



UNAIDS PCB BUREAU MEETING

DATE: Monday, 11 May 2026

TIME: 14:00–17:00 (CET)

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

PARTICIPANTS

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

Philippines: Representing the PCB Vice-Chair: Mr Joselito Feliciano, Executive Director of Philippine National AIDS Council; Mr Jeffrey Valdez, First Secretary, Philippine Mission in Geneva, Dr Patrisha F. Quema, Medical Officer; Ms Consolacion Ramos, Supervisor Health Programme Officer; Ms Diana Mallari, Senior Health Programme Officer; Ms Aiza Marie Advenic, Supervising Health Programme Officer.

Kenya: Representing the PCB Rapporteur: Dr Douglas Bosire, Chief Executive Officer, National Syndemic Diseases Control Council, Ministry of Health.

Representing the PCB NGO Delegation: Ms Keren Dunaway, Organización Llanto, Valor y Esfuerzo (LLAVES).

UNDP: Representing the Committee of Cosponsoring Organizations: Ms Mandeep Dhaliwal, Director of the HIV and Health Group, UNDP; Ms Karin Santi, Regional Team Leader HIV, Health and Development, UNDP.

UNAIDS Secretariat: Ms Christine Stegling, Director of Management and Partnerships; Mr Mahesh Mahalingam, Chief of Staff; Mr Jason Sigurdson, Senior Adviser; Mr Morten Ussing, Director of Governance; Ms Samia Lounnas, Senior Governance Advisor; Ms Adriana Hewson, Governance Officer; Mr Luca Kaupp, Governance Officer; Ms Saliha Ozdemir, Governance Assistant; Ms Ajwah Malik, Governance Consultant.

MEETING AGENDA

- 1. Update on the preparations for the upcoming 58th PCB meeting (30 June–2 July 2026, Geneva, Switzerland):** *The Bureau will receive brief updates on the agenda items at the upcoming PCB meeting.*

- 2. Review of the draft decision points on the follow-up to the thematic segment from the 57th PCB meeting:** *The Bureau will discuss the draft decision points on the follow-up to the thematic segment from the 57th PCB meeting (16–18 December 2025, Brasília, Brazil) on Beyond 2025 – Long acting antiretrovirals: potential to close HIV prevention and treatment gaps.*
- 3. Clarifications relating to management of Secretariat restructuring process:** *The PCB Bureau will discuss a request for action related to the 2025 Secretariat restructuring process received on 23 April.*
- 4. Any other business**

Summary of the Meeting

The PCB Chair welcomed the Bureau members to the PCB Bureau meeting to prepare for the 58th PCB meeting, scheduled for 30 June–2 July 2026 in Geneva, Switzerland. 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 58th PCB meeting (30 June–2 July 2026, 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 57th PCB meeting (December 2025)

The Secretariat provided the update as follows:

- The report of the previous meeting is a summary of the presentations and discussions held at the 57th PCB meeting from 16–18 December 2025 in Brasília, Brazil. The report was cleared on 27 March by Brazil, as the PCB Chair in 2025, followed by the PCB Bureau, and posted online on 16 April 2026 in accordance with the Modus Operandi.
- 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 57th PCB meeting.
- The PCB is invited to adopt the report of the 57th PCB meeting.

[The Bureau thanked the Secretariat for the update.](#)

Agenda item 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 2025.

- Following the adoption of the new Global AIDS Strategy 2026–2031 at the 57th PCB meeting, the Executive Director’s report is expected to focus on the initial steps towards the operationalization and implementation of the strategy.
- The report is expected to provide an outlook on the upcoming UN High-Level Meeting on HIV/AIDS and next CCO meeting, which will focus on the interim report of the PCB Working Group on the further transition and integration of UNAIDS within the UN system and beyond.
- As is customary practice, an outline of the Executive Director’s report will be posted in advance of the meeting. The full report will be made available following its delivery at the PCB meeting.
- Under the Leadership in the AIDS Response agenda item, the Executive Director invites a high-level speaker to provide a perspective on the AIDS response. The Executive Director is currently in the process of selecting the topic and speaker(s). The PCB Bureau will be informed as soon as possible.

The Bureau thanked the Secretariat for the update.

Agenda item 1.4: Report by the Chair of the CCO

UNDP, Chair of the Committee of Cosponsoring Organizations for 2026, provided the update as follows:

- The report will highlight that the transition process for the Joint Programme is underway.
- Key messages of the report will emphasize the continued commitment of Cosponsors to the HIV response during a pivotal transition for the Joint Programme, while underscoring the importance of ensuring continuity of the HIV response throughout the transition process.
- The report will further emphasize the role of Cosponsors in safeguarding equity and community engagement during the transition process, sustaining the HIV response in crisis-affected and fragile contexts, promoting innovation, and supporting constructive engagement within the PCB Working Group.
- Responding to questions from Bureau members, the Cosponsors clarified that the relevant section of the report on the role of Cosponsors during the transition process would focus on the evolving division of labour.

The Bureau thanked the CCO Chair for the update and looked forward to the report.

Agenda item 4: Update on Strategic Human Resources Management Issues

The Secretariat provided the update as follows:

- The report will provide an overview of the 2025 workforce profile, including staffing modalities beyond the core staff complement, updates on the implementation of the 2025 restructuring process, information on UN Country Director appointments, and selected human resources policy and legal statistics, including appeals-related data.
- A dedicated conference room paper containing detailed workforce data, including updates on country offices, will be shared separately.

