



UNAIDS PCB BUREAU MEETING

DATE: Wednesday, 23 April 2025

TIME: 14:00–17:00 (CET)

VENUE: Hybrid (in person at UNAIDS building and virtually on Zoom)

PARTICIPANTS

Brazil: Representing the PCB Chair: H.E. Mrs Cecilia Kiku Ishitani, Ambassador, Deputy Permanent Representative, Permanent Mission of Brazil in Geneva; Ms Débora Antônia Lobato Cândido, Second Secretary, Permanent Mission of Brazil in Geneva; Ms. Rafaela Seixas Fontes, Deputy Head of the Division of Global Health, Ministry of Foreign Affairs; Ms. Talita Antônio, International Advisor of the HIV/Aids, Tuberculosis, Viral Hepatitis and STIs Department.

Netherlands: Representing the PCB Vice-Chair: Ms Zina Olshanka, First Secretary, Permanent Mission of the Kingdom of the Netherlands in Geneva; Ms Carolien van Embden Andres, Senior Policy Officer, Ministry of Foreign Affairs.

Kenya: Representing the PCB Rapporteur: Dr Douglas Bosire, Country support, National Syndemic Diseases Control Council, Ministry of Health.

Representing the PCB NGO Delegation: Mr Xavier Biggs, Monitoring & Evaluation Manager, Jamaica AIDS Support for Life; Ms Amanita Calderon-Cifuentes, HIV research and advocacy officer, Trans Europe & Central Asia (TGEU).

ILO: Representing the Committee of Cosponsoring Organizations: Mr Kofi Amekudzi, Senior Technical Specialist, ILO Programme on HIV/AIDS, International Labour Organization (ILO).

UNAIDS Secretariat: Mr Mahesh Mahalingam, Chief of Staff; Mr Morten Ussing, Director Governance; Ms Samia Lounnas, Senior Governance Advisor; Ms Adriana Hewson, Governance Officer; Ms Saliha Ozdemir, Governance Assistant; Ms Maya Salama, Governance Officer; Ms Ajwah Nazir Malak, Governance Intern; Mr Unyime Enobong Eno, Governance Intern.

MEETING AGENDA

- 1. Update on the preparations for the upcoming 56th PCB meeting (24–26 June 2025, Geneva, Switzerland):** *The Bureau will receive brief updates on the agenda items at the upcoming PCB meeting.*
- 2. Any other business**

Summary of the Meeting

The PCB Chair welcomed the Bureau members to the second PCB Bureau meeting to prepare for the 56th PCB meeting, scheduled for 24–26 June 2025. The Chair recalled that the Bureau members had received the draft agenda and background documents in advance of the meeting.

1. Update on the preparations for the upcoming 56th PCB meeting (24–26 June 2025, Geneva, Switzerland)

The relevant UNAIDS Secretariat focal points provided the updates on the preparation of agenda items as follows:

Agenda item 1.2: Report of the 55th PCB meeting

The Secretariat provided the update as follows:

- The report of the previous meeting is a summary of the presentations and discussions held at the 55th PCB meeting from 10–12 December 2024, in Nairobi, Kenya. It was cleared by the PCB Bureau and posted online on 16 April 2025 in accordance with the Modus Operandi.
- As a reminder, this report includes a summary of all interventions made in plenary, as well as written statements submitted through the secure platform, as agreed in the intersessional paper on modalities for the 55th PCB meeting.
- The PCB is invited to adopt the report of the 55th PCB meeting.

The Bureau thanked the Secretariat for the update.

Agenda items 1.3 & 2: Report of the Executive Director and Leadership in the AIDS response

The Secretariat provided the update as follows:

- It is expected that the Executive Director will address the latest developments, achievements and challenges in the AIDS response since the last PCB meeting in December 2024. The report will also link the ongoing processes on the revision of the Joint Programme operating model, Secretariat restructuring, and the development of the next Global AIDS Strategy 2026–2031.
- As is practice, an outline of the Executive Director's report will be posted one week in advance of the PCB meeting. The full report of the Executive Director will be posted following delivery at the 56th PCB meeting.
- Responding to a question from Bureau members, the Secretariat clarified that the discussion and decisions on the revised operating model will be held under the dedicated agenda item.
- For the Leadership in the AIDS response agenda item, the Executive Director invites one or more high-level speakers to provide a different perspective on the AIDS response. The Executive Director is currently in the process of selecting the topic and speaker(s).

The Bureau thanked the Secretariat for the update and highlighted the importance of the report of the Executive Director for providing high-level reflections and shaping discussions at the PCB meeting. Bureau members looked forward to the announcement of the topic and speaker(s) for the Leadership in the AIDS response agenda item.

Agenda item 1.4: Report by the CCO

The ILO, Chair of the Committee of Cosponsoring Organizations for 2025, provided the update as follows:

- In initial consultation with Cosponsors, there are six areas the report will focus on:
 - Addressing the broader global context — multilateralism, UN reform, and their impact on the HIV response.
 - Considerations on the revised operating model for the Joint Programme.
 - Reflections on both the process and content of the Global AIDS Strategy 2026-2031, considering shifting geopolitical realities.
 - Cosponsors work highlights, with an emphasis on sustainability, transition, and prevention — key themes emerging from the High-Level Panel process.
 - Observations on institutional adaptability and implications for the HIV response.
 - Reflection on transition for the Joint Programme

The Bureau thanked the CCO Chair for the update and looked forward to the report that would set the tone for subsequent discussions. The Bureau noted the importance of clarity, focus, and strategic alignment in the CCO report.

Agenda item 3: Follow-up to the thematic segment from the 55th PCB meeting

The Secretariat provided the following update:

- The report is a summary of the discussions and presentations from the thematic segment at the 55th PCB meeting on "Addressing inequalities in children and adolescents to end AIDS by 2030".
- The report is drafted by an independent report writer and submitted to the PCB Bureau for review and clearance. It is accompanied by proposed draft decision points developed jointly by the Secretariat technical and Governance teams based on the PCB thematic segment discussions and the key recommendations in the background note, supplemented by comments received from Bureau members. The summary report, including the draft decisions, is expected to be cleared by the PCB Chair and the Bureau before they are posted on the PCB website.
- The PCB Bureau received the draft report and proposed decision points on 16 April 2025 as part of the background materials for this meeting. Written comments from Bureau members were considered and included in the report that was circulated.
- They focus on the following key messages to bring the HIV response to the forefront and scale up its impact:
 - Enhance the understanding of the HIV epidemic among children, adolescents and pregnant people by strengthening data collection and data use.

- Improve, through working with community-based organizations, the availability of quality data that highlights demographic and population groups most likely to be missed by elimination of vertical transmission services as well as analyses that identify the epidemiologic sources of continuing paediatric infections.
- Include, through working with community-based organizations, children and pregnant and breastfeeding women as priority populations for data disaggregation in global epidemic update monitoring.
- Identify, treat, and retain in treatment children and adolescents living with HIV.
- Provide decentralized, holistic respectful, and integrated health services for pregnant and breast-feeding women, children and adolescents.
- Support communities to lead.
- Inclusion of community-based organizations in the design, conduct and monitoring of programs, with appropriate recognition and resourcing by governments and funders.
- Increase investments targeted at the response to AIDS in children and adolescents.

