sector by focusing on collaboration through multistakeholder partnerships at the country and regional levels. Additional training and guidance have been provided to country and regional offices as they expand their resource mobilization roles to complement that of headquarters.

VI. Strategic partnerships for resource mobilization

59. In recognition of their complementary functions and comparative advantages, UNAIDS and the Global Fund established a new framework for strengthening collaboration and mutual accountability in 2019. The partnership framework focuses on setting the global agenda to end AIDS, providing and effectively using strategic information and normative guidance, supporting the development of robust funding applications, facilitating the work of country coordinating mechanisms and supporting principal recipients and subrecipients during grant implementation and monitoring performance. Lacking a country presence, the Global Fund benefits from UNAIDS' on-the-ground presence in every country with Global Fund grants. UNAIDS is a member of Global Fund country coordinating mechanisms in more than 70 countries and is often a member of the HIV writing committees that are responsible for developing new funding requests and country coordinating mechanism oversight committees. UNDP manages 31 Global Fund grants as interim principal recipient in 22 countries and with two additional regional programmes spanning 12 countries.
60. To optimize the impact of Global Fund grants, the Cosponsors and UNAIDS country offices collaboratively provide a broad cross-section of skills and experience, mobilize essential technical resources and work closely with counterparts in government, civil society, donors and service providers.

Figure 5. UNAIDS and the Global Fund

UNAIDS and Global Fund models complement each other, relying on their competitive advantages



61. Recognizing the critical role that parliamentarians play in promoting health, UNAIDS has strengthened its partnership with parliamentarians and parliamentary networks, to accelerate progress towards achieving the Sustainable Development Goals and to support efforts to mobilize resources for UNAIDS' work. UNAIDS' intensified focus on working with parliamentarians seeks to support governments' efforts to mobilize additional funds for health-related programmes and multisectoral financing, strengthen political commitment and accountability for achieving AIDS targets and the broader Sustainable Development Goals agenda and ensure timely disbursement and effective implementation of Global Fund grants.

VII. Strategic considerations and future directions

A. UNAIDS: refocused for 2022–2026

62. Applying an inequalities lens across all its work, UNAIDS will focus on three strategic areas that are aligned with the Global AIDS Strategy 2021–2026: maximize equitable access to HIV services; break down barriers to accelerate progress in the HIV response; and fully and effectively integrate HIV responses in robust sustainable systems for health, social protection, humanitarian settings and pandemic responses. While continuing to give priority to accelerated scale-up of essential HIV services, with special emphasis on strengthening HIV prevention efforts, the Global AIDS Strategy calls for concerted action to scale up societal enablers and to ensure that robust and sustainable systems are in place to support efforts to end AIDS as a public health threat.
63. Under the Unified Budget, Results and Accountability Framework, UNAIDS will work with countries and communities to identify and address HIV inequalities that slow progress towards the 2030 target. As UNAIDS redoubles efforts to ensure equitable access to HIV services, the UBRAF also provides for more focused work to implement and scale up societal enablers, eliminate stigma and discrimination and promote gender equality. The new UBRAF provides for even stronger efforts by UNAIDS to strengthen community-led responses and champion the empowerment of communities and people living with HIV. Catalysing innovation in the response is an overarching priority of the UBRAF priority. The new UBRAF is composed of comprises a high-level strategic framework (2022–2026) and biennial and annual workplans and budgets that are evidence informed and developed through a joint process. A Division of Labour aligned with the Global AIDS Strategy and United Nations reform strategically channels UNAIDS' comparative advantages and expertise and guides the efforts of Cosponsors and the UNAIDS Secretariat so that countries and communities receive the support they need.
64. UNAIDS will optimize its resources by promoting joint plans and programme implementation with set priorities, channelling resources where they are needed most. Resource allocation within UNAIDS draws on the latest evidence, including regularly monitoring the epidemic and country contexts and is guided by the Global AIDS Strategy. UNAIDS' method for allocating resources builds on the UNAIDS 2018 refined operating model³ and will continue to be guided by the three overarching objectives: deploy human and financial resources where they are needed most; reinvigorate country-level joint work and collaborative action; and reinforce accountability and results for people. The UBRAF's anticipated annual budget of US\$ 210 million in core contributions will: adequately resource the UNAIDS Secretariat to continue its global role and enable continued support to countries; and allocate fixed flexible core funding to each Cosponsor and allocate country envelopes as a priority to leverage joint action in countries and in support of the populations with the greatest needs.
65. To ensure that UNAIDS is positioned to optimally support countries in implementing the new Global AIDS Strategy, in 2021 the Secretariat has thoroughly reviewed how it is organized to deliver its mandate and leverage the collective strengths of UNAIDS, encompassing both structural and non-structural elements.