- The Secretariat noted that the restructuring process is progressing rapidly and is expected to bring the Secretariat to an estimated 294 staff members by June 2026, in line with the approved core staffing complement. The update also highlighted the relocation of a number of posts away from Geneva, as well as measures being taken to support staff throughout the transition process.
- Bureau members requested additional insights regarding staff morale and related monitoring efforts. In response, the Secretariat acknowledged that staff morale has been significantly affected by the restructuring process, although the situation has somewhat stabilized following the completion of staff separations. The Secretariat informed the Bureau that a staff survey is planned, following the conclusion of the restructuring process in June 2026.

The Bureau thanked the Secretariat for the update. Bureau members expressed their solidarity with UNAIDS staff and underscored the importance of bearing in mind the human impact of the restructuring process as the organizational changes continue.

Agenda item 5: Statement by the Representative of the UNAIDS Secretariat Staff Association

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

- USSA reported converging concerns from the recent USSA–Management exchange, particularly ongoing challenges related to resourcing and the restructuring process.
- USSA confirmed continued engagement with senior management on employment conditions, policy changes, duty of care, and staff support measures, stressing the importance of a supported workforce for programme delivery.
- USSA called for clearer strategic direction, more predictable resourcing, and attention to the human impact of reforms. It also requested stronger involvement in PCB Working Group discussions on UNAIDS transition.
- USSA requested a transparent framework for any future re-hiring processes in case additional funding for the Joint Programme becomes available.

Responding to the Bureau members, the Secretariat clarified that the PCB Working Group determines its consultation modalities, including the stakeholders to be engaged. The Secretariat noted that it would relay USSA’s request for stronger involvement in PCB Working Group discussions to the Co-Facilitators.

The Secretariat recalled that for 2026, the PCB had approved two budget scenarios linked to resource availability at its Special Session in October 2025. Current funding projections indicate implementation of the lower-level budget of US\$ 63 million. Should additional resources become available, the approved higher-level scenario would provide for US\$ 12 million in catalytic funding for the six lead Cosponsors and a US\$ 68 million budget for the Secretariat. The Secretariat further noted that consideration of the 2027 budget would take place alongside the PCB’s review of the final report of the PCB Working Group, and that no decisions had yet been taken beyond 2026.

The Bureau noted the distinction between the PCB-approved restructuring and downsizing process for the Secretariat, which falls outside the mandate of the PCB Working Group, and broader questions related to the future transition phase and possible implications of additional funding. The Bureau recalled that the PCB Working Group is currently focused on core functions, governance arrangements, and safeguarding the role of civil society, and had not yet reached discussions on transition modalities or staffing implications.

The Bureau thanked the Chair of the UNAIDS Secretariat Staff Association for the update. Bureau members expressed solidarity with UNAIDS staff and noted that further clarity on the transition would emerge through the interim report of the PCB Working Group and subsequent PCB discussions.

Agenda item 6.1: 2022-2026 UBRAF Performance Monitoring Reporting

The Secretariat provided the update as follows:

- In line with the decisions from the 56th PCB meeting, the 2025 PMR has been simplified from the previous five-document package to a single document.
- The PMR presents results across the three Joint Programme outcomes, aligned with the 2021–2026 Global AIDS Strategy, UBRAF result areas and Secretariat functions.
- Most UBRAF indicators met their 2025 targets, although around 20% were not achieved, reflecting continued operational and resource constraints.
- The report covers budget implementation and confirms that in 2025 the Joint Programme operated with a reduced operating budget of US\$ 150 million, compared to the PCB-approved level of US\$ 160 million. Transfers to Cosponsors amounted to US\$ 19.4 million in 2025.
- Overall core income and expenditure totalled US\$ 159.3 million, including US\$ 11.5 million in carried-forward balances from 2024. Non-core resources of approximately US\$ 169.9 million continued to play a significant complementary role, enabling additional implementation beyond core funding. Despite financial constraints, implementation performance remained strong.
- The PMR will document severe disruptions to HIV prevention, treatment, and support services resulting from significant global funding shortfalls, particularly affecting community-led services in low- and middle-income countries. It will highlight mitigation efforts including evidence generation, advocacy, technical support, and the development of sustainability roadmaps to support countries.
- Despite these challenges, the report showcases innovations and partnerships in 2025, including support for the rollout of long-acting PrEP such as Lenacapavir.
- Responding to Bureau members, the Secretariat noted that the PMR is still under development and that issues related to Lenacapavir and intellectual property considerations would be addressed in forthcoming discussions.
- Responding to Bureau members, the Secretariat explained that transfers to Cosponsors in 2025 amounted to US\$ 19.4 million, below the budgeted US\$ 30 million, due to reduced available resources. The Secretariat clarified that transfers are being made in line with the PCB-approved budget framework, following the achievement of the US\$ 30 million core funding threshold.

The Bureau thanked the Secretariat for the update, took note of the streamlined reporting format, and expressed appreciation for the progress achieved despite the fiscal constraints. Bureau members looked forward to the final report.

