



UNAIDS PCB BUREAU MEETING

DATE: Tuesday, 16 April 2024

TIME: 13:30-15:30 (CET)

VENUE: Hybrid (in-person at the UNAIDS building and virtually on Teams)

PARTICIPANTS

Kenya: Representing the PCB Chair: Dr Ruth Laibon Masha, Chief Executive Officer, NSDCC, Ministry of Health; Dr Peace Mutuma, Health Attaché, Permanent Mission of Kenya in Geneva; Dr Douglas Bosire, Country support, NSDCC, Ministry of Health.

Brazil: Representing the PCB Vice-Chair: Ms Débora Antônia Lobato Cândido, Second Secretary, Permanent Mission of Brazil in Geneva.

Netherlands: Representing the PCB Rapporteur: Ms Zina Olshanka, First Secretary, Permanent Mission of the Kingdom of the Netherlands in Geneva.

Representing the PCB NGO Delegation: Mr Gastón Devisich, Community Engagement Representative, Fundación Huésped, Buenos Aires, Argentina.

UNESCO: Representing the Committee of Cosponsoring Organizations: Mr David Sunderland, Senior Project Officer, Health and Education, UNESCO; Ms Fátima Barbero, Programme Specialist, UNESCO.

UNAIDS Secretariat: Mr Efraim Gomez, Director External Relations; Mr Morten Ussing, Director Governance; Ms Samia Lounnas, Senior Governance Advisor; Ms Adriana Hewson, Governance Officer; Ms Maya Salama, Governance Officer; Ms Awino Pauller Musyoka, Governance Intern.

MEETING AGENDA

- 1. Schedule of pre-meetings for the 54th PCB meeting (25-27 June 2024, Geneva, Switzerland):** *The Bureau will review the options for the schedule of pre-meetings for the 54th PCB meeting.*
- 2. Update on the preparations for the upcoming 54th PCB meeting (25-27 June 2024, Geneva, Switzerland):** *The Bureau will receive brief updates on key items of the regular and thematic segments at the upcoming PCB meeting.*
- 3. Report on the selection process of new members of the UNAIDS Independent External Oversight Advisory Committee (IEOAC):** *The Bureau will receive an update on the selection process for new members of the IEOAC for 2025–2026.*

4. Any other business

Summary of the Meeting

The PCB Chair welcomed the Bureau members to the PCB Bureau meeting to prepare for the 54th PCB meeting, scheduled for 25–27 June 2024. The purpose of the meeting was to provide Bureau members with an update on the preparations of the 54th PCB meeting agenda items by the relevant UNAIDS Secretariat focal point, review the schedule of pre-meetings for the 54th PCB meeting and discuss the selection process for new members of the IEOAC. The Chair recalled that the Bureau members had received the draft agenda and background documents in advance of the meeting.

1. Schedule of pre-meetings for the 54th PCB meeting (25–27 June 2024, Geneva, Switzerland)

The Chair recalled that at their meeting on 31 January 2024, Bureau members had discussed the added value of the PCB pre-meetings and agreed to review the possibility of condensing them at the next meeting if the schedule allowed. The Chair noted that the Bureau members had received a draft schedule for the PCB pre-meetings as part of the background documents of the meeting, with two options presented:

- Option 1: Two half days of pre-meetings and one day of consultation on the decision points
 - Wednesday, 19 June 2024: Pre-meeting from 13h00-16h00
 - Thursday, 20 June 2024: Pre-meeting from 13h00-16h00
 - Friday, 21 June 2024: Consultation on draft decision points from 13h00-15h00
- Option 2: One day of pre-meetings and one day of consultation on the decision points
 - Wednesday, 19 June 2024: Pre-meeting from 13h00-19h00
 - Thursday, 20 June 2024: Consultation on draft decision points from 13h00-15h00

To accommodate different time zones and ensure the optimal participation of all PCB stakeholders, the Bureau agreed by consensus on Option 1. The Chair requested the Secretariat to finalize the schedule of pre-meetings and post it online.

2. Update on the preparations for the upcoming 54th PCB meeting (25–27 June 2024, 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 53rd 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 53rd PCB meeting in December 2023. It was cleared by the PCB Bureau and posted online on 22 March 2024 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 53rd PCB meeting.
- The PCB is invited to adopt the report of the 53rd 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 in the AIDS response, as well as some of the follow-ups from the latest PCB meeting. This includes, among other key issues, follow-up on the discussions with heads of agencies at the CCO meeting on 1 May 2024, reflections on the upcoming mid-term review of the 2021-2026 Global AIDS Strategy, and the UNAIDS funding shortfall.
- 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 54th PCB meeting.
- For the Leadership in the AIDS response agenda item, the Executive Director invites a high-level speaker to provide a different angle on the AIDS response. The Executive Director is currently in the process of selecting a high-level speaker.

The Bureau thanked the Secretariat for the update and highlighted the importance of the outline being posted sufficiently in advance to help constituencies consult internally and prepare their statements in good time.

Agenda item 1.4: Report by the CCO

UNESCO, Chair of the Committee of Cosponsoring Organizations, provided the update as follows:

- The CCO report is presented once a year, and it follows the Report of the Executive Director. In the past, it has complemented the UBRAF 2022-2026 performance monitoring reporting agenda item.
- In initial consultation with Cosponsors, there are several areas the report will present:
 - The 57th CCO meeting scheduled for 1 May 2024 will discuss how the Joint Programme is addressing societal and structural factors that create vulnerability to HIV in the broader context of sustainability and sustaining rights. The CCO will be able to report back on some of the decision points and the main points of the discussion.
 - The paper might also include case studies demonstrating how the Joint Programme adds value in embedding HIV in a comprehensive approach, for example in cross cutting issues such as rights, education, health, nutrition, peace, and other areas.

- The paper will also present some initial reflections from Cosponsors on the Joint Programme's transition over the last few years, which should help the PCB in terms of context and in looking ahead to the mid-term review of the Global AIDS Strategy.
- The CCO Chair is expecting to have a high-level representative from UNESCO who will present the report at the PCB, as is the preferred practice.
- As usual, the CCO aims to have a Global Coordinator, Focal Point, Secretariat meeting on the Monday of the PCB to meet with constituencies and the UNAIDS Executive Director. The CCO suggested holding a meeting within the Joint Programme after the PCB to discuss the results from the previous biennium.

The Bureau thanked the CCO for the update and stressed that they looked forward to having high-level representation from the CCO Chair at the 54th PCB meeting. The Bureau noted that they expected to receive feedback from the CCO on the preparation of the development process for the new Global AIDS Strategy and UBRAF.

Agenda item 3: Follow-up to the thematic segment from the 53rd PCB meeting

The Secretariat provided the following update:

- The report is a summary of the discussions and presentations from the thematic segment at the 53rd PCB meeting on “Testing and HIV”.
- 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 10 April 2024 as part of the background materials for this meeting.
- They focus on five key messages:
 - Recognize the gaps in HIV testing and the need to prioritize key populations, partners of PLHIV, children, men, adolescents, young people, people with co-infections including STIs and viral hepatitis, and people who are left behind, while acknowledging the progress made by many countries towards reaching the first 95 target.
 - One size does not fit all: prioritize a strategic mix of people-centred differentiated testing approaches to fill the testing gaps according to context, population, and epidemic. Consider facility-based, community-based, provider-assisted referral, social network-based approaches, and HIV self-testing.
 - As appropriate, revisit legal provisions on the age of consent for HIV testing to ensure that they respond to the needs of adolescents in different country contexts. Update policies to enable and build the capacity of lay providers, especially people living with HIV and members of key and other priority populations, to perform HIV

rapid diagnostic testing. Increase efforts to reduce stigma and discrimination associated with HIV.

- Encourage community-led service provision through the participation and meaningful engagement of community and other civil society organizations in HIV testing services. Consider using community-generated data as a complement to data sourced from national monitoring and evaluation systems to inform decision-making around service quality improvement.
- Enhance health system functionality, including public health laboratories, to guarantee quality-assured, affordable, and uninterrupted HIV diagnostic testing, as well as point-of-care CD4 and viral load testing services, as recommended by WHO guidelines. Adopt and implement an HIV status-neutral approach and integrate testing services into a holistic package that includes messaging on Undetectable = Untransmittable (U=U), and links with prevention, treatment, and care services for HIV and other health issues.

The Chair requested the Bureau members to provide their written comments on the summary report including the draft decisions by the deadline of 19 April 2024. The Chair will 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

Angeli Achrekar, Deputy Executive Director, UNAIDS, 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.
- UNAIDS will be disseminating a revamped revised results and transparency portal so that data from the Joint Program can be visualized and made more accessible to users.
- 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, and progress must not be cause for complacency.

- Developed truly jointly by the UNAIDS Secretariat and all Cosponsors, the UNAIDS 2022-2023 Performance Monitoring Report is the second report of the UBRAF 2022-2026 and will capture the collective results, at all levels, of the Joint Programme in support of countries and communities, through quality in-country support combined with global public goods, for the implementation of the Global AIDS Strategy.
- The report is being drafted with ongoing data validation. It is expected to show still high performance toward reaching the milestones set for 2023 for most indicators showing 'strong value for money' and this despite the challenging global context and the UBRAF funding shortfall, demonstrating how the Joint Programme has prioritized to focus on reducing HIV-related inequalities and gaps while reaching a higher level of efficiencies.
- However, it will also highlight some impact of the Joint Programme's funding shortfall and the risk of inability to sustain important work and gains achieved over the last few years.
- Strongly encourage donor governments to make renewed commitments to close the continuous funding gap by providing contributions to fully fund at least a minimum budget level of \$187 million.

