

JOINT PROGRAMME AND QUADRENNIAL COMPREHENSIVE POLICY REVIEW (QCPR) 2024 Performance monitoring reporting

Background

1. The Quadrennial Comprehensive Policy Review (QCPR) of operational activities for development of the United Nations system, adopted by the UN General Assembly, establishes “key system-wide strategic policy orientations and operational modalities for the development cooperation and country-level modalities of the United Nations development system.” The most recent resolution, adopted in December 2024,¹ and like its predecessors, 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. It reinforces 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.²
2. Putting in action and leveraging the QCPR, the Funding Compact for the UN’s Support to the Sustainable Development Goals³, formally agreed by ECOSOC in May 2019 ([A/74/73/Add.1 -E/2019/4/Add.1](#)), was updated in 2024. It articulates concrete commitments to be taken by the UN and Member States to strengthen their joint work to deliver on the SDGs.
3. As the UN’s only cosponsored Joint Programme, UNAIDS has spearheaded a coordinated, multisectoral HIV response for nearly 30 years. It harnesses the collective power, multifaceted expertise, and in-country presence of 11 UN Cosponsoring entities (UNHCR, UNICEF, WFP, UNDP, UNFPA, UNODC, UN Women, ILO, UNESCO, WHO and the World Bank) and the UNAIDS Secretariat.⁴ Over the years, the Joint Programme has innovated in the areas of joint programming, joint country- and regional-level teams, and unified budgets and workplans and related joint accountability mechanisms. Those approaches have influenced the tools and approaches used to guide UN Country Teams and inter-agency collaboration more broadly, towards providing coherent support to countries to progress towards their Agenda 2030 goals. Drawing on its multisectoral experience, expertise and presence in about 85 countries,⁵ UNAIDS is a strong and committed partner to governments and communities as well as other multisectoral stakeholders including broader civil society, parliamentarians, faith-based organizations and other development partners and a frontrunner for UN reform.⁶
4. The global HIV response has made remarkable gains toward the Sustainable Development Goal of ending AIDS as a public health threat by 2030 (SDG 3.3). Compared with a 2010 baseline, countries have halved the annual number of AIDS-related deaths, with over three-quarters of people living with HIV now receiving antiretroviral medicines that enable them to have healthy lives and prevent onward transmission of HIV. This was achieved by taking substantial steps to collaborate, follow

¹ See A/RES/79/226 for the most recent QCPR resolution, adopted in December 2024. Available online at <https://docs.un.org/en/a/res/79/226>

² In Resolution 79/226 of December 2024, the General Assembly “Notes the importance of the contribution of the United Nations development system with the aim of supporting government efforts to achieve the Sustainable Development Goals, leaving no one behind, based on full respect for human rights, including the right to development, and stresses in this regard that all human rights are universal, indivisible, interdependent and interrelated.”

³ <https://unsdg.un.org/funding-compact>

⁴ For more information on UNAIDS and how it works as a Joint Programme, see “UNAIDS in Action”, <https://open.unaids.org/unaids-action>

⁵ In 2024, despite the funding shortfall, the Joint Programme operated through 85 Joint UN Teams of AIDS, with 84 of those having Joint UN Plans on AIDS to support the national HIV response.

⁶ For more information on UNAIDS, the 2030 Agenda and UN Reform, see “2030 Agenda and UN Reform”, <https://open.unaids.org/2030-agenda-and-un-reform>

science, tackle inequalities, protect human rights, let communities lead, and invest adequately as part of a commitment to global solidarity and shared responsibility.

5. UNAIDS continues to play a critical role in advancing the global HIV response. AIDS is not over and achievement of the 2030 goal is not inevitable. As shown by a Mid-Term Review of the Global AIDS Strategy 2021-2026,⁷ conducted in 2024, despite enormous progress, the world is not on track to reach the 2030 goal pledged in the 2021 *Political Declaration on HIV and AIDS: Ending Inequalities and Getting on Track to End AIDS by 2030*.⁸ Progress in the HIV response is uneven, and AIDS remains a major global health and development challenge. New HIV infections are on the rise in at least 28 countries in three regions. An estimated 1.3 million people acquired HIV and 630 000 people died of AIDS-related causes in 2023. Approximately nine million people living with HIV are not yet receiving HIV treatment.
6. At a time of multiplying global crises, including financial and debt crises that prevent countries from making the necessary investments in health and social protection, the global HIV response and the Joint Programme are at a crossroads. Additionally, in 2025, the response witnessed the greatest systemic shock and disruption of programmes globally since the inception of UNAIDS. Sustaining the hard-won gains and further progress in the HIV response is jeopardized by persistent funding shortfalls and by rapid, potentially perilous changes in the HIV financing landscape. Galvanizing political commitment to reach 2030 targets and driving coordinated, multisectoral programmatic action over the next five years will be crucial for saving millions of lives and realizing the full benefits of the many billions of dollars invested.
7. UNAIDS is advancing a set of three, interconnected processes to ensure an effective, fit-for-purpose Joint Programme and a sustainable global HIV response to 2030 and beyond: the development of a new Global AIDS Strategy for 2026-2031, to be adopted by the PCB in December 2025; the development of a revised operating model for the Joint Programme to become optimally resilient and better fit for the purpose of supporting countries and communities, informed by the recommendations of a High-Level Panel⁹ co-convened by the UNAIDS Executive Director and the Committee of Cosponsoring Organizations; and a restructuring of the Secretariat. These reforms for the Joint Programme come at a time when the broader UN system is also considering widescale changes in the way the United Nations delivers on its Charter. The changes taking place now will enable UNAIDS to remain viable and effective, while leaving full scope for further and deeper reforms as part of the UN80 initiative of the UN Secretary-General.¹⁰
8. As UNAIDS engages stakeholders and partners to chart the path ahead, it is continuing to deliver focused, strategic support to countries as they mitigate disruptions to the response and pursue their HIV targets as part of Agenda 2030—building more sustainable HIV response including through more integrated systems, efficiencies and innovations. Underpinning all its efforts are UNAIDS' trusted relationships with governments, communities and people living with, affected by and at risk of HIV, as well as other partners.

⁷ https://www.unaids.org/sites/default/files/media_asset/PCB55_Findings_MTR_Global_AIDS_Strategy.pdf

⁸ https://www.unaids.org/en/resources/documents/2021/2021_political-declaration-on-hiv-and-aids

⁹ https://www.unaids.org/sites/default/files/2025-05/high-level-panel-resilient-fit-for-purpose-unaid-report_en.pdf

¹⁰ <https://press.un.org/en/2025/sqsm22644.doc.htm>

Figure 1: The Joint Programme brings a unique set of comparative assets in the HIV response ecosystem



UNAIDS

Multisectoral in-country presence leading differentiated HIV responses, through Joint UN Teams on AIDS across countries with close connections with governments, communities and other actors.

A **clearinghouse for strategic data** monitoring the epidemic & response epidemiological estimates, and data on HIV policies, laws and financing.

Power of convening **strategic coalitions and alliances** to drive progress on key aspects of the HIV response.

Addressing **legal and policy barriers** for more effective HIV response.

Elevating the voice and **empowering communities** as equal and critical partners of the HIV response.

Strategic and complementary partnerships to mobilize and **maximize all investments** for impact.