Bureau members expressed strong appreciation for the quality of the report and affirmed that the summary and proposed decision points reflected the discussions at the 55th PCB meeting well. The Chair would circulate the updated summary report, taking the Bureau's input into account, for clearance before posting on the PCB website.

Agenda item 4.1: 2022-2026 UBRAF Performance Monitoring Reporting

The UNAIDS Secretariat provided the following update:

- The 2022-2026 Performance Monitoring Report (PMR) is a jointly developed multisectoral results package of four complementary documents that ensure holistic and granular reporting of Joint Programme collective and individual results at global, regional and country levels including a quality assurance review by senior management.
- The PMR consists of four reports:
 - Executive summary
 - Result report
 - Results by region
 - Results by organization
- The PMR also includes two conference room papers:
 - PMR Indicator Scorecard
 - Quadrennial Comprehensive Policy Review (QCPR) and Funding Compact
 - As per the 2023 PCB Bureau recommendation, this paper includes the report on the checklist on the implementation of the reform of the UN Development System recommended by the UN Deputy Secretary-General, in her capacity as Chair of the UN Sustainable Development Group (UNSDG) to be included under the UBRAF agenda item.
- Key messages:
 - In the context of multiple global crises, the Joint Programme has led further progress in the implementation of the Global AIDS Strategy. Thanks to this, an

increasing number of countries are closer to reaching the global AIDS targets. However, major gaps remain as shown by the mid-term review of the Global AIDS Strategy and progress must not be cause for complacency.

- Developed jointly by UNAIDS Secretariat and all Cosponsors, the UNAIDS 2024 Performance Monitoring Report will capture the collective results, at all levels, of the Joint Programme in support of countries and communities, through country support combined with global public goods, for the implementation of the Global AIDS Strategy 2021–2026.
- Budget implementation details will be highlighted throughout the performance monitoring reports, especially in the executive summary.
- The report is being drafted with ongoing data validation. It is expected to show continued good performance toward the set milestones for 2025 for most indicators (except a few) showing 'strong value for money', despite the challenging global context and the UBRAF funding shortfall. It will show that the Joint Programme has applied further financial, programmatic and geographical prioritization while reaching higher level of efficiencies as [presented to the December 2023 PCB](#).
- However, it will also highlight negative impacts of the Joint Programme's funding shortfall and the increasing risk of inability to sustain important work and gains achieved over the last few years.
- UNAIDS will continue to encourage donor governments to make renewed commitments and early disbursement to close the widening funding gap.

The Bureau thanked the Secretariat for the update and noted that they looked forward to the performance monitoring reports for 2024. Bureau members emphasized that the performance monitoring reports showcase the collective results of the Joint Programme (Secretariat and Cosponsors).

Agenda item 4.2: 2022-2026 UBRAF financial reporting 2024-2025

The UNAIDS Secretariat provided the update as follows:

- There are two components to the UBRAF financial reporting:
 - Financial Report 2024
 - Interim Financial Management Update 2025
- Key messages (2024):
 - US\$ 149 million core contributions received for the financial year ended 31 December 2024.
 - Non-core contributions for the financial year ended 31 December 2024:
 - US\$ 81.8 million was received towards Secretariat non-core;
 - US\$ 63.3 million (86%) of these non-core funds were from the US Government (USAID and CDC).
 - Based on the 2024 funding agreements with the US Government, the UNAIDS Secretariat is in contact with USAID to secure the payment of outstanding balances for 2024 fiscal year of the United States (US\$ 47.5 million core and US\$ 20.3 million non-core contribution).
 - The net fund balance as of 31 December 2024 was US\$ 109 million, presupposing payment of outstanding balances from the United States (2023 – US\$ 93 million).

- The outlook for 2025 is bleak due to funding challenges:
 - UNAIDS's largest donor, the US Government/USAID, issued a notice in February 2025 stating they are terminating their agreement with UNAIDS with immediate effect.
 - In 2024, US\$ 50 million was pledged from the US Government in core funds (US\$ 47.5 still to be paid).
 - The 2025 contribution of the United States is at risk due to the US Government termination notice.
 - Other donors have reduced their financial support to UNAIDS.
 - The previously planned US\$ 30 million allocation to Cosponsors in 2025 is not feasible with current resource availability.
 - A downward adjustment of core contribution allocations to Cosponsors would be necessary.

Responding to Bureau members, the Secretariat clarified that reimbursements from the US will not support new activities, as they represent payment for past expenditures already incurred, in accordance with the funding frameworks of the US Government.

Responding to Bureau members, the Secretariat noted that resources are provided to Cosponsors based on the allocations in the PCB-approved budget and workplan and resource availability. The Secretariat confirmed that the disparity in the UBRAF resources availed for Cosponsors was based on timing. Some Cosponsors received full payments before the funding crisis escalated; others were delayed due to unavailability of funds.

The Bureau thanked the Secretariat for the update on the financial reports and UNAIDS funding situation. Bureau members expressed their appreciation for the Secretariat's transparency amid difficult financial conditions and encouraged continued dialogue with key donors. Bureau members emphasized the importance of receiving a consolidated forecast of expected 2025 contributions, especially in light of discussions on the Joint Programme operating model and future planning.

Agenda item 4.3: Update on the process and timeline for the 2026 Workplan and Budget

The UNAIDS Secretariat provided the update as follows:

- As earlier discussed with the PCB Bureau, for coherence and transparency across various parallel but complementary processes, such as the High-Level Panel, the development of the next Global AIDS Strategy, and the UNAIDS Secretariat restructuring caused by uncertainty about future funding — it will be critical to have these discussions in the PCB in June before presenting the 2026 Workplan and Budget for the Board's approval.
- The UBRAF Workplan and Budget for 2026 will be a one-year transitional one within the framework of the current UBRAF 2022-2026. While it is expected that it will follow the same overall UBRAF results and budget structure with further prioritization, it will be informed by:
 - Findings of Mid-Term Review of the Global AIDS Strategy 2021-2026 presented in December 2024 to best respond to the most important needs and initial alignment

to the extent possible with the main directions of the next Global AIDS Strategy as per the outline submitted to the June 2025 PCB and related PCB decisions;

- Integrate as much as possible the PCB decisions on the new operating model for 2026 (depending on the granularity and timeline for their implementation).
- While the reporting and performance monitoring indicators for the transitional year of 2026 would remain similar as under the UBRAF 2022-2026, the 2026 Workplan & Budget will also include some suggestions for the overall 2026 Performance Monitoring Report and revision, including dropping of selected UBRAF indicators and related targets by 2026 for de-prioritized areas of work due to the evolving HIV epidemic, response and landscape.
- For the Joint Programme to be fully operational from January 2026 (i.e. updated systems, more detailed planning), the approval by the PCB of the new 2026 Workplan and Budget should not be later than in the first half of October. Building on past experience, a half-day, fully virtual Special Session of the PCB would be sufficient and allow for full participation.
- The next 'UBRAF or equivalent' for 2027-2031 is expected to be submitted to the June 2026 PCB. Building on past experience and as per the past PCB decision, an external working group by the UNAIDS Executive Director to guide and support its development will be established by September 2025. The Terms of Reference and call for suggestions for expert nomination for this working group are expected to be shared in July 2025.
- Responding to Bureau members, the Secretariat explained that the working group is a strategic advisory body, as defined in the modus operandi, composed of experts in planning, monitoring, and evaluation. It was requested by PCB members and successfully used in previous UBRAF processes.

