

**JOINT UNITED NATIONS
PROGRAMME ON HIV/AIDS (UNAIDS)
RESOURCE MOBILIZATION
STRATEGY (2022-2026)**

Introduction

1. UNAIDS leads and inspires the world to achieve its shared vision of zero new HIV infections, zero discrimination and zero AIDS-related deaths. It unites the efforts of 11 UN Cosponsor organizations — UNHCR, UNICEF, WFP, UNDP, UNFPA, UNODC, UN Women, ILO, UNESCO, WHO and the World Bank — and a Secretariat. It works closely with other global and national partners to end the AIDS epidemic by 2030 as part of achieving the Sustainable Development Goals.
2. The new Resource Mobilization Strategy 2022–2026 (the Strategy) aims to reverse the trend of declining funding for UNAIDS, and to position it for growth by sustainably raising US\$ 210 million every year to fully fund its 2022–2026 Unified Budget, Results and Accountability Framework (UBRAF) (1) (2). Four areas of change are needed to achieve this goal:
 - Building an enabling environment
 - Transforming partnerships
 - Articulating value propositions and
 - Delivering on organizational development.
3. The global HIV response is under threat (3). In the “age of multiple pandemics” (4), new investments are needed to drive urgent action to make good on the world’s commitments to end AIDS as a public health threat by 2030.
4. The 2021 United Nations General Assembly Political Declaration on HIV and AIDS enshrines ambitious commitments and new targets to drive accountability and track the success of global efforts to end AIDS (5).
5. The equally ambitious Global AIDS Strategy 2021–2026 (6) uses an inequalities lens to translate these commitments into action and help every country and every community to end AIDS by 2030. When this new Global AIDS Strategy was adopted by the UNAIDS Programme Coordinating Board (PCB) in 2021, the PCB noted that its successful implementation relies on fully financing UNAIDS.
6. The 2022–2023 Workplan and Budget for the 2022–2026 UBRAF, also endorsed by the UNAIDS PCB in 2021 (7), envisions annual core funding for UNAIDS of up to US\$ 210 million— which represents a decrease of US\$ 32 million, or 13.2% of the previous annual budgets of US\$ 242 million.
7. Over the past two and a half years, the COVID-19 pandemic and more frequent and protracted economic and humanitarian crises (including the war in Ukraine and protracted conflicts elsewhere, as well as food crises) have placed the global HIV response under increasing threat. As Executive Director of UNAIDS Winnie Byanyima has noted:

“If we are not making rapid progress then we are losing ground, as the [AIDS] pandemic thrives amidst COVID-19, mass displacement, and other crises. Let us remember the millions of preventable deaths we are trying to stop” (8).
8. COVID-19 and other instabilities have disrupted health services in much of the world; millions of students have been out of school; and millions of families have been pushed into poverty. As a result, HIV services have been under severe pressure, and communities already at greater risk of HIV are now even more vulnerable (9).
9. These global shocks and massive geopolitical changes have further exacerbated risks for the HIV response, particularly in terms of domestic and international resources.

- Debt repayments for the world’s poorest countries reached 171% of all spending on health care, education and social protection combined, choking national capacities to respond to HIV as governments struggle to repay debts (10).
 - Although official development assistance (ODA) is rising, ODA providers face increased pressure, and decision-making and funding are shifting to respond to COVID-19, the urgent needs of Ukraine and its citizens (both inside Ukraine and as refugees) and worsening global food and energy crises (11).
 - These changes are also influencing donor behaviour in several important markets where international commitments are forced to compete with domestic priorities, such as rising inflationary pressures.
10. As a result, at a moment when international solidarity and a surge of funding are most needed, resources for global health are under serious threat. In 2021, international resources available for HIV were 6% lower than in 2010. ODA for HIV from bilateral donors (other than the United States of America) has plummeted by 57% over the last decade (12).
 11. Mirroring this broader trend, funding for UNAIDS and its critical work in leading the global HIV response has been decreasing for some time. The immediate funding situation has also recently been significantly exacerbated by inflationary pressures and currency fluctuations. In 2022 alone, UNAIDS faced a funding gap of US\$ 47 million (13).
 12. Nevertheless, ending AIDS as a public health threat by 2030 is eminently achievable and affordable – indeed, doing so will cost much less money than if we fail. The new Global AIDS Strategy 2021–2026 requires that annual HIV investments in low- and middle-income countries rise to a peak of US\$ 29 billion (constant 2019 dollars) by 2025 to put the world on track to end AIDS by 2030. Investing too little, too late will not only worsen the HIV epidemic and mean that ambitious targets will not be met, but will further add to the long-term costs of the HIV response. However, fully funding the 2025 resource targets and using those resources to implement the Global AIDS Strategy efficiently will halt year-on-year growth in resource needs after 2025 (14). Importantly, too, the actions needed to end AIDS will also better prepare the world to protect itself against the threats of future pandemics (15).
 13. The vision of this Strategy is to reverse the dire lack of HIV resources; to reignite solidarity; and to secure investment for UNAIDS as the leader of the global HIV response, charting a considered course to deliver US\$ 210 million per year to fully fund the UBRAF.

Finding a new strategic direction: Consultation, engagement and analysis

14. The Strategy was informed by extensive internal and external data analyses, including of key UNAIDS documents and of UNAIDS financial performance. It was also informed by interviews and discussions with members of the UNAIDS PCB and a representative range of staff members from across the Joint Programme and the secretariat. This analysis and engagement were part of a consultative process that brought together the themes identified to develop an emerging strategy and implementation plan.
15. The process also benefited from the work of an informal multistakeholder task team, formed at the request of the UNAIDS PCB at its 50th meeting in June 2022 in response to the immediate funding crisis for the 2022–2023 biennium. The task team was charged with providing recommendations to the PCB on options for resolving this immediate funding crisis, as well as on long-term, voluntary-based sustainable funding of the 2022–2026 UBRAF (16).

The Strategy

16. The UNAIDS Resource Mobilization Strategy for 2022–2026 follows the UNAIDS Strategic Resource Mobilization Plan 2018–2021 (17), which was used to strengthen joint resource

mobilization through three pillars: government donor funding; private-sector funding (including foundations and corporations); and leveraging partnerships and innovative financing.

