

**REPORT ON PROGRESS IN THE  
IMPLEMENTATION OF THE  
UNAIDS JOINT PROGRAMME  
ACTION PLAN**

**STRATEGIC RESOURCE**

**MOBILIZATION PLAN 2018-2021**

This Plan responds to decision point 6.10 of the 40<sup>th</sup> UNAIDS Programme Coordinating Board Decision

*6.10. Requests the Executive Director and the CCO to report back on resource mobilization developments at the 41st PCB meeting, presenting a joint comprehensive resource mobilization plan for a fully-funded UBRAF;*

## ACRONYMS AND ABBREVIATIONS

AIDS	acquired immunodeficiency syndrome
CBO	community-based organization
CDC	(US) Centers for Disease Control and Prevention
GAVI	the Vaccine Alliance
Global Fund	Global Fund to Fight AIDS, Tuberculosis and Malaria
HIV	human immunodeficiency virus
MDG	Millennium Development Goal
NGO	nongovernmental organization
ODA	Overseas Development Assistance
OHCHR	Office of The United Nations High Commissioner For Human Rights
PCB	Programme Coordinating Board
PEPFAR	United States President's Emergency Plan for AIDS Relief
SDG	Sustainable Development Goal
SIDA	Swedish International Development Cooperation Agency
TB	Tuberculosis
TSF	(UNAIDS) Technical Support Facility
UBRAF	Unified Budget, Results and Accountability Framework
UN	United Nations
UNAIDS	UN Joint Programme on AIDS
USA	United States of America
USAID	United States Agency for International Development

### **Cosponsors**

ILO	International Labour Organization
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNODC	United Nations Office on Drugs and Crime
UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
WB	World Bank
WFP	World Food Programme
WHO	World Health Organization

## I. INTRODUCTION

1. Momentous changes are underway around the world. Global poverty levels are declining and life expectancy continues to increase. At the same time, there is growing inequality and insecurity, environmental disasters are increasingly common, insular nationalism is on the rise, and competing centres of power are active on the global stage. The world seems more unpredictable than at any point in the past half century.
2. In order to deal with these and the many other challenges, and to support achievement of the 2030 Agenda for Sustainable development, the United Nations (UN) development system is introducing systematic reforms. The UN Secretary-General is committed to ensuring a system that emphasizes leadership, accountability, collaboration, efficiency and impact. The Joint UN Programme on HIV/AIDS (UNAIDS) is an active participant and, in several respects, pioneer in those processes.

### Unfinished business

3. Within this context, the HIV response has made remarkable progress. The 2015 Joint United Nations Programme on HIV/AIDS (UNAIDS) report *How AIDS changed everything* documents the enormous impact the HIV response had on people's lives and livelihoods, on families, communities and economies in the Millennium Development Goals era. By 2016, for the first time ever, over half of all people living with HIV had access to life-saving treatment. HIV-related deaths have nearly halved since 2005, reflecting major progress towards reaching the 90–90–90 targets.
4. Exceptional investments and the extraordinary efforts of the AIDS movement have enabled national capacities and systems to be built across sectors, boosting health and social programmes, amplifying the voices of communities, improving governance and expanding the protection of people's rights. These vital assets are promoting wellbeing and healthy lives for all people at all ages, and they provide a foundation for broader progress towards the Sustainable Development Goals (SDGs).
5. However, much remains to be done. While nearly 21 million people living with HIV are on treatment, in 2016 1.8 million people were newly infected with HIV and stigma, discrimination and exclusion continue to fuel the AIDS epidemic. Despite striking progress, the world is a considerable way from reaching Fast-Track service coverage targets by 2020 and ending AIDS as a public health threat by 2030. Allowing the momentum of the past two decades to weaken will have enormous human, health and social implications.

### Joining the dots: finance to match ambitions

6. The SDG target to end AIDS by 2030 and the UNAIDS Programme Coordinating Board's (PCB) adoption of the UNAIDS 2016–2021 Strategy to Fast-Track reflects an unprecedented level of ambition in the global HIV response. However, the resources available for the response fell by 7% in 2016, following several years in which resource levels had changed little. This means that efforts to reach the US\$ 26 billion of investment needed by 2020 to make the Fast-Track targets a reality are off-track. Without more domestic investments and continued international investment, service coverage threatens to plateau and the momentum in reducing new HIV infections and HIV-related deaths may be lost.

7. When the UNAIDS Strategy was adopted, multi-stakeholder support was very strong, and the gaps and obstacles that awaited action were clear. Yet this strong forward momentum was put at risk when, a number of factors including the refugee crisis in 2015, resulted in several major donors reducing their contributions to the Joint Programme.<sup>1</sup> As a result, in 2016 less than 75% of the core UBRAF of US\$ 242 million was raised, straining the Joint Programme's ability to deliver on its Strategy. In a rapidly changing context and in response to the disconnect between the high ambitions and expectations vested in the HIV response, and the inadequate financing of the organization that guides both the global response and that of the UN system, UNAIDS refined its path towards renewal.

### **Reform for results**

8. Amid growing demands for the kind of multi-sectoral, multi-stakeholder approaches to health and development embodied by UNAIDS, the clear need for change provides the opportunity to reinforce the Joint Programme's role as an incubator of innovation within the UN system and to contribute to the UN Secretary-General's reform agenda. The Joint Programme has embraced the opportunity to transform—including in the area of resource mobilization.
9. Given the rapidly changing global context and informed by the findings of the Global Review Panel on the UNAIDS operating model, the Joint Programme is refining its approach to ending AIDS and reinforce its role as a pioneer in broader UN reform.
10. It was in that context that the PCB requested the Executive Director and the Committee of Cosponsoring Organizations to report back on resource mobilization developments at the 41<sup>st</sup> PCB meeting, and to present a joint comprehensive resource mobilization plan for a fully-funded Unified Budget, Results and Accountability Framework (UBRAF).
11. UNAIDS plays a key role as an advocate and mobilizer for a fully-funded global HIV response, including funding for civil society. The resource mobilization plan outlined here, however, concentrates on the specific areas of refinement and reform that will enable resources to be raised more effectively for a fully-funded UBRAF<sup>2</sup>

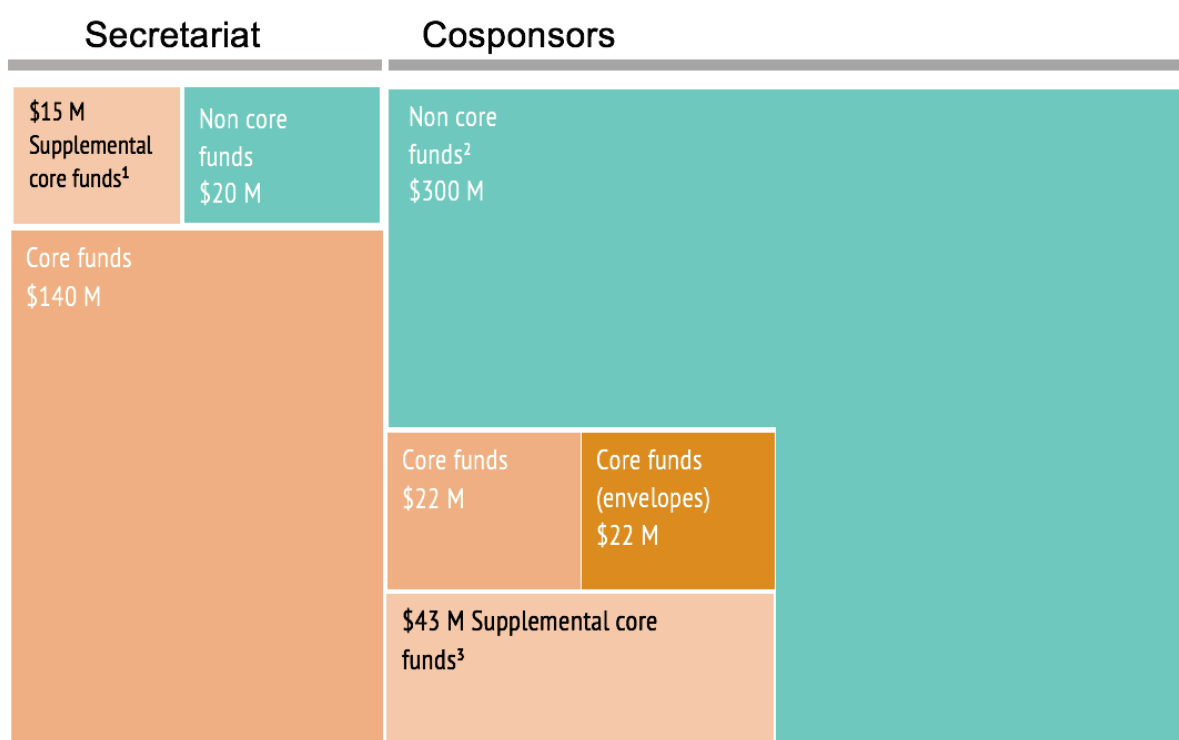
### Box 1. Alignment of UNAIDS with the Quadrennial Comprehensive Policy Review

