
Strategic Update on Human Resources Management Issues



People Strategy 2023-2026

Investing in learning, development and growth

- 91% compliance rate with performance evaluations
- Roll-out of new mandatory trainings, including a new staff orientation which onboarded 91 staff in 2024.
- 1,388 optional training courses, 101 senior leaders in Executive Coaching, & nearly 200 in the Leading for Transformational Change programme
- Investment in career transition resources

Enhancing gender-equality, diversity, equity, inclusion and anti-racism

- Development of the Fair, Respectful, and Empowering Framework
- Nearly 70% of staff participate in Culture Transformation Team learning journey

Leveraging new ways of working

- Knowledge Management Strategy and Digital Strategy implementation ongoing
- Process Optimization Project (POP) completed in August 2024 with efforts to simplify recruitment, expand partnerships with UN entities to fill gaps, provide for remote work flexibility, implement an enhanced IT onboarding programme, and complete comprehensive background checks on all candidate

Supporting staff well-being and engagement

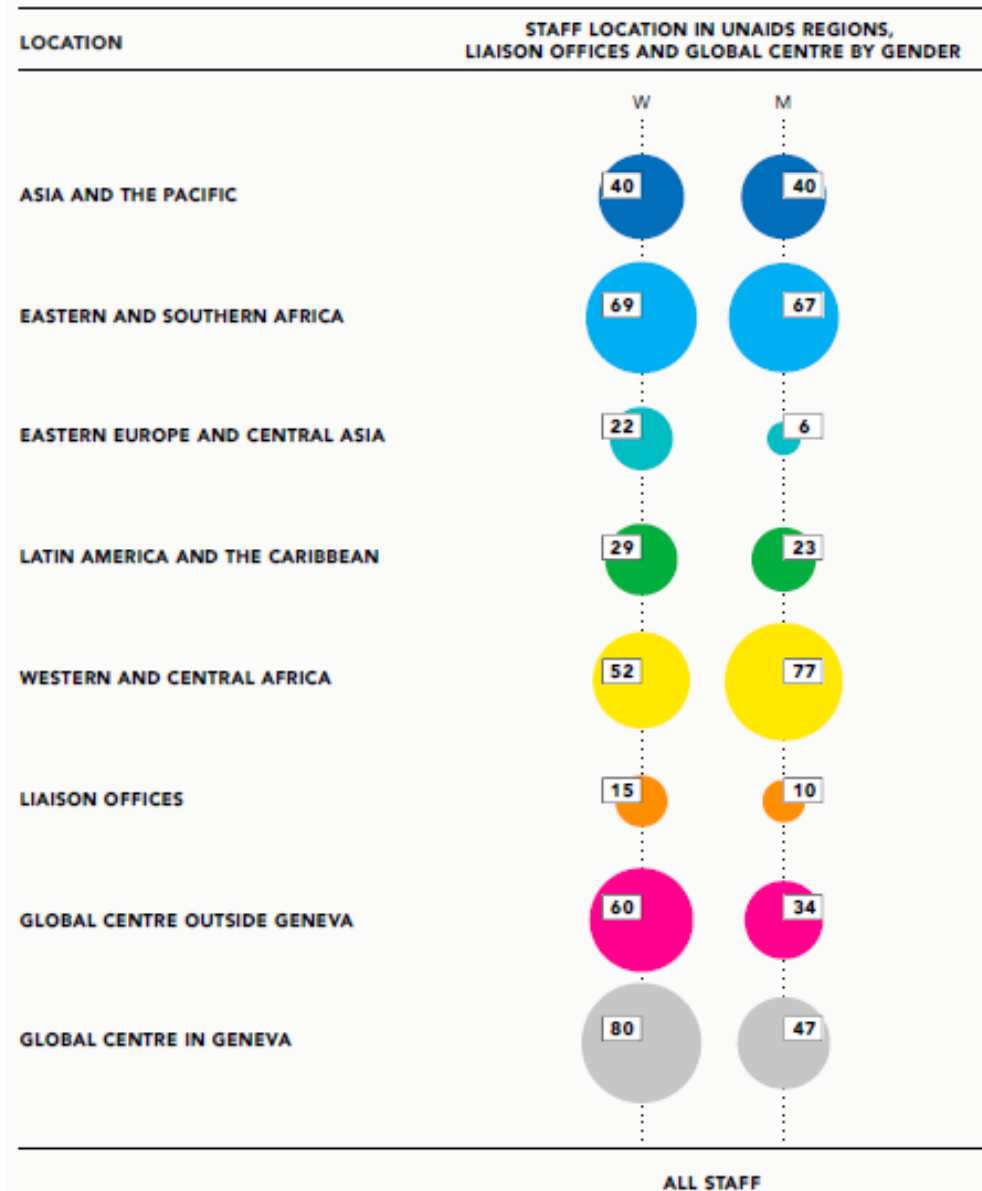
- 64% of staff participated in the Pulse Survey that highlighted strong supervision, satisfaction with capacity building opportunities, 0% sexual harassment, 82% reported no experience of misconduct
- Mental Health and Wellbeing Strategy for 2024-2028
- Investment in diverse resources for individual and team support
- Full implementation of the UN Security Risk Management process