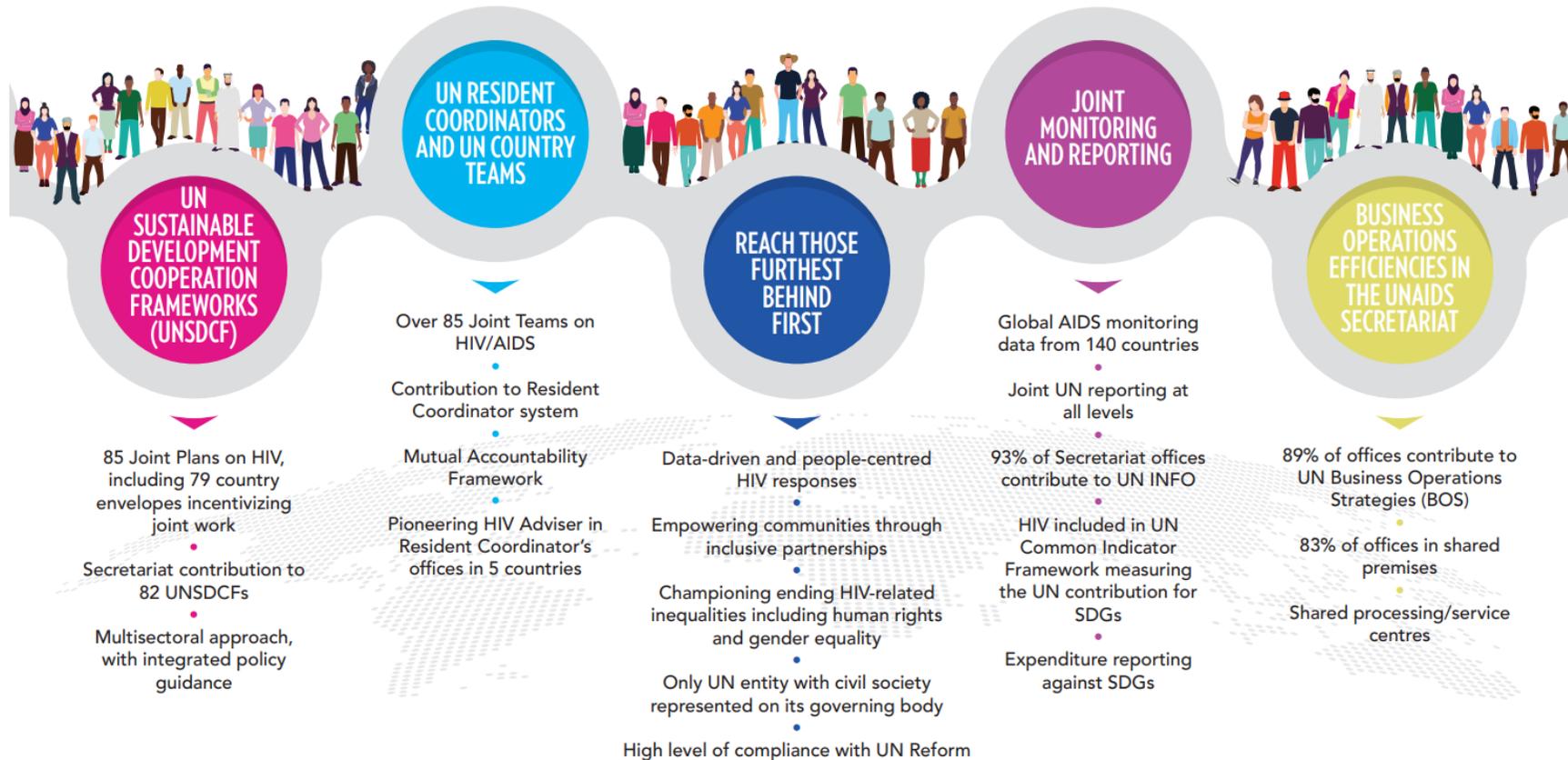
Logos: UNHCR, UNICEF, WFP, UN DDP, UNFPA, UNODC, UN WOMEN, International Labour Organization, UNESCO, World Health Organization, WORLD BANK GROUP

9. UNAIDS is pleased to share how, through these efforts, it is contributing to the implementation of the repositioning of the UN Development System, as set out in General Assembly resolution 72/279 and QCPR mandates outlined in General Assembly resolutions 75/233 and 79/226.
10. This conference room paper is the fifth dedicated annual report provided by UNAIDS on the implementation of the QCPR. It once again focuses on the UN reform checklist, which was introduced in 2022 by the UN Development Coordination Office (UN DCO) (see Table 1).¹¹ A summary of key elements of UNAIDS’s contribution to UN reform is summarized in the infographic below and a progress report on the recently updated Funding Compact can be found in Annex 1.

¹¹ In 2023, UNAIDS was one of five UN Sustainable Development Group (UNSDG) entities that reported on the full checklist on the implementation of the reform of the UN Development System. In 2024, UNAIDS was one of eleven UNSDG entities using the checklist. See “Implementation of General Assembly resolution 79/226 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system: Report of the Secretary-General”, Advance unedited version, para.139. Available online: <https://ecosoc.un.org/sites/default/files/2025-04/SG-report-2025-QCPR-Advance-version.pdf>

Infographic: UNAIDS and the UN Reform

Together for ending AIDS, spearheading UN Reform and achieving the SDGs



In 2024, continued high compliance with UN Quadrennial Comprehensive Policy review (QCPR), UN system-wide action plan on gender equality and women's empowerment (UN-SWAP) and UN SDG Funding Compact, including regular Structured Funding Dialogues.



Leveraging the multisectoral and inclusive model of UNAIDS to support UN reform and implementation of the UN Sustainable Development Cooperation Frameworks

11. The Global AIDS Strategy 2021–2026 sets out the synergies and linkages between the Strategy and the SDGs—including how progress towards specific SDGs contributes to ending AIDS and how gains in the HIV response accelerate progress towards achievements of these SDGs.¹² As described in the Strategy, the innovative model of the Joint Programme supports a multisectoral response to the multidimensional nature of the global HIV epidemic and in support of the SDGs.¹³ UNAIDS actively supports the UN system and UN Country Teams to ensure that people-centred approaches—using an inequalities lens and based on human rights—are reflected in the new generation of UN Sustainable Development Cooperation Frameworks (UNSDCFs).
12. In 2024, under the leadership of the UN Resident Coordinator, 82 countries in which the Secretariat operates¹⁴ had a UNSDCF that integrates priorities on ending HIV-related inequalities and ending AIDS. Priorities on ending HIV-related inequalities and ending AIDS are captured at the results output level in 70 countries and at the results outcome level in 37 countries. HIV indicators were also included in the UNSDG Output Indicator Framework for measuring the UN contribution towards the SDGs in all countries.
13. Joint UN Plans on AIDS are the Joint Programme’s main strategic planning instrument at country level. They are co-developed every two years by the Joint Team members (Cosponsors and Secretariat) and are informed by the country context and national priorities (HIV epidemic and response, programmatic gaps, inequalities and structural factors that increase vulnerability to infection). Joint UN Plans on HIV define UNAIDS’s contribution to national HIV responses, supporting countries to reach the targets they agreed to in the 2021 Political Declaration on HIV and AIDS¹⁵. This work is part of and a contribution to the implementation of the UNSDCF for the SDGs. Joint Plans are thus fully aligned with national HIV priorities, the UNSDCF, and the 2022–2026 UNAIDS Unified Budget, Results and Accountability Framework (UBRAF), with clear links to UBRAF outcomes and outputs, and to the SDGs.
14. In line with country-level demands and opportunities for enhanced UN reform, the Joint Programme introduced a country envelope funding mechanism in 2018 to support implementation of the Joint UN Plans on AIDS and incentivize joint UN work. The mechanism is also in line with UN Development Cooperation Office guidance on UN joint programmes.¹⁶ An external evaluation of this innovative joint funding mechanism showed that it helped maintain or re-energize Joint Teams and keep HIV on the agenda, including within the UN, and led to its further improvements. Within the difficult realities of the shrinking resource environment and faced with a significant core funding

¹² See Global AIDS Strategy, “How the Strategy reduces inequalities that inhibit progress on HIV and selected Sustainable Development Goals,” pages 34–36. https://www.unaids.org/sites/default/files/media_asset/global-AIDS-strategy-2021-2026_en.pdf

¹³ See Global AIDS Strategy, Chapter 9, “The Joint United Nations Programme on HIV/AIDS: supporting a whole-of-government and whole-of-society response to deliver on the Global AIDS Strategy,” p 123.

¹⁴ Where the UNAIDS Secretariat is present through a Country Office or Multi-Country Office.

¹⁵ UN Document A/RES/75/284. <https://undocs.org/Home/Mobile?FinalSymbol=A%2FRES%2F75%2F284>.

¹⁶ Guidance note on a new generation of joint programmes. UN Sustainable Development Group, October 2022 (<https://unsdg.un.org/sites/default/files/2022-11/Final%20-%20UNSDG%20Guidance%20Note%20on%20a%20New%20Generation%20of%20Joint%20Programmes.pdf>).

shortfall against its minimum approved budget for 2024,¹⁷ the Joint Programme has continued to prioritize direct country support. The total allocation for UNAIDS country envelopes in 2024 was US\$ 17.5 million to partially fund joint work within 79 Joint UN Plans on HIV across all regions. Funding was prioritized for fewer countries (79 instead of 91), based on HIV gaps to target limited resources in the impactful manner possible.¹⁸

Supporting the Resident Coordinator system

15. The UNAIDS Secretariat provides resources for and contributes to the effective functioning of the UN Resident Coordinator System, of which its Country Offices are fully part of and contribute to. UNAIDS guidance for country UN Joint Plans on AIDS states that they should be developed under the leadership of the Resident Coordinator and be derived from and fully aligned with the UNSDCF. As the chair of the Joint UN Teams on AIDS, UNAIDS Country Directors lead and ensure that the joint UN efforts in support to the national HIV response are aligned with, derived from and contribute to implementation of the UNSDCF. UNAIDS Country Offices also contribute and facilitate the Joint Team's contributions to the overall joint UN Country Team workplan and results reporting in UN INFO.¹⁹ In many countries, the UNAIDS Country Director or other staff actively contribute to other coordinating mechanisms under the UN Resident Coordinator, such as the Programme Management Group or the Results Group.
16. Joint UN Plans on AIDS support the national HIV response in an effective, well-coordinated manner. These efforts contribute to the implementation of the UNSDCF, just as the UNSDCF and broader UN System support is leveraged for the response to HIV. In 2024, the UNAIDS Secretariat synthesized learning from over 25 countries and produced guidance for staff on advancing the HIV response through various aspects of Agenda 2030 and the development and implementation of the UNSDCF. The guidance highlights that at every stage of the Cooperation Framework planning and implementation cycle, opportunities exist to reflect the needs of people living with and affected by HIV with increased synergies with other programmatic areas. This includes country data analysis and "Leave no one Behind" analysis.²⁰ Through supporting the scale-up of community-based, community-led services and promoting the institutionalization of social contracting, Joint Teams on AIDS make wider contributions to the overall strengthening community and health systems and expanding the participation of rights-holders and protecting civic space.
17. UN INFO is an important tool for the UNAIDS Secretariat—with 94% of Secretariat offices contributing to UN INFO in 2024 (an increase from the first reported data of 68%