³ The UNAIDS refined operating model has been operational since 2018 and is based on the recommendations of the Global Review Panel and was approved by the Programme Coordinating Board. For more information on the recommendations of the Global Review Panel on the UNAIDS operating model, see: https://www.unaids.org/sites/default/files/media_asset/fast-forward-refining-operating-model-unaid-2030_en.pdf

66. In July 2021, UNAIDS' senior leadership endorsed a new high-level organizational structure that has subsequently been fleshed out into a detailed staffing plan for each department and office of the organization. The new structure presents a bold, knowledge-driven, networked Secretariat that builds on the organization's unique added value while strengthening the areas of work for which the Secretariat is already known, such as communities and key populations, advocacy and human rights, gender equality and strategic information. In addition, the new structure elevates and allocates resourcing to emerging priorities, such as sustainable funding for HIV, health and pandemics. The new UNAIDS will bring the organization closer to the needs of people living with and affected by HIV and equip it better to deliver against its mandate.
67. At the core of the organizational structure are four global thematic practice areas that will drive the work of the Secretariat at the global, regional and country levels:
- Rights for all - human rights, gender equality, communities and key populations.
 - Services and systems for all.
 - Sustainable funding for HIV, pandemics and health.
 - Strategic information.
68. Through the alignment exercise, the Secretariat has developed a clear mapping of worldwide expertise and capacity by practice area. In parallel, Cosponsors are undertaking a mapping of their capacities—both HIV-specific and related to achieving HIV targets and goals (HIV sensitive). UNAIDS wants each practice area to be capacitated to deliver its full potential, working synergistically with Cosponsors to support countries achieving the goals and targets they have set for themselves in the 2021 Political Declaration on HIV and AIDS: Ending Inequalities and Getting on Track to End AIDS by 2030.
69. More than 70% of the Secretariat's expenditure is for core staff. To ensure that UNAIDS is optimizing this investment, the Secretariat will establish a dedicated knowledge management function and strategy, including action-oriented communities of practice, so that UNAIDS is ever more effective in catalysing action and galvanizing the partnerships needed to end the AIDS epidemic as a public health threat by 2030.
70. As part of ensuring that UNAIDS is financially sustainable and more cost-effective into the future and to bring staff closer to the communities that the organization serves, several functions and teams will be relocated to regions and countries. We will also nationalize posts in several countries because of the presence of highly skilled nationals. The Secretariat will maintain a strong but smaller global centre of functions, ensuring that most of its staff members are physically located in the places that make most sense for the Secretariat's delivery—both programmatically and its management operations.
71. The detailed Secretariat organigram is currently being finalized, with most changes being progressively implemented in 2022. The current funding situation for UNAIDS has imposed very serious constraints on the alignment exercise. Although some changes, such as using lower-cost locations, are expected to yield efficiency, other cost reductions will directly reduce capacity. The overall Secretariat footprint is projected to shrink through the alignment as it works to fit into a smaller core staff cost envelope. Senior management has endeavoured to protect key capacities and strengths to the maximum extent possible, while also creating some necessary space to respond to the expectations of the strategy. Realizing the opportunities to get the global HIV response back on track, responding to the urgent needs of countries and communities, will require urgent mobilization to reach the US\$ 210 million annual funding level for UNAIDS set out in the recent decisions of the Programme Coordinating Board at its October 2021 special session.
72. To support joint resource mobilization for a genuinely joint programme, efforts have been redoubled to improve linkage between the Programme Coordinating Board and the boards of Cosponsors and between the Secretariat's resource mobilization staff and the resource