The Bureau thanked the Secretariat for the update and noted that they looked forward to the performance monitoring reports and to the launch of the new results and transparency portal. The Chair highlighted that UNAIDS scores exceptionally high in terms of the QCPR compliance and that this had been iterated recently in a meeting convened by the Deputy Secretary General with the member states chairing the Governing Bodies of UN entities in Geneva.

Agenda item 4.2: 2022-2026 UBRAF financial reporting

The UNAIDS Secretariat provided the update as follows:

- External audit of the 2023 Financial Statement
 - Management expects an unmodified audit opinion of the 2023 Financial Statement by the external auditors.
 - This is the twelfth set of financial statements prepared according to IPSAS accounting standards, and the sixth to include the Statement of Internal Control.
- Resource mobilization and utilization 2023-2025
 - The Financial situation continued to be tight during 2023.
 - Core income totaling US\$ 161.5 million mobilized in 2023 compared to US\$ 165.5 million mobilized in 2022.
 - 2023 Core income of US\$ 25.5 million below the target of US\$ 187 million, and US\$ 48.5 million below the approved budget of US\$ 210 million.
 - Total core expenditures (expenses and encumbrances) amounted to US\$ 160 million compared to US\$ 176.7 million in 2022.
 - So far in 2024, US\$ 31.9 million has been recorded as core income.
 - It is estimated that US\$140 million in core funds will be raised in 2024. This is US\$ 47 million below the base resource mobilization target of US\$ 187 million, and US\$ 70 million below the approved budget of US\$ 210 million.

- The estimated funding gap for 2024-25 is US\$ 45 to US\$ 50 million
- Fund balance
 - The net fund balance at the end of 2023 was US\$ 91 million, compared to US\$ 86 million at the end of 2022, and US\$ 16 million below the PCB-approved minimum level of US\$ 107 million approved in 2015 (based on a biennial core budget of US\$ 484 million).
- Covering the funding gap
 - Based on an annual core budget of US\$ 160 million, the estimated biennial funding gap (2024 and 2025) of US\$ 45 to US\$ 50 million is proposed to be covered as follows:
 - Partially from the core fund balance – in response to the PCB decision to review the level of the minimum fund balance to align with the reduced budget level of US\$ 160 million (the current minimum level defined by the PCB was based on a core annual budget of US\$ 242 million), and
 - Partially from the funds attributed towards the funding of the After Service Health Insurance (ASHI) liability (currently overfunded).
- Partial funding from Core Fund Balance
 - The PCB, at its 52nd meeting in June 2023, requested a review of the minimum level of the core fund balance to align with the reduced budget level of US\$ 160 million.
 - In line with the PCB decision, setting the core fund balance based on the PCB-agreed percentage of 22% to 35% of the biennial budget, and a US\$ 160 million budget, would result in a core fund balance at US\$ 70 million.
- Partial funding from ASHI
 - The recommendation to use ASHI funds is based on the ASHI liability as per the latest actuarial assessments of 2022 and 2023, which currently show overfunding for UNAIDS.
 - At the end of 2023, ASHI’s actuarial requirement amounted to US\$ 104.7 million, with a total accrued amount of US\$ 154.6 million.
 - At its 30th meeting in June 2012, the PCB endorsed the Executive Director’s recommendation to fully fund the organizational staff-related liabilities from the UBRAF core fund balance. Following the PCB decision, US\$ 25.1 million was transferred from the core fund balance and recorded for ASHI coverage.
 - Based on the above, it is recommended to transfer the amount of US\$ 25.1 million back to the core fund balance.
 - Following this transfer, the ASHI liability would remain fully funded in accordance with the June 2012 PCB decision, while leaving some flexibility, recognizing that the ASHI actuarial assessments vary over time.

Responding to the Bureau members, the Secretariat reported that the most important outcome of the UNAIDS Structured Funding Dialogue, held on 26 March 2024, was the recommitment of members to the Joint Programme, along with the launch of the financing campaign, which is a key vehicle to raise core funding. The report of the Structured Funding Dialogue will be available as a conference room paper under the financial reporting agenda item.

The Bureau thanked the Secretariat for the update on the financial reports and UNAIDS funding situation, including the outcome of the Structured Funding Dialogue.

Agenda item 5: Update on strategic human resources management issues

Tim Martineau, Director for Management, UNAIDS, provided the update as follows:

- The update on strategic human resources management issues provides an update on related activities undertaken by the UNAIDS Secretariat during the reporting period, April 2023 to March 2024. 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, and modernization of the organization, integrated with regular work carried out by the People Management Department.
- Three Conference Room Papers will accompany the update:
 - People of UNAIDS (workforce composition as of 31 December 2023)
 - Administrative Review Statistical Overview for 2023
 - Corrective administrative actions, including disciplinary measures imposed in 2023
- **Culture transformation, modernization of the organization and duty of care are the pillars to ensure that UNAIDS remains consistent with its values**, putting staff alongside the communities UNAIDS serves 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 first under the 2023-2026 People Management Strategy.
- **The alignment has been finalized.** A number of teams have been delocalized from the Global Center to Bonn, Johannesburg and Nairobi. The MENA regional office has been closed, and its countries are supported by the WCA and ESA regional offices. There are now more national positions. The structure of country teams has been harmonized. The multicountry office model has been extended and a new model of HIV advisers as part of RCOs is piloting in 5 countries. New teams have been set up to ensure UNAIDS is fit to deliver on the HIV Strategy. The alignment and further efficiencies represent savings in the range of \$20 million.
- **Equity and inclusiveness:** UNAIDS is composed of 646 staff (21% less than 2014, 7% less than 2019). Most of the global workforce is women, including increases in the number of female UCDs in 2023. UNAIDS staff represent 120 nationalities, and the number of younger staff has increased. The average recruitment time was slightly shorter than the UN average, due to strengthening the recruitment supporting structure and streamlining processes. Investments in recruitment tools have ensured that UNAIDS attracts high-quality, diverse candidates. A digital footprint check has been introduced for recruitment, to mitigate multiple risks connected to improper use of social media.
- **Towards management with a human face and a proactive approach to staff wellbeing:** The next two years are crucial years for implementation of the UBRF and the Global AIDS Strategy, and UNAIDS recognizes that it is asking more from its staff. UNAIDS has prioritized and enhanced focus in its work, provided staff with the resources they need to deliver their best (flexible working arrangements, workload management strategies,

- stocktaking days), enhanced policies to prevent harassment and sexual misconduct, and established a comprehensive training program to strengthen leadership skills. The Duty of Care Committee was re-launched and offices across the organization have started Team Learning Journeys to incorporate the feminist principles and develop workplace norms.
- **Modernizing the organization:** new ways of working are being implemented, through communities of practice and matrix management, to shape the knowledge driven organization UNAIDS wants to be. The Secretariat is also in the process of improving capabilities, enhancing automatization and use of AI, process optimization, delegating and simplifying, with the ambition of giving people the things they need to do their work better and more expeditiously, and be more efficient as an organization.
 - Responding to the Bureau members, the Secretariat reported that the alignment is structurally complete, and that posts are increasingly being filled. The focus is now on the softer aspects of delivery such as knowledge management.

The Bureau thanked the Secretariat for this update, including on the completion of the alignment process, and noted that they looked forward to receiving the reports.

Agenda item 6: Statement by the UNAIDS Secretariat Staff Association (USSA)

The Chair of the USSA provided the update as follows:

- Plea for urgent support for funding to support full staffing level and avoid overburdening staff with workload and burnout.
- Urgent scale-up of support mechanisms for staff to navigate and cope with change (career and up-skilling as well as counselling and mental health support).
- Staffing of counselling office. There is currently one staff member in this office covering almost 650 staff members. Given the challenges being faced, there is a need to staff this office properly and realistically.
- Need for health insurance coverage that is accessible and available all the time. The current Staff Health Insurance remains a challenge to staff.
- Career progression and advancement.

The Secretariat clarified that the statement would be posted online along with the other PCB papers and that the UNAIDS management could respond to points made in the USSA statement.

The Bureau thanked the Chair of the Staff Association for the update and the Secretariat for its clarification.

Agenda item 7: 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

7.1 and 7.2 Internal and External Auditors Reports

The Secretariat provided the update as follows:

- With regards to the internal audit, the Secretariat confirmed that they are still waiting for the annual report. The Secretariat is working with IOS to complete that: based on ongoing analysis, the percentage of IOS recommendations open and overdue is expected to be lower compared to that of 2022, which is once again consolidating ongoing improvements from 2019 onwards, including the closure of some old overdue audit reports.
- With regards to the external auditor, the Secretariat thanked the external auditors and reiterated the commitment to strengthen internal controls, and recognized the importance and value added of the audit recommendations to improve internal control and management. The Secretariat expects an unmodified or clean opinion of the financial statements. It is also expected to close 7 out of 10 previous recommendations from external audits from previous years, with the remaining 3 to be responded to by the time of the PCB.
- The Secretariat expects to receive the two reports shortly and will provide them to the PCB accordingly.