QCPR	UNAIDS
Underscores that there is no “one size fits all” approach to development, and calls upon the United Nations development system to enhance its efforts, in a flexible, timely, coherent, coordinated and integrated manner.	UNAIDS is a joint programme of 11 UN agencies and the Secretariat that ECOSOC has repeatedly described as an example “of enhanced strategic coherence, coordination, results-based focus, inclusive governance and country-level impact, based on national contexts and priorities”.
Stresses that the governance architecture of the United Nations development system must be more efficient, transparent, accountable and responsive to Member States and able to enhance coordination, coherence, effectiveness and efficiency of the operational activities for development	UNAIDS has a unique governance model that includes Member States, UN Cosponsoring agencies and civil society. This inclusive governance model has been described by ECOSOC as a lesson learned for the UN system in the post-2015 era.
Further stresses the need to enhance system-wide coherence and efficiency, reduce duplication and build synergy across governing bodies of the entities of United Nations development system	The Committee of Cosponsoring Organizations facilitates the input of Cosponsors into the strategy, policies and operations of the Joint Programme. The ability of the CCO to ensure policy coherence between the UNAIDS Board and the boards of the Cosponsors is expected to be explored by the Global Review Panel.
Calls upon the entities of the UN development system to mainstream the Sustainable Development Goals in their strategic planning documents and their work at all levels.	UNAIDS 2016-2021 Strategy and UBRAF is aligned to the 2030 Agenda and organized in relation to its SDGs, focused on achieving SDG Target 3.3—ending the AIDS epidemic by 2030—as well as contributing to the achievement of broader health, development, human rights and gender outcomes of the SDGs.
Stresses that improvement of coordination and coherence at all levels of the UN development system should be undertaken in a manner that recognizes their respective mandates and roles and enhances the effective utilization of their resources and their unique expertise.	A formal division of labour recognizes Cosponsors’ mandates, roles, comparative advantage and strives to enhance effective utilization of resources.
Underscores the importance of results-based management, within and across entities and at all levels of the United Nations development system, as an essential element of accountability. Requests the United Nations funds, programmes and specialized agencies, as appropriate, that have not already done so to implement integrated results and resource frameworks aligned to their strategic plans in order to strengthen results-based budgeting.	UNAIDS’ UBRAF is a unique unified budget, work plan and results framework that includes the core and non-core resources of all 11 Cosponsors and the Secretariat. UNAIDS developed a more detailed and prioritized results framework for 2016-2021 that provides a complete results chain from inputs through to impact.
Notes the importance of the contribution of the United Nations development system with the aim of supporting government efforts to achieve the Sustainable Development Goals, based on full respect for human rights ... and stresses in this regard that all human rights are universal, indivisible interdependent and inter-related.	UNAIDS consistently amplifies the voice of marginalized communities and works to advance the broader health, development and human rights agendas in order to truly ensure that no one is left behind.
Calls upon all entities of the United Nations development system to continue to promote women’s empowerment and gender equality	UNAIDS Secretariat has a comprehensive Gender Action Plan with clear strategic areas of action and targets, coupled with demonstrable progress towards achieving these targets.
Encourages the United Nations development system to intensify its collaboration with results-oriented innovative national, regional and global partnerships	UNAIDS convenes transformative, inclusive partnerships to unite the UN system, governments, people living with HIV, civil society, the private sector, major financing institutions, academia, science, the media and influential public figures. These partnerships aim to bring about systemic change on critical drivers of the epidemic.
Urges the United Nations development system to mobilize multiple funding sources and deepen partnerships with other relevant stakeholders, with a view to diversifying potential sources of funding. Urges the entities of the United Nations development system to further explore innovative funding approaches to catalyse additional resources.	UNAIDS receives core contributions from a number of non-traditional donors, including seven African member states.

## II. THE UNAIDS STRATEGY AND THE UBRAF

12. The UN system, led by UNAIDS, plays a vital role in supporting countries' efforts to increase domestic funding for HIV responses, access international and private funds, make the money work and, vitally, transition towards sustainable financing arrangements that are country-led and country-owned.
13. UNAIDS also advocates for rapid adoption of technologies and service-delivery models that are proven to make HIV responses more efficient and effective, including through the engagement of civil society. Continued investment in UNAIDS' role is therefore of great importance for achieving global targets. The UNAIDS 2016–2021 strategy sets out the overall strategy and specific priorities for action,<sup>3</sup> while the UBRAF provides the framework for action to translate that strategy into results and detailed budgets and accountabilities.

**Figure 1. Revised resource allocation and mobilization model of the Joint Programme (per year)**



*1 Supplemental funds to strengthen political advocacy, strategic information and support to civil society.*

*2 Non-core funds are for the most part earmarked for very specific purposes and cannot easily replace more flexible core funds.*

*3 Supplemental funds raised through joint resource mobilization efforts.*

14. The Joint Programme relies on both core and non-core funds to carry out its work. Non-core funds represent additional funds that UNAIDS raises at country, regional and global levels as well as funds that Cosponsors mobilize internally. Funds raised by Cosponsors are essential for the full implementation of the UBRAF.
15. A fully-funded UBRAF would require only 2.5% of the current total of development assistance funding for the global HIV response, and less than 1.3% of the US\$ 19.1 billion that was available for the HIV response in low- and middle-income countries in 2016. The UBRAF has to be fully funded for the Joint Programme to remain fully functional, deliver on the UNAIDS 2016–2021 strategy and keep the world on-track to ending AIDS as a public health threat by 2030.

### III. THE CURRENT FUNDING MODEL

16. Resource mobilization for the core UBRAF has been the responsibility primarily of the UNAIDS Secretariat, under the leadership of the Executive Director. In addition, Cosponsors have developed institutional, thematic funding relationships which they manage directly. These non-core funds, which Cosponsors raise, are earmarked mostly for specific UBRAF outputs and cannot be transferred to other areas or be used to replace the more-flexible core funds.
17. A team of eight full-time equivalent staff members within the Secretariat have managed core UBRAF resource mobilization for the Joint Programme. This team focuses most of its efforts on the 33 governmental donors, which collectively contributed 95% of all core resources in 2016 (of whom 10 donors contributed 86%). The distribution of UNAIDS funding sources is comparable to a number of similar-sized, health-focused international organizations. Most UN agencies and the Global Fund show very similar dependence on governmental donors (e.g. for the Global Fund, 94% of the pledged funding for 2017-19 comes from government donors, with 86% coming from the top 10 donors).
18. UNAIDS Regional Support Teams have successfully mobilized significant supplementary and extrabudgetary<sup>4</sup> resources for regional programme initiatives on an *ad hoc* basis. Similarly, some UNAIDS Country Offices have raised funds locally from a mix of international donors, private sector and domestic sources. However, the majority of core UBRAF resources are mobilized at the global level.

#### **Joint resource mobilization for eastern and southern Africa**

The joint efforts of the UN Population Fund (UNFPA), the UN Children's Fund (UNICEF), the World Health Organization (WHO) and the UNAIDS Secretariat in eastern and southern Africa is helping strengthen integrated HIV and sexual and reproductive health and rights services, and sexual and gender-based violence services. Funded by the Swedish International Development Cooperation Agency (SIDA), the programme builds on the lessons from the previous SIDA-funded programme, and in 2017–2021 aims to support countries to:

- create an enabling legal and policy environment;
- scale up the provision of client-centred, quality-assured, integrated and sustainable services;
- empower all people—with a focus on adolescent girls, young people and key populations—to exercise their sexual and reproductive rights, adopt protective behaviours, and access quality integrated services in a timely manner; and
- share lessons from the implementation of the Joint UN regional programme to strengthen integrated HIV and sexual and reproductive health and rights services, and sexual and gender-based violence services for all people, in particular adolescent girls, youth and key populations in eastern and southern Africa.

This work contributes to SDG 3 and SDG 5, and is a good example of connected delivery on SDGs.

19. Starting in 2014, the UNAIDS Secretariat has held formal financing dialogues with donors. The mandate for these dialogues is set out in the UN General Assembly resolution on the Quadrennial Comprehensive Policy Review (67/226). The most recent dialogue took place in June 2016 and focused on funding for thematic priorities.