Agenda item 6.2: 2022-2026 UBRAF Financial Reporting

The Secretariat provided the update as follows:

- **2025 Financial Report:**
 - US\$66 million in core contributions received for the financial year ending 31 December 2025, compared with US\$149 million in 2024.
 - US\$23.3 million in non-core contributions received in 2025, compared with US\$ 81.9 million in 2024.
 - Outstanding 2024 US Government contributions were fully paid during 2025, including US\$ 47.5 million in core contributions and US\$ 19.4 million in non-core contributions.
 - Net fund balance stood at US\$ 39 million as of 31 December 2025, including a US\$15 million transfer from the Operational Reserve Fund approved by the PCB (2024: US\$107 million).
- **2026 Interim Financial Update:**
 - Core contributions:
 - US\$ 40.9 million in total core contributions recorded year to date as of 30 April 2026.
 - US\$ 38.9 million in unspecified core contributions (US\$63 million budget). Contributors include Belgium, Denmark, Luxembourg, the Netherlands, Monaco and the United Kingdom.
 - US\$ 1.9 million in specified core contributions from programme countries: Côte d'Ivoire: US\$1.5 million, Philippines: US\$ 220,000, Algeria: US\$ 30,000
 - US\$ 50 million preliminary US Government funding agreement signed for core funding for Fiscal Year 2025/2026. US\$ 45 million projected contribution included in the Congressional bill for core funding for Fiscal Year 2026/2027.
 - Non-core contributions:
 - US\$ 19.6 million recorded year to date as of 30 April 2026
- On funding outlook, the Secretariat explained that reaching the PCB-approved US\$ 63 million core target remains dependent on additional pledged contributions, with several commitments still pending.

Responding to Bureau members, the Secretariat clarified that a preliminary funding agreement with the US Government had been signed, and they could not confirm yet if the contribution would be classified as core, specified core, or another form of funding.

Responding to Bureau members, the Secretariat confirmed that the PCB-approved minimum level of the core fund balance is 22 per cent of the biannual budget. In case the core UBRAF is financed above the higher level (US\$ 80 million) it would be among the consideration to replenish the Operating Reserve Fund. The Secretariat noted that current contribution levels and projections for

2026 may make it difficult to maintain the fund balance at that level, while emphasizing that operations continue within the approved budget framework.

The Bureau thanked the Secretariat for the clear financial update and looked forward to the final reports.

Agenda item 7: Independent Organizational Oversight Reports

The Organizational Oversight Reports agenda item includes the following reports:

- Agenda item 7.1: Report of the External Auditor
- Agenda item 7.2: Report of the Internal Auditor
- Agenda item 7.3: Report of the Ethics Office
- Agenda item 7.4: Report of the UNAIDS Independent External Oversight Advisory Committee
- Agenda item 7.5: Management Response to the Organizational Oversight Reports

7.3 Report of the Ethics Office

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

- In response to a PCB request, the Ethics Office clarified that fraud prevention is led by Finance and Accountability, while the Ethics Office supports this function and has developed online fraud prevention training aligned with UNAIDS policies.
- Requests for ethics advice declined by 28%, driven by staff departures and change management mechanisms, with remaining cases focusing on conflicts of interest, HR issues, and standards of conduct.
- Mandatory trainings were strengthened and rolled out, including on sexual misconduct (PSEA), abusive conduct, and protection against retaliation.
- On the independence of the Ethics Office, the Board continues to monitor alignment with JIU standards. Outstanding issues relate to the Head of Ethics contract, with management citing HR limitations but confirming existing safeguards through required consultations for recruitment and dismissal. Moreover, due to financial constraints, recruitment of an Ethics Officer was cancelled, though a UNV support position is planned.
- On sexual misconduct, the Ethics Office currently serves as PSEA focal point but recommends stronger management leadership and clearer accountability across all levels for prevention and response.

7.4 Report of the Independent External Oversight Advisory Committee (IEOAC)

Ana-Mita Betancourt, Chair of the IEOAC, provided an update summarizing observations from the Committee's 20th meeting on 20 March 2026, and outlined its forthcoming work programme and the scope of its report:

- At the 20th meeting, the Committee reviewed four main areas, starting with UNAIDS transition and integration plans. It welcomed the consultative process underpinning the Global AIDS Strategy and noted the establishment and mandate of the PCB Working

Group, while highlighting the importance of addressing risks and uncertainties linked to the transition process.

- On financial management, the Committee noted significant reductions in core and non-core funding and indicated it will further review issues including after-service health insurance liabilities and management’s plans for the use of additional revenues.
- The Committee also reviewed audit and investigation activities conducted by the WHO Office of Internal Oversight Services (IOS), encouraging stronger proactive engagement with management on audit recommendations. It also requested improved visibility on the full lifecycle of investigations through a new case management system.
- Looking ahead, the Committee confirmed its next in-person meeting in May, where it will address a broad range of issues including finance, audit, HR, ethics, and risk management, as well as conduct its own self-assessment and directly engage with the Executive Director.

7.5 Management Response to the Organizational Oversight Reports

The Secretariat provided the update as follows:

- The Management Response to the organizational oversight reports will cover external and internal audit findings, follow-up on past recommendations, investigation outcomes, and reports from the Ethics Office, the Independent External Oversight Advisory Committee, and JIU progress.
- The external auditor issued a clean, unmodified opinion on the 2025 financial statements and also conducted a compliance audit; draft recommendations are currently under review, with improvement areas already identified and corrective actions being implemented.
- Internal audit findings are expected to confirm generally sound control effectiveness, while identifying areas for improvement, particularly in donor reporting, with corrective actions to be implemented.

[The Bureau thanked the speakers for their comprehensive updates on the oversight reports.](#)

Agenda item 8: Interim report of the PCB Working Group on the further transition and integration of UNAIDS into the UN System and beyond

The Chair noted that the PCB Working Group’s interim report is under preparation, with a draft to be shared with the Bureau at a dedicated Bureau meeting scheduled for later in May, following prior updates from the Co-Facilitators and in line with ongoing discussions.

Agenda item 9: Thematic Segment at the 58th PCB meeting on *Beyond 2025: Addressing health inequities through sustained HIV response, human rights, and harm reduction for people who use drugs*

The Secretariat provided the update as follows:

- The thematic segment was proposed by the NGO Delegation and approved at the 55th PCB meeting in December 2024. It was initially planned for 2025 but postponed and is now scheduled for the 58th PCB meeting on 2 July 2026. A dedicated working group was

established in February 2026 and has met twice to develop the agenda and background note.