The Bureau thanked the Secretariat for the update on the timeline for the 2026 Workplan and Budget.

Agenda item 5: Annotated outline of the next Global AIDS Strategy 2026-2031

The Secretariat provided the update as follows:

- The preparations for the annotated outline of the next Global AIDS Strategy are on track with a multi-stakeholder consultation on Monday 28 April and Tuesday 29 April 2025.
 - The objectives of the multi-stakeholder consultation are to:
 - Receive inputs and reflections on how the new financial and geopolitical environments of the AIDS response need to be reflected in the next Global AIDS Strategy;
 - Share and review the emerging priorities shaping the annotated outline of the new Global AIDS Strategy, grounded in realities from communities, countries, and the latest evidence;
 - Ensure the perspectives of people living with and affected by HIV, governments, civil society, and others are front and centre in shaping a strategy that reflects lived experience and local needs;
 - Engage PCB members and other stakeholders in critical conversations with a view to refining the strategic direction and ensure the final Strategy is bold, focused, and fit for purpose.

- The agenda (Annex 1) includes sessions on leadership, partnership, and advocacy; services and access to treatment and prevention; societal enablers and community resilience; systems and sustainable financing.
- Key messages for the development of the next Global AIDS Strategy 2021-2026:
 - We are at a critical time in the AIDS response.
 - The recent funding crisis has been a wake-up call for all stakeholders.
 - UNAIDS has been tasked to lead the development of this new Strategy that will serve as a road map for the world.
 - The next Global AIDS Strategy will need to centre on what is most urgent, most impactful and what are the most feasible actions to end AIDS as a public health threat by 2030. It will need to centre on what is required for people living with HIV and for people affected by HIV to live long and healthy lives.
 - The time has come to form a new Global Compact for a sustainable response to HIV to end AIDS as a public health threat that includes all stakeholders.
- Consultation process to date has included:
 - A global online survey with over 5000 responses.
 - Regional and thematic consultations.
 - Opportunities for stakeholders to submit written contributions.
- Next steps:
 - Incorporating feedback received from the April multi-stakeholder consultation.
 - Publishing a proposed annotated outline for the next Global AIDS Strategy 2026-2031 by 25 May 2025.
 - Launching the Global AIDS Update in July 2025.
 - Finalizing the full strategy in the second half of 2025, with adoption expected in December.

Bureau members welcomed the collaborative and inclusive approach to the development of the next strategy and expressed their appreciation to the Secretariat and Cosponsors for their leadership in developing the next Global AIDS Strategy. Bureau members looked forward to the multi-stakeholder consultation scheduled for 28-29 April.

Agenda item 6: Report on the recommendations for revisions to the Joint Programme Operating Model

The Secretariat provided the update as follows:

- The High-Level Panel is Co-chaired by Erika Castellanos, Executive Director of GATE (Global Action for Trans Equality), Dr. John Nkengasong, U.S. Global AIDS Coordinator, Senior Bureau Official for Global Health Security and Diplomacy, and H.E. Dr. Cleopa Kilonzo Mailu, former Cabinet Secretary for Health and former Permanent Representative of Kenya to the United Nations in Geneva.
- The final meeting of the High-Level Panel took place the week of 21 April 2025, during which the Co-chairs presented the draft recommendations for review by Panel members and associated resource persons. Cosponsors were invited to submit written comments on the draft recommendations. The meeting was described as constructive, with suggestions to sharpen and improve the recommendations. There was strong appreciation for the work of the Co-chairs and the writing team.

- The final report of the Co-chairs was to be completed and shared with High-Level Panel members and co-conveners by the end of April. The co-conveners are actively planning how to frame key questions for the CCO meeting and align on a unified way forward.
- Next steps:
 - Early May: Co-chairs submit final report. The UNAIDS Secretariat and Cosponsors will begin preparing a joint report to the PCB on the revised operating model, which will incorporate the recommendations of the High-Level Panel.
 - 9 May: CCO meeting in Copenhagen – opportunity to get strategic guidance from Cosponsors.
 - 15 May: Missions' briefing – opportunity for PCB stakeholders to provide feedback on the proposed new operating model.
 - 13-18 June: PCB pre-meeting sessions.
 - 24-26 June: 56th PCB meeting – PCB consideration of the report on the recommendations for revisions to the operating model.

Bureau members reaffirmed support for the High-Level Panel process and commended co-conveners for their leadership. Bureau members emphasized the importance of preserving UNAIDS' gains, aligning outcomes with country needs, and domestic accountability and financing in defining a sustainable HIV response.

Agenda item 7: Update on strategic human resources management issues

The Secretariat provided the update as follows:

- This agenda item provides an update on activities related to strategic human resources management undertaken by the UNAIDS Secretariat during the reporting period, from April 2024 to March 2025. Focused on staff wellbeing and strengthening leadership and management skills to embody cultural transformation, the report covers major organizational change processes (i.e. alignment, culture transformation, ways of working, and modernization of the organization), integrated with regular work carried out by the People Management Department.
- The report is structured around reporting back on the implementation of the 2023-2026 People Management Strategy.
- Three conference room papers will accompany the update on strategic human resources management issues:
 - People of UNAIDS (workforce composition as of 31 December 2024)
 - Administrative Review Statistical Overview for 2024
 - Corrective administrative actions, including disciplinary measures imposed in 2024
- Key messages:
 - **Continued progress on the pillars of the UNAIDS 2023-2026 People Management Strategy, including culture transformation, modernization of the organization and duty of care.** These pillars seek to put staff alongside the communities we serve at the centre of the priorities, properly supported to face one of the most challenging environments for the HIV global response in more than 40 years of the pandemic. This report will be the second under the 2023-2026 People Management Strategy.

- **Staff development and support during changing times.** In 2024, the People Management Department focused on nine key initiatives to create a supportive and dynamic environment where every staff member can thrive: gathering real time feedback to address staff needs via the pulse survey; investing in staff learning and development; cultivating strong leaders through targeted programming; fostering collaboration and shared learning across staff through the UCD network and learning communities; providing guidance and resources for career growth and realignment; strengthening the culture of delivering with clear performance expectations and support; recognizing service; developing talent; and providing mental health and staff wellbeing support. During this period of considerable upheaval and stress for staff, UNAIDS has expanded support for counselling opportunities.
- **Organizational Preparedness:** In 2024, UNAIDS faced a funding crisis that has only accelerated in 2025. In preparation, a recruitment freeze was instituted to preserve and utilize existing resources. Waivers were provided where necessary. To oversee this process and ensure that UNAIDS continues to best serve people affected by and living with HIV, a Recruitment Committee has been convened to closely review selection processes and vacant position with an aim to reduce UNAIDS' financial liabilities through detailed recommendations to the Executive Committee. To support UNAIDS' mission, new contract modalities have been opened to increase efficiencies, ensure timely project delivery, and to ensure that consultants are employed to maximum effectiveness.
- **Restructuring:** Though the update covers the period from April 2024–March 2025, the update to the PCB will provide additional details, where possible, on the human resources aspects of ongoing organizational response and operationalization of the anticipated restructuring. These efforts will also be discussed in greater detail in other reports to the PCB.

Responding to Bureau members, the Secretariat informed that a communication would be shared shortly on the next steps for the restructuring process. The Secretariat noted the importance of aligning these discussions with ongoing work related to the High-Level Panel.