17. The new Strategy (see Figure 1) relies on four key areas of change to sustainably raise US\$ 210 million per year to fully fund the UNAIDS 2022–2026 UBRAF and end AIDS by 2030:
 - UNAIDS will continue to create an *enabling environment* across the organization that clearly prioritizes resource mobilization. UNAIDS’ focus and organizational capacity will need to adapt to the changed availability and types of donor funds. UNAIDS will reach its UBRAF financial target primarily through core funding, augmented by additional funding options.
 - To secure this funding, UNAIDS will transform its *partnerships*, and concentrate on the greatest return on investment and opportunities, by adopting two key practices: market segmentation and account planning.
 - To make the case for investment and develop successful proposals, UNAIDS will further develop its *value proposition*, as well as its ability to produce compelling proposals that align with the interests of donors (and global needs) and help to secure funding from different mechanisms.
 - Resource mobilization is a concern of the whole *organization*. UNAIDS will continue to develop its capacity, building and supporting an adaptive, coherent and global team that can mobilize and manage larger-scale funding in a changing external context. This capacity development will also focus on continuously improving efficiencies, maximizing available resources and reducing transaction costs.

Figure 1: Areas of change: Sustainable funding for the UBRAF



18. The immediate funding crisis is driving action and setting the pace for change. Over the next 12 months, UNAIDS can build on this momentum and work to retain and grow its funding by changing its ways of working and implementing a concrete road map (see Figure 6).

Change area 1: The enabling environment

19. The current global context and immediate funding crisis present a real risk both to UNAIDS and to the delivery of the Global AIDS Strategy. The situation requires an urgent change in position on the enabling environment within UNAIDS: a clear choice to make resource mobilization a top priority, and to act accordingly.
20. The key outputs of a transformed enabling environment will be a mixture of formal and informal actions designed to elevate and drive efforts in resource mobilization, commensurate with the difficult challenges ahead.

Accountability

21. Responsibility for resource mobilization for the UBRAF has been concentrated with the Executive Director and a small staff within the resource mobilisation team in the UNAIDS Secretariat. For the Strategy to succeed, accountability for its execution will need to be elevated to sit with the Cabinet and the rest of the Senior Leadership Team. Furthermore, progress in implementing the Strategy will continue to be discussed at the Committee of Cosponsoring Organizations (CCO) level.
22. To further drive visible accountability and to expand resource mobilization as a whole-of-organization concern, members of the UNAIDS Secretariat Senior Leadership Team will be nominated as account leads. They will be responsible for leading relationships with key donors and partners, including opportunity cultivation and the capture and delivery of an account plan for each relationship.

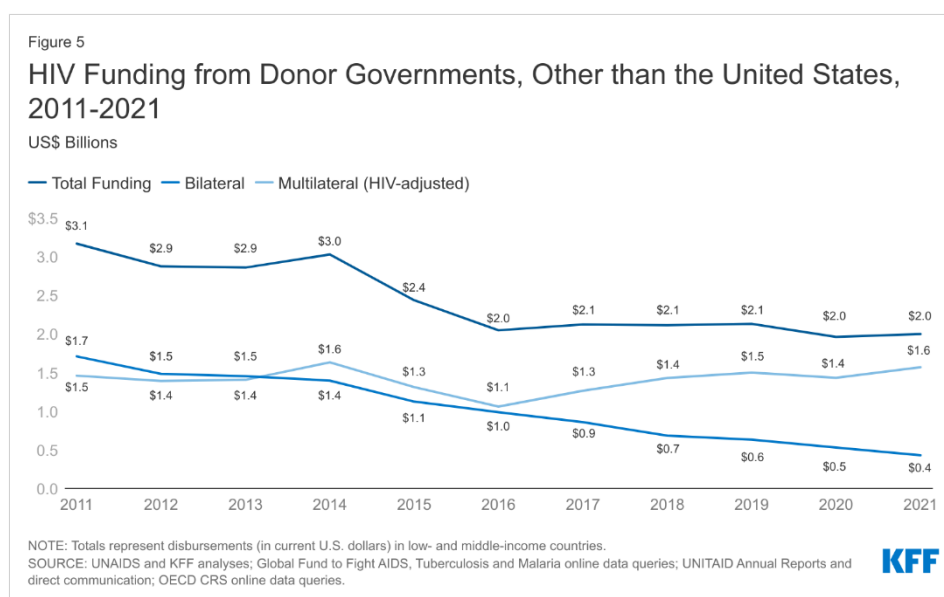
Prioritization

23. The continued reduction of funding to UNAIDS is ultimately compromising the global HIV response. The executive function of the UNAIDS Secretariat will need to devote significant time to prioritizing a repositioning on resource mobilization in order to pursue immediate opportunities and to secure long-term financial sustainability.
24. This change in prioritization will lead to a necessary renegotiation of other deliverables until the funding situation stabilizes. This will be an ongoing conversation throughout the organization as roles and workplans are adjusted to accommodate a reprioritization of tasks related to resource mobilization. Top tactical opportunities will be identified on a regular basis; actions will be developed to pursue these, and to establish momentum and embed culture change across UNAIDS.

Types of funding

25. The UBRAF financial target has a base of US\$ 187 million and a threshold of US\$ 210 million per year — with clear delineation of funds above the base (19). In addition to this financial target, UNAIDS secures substantial non-core or supplementary funding.
26. Since its inception, UNAIDS has focused efforts on generating and securing unrestricted core funding. Donor governments now seek ever greater accountability for the use of funds; require more evidence of value for money; and impose more restrictions on the use of taxpayer-funded contributions to agencies in the UN system.
27. A significant long-term trend in donor funding for the HIV response is the shift from bilateral to multilateral contributions. Within that trend, higher proportions of funding have been directed to other organizations, particularly the Global Fund, while contributions to UNAIDS have slowly depleted – contributing to the UNAIDS funding crisis.
28. Multilateral contributions for HIV to the Global Fund, UNITAID, and UNAIDS totalled US\$ 2 billion in 2021. This total is adjusted to account for the fact that the Global Fund and UNITAID fund programmes and address other diseases: funding is disbursed by donor governments to these organizations, which in turn use some (Global Fund and UNITAID) or all (UNAIDS) of that funding for HIV. Funding was US\$ 1.8 billion for the Global Fund, US\$ 44 million for UNITAID and US\$ 165 million for UNAIDS (20).