20. The Joint Programme has undertaken a series of initiatives since 2011 to grow and diversify funding from additional sources such as emerging governmental donors, corporate giving, foundations and individuals. A number of emerging donors made contributions to UNAIDS for the first time. These were relatively modest contributions and many of them were not repeated. New funding relationships were established with foundations and funds. However, a wider development of funding relationships with foundations, corporations and individuals is still at an early stage. In addition, a number of potentially important assets were developed, such as a legal entity for private fundraising in the United States,<sup>5</sup> as well as a capacity to accept donations through the UNAIDS website.
21. The Secretariat's recent realignment has strengthened the programmatic linkages for advocacy and enabling support to fundraising, while bringing a number of partnerships and fundraising support activities within one department. This new configuration responds to increasing calls from donors to transition from classic donor-recipient relationships to partnerships.

#### IV. DISRUPTION IN THE FUNDING LANDSCAPE

22. The existing funding model met the financial needs of UNAIDS effectively for more than a decade. Most recently, however, a series of changes in the Joint Programme's funding landscape, as well as in financing for the wider HIV response and global health generally, has led to the emergence and steady widening of a funding gap. A funding gap for the UBRAF seriously threatens UNAIDS' ability to deliver on its 2016–2021 Strategy.<sup>6</sup>
23. Between 2013 and 2016, funding for the Joint Programme declined. After a shortfall of US\$ 41 million in 2015, the approved UBRAF budget of US\$ 242 million for 2016 was underfunded by US\$ 62 million. A number of proactive steps were taken to address the shortfall. UNAIDS initiated a strategic recovery plan that highlighted key actions for increasing donor funding. Reserves from prior years were expended, programmes of work at country level were cancelled or deferred, core fund allocations to Cosponsors were significantly decreased, and decreased numbers and redeployed staff members as well as lowering costs and enhancing efficiency. The Secretariat also undertook a far-reaching realignment of its organizational structure and costs, strengthening its focus on Fast-Track countries and its capacity to support and grow multi-sectoral investment partnerships with donors, as well as strategically positioning it for delivering on the broader SDG agenda.
24. The decline in funding for the UBRAF, which has been overwhelmingly financed by government donors, occurred within the context of very low growth in overseas development assistance (ODA) (1.3% from 2011 to 2016)<sup>7 8</sup> combined with the unprecedented refugee crisis that resulted in several donors redirecting their ODA<sup>9</sup> Between 2014 and 2016, the amount of ODA allocated to in-donor refugee expenditures nearly trebled, rising by US\$ 9.6 billion.<sup>10</sup>
25. The timeframe of the Millennium Development Goals (MDGs), including Goal 6 ("have halted by 2015 and begun to reverse the spread of HIV/AIDS; and achieve, by 2010, universal access to treatment for HIV/AIDS for all those who need it") ended in 2015, removing a central axis for attracting funding for the HIV response. For a number of government donors, HIV is no longer a separate pillar of their ODA strategies. However, with 28 health related targets across 11 SDGs, this agenda demands unprecedented collaboration across sectors and institutions – a strength that UNAIDS can draw upon.

26. Between 2011 and 2016, development assistance for health rose very slowly (by about 1.4% per year).<sup>11</sup> However, development assistance for health going towards UN health-focused agencies declined by 0.4% per year, to US\$ 4.67 billion in 2016. During the same period, funding to the Global Fund and the Vaccine Alliance (GAVI) rose by over 7% per year, to reach US\$ 5.6 billion in 2016.<sup>12</sup>
27. While the HIV response remains the single health focus area receiving the greatest level of support, development assistance for HIV responses declined by 1.9% annually between 2011 and 2016.<sup>13</sup> At the same time, other health focus areas have seen sustained increases in development assistance for health funding. On an annual basis between 2011 and 2016, funding for newborn and child health, maternal health and other infectious diseases rose annually by 7.2%, 2.3% and 5.2% respectively.<sup>14</sup> In sum, the Joint Programme faces a far more crowded health agenda, with overall funding for health barely increasing and attention shifting away from the HIV response. However, this also presents an opportunity to leverage the unique position of UNAIDS and the global AIDS response as an integral part of achieving global health targets.
28. Funding for civil society appears to have been particularly affected. Civil society plays a crucial role in prevention, treatment, care and support, and in addressing stigma and discrimination, as well as being among the most effective advocates for sustaining the HIV response. The rapid scale up of treatment would have not been possible without community and civil society service delivery. Most of the larger national and international civil society organizations, as well as community-based organization (CBOs) in many countries, rely heavily on international donor funds. Reports from Africa, Asia, and the Middle East consistently highlight financial viability as a major risk, with donor funding declining significantly.<sup>15 16 17 18</sup> This is not only weakening the HIV response; it has long-term consequences for keeping global political and policy attention on ending AIDS.

### **Private sector funding**

29. Alongside these trends in ODA, overall net private grants for development have barely grown (0.5% per year between 2011 and 2016).<sup>19</sup> However, private sector support to international health has grown more than twice as fast as support from national treasuries (3% per year from 2011 to 2016), and now represents nearly 20% of all resources.<sup>20</sup> This growth has been driven largely by the Bill & Melinda Gates Foundation.<sup>21</sup> GAVI, the Global Fund, WHO, UNITAID and UNICEF are among the global health institutions receiving important contributions from the private sector.<sup>22</sup>
30. For a number of UN programmes and funds, individual giving has become a major and rapidly increasing source of funds, particularly for some of the implementing agencies. UNICEF raised nearly US\$ 1.5 billion from the private sector in 2016, of which over US\$ 650 million was from individual giving.<sup>23</sup> Similarly, UNHCR, which only began to seriously focus on private sector fundraising in 2010, raised over US\$ 350 million from corporations, foundations and individuals in 2016, of which over US\$ 232 million was from individual giving.<sup>24</sup> In both cases, increases in funding from private sources have stemmed from professionalized national fundraising operations that use face-to-face and low-cost digital outreach, as well as a direct-marketing approach tailored to the specific initiatives or activities individuals are asked to support.<sup>25 26</sup>
31. The growth of social media platforms and viral campaigns with sophisticated micro-targeting tools, such as those developed by Facebook, have dramatically lowered the costs and barriers to entry for building an individual giving donor base. These platforms enable tailored marketing, where a single message for all audiences is replaced by multiple micro-messages that are tailored as close as possible to each individual's interests, as revealed by their actions on the social media platform.

32. With regard to funding partnerships with specialized partners, pooled funding arrangements and multi-donor trust funds are promising mechanisms for additional resource mobilization. Such arrangements, which UNAIDS has yet to proactively tap into, are used increasingly for joint work at country level in line with UN reform and Agenda 2030.
33. By contrast, while a number of structured or innovative financing mechanisms for health have been introduced in recent years, including mechanisms to make funding or market guarantees available earlier, few genuinely new sources of funds have emerged. Several initiatives have basically involved a repackaging of existing resources. For example, the Japan International Cooperation Agency Loan Conversion for Polio used Bill & Melinda Gates Foundation polio funding to conditionally repay a Japanese loan for polio doses. The World Bank Investment Partnership for Polio used their funds (including from the Bill & Melinda Gates Foundation) to buy back International Development Association loans to successful polio programmes.
34. Longer term funding that is tied to health-related impact investment may offer opportunities to expand the flow of private resources further. Already, the African Investing for Impact barometer found in 2016 that over US\$ 30 billion was invested in private equity and asset management funds across Africa, with much of it meeting stringent definitions of impact investing.

## V. OVERVIEW OF THE 2018–2021 RESOURCE MOBILIZATION PLAN

35. UNAIDS Joint Resource Mobilization Plan aims to mobilize US\$ 242 million annually for 2018–2021 towards a fully-funded UBRAF. UNAIDS will also continue to advocate for a fully-funded HIV response and will support civil society efforts to mobilize additional funding for effective advocacy for the global HIV response.<sup>27</sup> The current plan focuses on three broad pillars that are built on strengthened joint resource mobilization and effective communications by the Joint Programme:

### Sustain, strengthen and engage government donor funding

36. Continued funding from the current donors will be critical for sustaining the Joint Programme. Efforts will focus on strengthening communications on the unique contributions and added value of UNAIDS and greater engagement of the PCB members, champions and high-level influencers to advocate for a fully-funded UBRAF. Existing donor-specific roadmaps will be enhanced, and additional roadmaps will be developed to better articulate specific areas for collaboration for the partnership. UNAIDS will also further strengthen communication of the results and impact of the Joint Programme and its contribution towards achieving the SDGs.
37. While efforts have been made to broaden the base of funding to the UBRAF, the Plan also focuses on a limited set of additional government donors where there is potential for increased funding to the UBRAF. These are either donors that are providing significant funding for the global HIV response yet have not funded UNAIDS significantly, or donors who are currently not engaged on AIDS but who have potential to scale investments in select areas of the HIV response. Efforts will focus on identifying the distinct areas of interest and developing specific investment cases (thematic and/or geographical) in line with the Fast-Track strategy and the SDG framework.