7.3 Report of the Ethics Office:

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

- Many of the recommendations of the JIU on the ethics function have been implemented, however, additional measures are needed to ensure the office is adequately resourced.
- During the reporting period, the Head of Ethics proceeded on loan to WHO. As a result, the Ethics Office underwent yet another transition. To minimize the potential negative impact of this transition, management temporarily reassigned a former Senior Ethics Officer to the role for the loan period. In February 2024, the substantive Head of Ethics indicated to management her intention not to return to the role at the end of the loan period. With the imminent recruitment of a substantive Head of the Ethics Office in 2024, management is requested to continue deepening the independence of the office by implementing the recommendations of the JIU on recruitment and contracting of heads of ethics offices.
- The Ethics Office continued to promote high ethical standards by responding to ever increasing numbers of requests for confidential advisory services year on year, with a 59% increase between 2022 and 2023. There were 227 requests for advice in 2023 compared with 143 in 2022 and 75 in 2021.
- A new WHO policy on Preventing and Addressing Retaliation, applicable to UNAIDS, came into effect during the reporting period. The new policy aligns with UNAIDS' commitment to zero tolerance for abusive conduct, including retaliation. It encourages staff members and collaborators to report misconduct in good faith and cooperate with authorized audits or investigations without fear of retaliation. The policy emphasizes the obligation to report misconduct and enhances UNAIDS' ability to address retaliation allegations. It outlines the protective measures and actions to be taken when such allegations arise. Notably,

investigations are now centralized under the Internal Oversight Services, while the Ethics Office remains responsible for recommendations and measures to prevent and protect staff members and collaborators from retaliation, working closely with other relevant services.

- Regarding prevention of sexual exploitation and abuse (PSEA), a new WHO Policy on Preventing and Addressing Sexual Misconduct (PASM), applicable to UNAIDS, came into force during the period. This updated policy uses the term “sexual misconduct” to encompass all forms of prohibited sexual behavior, including sexual exploitation, sexual abuse, sexual harassment, and any form of sexual violence. It adopts a victim-centered approach and underscores the rights of victims/survivors, subjects of allegations, and bystanders. The policy obliges all staff members and UNAIDS collaborators to report instances of sexual misconduct and outlines the reporting options available. As part of the PSEA efforts, a partner PSEA capacity assessment was rolled out. To address the risk of recruiting people who may have engaged in sexual exploitation and abuse in the past, the office contributed to the expansion of the screening using ClearCheck to consultants and subcontractors of the technical support facility. In addition, a draft country risk assessment tool and declaration of interest tools for experts were developed. There were three requests for retaliation during the period and the Ethics Office in line with the policy recommended protective measures.
- Regarding the promotion of ethics awareness and training, the completion rate of mandatory trainings on ethics related matters increased significantly during the period with ethics and integrity in the UN at 99%, prevention of sexual exploitation and abuse at 98%, prevention of harassment and abuse of authority at 100%, and prevention of fraud and corruption at 98%. Additionally, the Ethics Office capitalized on large team retreats to provide ethics related training to UNAIDS Country Directors from East and Southern Africa (ESA) and West and Central Africa (WCA) regions, as well as drivers from the ESA region.
- During the reporting period the Ethics Office promoted policy coherence through providing advice to staff and management to ensure that the organization’s policies were applied properly. The Ethics Office participated in meetings of the Ethics Multilateral Network to gather best practices throughout the UN system towards improving its work at UNAIDS.

7.4 Report of the Independent External Oversight Advisory Committee

Hélène Rossert, Chair of the IEOAC, provided the following update:

The recommendations in the annual IEOAC Report will focus on the following key areas:

- Financial situation and resource mobilization
 - Consider several scenarios to identify risk and opportunities and how UNAIDS would adapt to further funding reduction and/or eventually funding improvement.
 - In regard to resource mobilization: finalize its targets (or key performance indicators) and undertake benchmarking, monitoring and reporting, to enable an assessment of achievements against these indicators by the end of 2024.
- Organizational change

- Collect evidence from relevant stakeholders, including donors and UNAIDS workforce, to assess the degree to which the alignment has achieved its objectives.
- Develop specific and tailored mitigation measures with respect to alignment, for each risk identified.
- Audit and investigation functions
 - Establish the annual internal audit plan based on sound risk assessment analysis.
 - Provide more comprehensive and granular information on investigations, per number of allegations and number of cases.
- Tracking of oversight recommendations
 - In regard to lingering high risk audit recommendations from prior audits not yet addressed, define actions plans for implementation and/or clarifications explaining the reasons for the delay in implementing them.
 - Provide analysis on outstanding aging investigation cases.
 - Establish a central repository of oversight recommendations including internal audit, external audit, JIU and IEAOC, to support the IEOAC's role in monitoring the implementation of outstanding oversight recommendations.
- Risk Management:
 - To further strengthen the risk management framework in UNAIDS, provide the IEOAC with a Statement of Risk Appetite and Risk Maturity assessments, including quantifiable data on outcomes and trends and illustrative examples.

The Bureau thanked the focal points for their comprehensive and detailed updates on the oversight reports. The Bureau requested the Secretariat to continue providing the necessary support towards the finalization of the organizational oversight reports.

Agenda item 9: Thematic Segment

The UNAIDS Secretariat gave an update on the preparation for the thematic segment on *Sustaining the gains to the global HIV response towards 2030 and beyond*:

- The thematic segment will provide an opportunity for the PCB to discuss the sustainability of the HIV response including rationale, urgency, challenges, opportunities, and key elements for sustainability planning including immediate, short-, medium- and long-term priorities and processes. In particular, the thematic segment will focus on the following issues:
 - Considerations for innovations and fast-tracking the necessary foundations for the sustainability of the HIV response now, up to 2030, and beyond 2030.
 - Considerations from lessons from the past and present to explore opportunities for sustaining impact towards 2030 and beyond.
 - Recommendations for actions ensuring that the enabling environment, partnerships, responses, and roadmaps are outlined at national, regional and global levels.

- 54th PCB Thematic Segment Working Group
 - First meeting: 20 February 2024 – annotated outline of background note and agenda presented, and inputs received.
 - Second meeting: 21 March 2024 – full draft background note presented and agenda with suggested speakers, and inputs received.
- Deadline for submitting country case studies and best practices: 19 April 2024. 17 case studies have been received so far. At least 5 of these will appear in the background note and the rest in a Conference Room Paper.
- The background note and agenda will be finalized by the end of April / early May: Feedback received being incorporated.
- Scope of the topic and chapters of the background note
 - Sustainability of the HIV response includes political sustainability, programmatic sustainability and financial sustainability. The background note explores all three components. Implications (key messages) are as follows:
 - Building on the 2021 Political Declaration, lead and integrate sustainability dialogue and planning into all aspects of the HIV response.
 - Undertake immediate actions to accelerate the HIV response to meet the 2025 targets (95–95–95; 10–10–10; 30–80–60), including ensuring that gains are sustained through to 2030, and that a foundation is established for sustainability beyond 2030.
 - Move rapidly away from siloed approaches to HIV and health and reorient health systems towards primary health care (PHC) and universal health coverage (UHC) and other developmental convergences.
 - Scale-up HIV prevention (including treatment as prevention (TASP), biomedical and socio-behavioural approaches), intensify focus on rising HIV incidence among key populations in and beyond Sub-Saharan Africa, and address ongoing high HIV incidence among adolescent girls and young women.
 - In line with GIPA principles and “let communities lead”, develop and implement lower-cost approaches to the HIV response by drawing on lessons from successful community/key population-owned and led social mobilization approaches that preceded high-budget centralized funding regimes (including opportunities to ‘build out’ towards PHC/UHC).
 - Undertake preparedness planning to address current and emerging threats to the HIV response, including emerging epidemics and pandemics, humanitarian emergencies, sociopolitical concerns, armed conflict and climate change.
 - Position countries to restructure debt, ensure financial stability and growth in their fiscal space, sustain gains, and establish sound footing for immediate, short-term and post-2030 scenarios.
 - Consider a sustainability declaration. All responses must occur at the pace warranted to meet and maintain achieving the targets and ensuing impacts, and must include well-grounded approaches, innovations and transformations that include and adhere to sustainability principles.
- Draft agenda summary
 - Opening session: whole of government considerations
 - Setting the scene: charting the future; sustainability agenda

- The imperative of sustainability
- Taking stock, lessons for the future
- Vision for the future

The Bureau thanked the Secretariat for the update and noted that they looked forward to the discussions in June. The Bureau stressed the importance of having wide regional representation in the thematic segment case studies.

Following consideration of the updates on the preparations for the upcoming 54th PCB meeting, the Bureau thanked the agenda item focal points for their comprehensive presentations and updates and looked forward to the posting of the final papers and the discussions to be held at the PCB meeting on these important topics. The Bureau members reiterated the importance of posting all PCB papers 4 weeks ahead of the PCB meeting to enable PCB stakeholders to prepare optimally for the meeting and reach consensus in the decision-making in accordance with the PCB Modus Operandi.