- The thematic segment will focus on:
 - Recognizing and funding harm reduction as an essential, evidence-based and cost-effective component of the HIV response;
 - Removing criminal sanctions for drug use and possession for personal use to address structural barriers;
 - Integrating harm reduction into national budgets and health systems while strengthening community leadership; ensuring inclusion of people who use drugs in all their diversity, including in humanitarian and prison settings; and
 - Strengthening the use of disaggregated and community-generated data to close service gaps and inform decision-making.

The Bureau thanked the Secretariat for the comprehensive presentation and the work of the thematic segment working group, and looked forward to the publication of the final background note and agenda, and the forthcoming discussions at the 58th PCB meeting on this important topic.

- 2. Review of the draft decision points on the follow-up to the thematic segment from the 57th PCB meeting:** *The Bureau will discuss the draft decision points on the follow-up to the thematic segment from the 57th PCB meeting (16–18 December 2025, Brasília, Brazil) on Beyond 2025 - Long acting antiretrovirals: potential to close HIV prevention and treatment gaps.*

The Secretariat provided the update as follows:

- The report is a summary of the discussions and presentations from the thematic segment at the 57th PCB meeting on “Beyond 2025 - Long acting antiretrovirals: potential to close HIV prevention and treatment gap”.
- 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 Bureau received the summary report on the thematic segment from the 57th PCB meeting, including the draft decision points, on 30 April 2026 as part of the background documents for the meeting.

The Bureau thanked the Secretariat for the report and expressed their support for the proposed draft decision points. The Chair requested the Secretariat to finalize the summary report and post it on the PCB website for consideration by the PCB at its 58th meeting.

3. Clarifications relating to management of Secretariat restructuring process: *The PCB Bureau will discuss a request for action related to the 2025 Secretariat restructuring process received on 23 April.*

The Chair recalled that the Bureau members had received communications from a former staff member regarding the Secretariat's 2025 restructuring process, and that the matter had been included as an agenda item to ensure transparency and to provide clarity on the Bureau's scope of action. The Chair recalled that, based on legal advice, the PCB Bureau does not have a mandate to investigate or adjudicate individual cases, as its role under the Modus Operandi (Annex 3, Para 1) is strictly organizational, unless explicitly tasked by the PCB to consider a case on its merits.

The Secretariat clarified that certain issues raised in relation to the restructuring process had already been reviewed by the WHO Internal Oversight Services (IOS), which closed the case. The Secretariat confirmed that a broader independent internal audit of the restructuring process is planned for completion at the end of the restructuring period, with results expected later in 2026. The Secretariat noted that all matters raised had been handled through established internal mechanisms and in line with legal and procedural guidance, while recognizing the sensitivity of staff separation processes.

Bureau members acknowledged that such complaints and grievances are not unusual in the context of large-scale organizational restructuring and acknowledged the human impact of the ongoing changes within UNAIDS. The Bureau agreed to take note of the allegations, while reaffirming reliance on the planned internal audit of the restructuring process as the appropriate mechanism for independent review.

The Chair confirmed that all relevant allegations had been forwarded to the appropriate internal management and oversight channels of the Secretariat. Within its mandate, the PCB Bureau will await the findings of the internal audit of the restructuring process before considering further action, subject to any future direction by the PCB.

4. Any other business

The Chair thanked the Bureau members for their time and closed the meeting.

[Annexes follow]

Annex 1: Bureau meeting PPT presentation

PCB BUREAU MEETING

11 May 2026



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MEETING DRAFT AGENDA

- **Update on the preparations for the upcoming 58th PCB meeting (30 June–2 July 2026, Geneva, Switzerland):** *The Bureau will receive brief updates on the agenda items at the upcoming PCB meeting.*
- **Review of the draft decision points on the follow-up to the thematic segment from the 57th PCB meeting:** *The Bureau will discuss the draft decision points on the follow-up to the thematic segment from the 57th PCB meeting (16–18 December 2025, Brasilia, Brazil) on Beyond 2025 – Long acting antiretrovirals: potential to close HIV prevention and treatment gaps.*
- **Clarifications relating to management of Secretariat restructuring process:** *The PCB Bureau will discuss a request for action related to the 2025 Secretariat restructuring process received on 23 April.*
- **Any other business**



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Agenda item 1: Update on preparations for the 58th PCB meeting

Agenda item	PCB Report(s)	Person(s) for coordination
1.2	Report of the 57th PCB meeting (December 2025)	PCB Chair
1.3 & 2	Report by the Executive Director and Leadership in the AIDS Response	UNAIDS Secretariat – Mahesh Mahalingam
1.4	Report by the CCO Chair	CCO Chair - UNDP
4	Update on Strategic Human Resources Management Issues	UNAIDS Secretariat – Stephan Grieb
5	Statement by the Representative of the UNAIDS Secretariat Staff Association	UNAIDS Secretariat – Alankar Malviya
6.1	2022-2026 UBRAF Performance Monitoring Report	UNAIDS Secretariat – Elmer Pagdilao and Ljiljana Todorovic
6.2	2022-2026 UBRAF Financial Reports	UNAIDS Secretariat – Sam Kambarami
7	Independent Organizational Oversight Reports	UNAIDS Secretariat – David Fraser, Lord Dartey, and IEOAC Chair, Ana-Mita Betancourt
8	Interim report of the PCB Working Group on the further transition and integration of UNAIDS into the UN System and beyond	PCB Bureau
9	Thematic Segment at the 58th PCB meeting on <i>Beyond 2025: Addressing health inequities through sustained HIV response, human rights, and harm reduction for people who use drugs</i>	UNAIDS Secretariat - Dasha Ocheret

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1.2: Report of the 57th PCB meeting (16–18 December 2025)

- 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.
- This report was cleared on 27 March by Brazil, the PCB Chair for 2025.
- It was then cleared by the current PCB Bureau and Chair and posted on the PCB website on 16 April 2026.

