

**ANNUAL REPORT OF THE  
INDEPENDENT EXTERNAL  
OVERSIGHT ADVISORY COMMITTEE  
OF THE JOINT UNITED NATIONS  
PROGRAMME ON HIV/AIDS  
Organizational Oversight Reports**

**Additional documents for this item:** Internal Auditor's report (UNAIDS/PCB (54)/24.14); External Auditor's Report (UNAIDS/PCB (54)/24.15); Report of the Ethics Office (UNAIDS/PCB (54)/24.16); Management response to the organizational oversight reports (UNAIDS/PCB (54)/24.18)

**Action required at this meeting—the Programme Coordinating Board is invited to:**

- *Welcome* the report of the UNAIDS Independent External Oversight Advisory Committee and *look forward* to the next report in 2025.

**Cost implications for the implementation of the decisions:** *none*

## Table of contents

Executive summary.....	4
Introduction.....	5
IEOAC sessions, composition and working methods .....	5
Key matters reviewed and advice provided .....	7
IEOAC 2024 workplan.....	12
Closing remarks .....	12
Proposed decision points .....	12

## Executive summary

1. This is the third annual report of the Independent External Oversight Advisory Committee of the Joint United Nations Programme on HIV/AIDS. The report was prepared in accordance with the terms of reference for the Committee, which were approved at the 47th meeting of the UNAIDS Programme Coordinating Board in December 2020 and revised at the Board's 52nd meeting in June 2023.
2. The Committee is a subsidiary body of the Board and provides independent, external, expert advice to the Board and the UNAIDS Executive Director for fulfillment of their governance and oversight responsibilities. The role of the Committee is to strengthen accountability and oversight within UNAIDS, with reference to the specific responsibilities and authority outlined in the Committee's terms of reference.
3. This report covers the period from 1 June 2023 to 31 May 2024. The report summarizes the Committee's observations and advice to the Board and the UNAIDS Executive Director. By providing observations and advice on oversight and accountability, the Committee functions as an integral part of efforts to ensure the success of the Joint Programme in meeting its strategic goals. The Committee is pleased that UNAIDS has over the last year taken steps to reinforce its risk management culture, including through actions to implement many of the recommendations made by the Committee.
4. Over the past 12 months, the Committee has systematically analysed each of the issues addressed in its terms of reference. The Committee's observations and advice on these topics is summarized in this report to the Board. Among these, the Committee:
  - regards resource mobilization as the most significant risk for UNAIDS and believes that short-term measures, while needed to address immediate funding needs, will on their own be insufficient to ensure the sustainability of the organization through 2030;
  - welcomes the upcoming review of the UNAIDS operating model as an opportunity to address the longer-term funding challenge;
  - finds to be reasonable and justified the proposals of UNAIDS management to bring the UNAIDS fund balance in line with the Board's previously approved proportional allocation, taking into account the reduced operating budget for the Joint Programme, and to allocate for core operating expenses the additional US\$ 25.1 million previously set aside per PCB decision for After-Service Health Insurance Liabilities;
  - encourages UNAIDS to continue the integration and mainstreaming of risk management across all operations;
  - reiterates its concerns about the adequacy of the audit coverage provided by the WHO Office of Internal Oversight Services and the alignment of annual audit activities with the risk profile of UNAIDS;
  - reiterates its recommendation to the Office of Internal Oversight Services to transition the internal audit function from a focus on compliance to a risk-based approach, and the Committee anticipates receiving from Office of Internal Oversight Services at its October 2024 meeting a draft internal audit plan for 2025 that responds to and is aligned with the top risks identified by UNAIDS;
  - regards the performance and impact data collected and disseminated by UNAIDS as compelling evidence for the Joint Programme's value proposition, and encourages UNAIDS to effectively leverage this rich dataset to mobilize resources

and increase awareness of the Joint Programme's unique added value to the global AIDS response; and

- encourages further refinement of workforce planning and mapping of the skills needed to advance the Joint Programme's leadership aligned with the global AIDS response.