The Bureau thanked the Secretariat for this update and emphasized the importance of human resources to the Joint Programme's mission. Bureau members highlighted the importance of the Secretariat holding a specific briefing on the restructuring process.

Agenda item 8: Statement by the UNAIDS Secretariat Staff Association (USSA)

The Chair of the UNAIDS Secretariat Staff Association (USSA) provided the update as follows:

- Restructuring remains the most pressing concern for UNAIDS staff, and the situation is evolving. The Chair of the USSA requested permission for the Association to revise or expand its statement as developments unfold.
- Key messages from the USSA included:
 - A call for greater transparency in the Secretariat restructuring process and for meaningful consultation with staff, particularly at the country level. USSA noted that consultations so far have largely taken place at the top level, with limited engagement of national and professional staff.

- A request for the full report of the consultancy firm (Accenture) to be shared with staff, including the methodologies and criteria used in decision-making—rather than only summaries.
- An appeal for increased resourcing of USSA to protect staff interests and allow for regular consultation with the restructuring team.
- A strong request that UNAIDS senior leadership mobilize resources to retain staff, whom USSA described as the organization's greatest asset, and to report such efforts transparently.

Responding to Bureau members, the Secretariat clarified that while UNAIDS uses WHO administrative systems, decision-making authority and liabilities regarding staffing rest with UNAIDS itself.

The Bureau thanked the Chair of the UNAIDS Secretariat Staff Association for the update. Bureau members expressed solidarity with UNAIDS staff and acknowledged their central role in the organization. Bureau members emphasized the importance of transparency and open communication in the restructuring process, as well as efforts to ensure that staff well-being remains a priority during this period of transition.

Agenda item 9: Organizational Oversight Reports

- The Organizational Oversight Reports agenda item includes the following reports:
 - Report of the External Auditor
 - Report of the Internal Auditor
 - Report of the Ethics Office
 - Report of the UNAIDS Independent External Oversight Advisory Committee
 - Management Response to the Organizational Oversight Reports

9.3 Report of the Ethics Office

Lord Dartey, the Head of Ethics, provided the following update:

- In a bid to strengthen the Ethics Office, a substantive Head of the Ethics Office was recruited during the period, and as recommended by the JIU, the recruitment was undertaken in consultation with the IEOAC. Additionally, a P3 Ethics Officer was approved for recruitment. However, due to the financial constraints facing the organization, the onboarding of the recommended candidate was frozen along with all other recruitments. The need for additional staffing continues to be a concern.
- Regarding the functioning of the Ethics Office, the provision of advice and guidance decreased by 11%, from 227 requests in 2023 to 203 in 2024. Despite this decrease, the number of requests remained high compared to 2021 and 2022, when the requests were 75 and 147, respectively. While the Ethics Office has been able to respond to the high number of requests and undertake other activities within its mandate, the need for additional staffing continues to be a concern.
- Regarding training and awareness creation, the requirement for all staff members and personnel to complete mandatory training courses on various ethics and conduct-related

issues continued during the reporting period. The completion rate dipped slightly from 95-100% in 2023 to 88-100% in 2024. The Ethics Office will collaborate with the People Management Department to ensure higher completion rates for all mandatory training.

- UNAIDS' commitment to a victim-centered approach and zero-tolerance stance on retaliation requires that the Ethics Office receives timely information from the Internal Oversight Services (IOS) on retaliation cases filed and risks of retaliation identified during other misconduct investigations. This will enable the Ethics Office to recommend preventive or protective measures for potential victims. The IOS has committed to promptly providing the necessary information to facilitate the Ethics Office's work. The Ethics Office will continue to monitor this commitment and address any bottlenecks that may arise.

9.4 Report of the Independent External Oversight Advisory Committee

Benoit de Schoutheete, Chair of the Independent External Oversight Advisory Committee, provided the following observations and recommendations from the 17th meeting of the IEOAC held on 31 March 2025:

- Activities of WHO/IOS (Audits)
 - The IEOAC recommended that IOS revise, in consultation with UNAIDS management, its internal audit risk assessment and annual workplan, to address the markedly changed and volatile landscape in which the Joint Programme is operating.
 - The Committee recommended steps to address long-outstanding audit recommendations, including prioritizing action on the high-risk long-outstanding recommendations. The Committee recommended the implementation of measures to reduce the aging of outstanding audit recommendations on an ongoing basis.
- Activities of WHO/IOS (Investigations)
 - The Committee took note of – and expressed appreciation for – the greater detail on investigations provided by IOS by the Committee's 17th meeting. However, the Committee requests in future to receive separate data for intakes, allegations and investigations/cases, as current submissions from IOS do not allow the Committee to clearly differentiate between these categories.
 - The Committee is following with interest the negotiation of a new Memorandum of Understanding between UNAIDS and IOS, especially with respect to the issue of timelines for disposition of allegations and investigations. Delays in completing investigations remain a source of concern of the Committee.
- Financial management update
 - The Committee requested additional information on cost containment measures as well as resource mobilization strategies.
 - The Committee also encouraged Management to adopt a sense of urgency in responding to the financial challenges facing the Joint Programme in 2025 and beyond.
- Revised operating model and work of the High-Level Panel

- The Committee took note of – and expressed appreciation for – the work of the High-Level Panel, and looked forward to obtaining additional information on the Revised Operating Model at the IEOAC's 18th meeting in the end of May 2025. The processes reviewed by the HLP will need to be recalibrated and aligned taking into account the recent changes in UNAIDS' funding environment.
- With respect to the four scenarios for the future of the Joint Programme outlined by Management, the Committee requested more detailed information mapping human resources and concrete goals for each scenario.
- 2026 budget and 2025 restructuring
 - The Committee expressed its expectation that work on a revised UNAIDS structure will be aligned or merged with ongoing work on a revised operating model. The Committee noted that the terms of reference for the HLP were put in place before the major recent changes in the UNAIDS funding environment.
 - The Committee advised that the current funding crisis offers an opportunity for a radical re-set of the Joint Programme to ensure that UNAIDS is optimally complementary and galvanizing for the broader AIDS response. The radically altered funding outlook should be used as an opportunity to eliminate duplication and overlap, and to identify and fully leverage synergies with other Organizations. In examining strategic options, the Committee encouraged Management to link changes to the unique UNAIDS value proposition, focusing on what UNAIDS can do that no one else can.
 - The Committee advised Management, in examining options for restructuring, to ensure that an appropriate balance is struck in order to maintain sufficient accountability and oversight functions and resources.
- Committee matters
 - The IEOAC endorsed its workplan for 2025, which includes the independent evaluation of the Committee.
 - The IEOAC elected Ms Anuradha Gupta as its new co-chair.

The topics scheduled for discussion at the IEOAC's 18th meeting in May 2025 include: Financial reports and statement of internal controls; Update on resource mobilization; Annual 2024 report of WHO/IOS (audits and investigations); External audit; UBRAF performance reporting; Update on the revised operating model and work of the High-Level Panel (HLP); Update on strategic human resources management issues, including restructuring; Ethics function; Update on enterprise risk management, including top risks and mitigation measures; Update on implementation of internal and external audit recommendations; IEOAC self-assessment and independent evaluation. The IEOAC will prepare a preliminary draft of its annual report to the PCB ahead of its 18th meeting. This draft will reflect observations and recommendations from its October 2024 and March 2025 meetings and cover all elements in the Committee's terms of reference. Following the 18th meeting, the draft will be updated and finalized for review by the PCB Bureau and subsequent submission to the PCB. The Chair of the IEOAC will present the Committee's key observations and findings to the PCB at its June 2025 meeting.