3. Report on the selection process for new members of the Independent External Oversight Advisory Committee (IEOAC)

The Secretariat provided the following update:

- In the inaugural IEOAC, it was agreed in accordance with the terms of reference that three members would serve non-renewable, three-year terms ending on 31 December 2024. The other four members had two-year renewable terms, which were renewed at the 53rd PCB meeting in December. Their terms will expire on 31 December 2025.
- The TOR specify that the IEOAC shall be comprised of not fewer than 5 and up to 7 independent expert members. Therefore, it is necessary to select new members of the IEOAC so that the Committee is fully functional on 1 January 2025.
- The terms of reference of the IEOAC outline the steps for selecting new members. In 2021, a professional search firm, Oxford HR, was recruited through a competitive process to conduct interviews for a long list of candidates and then provide a short list to the Selection Panel. Given the volume of qualified candidates, it was agreed that those highly qualified candidates who were not selected in this round would be included on a roster for future consideration, subject to their agreement.
- At the Bureau meeting on 31 January, members agreed that to replace the outgoing candidates for 2025-2026, the selection panel would propose candidates from the existing roster of qualified candidates that the search firm had identified (8 'YES' and 6 'MAYBE').
- Following this Bureau meeting, the Secretariat reached out to the search firm, Oxford HR, to provide a cost proposal for reaching out to the existing roster of candidates and assessing their interest and availability to serve on the IEOAC. The Secretariat received the final proposal on 27 March (annex 1), which was circulated to the Bureau as part of the background documents for this meeting.
- Phase 1 of the proposal would consist of a brief review of the IEOAC's achievements, resulting in the creation of a short narrative. This narrative will serve as the basis for engaging with the 14 candidates currently on the roster. Oxford HR would then hold

- discussions with each candidate about the opportunity with follow-up notes for UNAIDS to comprehensively assess availability and interest.
- Phase 2 of the proposal would consist of academic checks, reference requests, criminal records gathering and social media checks.
 - The total cost of this process is EUR 7,860, which the Secretariat considers to be reasonable.
 - If the Bureau is in agreement with the proposal, the Secretariat will ask Oxford HR to proceed with the process.
 - As per the terms of reference of the IEOAC, the next step would be for the UNAIDS Executive Director, in consultation with the PCB Bureau, to constitute a selection panel as part of the process to select and appoint members to the IEOAC.
 - The Secretariat has prepared the draft terms of reference of this selection panel based on those from 2021, recalling that the purpose of the selection panel is to review the shortlist of candidates for the IEOAC as received by the external search firm and make recommendations to the PCB on the final selection of 1-3 IEOAC members. The draft terms of reference were circulated as part of the background documents for this meeting.
 - The draft terms of reference also contain a timeline. The timeline is quite tight, but it is feasible to have the decision approving the 2025-2025 composition of the IEOAC at the 54th PCB in June. If the selection process is not finalized by May, the decision will have to be postponed to the December PCB meeting.

The Bureau took note of the update and requested the Secretariat to move forward with the search firm, Oxford HR, and start the selection process from the existing roster of candidates from 2021. The Chair asked members to provide any comments on the draft terms of reference of the IEOAC selection panel by 18 April 2024.

4. Any other business (AOB)

Summary report of the consultation at the 53rd PCB meeting on the follow-up to the 2023 ECOSOC resolution

The Secretariat provided the following update:

- On behalf of the PCB Bureau, Kenya in its capacity as PCB Chair transmitted the summary report to the Executive Office of the Secretary-General (EOSG) on 28 March 2024. The finalized summary report was forwarded to PCB members and participants on 2 April 2024.

The Bureau requested the Secretariat to annex the finalized summary report to the summary of the Bureau meeting which will be posted online and submitted to all PCB stakeholders for their information.

Independent evaluation of the Independent External Oversight Advisory Committee (IEOAC)

The Secretariat provided the following update:

- Provision 36 of the terms of reference of the IEOAC states that: *Periodic external review of the IEOAC performance should be conducted self-assessment every year and independent evaluation 2 years with a report to the PCB.*
- In preparation for the Bureau meeting, the Secretariat consulted with legal counsel on the possibility for this evaluation to be performed by the UNAIDS independent Evaluation Office. This is an option put forward for the Bureau's consideration. This approach would allow a time and cost-effective implementation of the PCB decision.
- Legal counsel has advised that the mandate of the independent Evaluation Office can cover the independent evaluation of the IEOAC.
- The IEOAC leadership has stressed the importance of clarifying the relationship between the independent Evaluation Office and the IEOAC.

The Bureau requested further information on the options for carrying forward this independent evaluation of the IEOAC to enable them to reach a decision at the next PCB Bureau meeting. Questions were also raised on the appropriateness of having independent evaluations of the IEOAC every 2 years, taking into account the cost implications.

55th PCB meeting in Kenya

- Kenya, the 2024 PCB Chair, informed the Bureau that it is exploring the possibility of hosting the 55th PCB meeting scheduled for 10-12 December 2024 in Kenya. They noted that they are seeking the necessary government approvals and will update the Bureau at the next meeting on the outcome of internal consultations.
- This will be necessary in order to facilitate the submission of a proposal for consideration and decision-making by the PCB at the 54th PCB meeting in June.
- Kenya also informed the Bureau that they were aware of the requirements that the Board had observed for hosting PCB meetings outside of Geneva based on the model from the 51st PCB meeting in Chiang Mai, Thailand.

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

[Annexes follow]

Proposal for additional support for the UNAIDS IEOAC

In the augural IEOAC, it was agreed that three members would serve non-renewable, three-year terms ending on 31 December 2024. It is necessary to select three new members to start on 1st January 2025. Following our discussion, our understanding is:

- We look to provide a joint update on the progress and functioning of the IEOAC, which will be valuable to candidates on the roster to give a better understanding of the context and expectations.
- Oxford HR will speak to all 14 candidates on the roster to comprehensively assess their availability and interest once you have conducted the initial outreach.
- A search for new candidates is not required at this time.
- A breakdown of fees is required for academic, criminal record checks, references, and updated social media checks.

Phase 1

| | | | |
|---|---|--------------------|-------------------|
| Brief review of the IEOAC's success with the outcome of designing a short narrative to share with candidates who are on the roster. | Oxford HR holds 3 to 4 meetings with stakeholders and drafts a one-page summary. | 1 day consultancy | Euro 655 |
| Discussions with the 14 candidates on the roster about the opportunity with follow up notes for UNAIDS. | Oxford HR comprehensively assess availability and interest, including scheduling and administration | 7 days consultancy | Euro 4,585 |
| TOTAL | | 8 days | Euro 5,240 |

*VAT will be applied, if applicable.

Proposal for additional support for the UNAIDS IEOAC

Additional Requests

The following activities include request, follow-up and report compilation.

| | |
|--|-------------------------------|
| Academic checks (for 3 candidates) Reference requests (for up to 14 candidates) Criminal records gathering (for 14 candidates) | Euro 1310 (2 days at 655/day) |
| Social Media checks (for 14 candidates) | Euro 1310 (2 days at 655/day) |

**VAT will be applied, if applicable.*

Annex 2: Summary report on the consultation of the UNAIDS Programme Coordinating Board at its 53rd meeting on the follow-up to the 2023 ECOSOC resolution on the term limit and performance expectations for the position of UNAIDS Executive Director

Introduction

1. At its 53rd meeting, held on 12–14 December 2023 in Geneva, the Programme Coordinating Board (PCB) of the Joint United Nations Programme on HIV/AIDS (UNAIDS) held a consultation to discuss the follow-up to a 2023 UN Economic and Social Council (ECOSOC) resolution on the Joint United Nations Programme on HIV/AIDS, which in operative paragraph 23, “Requests the Secretary-General to submit to the Economic and Social Council, before its 2025 session, after consultation with the Programme Coordinating Board at its fifty-third meeting in December 2023, a report on the follow-up to the Council resolution 2021/26 on the Joint United Nations Programme on HIV/AIDS regarding the establishment of term limits and performance expectations for the position of the Executive Director of the Joint United Nations Programme on HIV/AIDS.”
2. The ECOSOC resolution E/RES/2021/26 from 2021¹ had also requested that the United Nations (UN) Secretary-General, after consultation with the PCB, submit a report to the Council on the establishment of two four-year term limits and performance expectations for the position of UNAIDS Executive Director.
3. This document reports on the consultation which took place at the 53rd meeting of the PCB in Geneva on 13 December 2023.

Background to the consultation

4. The Joint Inspection Unit (JIU) conducted a review in 2019 of the management and administration of UNAIDS. As part of that review, the JIU included an informal recommendation encouraging the UNAIDS Board to “open a dialogue with the United Nations Secretary-General on the term limit of the Executive Director and explicit performance expectations for the position to assist in providing more clarity and transparency on its expectations of the leadership of UNAIDS, and more certainty in succession planning.”²
5. In follow-up, the PCB established a working group to consider the complete set of JIU recommendations. The final report of the working group,³ which met five times, was tabled at the 47th meeting of the PCB in December 2020, where the Board adopted a series of decisions⁴ aimed at strengthening the governance of the Joint Programme. With respect to the specific informal recommendation concerning the position of Executive Director, on the basis of legal counsel, the working group concluded that the Secretary-General, as the responsible oversight authority for the Executive Director, was the appropriate party to consider the JIU’s recommendations related to term limits and performance expectations.

¹

<https://undocs.org/Home/Mobile?FinalSymbol=E%2FRES%2F2021%2F26&Language=E&DeviceType=Desktop&LangRequested=False>

² https://www.unaids.org/sites/default/files/media_asset/14112019_UNAIDS_PCB45_JIU_REP_2019_EN.pdf

³ https://www.unaids.org/en/resources/documents/2020/PCB47_JIU_WG_Report

⁴ https://www.unaids.org/en/resources/documents/2020/PCB47_Decisions

6. Subsequently, ECOSOC, in its resolution E/RES/2021/26⁵ from 2021, requested that the Secretary-General submit a report, after consultation with the PCB, “on the establishment of two four-year term limits and performance expectations” for the UNAIDS Executive Director, “in line with the practices of the United Nations system and as recommended by the Joint Inspection Unit.” In a 2023 resolution (E/RES/2023/30),⁶ ECOSOC reiterated its request that a report be submitted to the Council before its 2025 session, after consultation with the PCB at its 53rd meeting in December 2023.
7. In April 2023, the Executive Office of the Secretary-General communicated to the Chair of the PCB that the Secretary-General, “in line with the current established practice for senior appointments has decided not to establish term limits for the appointment of the UNAIDS Executive Director” (Annex 1). The Executive Office of the Secretary-General also requested information from the PCB on the exercise of its role in overseeing the performance of the Executive Director.
8. On the basis of the communication from the Executive Office of the Secretary-General and in response to the request for a report on the follow-up to the 2023 ECOSOC resolution, the PCB Bureau met on 9 October 2023 to discuss preparations for the 53rd PCB meeting, including the agenda item on the follow-up to the 2023 ECOSOC resolution. The PCB Bureau proposed that the PCB consultation discuss ways in which the Secretary-General could consider establishing performance expectations for the Executive Director that would take into account the objectives of the Joint Programme as established by ECOSOC in 1995, the functions of the PCB and the Executive Director as articulated in the modus operandi, and the competencies for the role of the Executive Director. It also prepared a paper to support the consultation (Annex 2).