¹⁷ As noted in the 2024 Financial Report, "Due to an unpromising financial outlook for 2024, similar to 2023, and a fund balance below the minimum level, a cautiously optimistic funding scenario of US\$ 160 million was approved, pending additional contributions (i.e. US\$ 27 million less than the threshold of the approved base budget of US\$ 187 million). The reduction of US\$ 14 million for the Secretariat and US\$ 13 million for the Cosponsors resulted in the Secretariat operating with a smaller budget of US\$ 126 million instead of US\$ 140 million and the Cosponsors with a budget of US\$ 34 million instead of US\$ 47 million." See UNAIDS/PCB (56)/25.11, para. 12: https://www.unaids.org/sites/default/files/2025-05/PCB56_Financial_Report_2024.pdf

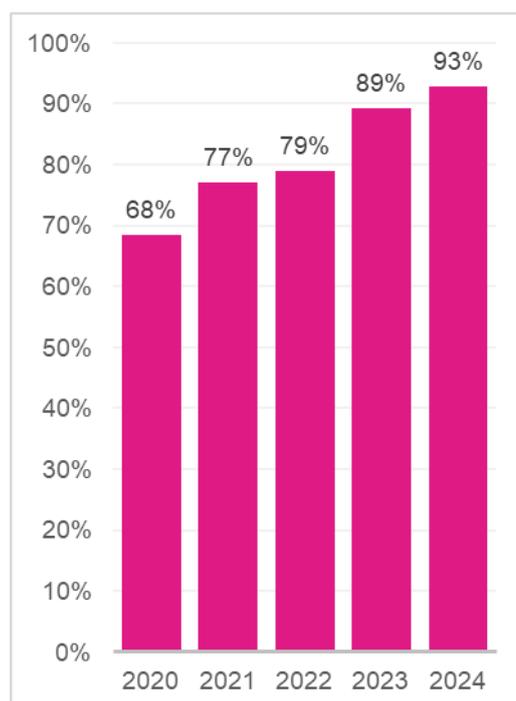
¹⁸ See Follow-up actions to the 2024–2025 Workplan and Budget (UBRAF), UNAIDS/PCB (53)/23.28, paras 70-73: https://www.unaids.org/sites/default/files/media_asset/PCB53_Follow-up_2024-2025_Workplan_Budget_EN.pdf

¹⁹ UN INFO is an online planning, monitoring and reporting platform that digitizes UN Country Teams' results frameworks. The platform was established to improve transparency, accountability, coherence and coordination in support of the advancement of the 2030 Agenda and the pursuit of the SDGs. It is owned and managed by the UN Development Coordination Office to support the UN Sustainable Development Group in its work.

²⁰ United Nations Sustainable Development Group (2022), Operationalizing Leaving No One Behind: Good practice note for UN Country Teams. Available online at <https://unsdg.un.org/sites/default/files/2022-04/Operationalizing%20LNOB%20-%20final%20with%20Annexes%20090422.pdf>

in 2020). Data on UNAIDS Secretariat Country Offices contributing to UN INFO are reported annually as part of the UN Funding Compact progress report (see Annex 1). The UNAIDS Secretariat worked to align the UNAIDS Joint Programme Planning and Monitoring tool (JPMS) as much as possible with UN INFO. UNAIDS has actively contributed to the efforts led by the UN Development Coordination Office (DCO) on measuring the UN System-wide contribution to the SDGs through a common, agreed set of UN indicators for UNSDCFs in UN INFO and related reporting in line with the Funding Compact commitments.

Figure 2: Number of UNAIDS Secretariat country offices contributing to UN INFO over the years



18. In recent years, the UNAIDS Secretariat has deepened collaboration with the UN Resident Coordinator System, with HIV Adviser positions having been established in Resident Coordinator Offices in five countries (Colombia, Congo, Fiji, Gabon and Guyana).²¹ These advisers are providing advice and support to UN Resident Coordinators and UN Country Teams, with a view to leveraging the capacities and full comparative advantage of the UN System in support of effective, sustainable, evidence-informed and human rights-based responses to HIV. This support is aligned to the Global AIDS Strategy 2021–2026 and its inequalities lens, the country’s UNSDCF, and the country’s commitment to ending the AIDS epidemic by 2030 as part of the SDGs. As members of the Resident Coordinator’s Office, the HIV advisers contribute to and

²¹ See the report of the Chair of the UN Sustainable Development Group, UN Doc E/2024/5, para. 62. The report refers to UNAIDS as one of the examples of how the core capacities of Resident Coordinator Offices “are complemented in specific country contexts by specialized resources beyond the special purpose trust fund of the resident coordinator system, which further calibrate United Nations country team support to country-specific contexts and demands, maximize the reach of United Nations entities with limited country presence and enable efficiencies.” https://unsdg.un.org/sites/default/files/2024-05/UNSDG%20Chair%20Report%20Official%20Version_EN.pdf

leverage the Office's high-level policy advocacy, work on human rights and gender equality, and engagement in the broader sustainable financing for development agenda, thereby mainstreaming HIV into relevant programmatic and policy dialogue spaces. UNAIDS looks forward to taking stock of its experience with this new model²² and building upon it as part of the restructuring of the Secretariat.

19. To optimize resources and further leverage joint responses through Joint Teams on AIDS and Cosponsor country presence, the UNAIDS Secretariat has expanded the model of multi-country offices (MCOs). The MCO approach sustains direct country support while also facilitating cross-country collaboration and synergies. As of end 2024, the UNAIDS Secretariat already had 9 MCOs supporting another 20 countries. This model will be further expanded in 2025. A stocktaking of experience with the MCO model concluded that it provides cost-effective support and leverages geographical proximity. Strong relationships with UN Resident Coordinators and effective engagement of UN Joint Teams on AIDS have been key to success. MCOs have demonstrated their ability to forge productive relationships with governments and communities, engage in policy advocacy, support legal reforms, and guide implementation of Global Fund grants as part of a comprehensive national HIV response. However, UNAIDS Secretariat multi-country offices are very small, and challenges include the significant human and financial resource constraints, the operational complexity of engaging concurrently with multiple UNCTs, and in diverse political and legal contexts. The heads of MCOs typically allocate resources (including staff time) in a differentiated manner, based on country needs, with highest-burden countries receiving the greater share of support, while the office overall aims to ensure data-driven decision-making and use of global AIDS monitoring data in all countries, in close collaboration with regional organizations and civil society networks.

Reaching those furthest behind

20. In the most recent QCPR resolution (2024),²³ the UN Development System is called upon to continue to focus particularly on the most vulnerable and those furthest behind, including people living with HIV.²⁴ The Global AIDS Strategy 2021–2026 embodies this approach—focused on reducing the inequalities that drive the AIDS epidemic and prioritizing people who are not yet accessing life-saving HIV services. UNAIDS works with governments, communities and other partners to galvanize political will and translate it into people-centred programmes to reach ambitious targets, related domestic and international investment, and inclusive governance platforms. As set out in the Strategy, “[t]he health and human rights of people living with, at risk of and affected by HIV, who often are left farthest behind and who face exclusion, inequality and instability, remain at the forefront of the Joint Programme’s work.”²⁵ UNAIDS supports country efforts to advance the elimination of HIV-related stigma, discrimination and criminalization, thus reducing vulnerability to infection and overcoming barriers to HIV services.

²² The UNAIDS Evaluation Office is conducting an evaluation, with DCO, on “Multi-country offices and HIV advisors as alternatives to UNAIDS Country Offices”.

https://www.unaids.org/sites/default/files/media_asset/PCB55_Evaluation_Report_rev2.pdf

²³ A/RES/79/226, <https://undocs.org/en/A/RES/79/226>

²⁴ See A/RES/79/226, para.14. “Recognizes that, in line with the 2030 Agenda for Sustainable Development, 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.”

²⁵ Global AIDS Strategy, p.123.

21. UNAIDS has continued to support national teams (consisting of national statistical offices, ministries of health, national AIDS councils and development partners) to measure their HIV epidemics and the impact of the epidemic on their populations to ensure that no one is being left behind and that national HIV responses put those furthest behind first. UNAIDS has also actively promoted and supported community-led monitoring as communities know their needs and experience best and bring an invaluable perspective in monitoring services to improve them. Across the 85 Joint Teams on AIDS, efforts are specifically focused on reducing inequalities and reaching those furthest behind first—engaging with key populations, adolescent girls and young women, and other priority populations such as people in prison settings, refugees, migrants and other people in humanitarian settings.
22. In collaboration with partners, UNAIDS guides and supports the generation and use of strategic information, including epidemic estimates and surveillance models, as well as community-led monitoring. It also builds national capacities and convenes inclusive dialogues to better understand the needs of key and other priority populations, guide policy changes and promote evidence-informed programmes and investments for more impactful HIV responses. UNAIDS maintains and widely shares the most complete set of global programmatic, epidemiological, policy and financing data on HIV. These data and analyses steer the global HIV response and are used by governments, multilateral and bilateral partners to guide efficient and high-impact resource allocation and to promote accountability for results. In 2024, HIV estimates were generated for over 170 countries, representing 99% of the world's population.