mobilization departments of individual Cosponsors. One reflection of these growing links is locating governance and resource mobilization activities in the Secretariat's External and Donor Relations Department, highlighting the collaborative outward-looking nature of the Secretariat's work to mobilize sufficient resources for UNAIDS.

73. Both the Global AIDS Strategy and the UBRAF give priority to innovation, an expanding partnership and focused efforts to address elements of the response given insufficient priority. As one example of this approach, UNAIDS is helping African governments to confront the profound challenge of 4200 adolescent girls and young women in sub-Saharan Africa acquiring HIV every week. UNAIDS, UNESCO, United Nations Women, UNICEF and UNFPA are co-leading the Education Plus Initiative—a high-level political advocacy initiative for educating and empowering adolescent girls and young women in sub-Saharan Africa. The Initiative advocates universal high-quality secondary school completion; violence-free school environments; access to comprehensive sexuality education; protection of sexual and reproductive health and rights and access to related services and economically empowering young women through successful school-to-work transitions.

B. Transparency, accountability and evaluation

74. The UNAIDS Secretariat has strengthened several its internal processes and systems, in accordance with its Management Action Plan for a healthy, equitable and enabling workplace for all UNAIDS staff and in response to the recommendations of the United Nations Joint Inspection Unit review of the management and administration of UNAIDS (UNAIDS/Programme Coordinating Board (45)/19.37). The most recent update on the implementation of the Management Action Plan was provided to the Programme Coordinating Board in June 2021, as part of the Secretariat's update on strategic human resources management issues ([UNAIDS/Programme Coordinating Board\(48\)/21.15](#)). The Management Action Plan has been reinforced and deepened under the leadership of the UNAIDS Executive Director, notably in organizational culture change, internal communication and staff well-being, in line with the Management Action Plan's objective of ensuring a healthy, safe and inclusive workplace.
75. To strengthen the Ethics Office and its independence and to conform with the standards recommended by the United Nations Joint Inspection Unit, the Ethics Office is now a standalone unit, reporting to the Executive Director through the Chief of Staff. Recruitment of a Senior Ethics Officer is underway, and term limits will apply to the appointment. At the 48th meeting of the Programme Coordinating Board, for the first time, the Ethics Officer presented his report directly to the Programme Coordinating Board under that standing agenda item on organizational accountability, which was established in June 2020.
76. As noted in previous reports to the Programme Coordinating Board, Human Resources Management's legal and policy capacity was strengthened in 2019. This is enabling improved policy communication and support for staff and managers across the Secretariat as well as strengthened management and accountability for the organization's duty-of-care responsibilities. Human Resources Management publishes for all staff and for the Programme Coordinating Board an annual report on disciplinary and other corrective measures and an administrative review statistical overview.
77. A new policy on preventing and addressing abusive conduct was adopted in March 2021, accompanied by webinar trainings for all staff on the content of the policy. The new policy is broader in scope and prohibits all forms of harassment, including sexual harassment, discrimination and abuse of authority. The Executive Director launched a workplace campaign on preventing and addressing abusive conduct (#Respect) in September 2021.