### Expand private sector funding

38. Private sector fundraising includes funding derived from corporations, foundations and individual giving. Private grants for development finance a significant share of operating expenses of major humanitarian and development institutions. Fundraising from the private sector has not previously been a resource mobilization priority for the Joint Programme: less than 1% of its budget is currently funded through the private sector. UNAIDS has identified private sector fundraising as a strategic growth opportunity and will align internal capacities and resources accordingly.

#### Leverage other partnerships and innovative financing

39. The Joint Programme receives additional funding from a range of partnerships with intergovernmental, health and development institutions, as well as pooled funding arrangements. The plan has identified a number of opportunities to increase funding modestly from these partnerships. In addition, the plan has identified several longer-term opportunities to generate new funding from innovative funding sources such as private impact investment, as well as innovative financing instruments such as a tourism levy. The Secretariat has already strengthened and focused capacity to support stronger partnerships, and will implement detailed partner roadmaps while developing new innovative funding streams.

#### **Sustain, strengthen and engage government donor funding**

40. Government donors provide 95% of the Joint Programme's funding at the moment. Under any foreseeable scenario, government donors will continue to form the bedrock of UNAIDS funding for at least the next five years. The resource mobilization approach is built on a clear segmentation of long-standing committed partners, partners for growth, and new and emerging potential partners.

#### Long-standing, committed government partners

41. Longstanding donors who provide the bulk of UNAIDS' funding have consistently demonstrated their commitment over many years. It is critically important to sustain this group of donors and to grow the partnership, including through the development of multiyear agreements where appropriate.
42. For each of these donors, the Joint Programme will continue to collaborate with civil society and other key influencers, including eminent personalities and celebrity supporters, to reach decision-makers in Parliaments and Ministries who can advocate for strong and stable financial support for UNAIDS. The calendar of advocacy events and the coordinated plan for collaboration are detailed in individual donor roadmaps.
43. Donor roadmaps have been developed in consultation with relevant stakeholders from respective countries and include areas of collaboration, partnership and results. An example of a roadmap template illustrating its main components is in Annex 1.
44. The Joint Programme will also increase the engagement of the Joint Teams at the country level with in-country donor partners to further streamline these partnership, as well as raise additional funds where possible. UNAIDS will invest in strengthening capacities of the Joint Teams, in close coordination with Headquarters, to engage with donors in country and to communicate results from the partnership.

#### Government partners for growth

45. This segment of current governmental donors includes major investors in the HIV response whose collective investment in UNAIDS of roughly US\$ 10 million in 2017 was well below their potential. For this group of donors, the resource mobilization mission is to grow core funding significantly with an aim to triple the collective contributions. Detailed analysis of each of these donors has identified the specific context for their current lower-than-potential commitments, along with clear roadmaps for increasing their contributions. Strengthened, donor-tailored articulation of UNAIDS' added value, results, key initiatives and investment proposals is especially crucial for this group of donors.
46. In parallel, a heightened advocacy effort involving Cosponsors, PCB members, UN leadership, champions, civil society, high-level influencers and partners needs to be mounted, donor by donor.

#### **MOPAN review of UNAIDS**

A group of 18 of UNAIDS' top donors published a report highlighting UNAIDS' unique value to the communities it serves and its partners and key stakeholders. The assessment, carried out by the Multilateral Organization Performance Assessment Network (MOPAN), which was set up to monitor the performance of multilateral development organizations at country level, found UNAIDS' use of strategic information, convening power and mutual accountability systems to be among its key strengths. UNAIDS was assessed on areas that include strategic and operational management and delivering results. The assessment identified a set of core areas in which UNAIDS scored the highest, including achievement of results, organizational and financial framework, relevance to partners, and results focus.

#### **PEPFAR and UNAIDS: An essential partnership for ending AIDS by 2030**

The long-standing collaboration between UNAIDS, the United States President's Emergency Plan for AIDS Relief (PEPFAR) and the Global Fund helps ensure that the world reaches its goals of saving lives, enhancing national and global health security, and increasing global burden-sharing.

PEPFAR has invested over US\$ 70 billion in the global AIDS response since 2003 which has resulted in a significant impact, both in terms of protecting lives and reducing future needs. As the world economy grows, countries increasingly are stepping up their own investments in responding to HIV.

The US Government provides an annual contribution of US\$45 million towards UBRAF Core funding.

47. The PCB has played a key leadership role in shaping the global AIDS agenda as well as in advocating for a fully funded AIDS response. PCB Members can also play a major role in advocacy with their peers (particularly those with limited current funding to UNAIDS) to highlight the need for a fully-funded UBRAF to lead and sustain the global HIV response. It will also be important for UNAIDS to further strengthen its communications on UNAIDS' added value in the global HIV response and its contributions for making Global Fund investments work at country level. While most implementer countries recognize the critical role that UNAIDS plays in supporting national HIV responses, there has not been a coordinated effort with the Global Fund to highlight this important role, particularly with donor governments who invest in the Global Fund while providing little funding to

UNAIDS. Therefore, at the 40<sup>th</sup> PCB in July 2017 agreed within the UNAIDS Action plan that “a meeting between the chairs and vice chairs of the PCB and the Global Fund Board will be convened to chart a way forward on proportional financing, including identifying opportunities to hold action-oriented discussions at the respective boards”.

“UNAIDS provides valuable support to the Global Fund and the broader HIV response to foster a country-driven, cohesive and inclusive Global Fund grant cycle.”

*Independent Evaluation of the Partnership between UNAIDS & the Global Fund—Final Report. UNAIDS/PCB (40)/CRP3, 2017.*

#### New and emerging potential government partners

48. In addition, the Joint Programme will focus on a number of emerging government donors (some of whom have already contributed to UNAIDS), as well as potential new donors that have assessed as having higher potential in the medium to longer term. For this group of donors, the resource mobilization mission is to begin or continue building a funding relationship for core funds, where possible, and supplementary funds for in-region or in-country use.

#### **Priority actions: Sustain, strengthen and engage government donor funding**

- Further develop, enhance and implement donor roadmaps for the 35 government donors identified across segments, including maintaining up-to-date intelligence on donor trends, priorities etc. for use across the Joint Programme (for existing donors).
- Ensure availability of budget for development of timely and high-quality investment proposals.
- Strengthen outreach to donor countries and develop agreed priorities and partnership agendas.
- Donor visits and advocacy organized jointly by the Secretariat, Cosponsors, PCB Board leadership, Member States and other partners (e.g. Global Fund) to advocate with key influencers and policy makers, including parliamentarians, civil society, private sector.
- Encourage engagement of PCB leadership and Board Members to advocate with peers on need for a fully-funded Joint Programme.
- Facilitate exchanges with key implementer country (political, civil society and others) to advocate with donor partners on the value added by the Joint Programme.
- Develop and implement joint and targeted communications strategies to highlight value added and clear contributions of the Joint Programme across all communication channels, including through donor profiles on the website, “impact stories” from the field on specific themes and priorities etc.
- Implement recommendations of donor reviews as appropriate and/or strengthen areas identified in them.
- Provide further guidance, capacity building and support for UNAIDS country-level resource mobilization efforts.
- Support the development and review of funding proposals, including the development of the Investment Book.

- Strengthen financing dialogues and significantly raise their profile.
- Develop targeted advocacy for countries (including the European Commission) that are engaged in the global HIV response but do not adequately finance the Joint Programme.
- Identify non-health funding streams that are relevant (e.g. gender, human rights etc.), and explore targeted fundraising along those streams.

### **Expand private sector funding**

49. The HIV epidemic and broader SDG agenda require a cross-sector, multi-stakeholder response that includes governments, civil society and the private sector. Private sector fundraising is typically segmented into individual giving, corporate giving and foundations.
50. Given that this is an area where the Secretariat has made limited investments up to now, this plan places significant emphasis on strengthening private sector fundraising. It provides additional rationale and detailed actions in this section.