Draft decision points*

- *Adopt* the report of the 57th PCB meeting;

* The final draft DPs for all agenda items at the 58th PCB meeting will be included in the final posted PCB papers.



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1.3: Report by 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;



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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.



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1.4: Report by the CCO Chair

- As the Chair of the Committee of Cosponsoring Organizations for 2026, the **United Nations Development Programme (UNDP)** will present this agenda item.

Draft decision points:

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



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4: Update on Strategic Human Resources Management Issues

Overview:

- Provides the 2025 UNAIDS workforce snapshot, with selected 2026 figures to reflect the restructuring period from July 2025 to June 2026.
- Summarizes workforce data, staffing modalities beyond core staff, and human resources actions supporting the restructuring, including a dedicated update on UNAIDS Country Director appointments and selected HR policy/legal activity statistics.
- In line with cost-saving considerations and to avoid discrepancies during the restructuring period, the separate workforce brochure has been discontinued this year; additional conference room paper materials may be shared separately if needed.



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4: Update on Strategic Human Resources Management Issues

Key messages:

- The Secretariat is implementing the 2025 restructuring promptly and in line with applicable policies, while maintaining critical functions through targeted extra-budgetary funding.
- The 2025 workforce snapshot is complemented by selected 2026 transitional data to provide a more accurate narrative of the evolving organizational reality.
- Staffing distribution and footprint changes are integral to aligning the Secretariat's operating model with new strategic directions and austerity requirements.
- There is an increasing reliance on flexible contractual modalities relative to a declining core staff complement, underscoring the need for continued monitoring of associated risks.
- The Secretariat has adopted measures to operationalize the restructuring in a dignified and transparent manner, including the structured approach to Country Director appointments and the reported caseloads in HR policy/legal processes supporting due process.



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4: Update on Strategic Human Resources Management Issues

Draft decision:

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



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5: Statement by the Representative of the UNAIDS Secretariat Staff Association

Overview:

- The statement by the Chair of the UNAIDS Secretariat Staff Association (USSA) provides an overview of key workforce-related issues affecting staff in the context of ongoing organizational change.
- The paper responds to the Board's request for updates on organizational health, staff well-being, and the impact of financial and structural constraints, including UN80-related uncertainties.
- It draws on outcomes of recent USSA–Management discussions, staff feedback, and inputs from relevant working groups.



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5: Statement by the Representative of the UNAIDS Secretariat Staff Association

Key messages:

- USSA reported convergence on key concerns raised during the recent USSA–Management meeting, including persistent resourcing challenges.
- Staff and management emphasized shared priorities around organizational health, transparency and staff well-being as UNAIDS navigates structural and financial challenges, increased workloads, and uncertainty related to UN80.
- USSA continues to engage with Senior Management through established consultation mechanisms on employment conditions, policy changes, safeguarding, duty of care and staff support measures.
- USSA called for clear strategic direction, predictable resourcing decisions, sustained attention to the human impact of reforms, and more meaningful involvement in discussions on the future of UNAIDS.



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5: Statement by the Representative of the UNAIDS Secretariat Staff Association

Requests:

- USSA requests the support of the PCB to address uncertainty around the future of UNAIDS and to enable staff to remain motivated to complete the mission through 2030.
- USSA to be meaningfully engaged in all decisions affecting the future of UNAIDS, including participation in the PCB working group.
- Entitlements of staff separating from service to be released in a timely manner, in the spirit of a dignified exit.
- As and when resources become available to UNAIDS, separated staff to be considered for reinstatement, with full transparency in extension, rehiring, exceptional waivers and regular updating of the organogram.



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5: Statement by the Representative of the UNAIDS Secretariat Staff Association

Draft decision:

- *Takes note* of the statement by the representative of the UNAIDS Secretariat Staff Association;



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6.1: 2022-2026 UBRAF: Performance Monitoring Report

Overview:

- The 2025 Performance Monitoring Report responds to the decisions from the 56th PCB meeting (June 2025):
 - **6.3** *Requests* the Executive Director to present a significantly simplified 2025 Performance Monitoring Report;
 - **6.14** Noting with concern the very significant reduction in resource availability for the implementation of PCB-approved Workplan and Budget 2024-2025, *looks forward* to receiving, at the PCB in June 2026, reporting on what was implemented under these circumstances, including any work to support people living with HIV and key populations and community-led HIV programming;



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6.1: 2022-2026 UBRAF: Performance Monitoring Report (PMR)

Key messages:

- The PMR captures Joint Programme results across the three outcomes and ten result areas of the 2021–2026 Global AIDS Strategy, as well as progress against UBRAF indicators and Secretariat strategic functions.
- The report highlights intensified prioritization around the four overarching Joint Programme priorities and demonstrates the Joint Programme’s catalytic role in the HIV response. Most 2025 UBRAF milestones were achieved despite a challenging context, although around 20% of indicators did not meet targets.
- Budget implementation and delivery remained strong despite significant resource constraints, requiring increased prioritization and careful allocation of resources.
- The report documents severe disruptions to HIV prevention, treatment and support services caused by major global funding shortfalls, particularly affecting community-led services in low- and middle-income countries.



