

# **JOINT PROGRAMME AND QUADRENNIAL COMPREHENSIVE POLICY REVIEW (QCPR)**

## **2025 Performance monitoring reporting**

## Background

1. The Quadrennial Comprehensive Policy Review (QCPR) of operational activities for development is the principal mechanism through which the United Nations General Assembly provides system-wide strategic direction to the United Nations development system (UNDS) in support of the 2030 Agenda. The most recent QCPR resolution, adopted in December 2024<sup>1</sup>, calls for a development system that is more coherent, collaborative, efficient, transparent, accountable and results-oriented, with a continued focus on leaving no one behind. These expectations continue to guide efforts to strengthen the Resident Coordinator system, improve country-level coherence, and enhance system-wide accountability for results, at a time when the urgency and complexity of global development challenges are unprecedented.
2. Within this context, the UNAIDS Joint Programme – established by the Economic and Social Council as the mechanism for coordinated United Nations action on HIV<sup>2</sup> – contributes to the implementation of the QCPR by bringing together 11 Cosponsors and the Secretariat to support the global HIV response through coordinated, multisectoral action. The Joint Programme enables the United Nations system to deliver more coherent, country-centred and people-centred support by aligning UN entities around shared objectives, strengthening joint accountability for results, and engaging across sectors and stakeholders in support of national HIV responses. This model supports a unified and inclusive approach to delivering the HIV mandate, consistent with QCPR principles of collaboration and coherence across the United Nations development system.
3. This conference room paper provides the annual update to the Programme Coordinating Board on how UNAIDS is contributing to the implementation of the QCPR and related UN development system reform mandates. It focuses on the UN sustainable development reform checklist, which was introduced in 2022 by the UN Development Coordination Office (UN DCO) (see Table 1), and a progress report on the Funding Compact, which can be found in Annex 1.

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<sup>1</sup> Quadrennial comprehensive policy review of operational activities for development of the United Nations system, A/RES/79/226. Available online at <https://docs.un.org/en/A/RES/79/226>

<sup>2</sup> ECOSOC Resolution 1994/24. The objectives of the programme are to:

- (a) Provide global leadership in response to the epidemic;
- (b) Achieve and promote global consensus on policy and programmatic approaches;
- (c) Strengthen the capacity of the United Nations system to monitor trends and ensure that appropriate and effective policies and strategies are implemented at the country level;
- (d) Strengthen the capacity of national Governments to develop comprehensive national strategies and implement effective HIV/AIDS activities at the country level;
- (e) Promote broad-based political and social mobilization to prevent and respond to HIV/AIDS within countries, ensuring that national responses involve a wide range of sectors and institutions;
- (f) Advocate greater political commitment in responding to the epidemic at the global and country levels, including the mobilization and allocation of adequate resources for HIV/AIDS-related activities.

## State of the global HIV response

4. The state of the global HIV response underscores both important progress and significant fragilities. In 2024, 31.6 million of the 40.8 million people living with HIV were receiving antiretroviral therapy, contributing to a decline in AIDS-related deaths to 630 000, the lowest level since the early 1990s. At the same time, 9.2 million people still lacked treatment, and 1.3 million people acquired HIV during 2024.
5. Progress in the HIV response remains uneven, with widening gaps in prevention and persistent barriers – including stigma, discrimination and gender inequality – threatening to reverse hard-won gains. Meanwhile, shifts in the wider development environment – from declining external financing and rising debt burdens to protracted humanitarian crises and pressures on human rights – are straining national HIV responses and the multilateral support on which those responses rely. These challenges underscore the importance of a strong and coordinated United Nations response capable of galvanizing the political commitment and programmatic action needed to sustain progress and prevent backsliding.