The Bureau thanked the speakers for their comprehensive updates on the oversight reports and expressed appreciation for the work of the Ethics Office and IEOAC. Bureau members appreciated the IEOAC's planned effort to synthesize and align the different ongoing parallel processes in its final report.

Agenda item 10: 57th PCB in Brazil

A representative of Brazil provided the following update:

- The Brazilian Ministry of Health is currently undergoing an internal process of consolidating budgetary information for the 2025 fiscal year, as well as a detailed review of the specifics of the budget table related to the 57th session of the UNAIDS Programme Coordinating Board. Once these steps are completed, the information will be duly shared with the Secretariat and the Bureau in order to ensure alignment and transparency in the joint planning of the meeting.

2. Any other business (AOB)

A Bureau request for a briefing session on the restructuring process was included under the update on human resources management issues agenda item.

Update on ECOSOC elections

- The Secretariat provided an update on recent ECOSOC elections for UNAIDS PCB membership for the 2026–2028 term.
 - For the Eastern European Group, Ukraine was elected to take over the seat of Belarus for the 2026–2028 term.
 - Kenya was elected for a new term for the 2026–2028 term.
 - The Philippines was elected to take over the seat from Japan, beginning immediately and continuing through 2025, meaning the Philippines will participate as a new Board member in the June 2025 PCB meeting.
- The Secretariat also noted that six vacancies for the 2026–2028 term remain (1 African state, 1 Latin American and Caribbean state, 2 Western European and other states, 2 Asia-Pacific states) and will be filled through upcoming ECOSOC elections scheduled for June, July, and December 2025. The Bureau will be kept informed of the evolving PCB composition: [1996-2028 UNAIDS Programme Coordinating Board Membership | UNAIDS](#).

Interpretation services and travel costs at the 56th PCB meeting

The Secretariat provided the following updates:

- Interpretation services
 - Paragraph 19 of the Modus Operandi of the PCB states that: “Simultaneous interpretation will be provided for all PCB meetings in English and French. Simultaneous interpretation into other UN official languages may be provided on written request submitted by a member to the Secretary no later than six weeks prior to a full meeting of the PCB.”

- Due to the ongoing crisis of multilateral funding and severe budgetary pressures, interpretation during the 56th PCB meeting will be limited to English and French. The Secretariat recalled that UNAIDS is entirely voluntarily funded, with no assessed contributions from Member States. In the context of serious financial constraints, all areas of the Secretariat have had to take difficult cost-saving measures to preserve core functions and sustain a focused HIV response.
 - Member States who wish to request interpretation into Arabic, Chinese, Russian, or Spanish are kindly invited to do so by covering the associated costs. These voluntary contributions toward interpretation would be recorded as core contributions in the 2025 UNAIDS Financial Report and would represent a meaningful and appreciated expression of solidarity.
 - To allow for adequate planning, the deadline for submitting expressions of interest is Friday, 9 May 2025, i.e., six weeks ahead of the 56th PCB meeting.
- Travel costs
- In accordance with paragraph 21 of the PCB Modus Operandi, “Funds shall be made available to cover the travel and per diem costs for one representative from each developing country, country with an economy in transition, and each of the five non-governmental organizations on the PCB.”
 - While all eligible countries and NGO delegates remain entitled to this support under the Modus Operandi, the Secretariat informed that severe funding constraints have impacted the Secretariat’s ability to sustain the same level of travel support provided in the past.
 - As part of broader cost-saving measures, travel support for the 56th PCB meeting will be prioritized for countries classified in the lowest income categories, based on the World Bank’s latest classifications. Consequently, upper-middle income countries—including Belarus, Libya, Iran, and Mexico—were asked to consider self-funding based on the examples of Brazil and China over the past decade.
 - Travel support for civil society will be limited to five NGO delegates, as provided for in the modus operandi. The other NGO delegates will be able to participate in the meeting in an online capacity.
 - The Secretariat acknowledged with appreciation the self-funding efforts since many years of some upper-middle income countries, including Brazil and China, and encouraged others in similar positions to consider this model. While recognizing the importance of equitable participation, the Secretariat requested the Bureau’s understanding under these exceptional financial circumstances.

Bureau members acknowledged the financial constraints faced by the Secretariat and the need for cost-saving measures on interpretation services and travel costs for the 56th PCB meeting. Bureau members emphasized the importance of preserving inclusive participation for civil society in the PCB and expressed appreciation for the Secretariat’s efforts to maintain support for at least one NGO representative per region in accordance with the modus operandi.

In closing, the Chair thanked the Bureau members for their engagement and understanding in difficult circumstances.

PCB BUREAU MEETING

23 April 2025



MEETING DRAFT AGENDA

1. **Update on the preparations for the upcoming 56th PCB meeting (24-26 June 2025, Geneva, Switzerland):** *The Bureau will receive brief updates on key agenda items at the upcoming PCB meeting.*
2. **Any other business**



Agenda item 1: Update on preparations for the 56th PCB meeting

Agenda item	PCB Report(s)	Person(s) for coordination
1.2	Consideration of the report of the 55th PCB meeting	PCB Chair
1.3 & 2	Report of the Executive Director and Leadership in the AIDS response	UNAIDS Secretariat – Morten Ussing
1.4	Report by the CCO Chair	CCO Chair - ILO
3	Follow-up to the thematic segment from the 55th PCB meeting	UNAIDS Secretariat – Paula A. Munderi
4.1	UBRAF 2022-2026: Performance monitoring reporting	UNAIDS Secretariat – Marie-Odile Emond and Ljiljana Todorovic
4.2	UBRAF 2022-2026: Financial reporting	UNAIDS Secretariat – Sam Kambarami
4.3	UBRAF 2022-2026: Update on process and timeline for 2026 Workplan and Budget	UNAIDS Secretariat – Marie-Odile Emond and Ljiljana Todorovic
5	Annotated outline of the next Global AIDS Strategy 2026-2031	UNAIDS Secretariat – Muleya Mwananyanda and Anne-Claire Guichard
6	Report on the recommendations for revisions to the Joint Programme Operating Model	UNAIDS Secretariat – Mahesh Mahalingam
7	Update on strategic human resources management issues	UNAIDS Secretariat – Stephan Grieb
8	Statement by the USSA	UNAIDS Secretariat – USSA Chair
9	Organizational Oversight Reports	Lord Dartey, IEOAC Chair
10	57th PCB meeting in Brazil	UNAIDS Secretariat and Brazil

1.2: Consideration of the report of the 55th PCB meeting (10-12 December 2024, Nairobi, Kenya)

- The report of the previous meeting is a summary of the presentations and discussions held. As is practice, it is cleared by the PCB Bureau prior to being posted online.
- The report was cleared by the 2024 PCB Chair, Kenya, on 3 April 2025.
- The report was reviewed and cleared by the 2025 PCB Bureau and Chair on **15 April 2025** and posted on the PCB website.

Draft decision points*

- *Adopt* the report of the 55th PCB meeting;

* The final draft DPs for all agenda items at the 56th PCB meeting will be included in the final posted PCB papers.



