

UPDATE ON STRATEGIC HUMAN RESOURCES MANAGEMENT ISSUES **Disciplinary and other corrective actions in 2025**

Corrective administrative actions, including disciplinary measures taken in 2025

INTRODUCTION AND PURPOSE	<ol style="list-style-type: none"> 1. This Note outlines the corrective administrative action, including disciplinary measures, taken throughout 2025 following a determination that a UNAIDS staff member has engaged in unsatisfactory conduct or misconduct. In publishing these cases, the Department of People and Culture (“DPC”) seeks to promote people management in UNAIDS that remains transparent, equitable, in line with the values of the Organization, and reflective of ethical and accountability standards. 2. UNAIDS and its staff members are responsible for safeguarding the resources and funds entrusted to the Secretariat for the purpose of delivering the UNAIDS mandate. 3. As international civil servants, UNAIDS staff members are expected to observe at all times the highest standards of conduct, integrity, competence, and performance. 4. Discrimination, abuse of authority, harassment, including sexual harassment, sexual misconduct, fraud, misrepresentation, use of position for personal advantage, false certification, or bringing the Organization into public disrepute are examples of behaviour that is in breach of the standards of conduct expected of an international civil servant.
SCOPE	<ol style="list-style-type: none"> 5. This Note reports on corrective administrative actions, including disciplinary measures, taken by the Administration between 1 January and 31 December 2025. 6. It is important to note that not every allegation of misconduct or every occurrence of unsatisfactory conduct results in action being taken against the staff member. Where a staff member provides a satisfactory explanation in response to formal charges of misconduct, or where an initial review or investigation results in a finding that the allegations are not substantiated, the case may be closed with or without managerial action.
ADMINISTRATIVE PRINCIPLES AND RESTORATIVE MEASURES	<ol style="list-style-type: none"> 7. Corrective administrative actions, including disciplinary measures, are taken in accordance with the relevant regulatory framework and should be proportionate to the nature and gravity of the conduct at issue. 8. Aggravating and mitigating factors are taken into consideration in determining the appropriate disciplinary or other administrative action, considering the specific facts and circumstances of each case. 9. Staff members who separate from UNAIDS prior to the conclusion of an ongoing investigation or disciplinary process or those who are separated from UNAIDS further to a finding of misconduct are normally informed that they will not be considered by UNAIDS for any future employment or contract. In such cases, a note to that effect will be placed in the staff member’s personal record and in the organizational recruitment management system. Moreover, where applicable, UNAIDS will include relevant records regarding established misconduct by former UNAIDS staff members in the UN ClearCheck database.¹ 10. UNAIDS is fully committed to a victim-centered, zero-tolerance approach in all cases of sexual misconduct and offers support to victims of sexual misconduct, including in terms of protection from retaliation. 11. Where misconduct has resulted in financial loss to the Organization, UNAIDS pursues asset recovery and compensation for financial damage caused, in accordance with the applicable legal framework.
UNAIDS LEGAL FRAMEWORK, GUIDANCE AND PRINCIPLES	<ol style="list-style-type: none"> 12. The relevant legal framework outlining the duties and obligations of UNAIDS staff members and applicable procedures governing non-compliance therewith includes the following rules and policies: <ol style="list-style-type: none"> i. Standards of Conduct for the International Civil Service ii. WHO Staff Regulations and Staff Rules, adapted for UNAIDS iii. Policy on Preventing and Addressing Sexual Misconduct iv. Policy on Preventing and Addressing Abusive Conduct v. WHO Policy on Prevention, Detection and Response to Fraud and Corruption vi. WHO eManual vii. UNAIDS Secretariat Ethics Guide.
SUMMARY OF CASES CONCLUDED IN 2025	<ol style="list-style-type: none"> 13. Between 1 January and 31 December 2025, UNAIDS concluded three processes related to allegations of misconduct or instances of unsatisfactory conduct committed by UNAIDS staff members. The nature of the corrective administrative actions taken in each of the three cases is outlined in Figure 1. 14. Further, one matter involving allegations of entitlement fraud against the Staff Health Insurance was closed by the WHO’s Office of Internal Oversight Services (“IOS”) following an initial assessment and referred to UNAIDS for consideration. UNAIDS subsequently closed the case. 15. All three cases concluded by 31 December 2025 ended with the imposition of corrective action: two of them ended with the imposition of non-disciplinary reprimands and instruction to undergo training; and one ended with the disciplinary measure of written censure to be retained in the staff member’s personal record for five years. 16. Two of the three cases involved female staff members, and one involved a male staff member. 17. In two cases, the staff members were based in offices in the Latin America and Caribbeans region. In one case, the staff member was based in Headquarters, Geneva (Figure 2). 18. All three cases involved staff members in the Professional category. 19. For each case that resulted in the imposition of an administrative or disciplinary measure in 2025, the outline below indicates the nature of the conduct and the measure(s) imposed. In providing the information below, due regard has been given to the protection of privacy of the staff members concerned.

¹ ClearCheck is a secure online database, established to share information among United Nations entities on individuals (subjects) against whom allegations related to sexual harassment, sexual exploitation and sexual abuse and other forms of misconduct have been established. The aim of the database is to prevent the re-employment of such individuals within the UN System. For further details on ClearCheck, please see Sections III.4.2.210 and III.11.2.360-380 of the WHO eManual.