## System-wide reform context and transformation of the UNAIDS Joint Programme

6. Reforms across the United Nations development system, including the UN80 initiative, are reshaping how the system delivers support to countries, with a stronger focus on integration, efficiency and impact. In this evolving landscape, the UNAIDS Joint Programme has been undergoing significant transformation to remain fit for purpose. Following the recommendations of the High-Level Panel on a resilient and fit-for-purpose Joint Programme,<sup>3</sup> the Programme Coordinating Board endorsed a revised operating model in June 2025<sup>4</sup> to strengthen the Joint Programme's capacity to support countries and communities to deliver results in the HIV response, through a more focused and sustainable approach aligned with evolving needs and resources.
7. In October 2025, the PCB approved a transitional 2026 Workplan and Budget<sup>5</sup>, aligning resources with priority needs in the context of the new model. In December 2025, the PCB adopted the Global AIDS Strategy 2026–2031, a global framework for collective action by countries, communities and partners to end AIDS as a public health threat by 2030.<sup>6</sup> The Strategy reaffirms the role of multilateral leadership on HIV in supporting country-led, people-centred HIV responses – through leadership, coordination, data and accountability, and community engagement – to help countries achieve the targets and sustain gains in the HIV response. In parallel, and to guide further transformation of UNAIDS, the PCB established a Working Group – comprising programme countries, donors, civil society and communities, and other stakeholders – to develop a proposed plan for the further transition and integration of

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<sup>3</sup> [https://www.unaids.org/sites/default/files/2025-05/high-level-panel-resilient-fit-for-purpose-unaid-report\\_en.pdf](https://www.unaids.org/sites/default/files/2025-05/high-level-panel-resilient-fit-for-purpose-unaid-report_en.pdf)

<sup>4</sup> [https://www.unaids.org/sites/default/files/2025-06/PCB56\\_Revised\\_Operating\\_Model\\_rev2.pdf](https://www.unaids.org/sites/default/files/2025-06/PCB56_Revised_Operating_Model_rev2.pdf)

<sup>5</sup> [https://www.unaids.org/sites/default/files/2025-09/PCBSS\\_Workplan\\_Budget\\_2026\\_REV1.pdf](https://www.unaids.org/sites/default/files/2025-09/PCBSS_Workplan_Budget_2026_REV1.pdf)

<sup>6</sup> [https://www.unaids.org/sites/default/files/2026-04/2026%E2%80%932031\\_Global-AIDS-Strategy.pdf](https://www.unaids.org/sites/default/files/2026-04/2026%E2%80%932031_Global-AIDS-Strategy.pdf)

UNAIDS within the United Nations system and beyond.<sup>7</sup> The interim report of the Working Group is being considered by the PCB at this present meeting.

8. This reform context provides the backdrop for the Joint Programme's contributions to QCPR implementation, as outlined in the sections that follow.

### Delivery against key QCPR elements

#### Coherent and integrated country-level support

9. A core strength of UNAIDS is the way it supports country-led, integrated planning and action on HIV, fully embedded in United Nations system processes. Joint UN Plans on AIDS are developed under the overall leadership of the Resident Coordinator and aligned with United Nations Sustainable Development Cooperation Frameworks (UNSDCFs). As Chair of the Joint UN Team on AIDS, the UNAIDS Country Director coordinates the contributions of all UN partners working on HIV, ensuring that United Nations support to the national HIV response is planned in line with the Cooperation Framework and nationally agreed priorities. In practice, this means that HIV-related activities are integrated into the broader UN country team (UNCT) planning cycle and aligned to national development efforts as part of a coherent, multisectoral approach.
10. UNAIDS also contributes to system-wide country-level reporting and accountability. UNAIDS country offices actively participate in UN INFO and provide inputs to the annual UN Country Results Reports, ensuring that HIV-related results achieved by Cosponsors and the Secretariat are captured in the UNCT's reporting on UNSDCF implementation. In several countries, the results of Joint UN Teams on AIDS feature prominently in UN Country Results Reports, illustrating how joint HIV-related efforts under the Cooperation Framework have contributed to broader development outcomes. These linkages between joint planning, implementation and reporting demonstrate UNAIDS' contribution to the QCPR's emphasis on coherence, accountability and country-led support.
11. UNAIDS supports the Resident Coordinator system through active participation in UN Country Team processes, coordination of the Joint UN Team on AIDS, and joint accountability arrangements that reinforce collective results at country level. Day to day, UNAIDS country offices work within UNCT processes to bring together diverse UN entities around shared HIV priorities and to link those priorities to broader national development efforts. Consistent with the UN Management Accountability Framework<sup>8</sup>, Resident Coordinators are invited to provide feedback in the annual performance reviews of UNAIDS Country Directors in all countries where UNAIDS has an office. In 2025, they provided inputs for 66% of Country Directors, compared with approximately 75% in the previous cycle. Country Directors are also required to include at least one objective linked to collective UN Country Team results in their performance plans, reinforcing accountability for joint results at country level.