The Board is invited to welcome the report of the Committee and look forward to the next report.

## Introduction

5. The Independent External Oversight Advisory Committee (IEOAC) of the Joint United Nations Programme on HIV/AIDS (UNAIDS) is an advisory body mandated to provide independent, external, expert advice to the UNAIDS Programme Coordinating Board (PCB) and Executive Director for fulfilling their oversight responsibilities, including assessing the effectiveness of the internal control systems, risk management and governance processes of UNAIDS. The IEOAC was established at the 47th meeting of the PCB to implement Formal Recommendation 5 of the Joint Inspection Unit (JIU) review of the management and administration of UNAIDS.
6. As outlined in the terms of reference that were approved and subsequently revised by the PCB, the IEOAC provides advice to the PCB and Executive Director on:
  - the quality and level of financial reporting, governance, risk management and internal controls within the UNAIDS Secretariat;
  - the responses and actions taken by the UNAIDS Secretariat management on internal and external audit recommendations;
  - the independence, effectiveness and objectivity of the internal and external audit functions; and
  - the interaction and communication between the PCB, the External Audit, the Internal Audit, the Ethics Officer and UNAIDS Secretariat management.
7. This report is submitted to the 54th meeting of the PCB. It covers the period from 1 June 2023 to 31 May 2024 and focuses on the IEOAC's work since its second annual report, which was submitted to the PCB at its 52nd meeting in June 2023.

## IEOAC sessions, composition and working methods

### IEOAC sessions

8. During the reporting period, the Committee held five sessions: on 18–20 October 2023 (11th session); on 28 November 2023 (12th session); on 13 February 2024 (13th session); on 18 March 2024 (14<sup>th</sup> session); and on 20–22 May 2024 (15th session). The Committee's 11th and 15th sessions were held in person in Geneva, while other sessions were held virtually. Reports of the sessions of the IEOAC are available on the [website of UNAIDS](#).

### Composition

9. Members of the IEOAC in 2023–2024 are:
  - Saad Bounjoua,

- Agnieszka Slomka Golebiowska,
- David Kanja (2023 Chair),
- Bushra Malik,
- Ibrahim James Pam,
- Hélène Rossert (2024 Chair and 2023 Vice-Chair), and
- Benoit de Schoutheete (2024 Vice-Chair).

### **Working methods**

10. To develop its independent, external, expert advice to the PCB and the UNAIDS Executive Director, the Committee reviews a broad range of information and also engages with the Executive Director, Secretariat officials, the WHO Office of Internal Oversight Services (WHO/IOS) and the External Auditor (Supreme Audit Institution of India), mainly on the basis of reports, presentations and information with which it is provided. It further deliberates on relevant matters internally to reach its assessments and conclusions. The Chair of the IEOAC participated in the organization meeting of the chairs of audit committees of the United Nations (UN) System, held in New York in December 2023.
11. Since the submission of its previous annual report to the PCB in June 2023, the Committee has examined the following issues: financial reporting and resource mobilization; performance reporting, including but not limited to the statement of internal controls; enterprise risk management; the internal and external audit functions; responses to internal and external oversight recommendations (including but not limited to the UN JIU and the Multilateral Organisation Performance Assessment Network (MOPAN); investigations and ethics functions; information security and implementation of the planned new enterprise resource planning system; and outcomes of the organizational realignment.
12. In 2023–2024, the IEOAC, drawing on lessons learnt from its first two years of work, implemented measures to enhance its ability to fulfil its mandate. Based on their areas of expertise, individual Committee members were appointed as focal points on the issues addressed in the IEOAC's terms of reference. Agreement on meeting agendas are finalized at least one month prior to each meeting date, enabling focal points to work with appropriate parties (e.g., UNAIDS management, Secretariat staff, WHO/IOS, external auditor) to ensure that presentations are focused on IEOAC areas of interest and that other materials are optimally pertinent and comprehensive. To minimize the burden on these parties, the IEOAC aims wherever possible to request information that either already exists or should exist.