#### Individual giving

51. In 2016, individuals gave an estimated US\$ 500 billion across the world to a wide range of causes, including religion, art, the humanities, environment, health and international affairs.<sup>28</sup> Individual giving includes large donations by high-net-worth individuals, as well as millions of small donations by individuals across. In absolute dollar terms, the United States of America (USA) accounts for more than 60% of all individual giving globally.
52. Large donations from high-net-worth individuals account for a smaller part of individual giving. This type of donation can be even more management intensive than corporate and foundation giving, since these donors tend to require ongoing engagement and significant reporting. UNICEF and UNHCR raise 5–7% of their overall individual giving from large donations.<sup>29 30</sup> Large donations from high-net-worth individuals are less predictable and sustainable than small-scale individual giving, and often are more tightly earmarked. This will most likely remain a niche source of funding, tied to annual events, rather than an area of intense focus for the Joint Programme.
53. Small-scale individual giving is the single biggest opportunity to strengthen the UNAIDS funding model. It is made up of small donations from individual donors who are reached through face-to-face fundraising, online outreach, and direct marketing using different media. Acquiring individual givers has an upfront cost that varies based on the market and the acquisition approach, as well as on the fundraising objectives. A high proportion of individual givers can become regular pledge donors if sustained through outreach. At UNHCR for example, 63% of all small individual givers are recurring. Monthly giving by these individuals is an un-earmarked donation which donors provide through an automatic transfer from their bank account or credit card. UNICEF has 4.5 million regular pledge small donors,<sup>25</sup> while UNHCR has 1 million.<sup>26</sup> The monthly average donation per individual donor may be small (US\$ 20 at UNHCR), but the impact of this un-earmarked and predictable funding can be substantial.
54. The timeframe for building a successful individual giving operation has been significantly compressed in the digital era. Whereas in the pre-digital era it may have taken 20 years to raise US\$ 100 million a year from individual giving, UNHCR achieved it in five years.<sup>31</sup> The World Food Programme has had notable success in fundraising through online

giving with limited investment, having raised some US\$ 20 million since starting in 2015, of which US\$ 11.6 million was raised in 2016.

55. UNAIDS will focus on building up its capacity for the lowest cost approach to individual giving via online donations, while recognizing that sustaining such donors requires outreach.
56. The framing of this approach has benefitted from the advice of highly experienced external advisors to the leading private sector fundraising operations worldwide, and will be subject to further detailed market analysis, due diligence and business planning. It recommends establishing a limited number of country-specific legal entities that are able to solicit such donations. UNAIDS has already established such a legal entity in the USA, which continues to be the largest market for individual giving.

#### Corporate giving

57. Corporate giving, including through funds or foundations solely funded by a single corporation, are a relatively small part of development assistance to health (US\$ 691 million in 2016) and a very small part of development assistance to HIV (US\$ 86 million in 2016). Funders Concerned About AIDS, a US-based organization that tracks grant level contributions to the HIV response, identifies 15 corporates that provide over US\$ 100 000 to the HIV response. Other sources identify a further 15 or so corporates that are making substantial grants to HIV globally. The Joint Programme has established relationships with a handful of corporates and over the past 3 years has received modest funding from 2 corporate funds, with a further important contribution in the pipeline. WHO, as a benchmark, raised over US\$ 51 million from more than 30 corporations and corporate funds in 2016.
58. Manufacturers of pharmaceuticals, diagnostics and medical equipment, as well as insurance, technology and private healthcare service providers have an important role to play in achieving SDG3, which among other health and wellbeing-related targets aspires to end the AIDS epidemic by 2030. The opportunity for UNAIDS is threefold: catalyse more and larger-scale business engagement; ensure it is aligned with the efforts of government, civil society and other companies and; enable it to have greater impact.
59. The Resource Mobilization Plan focuses in the immediate future on an established short list of high potential corporate targets, based on detailed corporate screening. Following due diligence, corporate funding and strategic engagement will be solicited for clear and measurable thematic initiatives with compelling returns on investment and visibility for the corporate donor. In addition, efforts will be made to leverage companies to draw on their expertise, including innovative solutions and technologies.

#### Foundations

60. Partnering with foundations with an international reach offers both strong potential for closing the current resource gap and an opportunity to leverage assets such as technical expertise and convening power to advance the global HIV response.
61. Foundations, including the Bill & Melinda Gates Foundation, major contributors to development assistance to health (US\$ 5.7 billion in 2016) and HIV (US\$ 581 million in 2016).<sup>32</sup> Funders Concerned About AIDS has identified 105 foundations that donated more than US\$ 100 000 to the HIV response in 2016. The Joint Programme has established relationships with a small percentage of these foundations, and over the past three years it has received modest funding from six foundations.



62. As with corporates, this Resource Mobilization Plan focuses in the immediate future on an established short list of high-potential foundations, based on a detailed screening. Clear objectives have been set for each foundation on the short list. Funding from foundations will be solicited for clear and measurable thematic initiatives, based on proposals developed by the Joint Programme with a particular emphasis on innovation and results for individuals (people living with HIV, women and girls, young people, etc). Opportunities will be created to involve foundations in UNAIDS' work, deepening their engagement in the achievement of shared objectives at country, regional and global levels.

#### **Priority actions: Expand private sector funding**

- Develop a detailed business plan with market assessments and appropriate due diligence for fundraising from corporations, foundations and individuals, prioritizing lower-cost digital fundraising.
- Work with the established UNAIDS legal entity (503 C1) in the USA to develop a business plan with the primary aim of raising funds from individuals, foundations and corporates.
- Partner with / establish additional national fundraising legal entities in at least 4 countries by 2020.
- Develop a central operational plan to provide support to the national partners/entities, with a focus on management and staff, finance and financial flows, facilities, tools, donor acquisition and retention through campaigns, movements and events.
- Put in place central communications support capacity and linkages to countries to enable a continuous flow of fundraising themes and country stories.
- Build into the new UNAIDS website (and eventually also into tailored national websites derived from the central site) donation links, email address opt-ins, and invitations to click on fundraising themes that are linked to highlights of the work of the Joint Programme including the HIV-related work of Cosponsors.
- Immediately focus on expanding funding from a shortlist of key corporate and foundation partners.
- Identify a larger set of additional corporations and foundations to partner with across the Joint Programme, and devise clear engagement strategies.
- Develop policy guidelines for due diligence and to avoid potential conflicts of interest for engaging with corporates.
- Build capabilities and capacities within UNAIDS, particularly at country level, for working with corporates through the development of a business engagement guide and accompanying tools, business cases for industry sectors, workshops etc.
- Develop and implement an outreach plan for advocating the roles, responsibilities and opportunities for the private sector to contribute to UNAIDS, financially and otherwise, in relation to SDG 3.
- Develop and maintain a calendar of events and milestones for fundraising purposes.

#### **Leverage other partnerships and innovative financing**

### Other partnerships and sources

63. The Joint Programme has well-established relationships with several regional development banks and funds (the African Development Bank, the Asian Development Bank, the OPEC Fund for International Development, Islamic Development Bank) that have provided modest supplementary funding to the Joint Programme in previous years. There are opportunities to grow these relationships, based on tailored thematic investments, particularly when linked to the SDG framework and regional initiatives.
64. As a financial mechanism, the Global Fund draws on the contribution of UNAIDS to ensure that the programmes it finances are effectively developed and delivered. The results of the independent evaluation of the Global Fund-UNAIDS partnership are demonstrating the transformative force of the partnership and joint work at the country level. While the Joint Programme provides substantial support to the Global Fund,<sup>33</sup> there is need for a fully funded and functional AIDS ecosystem, including a robust Joint Programme.
65. The Global Fund does provide substantial funds to certain Cosponsors (as Principal Recipients for specific grants, or for technical assistance). The Global Review Panel recommended further strengthening of the relationship<sup>34</sup> between the Global Fund and the Joint Programme, including financing of the Joint Programme. The Global Fund and UNAIDS Secretariats need to build on current collaboration and identify further opportunities for strategic engagement. The Memorandum of Understanding between UNAIDS and the Global fund, currently under development, provides an opportunity for defining the specific areas of collaboration.

## **UNAIDS and the Global Fund**

Established in 2002 as an innovative financing instrument, the Global Fund was designed to be “leaner, faster and more business oriented”, with a focus on moving funding quickly to countries and communities. At the time, there was a general view that lack of funding rather than technical barriers was the key obstacle to scaling-up prevention and treatment programmes for AIDS, tuberculosis and malaria. Existing aid mechanisms were seen to be too slow-moving and ill-equipped to rapidly scale up funding. At its inception, the intention was for the Global Fund to rely on the partnership model, whereby technical partners, including WHO and UNAIDS, would continue to provide strategic and technical guidance to countries while the Global Fund focused on disbursing funds.

However, rapid growth in funding over the initial years resulted in an imbalance of the overall partnership architecture. Funding to countries grew rapidly, as did the Global Fund Secretariat. Technical partners, while expected to respond to the rapidly rising demands for technical assistance to make the money work, were not proportionally financed to meet the growing demand. By way of illustration, the Global Fund in 2005 disbursed approximately US\$ 457 million in HIV-related grants, an amount that grew to nearly US\$ 1.5 billion in 2016. The core UBRAF in 2005 stood at US\$ 133 million and grew modestly to US\$ 180 million in 2016. Similarly, the overall funding for the HIV response has also grown significantly over that same period, as has the epidemic itself.