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<sup>7</sup> [https://www.unaids.org/sites/default/files/2026-02/PCB58\\_Terms\\_Of\\_Reference\\_PCB\\_Working\\_Group\\_Rev1.pdf](https://www.unaids.org/sites/default/files/2026-02/PCB58_Terms_Of_Reference_PCB_Working_Group_Rev1.pdf)

<sup>8</sup> <https://unsdg.un.org/sites/default/files/2021-09/MAF%20-%20Final%20-%202015%20September%202021.pdf>

### **Country configuration aligned to the HIV epidemic and country needs and priorities**

12. The revised operating model endorsed by the PCB in 2025 provides for a more focused country footprint, aligning the UNAIDS Secretariat presence with the profile of the epidemic, programmatic needs and the state of the enabling environment for the HIV response. Under this model, the Secretariat is concentrating its support on 54 countries, through a mix of stand-alone country offices, multi-country office arrangements, regional support teams and integration of senior HIV advisers into Resident Coordinator Offices. This approach seeks to keep the UNAIDS' country presence aligned with the "centre of gravity" of the HIV epidemic and response, while optimizing the use of limited capacity in a constrained resource environment.

### **Closing gaps, reducing inequalities and reaching those furthest behind**

13. The 2024 QCPR resolution reaffirms that the United Nations development system must strengthen its capacity to respond to evolving development challenges and "proactively work to build capacity... so that no one is left behind", while also noting that efforts to achieve the Sustainable Development Goals should be undertaken "based on full respect for human rights, including the right to development". The Global AIDS Strategy 2026–2031 reflects this approach, placing people at the centre of the HIV response and emphasizing reducing inequalities and upholding the rights of people living with, at risk of and affected by HIV, particularly those facing stigma, discrimination and other barriers to services.
14. UNAIDS works with governments, communities and partners to translate this commitment into country-led, people-centred HIV responses that prioritize reducing inequalities and extending access to populations most affected by and at risk of HIV. This includes sustained efforts to address HIV-related stigma, discrimination and legal and structural barriers that continue to limit access to prevention, testing and treatment services and contribute to unequal outcomes. In line with the Strategy's emphasis on inclusive, multisectoral responses and community leadership at all levels, UNAIDS supports the meaningful engagement of affected communities in governance, programme design, implementation and monitoring.
15. At country level, UNAIDS supports national systems to better understand who is being left behind and why, including through strengthened data, analysis and monitoring of inequalities within HIV epidemics and responses. The Joint Programme also promotes community-led monitoring as a means to capture lived experiences and improve the accessibility and quality of services. Through Joint UN Teams on AIDS, UN support is directed towards countries' efforts to reduce inequalities and expand equitable access, helping to translate global and national commitments into concrete action and measurable progress in the HIV response.

### **Transparency, accountability and results-based management**

16. UNAIDS places a strong emphasis on transparency and results-based management, in line with QCPR priorities on accountability and oversight. The UNAIDS Results and Transparency Portal<sup>9</sup> provides public access to information on results, financing

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<sup>9</sup> <https://open.unaids.org/>

and performance, linking UBRAF outcomes with expenditures and enabling stakeholders to monitor progress at global, regional and country levels. Results reporting is undertaken jointly across the Joint Programme, reflecting the contributions of the Secretariat and Cosponsors, and is presented to the Programme Coordinating Board through annual performance monitoring reporting. The Secretariat further supports results-based management through established monitoring and reporting systems, including contributions to system-wide platforms such as UN INFO and UN Country Results Reports. Together, these practices strengthen transparency and support informed oversight by the Programme Coordinating Board and other intergovernmental bodies.

### **Efficiencies, common services and business operations**

17. All UNAIDS country offices participate in their country's Business Operations Strategy. Common Back Office arrangements continue to be rolled out across the UN development system. All UNAIDS offices take part in planning and analysis, while operational participation varies by country, depending on cost-effectiveness considerations.
18. Approximately 70% of UNAIDS offices are in common UN premises. The Secretariat also relies on shared services and systems, particularly those provided through WHO (e.g. Global Service Centre, payroll, payment processing, internal oversight).