Enforcing respectful conduct and zero tolerance

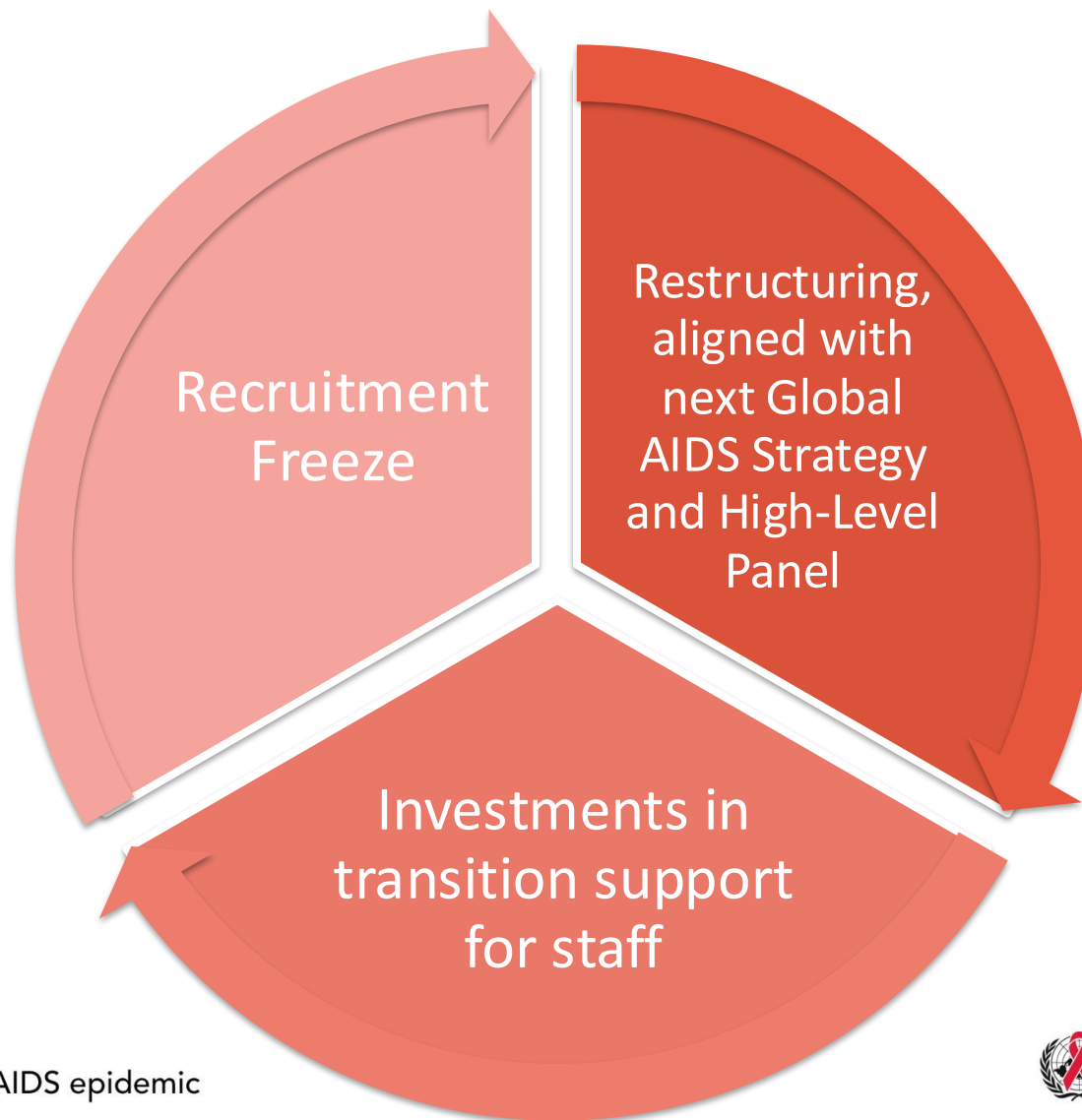
- Revised regulatory framework for Staff Rules and Internal Justice System and a new UNAIDS Policy on Flexible Working Arrangements
- 6 requests for administrative review in addition to three appeals filed before WHO Board of Appeals by former staff members
- 13 proceedings related to misconduct, of which 5 led to imposition of discipline.