78. UNAIDS is about to sign a memorandum of understanding with WHO Internal Oversight Services, incorporating service-levels and time targets for the investigative process and other improved standards to ensure good quality and timely investigative services.
79. Compliance and oversight dashboards have been developed to enhance internal control and enable more timely and targeted operational support to offices and teams. The dashboards are designed to facilitate monitoring in several areas, including budget implementation, travel, risk assessment, annual finance closure activities, follow-up for audit recommendations and compliance in procurement-related processes.
80. As noted in the internal auditor's annual report, audits undertaken in 2020 have shown improvements over the previous year. Importantly, the number of controls with a high level of residual risk has declined and the overall effectiveness of individual internal controls has increased, rising to 68% in 2020 versus 50% in 2019. Implementing past audit recommendations has been a management priority, and an unprecedented 72% closure rate was achieved during the year. WHO Internal Oversight Services fully closed seven audits.
81. The United Nations Joint Inspection Unit review of UNAIDS in 2019 lauded UNAIDS for its increased emphasis on evaluation in recent years. The evaluation work of UNAIDS builds on close collaboration between the Secretariat and evaluation offices of UNAIDS Cosponsors and other members of the United Nations Evaluation Group. In approving the UNAIDS evaluation policy, the Programme Coordinating Board approved the establishment of an expert committee as an independent, external body to provide advice and guidance on evaluation. Since its establishment, the Expert Advisory Committee has focused on strengthening the utility, credibility and independence of evaluations of UNAIDS, and the Programme Coordinating Board acknowledged the importance of the Committee in December 2020.
82. The Programme Coordinating Board approved an evaluation plan for 2020–2021 at a 2019 meeting. The plan gives priority to two main categories of evaluations: Joint Programme evaluations, which are system-wide or joint evaluations undertaken in collaboration with the Cosponsors, and UNAIDS Secretariat-specific evaluations. In accordance with agreed practices, all evaluations initiated during the 2020–2021 biennium were completed, management responses were developed and both evaluation reports and management responses were posted on the webpage of the UNAIDS evaluation office.
83. To ensure that evaluations are used, and evaluation recommendations implemented, the evaluation office invites managers in the UNAIDS Secretariat and the Cosponsors to contribute to and co-create evaluation recommendations. The evaluation office then supports the development of a management response to each evaluation within three months, including a clear indication of activities to be implemented, responsibilities and timelines in response to the evaluation recommendations.

C. Managing risk

84. The 2022–2026 UBRAF identifies a range of risks regarding which UNAIDS will need to remain vigilant. These include political and governance issues, technical and programmatic issues, ongoing challenges associated with the COVID-19 pandemic, donors' confidence in and willingness to fund UNAIDS and risks related to the United Nations System.
85. UNAIDS has systems and processes in place to anticipate manage these and other risks. UNAIDS' risk management framework, officially rolled out in 2018, ensures timely identification of risks and the formulation and implementation of effective risk management strategies. Risk management within the Secretariat has been aided by the development of an online integrated work planning, budgeting, risk management and internal control platform (Joint Programme

Monitoring System), enabling real-time monitoring of compliance by offices, support from a central risk management support team and continual monitoring and reporting of risks.

86. Management of risks within UNAIDS involves three levels. Management is the first level. Managers are responsible for identifying and assessing risks and implement risk management strategies in their areas of responsibility. To ensure integration of risk assessments and work planning, these functions are completed and submitted in parallel, and training and organizational support are used to ensure compliance with these requirements. Progress on risk management activities is reported through the Joint Programme Monitoring System. After risk management data are combined and analysed, the UNAIDS Executive Director reports to the Programme Coordinating Board on major risks and mitigating actions.
87. External audits are undertaken in compliance with WHO financial regulations and rules. The Comptroller and Auditor General of India has been appointed external auditor of UNAIDS for a term of four years (2020–2023). For the financial year ending 31 December 2020, the external auditor issued an unmodified, or clean, opinion of UNAIDS financial statements.
88. WHO Internal Oversight Services provides internal audit services for UNAIDS in accordance with the International Standards for the Practice of Internal Auditing promulgated by the Institute of Internal Auditors. Using a systematic and disciplined approach, WHO Internal Oversight Services evaluates and improves the effectiveness of UNAIDS processes for risk management, control and governance. In undertaking this work, WHO Internal Oversight Services has full, free and prompt access to all records, property, personnel, operations and functions within UNAIDS that, in its opinion, are relevant to the subject matter under review. WHO Internal Oversight Services issues an annual report on audit and investigation activities for the information of the Programme Coordinating Board.