### **Structured multi-stakeholder dialogue and reform governance**

19. Entities of the United Nations development system are expected to engage in structured dialogue with Member States and stakeholders on the funding of development results, strengthening transparency, mutual accountability and the alignment of resources with agreed priorities and outcomes. Beyond the formal structured funding dialogues that UNAIDS has held in recent years, the 2024–2025 process to review the future of the Joint Programme served as a deeper and more strategic multi-stakeholder dialogue on how priorities, functions and financing should align in a period of severe constraint. Anchored in the work of the High-Level Panel and subsequent Board deliberations, the process brought together programme countries, civil society and communities, donors, Cosponsors, and other stakeholders to examine trade-offs, test financing scenarios and consider what approaches would be most sustainable and fit for purpose. In that sense, it went beyond a conventional funding dialogue, linking resources to mandate, operating model and expected results, while preserving transparency and collective ownership.
20. Outcomes of this multi-stakeholder engagement – reflected in the revised operating model – are intended to help sustain support to countries and communities as they work to protect hard-won gains, address widening inequalities and scale up effective, people-centred HIV responses in a more constrained financing environment and an increasingly difficult human rights context. The core functions of the Secretariat have been sharpened<sup>10</sup>, a differentiated approach to cosponsorship has been put in place,

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<sup>10</sup> See Decisions of the 56th Meeting of the UNAIDS Programme Coordinating Board, Decision Point 8.3: "Welcomes the clear articulation of the Secretariat's four core functions as (1) leadership and advocacy; (2) convening and coordination; (3) accountability through data, targets, strategy; and (4) community engagement,

with leads and affiliates, so that limited capacity and resources can be directed more strategically to areas of greatest need. Taken together, these adjustments reflect a deliberate effort to align the Joint Programme more closely with priority needs while sustaining an effective and financially viable UN system contribution on HIV. The revised operating model is aligned with the overall guidance of the QCPR in that it is grounded in national needs and priorities and seeks to deliver support in an integrated, accountable manner that leaves no one behind.

21. UNAIDS' reform processes advance and align with QCPR objectives on coherence, accountability and the alignment of resources with results. The Programme Coordinating Board has emphasized inclusive, multi-stakeholder engagement in guiding the transformation of UNAIDS. This imperative is shaping the next phase of reform, as the PCB Working Group engages stakeholders in the HIV response and develops a proposed plan on the further transition and integration of UNAIDS within the United Nations system and beyond.

## Conclusion

22. UNAIDS contributes to QCPR implementation through its Joint Programme model, supporting more integrated, coherent and country-led approaches to national HIV responses, drawing on expertise from across the United Nations development system. This includes Cooperation Framework-aligned planning, participation in system-wide coordination and reporting, and engagement on funding, accountability and efficiency commitments. The experience of the Joint Programme demonstrates how joined-up planning, inclusive partnerships, strategic use of data and joint accountability can drive improved outcomes for people while contributing to UN reform objectives. At the same time, the Joint Programme – like the wider UN system – operates in a rapidly evolving environment and will need to continue adapting to ensure that UN support to the HIV response remains effective and responsive.
23. The continued transition of UNAIDS is focused on ensuring that the United Nations system delivers on the HIV mandate in a manner that is sustainable and responsive to a changing epidemic and to the needs and priorities of governments and of people living with and affected by HIV. A revised operating model has been implemented in line with the decisions of the PCB in June 2025, and the PCB Working Group is charting the next phase of transformation, for the decision of the PCB in October 2026.
24. Guided by the Global AIDS Strategy 2026–2031 and QCPR principles on coherence, accountability and results, UNAIDS is committed to providing coordinated and reliable support to countries and communities as the Joint Programme undergoes transformation – protecting hard-won gains and minimizing disruption – advancing progress towards ending AIDS as a public health threat by 2030 and sustaining the HIV response beyond, with no one left behind.