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6.1: 2022-2026 UBRAF: Performance Monitoring Report

Key messages:

- The Joint Programme supported mitigation efforts through evidence generation, advocacy, technical support and the development of Sustainability Roadmaps to help countries navigate funding volatility and transition from external financing.
- The report also highlights innovations and partnerships, including support for the rollout of long-acting pre-exposure prophylaxis such as Lenacapavir, contributing to momentum for expanded HIV prevention options.
- Despite financial and policy challenges, the Joint Programme continued to advance a sustainable, inclusive, rights-based and gender-transformative HIV response through advocacy, data and evidence, policy guidance, innovation, and technical and financial support.



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6.1: 2022-2026 UBRAF: Performance Monitoring Report

Draft decision:

- *Takes note*, with appreciation, of the 2025 Performance Monitoring Report;



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6.2: 2022-2026 UBRAF: Financial Reports

Key messages — 2025 Financial Report:

- US\$66 million in core contributions received for the financial year ending 31 December 2025, compared with US\$149 million in 2024.
- US\$23.3 million in non-core contributions received in 2025, compared with US\$81.9 million in 2024.
- Outstanding 2024 US Government contributions were fully paid during 2025, including US\$47.5 million in core contributions and US\$19.4 million in non-core contributions.
- Net fund balance stood at US\$39 million as of 31 December 2025, including a US\$15 million transfer from the Operational Reserve Fund approved by the PCB (2024: US\$107 million).



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6.2: 2022-2026 UBRAF: Financial Reports

Key messages — 2026 Interim Financial Update:

- **Core contributions:**
 - US\$40.9 million in total core contributions recorded year to date as of 30 April 2026.
 - US\$38.9 million in unspecified core contributions (US\$63 million budget). Contributors include Belgium, Denmark, Luxembourg, the Netherlands, Monaco and the United Kingdom.
 - US\$1.9 million in specified core contributions from programme countries: Côte d'Ivoire: US\$1.5 million, Philippines: US\$220,000, Algeria: US\$30,000
 - US\$50 million preliminary US Government funding agreement signed for core funding for Fiscal Year 2025/2026. US\$45 million projected contribution included in the Congressional bill for core funding for Fiscal Year 2026/2027.
- **Non-core contributions:**
 - US\$19.6 million recorded year to date as of 30 April 2026



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6.2: 2022-2026 UBRAF: Financial Reports

Draft decisions:

- *Accepts* the financial report and audited financial statements for the year ended 31 December 2025;
- *Takes note* of the interim financial management update for the period 1 January 2026 to 31 March 2026, including the replenishment of the Building Renovation Fund;



7: Independent Organizational Oversight Reports



7.5: Management response to the organizational oversight reports

Overview:

- The management response is annual statutory requirement in line with the PCB decision taken at the 46th meeting for the Executive Director to submit “a written management response to the external and internal auditors’ reports.”
- Contains an overview of annual audit conducted for 2025, (both internal and external), management’s response to recommendations, progress on UN Joint Inspection Unit reports, and an overview of actions taken by the Secretariat to further strengthen internal controls, accountability and ensure the effective use of resources in line with recommendations and advice from the IEOAC and the Ethics Office.



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7.3: Ethics Report

Progress on PCB request:

- In response to the request of the PCB to devote particular attention to preventing fraud and corruption, the Ethics Office, in support of the Finance and Accountability Team—which serves as the lead office for fraud prevention, detection and response at UNAIDS—initiated the development of an online Prevention of Fraud and Corruption training module, aligned with the prevailing WHO Policy on the Prevention, Detection and Response to Fraud and Corruption, to replace the generic UN-wide training currently in use.
- The training is scheduled for completion and rollout in 2026. Broader organizational efforts on fraud prevention, detection and response are reported separately in the Finance and Accountability Department’s reports to the Programme Coordinating Board.



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7.3: Ethics Report

Key messages:

- Requests for ethics advice declined overall, while remaining focused on transition-related risks.
- Ethics Office prioritized strengthening and aligning mandatory ethics-related training to prevailing policies.
- Progress toward full independence of the Ethics Office continued, amidst resource constraints.
- Effective prevention of and response to sexual misconduct in a leaner organization requires management-led accountability.



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7.4: Report of the UNAIDS Independent External Oversight Advisory Committee



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7: Organizational oversight reports

Draft decisions:

- *Takes note* of the Internal Auditor's report for the financial year ended 31 December 2025;
- *Accepts* the External Auditor's Report for the financial year ended 31 December 2025;
- *Takes note* of the report of the Ethics Office;
- *Welcomes* the annual report of the UNAIDS Independent External Oversight Advisory Committee and looks forward to the next report in 2027;
- *Takes note* of the Management response to the Organizational Oversight Reports;



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8: Interim report of the PCB Working Group on the further transition and integration of UNAIDS into the UN System and beyond

Overview:

- The Co-Facilitators of the PCB Working Group provided an update during the Bureau meeting held on 4 May 2026. The preparation of the interim report is in progress. As agreed with the Co-Facilitators, the draft interim report will be shared with the Bureau at the next Bureau meeting.
- Please refer to the PCB Bureau Meeting Summary from 4 May 2026 for more information.



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9: Thematic Segment: *Beyond 2025: Addressing health inequities through sustained HIV response, human rights, and harm reduction for people who use drugs*

Overview:

- The PCB agreed at its 57th meeting that the theme for the 58th PCB thematic segment would be “Beyond 2025: Addressing health inequities through sustained HIV response, human rights, and harm reduction for people who use drugs”.
- The background note provides an overview of epidemiological data related to people who inject drugs, progress against global targets, gaps in the response, as well as the availability and uptake of services for people who inject drugs, focusing on an update since the 2014 PCB thematic segment on drugs.
- The background note focuses on societal enablers and the role of human rights in an equitable and sustainable response for people who use drugs.
- The background note explores the need to prioritize non-punitive alternatives to criminal sanctions for drug use and sustainable funding for harm reduction services, that preserves and expands community leadership and addresses the needs of people who inject drugs in their diversity – including those living with HIV, women, youth, sex workers and LGBTI individuals.