1.3: Report of the Executive Director

- The report of the Executive Director includes the most important achievements in the global AIDS response since the PCB last met, as well as an emphasis on remaining challenges.
- As is practice, an outline of the report will be posted in advance of the meeting. The full report will be posted following the delivery of the speech at the PCB meeting.

Draft decision points:

- *Take note* of the report of the Executive Director;



2: Leadership in the AIDS response

- For this agenda item, the Executive Director invites high-level speaker(s) to provide a statement.
- The topic and speaker(s) have not been confirmed yet.



1.4: Report by the CCO Chair

- As the Chair of the Committee of Cosponsoring Organizations for 2025, the **International Labour Organization (ILO)** will present this agenda item.

Draft decision points:

- *Take note* of the report by the CCO Chair;



3: Follow-up to the thematic segment from the 55th PCB meeting

- Summary report of the presentations and discussion from the thematic segment held on *Addressing inequalities in children and adolescents to end AIDS by 2030*.
- The report, including the draft decisions, was sent to the Bureau members on **16 April 2025** for review.
- The decision points encapsulate the key issues that were discussed by diverse speakers during the thematic segment as well as emanating from the **background note** produced for the thematic segment.



3: Follow-up to the thematic segment from the 55th PCB meeting

Key messages:

- To scale-up the HIV response, the following actions are recommended:
- Enhance the understanding of the HIV epidemic among children, adolescents and pregnant people by strengthening data collection and data use.
- Improve, through working with community-based organizations, the availability of quality data that highlights demographic and population groups most likely to be missed by eliminations of vertical transmission services as well as analyses that identify the sources of continuing pediatric infections.
- Include, through working with community-based organizations, children and pregnant and breastfeeding women as priority populations for data disaggregation in global epidemic update monitoring.
- Identify, treat, and retain in treatment children and adolescents living with HIV.
- Provide decentralized, holistic respectful, and integrated health services for pregnant and breast-feeding women, children and adolescents.
- Support communities to lead.
- Inclusion of community-based organizations in the design, conduct and monitoring of programs, with appropriate recognition and resourcing by governments and funders.
- Increase investments targeted at the response to AIDS in children and adolescents.



3: Follow-up to the thematic segment: Draft decision points

- *Note with concern* that there were still 120,000 new HIV infections in children in 2023, particularly in Sub-Saharan Africa; 600 000 children (aged 0-14) living with HIV are currently not on HIV treatment; ; that more than one third (36%), or 370 000, of older adolescents aged 15–19 years living with HIV are not receiving antiretroviral therapy; that children accounted for 12% of all AIDS-related deaths, even though they constitute only 3% of people living with HIV; and that children and adolescents are much less likely to be virally suppressed compared to adults due to inadequate services and support;
- *Take note* of the background note (UNAIDS/PCB (55)/24.34) and the summary report (UNAIDS/PCB (56)/25.5) of the Programme Coordinating Board thematic segment on “Addressing inequalities in children and adolescents to End AIDS by 2030”;



3: Follow-up to the thematic segment: Draft decision points

Request Member States, in close collaboration with community-led HIV organizations and other relevant civil society organizations and partners, with the support of the Joint Programme, to fast-track targeted and measurable actions towards the 2030 targets for children:

- a) Scale up high quality, integrated, person-centered, HIV prevention and treatment interventions for pregnant and breast-feeding women, children and adolescents including through community-led service delivery models within primary health care and community settings;
- b) Implement context-determined, evidence-based case finding strategies to identify undiagnosed children and adolescents living with HIV and ensure their timely initiation, as well as retention, on treatment;
- c) Further support communities to lead, including community-led and youth-led HIV organizations and particularly relevant civil society organizations of adolescent girls and young women, key populations and people living with HIV, by strengthening their representation at all levels where financial and programming decisions are made;
- d) Strengthen health information systems to collect cohort data that tracks mother-baby pairs, children living with HIV, high-risk groups such as adolescent parents and the children of members of key populations, increase the use of programme data analyses that allow for identifying the causes of new HIV infections among infants, and utilize those data to guide effective and sustainable programme design and drive funding to where it is most needed;
- e) Increase targeted investments in ending AIDS among children and adolescents for a response that is sustainable and planned beyond 2030;



4.1: UBRAF Performance Monitoring Reporting 2024

Four components:

- Executive Summary
- Results report
- Results by regions
- Results by organization

Two conference room papers:

- PMR Indicator scorecard
- QCPR conference room paper



4.1: UBRAF Performance Monitoring Reporting 2024

Key messages:

- In the context of multiple global crises, the Joint Programme has made further progress in implementing the Global AIDS Strategy 2026-2031. More countries are closer to reaching the global AIDS targets but major gaps remain, as highlighted by the Mid-Term Review of the Global AIDS Strategy.
- The UNAIDS 2024 Performance Monitoring Report, developed jointly with all Cosponsors, captures the Joint Programme's collective impact through country support and global public goods for implementing the Global AIDS Strategy.
- Despite global challenges and a UBRAF funding shortfall, the report is expected to show **strong performance and value for money** toward 2025 milestones, with **increased prioritization and efficiency**.
- It will also highlight the **risks posed by funding gaps**, including the potential inability to sustain gains.

Draft decision points:

- *Take note*, with appreciation, of the 2024 Performance Monitoring Report, including its scope and depth;
- *Encourage* all constituencies to use UNAIDS' annual performance monitoring reports to meet their reporting needs;



4.2: UBRAF Financial Reporting

Two components:

- Financial report 2024
- Interim financial management update 2025

Key messages:

- US\$ 149 million core contributions received for the financial year ended 31 December 2024.
- Non-core contributions for the financial year ended 31 December 2024:
 - US\$ 81.8 million was received towards Secretariat non-core;
 - US\$ 63.3 million (86%) of these non-core funds were from the US Government (USAID and CDC).
- Based on the 2024 funding agreements with the US Government, the UNAIDS Secretariat is in contact with USAID to secure the payment of outstanding balances for 2024 fiscal year of the United States (US\$ 47.5 million core and US\$ 20.3 million non-core contribution).
- The net fund balance as of 31 December 2024 was US\$ 109 million, presupposing payment of outstanding balances from the United States (2023 – US\$ 93 million).



4.2: UBRAF Financial Reporting

Key messages (continued):

- The outlook for 2025 is bleak due to funding challenges
 - UNAIDS's largest donor, the US Government/USAID, issued a notice in February 2025 stating they are terminating their agreement with UNAIDS with immediate effect.
 - In 2024, US\$ 50 million was pledged from the US Government in core funds (US\$ 47.5 still to be paid).
 - The 2025 contribution of the United States is at risk due to the US Government termination notice.
 - Other donors have reduced their financial support to UNAIDS.
 - The previously planned US\$ 30 million allocation to Cosponsors in 2025 is not feasible with current resource availability.
 - A downward adjustment of core contribution allocations to Cosponsors would be necessary.