These trends resulted in significant pressure on the technical partners to continue to provide credible support to countries to make the Global Fund mechanisms work for maximum impact. Technical partners focus a significant proportion of their technical and programme resources at global and country level, which is of vital use to the Global Fund in numerous respects, including:

- prioritizing its investments (e.g. strategic information and drivers of the epidemic, including investment cases);
- setting strategic policy directions (e.g. the Political Declaration on Ending AIDS, guidelines on testing and treatment, and the 90-90-90 framework);
- building and strengthening partnerships (e.g. ensuring key partners, including civil society, are involved at country level through the Country Coordinating Mechanisms);
- driving integration of health services;
- measuring impact (e.g. quality of services and impact on the epidemic); and
- preparing for transition and sustainability (e.g. advocating for domestic financing, developing country sustainability and transition plans).

Some of the donors to the Global Fund have recognized this, and provide specific funding for technical assistance to support Global Fund grants. Yet many of the funders of the Global Fund do not adequately recognize or proportionately finance those fundamentally important roles.

An adequately funded Joint Programme will be essential in many countries, especially for ensuring that countries achieve a well-managed transition to country ownership and sustainability.

66. The European Commission provides major funding to the Global Fund, but not to the Joint Programme. This is a high-potential opportunity, which can be seized with a clear strategy.
67. UN mechanisms, such as pooled funding arrangements and multi-donor trust funds provided modest levels of funding to the Joint Programme in 2016. As these arrangements are growing in importance, it would be of strategic importance to put in place an active information-sharing network in New York, as well as at country level in order to more proactively seek these funds.

#### **Making the money work: UNAIDS technical support for Global Fund grants**

Linked to US Government support to the Global Fund, UNAIDS receives supplementary funding from the US President's Emergency Plan for AIDS Relief (PEPFAR) for technical support. This funding supports the UNAIDS Technical Support Facilities (TSFs), which deliver a major share of technical support, in terms of both dollars and assignments, to HIV responses in countries. UNAIDS TSFs have been highly responsive vehicles, rapidly putting high-quality consultants in the field—typically within 18–25 days. Compared with other technical support providers, the TSFs have served the broadest array of countries and the widest range of client-types, and they are closest to providing full-cycle coverage (from understanding epidemics and responses to sustaining and transitioning responses). Collectively, the TSFs supported the delivery of demand-driven technical support across 70 countries in 2015.

Consultants engaged through UNAIDS TSFs serve a wide range of clients, from government Ministries and Departments, national AIDS coordinating bodies, Global Fund grantees and Country Coordinating Mechanisms to civil society organizations, CBOs, intergovernmental organizations and international NGOs.

The TSFs' roster of predominantly local and regional expertise is an added value and a comparative advantage *vis à vis* other technical support providers. Given the diversity of political, social and cultural contexts in which country HIV responses are implemented, awareness, sensitivity and knowledge about local specificities is vital. Hence the importance and relevance of locally or regionally-sourced expertise. In western and central Africa more than 90% of the experts are from the region, while this figure is over 75% in eastern and southern Africa and over 80% in Asia. The quality of the technical support provided by the TSFs is closely monitored and reviewed through regular evaluations and reporting.

#### Innovative financing

68. The Secretariat is exploring avenues to increase funding for the Joint Programme through innovative sources of funding. Much of the resource mobilization effort in this area is still at the exploratory stage. By their nature, these instruments tend to be complex to put in place and it can take some time before they deliver on their potential.
69. The Secretariat has begun exploring an opportunity to benefit from a tourism levy which would be imposed at the source, similar in concept to the Airline Solidarity Tax. It is also working, at a more advanced stage, with a private equity firm to develop an Impact Investment Fund for Africa on a partnership basis, with a specific focus on HIV and health-related enterprises. A technical and sponsorship relationship with such a fund potentially could yield a significant regular flow of funds to the Joint Programme.

70. A further opportunity that is being explored is to work with the African Development Bank to replicate its successful Green Bond programme for climate investments. The adaptation would be a “Red Bond” programme to finance health insurance, universal health care schemes and human resources for health training programmes, with a small proportion of the placement fees going to UNAIDS in return for technical support.
71. In addition, the Secretariat continues to explore and pursue cause-related product marketing, such as raising funds by selling a specific product, with the net proceeds earmarked for HIV programmes, both with Product (RED) and independently.

### **Innovative finance**

“Innovative finance” is a term used to refer to various mechanisms, instruments and sources of funds. The Global Fund and GAVI, for example, have been described as innovative financing mechanisms, even though they are overwhelmingly financed from traditional sources, such as governments and foundations. The Advanced Market Commitments–Pneumococcal Pilot and the Japan International Cooperation Agency ODA Loan Conversion for Polio are examples of innovative financing instruments that rely on traditional government donors and the Bill & Melinda Gates Foundation for financing. Product (RED) is an example of an innovative source of funds, in this case the retail sale of products to consumers, while the Children’s Investment Fund Foundation draws its funds from hedge fund earnings.

Between 2002 and 2015, some US\$ 8.9 billion in development assistance for health (2.3% of the total) was mobilized through 10 innovative financing instruments. Of that amount, 85% was financed from traditional sources, such as government revenues and foundation endowments, through advanced funding commitments, loan and debt conversions, and matching funds. A further 15% came from innovative sources of funds. The funds generated by innovative financing instruments were channelled mostly through GAVI and the Global Fund. Vaccination programmes received the largest amount of funding (US\$ 2.6 billion), followed by HIV (US\$ 1,080.7 million) and malaria (US\$ 1,028.9 million).<sup>a</sup>

The Airline Solidarity Levy and the proposed European Financial Transactions Tax have attracted a great deal of attention as innovative instruments. In reality, neither of these instruments are particularly new, with the Airline Solidarity Levy tracing its origins to medieval road tolls and the Financial Transactions Tax akin to stamp duty from the late 1600s. The Airline Solidarity Levy has been implemented in France, Chile, Cameroon, Congo, Madagascar, Mali, Mauritius, Niger, and the Republic of Korea. Financial Transactions Taxes have been implemented in one form or another in dozens of countries, though not yet across the European Union, despite proposals to do so. In France, the leading proponent of both these mechanisms, all proceeds from the Airline Solidarity Levy and slightly less half of the proceeds from the Financial Transactions Tax were allocated by Parliament in 2016 to a Fund for Solidarity for Development. It in turn allocated the funds to 12 initiatives and organizations, including the Global Fund, GAVI and UNITAID. As with other development assistance, these funds are allocated annually by Parliament.<sup>b</sup>

A more recent and potentially promising innovative funding source is related to the development of Impact Investment Funds, based on private capital. Impact investments are defined as investments that are intended to have a measurable social and environmental benefit alongside financial returns. Impact investment is a rapidly growing and promising approach toward “responsible investment”, and is contributing to the implementation of the SDGs, as well as to the funding of socially desirable and

environment-friendly enterprises. The Global Impact Investing Network reported that 99 investors committed US\$ 8 billion in assets to impact investments in 2012. By 2017, 209 investors reported approximately US\$ 114 billion in impact assets, a figure which serves as the best available “floor” for the size of the global impact investing market.<sup>c</sup> The African Investing for Impact barometer provides a snapshot of the growing impact investment market and the strategies that are being used by professional fund managers in western, eastern and southern Africa. The 2016 Barometer found that over US\$ 30 billion was invested in the region, using a strict definition of impact investment.

<sup>a</sup> Innovative financing instruments for global health 2002–15: a systematic analysis; Rifat Atun, Sachin Silva, Felicia M Knaul; Lancet Global Health. 2017;5:e720–26 .

<sup>b</sup> Projet de loi de finances pour 2017: Aide publique au développement; Rapport général n° 140 (2016–2017) de Mme Fabienne KELLER et M. Yvon COLLIN, fait au nom de la commission des finances, déposé le 24 novembre 2016.

<sup>c</sup> 2017 Annual Impact Investor Survey. The Global Impact Investing Network; May 2017

#### Priority actions: Leverage other partnerships and innovative financing

- MoU with Global Fund on strategic areas of cooperation
- Explore partnerships with other key partners including UNITAID, regional development banks, OFID etc.
- Put in place networked information-sharing mechanism in New York and the field to identify and use opportunities to raise funds through country-level pooled funding, including multi-donor trust funds.
- Explore opportunities for engaging with regional banks on HIV/health bonds to support transition funding.
- Explore opportunities for innovative financing instruments, such as Impact Investments, that can yield a funding stream for UNAIDS.
- Explore opportunity on a travel levy with one or two countries.

## VI. STRENGTHENED JOINT RESOURCE MOBILIZATION

72. A rapid and successful implementation of this Plan, including a strengthened approach to government donors as well as expanding and diversifying the donor base, can deliver a fully-funded UBRAF. UNAIDS uses several mechanisms and tools to support its resource mobilization efforts, and they will need to be reviewed and strengthened.