Ensuring joint monitoring and reporting

23. As set out in the 2022-2026 UBRAF, the Joint Programme “aligns its activities with the recommendations of the 2020 Quadrennial Comprehensive Policy Review (QCPR), including supporting the repositioning of the UN Development System in order to maximize its work across the areas of development, peace, humanitarian affairs and human rights.”²⁶ Annual progress updates provide opportunities for each of the 12 entities of the Joint Programme (11 Cosponsors and the Secretariat) to assess the implementation of their work, identify areas where improvements are needed, and agree on modifications or adaptations to meet the goals and targets of the UBRAF.
24. The UBRAF sets out clear linkages between intended results and the required and expected resources (including management costs) to generate the results. It is underpinned by a robust theory of change and supported by verified global-level AIDS data. The Joint Programme's Performance Monitoring Reporting provides information on results achieved against resources spent. It is accompanied by a UBRAF indicator matrix, composed of 45 jointly agreed indicators, to facilitate the measurement and reporting on performance against results, with milestones for 2023 and 2025, and targets for end-2026. The UBRAF 2022–2026 is operationalized through biennial/annual Workplans and Budgets approved by the UNAIDS PCB. Reporting against the UBRAF indicators is included in the annual Performance Monitoring Reports to the UNAIDS PCB and is publicly available.²⁷ This joint reporting at all levels captures the collective results of the Joint Programme to support the global and national HIV response.

²⁶ https://www.unaids.org/sites/default/files/media_asset/PCB_SS_2022_2026_UBRAF_Framework_EN.pdf

²⁷ All information on the UBRAF, Workplan and Budget, Indicator Matrix and Performance Monitoring Reports are available on the PCB webpage, as well as on the UNAIDS Results and Transparency portal (open.unaids.org).

25. UNAIDS launched a new [Results and Transparency Portal](#) in June 2024. The new Portal features the Joint Programme’s results, performance and investments and how these contribute to the global AIDS response with robust transparency and accountability. UNAIDS also provides consistent and quality reporting on processes such as the UN System-wide Action Plan on Gender Equality and Women’s Empowerment (UN-SWAP),²⁸ where UNAIDS continues to excel as a champion and leader for gender equality. In 2024, UNAIDS was among the first 12 entities to report using the enhanced UN-SWAP 3.0 framework, to which it also actively contributed during its development and finalization.²⁹ The UNAIDS Secretariat provides operations and business data for the “Greening the blue” report,³⁰ which provides information on the UN system’s environmental footprint and efforts to reduce it. Overall, in 2024 UNAIDS contributed to more than 10 UN system-wide reports, surveys and frameworks.

Fostering business operations efficiencies

26. UNAIDS actively pursues efficiency gains across its work and operations. This is reflected in various policies, procedures and guidance to staff. As a joint and cosponsored entity, for many operations UNAIDS uses services from other agencies (mainly WHO and UNDP) at the global, regional and country levels. Services purchased from WHO include payroll, payment processing, internal audit, investigative services, ombudsperson services and staff health and well-being services. UNAIDS utilizes the services of the UN Global Centre for Human Resources Services (OneHR) for job classifications. In 2024, 89% of UNAIDS Secretariat offices contributed actively to the development or implementation of UN Business Operations Strategies. Furthermore, 83% of UNAIDS Secretariat offices were in shared premises.
27. Within a reduced budget and through various readjustments, efficiencies, innovations and cost-control measures, the UNAIDS Secretariat has continued to optimize the deployment of staff capacity in line with the evolution of the HIV epidemic and response, and the needs and priorities of countries and communities, towards maximizing UNAIDS’ contribution to the implementation of the Global AIDS Strategy.³¹

Structured Funding Dialogues

28. UN General Assembly Resolution 71/243 calls for periodic funding dialogues within the framework outlined in the UN Funding Compact. As per UN guidance, funding dialogues are a space for board constituencies and other stakeholders to discuss how to finance the development results set out in an entity’s strategic planning and budget frameworks. The [2024 Funding Compact](#) further contains a set of mutual commitments between UN Member States and the UN development system that through such dialogues can be discussed and strengthened. Figure 3 below represents the key areas that Member States and UN development system have committed to through the Compact.

²⁸ 2023 UN-SWAP Report for UNAIDS

(https://open.unaids.org/sites/default/files/documents/2023%20UNSWAP%20Report_UNAIDS.pdf)

²⁹ <https://gendercoordinationandmainstreaming.unwomen.org/building-block/un-swap-30>

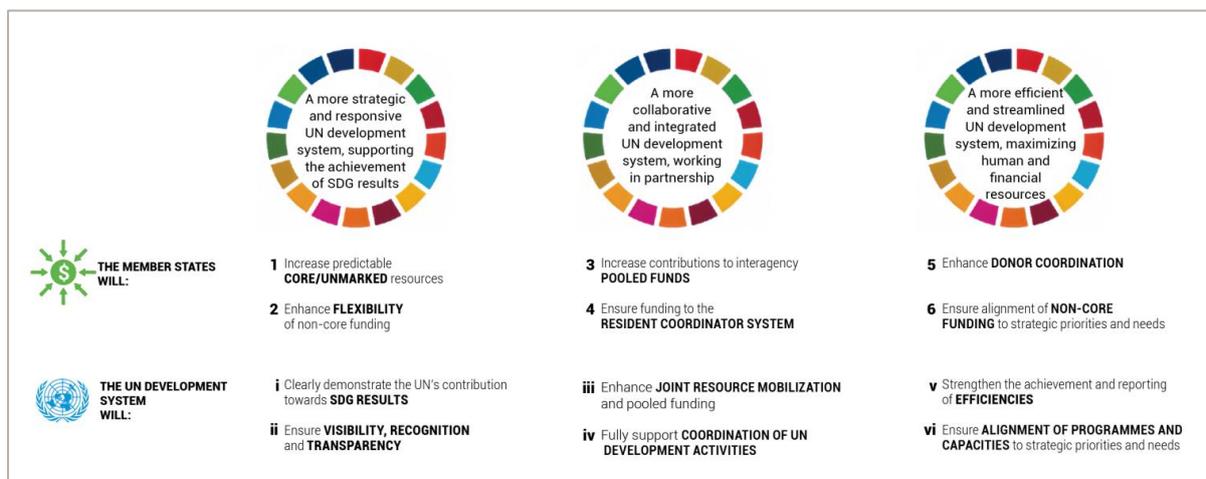
³⁰ 2023 “Greening the blue” report

(https://open.unaids.org/sites/default/files/documents/greening_the_blue_2023%20%281%29.pdf)

³¹ See “Follow-up actions to the 2024–2025 Workplan and Budget (UBRAF)”, UNAIDS/PCB (53)/23.28:

https://www.unaids.org/sites/default/files/media_asset/PCB53_Follow-up_2024-2025_Workplan_Budget_EN.pdf

Figure 3: 2024 Funding Compact mutual commitments between UN Member States and the UN development system



29. UNAIDS's most recent Structured Funding Dialogues were convened in March 2024,³² November 2022³³ and November 2021.³⁴ Participants in the most recent Dialogue expressed their strong support for the global HIV response and UNAIDS priorities and highlighted the importance of ongoing mutual commitments and accountability for implementation of the Global AIDS Strategy 2021–2026. Speakers provided examples of the Joint Programme's important contributions to their national HIV responses, maximizing the impact of domestic, multilateral and bilateral investments. In connection with the Funding Dialogue, UNAIDS launched the UNAIDS value proposition³⁵ and appeal for 2024–2025, aimed at galvanizing actions to secure adequate flexible and predictable funding for UNAIDS.
30. UNAIDS management regularly provides updates on the funding situation of the Joint Programme (e.g. the report of the Executive Director to the December 2024 PCB; meetings of the informal donor network "Friends of UNAIDS"). UNAIDS makes concerted efforts to acknowledge and appreciate the contributions of all its donors and, beyond funding, regularly provides space to recognize their leadership for effective, multisectoral HIV responses as part of the SDGs. The most recent Performance Monitoring Report executive summaries and presentations to the PCB have increased the visibility of UNAIDS' donors and their contributions, as have various UNAIDS press statements and social media engagements over the course of the year.