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while requesting that actions to address inequalities are integrated across these four priorities and recalling the guiding principles of UNAIDS' work". Available online at [https://www.unaids.org/sites/default/files/2025-06/PCB56 Decisions 1.pdf](https://www.unaids.org/sites/default/files/2025-06/PCB56%20Decisions%201.pdf)

**Table 1. UNAIDS Secretariat reporting against the UN development system reform checklist**

<b>Strategic and joined-up planning</b>	Yes / No / Not applicable	Comment
<p>Does your entity have guidance or a process in place to ensure implementation of the MAF requirement to “consult with the Resident Coordinator at key stages of entity-specific strategic planning”?</p> <p>If yes, please briefly describe how your entity monitors adherence to this requirement?</p>	Yes	<p>UNAIDS has guidance and established processes to ensure compliance with the Management Accountability Framework (MAF) requirement to consult with the Resident Coordinator (RC) at key stages of entity-specific strategic planning. This is operationalized through joint planning tools and joint accountability mechanisms embedded in the UNAIDS Joint Programme, including unified budgets and workplans and systematic engagement with UN Country Teams under RC leadership.</p>
<p>Does your entity’s guidance or processes require that your country-level development activities/ engagement derives from the Cooperation Framework, and, as a result, that it is developed after, or in parallel with Cooperation Framework priorities and outcomes that have been agreed with Government?</p>	Yes	<p>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 UN Sustainable Development Cooperation Framework (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.</p>
<p>Does your entity provide the governing body with the opportunity to review the derivation of country programmes from the Cooperation Frameworks?</p>	Yes	<p>As a Joint Programme, UNAIDS coordinates/leads the development of Joint UN Plans on AIDS, which are available on request. 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	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.
<b>UN Country Team configuration</b>		
<ol style="list-style-type: none"> <li>1. What % 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?</li> <li>2. In how many countries did this exercise lead to a change in your business models, country-level footprint and/or programming?</li> <li>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?</li> </ol>	Yes	In June 2025, the UNAIDS Programme Coordinating Board endorsed a revised operating model that introduces a more focused and differentiated country footprint, guided by a country typology reflecting the HIV epidemic and response, and country priorities and needs. Under this model, the Secretariat will focus its support on 54 countries, down from 81, through a mix of standalone country offices, multicountry offices, support from regional teams and integration of advisory and coordination capacity within Resident Coordinator Offices. Together the 54 focus countries account for the large majority of new HIV infections and people living with HIV worldwide, ensuring that UNAIDS' country presence remains aligned with the centre of gravity of the epidemic and its evolution.
<b>Multi-country office review</b>		
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. 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 revised operating model and restructuring of the UNAIDS Secretariat has 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, also in the context of tight resources. The Secretariat's multi-country office model has grown to optimize cross-country synergy as well as to sustain country support within a much-reduced budget.
<b>Efficiencies</b>		
What percentage of your entity's country offices participate in the country's Business Operations Strategy?		100%
What % of your entity's premises are common premises?		Approximately 70%
What % of your entity's country offices participate in a Common Back Office?		While Common Back Office arrangements are being introduced across the UN development system, rollout has been gradual and currently covers only a limited number of contexts. All offices participate in Common Back Office planning and analysis processes; however, participation in operational arrangements varies by country and according to cost-effectiveness considerations.
Has your entity put in place a process to track efficiency gains, achieved individually, as well as jointly with other UN entities?	No	As a Secretariat focused on leadership, coordination, accountability and community engagement functions, rather than large-scale implementation or procurement, opportunities for additional entity-specific efficiency gains are relatively limited. The UNAIDS Secretariat relies extensively on shared services and common systems provided by WHO and across the UN system, with over 70% of its premises co-located. In this context, the UNAIDS Secretariat benefits from the efficiencies achieved by those service-providing entities and a dedicated, UNAIDS-specific tracking mechanism has not been prioritized.
Does your entity report annually to its governing body on entity-specific efficiency gains?  Does your entity report annually to its governing body contributions to system-wide efficiency gains?	N/A	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