People of UNAIDS 2024

- 671 total staff
- Representation from 121 countries
- 81% in regional, country and liaison offices and 19% in Geneva
- 55% female, 45% male
- 66 UCDs and 5 HIV/AIDS officers
- 12 JPOs, 28 UNVs, and 64 interns



Preparatory Protective Actions in 2024



Restructuring Process

- Due to declines in donor funding throughout 2024, the UNAIDS Secretariat launched a restructuring exercise.
- In February 2025, UNAIDS received a termination of funding notice from the US Government, equating to a cut of approximately 60% in expected financial resources in 2025.
- UNAIDS has used the restructuring process to look fundamentally at its staffing and to whether the most conservative financial scenario while parallel resource mobilization efforts are underway.

Restructuring is guided by five objectives

Objective 1

Prepare UNAIDS to deliver on the next Global AIDS Strategy, with ambitious results for 2030, transforming the Joint Programme and accelerating progress towards sustainable country responses.

Objective 2

Maintain our commitment to diversity, equity and inclusion, including key populations and people living with HIV, so we reflect the community we serve.

Objective 3

Align the UNAIDS Secretariat with the High-Level Panel recommendations on a new and bold Operating Model.

Objective 4

Ensure sustainability and adaptability in an evolving global landscape.

Objective 5

Leverage and optimize UN Reform (UN80) to make us more effective.

Consultation

Consultations of the Project Management Team

- 1:1 with Cabinet members
- Survey with directors on activities and ways of working
- Prioritization exercise with directors
- Consultation with the RSTs

Staff Consultation Group activities

- Two all-staff surveys
- Focus group discussions and reports on:
 - Establishing and maintaining MCOs
 - One-person offices and adviser in the RCO
- Feedback and advice during different stages of the process
- Staff Association Feedback/Input



Information sharing events and products

5 townhalls
(since February)

15 weekly newsletter
issues, plus 2 special
thematic editions

10 HR webinars
and clinics

96 questions answered in
writing in the form of
Q&As published on
the intranet

UNAIDS' Overarching Focus: Strengthening sustainable, inclusive, multisectoral country-owned HIV responses

Our Unique Role:

- Serve as the link between communities, governments, donors, PEPFAR, the Global Fund and the UN
- Set global targets and develop the Global AIDS Strategy for the world
- Record data and evidence and track progress on the HIV response
- Protect and promote human rights and gender equality with and for communities of people living with and affected by HIV
- Accelerate HIV prevention and equitable access to innovative prevention tools