³² https://www.unaids.org/sites/default/files/media_asset/20240326_structured-funding-dialogue_en.pdf

³³ https://www.unaids.org/sites/default/files/media_asset/PCB%2051_Agenda%20Item%206_CRP2.pdf

³⁴ <https://www.unaids.org/en/Funding-dialogue-2021>

³⁵ https://www.unaids.org/sites/default/files/media_asset/2024-2025-appeal_en.pdf See also https://www.unaids.org/en/resources/presscentre/pressreleaseandstatementarchive/2024/march/20240328_increase-funding

Table 1. UNAIDS Secretariat input on checklist on oversight of the implementation of the repositioning of the UN Development System

A NEW GENERATION OF UN COUNTRY TEAMS	Yes/No/Not applicable	Please elaborate (Explain how the entity is implementing the requirement, or, if not implemented, plans and timelines to do so; or, provide rationale if deemed non-applicable)
<i>Programmes at the country level / strategies and UN Sustainable Development Cooperation Frameworks³⁶</i>		
<ul style="list-style-type: none"> Does your entity have guidance or process in place to ensure implementation of the Management and Accountability Framework (MAF) requirement to “consult with the Resident Coordinator at key stages of entity-specific strategic planning”? If yes, please briefly describe how your entity monitors adherence to this requirement? 	Yes	The UNAIDS Unified Budget, Results and Accountability Framework (UBRAF) 2022–2026, the 2022–2023 and 2024–2025 Workplans and Budgets and other guidance for more detailed operational planning clearly sets out the requirement for close linkages and alignment between the country-level Joint UN Plans on AIDS, developed by the Joint UN Teams on AIDS under the leadership of the UN Country Team and Resident Coordinator, and the UNSDCF. This is reflected in the Joint Programme workplanning guidance and online planning and monitoring system. Activities must be linked to one or more of the SDGs, and to specific results in the UNSDCF (outcome and outputs). In addition, one of the UNAIDS UBRAF indicators monitors HIV inclusion in and thus alignment with UNSDCFs.
Does your entity’s guidance or processes require that your country-level development activities or engagement derive from the Cooperation Framework, and, as a result, that they are developed after, or in parallel with Cooperation Framework priorities and outcomes that have been agreed with Government?	Yes	The UBRAF 2022–2026, the 2022–2023 and 2024–2025 Workplans and Budgets, and guidance for more detailed operational planning clearly state the close linkages and alignment between the country-level Joint UN Plans on AIDS, developed by the Joint UN Teams on AIDS under the leadership of the UN Country Team and Resident Coordinator, and the UNSDCF. Aligned with the UBRAF and evidence-informed national frameworks and priorities, the Joint UN Plans on AIDS plans are developed in consultation with key HIV stakeholders including governments, civil society, communities of people living with or affected by HIV, and other country partners. As the chair of the country-level Joint UN Teams on AIDS, UNAIDS Country Directors lead and ensure that the joint UN effort in support to the national HIV response are aligned with, derived from and contribute to UNSDCF efforts.

³⁶ Management and Accountability Framework and UN Sustainable Development Cooperation Framework guidance.

		<p>The biennial Joint UN Plans on AIDS for 2022–2023 and 2024–2025 capture the Joint Programme’s strategic, prioritized and catalytic contribution to the national HIV response and clearly articulate the linkages to one or more of the SDGs and linkages to specific results in the UNSDCF (outcome and outputs). They are aligned with the latest guidance on joint programmes from the UN Development Coordination Office.</p> <p>The UBRAF is also an important reference for incorporating HIV-related results and interventions in other planning and implementation instruments (e.g., the UNSDCFs and related UN Country Team workplans), and for promoting increased coherence and synergies, as well as for documenting lessons learned and the Joint Programme’s overall contribution to SDG achievements.</p>
Does your entity provide the governing body with the opportunity to review the derivation of country programmes from the Cooperation Frameworks?	Yes	<p>As a Joint Programme, UNAIDS coordinates/leads the development of Joint UN Plans on AIDS, which are available on request.</p> <p>The UNAIDS Programme Coordinating Board approves the overall Workplan and Budget for the Joint Programme, which includes global and regional priorities but not country-level Joint UN Plans on AIDS (equivalent of “country programme”). These are jointly developed by all agencies working on HIV in the country, under the leadership of the UN Country Team and Resident Coordinator. They integrate HIV activities of Cosponsors, noting that, for some of them, their respective country programmes are reviewed by their respective governing bodies.</p>
Are all the development activities of your entity at the country level captured in the Joint Workplan of the Cooperation Framework?	Yes	<p>UNAIDS Country Offices are a part of the Resident Coordinator system. As the chair of the country-level Joint UN Teams on AIDS, UNAIDS Country Directors lead and ensure that the joint UN effort in support to the national response on AIDS are aligned with, derived from and contribute to UNSDCF efforts. Beyond their own UNAIDS Secretariat’s workplan, UNAIDS Country Offices also contribute to and facilitate the inclusion of the broader Joint UN Plans on AIDS into the UN Country Team joint workplan and captured in UN INFO.</p> <p>Data on UNAIDS Secretariat country offices contributing to UN INFO is annually reported as part of the UN Funding Compact progress report to the UNAIDS PCB. Since 2020, the UNAIDS Secretariat has reported on the number of programme countries with UN INFO operational. Data show an increase in the percentage of UNAIDS offices contributing to UN INFO—from 68% in 2020 to 94% in 2024.</p>

		<p>UNAIDS is committed to supporting the efficient and effective operationalization of UN INFO and actively seeks opportunities to create better synergies and further harmonization with the platform.</p> <p>UNAIDS also actively contributed to UN efforts led by DCO on measuring the UN System-wide contribution to the SDGs through an agreed UN set of common indicators for UNSDCF in UN INFO.</p>
<i>UN Country Team configuration</i> ^{37 38}		
<ol style="list-style-type: none"> 1. What proportion of your entities' country offices have engaged in a country configuration exercise in line with the agreed Cooperation Framework, in accordance with national development policies, plans, priorities and needs and in consultation with the host government? 2. In how many countries did this exercise lead to a change in your business models, country-level footprint and/or programming? 3. In how many countries did this exercise lead to an increase in the relative share of policy advice vis-à-vis project implementation, including large-scale procurement support? 	Yes	<p>In 82 countries where it operates, the UNAIDS Secretariat engages in the development of the Cooperation Framework and contributes to its implementation. The UNSDCF provides the overall frame for more detailed workplans and programming, which is updated on an annual basis. Plans are developed in consultation with the host government and the communities we serve, and are aligned with national priorities and needs. In nearly all settings, UNAIDS is predominantly involved in policy advice, with some technical support to countries in the implementation of global and bilateral AIDS financing mechanisms.</p> <p>The last alignment of the UNAIDS Secretariat optimized the deployment of staff capacity in line with the evolution of the HIV epidemic and response, and the needs and priorities of countries and communities, towards maximizing UNAIDS' contribution to the implementation of the Global AIDS Strategy. The Secretariat's multi-country office model grew, and will be further expanded in the present restructuring. In close cooperation with the UN Development Coordination Office, UNAIDS created HIV adviser positions in Resident Coordinator offices in five countries. These advisers began taking up their functions in 2023. UNAIDS looks forward to further integrating with the Resident Coordinator System and building on the experience to date.</p>

³⁷ UN Sustainable Development Cooperation Framework guidance.

³⁸ UNHCR's contribution is without prejudice to the responsibilities conferred on it by the General Assembly, including those outlined in the Statute of the Office and relevant legal instruments such as the international refugee and statelessness conventions.

Multi-country office review³⁹		
Has your entity reviewed and adjusted its programme responses and resource allocations in support of the priorities of Small Island Developing States ?	Yes	The 2021 UN General Assembly <i>Political Declaration on HIV and AIDS</i> recognizes that each country faces specific challenges to achieving sustainable development, and underscores the special challenges facing the most vulnerable countries, in particular African countries, least-developed countries, land-locked developing countries and Small Island Developing States, as well as the specific challenges facing middle-income countries. ⁴⁰ Data on and analysis of the HIV epidemic, its underlying driving forces in national contexts, and the status of the HIV response informs UNAIDS' prioritization in a context of tight resources.
In response to the multi-country office review, has your entity taken concrete steps to review the appropriateness of expertise and organizational arrangements in MCO settings , where required?	Yes	As noted above, the last alignment of the UNAIDS Secretariat optimized the deployment of staff capacity in line with the evolution of the HIV epidemic and response, and the needs and priorities of countries and communities, towards maximizing UNAIDS' contribution to the implementation of the Global AIDS Strategy. The Secretariat's multi-country office model grew and will be further expanded to optimize cross-country synergy as well as to sustain country support within a much-reduced budget.
Efficiencies⁴¹		
What percentage of your entity's country offices participate in the country's Business Operations Strategy?	Yes	89% In 79 countries, UNAIDS Secretariat Country Offices reported that there is an approved Business Operations Strategy in place for the UN Country Team. In 70 of those 79 countries, the UNAIDS Country Office contributed to the development and/or implementation of the Business Operations Strategy in 2024.
<ul style="list-style-type: none"> Has your entity put in place a process to track efficiency gains, achieved individually, as well as jointly with other UN entities? 	Yes	The UNAIDS Secretariat reports on efficiency gains yearly through the Funding Compact and through the Conference Room Paper on the implementation of the QCPR. It also reports via the UNSDG Efficiency Impact Reporting Task Team process and platform. However, areas where further efficiencies can be