### **IEOAC self-assessment**

13. The Committee's terms of reference requests an annual self-assessment of the IEOAC. This self-assessment aims at gauging the quality of the work delivered by the IEOAC, at measuring the progress made by the Committee and also informing and supporting the foreseen IEOAC external evaluation, which is also mandated by the terms of reference.
14. The Committee completed its self-assessment (Annex 2) and reviewed results at its 15th meeting. The self-assessment concluded that the Committee has been efficient and effective in fulfilling its mandate. It notably improved its interaction with the Executive director in the past year and also saw improvement in the availability in material prior to meeting preparation. The self-assessment also noted several areas for improvement, including the need for indicators and benchmarks to measure the

Committee's performance, improved adequacy and timeliness of information provided by the WHO/IOS Director and enhanced clarity regarding the Committee's role in oversight of the evaluation function.

## Key matters reviewed and advice provided

### Financial situation and resource mobilization

#### *Financial reporting*

15. At its 15th meeting, the Committee reviewed the financial report, the audited financial statements for 2023 and the interim 2024 financial management update. The Committee also reviewed proposals by management to close the operating funding gap for 2024–2025.
16. The Committee finds to be reasonable and justified management's proposal to align the fund balance with the minimum percentage of operating budget approved by the PCB, taking into the account the reduced operating budget.
17. The Committee notes that the 2023 financial statements indicate that the current funds set aside for after-service health insurance (ASHI) liabilities stands at US\$ 154.6 million (US\$ 129.5 million with SHI and US\$ 25.1 million with the staff benefits fund) compared to defined benefit obligations estimated at US\$ 104.7 million. The Committee takes note of management's commitment to continue making annual ASHI contributions. The Committee finds justified management's proposal to move back the US\$ 25.1 million previously transferred per PCB decision in 2012 to the core fund balance, especially given that the financial commitment to ASHI will remain fully met. In addition, no other suitable alternatives have been identified.

#### *UNAIDS operating budget and resource mobilization*

18. At its 11th, 13th and 15th meeting, the IEOAC received presentations regarding the financial situation, revised operating budget and updated resource mobilization strategy. Recognizing the current UNAIDS financial situation as an important organizational risk, the IEOAC has made the financial situation and resource management a standing agenda item at all of its meetings.
19. The Committee welcomed the Secretariat's development of an operating budget that is more equilibrated and more clearly aligned with available resources. The Committee encouraged UNAIDS management to undertake further planning for various financial and budget scenarios.
20. The Committee also welcomed the development of an updated resource mobilization strategy for the Joint Programme. The Committee has advised that the Secretariat should undertake benchmarking, monitoring and reporting by the end of 2024 to enable assessment of achievements against key performance indicators of the resource mobilization strategy.

### UBRAF performance reporting

21. The Committee received an update on mechanisms for ensuring the quality of performance reporting at its 15th meeting.

22. The Committee acknowledges and expresses appreciation for the Secretariat's process for ensuring the quality of performance monitoring data for the Joint Programme. The Committee regards the performance and impact data collected and disseminated by UNAIDS as compelling evidence for the Joint Programme's value proposition. It encourages the Secretariat to further leverage this rich dataset to mobilize resources and increase awareness of the Joint Programme's unique added value to the global AIDS response.

### **Enterprise Resource Planning system**

23. WHO is developing a new Enterprise Resource Planning (ERP) system, and the UNAIDS Secretariat will participate in the customization of this system as it is rolled out. The Committee will be closely monitoring the implementation of the new ERP system and has planned to receive an update in October 2024. The Committee recommends that UNAIDS management proactively engage with WHO to understand the functionalities of the new ERP system's project management module in order to ensure they fulfil the organization's specific needs.