The new model

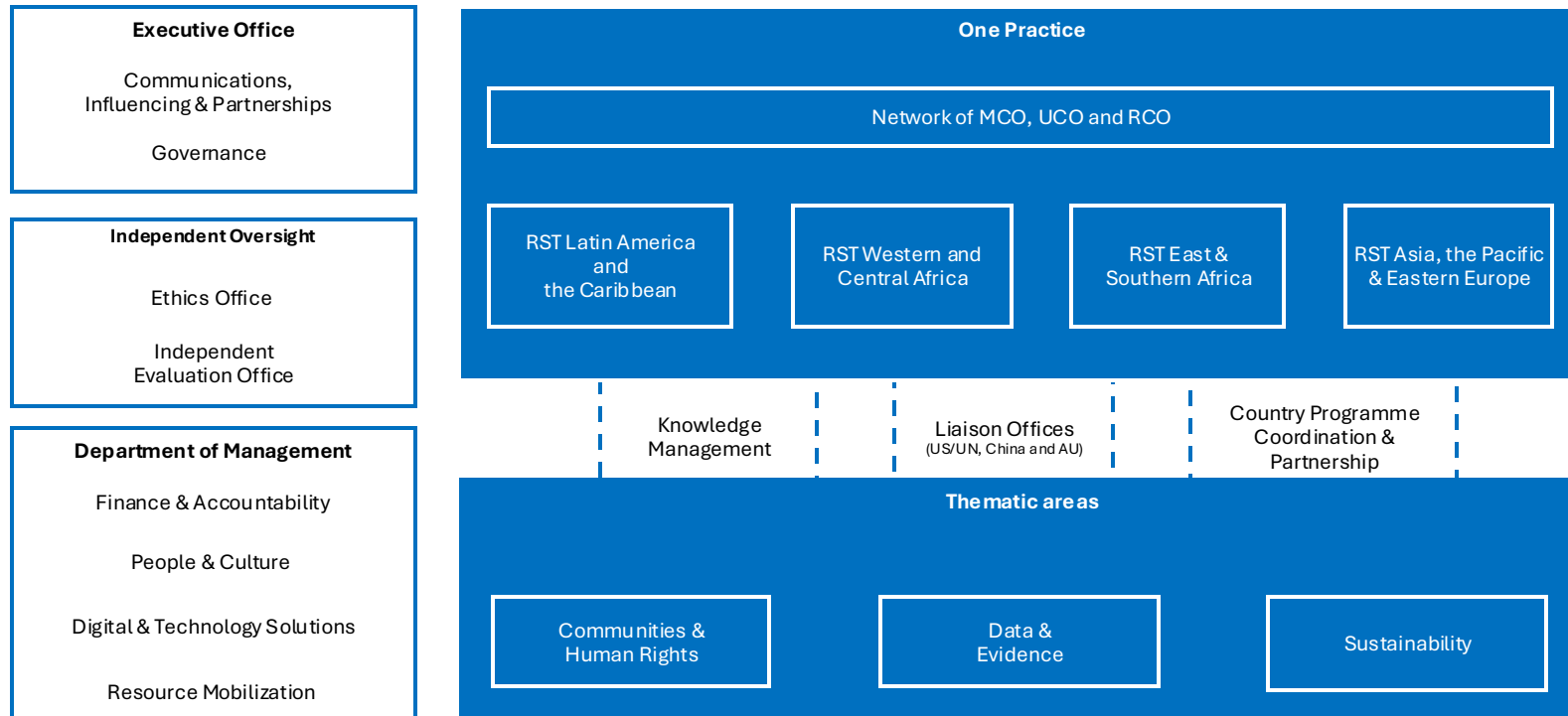
- The new model seeks to preserve the unique contributions of UNAIDS to the global HIV response

Support to countries will be prioritized based on a typology of high HIV burden, stigma and discrimination, and a reliance on international aid.

- Programmatic support from the Secretariat will be consolidated into a single practice.
- The External Relations Departments functions will be merged within Management and the Executive Office.
- UNAIDS will continue to keep stakeholders advised of the new footprint, working closely with countries to ensure minimal disruption to the life-saving work of our partnerships.