- Joint Programme Resource Mobilization Working Group: The UNAIDS working group for resource mobilization, which consists of Secretariat and Cosponsor members, played a key role in the development of this plan and will refine joint advocacy and communications activities, as well as other aspects of implementing the joint Resource Mobilization Plan, including innovations.

- *Investment Book*: The Resource Mobilization Working Group will identify and develop key priorities for fundraising based on the UBRAF, and it will develop an Investment Book. The Investment Book will describe areas where opportunities are available for partnership/donor investment, including articulating the impact such investments could have on progress towards the SDGs. The Investment Book will be a dynamic tool and will include investment opportunities at the global, regional and country levels, and will also be presented thematically around areas of interest to specific donors, identified in the individual donor roadmaps.
- *Online funding platform*: Building on the Investment Book, UNAIDS will develop an online funding platform to raise funds from individual donors. The platform will collate the HIV work of all Cosponsors in a single online donation portal that will provide options for individuals to donate to specific themes or organizations, and to specific regions or countries. Such a platform will not only consolidate the Joint Programme's communications efforts, but also bring significant efficiencies for online fundraising.
- *Financing dialogue*: The UNAIDS Financing Dialogue was launched in 2014 and has served as a platform for communicating UNAIDS' added value and linking to direct discussions of financing needs. A reinvigorated and higher profile financing dialogue will be developed, with participants invited from an expanded base of donors and major partners, including from the private sector and foundations. PCB members will lead efforts to convene the dialogue, placing much greater emphasis on funding commitments.
- *Country-level fundraising*: A more detailed resource mobilization strategy as well as guidelines for countries will be developed to link resource mobilization at country level with the Joint Programme's work planning process. In addition to strengthening staff skills and organizational culture on resource mobilization, simplified internal processes and the development of a strong support mechanism for Country Offices will be put in place to raise funds for the Joint Programme from government donors and the private sector, as well as from multi-donor trust funds.
- *Financial and reporting systems*: Mechanisms for receiving and distributing funds will be reviewed to assess their potential to direct funds more easily to Joint Teams at country level for thematic work. Their potential to receive smaller donations through simpler and quicker processes will also be assessed, along with their potential to raise funds from individuals and receive funding with specific reporting requirements from foundations.
- *Joint communications*: Communication is central to any resource mobilization effort. The Joint Programme must market itself effectively, making and tailoring a compelling case for its value-added to each potential stakeholder. Improved joint communications will include:
  - Regular joint strategic briefings by the Secretariat and Cosponsors to missions in Geneva and New York on results achieved and progress made in major thematic areas;
  - Regular written updates that are shared with missions and government focal points following the thematic briefings;
  - Leveraging the UNAIDS website and social media strategically for joint communications on results by Secretariat and Cosponsors;
  - Production of regular e-newsletters to keep donors informed about the latest developments at UNAIDS and about progress in the HIV response and its linkages to the SDGs; and

- Regular updates on progress made in resource mobilization that are presented to the PCB under the standing UBRAF agenda item.

#### **Priority actions: Strengthen joint resource mobilization**

- Revitalize the Joint Resource Mobilization Working Group.
- Develop specific priorities for areas of joint fundraising.
- Develop calendar of joint advocacy visits, communications to donors.
- Develop the Investment book as a tool for joint resource mobilization.
- Report on progress of the Joint Resource Mobilization Working Group to the CCO annually and ensure Principals have a clear role on advocating for UNAIDS fundraising during donor engagements.
- Communicate success and undertake periodic reviews.

### **VII. STRENGTHEN PERCEPTIONS TO BUILD THE BRAND**

73. Success in the new funding landscape requires that UNAIDS demonstrates and communicates clearly to donors and investors how its work differs from that of other actors, the value it adds, and how its work supports donor and investor strategies and objectives. This will be a top priority for operationalizing the Joint Resource Mobilization Plan.
74. Being seen as different or special is a precondition for being selected for investment. Differentiating UNAIDS as a unique, multisectoral partnership that leads the HIV response and that paves a path towards the SDGs is an important starting point. Consistently describing the Joint Programme's mission is indispensable for building a brand that people recognize, understand and wish to invest in.
75. Advocacy and resource mobilization for the HIV response, and the tracking and reporting of progress against global targets, are among the core functions of the Joint Programme. UNAIDS also occupies a unique place among efforts to ensure that civil society partners (including community and grassroots organizations led by people living with HIV and other key populations, women, young people and faith-based actors) play central roles in designing, implementing and monitoring HIV responses. At the same time, Cosponsors perform irreplaceable roles in developing the norms and standards and providing the technical guidance that validates and speeds up adoption of innovations in science and technology.
76. It is important to articulate compellingly the Joint Programme's added value as both the hub of the HIV response and a vital implementation partner with multisectoral capabilities and the capacity to drive and support policy change at country level. Strengthening the narrative contributions from each Cosponsor to better highlight and articulate their role in the Joint Programme is also essential.
77. It is also essential to convey the impact that a weakened Joint Programme will have on efforts to reach the SDG targets. Greater efforts to incorporate the UNAIDS brand within

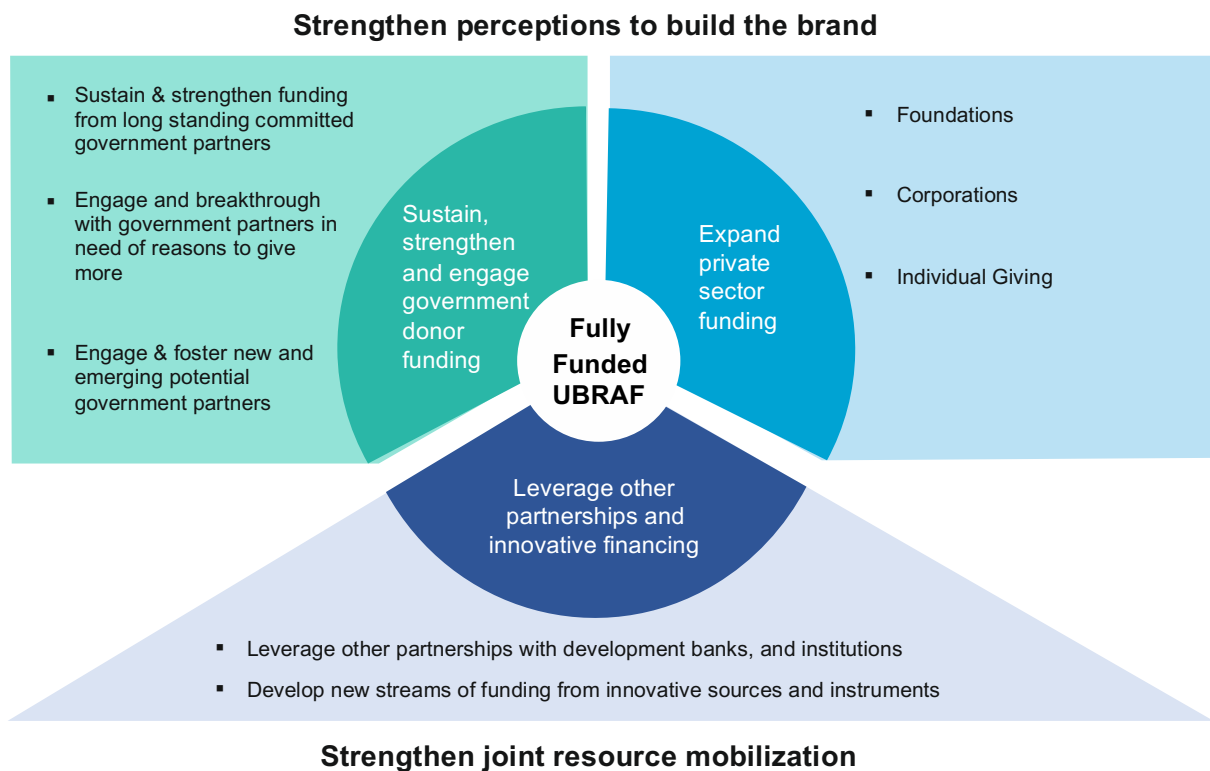


major UNAIDS initiatives, including a strong and consistent message that clearly articulates its role and added value, would support efforts to mobilize core resources.

78. The Communications and Global Advocacy Department of the Secretariat is central to these efforts. It becomes easier for donors and investors to provide funding if UNAIDS presents its strategies, initiatives and investment proposals as compelling narratives that contextualize the Joint Programme’s work and that highlight the overlap between its work, the broader objectives of donors and investors, and the SDG priorities. One priority will be to maintain a generic Investment Book of funding proposal outlines that are tied to key initiatives and that can be tailored in a modular manner.