³⁹ Source: UN General Assembly resolution 74/297

⁴⁰ See para. 54. https://www.unaids.org/sites/default/files/media_asset/2021_political-declaration-on-hiv-and-aids_en.pdf

⁴¹ Source: UN General Assembly Resolution 72/279 and UN General Assembly Resolution 76/4

<ul style="list-style-type: none"> If yes, does the process use the agreed UNSDG common methodology for measuring the impact of efficiency initiatives? 		<p>achieved are limited as the UNAIDS Secretariat has an extremely low total value of goods procurements, and already relies on WHO for processing, payroll, imprest, treasury functions, and its ERP management platform. UNAIDS is not an implementing entity and approximately 75% of its core costs are staff costs. This is the main area where efficiencies may be achieved.</p> <p>The UNAIDS Secretariat completed its last realignment in 2023. The objectives of the exercise were to ensure that UNAIDS is aligned with the Global AIDS Strategy and is achieving its highest impact, is financially sustainable and more cost effective, more diverse and inclusive, and is a knowledge-driven organization that optimizes its world-wide expertise and staff. New ways of working and modernization of the organization (including dedicated knowledge management capacity and strategy, the establishment of communities of practice, development of a new UNAIDS digital strategy, and implementation of process optimization) are examples of providing staff with the resources and support they need to deliver as efficiently and effectively as possible. An update on prioritization as well as efficiencies measures was presented to and discussed as UNAIDS Programme Coordinating Board in December 2023: Agenda item 4: Follow-up actions to the 2024-2025 Workplan and Budget (UBRAF) UNAIDS.</p>
<p>Does your entity report annually to its governing body on (a) entity-specific efficiency gains and (b) contributions to system-wide efficiency gains?</p>	<p>Yes</p>	<p>See “Funding compact progress report” in annex for details.</p> <p>As a Joint Programme uniting the multisectoral efforts of 12 UN entities, UNAIDS has contributed to UN System-wide efficiencies through its years of experience in implementing joint programmes; development of integrated, evidence-based policies and common positions; and joint funding, planning, monitoring and reporting systems that have informed UN System-wide developments. Its work, including innovative approaches and the challenges of implementing as a Joint Programme, has been regularly reported to the UNAIDS PCB.</p> <p>While UNAIDS does not specifically report to its governing body on its contributions to system-wide efficiency gains, it does report to the UNSDG Efficiency Reporting Task Team. The Efficiency Reporting Task Team was established in 2020, bringing together 16 UN Sustainable Development Group (UNSDG) entities. This dedicated task team aims to refine estimates, methods, and completeness of information that the UN can provide to Member States each year in the area of efficiency gains. Participation in the Task Team has</p>

		<p>helped strengthen UNAIDS' ability to contribute to joint reporting, measuring efficiency gains within the context of the UN Development System repositioning.</p> <p>The UNAIDS Secretariat does not have its own service centre, is not an implementing entity and approximately 75% of its core costs are staff costs. It increases efficiency by using WHO ERP management systems and various business services. Reporting on QCPR implementation captures efficiency gains in other areas, including use of common premises and common UN services at country level.</p>
<p>What percentage of your entity's premises are common premises?</p>		<p>83%</p> <p>This includes common premises, shared premises, "One UN" houses, and sub-lease arrangements with UN agencies.</p> <p>UNAIDS also uses offices in government buildings in approximately 10 locations. While these do not fall into what is defined as "common premises with other agencies", they do contribute to operational consolidation for efficiency gains.</p>
<ul style="list-style-type: none"> • What % of your entity's country offices participate in a Common Back Office? • Does your organization provide services to other entities through Global Shared Services? • Does your organization obtain services through another entity's Global Shared Service Centres or through other global shared means? • To what extent have you had to front load investment in order to support joint efficiency gains? 		<p>Based on the UNSDG definition of a Common Back Office (CBO), as of end 2024, four countries were reported as having full-fledged CBOs, i.e. Brazil, Kenya, Tanzania, and Viet Nam. UNAIDS participates in all of them and follows developments in this area closely, including with regards to the CBO being advanced in Senegal.</p> <p>UNAIDS does not provide services to other entities through Global Shared Services.</p> <p>UNAIDS obtains services from another entity's Global Shared Services (WHO).</p> <p>No specific front-loading is required as UNAIDS already relies on WHO platforms and services for payment processing, payroll, imprest, treasury functions, and its enterprise resource planning management platform. The front-loading investments are therefore being made by WHO, not UNAIDS.</p>

REINVIORATING THE ROLE OF THE RC SYSTEM ⁴²		
<p>Has the job description of your entity country representatives been revised as appropriate, following the reform, to:</p> <p>(a) recognize the role and responsibility of the Resident Coordinator?</p> <p>(b) reflect their accountability to the Resident Coordinator for their contribution to agreed results as defined in the Cooperation Framework and other inter-agency development agreements?</p> <p>(c) reflect the responsibility for active engagement in the UN Country Team?</p>	Yes	<p>The key responsibilities in the job description of UNAIDS's country representatives sets out that the UNAIDS Country Director is a member of the UN Country Team. While the latest standardized job description does not explicitly refer to the Resident Coordinator, it is recognized that the Resident Coordinator leads the UN Country Team, in line with the Management and Accountability Framework of the UN Development and Resident Coordinator System.⁴³ As per UNAIDS performance assessment guidance, UN Resident Coordinators provide formal inputs to the performance assessments of UNAIDS Country Directors. The Country Directors in turn coordinate Joint Teams on AIDS that contribute to the Cooperations Frameworks (and similar), overall promoting a coherent, "delivering as one UN" response in the country.</p> <p>The establishment of HIV adviser positions in five Resident Coordinator offices, as described above, has deepened the collaboration with and support to the Resident Coordinator system.</p>
<ul style="list-style-type: none"> Does your entity ensure that Resident Coordinators have an opportunity to provide specific input to your entity's regional directors on the skill sets and leadership profile that would be relevant in a given country context ahead of the selection and deployment of new country representatives? If yes, please briefly describe how your entity monitors adherence to this requirement? 	No	<p>The selection and appointment of UNAIDS Country Directors continues to be an internal process. Formal Resident Coordinator input to Regional Directors on potential candidates for Country Director positions is not requested.</p>
<p>Does the performance assessment system of your entity's country representatives:</p> <p>(a) embed characteristics of the UN leadership framework?</p> <p>(b) have at least one key result area linked to contribution to collective UN Country Team results?</p>	Yes	<p>(a) The performance assessment uses the UN leadership competency framework.</p> <p>(b) The assessment includes an individual work objective linked to collective UN Country Team results. UNAIDS's performance assessment framework includes guidance on the elaboration of a Country Team-specific work objective, set in collaboration with the Resident Coordinator. In accordance</p>

⁴² Management and Accountability Framework.

⁴³ <https://unsdg.un.org/resources/management-and-accountability-framework-un-development-and-resident-coordinator-system>

		with the Management and Accountability Framework, performance against this objective is evaluated by the Resident Coordinator at the end of the review cycle.
In what % of countries has the Resident Coordinator provided input into the performance review of your entity representative?	Yes	Resident Coordinators are requested to provide feedback as part of the annual performance reviews of UNAIDS Country Directors. These requests are sent to Resident Coordinators in all countries where UNAIDS has an office presence. In 2024, Resident Coordinators provided inputs into the performance reviews of 72% of UNAIDS Country Directors. In 2022/2023, it was 65%, and in 2021/2022, 70%.
In what % of countries do your country representatives inform the performance assessment of Resident Coordinators by providing feedback on RC behaviours against the RC leadership profile?	Yes	Yes, as per UNDCO guidelines, UNAIDS Country Directors are invited as UN Country Team members to assess Resident Coordinators. Detailed data on completion rate is available with DCO.
REVAMPING THE REGIONAL APPROACH⁴⁴		
Does your entity have guidance or a process in place to ensure your participation in Regional Collaborative Platforms initiatives to allow countries and UN Country Teams to easily identify and access the expertise, experts, available assets, policy and strategy work, seated in a region in a unified system?	Yes	While there is no formal guidance on participation, UNAIDS Regional Support Teams and the Regional Joint Teams on AIDS are engaged in the Regional Collaborative Platforms, actively pursuing opportunities to contribute and participate in specific spaces that are relevant for advancing the HIV response. UNAIDS is listed as a member in each of the five Regional Collaborative Platforms. The platform works jointly in support of UNCTs including scaling up of good practices, identifying challenges and providing strategic guidance.
Does your entity have guidance or a process in place to encourage the entity's active engagement in regional rosters of experts?	No	No specific guidance or process, though there is significant encouragement and engagement in all regions.
Do your entity Regional Directors / Executive Secretaries of the Regional Commissions, as members of the Regional Collaborative Platforms, include in their individual performance compacts :	Yes	These responsibilities are reflected in the job descriptions and performance objectives of the UNAIDS Regional Support Team Directors. ⁴⁵

⁴⁴ Source: Management and Accountability Framework

⁴⁵ UNAIDS does not use the term "performance compact". Regional Support Team directors set objectives as part of UNAIDS's regular performance management policy and annual cycle.