Figure 2: HIV funding from donor governments (other than the United States of America), 2011–2021 (21)



29. While there is less unrestricted core donor funding for the aid system, there are increasing opportunities for specified core funding¹ from the donors. This typically takes the form of restricted grant funding from institutional donors. UNAIDS could tap into these opportunities, particularly devolved funding opportunities at the country and regional levels.
30. UNAIDS will respond to these changes in the donor environment, while continuing to prioritize maintaining and increasing the generation of core or flexible funding. UNAIDS will also continue to secure and manage non-core or supplementary funding as a key resource for the global HIV response.
31. In addition, UNAIDS will accelerate its efforts to secure specified core funding. This will provide an alternative approach to securing funding from different funding lines within existing donors, and a method for expanding the donor base (as it is the primary method of funding distribution by key target donors, such as foundations). UNAIDS has an extensive track record in acquiring and managing this type of funding and will build on its experience to grow this funding source sustainably.
32. The growth of specified core funding will be managed to balance the risks and difficulties experienced by UNAIDS.
33. UNAIDS will primarily pursue specified core funding for outcomes and activities outlined in the UBRAF and those linked to the Strategy change area on organizational development (see below). UNAIDS will continue to build its capacity to manage and build proposals that adopt full cost recovery and meet all the administrative requirements of such grants.
34. Global strategic initiatives such as [Education Plus](#), the [Global HIV Prevention Coalition](#), the [Global Alliance to End AIDS in Children by 2030](#) and the [Global Partnership for Action to Eliminate All Forms of HIV-Related Stigma and Discrimination](#) are examples of initiatives that can be supported by specified core funding which taps into different budget lines with existing donors and provide opportunity to work with new donors on a widening platform.
35. In concert with expanding its relationship and engagement with multi-donor funds, UNAIDS will continue to examine options for innovative financing for global health, identifying effective mechanisms for additional funding that could be replicated by the organization.²

Financial targets, planning and tracking

36. The immediate UNAIDS funding crisis will require careful management. This will include tracking specific data (including types of funding, donor retention and growth) to inform adjustments to the implementation of the Strategy.
37. In light of the nexus between grant performance, healthy donor relationships and prospects for future funding growth, key grants under management and their deliverables will also be closely tracked.

Scale-up for delivery

38. The planned growth of funding and expansion in types of funding (particularly specified core funding) and donors will require a commensurate scale-up in UNAIDS capacity to manage funding in line with the expectations of different donors and partners, and to achieve the

¹ Specified core funding is also known as projectized funding, softly earmarked funding, earmarked funding, or restricted funding. Its key characteristic is that it is funding for a specific purpose, agreed between the donor and the recipient, and there are specific requirements for administration and reporting.

² Innovative financing is a complex area, most suited to implementing agencies. However, given the financial situation of UNAIDS, it should be explored. Further explanations are provided in Annex 1.

intended impacts. Excellent delivery of project funding programmes and projects is critical for developing positive relationships and increasing funding.

39. To manage this scale-up in a considered manner, the implementation of improved grant-management processes will be closely monitored. In addition, the growth of specified core funding will target thematic and country programmes with a strong track record to help ensure successful management and impacts.

Change area 2: Transforming partnerships

40. Partnerships with the many actors in the global HIV response has been a hallmark of UNAIDS since its inception. The key goal for this Strategy is to transform these relationships and position for growth through market segmentation, concentrating on partnerships where returns on investment will be effectively secured.

The Cosponsors

41. The Joint Programme (UNAIDS) is comprised of Cosponsors and the UNAIDS Secretariat, key and enduring partners in the global HIV response. There are several areas in which the UNAIDS Secretariat and the Cosponsors can strengthen their work together to further transform their partnerships and secure funding for UNAIDS.
42. The Cosponsors and the Secretariat share many government and foundation donors. They will come together to call for a fully funded UBRAF; share advocacy messages; undertake senior-level engagement with specific donors; and take part in account plans.
43. In addition, the experience and systems of the Cosponsors will be leveraged to secure funding from the individual giving, private sector and business markets. The Secretariat will work with those Cosponsors with significant capacity to access these markets to develop fundraising campaigns and appeals directed at individual donors, the private sector and businesses to increase funding for UNAIDS.
44. Several Cosponsors also have direct relationships with the Global Fund, and some are key implementing agencies of Global Fund grants and emergency response mechanisms. The Secretariat and the Cosponsors will work together to leverage this experience, as well as Cosponsor access to other multi-donor funds and funding mechanisms, to engage and secure support for UNAIDS.
45. The Cosponsors and the Secretariat will work together to conceptualise donor proposals, including those targeting different decision-makers within donor entities to seek support for global strategic initiatives.
46. It is understood that cooperating to secure funding is difficult. All United Nations agencies, including the Cosponsors, are competing for scarce resources to fill important funding gaps in their own core missions. These joint approaches will therefore be negotiated with the Cosponsors to ensure alignment; that other funding priorities are not put at risk; and that the funding secured is used in line with the UBRAF.

Affirming the choice of funding market

47. The potential market for funding for UNAIDS comprises four main segments: governments; philanthropy (foundations and high net-worth individuals); the private sector; and individual giving.
48. The government and philanthropic markets are those markets with the greatest total addressable market and alignment to deliver returns on investment for UNAIDS. These