A lean and focused new structure

UNAIDS high-level organigramme



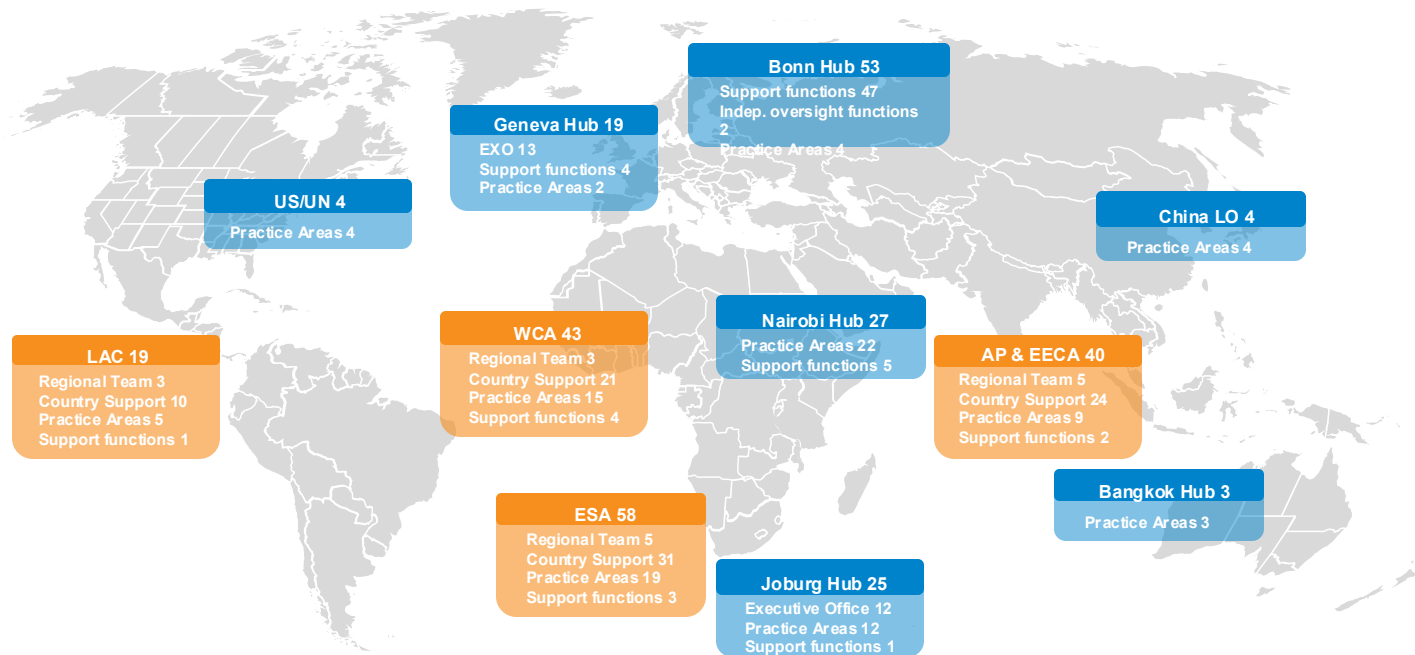
UNAIDS' new department structure

A streamlined UNAIDS department structure aligns country and regional support with thematic area expertise, and operations under the Management Department for a more agile and impactful UNAIDS