Outline of cases resulting in corrective action

<p>FAILURE TO COMPLY WITH STANDARDS OF CONDUCT AND CONDUCT UNCONNECTED TO OFFICIAL DUTIES, TENDING TO BRING THE ORGANIZATION INTO PUBLIC DISCREDIT</p>	<p>A staff member was found to have failed to pay private bills, to pay family support and to reimburse a privately incurred debt in a timely manner. On that basis, the staff member was found to have failed to observe the standards of conduct as defined under Article I of the Staff Regulations, and Staff Rule 110 of the WHO Staff Regulations and Staff Rules as adapted for UNAIDS. Specifically, the staff member was found to have engaged in “conduct [...], unconnected with his official duties, tending to bring the Organization into public discredit”, as referred to in Staff Rule 110.8.2.</p> <p><i>Corrective measure imposed: written censure pursuant to Staff Rule 1110.1.1</i></p>
<p>MISUSE OF FINANCIAL AUTHORITY AND FAILURE TO ADEQUATELY OVERSEE ASSIGNED TEAM AND TO ENSURE COMPLIANCE WITH INTERNAL PROCESSES</p>	<p>A staff member was found to have exceeded the authorized expenditure threshold, amounting to misuse of financial authority, to have failed to adequately oversee the team for which they were responsible, and to have ensured its compliance with procurement rules and procedures. The conduct was found to amount to lack of compliance with internal processes, controls and frameworks, as well as failure to adhere to the professional standards of conduct, including professionalism. As such, the staff member was found to have acted in contravention of WHO Staff Regulations and Staff Rules, as adapted for UNAIDS, the UNAIDS Secretariat Ethics Guide (2015), the Standards of Conduct for the International Civil Service (2013), and the UNAIDS Procurement Manual.</p> <p>The staff member’s comments on the charges were considered credible overall. Further, mitigating factors such as the lack of dishonest intent, the staff member’s long service with UNAIDS with good performance record and the assumption of responsibility for having exceeded financial authority were taken into account.</p> <p><i>Corrective measure imposed: non-disciplinary reprimand. The staff member was further instructed to undergo appropriate training programme(s) to update and improve knowledge on procurement procedures and on UNAIDS financial rules and reporting policies.</i></p>
<p>MISUSE OF DELEGATED FINANCIAL AUTHORITY AND FAILURE TO COMPLY WITH INTERNAL PROCESSES</p>	<p>A staff member was found to have misused delegated financial authority, failed to comply with internal processes, controls and framework as well as to adhere to the standards of conduct, including professionalism. As such, the staff member was found to have acted in contravention of WHO Staff Regulations and Staff Rules, as adapted for UNAIDS, the UNAIDS Secretariat Ethics Guide (2015), the Standards of Conduct for the International Civil Service (2013), and the UNAIDS Procurement Manual.</p> <p>The staff member’s comments on the charges were considered credible overall. Further, mitigating factors such as lack of dishonest intent, and the staff member’s long service with UNAIDS with good performance record were acknowledged.</p> <p><i>Corrective measure imposed: non-disciplinary reprimand. The staff member was further instructed to undergo appropriate training programme(s) to update and improve knowledge on procurement procedures and on UNAIDS financial rules and reporting policies.</i></p>

Figure 1: Types of corrective administrative actions, including disciplinary measures, taken in 2025

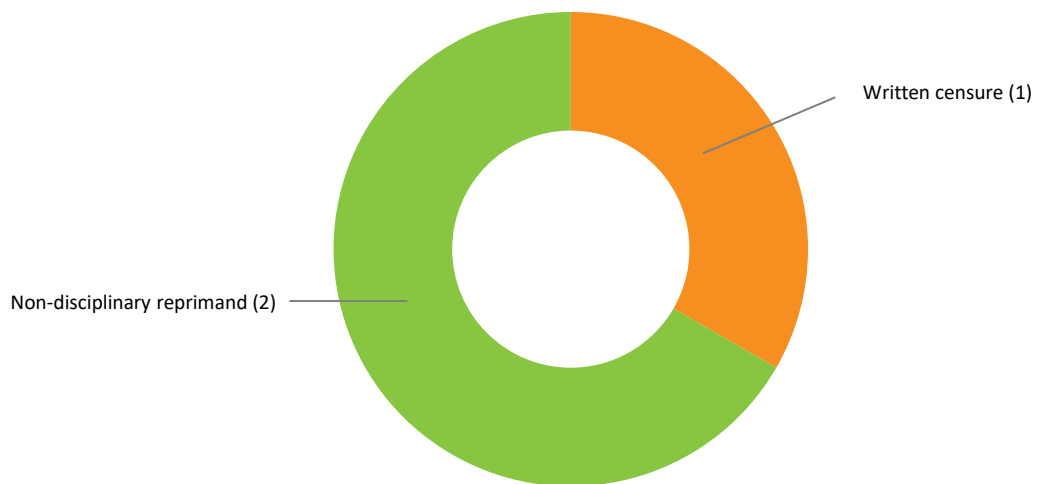


Figure 2: Corrective administrative actions taken, disciplinary measures imposed in 2025 by region