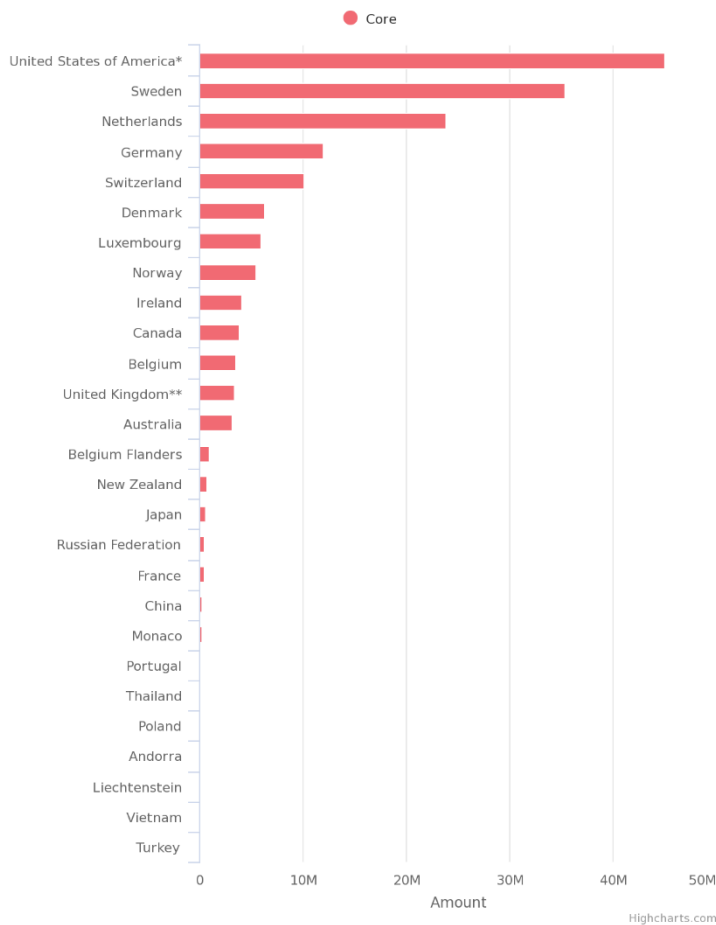
markets are also key to reversing the short-term financial crisis and providing UNAIDS with longer-term financial sustainability. UNAIDS will prioritize, and work mainly within, the government and philanthropic markets.

49. Resetting relationships with the Global Fund will be key to securing further funding from the government and philanthropic markets.
50. UNAIDS will also need to re-energize cooperation within the Joint Programme – between the Secretariat and the Cosponsors, and among the Cosponsors – to better leverage Cosponsor expertise and to access all four market segments.

Governments

51. Government donors are crucial UNAIDS partners and the principal source of funding (22). UNAIDS receives no assessed contributions, and all support is on an entirely voluntary basis. In 2021, UNAIDS received funding from 27 governments, with the United States Government the largest donor. On average, the top six government donors contribute 80% of core funds each year (23).

Figure 3: Top contributors to core UNAIDS funding in 2021 (24)

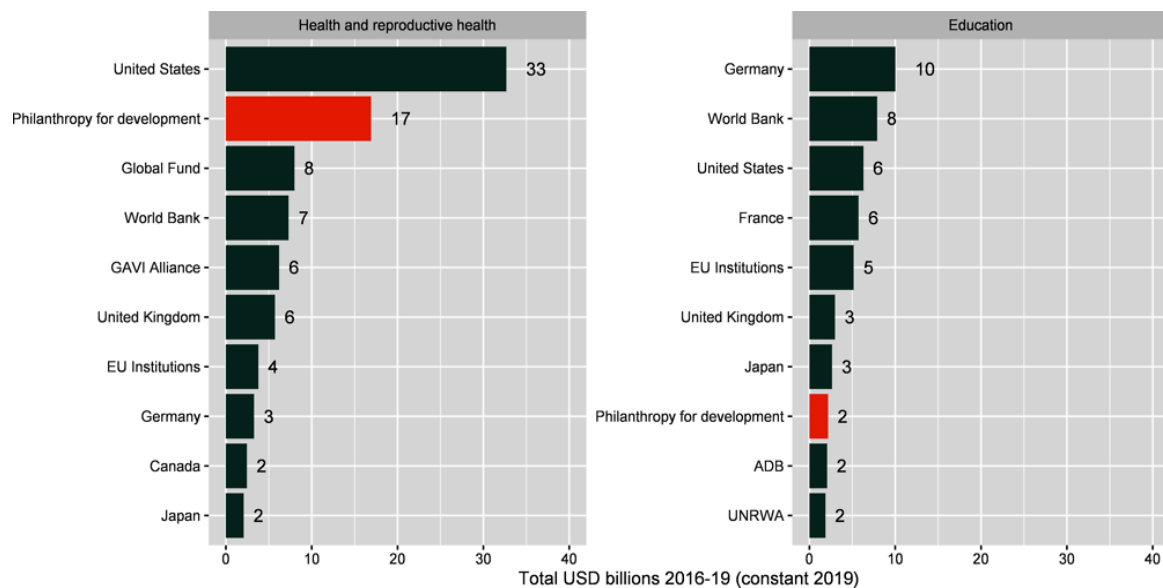


52. The transformation of UNAIDS/government partnerships will focus on investing in the retention, development and nuancing of relationships within the current cohort of government donors.

The philanthropic market: Foundations and high net-worth individuals

53. Foundations are a key growth market for securing income for UNAIDS, and a source of diversification. UNAIDS has recently started to deepen its engagement with this market. According to a recent assessment, the foundations market is worth an annual average of US\$ 10.6 billion. While the foundations market is highly concentrated, with a few key organizations providing the majority of funding, there have been significant increases in funds, and new actors entering the market, the most substantial of which is the Bezos Fund. Most of these funds are cross-border (i.e., they provide support outside their domestic markets), with more than half coming from foundations in the United States of America (25).
54. Private foundations, such as the Bill and Melinda Gates Foundation, and other foundations and philanthropic partners play a pivotal role in global health. Whilst the foundations market remains small compared to ODA funding, it is the second largest funder of the health sector and a significant funder of the education sector.

Figure 4: Cross-border private philanthropy for development and ODA funders in health and education, 2016–2019 (26)



55. Foundations have also become important contributors to core funding for multilateral organizations. The Bill and Melinda Gates Foundation is a core contributor to WHO and the Global Fund.
56. This Strategy focuses on a targeted approach to collaborating with a small number of large foundations, starting in North America and Europe to maximize returns on investment before expanding into other locations.
57. Reinvigorating work with high net-worth individuals is also a key opportunity for expansion and aligns with the renewed UNAIDS focus on key influencers. UNAIDS will identify and secure high net-worth individuals by leveraging networking events, senior UNAIDS leadership contacts and market trends. Selective, targeted prospecting will help to identify opportunities with individuals sympathetic to the progressive agenda set forth in the Global AIDS Strategy 2021–2026.

Market segmentation

58. UNAIDS will undertake a process of market segmentation within the two primary government and foundation markets, using the key principle of return on investment.
59. The process will identify alignment with different donors and help define the focus and level of effort for each. It will guide goals, key performance indicators and account campaigns for the different segments, as well as decision-making within UNAIDS.³
60. Market segmentation will be undertaken on the global and regional levels. As different donors have different geographic interest areas, a key donor trend is to devolve decision-making to the country and regional levels. Regional-level market segmentation will therefore help to identify governments and other donors with specific interests in, and alignment with, different regions and countries, and provide further focus and relevance for resource-mobilization efforts.
61. To ensure the market segmentation remains current, donor intelligence will be used to update it every six months.