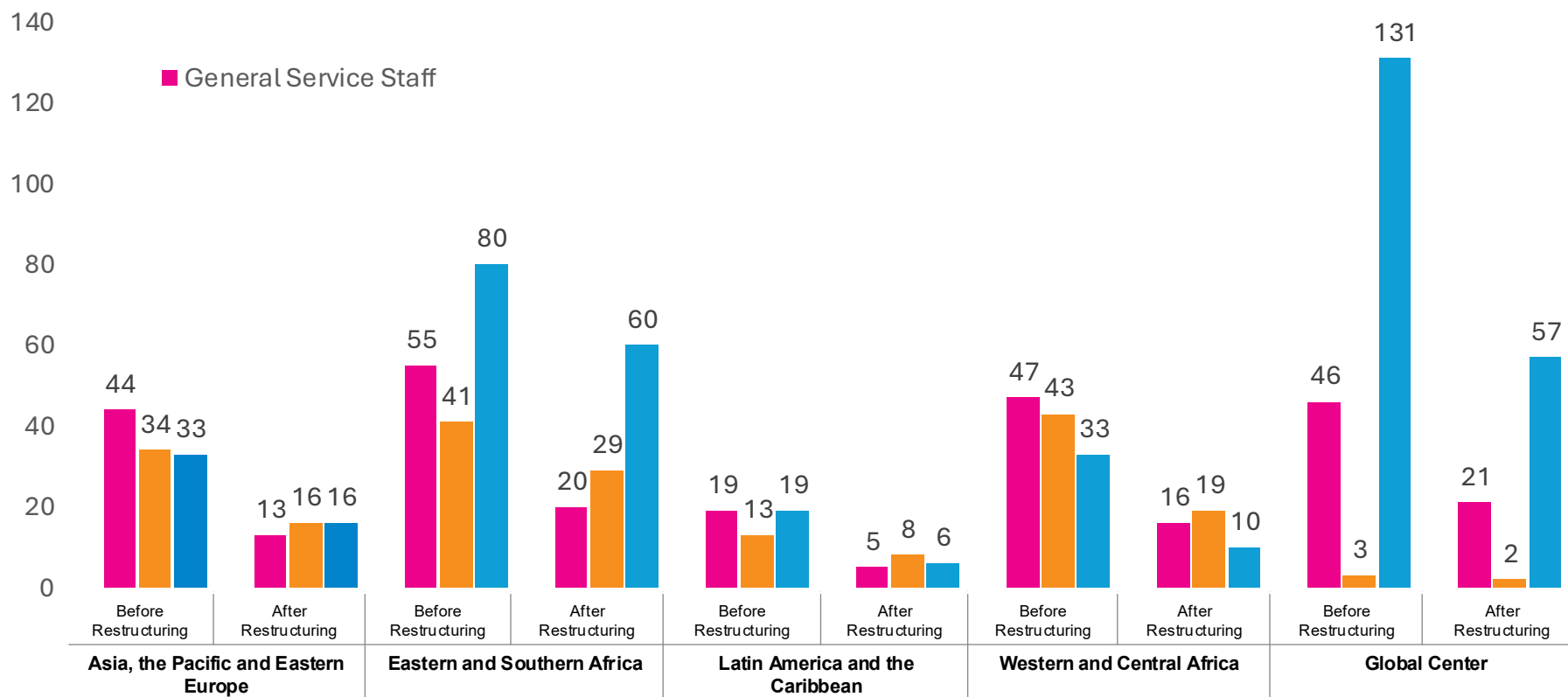


- Country support is structured around 4 regions in ESA, WCA, LAC, AP/Eastern Europe
- Thematic Areas (i.e. Data, Rights...) also include Knowledge Management and Liaison Offices
- Both Country support and Practice Areas are being led by a single senior UNAIDS leader.
- Separate Executive Office with Chief of staff and support team, including Communications, Influencing & Partnerships and Governance
- The Management Department includes HR, Finance, Digital & Technology Solutions and Resource Mobilization. The department is led by a single senior UNAIDS leader.

Redesigned network for UNAIDS bringing more integrated and fluid teams across global, regional and country levels



Staffing in regions and the Global Center



UNAIDS' new country footprint

The new **core-funded** country footprint covers up to 54 countries and is centered on a focused set of UCOs, one person offices (RCO), and a network of 11 Multi-Country Offices supporting 29 countries, with other countries being supported by RSTs