Role of the PCB

9. The PCB serves as the governance body for the Joint Programme and is composed of 22 UN Member States, 11 UNAIDS Cosponsors, and representatives of 5 nongovernmental organizations. As detailed in the paper from the PCB Bureau, the PCB is responsible for the oversight of the Joint Programme, including by establishing broad policies and priorities for the Joint Programme, in alignment with UN General Assembly resolution 47/199,⁷ which guides the operational activities of the UN Development System. It considers reports from the UNAIDS Executive Director and the Committee of Cosponsoring Organizations (CCO), as well as regular reports from the Joint Programme on issues such as strategy development and implementation, financial management, ethics reporting, evaluation, human resource management and risk management.
10. The PCB also reviews and approves a plan of action and budget for the Joint Programme for each biennial financial period; assesses the financial implications of longer-term plans of action; and reviews audited financial statements which are submitted annually by the Joint Programme. In addition to making recommendations to the CCO regarding Cosponsor activities in support of the Joint Programme, the PCB reviews periodic reports on the progress of the Joint Programme towards

⁵

<https://undocs.org/Home/Mobile?FinalSymbol=E%2FRES%2F2021%2F26&Language=E&DeviceType=Desktop&LangRequested=False>

⁶<https://documents.un.org/doc/undoc/gen/n23/249/10/pdf/n2324910.pdf?token=PbVMZSjFmYRnOE6dkC&fe=true>

⁷ Resolution adopted by the UN General Assembly on 11 May 1993, A/RES/47/199, New York (<https://undocs.org/pdf?symbol=en/A/RES/47/199>).

achieving its goals. Since 2022, the UNAIDS Independent External Oversight Advisory Committee has supported the PCB's oversight role.

11. Governance of UNAIDS remains aligned with the founding ECOSOC resolution (E/RES/1994/24), though governance has adapted alongside the evolving HIV epidemic and the changing needs of the Joint Programme. Changes in the governance of the Joint Programme have been aimed at enhancing the PCB's impact, clarifying the oversight and accountability of the Joint Programme, and strengthening ownership by the Cosponsors.
12. In 2019, in response to the Joint Inspection Unit Management and Administration Review of the Joint United Nations Programme on HIV/AIDS⁸, the PCB established a working group to consider the complete set of JIU recommendations. Based on consideration of the JIU recommendations, the report of the PCB working group, and consultation with legal counsel, the PCB concluded that the Secretary-General, as the responsible oversight authority for the Executive Director, was the appropriate party to consider the JIU's recommendations related to term limits and performance expectations. Subsequently, in 2020, the PCB revised its modus operandi to clarify its roles and responsibilities. This was done through the addition of an annex to the modus operandi,⁹ which clarifies that the PCB is responsible for all issues within the UNAIDS Joint Programme relating to: strategy development and implementation; resource allocation; performance monitoring; policy development and implementation; financial management; and risk management.
13. Concerning the specific JIU recommendation related to the position of the Executive Director, the annex to the modus operandi clarifies that the Secretary-General "holds the oversight responsibility for the Executive Director position, whereas the PCB is responsible for the oversight of the UNAIDS Joint Programme."¹⁰ In that capacity, the Secretary-General is responsible for selecting (upon the recommendation of the UNAIDS Cosponsors) and directly supervising the performance of the UNAIDS Executive Director.
14. The PCB, meanwhile, plays an important role in the process of selecting the Executive Director. For the selection of the current Executive Director in 2019, it established a search committee and identified key competencies and experiences that the new Executive Director should possess. Based on the work of the search committee, the PCB provided a shortlist of candidates to the CCO for consideration and recommendation to the Secretary-General for appointment. The Executive Director reports to the PCB on the work and management of the Joint Programme and serves ex-officio as secretary of the PCB, the CCO, PCB subcommittees and conferences organized by UNAIDS. The Executive Director also reports to ECOSOC via a biennial report which is submitted through the Secretary-General.

Expectations from the PCB consultation in 2023

15. As noted, the Office of the Secretary-General informed the PCB through its Chair in April 2023 that the Secretary-General had decided not to establish term limits for the UNAIDS Executive Director position. The Office of the Secretary-General also stated that, mindful of the ECOSOC Resolution 1994/24 which states that the Executive Director "will report directly to the programme coordinating board, which will serve as the governance structure for the programme", the Secretary-General would be

⁸ See annex 1: https://www.unaids.org/sites/default/files/media_asset/PCB47_Report_JIU_PCBWG_EN.pdf

⁹ <https://www.unaids.org/en/resources/documents/2020/modus-operandi-PCB>

¹⁰ *Ibid*, annex 4.

grateful to receive information from the PCB on the exercise of its role in overseeing the performance of the Executive Director.

16. The PCB Bureau, at its 9 October 2023 meeting, proposed that the PCB consultation on the matter of establishing performance expectations for the position of Executive Director take into account the objectives of the Joint Programme as established by ECOSOC in 1995; the functions of the PCB and the Executive Director as articulated in the *modus operandi*; and the competencies for the role of the Executive Director as outlined in the paper prepared by the PCB Bureau.
17. The requested consultation occurred during the 53rd meeting of the PCB, on 13 December 2023. The representative of the PCB Bureau briefed the Board on the background to the consultation and presented a summary of the PCB Bureau paper describing the role of the PCB in oversight and accountability of the Joint Programme, based on its founding ECOSOC resolution and the recently amended PCB *modus operandi*.
18. This report summarizes the discussion during agenda item 6 at the PCB consultation at the 53rd meeting, taking into account the written comments received from PCB members and participants. The summary report would then be transmitted through the PCB Bureau to the Executive Office of the UN Secretary-General.

Discussion at the 53rd meeting of the PCB, under agenda item 6 “Consultation on the follow-up to the 2023 ECOSOC Resolution”

19. Speaking from the floor during the consultation, PCB members and other participants thanked the PCB Bureau for its comprehensive report on the follow-up to the 2023 ECOSOC resolution. Some speakers noted that the respective recommendations under discussion were longstanding and had been clearly articulated in the Joint Inspection Unit's 2019 report.
20. They emphasized that the issues of performance management and term limits addressed in the report lay at the heart of good and appropriate governance. One speaker also referred to the contributions made by various internal and external review mechanisms established in response to the JIU recommendations, such as the Independent External Oversight Advisory Committee, for upholding organizational integrity and fostering continuous improvement.
21. Some speakers stressed that accountability and transparency were cornerstones of the UN mission, and they reminded the meeting that the 2023 ECOSOC resolution (E/RES/2023/30) underscored the paramount importance of accountability, transparency and leadership across the UN system. They reiterated their commitment to an open, transparent and independent Joint Programme with robust systems of governance that also serve as learning and good practices for the global AIDS response. Accountability and transparency, they said, instilled confidence in an organization's ability to operate effectively, built trust among member states and stakeholders, and promoted inclusivity and open dialogue.
22. Highlighting the importance of continuously strengthening the governance and accountability of the Joint Programme, speakers reminded the meeting that the Joint Inspection Unit in 2019 had provided important recommendations for doing so, among them recommendations for setting clear parameters for the Joint Programme's leadership through the introduction of term limits and performance expectations for the Executive Director. They noted that the PCB working group of 2020 had concurred with the Joint Inspection Unit's view that the introduction of term

limits and performance expectations for the position of Executive Director were important.

23. Speakers recalled that the PCB working group had stated that the Secretary-General was the appropriate authority to consider the Joint Inspection Unit's recommendations related to term limits and performance expectations for the position of Executive Director. This, they said, was in line with the PCB's *modus operandi*, which establishes that the Secretary-General holds the oversight responsibility for the Executive Director position, whereas the PCB is responsible for oversight and accountability of the Joint Programme (as per the founding ECOSOC resolution).
24. They also noted that the Office of the Secretary-General would consider feedback from the PCB, as per the ECOSOC resolution (E/RES/2023/30), as overseer of the performance of the Joint Programme, to help inform the consideration of the development of performance expectations for the Executive Director.
25. They therefore welcomed the PCB Bureau's proposal that the PCB discusses possible criteria for performance expectations for the Executive Director, which the Secretary-General would consider. That discussion, they emphasized, should take into account the mandate of the Joint Programme; the functions of the PCB and the Executive Director (as set out in the *modus operandi*); and the competencies for the role of the Executive Director (as outlined in the PCB Bureau paper).
26. One member said it was important to ensure that the consultation is complete and that the Secretary-General receives all the information presented in this segment of the PCB meeting.