³ Further information on market segmentation can be found in Annex 2.

The Global Fund

62. The Global Fund is a highly effective multi-donor fund established to defeat HIV, TB and malaria. It has been successful in securing funding for the HIV response, working with donor governments, foundations and high net-worth individuals.
63. The UNAIDS/Global Fund partnership is of primary importance to both parties. The two organizations have collaborated for 20 years, including to secure funding for the global HIV response (27). In 2019 the two organizations signed a memorandum of understanding outlining priority areas for closer collaboration.
64. UNAIDS plays a critical role in helping countries to use Global Fund resources throughout the grant cycle, including through fostering meaningful engagement with communities; assistance in the development of funding applications; and support for implementation, monitoring and evaluation (28).
65. Strengthening this partnership is key to this Strategy change area. UNAIDS will continue to work with the Global Fund to identify opportunities for closer collaboration, including to access different funding mechanisms and donor relationships and ensure that both UNAIDS and the Global Fund are fully funded.

Other multi-donor funds

66. UNAIDS will seek to learn from its partnership with the Global Fund and replicate this engagement with other multi-donor funds whose purpose is aligned with elements of the Global AIDS Strategy and the UNAIDS UBRAF.
67. UNAIDS will establish relationships with such funds, leading with the [Global Partnership for Education](#), a multi-donor trust fund. Global strategic initiatives provide the ideal platform for outreach to these multi-donor funds and other financing mechanisms.

Account management

68. Since 2016, UNAIDS has focused on retaining and recovering key relationships. While good work is being done with existing donors, UNAIDS needs a proactive, business development approach to deepen its relationship with partners and cultivate new opportunities.
69. UNAIDS will adopt account management which is a whole-of-organization approach to managing relationships with partners that will expand its capacity to engage with a range of donors. It is a key practice used by the private sector, civil society and philanthropic entities to deliver income, impact and influence for government and foundation fundraising. It is a method of identifying target accounts and of focusing account planning and management efforts by developing, executing, monitoring and revising well-defined account plans based on donor intelligence and market insights.
70. The primary goal will be to deepen and expand each donor partnership and reignite donor commitment to the Global AIDS Strategy and to UNAIDS. The approach will bring together the most relevant teams from across UNAIDS, with clearly delineated roles to deliver on goals (including account leadership roles for senior UNAIDS Secretariat staff), and pursuit paths for different opportunities. The approach will be piloted, then adjusted as necessary and rolled out to key accounts.

Change area 3: Communicating with existing and potential donors: articulating a value proposition

71. Transforming partnerships and increasing income require the development of a strong and coherent brand and value propositions for UNAIDS. This is especially important as HIV is increasingly seen as a “historical issue” — one that no longer needs the attention and resources it once did. The Global AIDS Strategy 2021–2026 has begun this work, focusing on maintaining relevance and innovation in the age of multiple and colliding pandemics.
72. It is vital that UNAIDS’ partners and potential partners understand that ending AIDS as a public health threat is achievable; is a matter of justice and of delivery on political commitments; and is worth their investment of time, effort and resources.

Raising awareness and broadening relevance

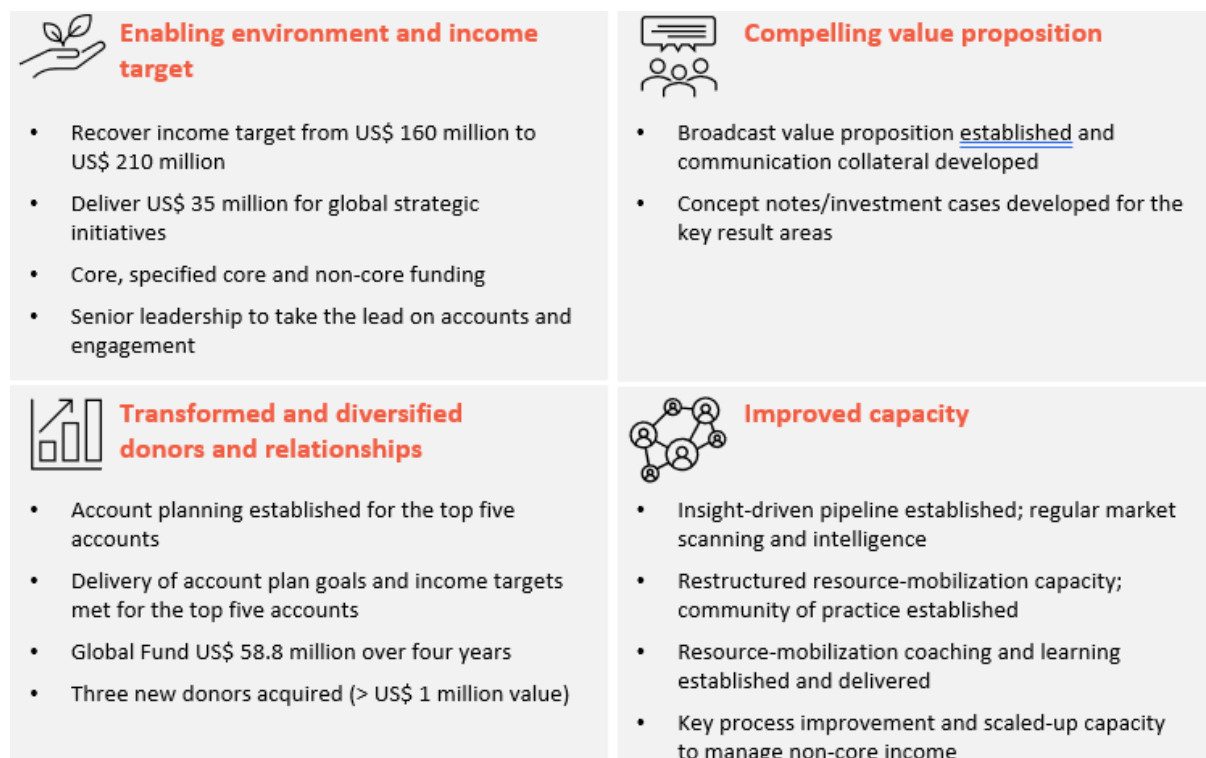
73. Communication and engagement about the continued dangers of HIV and the relevance of UNAIDS are key to influencing governments and philanthropic markets (foundations and high net-worth individuals), and particularly to influencing political decisionmakers.
74. UNAIDS and its communications team will continue to target key media and influence markets. It will work specifically with political, social, civil society and other influencers to highlight the role of UNAIDS in leading the global HIV response. It will maintain high levels of engagement in global health processes and forums to represent UNAIDS and advocate for delivery on the commitments to end AIDS by 2030.
75. Broad-based relevance and brand and issue familiarity alone are not enough to reignite and re-engage partnerships and pursue specified core funding. UNAIDS needs to create messaging that builds a surge of international support for ending AIDS.
76. During account planning, a power analysis for each donor will be developed which will map:
 - Key decisionmakers for budget decisions (political and bureaucratic decisionmakers)
 - Key influencers of those decisionmakers (political and bureaucratic)
 - The connections and engagement of advocacy networks, especially active civil society movements.
77. Through the implementation of the account plans and linking in with other key timelines such as national budget cycles, UNAIDS will use these power analyses to target its influencers and affect resource-mobilization decision making.
78. UNAIDS will invest in the development of a “broadcast” value proposition, based on the Global AIDS Strategy, which demonstrates relevance and makes clear the case for support. This will be appropriate for broadcast to any audience and will ensure that all staff are able to articulate the value proposition of UNAIDS.
79. The broadcast value proposition will form the basis of the ongoing financing campaign, which is supported by the Informal Multistakeholder Task Team established to provide recommendations for resolving the immediate UNAIDS funding crisis for the 2022–2023 biennium.
80. In addition to the broadcast value proposition, UNAIDS will develop a series of “narrowcast” value propositions. These will demonstrate the relevance of the work of UNAIDS to the interests, priorities and concerns of key donors. Engaging new partners in the philanthropic market (foundations and high net-worth individuals) will require a focus on ending the inequalities that are continuing to drive HIV epidemics.