Draft decision points:

- *Accepts* the financial report and audited financial statements for the year ended 31 December 2024;
- *Takes note* of the interim financial management update for the period 1 January 2025 to 31 March 2025, including the replenishment of the Building Renovation Fund;



4.3: Process and Timeline for the 2026 Workplan and Budget

Key messages:

- As earlier discussed with the PCB Bureau, for coherence and transparency across various parallel but complementary processes, it is critical to have the discussions and weigh in of the PCB on the Joint Programme operating model and outline of the new Global AIDS Strategy before presenting the 2026 Workplan and Budget for the Board's approval.
- The UBRAF Workplan and Budget for 2026 will be a one-year transitional one within the framework of the current UBRAF 2022-2026. Expected that it will follow the same overall UBRAF results and budget structure with further prioritization, but it will be informed by:
 - The findings of Mid-Term Review of the Global AIDS Strategy presented in December 2024;
 - The PCB decisions on the new operating model for 2026.
- It will also include some suggestions for the overall 2026 Performance Monitoring Report and revision, including dropping of selected UBRAF indicators and related targets by 2026 for de-prioritized areas of work due to the evolving HIV epidemic, response and landscape.
- The approval by the PCB of the 2026 Workplan and Budget should not be later than in the first half of October. Building on past experience, a half-day fully virtual Special Session of the PCB would be sufficient and allow for full participation.
- The next 'UBRAF or equivalent' for 2027-2031 is expected to be submitted to the June 2026 PCB.



5: Annotated outline of the next Global AIDS Strategy 2026-2031

Agenda

1. Multistakeholder Consultation agenda and key messages
2. Update on progress
3. Next steps - timeline



5: Annotated outline of the next Global AIDS Strategy 2026-2031

Objectives of the Multistakeholder Consultation on 28-29 April:

1. Receive inputs and reflections on how the new financial and geopolitical environment of the AIDS response need to be reflected in the next Global AIDS Strategy
2. Share and review the emerging priorities shaping the annotated outline of the new Global AIDS Strategy, grounded in realities from communities, countries, and the latest evidence.
3. Ensure the perspectives of people living with and affected by HIV, governments, civil society, and others are front and centre in shaping a strategy that reflects lived experience and local needs.
4. Engage PCB members and other stakeholders in critical conversations with a view to refining the strategic direction and ensure the final Strategy is bold, focused, and fit for purpose.



Multistakeholder Consultation Agenda

Participation

- Capital + Geneva missions
- Facilitation from Cosponsors in pairs

28 April 2025 – 13.00 – 17.00 CET		
Session	Item	Speakers
Session 1	A new Global AIDS Strategy in a new context	
	Why is the Strategy important?	PCB Chair
	A new compact to End AIDS	Winnie Byanyima
	The urgency of now – perspective of communities	Annah Sithembinkosi Sango, (GNP+) and Aditia Taslim (INPUD)
	Recommended targets to end AIDS by 2030	Chewe Luo, Michel Kazatchkine + UNAIDS
Session 2	Strategy process	Overview of consultations + survey results (UNAIDS + CCO Chair)
	Leadership, partnership and advocacy and examples of regional approaches - UNODC/UNWomen	
	Overview	Sheila Shawa - African Union
	Regional approaches	Anne Githuku-Shongwe, Eamonn Murphy
	Services - Treatment, prevention, and access to innovation (priorities 1,2 and cx 3) – WHO/UNFPA	
Session 3	Treatment	Wafaa El Sadr, ICAP
	Prevention	Yogan Pillay BMGF tbc.
	Innovation and access to medicines	Solange Baptiste, ITPC
	Q&A	All
29 April 2025– 13.00 – 17.00 CET		
Session 4	Leadership, partnership and advocacy and examples of regional approaches – UNESCO/UNICEF	
	Overview	Alessandra Nilo, GESTOS, Brazil
	2 regional presentations	Luisa Cabal, Berthilde Gahongayire
Session 5	Societal enablers, communities and resilience – UNDP/WFP	
	Societal enablers	Allan Malleche, Kenya
	Community Leadership	Nelson Otswana, Nephak ; Ikka Noviyanti, Youth LEAD
	Resilience	Charles Ssonko, MSF
	Q&A	All
Session 6	Systems – Sustainable financing, integration, systems strengthening(PA 5, CC 2 & 4) – World Bank, UNHCR	
	Systems strengthening	Michelle Remme, Global Fund
	Integration	Dr Eleanor Namusoke-Magongo, MOH, Uganda
	Sustainable financing	Mark Blecher, South Africa National Treasury
	Q&A	All
Session 7	Closing	Next steps

5: Annotated outline of the next Global AIDS Strategy 2026-2031

Key messages:

1. We are at a critical time in the AIDS response.
2. The recent funding crisis has been a wake-up call for all stakeholders.
3. UNAIDS has been tasked to lead the development of this new Strategy that will serve as a road map for the world.
4. The next Global AIDS Strategy will need to centre on what is most urgent, most impactful and what are the most feasible actions to end AIDS as a public health threat by 2030. It will need to centre on what is required for people living with HIV and for people affected by HIV to live long and healthy lives.
5. The time has come to form a new Global Compact for a sustainable response to HIV to end AIDS as a public health threat that includes all stakeholders.



5: Annotated outline of the next Global AIDS Strategy 2026-2031

How can you (staff, communities, countries) contribute to the Strategy?

- Online survey
- Join a consultation – see calendar
- Organise a focus group discussion (see toolkit)
- Send written contributions
- Join multistakeholder consultation on 28-29 April

Strategy2031@unaids.org

[Global AIDS Strategy 2026-2031 | UNAIDS](#)



5: Annotated outline of the next Global AIDS Strategy



15 March	PCB briefing
March-April	Online survey
	Consultations – regional and thematic
28-29 April	PCB multistakeholder consultation
25 May	PCB paper outline of strategy shared with PCB members
Mid-June	Pre-PCB meetings
24-26 June	56 th PCB meeting - to agree and comment on the draft outline of the Global AIDS Strategy 2026-2031
8 July	Launch of Global AIDS Update report
September	PCB missions briefing
October	One-day multistakeholder consultation
End-November	Pre-PCB meetings
December	57 th PCB meeting – to adopt the Global AIDS Strategy 2026-2031

6: Report on the recommendations for revisions to the Joint Programme Operating Model

Decision at the 53rd PCB meeting

- 6.5 *Requests* the Executive Director and the Committee of the Cosponsoring Organizations to continue to ensure that the Joint Programme remains sustainable, resilient and fit-for-purpose, by revisiting the operating model, supported by external expert facilitation and through appropriate consultations, including with the PCB members and participants, reporting back at the June 2025 PCB meeting with recommendations which take into account the context of financial realities and risks to the Joint Programme and relevant recommendations of the Joint Inspection Unit, recognizing the importance of the findings of the mid-term review of the Global AIDS Strategy and development of a long-term strategy to 2030 and beyond, in aligning the Joint Programme.

Decision at the 55th PCB meeting

- 6.3 *Recalling* decision 6.5 of the 53rd PCB meeting, looks forward to the report of the Executive Director and the Committee of Cosponsoring Organizations at the 56th PCB meeting on the recommendations from the review of the Joint Programme operating model supported by the High-Level Panel on a resilient and fit-for-purpose UNAIDS Joint Programme in the context of the sustainability of the HIV response.



7: Update on strategic human resources management issues

- This agenda item provides an update on related activities undertaken by the UNAIDS Secretariat during the reporting period, **April 2024 to March 2025**.
- Focused on staff wellbeing and strengthening leadership and management skills to embody the cultural transformation, the report covers major organizational change processes, i.e. alignment, culture transformation, ways of working, modernization of the organization, integrated with regular work carried out by the People Management Department.
- The report is structured around reporting back on the implementation of the 2023-2026 People Management Strategy.