### **Enterprise risk management**

24. The Committee acknowledges and appreciates improvements in the process for identifying and assessing risks. The Committee recommends further work to develop risk mitigation measures, monitor effectiveness of mitigation measures, including assessing residual risks in order to embed risk management in the operations of UNAIDS.
25. Recognizing that enterprise risk management is a continuous process, the Committee recommends that UNAIDS develop a clear action plan for mitigating each risk identified through the exercise of developing the statement of internal controls, including timelines and an assessment of the severity of each risk.
26. The Committee recommends that the Secretariat follow through on its plans to develop a "risk appetite" statement. More specifically, the Committee recommends that UNAIDS monitor risks related to the post-facto verification process for purchase requisitions below specified value thresholds.

### **Internal audit function**

27. During the 11th, 13th and 15th meetings, the IEOAC met with the outgoing and incoming Directors of WHO/IOS and also had closed meetings with them at each of the sessions. WHO/IOS is responsible for internal audits and administrative investigations of UNAIDS.
28. The IEOAC received presentations on internal audits conducted in 2023–2024 (through May 2023) and on annual audit plans for 2024. Three audits were planned for 2024, including a cross-cutting audit on diversity, equity and inclusion, requested by the UNAIDS Executive Director but delayed due to unforeseen circumstances. WHO/IOS reported that it has interacted with the UNAIDS Executive Director and senior leadership to discuss audit results and audit workplans.
29. The accounting firm KPMG conducted an external quality assessment of the WHO/IOS internal audit function, which found that the internal audit function of WHO (and UNAIDS) "generally conforms" with the mandatory elements of the standards



promulgated by the Institute of Internal Auditors. The external quality assessment of WHO/IOS did not cover interactions between auditors and UNAIDS management.

30. The IEOAC remains concerned regarding the adequacy of audit coverage for ensuring that the annual audit plans are risk-based and are aimed at providing assurance that main risks are adequately mitigated. Where audits on their own cannot provide information pertinent to risks identified in the risk profile, clear efforts are needed to develop non-audit risk mitigation activities for them across the three lines of defence (management activities, compliance and internal audit).<sup>1</sup>
31. The Committee reiterates its recommendation that WHO/IOS transition its internal audits of UNAIDS from a focus on compliance to a risk-based approach, using the Secretariat's identification of top risks as the basis for developing its annual workplan of UNAIDS audits. The Committee recommends that WHO/IOS present to the IEOAC at its October meeting a risk-based internal audit plan for 2025. This should be done every year or upon modifications to the audit plan.
32. The Committee is concerned by the delay in implementing the 2024 internal audit plan. Due to the unexpected absence of the staff member dedicated to UNAIDS audits, WHO/IOS as of May 2024 was yet to initiate any of the audits planned for UNAIDS, although the Committee has been assured by the WHO/IOS Director that the audits would be completed by the end of the year. When unforeseen circumstances affect WHO/IOS's ability to deliver on its annual audit plan, the Committee recommends that contingency plans be in place to ensure audit coverage in accordance with the audit plan.
33. The Committee is concerned that the external quality assessment of the WHO/IOS internal audit function did not include direct engagement with UNAIDS management. The Committee recommends that future external quality assessments of the WHO/IOS internal audit function include a sample of (at least two) UNAIDS audits.

### **Investigation function**

34. At its 11th, 13th and 15th meetings, the Committee received updates on UNAIDS administrative investigations from WHO/IOS. UNAIDS has a memorandum of understanding regarding the investigations function with WHO/IOS.
35. The Committee notes an improvement in the quality and comprehensiveness of data presented to the Committee regarding the status of allegations and investigations cases.

### **External audit function**

36. The Committee received updates from the External Auditor regarding the audits for 2022 (at its 11th meeting) and 2023 (at its 15th meeting). The Committee also met in closed session with the External Auditor during each of these meetings. The Committee takes note of the unmodified audit opinion of the External Auditor and of the recommendations included in the auditor's report.

---

<sup>1</sup> Institute of Internal Auditors. The IIA's three lines model: An update of the "Three Lines of Defense". 2020 (<https://www.theiia.org/globalassets/documents/resources/the-iias-three-lines-model-an-update-of-the-three-lines-of-defense-july-2020/three-lines-model-updated-english.pdf>).