81. The development of the narrowcast value propositions will be linked to the account planning process to align with donor intelligence on thematic and geographic interests, as well as upcoming opportunities and releases of funding.
82. To reach the scale required to support its financial goals and assist in the pursuit of specified core funding, UNAIDS will develop investment cases and concept notes for key opportunities. It will also establish the flexible, ongoing capacity to produce targeted concept notes that take advantage of funding opportunities and rounds provided by government donors and philanthropic markets, especially those at the regional and country levels.
83. When implemented, the global strategic initiatives (see *Enabling environment*, above) will have continued and consolidated the work of UNAIDS to promote education for girls, human rights, and children’s health. In doing so, they will also have diversified the pool of prospective donors to approach for support, as well as opportunities within the existing donor base.
84. Beyond these initiatives, UNAIDS must continue to develop timely and innovative ways of working and engaging that can be highlighted and translated to align with donor interests. These include, for example, addressing misinformation and disinformation in public health, and responding to emerging health threats with direct links to HIV (such as the ongoing monkeypox outbreak).

Key performance indicators

85. A combination of quantitative and qualitative indicators has been identified to measure the implementation and performance of the Strategy.

Figure 5: Key performance indicators



Implementation plan

86. The implementation plan will help secure funding for UNAIDS in accordance with the revised resource mobilization and allocation model:
 - Annual core budget of US\$ 187 million.
 - Of this amount, US\$ 140 million is for adequately resourcing the UNAIDS Secretariat.
 - US\$ 47 million is allocated to Cosponsors, with a central allocation of US\$ 2 million to each Cosponsor (to a total of US\$ 22 million), and a further allocation of US\$ 25 million at the country level in the form of country envelopes to leverage joint action in Fast-Track countries and to support populations in greatest need in other countries.
87. The implementation plan sits alongside actions being developed for the Informal Multistakeholder Task Team on the funding crisis and in the lead up the October 2022 Structured Funding Dialogue.
88. Implementation will be carried out and monitored jointly by the UNAIDS Secretariat and Cosponsors. Implementation of the Strategy will require a large amount of work, with change needed at all levels of UNAIDS.

References

1. 2022-2026 UNAIDS Unified Budget, Results and Accountability Framework (UBRAF). Geneva: UNAIDS; 2021
(https://www.unaids.org/sites/default/files/media_asset/PCB_SS_2022_2026_UBRAF_Framework_EN.pdf, accessed 8 September 2022).
2. 2022-2026 UBRAF: 2022-2023 Workplan and Budget. UNAIDS/PCB (EM)/4.3. Geneva: UNAIDS; 2021 (https://www.unaids.org/sites/default/files/media_asset/PCBSSOct_2022-2023_UBRAF_Workplan_Budget_EN.pdf, accessed 12 September 2022).
3. IN DANGER: UNAIDS Global AIDS Update 2022. Geneva: UNAIDS; 2022
(https://www.unaids.org/sites/default/files/media_asset/2022-global-aids-update_en.pdf, accessed 8 September 2022).
4. Igoe, M. Nkengasong's vision for PEPFAR in an “era of multiple pandemics”. 11 August 2022. Devex (<https://www.devex.com/news/nkengasong-s-vision-for-pepfar-in-an-era-of-multiple-pandemics-103754>, accessed 8 September 2022).
5. Political Declaration on HIV and AIDS: Ending Inequalities and Getting on Track to end AIDS by 2030. New York: United Nations General Assembly; 2021
(https://www.unaids.org/sites/default/files/media_asset/2021_political-declaration-on-hiv-and-aids_en.pdf, accessed 8 September 2022).
6. End Inequalities. End AIDS. Global AIDS Strategy 2021-2026. Geneva: UNAIDS; 2021
(<https://www.unaids.org/en/Global-AIDS-Strategy-2021-2026>, accessed 8 September 2022).
7. Decisions of the Virtual Special Session of the UNAIDS Programme Coordinating Board, 6 October 2021. Geneva: UNAIDS; 2021
(https://www.unaids.org/sites/default/files/media_asset/PCBSS_Oct2021_Decisions_final_EN.pdf, accessed 12 September 2022).
8. Millions of lives at risk as progress against AIDS falters. In: UNAIDS.org [website]. 27 July 2022. UNAIDS; 2022
(https://www.unaids.org/en/resources/presscentre/pressreleaseandstatementarchive/2022/july/20220727_global-aids-update, accessed 8 September 2022).
9. IN DANGER: UNAIDS Global AIDS Update 2022. Geneva: UNAIDS; 2022
(https://www.unaids.org/sites/default/files/media_asset/2022-global-aids-update_en.pdf, accessed 8 September 2022).
10. IN DANGER: UNAIDS Global AIDS Update 2022. Geneva: UNAIDS; 2022
(https://www.unaids.org/sites/default/files/media_asset/2022-global-aids-update_en.pdf, accessed 8 September 2022).
11. Development Co-operation Profiles [online database]. Paris: OECD Publishing; 2022
(<https://doi.org/10.1787/2dcf1367-en>, accessed 8 September 2022).
12. IN DANGER: UNAIDS Global AIDS Update 2022. Geneva: UNAIDS; 2022
(https://www.unaids.org/sites/default/files/media_asset/2022-global-aids-update_en.pdf, accessed 8 September 2022).
13. Concept note for first meeting of the Informal Multistakeholder Task Team on United Nations Joint Programme on AIDS (UNAIDS) funding situation. Geneva: UNAIDS; 2022.
(https://www.unaids.org/sites/default/files/media_asset/final%20concept%20for%20TT%20discussions%20first%20meeting.pdf, accessed 11 September 2022).