In-Country presence

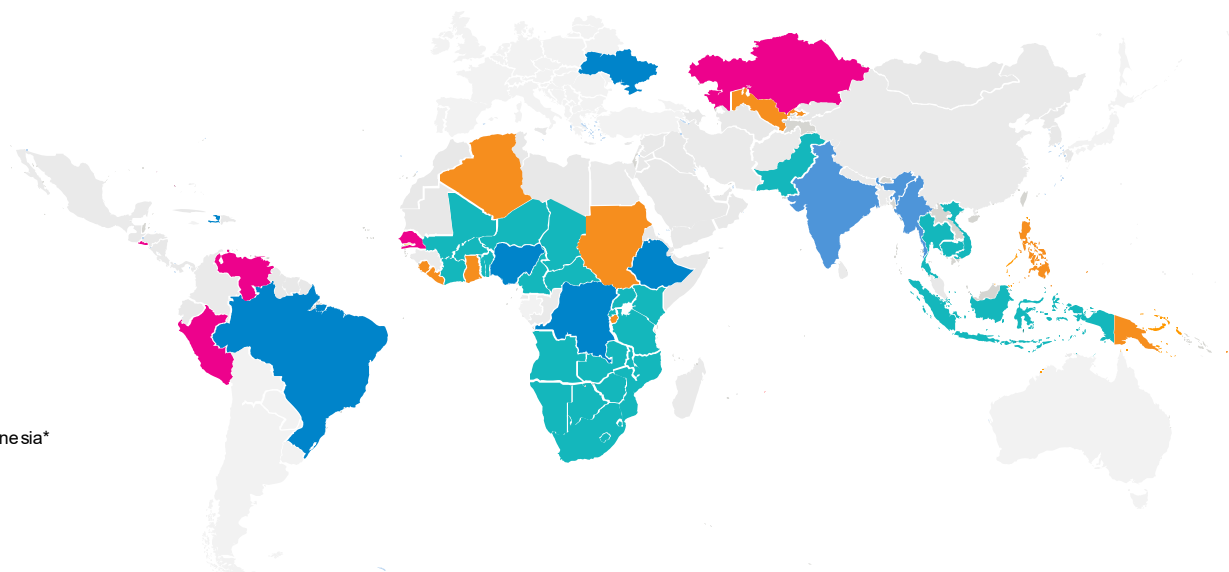
One-person office in RCO

Regional Team Support

Brazil	Haiti	Nigeria	Algeria*	Fiji*	Philippines*	Uzbekistan*	Jamaica*	Peru*	Venezuela*
D.R. Congo	India	Ukraine	Burundi*	Ghana*	Sierra Leone*	Papua New Guinea*	Kazakhstan	Senegal	El Salvador*
Ethiopia	Myanmar			Liberia*	Sudan*				

Multi Country Office (MCO)

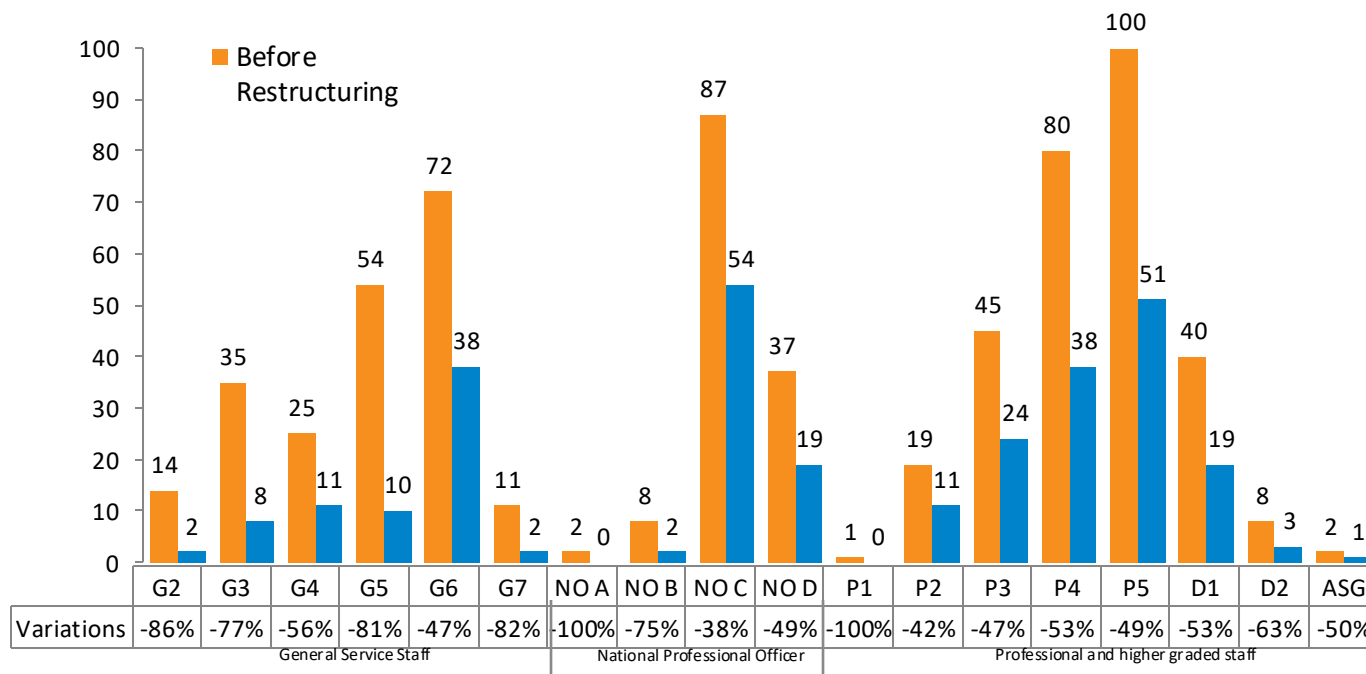
Cluster 1	Mali	Niger	Burkina Faso
Cluster 2	Cote d'Ivoire	Benin	Togo
Cluster 3	Cameroon	Chad*	Central African Republic
Cluster 4	Kenya	Rwanda*	South Sudan*
Cluster 5	Zambia	Zimbabwe	Malawi
Cluster 6	Mozambique	Angola	
Cluster 7	South Africa	Lesotho*	Eswatini
Cluster 8	Botswana	Namibia*	
Cluster 9	Uganda	Tanzania	
Cluster 10	Thailand	Cambodia	Viet Nam*
Cluster 11	Pakistan		Indonesia*