Three conference room papers will accompany the update:

1. People of UNAIDS (workforce composition as of 31 December 2024)
2. Administrative Review Statistical Overview for 2024
3. Corrective administrative actions, including disciplinary measures imposed in 2024



7: Update on strategic human resources management issues

Key messages:

- Continued progress on the pillars of the UNAIDS 2023-2026 People Management Strategy, including culture transformation, modernization of the organization and duty of care.
- Staff development and support during challenging times.
- Organizational Preparedness.
- Restructuring.

Draft decision points:

- *Take note* of the update on strategic human resources management issues;



8: Statement by the representative of the UNAIDS Secretariat Staff Association (USSA)

Key messages:

- Make restructuring transparent and involve staff in decision-making.
- Address top-heavy structure and consult USSA regularly.
- Share a clear final report with methodology and criteria, not just summaries.
- Disseminate the consultancy firm's full report to staff.
- Implement changes with compassion, minimizing harm to staff.
- Mobilize more resources to retain staff and report efforts transparently.
- Resource USSA to protect staff interests and ensure regular consultation with the restructuring team.

Draft decision points:

- *Take note* of the statement by the representative of the UNAIDS Secretariat Staff Association (USSA);



9: Organizational oversight reports

- 9.1 Report of the Internal Auditor
- 9.2 Report of the External Auditor
- **9.3 Report of the Ethics Office**
- **9.4 Report of the Independent External Oversight Advisory Committee (IEOAC)**
- 9.5 Management response to the Organizational Oversight Reports



9.3: Organizational oversight reports: Report of the Ethics Office

Key messages:

- A substantive Head of the Ethics Office was recruited during the period, and as recommended by the JIU, the recruitment was undertaken in consultation with the IEOAC. A P3 Ethics Officer was approved for recruitment, but onboarding was frozen due to financial constraints affecting all recruitments. The need for additional staffing continues to be a concern.
- Regarding the functioning of the Ethics Office, the provision of advice and guidance decreased by 11%, from 227 requests in 2023 to 203 in 2024, though still higher than in 2021 and 2022.
- Mandatory ethics training for staff continued; completion rates slightly dropped from 95–100% in 2023 to 88–100% in 2024. The Ethics Office will collaborate with the People Management Department to ensure higher completion rates for all mandatory training.
- The IOS has committed to promptly providing the necessary information to facilitate the Ethics Office's work on retaliation cases filed and risks of retaliation identified during other misconduct investigations. The Ethics Office will continue to monitor this commitment and address any bottlenecks that may arise.



9.4: Organizational Oversight Reports: Report of the Independent External Oversight Advisory Committee (IEOAC)



10: 57th PCB meeting in Brazil



AOB



PCB Modus Operandi Provision 19

19. Simultaneous interpretation will be provided for all PCB meetings in English and French. Simultaneous interpretation into other UN official languages may be provided on written request submitted by a member to the Secretary no later than six weeks prior to a full meeting of the PCB.



PCB Modus Operandi Provision 21

21. Funds will be made available to cover the costs for per diem and travel incurred in connection with the attendance at PCB meetings for one representative from each developing country, from each country with an economy in transition and for one representative from each of the five nongovernmental organizations.



Annex 2: Presentation of the IEOAC

Independent External Oversight Advisory Committee (IEOAC)

PCB Bureau
April 2025



Purpose of presentation

Summarize key observations and recommendations from the IEOAC's 17th meeting (31 March 2025)

Preview issues for discussion/deliberation at the IEOAC's 18th meeting (28-30 May 2025)

Describe plans for preparation of IEOAC's annual report to the PCB

17th IEOAC Meeting: Activities of WHO/IOS (Audits)

The IEOAC recommended that IOS revise, in consultation with UNAIDS management, its internal audit risk assessment and annual workplan, to address the markedly changed and volatile landscape in which the Joint Programme is operating.

The Committee recommended steps to address long-outstanding audit recommendations, including prioritizing action on the high-risk long-outstanding recommendations. The Committee recommended the implementation of measures to reduce the aging of outstanding audit recommendations on an ongoing basis.

17th IEOAC Meeting: Activities of WHO/IOS (Investigations)

- The Committee took note of – and expressed appreciation for – the greater detail on investigations provided by IOS by the Committee's 17th meeting. However, the Committee requests in future to receive separate data for intakes, allegations and investigations/cases, as current submissions from IOS do not allow the Committee to clearly differentiate between these categories.
- The Committee is following with interest the negotiation of a new Memorandum of Understanding between UNAIDS and IOS, especially with respect to the issue of timelines for disposition of allegations and investigations. Delays in completing investigations remain a source of concern of the Committee.

17th IEOAC Meeting: Financial management update

- The Committee requested additional information on cost containment measures as well as resource mobilization strategies.
- The Committee also encouraged Management to adopt a sense of urgency in responding to the financial challenges facing the Joint Programme in 2025 and beyond.

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17th IEOAC Meeting: Revised operating model and work of the High Level Panel

- The Committee took note of – and expressed appreciation for – the work of HLP, and looked forward to obtaining additional information on the Revised Operating Model at the IEOAC's 18th meeting at the end of May 2025. The processes reviewed by the HLP will need to be recalibrated and aligned taking into account the recent changes in UNAIDS' funding environment.
- With respect to the four scenarios for the future of the Joint Programme outlined by Management, the Committee requested more detailed information mapping human resources and concrete goals for each scenario.

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17th IEOAC Meeting: 2026 budget and 2025 restructuring

- The Committee expressed its expectation that work on a revised UNAIDS structure will be aligned or merged with ongoing work on a revised operating model. The Committee noted that the terms of reference for the HLP were put in place before the major recent changes in the UNAIDS funding environment.
- The Committee advised that the current funding crisis offers an opportunity for a radical re-set of the Joint Programme to ensure that UNAIDS is optimally complementary and galvanizing for the broader AIDS response. The radically altered funding outlook should be used as an opportunity to eliminate duplication and overlap, and to identify and fully leverage synergies with other Organizations. In examining strategic options, the Committee encouraged Management to link changes to the unique UNAIDS value proposition, focusing on what UNAIDS can do that no one else can.
- The Committee advised Management, in examining options for restructuring, to ensure that an appropriate balance is struck to maintain sufficient accountability and oversight functions and resources.

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17th IEOAC Meeting: Committee matters

- The IEOAC endorsed its workplan for 2025, which includes the independent evaluation of the Committee.
- The IEOAC elected Ms Anuradha Gupta as its new co-chair.

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18th IEOAC Meetings: Topics for discussion/deliberation

- Financial reports and statement of internal controls
- Update on resource mobilization
- Annual 2024 report of WHO/IOS (audits and investigations)
- External audit
- UBRAF performance reporting
- Update on revised operating model and work of the HLP
- Update on strategic human resources management issues (including restructuring)
- Ethics function
- Update on enterprise risk management (including top risks and mitigation measures)
- Update on implementation of internal and external audit recommendations
- IEOAC self-assessment and independent evaluation

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Annual report of the IEOAC to PCB

- The IEOAC will develop prior to its 18th meeting a preliminary draft of its annual report to the PCB. This draft will draw on observations and recommendations from the October 2024 and March 2025 meetings and address all topics in the IEOAC's terms of reference.
- Immediately following its 18th meeting, the IEOAC will update and revise this draft to produce a final report for review by the PCB Bureau and submission to the PCB.
- On behalf of the IEOAC, the Chair will present the Committee's key observations and findings to the PCB in June 2025.

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