14. End Inequalities. End AIDS. Global AIDS Strategy 2021-2026. Geneva: UNAIDS; 2021 (<https://www.unaids.org/en/Global-AIDS-Strategy-2021-2026>, accessed 8 September 2022).
15. IN DANGER: UNAIDS Global AIDS Update 2022. Geneva: UNAIDS; 2022 (https://www.unaids.org/sites/default/files/media_asset/2022-global-aids-update_en.pdf, accessed 8 September 2022).
16. Decisions of the 50th Session of the UNAIDS Programme Coordinating Board (21–24 June 2022). Geneva: UNAIDS Programme Coordinating Board Bureau, 2022 (https://www.unaids.org/sites/default/files/media_asset/PCB50_Decisions_EN.pdf, accessed 11 September 2022).
17. Report on progress in the implementation of the UNAIDS Joint Programme Action Plan: Strategic Resource Mobilization Plan 2018-2021. UNAIDS/PCB (41)/17.21 Rev1. Geneva: UNAIDS; 2017 (https://www.unaids.org/en/resources/documents/2017/PCB41_17.21, accessed 11 September 2022).
18. United Nations Economic and Social Council Resolution 1994/24. Joint and co-sponsored United Nations programme on human immunodeficiency virus/acquired immunodeficiency syndrome (HIV/AIDS). New York: United Nations Economic and Social Council; 1994 (https://data.unaids.org/pub/externaldocument/1994/19940726_ecosoc_resolutions_establishing_unaids_en.pdf, accessed 11 September 2022).
19. 2022-2026 UBRAF: 2022-2023 Workplan and Budget. UNAIDS/PCB (EM)/4.3. Geneva: UNAIDS; 2021 (https://www.unaids.org/sites/default/files/media_asset/PCBSSOct_2022-2023_UBRAF_Workplan_Budget_EN.pdf, accessed 12 September 2022).
20. Donor Government Funding for HIV in Low- and Middle-Income Countries in 2021. Kaiser Family Foundation; 2022 (<https://www.kff.org/global-health-policy/report/donor-government-funding-for-hiv-in-low-and-middle-income-countries-in-2021/>, accessed 8 September 2022).
21. Donor Government Funding for HIV in Low- and Middle-Income Countries in 2021. Kaiser Family Foundation; 2022 (<https://www.kff.org/global-health-policy/report/donor-government-funding-for-hiv-in-low-and-middle-income-countries-in-2021/>, accessed 8 September 2022).
22. UNAIDS Transparency Portal. (2022)
23. UNAIDS Transparency Portal. (2022)
24. UNAIDS Top Contributors. In: UNAIDS Results and Transparency Portal [website]. UNAIDS; 2022 (<https://open.unaids.org/top-contributors>, accessed 8 September 2022).
25. Private Philanthropy for Development. Paris: OECD Publishing; 2021.
26. Private Philanthropy for Development. Paris: OECD Publishing; 2021.
27. More than Money – The Joint United Nations Programme on HIV/AIDS and the Global Fund to Fight AIDS, Tuberculosis and Malaria. Geneva: UNAIDS; 2021 (https://www.unaids.org/sites/default/files/media_asset/2021_more-than-money_en.pdf, accessed 12 September 2022).
28. UNAIDS Resource Mobilisation : Strategy refresh 2020-21

Annex 1: Market assessments

Generally speaking, successful resource mobilization relies on finding alignment between the interests of the markets; establishing value as an actor; and the channels for tapping into and to securing funding. A well-balanced resource-mobilization strategy aims to secure income from all

markets to diversify income risk and – in the case of individual giving – to create another flexible funding stream.

However, this Strategy has to operate within the confines of:

- the current and planned future state of UNAIDS, including the UBRAF goals (with the principle of return on investment being a key factor, particularly in light of the immediate funding crisis).
- the time constraints imposed by UNAIDS and the global goal of ending AIDS by 2030; and
- the level of investment and timelines that some markets require to see real returns.

This Strategy focuses on the government and philanthropic (foundations and high net-worth individuals) markets. It addresses the business and private sectors and individual markets in different ways.

Currently, UNAIDS funding is concentrated in the government donor market and is heavily reliant on a small number of donors (1). Although the importance of diversifying from this donor base is fully recognized within the organization, the reliance on government contributions cannot be changed quickly.

A lack of donor diversity is not unique to UNAIDS. Its Cosponsors and other UN agencies, as well as non-state actors, have faced similar challenges in broadening their donor bases. These are largely confined to donors within the OECD's Development Assistance Committee (DAC) member countries and may be further restricted to a smaller sub-section of these donors. Funding to the UN system from donors outside the OECD–DAC remains minimal (2).

This funding model is inherently risky. A total dependence on voluntary contributions means that UNAIDS is particularly vulnerable to changes in donor strategy, budgets and priorities and shifts in perceptions (see the *Risks* section, above).