VIII. Conclusion

89. The 2021 funding dialogue offers an important opportunity to reflect on the unique and crucial impact of UNAIDS in making global investments work for the people living with and affected by HIV and AIDS. It allows UNAIDS partners and donors to reflect on the future of the HIV response and to renew global commitment to support UNAIDS as a critical investment to strategically leverage, coordinate and guide the political commitments, action at all levels, expertise and resources that are needed for ending AIDS as a public health threat. To enable more robust resource mobilization, UNAIDS is developing a new, updated resource mobilization strategy. To ensure a fully funded UNAIDS able to deliver on its commitments and fulfil its essential role, the new resource mobilization strategy will build on lessons learned from previous strategies and will be aligned with the Global AIDS Strategy and the 2022–2026 UBRAF.

ANNEX

Annex 1. United Nations funding compact

The funding compact is a strategic vehicle for accountability, collaboration and improving the quantity and quality of funding for efforts to deliver on the Sustainable Development Goals.

Responding to the nature and scale of today's global challenges and in recognition of the major shifts in funding needed to achieve the Sustainable Development Goals, the funding compact articulates specific commitments to be taken by the United Nations and Member States to strengthen their work together to achieve the Sustainable Development Goals.

The funding compact positions the United Nations at the heart of the collective response required to meet the global challenges the Sustainable Development Goals address. [The funding compact specifically recognizes the critical role that core funding plays in catalysing accelerated action to achieve results for people.](#) Through this compact, the United Nations Sustainable Development Group⁴ commits to accelerating results for countries through stronger collaboration and greater efficiency, while reporting on needs and results more clearly, consistently and transparently.⁵

In parallel, Member States commit to align their funding with the requirements of the United Nations Sustainable Development Group entities in terms of quantity, quality and stability. Member States are also expected to facilitate the coherence and efficiency of the United Nations System.

Member States have committed to bring core resources to at least 30% of total funding by 2023, increase the share of multiyear contributions and double the level of resources channelled through development-related interagency pooled funds and single-agency thematic funds. Despite these commitments, unrestricted core funds from the Member States declined from 17% in 2014 to 11% in 2019.⁶ The funding compact will continue to guide and support efforts by UNAIDS to mobilize the resources required to enable full and effective implementation of the Global AIDS Strategy. UNAIDS expects the funding compact to continue to expand as a virtuous circle of trust and partnership, with its original purpose of generating more predictability and stability at its core. UNAIDS brings 25 years of experience, uniting the efforts of the United Nations System to optimally support countries and communities in confronting the complex challenges that underpin the AIDS epidemic. UNAIDS is committed to doing its part to share its experience and to continue to innovate—towards ever greater transparency, jointness, efficiency and visibility for the results of investments made, in turn enabling expanded investments by governments and others in UNAIDS and in the broader multilateral system.

⁴ The United Nations Sustainable Development Group 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.

⁵ The funding compact include 14 commitments and 33 indicators relating to United Nations Sustainable Development Group commitments.

⁶ The funding compact includes eight commitments and 17 indicators relating to Member States.