<p>(a) their role in ensuring implementation of the Management and Accountability Framework at the regional and country level?</p> <p>(b) their responsibility in supporting UN Country Team members to drive joint results at the country level in line with the Cooperation Framework and other inter-agency agreements?</p>		
<p>Do your Regional Directors or equivalent representatives of entities that comprise the UN Country Teams contribute to the performance appraisal of the Resident Coordinators?</p>	Yes	Yes, as per the process coordinated by UNDCO Regional Offices.
STRATEGIC DIRECTION, OVERSIGHT AND ACCOUNTABILITY FOR SYSTEM WIDE RESULTS⁴⁶		
Strategic plans		
<p>Do your entity's strategic planning documents set out how the entity is working as part of the repositioned UN Development System at the global, regional and country levels?</p>	Yes	<p>The UNAIDS 2022–2026 UBRAF, the 2022–2023 and 2024–2025 Workplans and Budgets, and the related indicator matrix and more detailed operational guidance for the Joint Programme, provide clear directions for joint working as part of and contributing to the repositioned UN Development System at the global, regional and country levels. This includes, for example:</p> <ul style="list-style-type: none"> • active promotion of joint work and provision of integrated multisectoral policy advice, in line with the updated UNAIDS Joint Programme division of labour; • use of data-driven approaches and supporting countries to report against common Global AIDS Monitoring guidelines, reflecting the HIV targets countries adopted in the 2021 Political Declaration on Ending HIV and AIDS; • joint implementation and reporting against a common set of UBRAF indicators; and • inclusive collaboration with national and international stakeholders, including government, communities and other partners, towards achieving common

⁴⁶ Management and Accountability Framework.

		<p>results to address the needs, priorities and challenges in the HIV response at country level.</p> <p>During the 2024-2025 biennium, UNAIDS coordinates over 80 country UN Joint Plans on AIDS, articulating the joint work and results for the Joint Programme at country level, as part of and with clear linkages to the UNSDCFs and advancing progress towards the SDGs. UNAIDS guidance on Joint UN Plans on AIDS for 2024–2025 is fully aligned with the latest UN DCO guidance on joint programmes and UNSDCFs.</p>
<ul style="list-style-type: none"> Does your entity systematically communicate to all staff and representatives the new working methods needed in line with the reform of the UN Development System? If yes, please provide details in the comments section. 	Yes	<p>The UNAIDS Global Centre routinely communicates via organization-wide town halls as well as frequent ad-hoc communications sharing information on UNAIDS initiatives for continued alignment of UNAIDS priorities and strategic actions to UN Reform initiatives and policy recommendations.</p> <p>The UNAIDS Secretariat established a UNAIDS and UN Reform Community of Practice in November 2024 to further enhance coordinated and efficient communication, knowledge sharing and good practices on UN reform developments and implementation for and with all staff.</p>
Results Reporting		
Does your entity systematically contribute to the annual UN Country Results Report on implementation of the Cooperation Framework?	Yes	<p>Beyond their own UNAIDS Secretariat workplans and related results reporting, UNAIDS Country Offices also coordinate the Joint UN Plans on AIDS, developed and implemented by Joint UN Teams on AIDS, as well as related results reporting as part of the UNSDCF. These efforts take place under the leadership of the Resident Coordinator and unite the efforts of the UN Country Team.</p> <p>UNAIDS country offices actively contribute to UN INFO and other analysis, which inform the annual UN Country Results reports. These reflect the UNAIDS Secretariat's contribution and the overall results of the Joint UN Teams on AIDS, which are part of reporting results for UNSDCF outcomes and/or outputs and related indicators. In several countries, the results of the Joint Team on AIDS feature prominently in the UN Country Results Report, highlighting how joint work led to important results for the national HIV response and broader outcomes, as part of the implementation of the Cooperation Framework. UNAIDS also actively contributed to UN efforts, led by UN DCO, on measuring</p>

		the UN System-wide contribution to the SDGs through an agreed UN set of common indicators for the UNSDCF.
Does your entity ensure the systematic reporting of its results at the country level on the system-wide UN INFO platform ?	Yes	<p>Data on UNAIDS Secretariat country offices contributing to UN INFO is annually reported (before 2024, annually through the UN Funding Compact, and since then, through this checklist.) From 2020 and onward, the UNAIDS Secretariat has reported on the number of programme countries with UN INFO operational. Data show a steady increase in the percentage of UNAIDS offices contributing to UN INFO (from 68% in 2020 to 89% in 2023 to 93% in 2024).</p> <p>UNAIDS is committed to supporting the efficient and effective operationalization of UN INFO. UNAIDS actively contributed to the UN efforts, led by UN DCO, on measuring the UN System-wide contribution to the SDGs through an agreed UN set of common indicators.</p>
FUNDING THE RESIDENT COORDINATOR SYSTEM AND DELIVERING ON FUNDING COMPACT COMMITMENTS⁴⁷		
<i>Special Purpose Trust Fund for the Resident Coordinator system</i>		
<ul style="list-style-type: none"> Does your entity adhere to the UNSDG guidance on the 1% levy? Do the amounts contributed by your entity as part of the 1% levy tally with the last available CEB estimates (also published annually as a funding annex at the ECOSOC OAS) of overall, tightly earmarked contributions? If not, how do you explain the difference and what steps within the entity's remit have been taken to reduce the gap? 	Yes	Yes, UNAIDS adheres to the UNSDG guidance on the 1% levy.

⁴⁷ General Assembly resolution 72/279, 76/4 and Funding Compact.

Funding Compact		
Does your entity hold a structured dialogue with its governing body on how to finance the development results in the current strategic planning cycle?	Yes	See above for more information, as well as the “Funding Compact Progress Report” in Annex.
Does your entity report on its implementation of relevant entity and Member States Funding Compact commitments to its governing body?	Yes	Annual reports to the governing body of UNAIDS are submitted via the conference room paper on implementation of the QCPR, where the Funding Compact Progress Report is an annex. This has been done since 2021.
<ul style="list-style-type: none"> • Recognizing the respective responsibilities of Resident Coordinators and UN Country Teams in that regard,⁴⁸ does your entity have guidance or a process in place for your country representatives to work with the Resident Coordinator to promote a coherent approach to funding as per the principles, objectives and commitments of the Funding Compact (in particular, flexible and strategic-level funding and funding that supports and facilitates common results and joint activities)? • What percentage of your entity’s programming expenditures consists of Joint Programmes?⁴⁹ 	Yes	<p>As the chair of the country-level Joint UN Teams on AIDS, UNAIDS Country Directors lead and ensure that the joint UN efforts in support to the national response to HIV are aligned with, derived from and contribute to UNSDCF efforts. As per UNAIDS’s mandate and raison d’etre, and UNAIDS’s joint planning, implementation and reporting guidance, UNAIDS Country Directors actively promote joint work. The UNAIDS country envelope funding mechanism partly funds Joint UN Plans on AIDS incentivizing joint UN planning, implementation for results, and related reporting.</p> <p>As a Joint Programme at global, regional and country levels, UNAIDS resources are jointly programmed, especially in countries through joint country envelopes (representing US\$ 25 million in 2022 and US\$ 17.5 million in 2023 and 2024).</p>
Does your entity have guidance or processes and instruments in place to facilitate use of relevant global, pooled funding mechanisms (e.g., Joint SDG Fund, Spotlight Initiative, Peacebuilding Fund) by country representatives?	Yes	The UNAIDS guide on mobilizing resources includes a fact sheet on global, pooled funding mechanisms and how UNAIDS can engage. Additional internal guidance and dialogue sessions help staff unpack pooled funding mechanisms and how UNAIDS can participate.

⁴⁸ Management and Accountability Framework.

⁴⁹ As set out in the Joint Programme Guidance, “joint activities” referred to in the Funding Compact should be understood as joint programmes.

Annex 1. UNAIDS Funding Compact Progress Report

UN Funding Compact—progress against entity-specific commitments UNAIDS 2024 data

1. Background—a quick reminder

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

The Funding Compact, formally agreed by ECOSOC in May 2019 ([A/74/73/Add.1 - E/2019/4/Add.1](#)), articulates concrete commitments to be taken by the UN and Member States to strengthen their joint work to deliver on the SDGs. In 2024 the [Funding Compact](#) was updated, making it shorter, simpler, more strategic and more accessible to any audience, including senior funding decision makers such as Ministers and Ambassadors. The Funding Compact establishes a set of mutual commitments for Member States and the UN development entities to take concrete steps over the remaining years of the 2030 Agenda, to substantially shift the funding picture.

What is being reported and how?