Performance expectations for the position of the Executive Director of UNAIDS

27. Some speakers expressed support for the Joint Inspection Unit's recommendation in 2019 that the PCB have an open dialogue with the Secretary-General on the explicit performance expectations for the Executive Director's position.
28. Some speakers laid stress on the importance of strong, transparent governance processes and effective accountability. The introduction of performance expectations would strengthen the governance and accountability of the Joint Programme and enhance the confidence and trust of all stakeholders in its work, other speakers said. Some speakers added that the Secretary-General's decision not to establish term limits for the position of Executive Director underscored the need to establish clear performance expectations for that position. It was also suggested that clear performance expectations would help improve transparency and provide clarity for strategic goals.
29. While noting the need for an open and transparent UNAIDS, speakers also stressed that the Secretary-General held responsibility for the UNAIDS Executive Director position, while the PCB was responsible for oversight of the Joint Programme. Others said the PCB should restrict itself to its mandate, which was to establish policies and priorities and provide oversight for the Joint Programme in order to guide its operations and activities within the UN Development System. They reminded the meeting that the PCB working group had recommended that the Secretary-General was the appropriate authority to consider the Joint Inspection Unit's recommendations on term limits and performance expectations for the position of Executive Director.

30. These speakers argued that the reports that the UNAIDS Executive Director presents to the PCB biannually, as well as the reports submitted to ECOSOC via the Secretary-General's Office, were effective in terms of performance expectations.
31. Several speakers told the meeting that performance management frameworks for senior executives were common best practices across the public and private sectors. They recalled that the PCB working group from 2020, in its findings, had also noted that several UN agencies and organizations had performance compacts for their executive heads. A similar compact would be suitable for UNAIDS, they proposed, and could be managed by the Secretary-General, given that the PCB modus operandi clearly stated that the Executive Director was accountable to the Secretary-General.
32. Some speakers encouraged the Secretary-General to consider the PCB's perspectives on the introduction of performance expectations, as recommended by the Joint Inspection Unit in 2019, as well as its suggestions about possible criteria for establishing such performance expectations.
33. Several potential reference points for defining the criteria for performance expectations were proposed, including the performance compacts for executive leaders used in other UN organizations, one speaker said. They also cited specific criteria such as: achieving objectives and high-quality results, compliance and effective delegation of authority, responsible stewardship, and implementation of oversight body recommendations. The PCB might also consider additional elements that reflect the criteria used to assess the Joint Programme overall, another member said.
34. It was also suggested that the criteria and competencies that had guided the selection of the UNAIDS Executive Director, which are outlined in the PCB Bureau paper, could help shape the performance expectations to be considered by the Secretary-General (see Annex 1).
35. It was also suggested by one speaker that a PCB working group be constituted to develop possible criteria for performance expectations for the Executive Director, which would then be presented to the Secretary-General's Office.
36. Several speakers asked that the Office of the Secretary-General consider proposing performance management expectations, as well as mechanisms for implementing them, in line with the criteria suggested at the PCB consultation as well as with those outlined in the PCB Bureau's paper.

Term limits for the position of the Executive Director of UNAIDS

37. Speakers noted that the letter (April 2023) from the Executive Office of the Secretary-General had informed that the Secretary-General had decided not to establish term limits for the position of Executive Director. Some speakers noted that while they respected the decision of the Secretary-General, they would have preferred for term limits to have been established.
38. One speaker noted that the establishment of a term limit for the position of Executive Director in alignment with similar UN organizations would be helpful for greater accountability.
39. Another delegation referred to the Joint Inspection Unit's recommendation in 2019 that term limits be established and told the meeting that some of the heads of other

UN organizations (e.g., UN Women and the UN High Commissioner for Refugees), also appointed by the Secretary-General, were subject to two-term limits of four years each. Expressing the view that term limits would bring greater accountability to the Joint Programme, they asked for clarity on why the Secretary-General was deviating from that practice in the case of UNAIDS.

40. Other speakers told the meeting that, in accordance with the founding ECOSOC resolution, the PCB was entitled to set political, financial and management guidelines for the position of the Executive Director and regularly examine how they were being observed. However, the PCB could not decide on term limits for the Executive Director. They supported the decision of the Secretary-General not to establish term limits for the position of Executive Director.

Decision points agreed to at the 53rd meeting of the UNAIDS PCB for agenda item 6: Consultation on the follow-up to the 2023 ECOSOC Resolution

- 8.1 *Recalling* operative paragraph 23 of the 2023 ECOSOC Resolution on the Joint United Nations Programme on HIV/AIDS, “Requests the Secretary-General to submit to the Economic and Social Council, before its 2025 session, after consultation with the Programme Coordinating Board at its fifty-third meeting in December 2023, a report on the follow-up to the Council resolution 2021/26 on the Joint United Nations Programme on HIV/AIDS regarding the establishment of term limits and performance expectations for the position of the Executive Director of the Joint United Nations Programme on HIV/AIDS” (E/RES/2023/30, undocs.org);
- 8.2 *Reaffirming* the importance to continue the dialogue with the Secretary-General and ECOSOC, as appropriate, on establishing two four-year term limits for the position of UNAIDS Executive Director as well as regarding the performance expectations for the position of the UNAIDS Executive Director in line with the best practices of the UN system;
- 8.3 *Takes note* of the report prepared by the PCB Bureau on the follow-up to the 2023 ECOSOC Resolution;
- 8.4 *Decides* that the PCB Bureau transmits, no later than March 2024, following circulation to PCB members and participants for comments, the summary of the consultation at the 53rd meeting of the PCB on the follow-up to the 2023 ECOSOC resolution E/RES/2023/30 to the Executive Office of the United Nations Secretary-General.

[Annexes follow]

Annex 1: Letter from the Secretary-General

United Nations Nations Unies

POSTAL ADDRESS | ADRESSE POSTALE: UNITED NATIONS, NY 10017

EMAIL ADDRESS | COURRIEL: SGCENTRAL@UN.ORG

EXECUTIVE OFFICE OF THE SECRETARY-GENERAL
CABINET DU SECRETAIRE GENERAL

19 April 2023

Excellency,

On behalf of the Secretary-General, I am writing with reference to resolution 2021/26 of the Economic and Social Council (ECOSOC) regarding the establishment of term limits and performance expectations for the Executive Director of the Joint United Nations Programme on HIV/AIDS (UNAIDS).

As you know, the United Nations General Assembly recognized that in exercising his authority as Chief Administrative Officer of the Organization, the Secretary-General has flexibility with regard to the appointment of senior leaders. To this end, the General Assembly specified that “the discretionary power of the Secretary-General for the appointment and promotion outside the established procedures should be limited to his Executive Office and the Under-Secretary-General and Assistant Secretary-General levels, as well as Special Envoys at all levels”. (Section II, paragraph 5, of resolution 51/226).

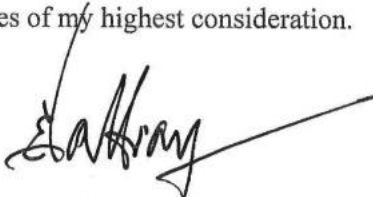
The Secretary-General exercises with great care the discretionary authority that is entrusted to him by the General Assembly and, in line with the current established practice for senior appointments, has decided not to establish term limits for the appointment of the UNAIDS Executive Director.

With regard to the performance expectations of the Executive Director, the Secretary-General is mindful of ECOSOC resolution 1994/24 on the establishment of UNAIDS, which states that the Executive Director “will report directly to the programme coordinating board, which will serve as the governance structure for the programme”. As such, the Secretary-General would be grateful to receive information from the PCB on the exercise of its role in overseeing the performance of the Executive Director.

Her Excellency
Ms. Antje Leendertse
Permanent Representative of Germany
to the United Nations
New York

I would be grateful if this information could be shared with the members of the
UNAIDS Programme Coordinating Board for their feedback.

Please accept, Excellency, the assurances of my highest consideration.



E. Courtenay Raftrey
Chef de Cabinet

Annex 2. Consultation on the follow-up to the 2023 ECOSOC resolution: report prepared by the PCB Bureau

Introduction and background

1. In 2019, the United Nations Joint Inspection Unit (JIU) conducted a review of the management and administration of the Joint United Nations Programme on HIV/AIDS (UNAIDS).¹¹ As part of that review, the JIU included a recommendation encouraging the UNAIDS Programme Coordinating Board (PCB) to “open a dialogue with the United Nations Secretary-General on the term limit of the Executive Director and explicit performance expectations for the position to assist in providing more clarity and transparency on its expectations of the leadership of UNAIDS, and more certainty in succession planning.”¹²
2. In follow-up to the JIU report, the PCB established a working group to consider the recommendations. The final report of the working group,¹³ which met five times, was tabled at the 47th meeting of the PCB, held in December 2020, where the Board adopted a series of decisions¹⁴ aimed at strengthening the governance of the Joint Programme. In their consideration of the JIU recommendations and on the basis of legal counsel, the working group determined that the Secretary-General, as the responsible oversight authority for the Executive Director, was the appropriate party to consider the JIU’s recommendations related to term limits and performance expectations.
3. In its resolution E/RES/2021/26¹⁵ from 2021, the Economic and Social Council (ECOSOC) requested that the Secretary-General “submit a report, after consultation with the Programme Coordinating Board, on the establishment of two four-year term limits and performance expectations for the position of Executive Director of the Joint United Nations Programme on HIV/AIDS, in line with the practices of the United Nations system and as recommended by the Joint Inspection Unit.”
4. In its resolution E/RES/2023/30¹⁶ from 2023, ECOSOC reiterated this request to the Secretary-General to “submit to the Council, before its 2025 session, after consultation with the PCB at its 53rd meeting in December 2023, a report on the follow-up to the 2021 ECOSOC resolution on the Joint United Nations Programme on HIV/AIDS regarding the establishment of term limits and performance expectations for the position of the Executive Director of the Joint United Nations Programme on HIV/AIDS.”
5. This report, prepared by the PCB Bureau and on the basis of a communication from the Secretary-General to the Chair of the PCB in April 2023 (included as an Annex), responds to the request from ECOSOC for a consultation with the PCB at its 53rd meeting. It summarizes the role of the PCB in oversight and accountability of the Joint Programme, based on its founding ECOSOC resolutions and the recently amended PCB modus operandi.