The United Nations funding compact—key parameters

United Nations System

- Improved presentation of funding requirements at the global and country levels
- Strengthened agency-specific funding dialogues
- A compelling case for core resources
- Improved use and management of joint, pooled and thematic funds
- Improved transparency on the use of resources
- Visibility and communication of results

Member States

- Bringing core resources to at least 30% of total funding
- Increasing the share of multiyear contributions
- Doubling the levels of resources channelled through development-related interagency pooled funds and single-agency thematic funds

Annex 2. Quadrennial Comprehensive Policy Review

UNAIDS' operating model, including its mobilization of resources, is aligned with the requirements of the Quadrennial Comprehensive Policy Review of United Nations operational activities for development. Adopted by the United Nations General Assembly, the Quadrennial Comprehensive Policy Review outlines important expectations and mandates from Member States to enhance System-wide coherence in supporting countries in their efforts to implement the 2030 Agenda for Sustainable Development. The Quadrennial Comprehensive Policy Review calls for a United Nations development system that is "more strategic, accountable, transparent, coherent, collaborative, efficient, effective and results-oriented", with a central focus on leaving no one behind.

Following recommendations by a Global Review Panel on the future of the UNAIDS model requested by the Programme Coordinating Board, UNAIDS developed and implemented from 2018 an [action plan and refined operating model](#). Consistent with the recommendations of the 2016 Quadrennial Comprehensive Policy Review, the refined operating model aims to deploy human and financial resources where they are needed most, reinvigorate country-level joint work and collaborative action and reinforce accountability and results for people.

In alignment with the 2016 and further 2020 requirements of the Quadrennial Comprehensive Policy Review, reporting on implementation of the action plan has been integrated in the annual UNAIDS performance monitoring reporting to the Programme Coordinating Board. In addition to this reporting and participation in United Nations System-wide surveys on implementing the Quadrennial Comprehensive Policy Review, the Secretariat is now providing the Programme Coordinating Board with a standalone conference room paper on implementing the Quadrennial Comprehensive Policy Review and related mandates, bringing greater visibility to UNAIDS' work and contributions to United Nations System-wide coherence and effectiveness.

https://www.unaids.org/sites/default/files/media_asset/PCB48_PMR_QCPR_CRP1.pdf.

Annex 3. Key documents

- Global AIDS Strategy 2021–2026—End inequalities, end AIDS (https://www.unaids.org/sites/default/files/media_asset/global-AIDS-strategy-2021-2026_en.pdf)
- Political Declaration on HIV and AIDS: Ending Inequalities and Getting on Track to End AIDS by 2030 (https://www.unaids.org/sites/default/files/media_asset/2021_political-declaration-on-hiv-and-aids_en.pdf)

- 2022–2026 Unified Budget, Results and Accountability Framework (UBRAF) (https://www.unaids.org/sites/default/files/media_asset/Programme_Coordinating_BoardSSOct_2022-2026_Unified_Budget,_Results_and_Accountability_Framework_Framework_EN.pdf)
- Unified Budget, Results and Accountability Framework (UBRAF): workplan and budget 2020–2021 (https://www.unaids.org/sites/default/files/media_asset/UNAIDS_PBC44_Workplan-Budget_EN.pdf)
- 2022–2023 workplan and budget (https://www.unaids.org/sites/default/files/media_asset/Programme_Coordinating_BoardSSOct_2022-2023_Unified_Budget,_Results_and_Accountability_Framework_Workplan_Budget_EN.pdf)
- Implementation of General Assembly resolution 71/243 on the Quadrennial Comprehensive Policy Review of operational activities for development of the United Nations System, 2019: funding compact—report of the Secretary-General (<https://undocs.org/A/74/73>)
- UNAIDS: with the right investment, AIDS can be over—a US\$ 29 billion investment to end AIDS by the end of the decade (https://www.unaids.org/sites/default/files/media_asset/JC3019_InvestingintheAIDSresponse_En.pdf)
- Report on progress in the implementation of the UNAIDS Joint Programme action plan: strategic resource mobilization plan 2018–2021 (https://www.unaids.org/sites/default/files/media_asset/20171208_UNAIDS_Programme_Coordinating_Board41_Unified_Budget,_Results_and_Accountability_Framework-RM-Plan_17-21rev1_EN.pdf)