37. The Committee calls specific attention to the recommendation of the External Auditor to develop a business contingency plan for the Secretariat Global Centre and for all field offices which still do not have one.

### **Ethics function**

38. At its 11th and 15th meetings, the Committee met with the Acting Ethics Officer, who was appointed ad interim following the departure of the Ethics Officer in 2023. Information presented to the Committee indicates that management has strengthened efforts to ensure completion of mandatory trainings for staff, consultants and contractors. The number of confidential advisory services provided by the Ethics Office markedly increased from 2021 to 2023.
39. The Committee looks forward to the appointment of a new Ethics Officer. Moving forward, the Committee recommends that the reporting line of the Ethics Officer to the IEOAC be further strengthened in accordance with the JIU standard (see JIU report 2021/5), which calls for the IEOAC to be consulted on the selection/appointment, performance and dismissal/removal assessment of the Ethics Officer.
40. The Committee appreciates the decision of management to enhance the capacity of the Ethics Office through the appointment of an additional P3 staff person, in line with the Committee's recommendations that management review the capacity of the Office. The Committee recommends that the Ethics Office and WHO/IOS develop mechanisms for collaboration in line with the UNAIDS policy on preventing and addressing retaliation.

### **Follow-up and monitoring of internal and external oversight recommendations**

41. At its 11th meeting, the Committee received a status update on follow-up of recommendations by the JIU, external audit and internal audits. The Committee acknowledges the reduction in the backlog of internal and external oversight recommendations.
42. With respect to JIU recommendations, the Committee supports the approach of the Secretariat management to use a risk-based review to determine which recommendations are most relevant to UNAIDS. In developing a plan to address pending or future JIU recommendations, the Committee recommends that management reach out to comparable UN organizations and to UNAIDS Cosponsors to understand their approaches for responding to the substantial number of recommendations issued by JIU.

### **Human resources management**

43. At its 15th meeting, the Committee received an update on strategic human resources management issues. The Committee was informed that work has been done to put in place a policy framework for safeguarding, integrating and coordinating the ethics and ombudsperson functions to ensure a safe and respectful workplace. The Committee is pleased to learn of the high level of compliance with mandatory learning requirements.
44. The Committee recommends further refinement of workforce planning and mapping of the skills needed to advance the Joint Programme's leadership aligned with the global AIDS response.

### **Other matters**

*Revised operating model*

45. The Committee takes note of the PCB's request for the Joint Programme to revisit its operating model and the UNAIDS initiative to convene a High-Level Panel, with results to be reported to the PCB in June 2025. The Committee further acknowledges that the work of the Panel will be informed by the results of the mid-term review of the Global AIDS Strategy. The Committee looks forward to receiving more information regarding the process of revisiting the operating model.

*Secretariat realignment*

46. The Committee reviewed the organizational realignment of the Secretariat and the ongoing processes for change management. The Committee regards realignment and change management within the Joint Programme as a work in progress.
47. The Committee has recommended that UNAIDS collect information from relevant stakeholders, including donors, programme countries and the UNAIDS workforce, to assess the degree to which the realignment has achieved its objectives. It has been informed by the Executive Director that a report on the results of the realignment is being prepared. For each risk identified by UNAIDS with respect to realignment, specific and tailored mitigation measures should be developed.

*Information security*

48. After reviewing information security within UNAIDS, the Committee has advised that management document a list of procedures to respond in cases of disruption, including but not limited to a cybersecurity attack. The Committee also advised management to map, identify and classify sensitive data in the organization's possession and develop appropriate measure to protect all sensitive data.

*Follow-up on IEOAC recommendations from 2023 annual report*

49. The Committee recognizes progress by the Secretariat in responding to many of the recommendations the IEOAC made in its 2023 report. In particular, the Secretariat has substantially reduced the backlog of pending oversight recommendations, increased the capacity of the ethics office and taken steps to integrate a risk management approach across its operations. Further work is needed to develop a tool to monitor implementation of IEOAC recommendations. The Committee will periodically review the implementation status of its recommendations.