¹¹ https://www.unaids.org/sites/default/files/media_asset/14112019_UNAIDS_PCB45_JIU_REP_2019_EN.pdf

¹² https://www.unaids.org/sites/default/files/media_asset/14112019_UNAIDS_PCB45_JIU_REP_2019_EN.pdf

¹³ https://www.unaids.org/en/resources/documents/2020/PCB47_JIU_WG_Report

¹⁴ https://www.unaids.org/en/resources/documents/2020/PCB47_Decisions

¹⁵ <https://undocs.org/Home/Mobile?FinalSymbol=E%2FRES%2F2021%2F26&Language=E&DeviceType=Desktop&LangRequested=False>

¹⁶ [E/RES/2023/30 \(undocs.org\)](https://undocs.org/E/RES/2023/30)

The PCB's role in oversight and accountability of the Joint Programme

Mandate of the Programme Coordinating Board

6. The PCB serves as the governance body for the Joint Programme. The PCB is composed of 22 United Nations (UN) Member States, 11 UNAIDS Cosponsors, and representatives of 5 nongovernmental organizations (NGOs). The PCB establishes broad policies and priorities for the Joint Programme, in alignment with UN General Assembly resolution 47/199,¹⁷ which guides the operational activities of the UN Development System. To fulfil its mandate to review and decide upon the planning and execution of the Joint Programme, the PCB considers reports from the UNAIDS Executive Director and the Committee of Cosponsoring Organizations (CCO), as well as regular reports from the Joint Programme on issues such as strategy development and implementation, financial management, ethics reporting, evaluation, human resource management and risk management.
7. The PCB reviews and approves a plan of action and budget, prepared by the Executive Director and reviewed by the CCO, for each biennial financial period. With respect to financial matters, the PCB reviews proposals from the Executive Director, approves financing arrangements for the Joint Programme, assesses the financial implications of longer-term plans of action, and reviews audited financial statements submitted annually by the Joint Programme. The PCB makes recommendations to the CCO regarding their activities in support of the Joint Programme, including the mainstreaming of HIV-related activities in the operations and mandates of individual Cosponsors. The PCB also reviews periodic reports which evaluate the progress of the Joint Programme towards achieving its goals. Since its establishment in 2022, the UNAIDS Independent External Oversight Advisory Committee has supported the PCB's oversight role.

Oversight and accountability of the Joint Programme

8. In line with the founding ECOSOC resolution,¹⁸ the objectives of the Joint Programme are as follows:
 - provide global leadership in response to the epidemic;
 - achieve and promote global consensus on policy and programmatic approaches;
 - strengthen the capacity of the UN system to monitor trends and ensure that appropriate and effective policies and strategies are implemented at the country level;
 - strengthen the capacity of national governments to develop comprehensive national strategies and implement effective HI activities at the country level;
 - promote broad-based political and social mobilization to prevent and respond to HIV within countries, ensuring that national responses involve a wide range of sectors and institutions; and
 - advocate greater political commitment in responding to the epidemic at the global and country levels, including the mobilization and allocation of adequate resources for HIV-related activities.
9. The PCB is responsible for the oversight of the Joint Programme. As outlined in its modus operandi, the PCB is tasked with the following broad functions:

¹⁷ [Resolution adopted by the UN General Assembly on 11 May 1993, A/RES/47/199, New York. Available at <https://undocs.org/pdf?symbol=en/A/RES/47/199>](https://undocs.org/pdf?symbol=en/A/RES/47/199)

¹⁸ ECOSOC resolution 1994/24

- establish broad policies and priorities for the Joint Programme, taking into account the provisions of General Assembly resolution 47/199;
- review and decide upon the planning and execution of the Joint Programme. For this purpose, it is kept informed of all aspects of the development of the Joint Programme and it considers reports and recommendations submitted to it by the Executive Director and the CCO;
- review and approve the plan of action and budget for each financial period, prepared by the Executive Director and reviewed by the CCO;
- review proposals of the Executive Director and approve arrangements for the financing of the Joint Programme;
- review longer-term plans of action and their financial implications;
- review audited financial statements submitted by the Joint Programme;
- make recommendations to the Cosponsoring Organizations regarding their activities in support of the Joint Programme, including mainstreaming activities; and
- review periodic reports that evaluate the progress of the Joint Programme towards the achievement of its goals.

10. More than 25 years after the Joint Programme's founding, governance of UNAIDS remains aligned with the founding ECOSOC resolutions. During that period, the Joint Programme's governance has adapted alongside the evolving HIV epidemic and the changing needs of the Joint Programme. Changes in the governance of the Joint Programme have been aimed at enhancing the PCB's impact, clarifying oversight and accountability of the Joint Programme, and strengthening ownership by the Cosponsors.

11. In 2020, the PCB revised its modus operandi to clarify its roles and responsibilities and embed oversight and accountability mechanisms in the oversight of UNAIDS and its Secretariat through the addition of an annex.¹⁹ The annex clarifies that the PCB is responsible for all issues within the UNAIDS Joint Programme relating to:

- strategy development and implementation,
- resource allocation,
- performance monitoring,
- policy development and implementation,
- financial management, and
- risk management.

Formal role of the PCB vis-à-vis the Executive Director

12. As clarified in the PCB modus operandi's annex, the Secretary-General "holds the oversight responsibility for the Executive Director position whereas the PCB is responsible for the oversight of the UNAIDS Joint Programme".²⁰ In this capacity, the Secretary-General is responsible for selecting and directly supervising the performance of the Executive Director.

13. The Secretary-General appoints the Executive Director of the Joint Programme upon the recommendation of Cosponsors and following a search process which is undertaken by Cosponsors, in consultation with governments and other interested parties. The Executive Director reports to the PCB on the work and management of the Joint Programme and serves ex-officio as secretary of the PCB, the CCO, PCB subcommittees and conferences organized by UNAIDS. The Executive Director also

¹⁹ <https://www.unaids.org/en/resources/documents/2020/modus-operandi-PCB>

²⁰ Ibid, annex 4.

reports to ECOSOC via a biennial report which is submitted through the Secretary-General.

14. The PCB plays an important role in the process of selecting the Executive Director. For the selection of the current Executive Director, in 2019, the PCB established a search committee, composed of Member States, Cosponsors and NGO PCB representatives, and identified key competencies and experiences which the new Executive Director should possess. Those competencies included the following:

Strategic leadership

- Extensive experience—ideally more than 18 years—of successful management and leadership in complex public, private or international organization(s);
- A good understanding of the UN system and ability to lead efforts for a more effective and coherent UN response at all levels;
- Proven leadership, vision and strategic thinking with a proven track record;
- Clear vision on the current and future response to HIV, including in the most affected regions;
- Vision, understanding and strategic thinking on the challenges and opportunities that face UNAIDS;
- In-depth knowledge of the HIV epidemic and response as well as expertise and experience in promoting and commitment to public health, human rights, and gender equality;
- Knowledge and appreciation of vulnerable groups and those affected by the HIV epidemic;
- Strong analytical, creative and technical skills, experience, and ability to drive forward the agenda for epidemic control and effective use of available resources;
- Energetic leader with political skill set to effectively facilitate resource mobilization;
- Demonstrated commitment to promote involvement of people living with, or affected by HIV;
- Political and cultural sensitivity, as well as external representation skills, with proven ability to relate and work effectively and strategically within a multicultural environment;
- Excellent communication and advocacy skills at all levels, including with Heads of State, Ministers, heads of other UN agencies and international organizations, civil society and private sector organizations, as well as with the wider public;
- Proven ability to build trust and confidence and foster cooperation among a diverse set of constituencies;
- Demonstrated leadership in safeguarding integrity, accountability, and transparency;
- Understanding of governance processes at the international or national level; and
- Strategic thinking on ownership and engagement of partners and stakeholders on development issues.

Strategic management

- Competence in staff management and administration processes within international organizations, public or private sectors, NGOs or private foundations;
- Experience with managing support to country efforts to fast-track the AIDS response to end AIDS by 2030;
- Proven ability to effectively mobilize resources;
- Proven ability to delegate effectively;

- Proven ability to identify and nurture talent, to encourage diversity, and foster team work and team building;
- Excellent interpersonal skills, cultural and gender sensitivity and respect;
- Ability to manage organizational change and innovation, including leading transformation and reform processes in work culture;
- Ability to effectively address all forms of harassment, discrimination, bullying and abuse of power; and
- Commitment to implementing the core principles of the Joint Programme as articulated in the objectives of UNAIDS in ECOSOC resolution 1994/24 and, most recently, through the 2016 UN General Assembly Political Declaration on HIV/AIDS, the 2016–2021 UNAIDS Strategy, and the Unified Budget, Results and Accountability Framework (UBRAF), including the revised operating model of the UNAIDS Joint Programme.

International experience with health and development

- Experience in working on global issues;
- Excellent understanding of working in developing countries, including implementation challenges;
- Experience and knowledge related to HIV and/or public health at the international and national levels;
- Experience and knowledge of international development and public policy processes;
- Experience working with multiple, relevant sectors, such as international organizations, governments, NGOs, the scientific community and the private sector; and
- Strong language skills: ability to work in English and/or French. Knowledge of another UN official language would be an asset.

Communication from the Secretary-General on the proposed term limits and performance expectations for the UNAIDS Executive Director position

15. The UN Secretary-General is responsible for selecting (upon the recommendation of the Cosponsors) and directly supervising the performance of the UNAIDS Executive Director. In this capacity and in follow-up to the 2021 ECOSOC resolution, the Executive Office of the Secretary-General requested that the PCB Chair circulate the letter to the PCB to inform and support their consultation on follow-up to the 2021 ECOSOC resolution on UNAIDS regarding the establishment of term limits and performance expectations for the position of the Executive Director (see Annex).