		<p>innovative approaches and the challenges of implementing as a Joint Programme, has been regularly reported to the UNAIDS PCB.</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>
Does your organization provide services to other entities through Global Shared Services? To what extent have you had to front load investment in order to support joint efficiency gains?	No	
Does your organization obtain services through another entity's Global Shared Service Centers or through other global shared means?	Yes	UNAIDS obtains services from another entity's Global Shared Services (WHO).
<b>Resident Coordinator System</b>		
<p>Has the <b>job description</b> 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. 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>
Does your entity ensure that RCs have an opportunity to provide specific input to your entity's regional directors on the skillsets 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	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>

describe how your entity monitors adherence to this requirement?		
Does the <b>performance assessment system</b> of your entity's country representatives: (a) embed characteristics of the UN leadership framework? (b) have at least one key result area linked to contribution to collective UN Country Team results?	Yes	(a) The performance assessment uses the UN leadership competency framework and there are multiple overlapping competencies. (b) UNAIDS Country Directors are required to include at least one objective linked to collective UN Country Team results in their performance plans, developed in close consultation with the Resident Coordinator, in line with the UNAIDS Performance Management Policy and Guidelines. In accordance with the Management and Accountability Framework, performance against this objective is evaluated with input from the Resident Coordinator at the end of the review cycle.
In what % of countries has the RC provided input into the performance review of your entity representative?		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 2025, Resident Coordinators provided inputs into the performance reviews of <b>66%</b> of UNAIDS Country Directors. In 2023/2024, it was approximately 75%.
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?		In all countries where UNAIDS has an office led by a Country Director, the Country Director provides input and feedback.
<b>Accessing regional expertise</b>		
Does your entity have guidance or a process in place to ensure your participation in RCP initiatives to allow countries and UNCTs 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	While no specific guidance or formal process is currently in place, there is strong encouragement for engagement across all regions. In addition, the Secretariat is in the process of compiling a skills inventory capturing staff expertise, knowledge and competencies, with completion targeted for the end of the first quarter of 2026.
<b>Performance assessments – regional level</b>		
Do your entity Regional Directors / Executive Secretaries of the Regional Commissions, as members of the Regional Collaborative Platforms, include in their individual <b>performance compacts</b> : (a) their role in ensuring implementation of the Management and Accountability Framework at the regional and country level? (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?	Yes	These responsibilities are reflected in the job descriptions and performance objectives of the UNAIDS Regional Support Team Directors. <sup>11</sup>
Do your Regional Directors or equivalent representatives of entities that comprise the UN Country Teams contribute to the performance appraisal of the Resident Coordinators?	Yes	Yes, as per the process coordinated by UNDCO Regional Offices.
<b>Strategic direction for system wide results</b>		
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 level?	Yes	As a Joint Programme, UNAIDS 'overall strategic plan' (Unified Budget, Results and Accountability Framework UBRAF for 2022-2026) clearly defined how UNAIDS works, is fully aligned with and promotes the repositing of the UN development system at the global, regional and country levels. This is also clearly articulated in and thus communicated to and actively promoted with all staff in internal strategic planning guidance for UNAIDS Secretariat and the Joint Programme. This includes a 2025 guidance on HIV positioning into UNSDCF and a 2026 guidance on joint planning aligned with the UNSDG guidance on joint programmes.

<sup>11</sup> 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>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"> <li>▪ active promotion of joint work and provision of integrated multisectoral policy advice, in line with the updated UNAIDS Joint Programme division of labour;</li> <li>▪ 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;</li> <li>▪ joint implementation and reporting against a common set of UBRAF indicators; and</li> <li>▪ inclusive collaboration with national and international stakeholders, including government, communities and other partners, towards achieving common results to address the needs, priorities and challenges in the HIV response at country level.</li> </ul> <p>During the 2024-2025 biennium, UNAIDS coordinated 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.</p> <p>UNAIDS guidance on Joint UN Plans on AIDS is fully aligned with UN DCO guidance on joint programmes and UNSDCFs.</p>
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	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 recommendation.
<b>System wide results reporting</b>		
Does your entity systematically contribute to the annual UN Country Results Report on the implementation of the Cooperation Framework?	Yes	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. 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 the UN System-wide contribution to the SDGs through an agreed UN set of common indicators for the UNSDCFs. However, with increasingly reduced capacities and the closure or reprofiling of many UNAIDS country offices in 2025 and 2026, the overall reporting will reduce accordingly.
Does your entity ensure the systematic reporting of its results at the country level on the system-wide UN INFO platform?	Yes	UNAIDS remains committed to supporting the promotion and efficient and effective use of the UN INFO platform at country level. Recent years data show a steady increase in the percentage of UNAIDS offices contributing to UN INFO (over 90% in 2024). 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.
<b>Resident Coordinator System funding</b>		
Does your entity adhere to the UNSDG guidance on the 1% levy?	Yes	
Do the amounts contributed by your entity as part of the <b>1% levy</b> tally with the last available CEB estimates (also published annually as a funding annex at the ECOSOC OAS) of overall, tightly earmarked contributions?	Yes	
<b>Funding Compact</b>		
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	UNAIDS holds Structured Funding Dialogues. Previous Dialogues were convened in March 2024, November 2022 and November 2021 to discuss how to finance the