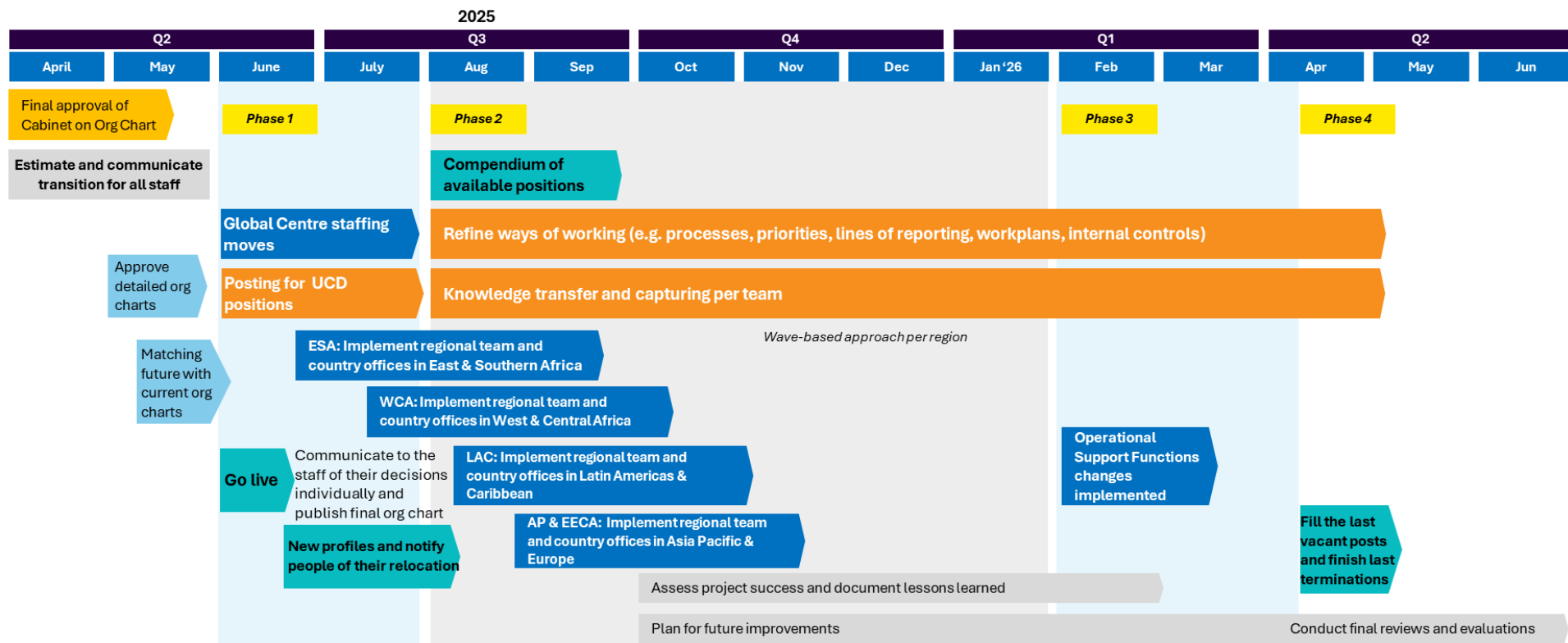
Note: Country* -> Residing in Residential Coordination Office (RCO)

Overview of Number of FTEs by Staff Category and Grades

The Secretariat is reducing from 661 staff members to 294 – an overall reduction of **55%**.



Timelines and Implementation



Please note: Most of the above activities occur sequentially, so it becomes imperative to follow the guidelines and ensure priority is given to activities above as any delay in one activity might affect further planning