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9: Thematic Segment: *Beyond 2025: Addressing health inequities through sustained HIV response, human rights, and harm reduction for people who use drugs*

Consultation process:

- A working group composed of all PCB constituencies was established in February.
- First meeting: 17 March 2026 – annotated outline of background note and agenda presented, and inputs received.
- Second meeting: 14 April 2026 – draft full background note presented and agenda with some suggested speakers, and inputs received.
- Deadline for submitting country case studies and best practices was 8 April 2026. 52 case studies were received. Some of these will appear in the background note and the rest in a conference room paper.
- Background note and agenda have now been finalized, after all the feedback received was incorporated.



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9: Thematic Segment: *Beyond 2025: Addressing health inequities through sustained HIV response, human rights, and harm reduction for people who use drugs*

Key messages:

- Recognize and fund harm reduction as an essential, evidence-based, rights-affirming and cost-effective component of the HIV response.
- Address structural barriers to HIV services through removing criminal sanctions for drug use and possession for personal use.
- Integrate harm reduction into national budgets and health systems, in ways that strengthen and sustain community leadership.
- Integrate needs of people who use drugs into humanitarian responses.
- Collect strategic data, including community-generated data, to fill in information gaps and support decision-making.



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Agenda item 2: Review of the draft decision points on the follow-up to the thematic segment from the 57th PCB meeting



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**Agenda item 3: Clarifications relating
to management of Secretariat restructuring
process**



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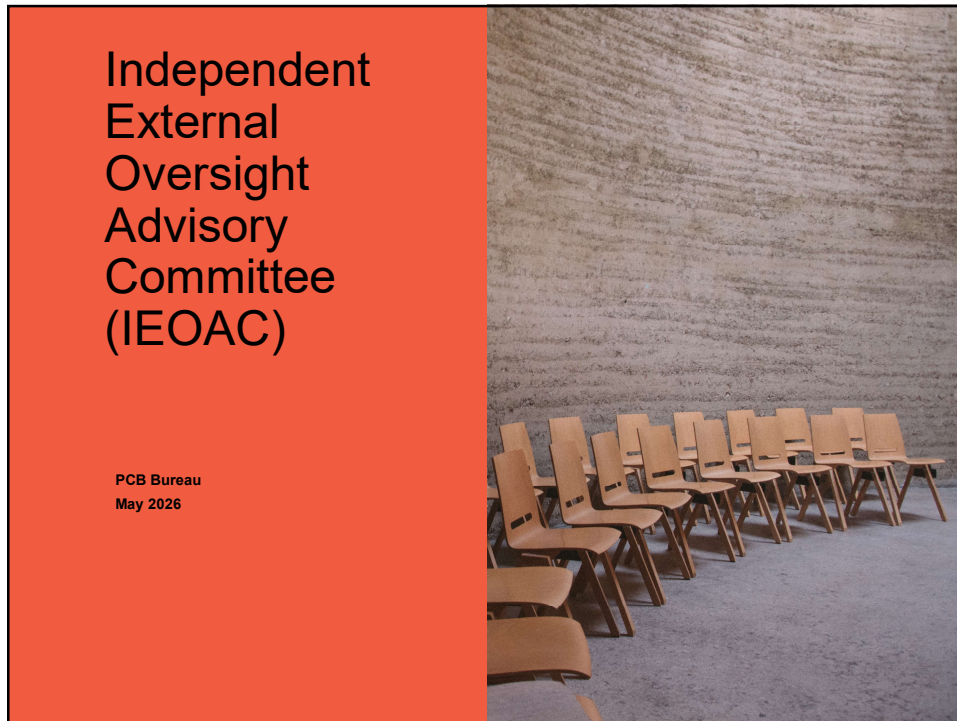
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Annex 2: Presentation of the IEOAC



1


Purpose of presentation

Summarize key observations and recommendations from the IEOAC's 20th meeting (30 March 2026)

Preview issues for discussion/deliberation at the IEOAC's 21st meeting (19-22 May 2026)

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

2030 | Ending the AIDS epidemic



2

20th IEOAC Meeting

Further transition and integration of UNAIDS: The IEOAC commended the consultative process used to develop the Global AIDS Strategy and the Strategy's emphasis on reducing donor dependence; took note of the establishment of the PCB Working Group; and looked forward to implementation of the Global AIDS Strategy (in alignment with UN80) and next steps on further transition and integration (with appropriate attention to associated uncertainties and organizational risks).

Financial management: The Committee took note of recent reductions in core and non-core funding for the Joint Programme; looked forward to receiving a note from Management on the status of the ASHI fund balance; and looked forward to Management's plan for using additional revenues (including from announced U.S. contributions in 2025-2026 and new non-core funding from China).

20th IEOAC Meeting (continued)

- **Audit activities of WHO Office of Internal Oversight Services (IOS):** The Committee took note of the report of the IOS; looked forward to a closed session with the interim IOS Director at the 21st IEOAC meeting in May; encouraged more proactive engagement between IOS and Management regarding the audit function (noting that some outstanding audit recommendations may no longer be relevant and that funding arrangements for auditing might need to be revised); and recommended that the formulation and revision of the audit workplan be guided by risk coverage (and that IOS discuss such changes with the IEOAC).
- **Investigation activities of IOS:** The Committee looked forward to the launch of the new IOS case management system for investigations and requested that IOS provide the IEOAC with sufficient information to understand the status of complaints across their full life cycle (from initial allegation to eventual resolution).