		<p>Joint Programme, how to achieve more results with less resources, and how to sustain the global HIV response.</p> <p>In December 2023, the PCB requested the UNAIDS Executive Director and the Committee of Cosponsoring Organizations to revisit the operating model of the Joint Programme in order to ensure that it remains sustainable, resilient and fit for purpose, taking into account the evolving context of the HIV epidemic and response, financial realities and risks, and the need to sustain progress towards the 2030 HIV targets and beyond. In response to this request, and in line with the Board's call for external expert facilitation and an inclusive, consultative processes, the Executive Director and the Chair of the Committee of Cosponsoring Organizations convened a High-Level Panel on a resilient and fit-for-purpose UNAIDS Joint Programme in 2024–2025. The Panel examined the future role, functions and operating model of the Joint Programme in a changing political, programmatic and resource environment, including the implications of different funding levels for what the United Nations can credibly deliver in support of the HIV response at global, regional and country levels. The Panel's forward-looking recommendations informed substantive deliberations by the PCB, culminating in the adoption of a revised operating model in June 2025. Through this process, the Board engaged in a structured and strategic dialogue that linked financing scenarios, prioritization choices and expected development results, consistent with QCPR principles on results-based management, accountability and system-wide coherence.</p> <p>High-Level Panel report: <a href="https://www.unaids.org/sites/default/files/2025-05/high-level-panel-resilient-fit-for-purpose-unaid-report_en.pdf">https://www.unaids.org/sites/default/files/2025-05/high-level-panel-resilient-fit-for-purpose-unaid-report_en.pdf</a></p> <p>Revised Operating Model: <a href="https://www.unaids.org/sites/default/files/2025-06/PCB56_Revised_Operating_Model_rev2.pdf">https://www.unaids.org/sites/default/files/2025-06/PCB56_Revised_Operating_Model_rev2.pdf</a></p>
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.
Recognizing the respective responsibilities of Resident Coordinators and UN Country Teams in that regard, 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	Yes	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'être, and UNAIDS's joint planning, implementation and reporting guidance, UNAIDS Country Directors actively promote joint work.

Compact (in particular, flexible and strategic-level funding and funding that supports and facilitates common results and joint activities)?		<p>The UNAIDS country envelope funding mechanism has been used to partly fund Joint UN Plans on AIDS – incentivising joint UN planning, implementation for results, and related reporting.</p> <p>The Country Director mobilises and leverages technical, financial and institutional resources for a fully financed and sustainable HIV response at country level, including funding that supports common results for the Joint Programme, where possible.</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.
<b>Joint Programmes</b>		
What % of your entity's programming expenditures consists of Joint Programmes? (As set out in the Joint Programme Guidance, "joint activities" referred to in the Funding Compact should be understood as Joint Programme.)		As a Joint Programme at global, regional and country levels, UNAIDS resources are jointly programmed, especially in countries through joint country envelopes funding.

## Annex 1. UNAIDS Funding Compact Progress Report

### UN Funding Compact—progress against entity-specific commitments UNAIDS 2025 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

This Annex sets out UNAIDS' 2025 progress against the seven entity-specific 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 sustainable development reform checklist, released December 2022, and reported on yearly through the QCPR 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