Since 2024, a updated [Global Monitoring and Reporting Framework](#) is used to measure collective implementation by Member States and by the UN development system at the global level. It reduced meaningfully from 50 to 39 indicators overall in its 2019 to 2024 version, with the following pillars:

- 4 segments on the development system to be (1) strategic and responsive, (2) collaborative, (3) efficient, and the (4) being on mutually tracking funding compact progress.
- It has 18 member states indicators, 18 UNSDG entity indicators, and 3 mutual tracking indicators.

Implementation of the revised Framework will be tracked through independent biannual reviews in 2026 and 2028, with outcomes to be presented to the Operational Activities Segment of ECOSOC. The final year of reporting for Funding Compact will be 2028 (reporting released Q2 2029).

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

UNAIDS in 2024 reported against the 7 indicators. Other system-wide specific commitments are reported through the annual QCPR survey to which UNAIDS contributes on an annual basis, and since 2023 also through the UN Reform checklist, released December 2022, and reported on yearly through the QCRP Conference Room Paper.

FRAMEWORK FOR GLOBAL-LEVEL MONITORING & REPORTING ON THE FUNDING COMPACT FOR THE UN'S SUPPORT TO THE SDGS

UN Sustainable Development Group UNSDG ENTITIES

2024 UNAIDS Report

Area	System-wide reported baselines, progress, targets	UNAIDS progress
1. A MORE STRATEGIC AND RESPONSIVE UN DEVELOPMENT SYSTEM, SUPPORTING THE ACHIEVEMENT OF SDG RESULTS IN ACCORDANCE WITH NATIONAL DEVELOPMENT NEEDS AND PRIORITIES, AND ANCHORED IN INTERGOVERNMENTALLY AGREED UN PRINCIPLES, NORMS, AND STANDARDS, AND THE UN CHARTER		
1. Increase the share of UN entity budgets funded by predictable core/unearmarked resources (Member States)		
<p>% of UNDS entities indicating that at least 50% of their core contributions are part of multi-year commitments</p>	<p>Baseline: 29% (2023) Latest value: 37% (2023) Target: 100% (2027) (DESA survey to UNSDG entities)</p>	<p>Core contribution from governments: Fraction of funds made available to the core contributions, as percentage of voluntary contributions from government agencies with ongoing agreements for two or more years:</p> <p>2024 data: 85% 2023 data: 75% 2022 data: 53% 2021 data: 61% 2020 data: 60%</p> <p>Non-core contributions: Fraction of funds made available to non-core contributions, as percentage of voluntary contributions with ongoing agreements for two or more years:</p> <p>2024 data: 89% 2023 data: 89% 2022 data: 90% 2021 data: 81% 2020 data: 95%</p> <p>The need to improve predictability of funding was regularly underlined, especially during the Structured Funding Dialogues, where sustained commitment to a high proportion of core funding and multi-year funding agreements was called for.</p>
II. Ensure visibility and recognition for all core & flexible contributions, and transparency of funding needs, budgets & expenditures against results		
<p>% of relevant UNSDG entities that have developed robust guidance for visibility of core & flexible contributors (including in line with common visibility standards, once developed)</p>	<p>Baseline: TBD Target: 100% (2028) (DESA survey to entities)</p>	<p>Yes</p> <p>UNAIDS promotes the visibility of core & flexible contributors through internal guidance on mobilizing resources for UNAIDS.</p> <p>UNAIDS lists core and flexible (non-core) contributors in its financial reports and has a specific space on the UNAIDS Results and Transparency Portal listing key donors in visual ways. Visibility of core and flexible contributors is further ensured through visual representation in the yearly Performance Monitoring Reports, as well as through its web stories, speeches by senior leadership, and via other channels, including social media.</p>

2. A MORE COLLABORATIVE AND INTEGRATED UN DEVELOPMENT SYSTEM, WORKING IN PARTNERSHIP TO ADDRESS COMPLEX SUSTAINABLE DEVELOPMENT CHALLENGES

III. Enhance joint resource mobilization and partnerships, and pooled funding mechanisms

% of non-core funding for development mobilized by UN entities from non Member State contributors	Baseline: 34% (2022) Target: 45% (2027) (CEB data)	<p>Yes, UNAIDS mobilized non-core funding for development from non Member State contributors and reported through the Financial Report.</p> <p>2024 this amounted to 5.6 million USD from contributors such as Bill and Melinda Gates Foundation and others.</p> <p>UNAIDS submits reports to CEB and notes that there will be further guidance provided for CEB reporting on this topic in coming years, as per their information.</p>
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IV. Fully support coordination of UN development activities, including the leadership role of RCs, and a whole-of-UN approach to all aspects of the development planning cycle

% of UNSDG entities reporting annually to their governing body on implementation of the full checklist on UN development system reform	Baseline: 0% (2023) Target: 100% (2028) (UNSDG)	<p>Yes</p> <p>UNAIDS reports annually on the checklist on oversight of the implementation of the repositioning of the UN Development System since its development and launch in 2022. They are included in the yearly Conference Room Paper to the Programme Coordinating Board on UNAIDS and the Quadrennial Comprehensive Policy Review (Table 1).</p>
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% of UNSDG entities for whom the RC has provided input into the performance review of their country representatives in all countries	Baseline: TBD Target: 100% (2028) (UNSDG)	<p>Yes</p> <p>Resident Coordinators are requested to provide feedback on annual performance reviews of UNAIDS Country Directors. These are sent to Resident Coordinators in all countries where UNAIDS has an office presence. In 2024, RCs provided inputs into the performance reviews for 72% of UNAIDS Country Directors, compared with 65% in 2022/2023 and 70% in 2021/2022.</p>
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3. A MORE EFFICIENT & STREAMLINED UN DEVELOPMENT SYSTEM, MAXIMIZING HUMAN AND FINANCIAL RESOURCES AVAILABLE FOR SUPPORTING SDG ACHIEVEMENT

V. Strengthen the achievement of efficiencies and clearly demonstrate and report on these to governing bodies

Efficiency gains reported by UNSDG entities, through entity-specific and joint initiatives, in the last year	Baseline: \$405 million (2022) Target: \$620 million (2028) (UNSDG BIG)	<p>For 2024, the UNAIDS Secretariat reported over US\$ 6 million in efficiency gains—savings from its 2022 restructuring and related to other processes.</p> <p>Facing an important funding shortfall against its approved budget, UNAIDS has had to operate, deliver and demonstrate still significant results within a much-reduced budget (revised core planning budget of US\$ 160 million in 2024 against an approved budget of US\$ 210 million, and this despite inflation).</p> <p>The Secretariat reports annually to the PCB on cost savings and changes by expenditure types through various reports, including the report of the UNAIDS Executive Director, update on strategic human resources management issues (e.g., realignment exercise), UNAIDS financial reporting, performance monitoring reporting, and the conference room paper on implementation of QCPR mandates. In such reporting, the Secretariat refers to both cost and time-savings (e.g., process optimization), as well as efficiencies related to UN Reform processes (e.g., use</p>
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of common services, common back offices, common premises).

UNAIDS is not an implementing entity and approximately 75% of its core costs are staff costs. UNAIDS has realized efficiencies by using the systems and services of other UN agencies (notably WHO and UNDP) for many business and processing functions (including payments, human resources contracting and payroll, as well as the ERP and travel procurement platforms).

An update on prioritization as well as efficiencies measures and impact of UNAIDS' funding shortfall was presented to and discussed as UNAIDS Programme Coordinating Board in December 2023.⁵⁰

UNAIDS is part of the UN Efficiency Reporting Task Team that was established in 2020, bringing together 16 UNSDG entities. This dedicated Task Team aims to refine estimates, methods, and completeness of information that the UN can provide to Member States each year in the area of efficiency gains. This has helped strengthen UNAIDS's ability to contribute to joint reporting, measuring efficiency gains within the context of the UN Development System repositioning.

UNAIDS also reports on efficiency gains through the UNSDG checklist (see table 1 above, section on efficiencies.)

INDICATORS TO TRACK MUTUAL FUNDING COMPACT IMPLEMENTATION, MONITORING & REPORTING

% of relevant governing bodies of UN entities holding a funding dialogue in the last year on the basis of a tailored monitoring & reporting framework	Baseline: TBD Latest value: TBD Target: 100% (2028) (DESA Survey)	UNAIDS's most recent Structured Funding Dialogues were convened in March 2024, November 2022 and November 2021. Participants in the most recent Dialogue expressed their strong support for the global HIV response and UNAIDS priorities and highlighted the importance of ongoing mutual commitments and accountability for implementation of the Global AIDS Strategy 2021–2026. In connection with the Funding Dialogue, UNAIDS launched the UNAIDS value proposition and appeal for 2024–2025, aimed at galvanizing actions to secure adequate flexible and predictable funding for UNAIDS. UNAIDS management provides detailed reporting to the PCB on UNAIDS's funding situation at every June session. Between meetings, periodic updates are provided to the PCB Bureau and in constituency briefings.
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⁵⁰ Follow-up actions to the 2024–2025 Workplan and Budget (UBRAF), UNAIDS/PCB (53)/23.28.
https://www.unaids.org/sites/default/files/media_asset/PCB53_Follow-up_2024-2025_Workplan_Budget_EN.pdf