21st IEOAC Meeting: Topics for discussion/deliberation

- Financial reports and statement of internal controls
- Update on resource mobilization
- Annual 2025 report of WHO/IOS (audits and investigations)
- External audit
- UBRAF performance reporting
- PCB Working Group on further UNAIDS transition
- Update on strategic human resources management issues (including restructuring)
- Session with UNAIDS Secretariat Staff Association
- Ethics function
- Update on new BMS ERP system
- 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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5

Annual report of IEOAC to PCB

- The IEOAC will develop prior to its 21st meeting a preliminary draft of its annual report to the PCB. This draft will draw on observations and recommendations from the October 2025 and March 2026 meetings and address all topics in the IEOAC's terms of reference.
- Immediately following its 21st 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 at the Board's 58th meeting (30 June – 2 July).

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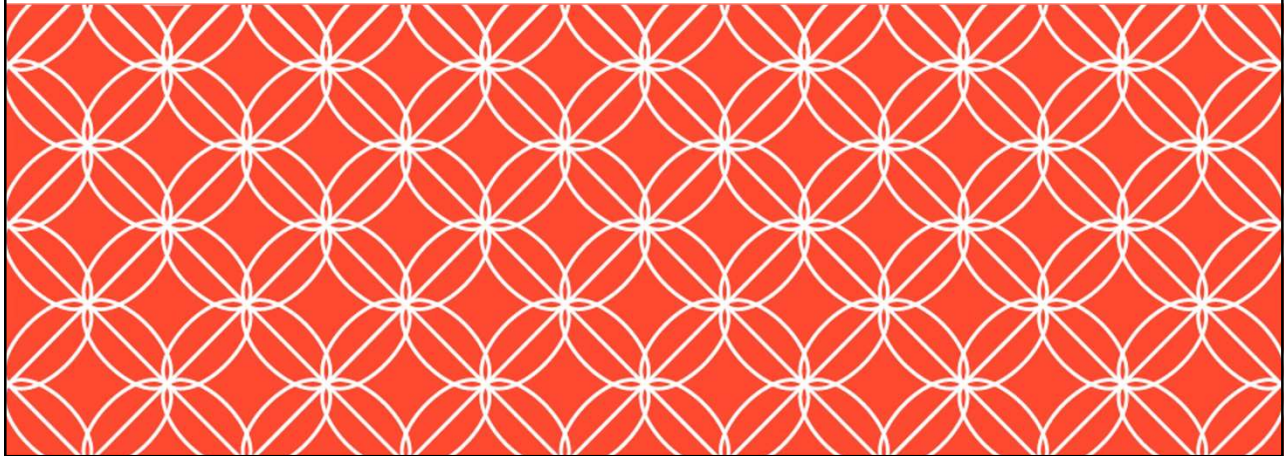
Thank you

Annex 3 Presentation of the Thematic Segment of the 58th UNAIDS PCB



Beyond 2025: Countering health inequities through sustaining the HIV response, human rights and harm reduction for people who use drugs

Thematic Segment of the 58th UNAIDS PCB meeting



1

General information

- Was proposed by the PCB NGO Delegation and supported by the Bureau
 - Originally approved at the 55th PCB meeting in December 2024
 - Rescheduled from 56th to 58th PCB meeting (due to heavy agenda)
 - Will take place on the last day of the upcoming PCB meeting - **2 July 2026**
- **Composition of PCB Thematic segment working group**
 - Organized in February 2026
 - 2 meetings

MEMBER STATES	COSPONSORS	NGO/Communities	UNAIDS Secretariat
• Mexico • Netherlands • Senegal	• UNDP • WHO • UNODC • UNHCR	• Africa • Europe	• Governance • Communities and Human Rights

2

Thematic segment agenda

- Opening dialogue and keynote addresses
 - Panel discussion 1: Addressing inequalities that prevent progress in the HIV response for people who use drugs
 - Panel discussion 2: Protecting human rights through law and policy change
 - Panel discussion 3: Sustainable financing for harm reduction
- Speakers across all global regions
- Balance between speakers representing governments, academia, communities and wider civil society



3

Thematic segment background note

- Developed in consultation with the working group composed of all PCB constituencies
- Organized around three main topics:
 - Inequalities preventing progress in the HIV response for people who use drugs
 - Human Rights Approaches to Addressing Inequalities
 - Sustainable future
- Provides UNAIDS data on HIV epidemiology among people who inject drugs, access to harm reduction and other HIV services and funding gaps.
- Includes 9 case studies (of 58 case studies submitted)



4

Key messages - 1

- **Recognize and fund harm reduction** as an essential, evidence-based, rights-affirming and cost-effective component of the HIV response to accelerate progress towards achieving the Global AIDS targets on ending stigma and discrimination, integration and community leadership. For that purpose:
- Account for the needs of **people who use drugs in their diversity**, including women and youth, LGBTI and sex workers, people in humanitarian settings and people in prisons.
- **Integrate** harm reduction into national budgets and health systems, in ways that strengthen and sustain community leadership.



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Key messages - 2

- **Remove criminal sanctions** for drug use and possession for personal use to improve access to HIV services.
- Ensure that organizations led by people who use drugs and wider civil society engaged in harm reduction advocacy, service delivery and accountability processes can **freely register, operate** and apply for domestic and international funding.
- Collect and use disaggregated **data**, including community-generated data, to understand gaps in services and support decision-making and targeted investment.



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