79. Effectively leveraging the forthcoming revised UNAIDS website, the investment portal, and social media to strengthen perceptions and underpin resource mobilization will be a focus in the implementation of this Plan.

**Figure 2. Overview of the 2018-21 Resource Mobilization Plan**



## VIII. ROLES AND RESPONSIBILITIES

80. The UNAIDS Programme Partnership and Fundraising Department will coordinate and play a lead role in the implementation of the Resource Mobilization Plan.
81. The Joint Resource Mobilisation Working Group will develop detailed annual action plans for joint resource mobilisation including joint donor visits, development of proposals etc.
82. The PCB leadership can play a key role in supporting effective implementation of the Plan, including by calling on PCB Members to:
  - Advocate with countries in their constituencies and beyond to increase their financial contribution to UNAIDS for both UBRAF core and non-core funds;
  - Champion the work of the Joint Programme at country level and advocate the value of funding it in-country to parliamentarians, government officials and civil society organizations;
  - Play a supporting role in financing dialogues and similar mechanisms managed by the Cosponsors and Secretariat for both core and non-core fundraising purposes; and
  - Advocate for resource mobilization for HIV and the Joint Programme at Cosponsor Board Meetings and other fora.

## IX. CONCLUSIONS

83. The Joint Programme plays a vital role in the global HIV response. Its work will be central for ensuring that global investments towards ending the AIDS epidemic have the necessary impact. UNAIDS will need to further strengthen its partnerships with current donors, as well as expand the donor base towards a fully-funded UBRAF. The changing funding landscape and moves towards increased domestic funding for the HIV response will require an able and effective Joint Programme that can manage transitions and that can document and report on progress, gaps and accountability.
84. This plan sets out key actions for broadening the funding base of the Joint Programme and strengthening the resources that are needed to deliver a fully-funded UBRAF. An area which the plan does not fully explore involves the potential funding arrangements for the Joint Programme in relation to the Global Fund. This will be developed further, based on the outcomes of discussions between the Board Chairs of the Global Fund and the PCB.
85. The PCB will be updated on implementation of the plan and progress made, via regular UBRAF reporting.

[End of document]

## ANNEX 1. UNAIDS DONOR ROADMAP TEMPLATE

**Fundraising target:** (amount)

### **Situation analysis**

*Political context:* Date of last and next elections; election outcomes and predictions; major political forces; and key political developments.

*Policy context:* Including overview of development policy and its main components; changes or developments in policy; and expected shifts in direction.

#### *Funding trends*

- Overview of funding to UNAIDS and donor ranking,
- Overview of country's ODA over 5+ years,
- Funding for health and to the Global Fund,
- Reasons/context affecting funding trends,
- Main actors in development cooperation,
- How ODA is structured and the decision-making opportunities in the budget process.

*Budget cycle:* Dates of country's financial year.

### **Government's strategic priorities for development, and UNAIDS entry points**

- Government's regional and thematic priorities.

### **UNAIDS entry points**

- Connection points with UNAIDS priorities, programmes and focus countries/regions, etc.

### **Notable comments on UNAIDS' partnership with the country**

- Links to relevant policy documents and reviews,
- Background on recent meetings and agreements.

### **Action plan**

*Key messages:* Tailored key messaging and value proposition to use with country in light of priorities and context.

*Entry points:* Potential entry points for engagement in the year ahead, including key meetings, political processes, intergovernmental/international platforms, and thematic cooperation.

*Challenges:* Anticipated or known challenges for engagement.

*Proposed actions:* List of key actions with a timeline.

*Key influencers:* Details of key people to support engagement, including government officials, civil society, parliamentarians, business leaders and celebrities.

## REFERENCES

<sup>1</sup> This was primarily due to shifting of ODA budgets to address the refugee crisis and was not due to lack of commitment to the HIV response or UNAIDS

<sup>2</sup> This plan focuses only on the funding for UBRAF. However, UNAIDS proposes to work with civil society on the development of a separate roadmap for civil society funding. UNAIDS also plays a key role in advocating for a fully-funded HIV response including a fully-funded Global Fund.

<sup>3</sup> UNAIDS 2016–2021 Strategy: On the Fast-Track to end AIDS. Geneva: UNAIDS; 2015

([http://www.unaids.org/sites/default/files/media\\_asset/20151027\\_UNAIDS\\_PCB37\\_15\\_18\\_EN\\_rev1.pdf](http://www.unaids.org/sites/default/files/media_asset/20151027_UNAIDS_PCB37_15_18_EN_rev1.pdf)).

<sup>4</sup> Extrabudgetary resources are comprised of in-kind and in-service contributions as well as pass-through funding administered by UNAIDS for the benefit of third parties such as civil society, for example.

<sup>5</sup> Registered as a non-profit organisation under Section 501(c) (3) of the US Federal law.

<sup>6</sup> Stabilization of the Joint Programme in light of the Budget Shortfall: Impact and Implications on the Implementation of the UNAIDS 2016-2021 Strategy

[http://www.unaids.org/sites/default/files/media\\_asset/20161123\\_UNAIDS\\_PCB39\\_UBRAF\\_Update-interim-DP721-PCB38\\_EN.pdf](http://www.unaids.org/sites/default/files/media_asset/20161123_UNAIDS_PCB39_UBRAF_Update-interim-DP721-PCB38_EN.pdf)

<sup>7</sup> OECD 2016 DAC reporting.

<sup>8</sup> OECD: Development finance of countries beyond the DAC (<http://www.oecd.org/development/stats/non-dac-reporting.htm>).

<sup>9</sup> <http://www.oecd.org/dac/financing-sustainable-development/In-donor-refugee-costs-in-ODA.pdf>

<sup>10</sup> OECD 2016 DAC reporting.

<sup>11</sup> Financing Global Health Database. Seattle: Institute for Health Metrics and Evaluation; 2017.

<sup>12</sup> Financing Global Health Database. Seattle: Institute for Health Metrics and Evaluation; 2017.

<sup>13</sup> Financing Global Health Database. Seattle: Institute for Health Metrics and Evaluation; 2017.

<sup>14</sup> Financing Global Health Database. Seattle: Institute for Health Metrics and Evaluation; 2017.

<sup>15</sup> South African Civil Society and the AIDS Response: PREFACE; SANAC; <http://sanac.org.za/2017/05/15/south-african-civil-society-and-the-aids-response-preface/>

<sup>16</sup> The 2014/2015 Civil Society Organization Sustainability Index for the Middle East and North Africa, USAID.

<sup>17</sup> The 2015 CSO Sustainability Index For Sub-Saharan Africa, USAID.

<sup>18</sup> The 2015 CSO Sustainability Index For Asia, USAID.

<sup>19</sup> OECD private grants reporting, OECD.

<sup>20</sup> Financing Global Health Database. Seattle: Institute for Health Metrics and Evaluation; 2017.

<sup>21</sup> Financing Global Health Database. Seattle: Institute for Health Metrics and Evaluation; 2017.

<sup>22</sup> The private sector comprises private corporations, households and non-profit institutions serving households. This includes private foundations, non-government organisations and the for-profit private sector (OECD definition).

<sup>23</sup> Private Fundraising and Partnerships: financial report for the year ended 31 December 2016 United Nations Children's Fund, Executive Board, Second regular session 2017.

<sup>24</sup> Private Sector Fundraising and Partnerships, UNHCR, Executive Committee of the High Commissioner's Programme, Standing Committee 67th meeting, 13 September 2016.

<sup>25</sup> Private Sector Fundraising and Partnerships, UNHCR, Executive Committee of the High Commissioner's Programme, Standing Committee 67th meeting, 13 September 2016.

<sup>26</sup> UNICEF USA <https://www.unicefusa.org/>

<sup>27</sup> This plan focuses only on funding for the UBRAF, which includes the UNAIDS funding for civil society. However, UNAIDS proposes to work closely with civil society to support development of a separate roadmap for broader civil society funding.

<sup>28</sup> Composite estimate based on data from The Giving Institute, UBS philanthropy profiles by region, UNDP philanthropy reports, and Dahlberg Sizing the Field.

<sup>29</sup> Private Fundraising and Partnerships: financial report for the year ended 31 December 2016. United Nations Children's Fund, Executive Board, Second regular session 2017.

<sup>30</sup> Private Sector Fundraising and Partnerships, UNHCR, Executive Committee of the High Commissioner's Programme, Standing Committee 67th meeting, 13 September 2016.

<sup>31</sup> UNHCR Global Report 2016.

<sup>32</sup> Financing Global Health Database. Seattle: Institute for Health Metrics and Evaluation; 2017.

<sup>33</sup> Survey of UNAIDS Country Coordinators indicates that between 40-70% of staff time in country offices are spent on directly supporting countries receiving Global Fund investments.

<sup>34</sup> See separate section on the Global Fund.