#### 2025 UNAIDS report

Area	System-wide reported baselines, progress, targets	UNAIDS progress
<p><b>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</b></p>		
<p><b>1. Increase the share of UN entity budgets funded by predictable core/unearmarked resources (Member States)</b></p>		
<p><b>% of UNDS entities indicating that at least 50% of their core contributions are part of multi-year commitments</b></p>	<p>Baseline: 29% (2023) Latest value: 37% (2023) Target: 100% (2027) (DESA survey to UNSDG entities)</p>	<p><b>Core contribution from governments:</b> Fraction of funds made available to the core contributions, as percentage of voluntary contributions from government agencies with ongoing agreements for two or more years:</p> <p><b>2025 data: 82%</b></p> <p><b>2024 data: 85%</b></p> <p><b>2023 data: 75%</b></p> <p><b>2022 data: 53%</b></p> <p><b>2021 data: 61%</b></p> <p><b>2020 data: 60%</b></p> <p><b>Non-core contributions:</b> Fraction of funds made available to non-core contributions, as percentage of voluntary contributions with ongoing agreements for two or more years:</p> <p><b>2025 data: 56%</b></p> <p><b>2024 data: 89%</b></p> <p><b>2023 data: 89%</b></p> <p><b>2022 data: 90%</b></p> <p><b>2021 data: 81%</b></p> <p><b>2020 data: 95%</b></p>

## II. Ensure visibility and recognition for all core & flexible contributions, and transparency of funding needs, budgets & expenditures against results

<b>% of relevant UNSDG entities that have developed robust guidance for visibility of core &amp; flexible contributors (including in line with common visibility standards, once developed)</b>	Baseline: TBD Target: 100% (2028) (DESA survey to entities)	<p><b>Yes</b></p> <p>UNAIDS promotes the visibility of core &amp; 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 <b>UNAIDS Results and Transparency Portal</b> 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>
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## 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

<b>% of non-core funding for development mobilized by UN entities from non Member State contributors</b>	Baseline: 34% (2022) Target: 45% (2027) (CEB data)	<p><b>Yes</b>, UNAIDS mobilized non-core funding for development from non Member State contributors and reported through the Financial Report.</p> <p>2025 amounted to USD 6,204,384 from contributors such as the Gates Foundation and others.</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

<b>% of UNSDG entities reporting annually to their governing body on implementation of the full checklist on UN development system reform</b>	Baseline: 0% (2023) Target: 100% (2028) (UNSDG)	<p><b>Yes</b></p> <p>UNAIDS has reported annually on the checklist on oversight of the implementation of the repositioning of the UN Development System since its launch in 2022. The checklist is included in the annual Conference Room Paper to the PCB on UNAIDS and the Quadrennial Comprehensive Policy Review (Table 1).</p>
<b>% of UNSDG entities for whom the RC has provided input into the performance review of their country representatives in all countries</b>	Baseline: TBD Target: 100% (2028) (UNSDG)	<p><b>Yes</b></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 2025, RCs provided inputs into the performance reviews for 66% of UNAIDS Country Directors, compared with approximately 75% in 2023/2024.</p>

### 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

<b>Efficiency gains reported by UNSDG entities, through entity-specific and joint initiatives, in the last year</b>	Baseline: \$405 million (2022) Target: \$620 million (2028) (UNSDG BIG)	<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, UNAIDS financial reporting and performance monitoring reporting. 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 of common services, common back offices, common premises).</p> <p>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).</p>
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#### INDICATORS TO TRACK MUTUAL FUNDING COMPACT IMPLEMENTATION, MONITORING & REPORTING

<b>% of relevant governing bodies of UN entities holding a funding dialogue in the last year on the basis of a tailored monitoring &amp; reporting framework</b>	Baseline: TBD Latest value: TBD Target: 100% (2028) (DESA Survey)	<p>UNAIDS management provides detailed reporting to the PCB on UNAIDS' funding situation at every June session. Between meetings, periodic updates are provided to the PCB Bureau and in constituency briefings.</p> <p>UNAIDS' most recent Structured Funding Dialogues were convened in March 2024, November 2022 and November 2021.</p> <p>In December 2023, the PCB requested the UNAIDS Executive Director and the Committee of Cosponsoring Organizations to revisit the Joint Programme's operating model to ensure it remains sustainable, resilient and fit for purpose. In response, a High-Level Panel was convened in 2024–2025 to examine the future role, functions and operating model of the Joint Programme in a changing context. Its recommendations informed PCB deliberations, culminating in the adoption of a revised operating model in June 2025.</p> <p>Through this process, the Board engaged in a structured and strategic dialogue that linked financing scenarios, prioritization choices and expected development results, consistent with QCPR principles on results-based management, accountability and system-wide coherence. See Table 1, section on "funding compact", for more details.</p>
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