The Strategy manages these risks by concentrating on diversification within donors (beyond exclusively seeking core contributions); segmenting the market to identify and invest in targeting donors that have the greatest partnership potential; and using account planning and engagement to influence donor strategy, budget and perceptions.

Moving into the philanthropic market is another way to increase donor diversity and position for growth. However, the timeline for identifying and building, these relationships is not conducive to a rapid receipt of funding. Typically, benefiting from these types of relationships can take over 12 months and will also rely on a number of factors.

On the other hand, UNAIDS is uniquely placed to allay some of these risks by working with Cosponsors to leverage their own successful investments in the private sector, business and individual giving markets.

The private and business sectors

Private-sector funding, knowledge and expertise are all vital to the significant scale-up of action and resources required to end AIDS as a public health threat.

In recent years, a number of companies have moved beyond traditional corporate social responsibility initiatives towards “shared value” partnerships or approaches. The greatest opportunities for UNAIDS to engage in these approaches are at the Country Office level and through multisectoral partnerships with a range of local actors involved in implementing specific country strategic plans.

UNAIDS will continue to play its role as a convener and facilitator of partnership networks at the national and local levels, using its existing process for supporting such country-level partnerships.

Such funding will be leveraged funding or in-kind resources in support of delivering national HIV responses (and therefore, by extension, the global response), but will not contribute to the goal of the US\$ 210 million for the UBRAF.

Additional income from businesses and the private sector

The core advocacy role of UNAIDS is distinct from that of other partners in the global HIV response, such as the Global Fund and GAVI, the Vaccine Alliance. These organizations have specific mandates and roles to engage with businesses and the private sector

While the UNAIDS Resource Mobilization Guide provides clear guidance on seeking funding from the private sector, this approach is only recommended for those UNAIDS Country Offices with the capacity to secure a high return on investment in terms of staff time and other resources.

The individual giving market

The individual giving market represents a growing market for certain multilateral institutions and is the largest source of donations for some NGOs. It is also a crucial source of income for some of the UNAIDS Cosponsors: UNICEF and the WFP have successfully established individual giving as a source of funding by using their well-established brands, a digital-led strategy, a global approach and rapid iteration. The WFP outlined a detailed individual-giving investment model, and the assumptions that underpin its recent increased investment in this market, in its Private Sector Partnerships and Fundraising Strategy (2020-2025) (3).

However, the individual giving market is crowded and competitive, and one in which UNAIDS has not previously participated. Establishing an individual giving function and the relevant channels to capture and secure such funding requires significant, long-term investments (including significant investments in organizational capacity). The timeline for meaningful returns on this investment can be long, while short-term results (such as those required to fund the UBRAF) are limited.

Annex 2: Market segmentation

Market segmentation is used to understand the donor landscape within which UNAIDS operates, and to guide strategies for engagement with donors to achieve the greatest return on investment.

Key accounts	Watch and grow accounts	Maintain accounts	Leverage
<p>High donor attractiveness</p> <ul style="list-style-type: none"> Strong impact alignment Strong income potential Strong influence over other donors <p>Strong UNAIDS position</p> <ul style="list-style-type: none"> UNAIDS is viewed as a key partner <p>Key objectives of account management</p> <ul style="list-style-type: none"> Sustain/develop strong relationships Penetrate for a larger share of income <p>Level of effort</p> <p>These are full-service accounts, with core, non-core and leverage goals.</p> <p>Accounts have an SMT member as lead, dedicated EDR support and negotiated ongoing EXD engagement.</p>	<p>High donor attractiveness</p> <ul style="list-style-type: none"> Underpenetrated income share Unidentified impact opportunities <p>Weak UNAIDS position</p> <ul style="list-style-type: none"> Interactions are high-cost and require high investment in efforts Not a strong relationship with key gatekeepers <p>Key objective of account management</p> <ul style="list-style-type: none"> Reassess benefits to build into a key/marginal account <p>Level of effort</p> <p>These are intense growth and acquisition accounts, with UNAIDS attempting to rapidly scale the relationship through core, specified core and non-core funding.</p> <p>Accounts have an SMT member as lead, EDR support and measured EXD engagement.</p>	<p>Weak donor attractiveness</p> <ul style="list-style-type: none"> <u>Low income</u> potential Optimum impact alignment Influenced by bigger donors <p>Strong UNAIDS position</p> <ul style="list-style-type: none"> Less return on efforts <p>Key objective of account management</p> <ul style="list-style-type: none"> Identify key areas of marginal investments to retain accounts with a high return on efforts <p>Level of effort</p> <p>These accounts are in recovery or represent donors that provide ongoing support to UNAIDS. The main objective is to retain core funding (move to multi-annual agreements) or to pivot to global strategic initiatives.</p> <p>Accounts have the Director of Resource Mobilization as lead in the first instance and shared EDR support. EXD engagement is only in specific business cases with clear outcomes.</p>	<p>Weak donor attractiveness</p> <ul style="list-style-type: none"> Can influence bigger donors No or <u>low income</u> potential Optimum impact alignment <p>Strong UNAIDS position</p> <ul style="list-style-type: none"> UNAIDS is viewed as a key delivery partner <p>Key objectives of account management</p> <ul style="list-style-type: none"> Leverage relationships to <u>effect</u> a larger share of income from other accounts Sustain/develop strong relationships <p>Level of effort</p> <p>These accounts primarily aim to engage governments to advocate on behalf of UNAIDS with its broader donor set.</p> <p>Accounts have the Director of Multilaterals or Regional/Country Directors as account leads.</p> <p>EXD engagement is in specific business cases or linked to other advocacy opportunities.</p>

ANNEX REFERENCES

1. UNAIDS Top Contributors. In: UNAIDS Results and Transparency Portal [website]. UNAIDS; 2022 (<https://open.unaids.org/top-contributors>, accessed 8 September 2022).
2. Strategic Evaluation of Funding WFP's Work: Evaluation Report: Volume 1. WFP Office of Evaluation; 2020 (https://docs.wfp.org/api/documents/WFP-0000116029/download/?_ga=2.157036347.1665719621.1660086533-1484710240.1660086533, accessed 8 September 2022).
3. Private-sector partnerships and fundraising strategy (2020-2025). WFP; 2019 (WFP/EB.2/2019/4-A/Rev.1; https://executiveboard.wfp.org/document_download/WFP-0000108549, accessed 8 September 2022).