Term limits

16. In line with the current established practice for senior appointments, the Office of the Secretary-General has informed the PCB through its Chair in April 2023 that the Secretary-General has decided not to establish term limits for the UNAIDS Executive Director position (see Annex).

Performance expectations

17. The Office of the Secretary-General welcomes feedback from the PCB in its role in overseeing the performance of the Joint Programme to help inform the performance expectations of the UNAIDS Executive Director.

18. In accordance with its role in overseeing the Joint Programme, the PCB is particularly invited to elaborate on the criteria that it uses to assess the performance of the Joint Programme.

PCB Bureau meeting on 9 October 2023

19. The PCB Bureau met on 9 October 2023 to discuss the preparations for the 53rd PCB meeting, including the agenda item on the follow-up to the 2023 ECOSOC resolution. Further to that meeting, the PCB Bureau developed this paper to support the consultation.

20. For its discussion, the PCB Bureau proposes that the PCB discuss ways in which the Secretary General could consider establishing performance expectations that would take into account the objectives of the Joint Programme as established by ECOSOC in 1995, the functions of the PCB and the Executive Director as articulated in the *modus operandi*, and the competencies for the role of the Executive Director as outlined in the above report.

Proposed decision points

21. The Programme Coordinating Board is invited to:

- Recalling operative paragraph 23 of the 2023 ECOSOC resolution on the Joint United Nations Programme on HIV/AIDS, “Requests the Secretary-General to submit to the Economic and Social Council, before its 2025 session, after consultation with the Programme Coordinating Board at its fifty-third meeting in December 2023, a report on the follow-up to the Council resolution 2021/26 on the Joint United Nations Programme on HIV/AIDS regarding the establishment of term limits and performance expectations for the position of the Executive Director of the Joint United Nations Programme on HIV/AIDS”;²¹
- *Take note* of the report prepared by the PCB Bureau on the follow-up to the 2023 ECOSOC resolution; and
- *Decides* that the PCB Bureau, following circulation to PCB members and participants for comments, transmits the summary of the consultation at the 53rd meeting of the PCB on the follow-up to the 2023 ECOSOC resolution E/RES/2023/30 to the Executive Office of the Secretary-General.

²¹ [E/RES/2023/30 \(undoc.org\)](https://undoc.org/E/RES/2023/30)

Annex 3: Annex 4 of the PCB Modus Operandi

Annex 4

The Oversight and Accountability Roles of the Programme Coordinating Board

1. This annex supplements the modus operandi (MO) to clarify the oversight and accountability roles of the Programme Coordinating Board (PCB),²² which are central to mitigating risks and strengthening the Joint United Nations Programme on HIV/AIDS (UNAIDS Joint Programme) so that it can better deliver on its critical role in the global HIV response.
2. In line with its mandate as the governing body of the UNAIDS Joint Programme, which is broadly defined in ECOSOC resolutions 1994/24 and 1995/2, the PCB has oversight and accountability responsibilities on all issues within the UNAIDS Joint Programme relating to:
 1. Strategy development and implementation;
 2. Resource allocations;
 3. Performance monitoring;
 4. Policy development and implementation;
 5. Financial management; and,
 6. Risk management.
3. To facilitate executing on its oversight and accountability responsibilities, the PCB has created an Independent External Oversight Advisory Committee (IEOAC) that will advise the PCB on the quality and level of financial reporting, governance, risk management, and internal controls within the UNAIDS Secretariat.
4. Processes and reporting to enable the PCB to fulfil its oversight and accountability roles include, but are not limited to:
 1. Reports from the UNAIDS Joint Programme
 - Biannual reports from the Executive Director to the PCB;
 - Reports of the Committee of Cosponsoring Organisations to the PCB; and,
 - Intersessional communication from the Executive Director to the PCB on time-critical emergent issues of relevance to the PCB oversight and accountability roles (e.g. the detection of an incidence of major fraud). Further action on such communications will then be considered, as necessary, by the PCB Bureau during the intersessional period consistent with the MO.
 2. Strategy Development and Implementation
 - Review and approval by the PCB of global UNAIDS strategies and their associated performance monitoring frameworks, noting that Cosponsor specific HIV strategies fall outside of the remit of PCB review and approval;
 - Reports and recommendations from the UNAIDS Joint Programme scientific and technical advisory committees;

²² Article 32 of the MO specifies that “The PCB may amend or supplement its modus operandi”.

- Review and approval by the PCB of the UNAIDS Joint Programme operational plans and budgets for each financial period;
 - Regular financial and performance reporting to the PCB, with clear linkages between investments and outcomes and impact;
 - PCB field visits; and
 - The annual NGO Report to the PCB.
3. Financial Management
- The audited financial reports submitted annually to the PCB by the UNAIDS Joint Programme;
 - Review of direct reports submitted annually to the PCB on the UNAIDS Joint Programme from:
 - The External Auditor;
 - The Internal Auditor; and,
 - The Independent External Oversight Advisory Committee (IEOAC) – in addition to financial matters, this report will also cover other oversight areas.
4. Ethics
- The annual report of the UNAIDS Secretariat's Ethics Office
5. Evaluation
- The annual report of the UNAIDS Joint Programme Evaluation Office, as well as all reports on specific evaluations.
6. Human Resources
- The UNAIDS Secretariat annual update on strategic human resources management issues; and
 - The annual statement of the UNAIDS Secretariat Staff Association.
7. Risk management
- Regular reporting on risks, including the evolution of risks over time, and risk mitigation strategies.
8. Oversight of the UNAIDS Executive Director
- The Secretary-General holds the oversight role of the UNAIDS Executive Director position whereas the PCB is responsible for the oversight of the UNAIDS Joint Programme. Should matters arise where the PCB finds the UNAIDS Joint Programme mandate or its implementation is placed at risk by the performance of the Executive Director, the PCB may, with consensus of the PCB, raise any issue regarding the actions or performance of the UNAIDS Executive Director with ECOSOC.
5. In the exercise of its oversight and accountability functions, the PCB may make recommendations to the Executive Director and the cosponsoring organizations. The implementation of these recommendations shall be tracked through regular progress updates by the Executive Director to the PCB, with relevant inputs from the CCO. Where relevant and appropriate the recommendations will also be brought by the executive heads of the cosponsoring organizations to the attention of their governing boards. The

individual Members of the PCB may also seek to bring the recommendations to the attention of the governing bodies of the cosponsoring organizations.

6. As standard practice, all reports and recommendations from independent oversight bodies approved by the PCB will receive formal management responses detailing agreed management actions (AMAs) with specified implementation timelines, which will be shared with the PCB. The PCB will hold the Executive Director, as appropriate, accountable for implementing all AMAs. The implementation of these AMAs will be tracked, with regular progress updates including reporting to the PCB.

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**PERMANENT MISSION OF
THE REPUBLIC OF KENYA**

TO THE UNITED NATIONS AND OTHER
INTERNATIONAL ORGANISATIONS

GENEVA – SWITZERLAND

REF. N° **KMG/HLTH/2/VOL.XVII/(35)**

DATE **28th March 2024**

E. Courtenay Rattray
Chief of Staff
Office of the Secretary-General
United Nations, NY 10017

Dear Chief of Staff,

In our capacity as the Chair of the Joint United Nations Programme on HIV/AIDS (UNAIDS) Programme Coordinating Board (PCB), Kenya is writing in reference to ECOSOC resolution 2023/30, particularly operative paragraph 23, which “Requests the Secretary-General to submit to the Economic and Social Council, before its 2025 session, after consultation with the Programme Coordinating Board at its fifty-third meeting in December 2023, a report on the follow-up to the Council resolution 2021/26 on the Joint United Nations Programme on HIV/AIDS regarding the establishment of term limits and performance expectations for the position of the Executive Director of the Joint United Nations Programme on HIV/AIDS” and to your letter dated 19th April 2023 addressed to the 2023 PCB Chair.

Kenya is pleased to inform you that the UNAIDS Programme Coordinating Board held a consultation on the follow-up to the 2023 ECOSOC resolution E/RES/2023/30 at its 53rd meeting in December 2023. The consultation had excellent participation from Member State representatives across all regional groups.

It is with great honor that Kenya, on behalf of the PCB Bureau, submits for your consideration the summary report of the consultation, which reflects the comments and input of UNAIDS PCB members and participants in response to the ECOSOC resolution E/RES/2023/30. We trust that these will support you in your submission to ECOSOC.

The submission of the summary report is in line with decision 8.4 from the 53rd meeting of the UNAIDS Programme Coordinating Board: “Decides that the PCB Bureau transmits, no later than March 2024, following circulation to PCB members and participants for comments, the summary of the consultation at the 53rd meeting of the PCB on the follow-up to the 2023 ECOSOC resolution E/RES/2023/30 to the Executive Office of the United Nations Secretary-General.”

The UNAIDS PCB Bureau remains available to provide additional information, in this regard.

Please accept the assurances of our highest consideration.

Yours sincerely,



Dr. Cleopa Kilonzo Mailu, EGH

Ambassador/ Permanent Representative

Chair of the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS (UNAIDS)

ANNEX: 2024 UNAIDS PCB BUREAU COMPOSITION

- KENYA (Representing PCB Chair)
- BRAZIL (Representing PCB Vice Chair)
- NETHERLANDS (Representing PCB Rapporteur)
- UNESCO (Representing Cosponsors)
- PCB NGO Delegation