*IEOAC independent performance evaluation*

50. The Committee's terms of reference currently provide for an independent performance evaluation of the IEOAC every two years. At their meeting in December 2023, which the 2023 IEOAC Chair attended on behalf of the Committee, chairs and vice-chairs of independent oversight committees of UN entities agreed that periodic peer reviews can be used as a means of demonstrating that independent performance evaluations of audit and oversight committees are being undertaken. In addition, the Committee noted that the JIU had previously recommended that such evaluations be conducted every three years (see JIU report 2019/6). Accordingly, the Committee will be recommending, at a later stage, that the PCB amend the IEOAC's terms of reference to endorse periodic independent performance evaluations of the Committee's work and delete the requirement for such an evaluation to be undertaken every two years.

*IEOAC terms of reference and evaluation function*

51. Although the IEOAC is charged with advising on oversight of UNAIDS performance, the evaluation function is not expressly addressed in the IEOAC's terms of reference. At present, the Committee considers that there is no clear provision in its terms of reference to fulfil its oversight responsibility over the evaluation function. As the JIU's 2019 report on audit and oversight committees in the UN system recommends that UN agencies and organizations expressly assign independent oversight of the evaluation function to their IEOACs, the Committee has engaged in dialogue with senior management on oversight of the evaluation function. The Committee and senior management will continue this dialogue at the next face-to-face meeting of the Committee in the fall of 2024 and the Board will be kept informed on the outcomes of the dialogue.

*IEOAC membership*

52. As agreed by the PCB, Committee members have staggered terms. The three-year terms of three Committee members (Saad Bounjoua, Ibrahim James Pam and H  l  ne Rossert) will end in December 2024. The PCB Bureau has initiated a process to select replacements for these Committee seats. The second of two two-year terms of the remaining four current members of the Committee (Agnieszka S  mka Golebiowska, David Kanja, Bushra Malik and Benoit de Schoutheete) will end in December 2025.

**IEOAC 2024 work plan**

53. A summary of the IEOAC's 2024 work plan is included as **Annex 1** to this report. The IEOAC plans to meet 3 times in 2024.
54. The IEOAC will have its third meeting of 2024 face-to-face in Geneva in October.

**Closing remarks**

55. The Committee expresses its appreciation for the support of the Secretariat, WHO/IOS and the External Auditor, which is integral to the Committee's ability to fulfil its purpose as outlined in the terms of reference. The Committee acknowledges with appreciation the timeliness and the quality of the Secretariat's interaction with the IEOAC in preparing its 15th meeting in May 2024. The Committee is especially appreciative of the support provided by the Secretariat's Governance Team.
56. Progress has been made by UNAIDS in several areas addressed in the IEOAC's terms of reference. The Committee appreciates the work of UNAIDS management to implement many of the Committee's recommendations.

**Proposed decision points**

57. **The Programme Coordinating Board is invited to:**
- *Welcome* the report of the UNAIDS Independent External Oversight Advisory Committee and *look forward* to the next report in 2025.

[Annexes follow]



## Annex 1: Summary Table of the 2024-2025 IEOAC workplan

Activity / Key actions Responsibilities as outlined in the TOR	Inputs	IEOAC Lead	Timeframe					
			2024			2025		
			FEB	MAY	OCT	March	MAY	SEP/ OCT
<b>Expected outcome 1:</b> The IEOAC provides recommendations within its overall annual report to the PCB on Financial reporting, governance, performance, risk management, and internal controls within the UNAIDS Secretariat								
Financial and performance reporting: Consider issues arising from the audited financial statements and financial and performance reports produced for the PCB	<ul style="list-style-type: none"> <li>▪ 2022-2026 UBRAF Framework and 2024 - 2025 Workplan and Budget</li> <li>▪ 2023 Financial report</li> <li>▪ 2023 Interim Financial Management Update</li> <li>▪ Report of the External Auditor</li> <li>▪ Report of the Internal Auditor</li> <li>▪ 2022-2023 Performance Reports: Executive Summary, Organizational Report, Strategy Result Area Report, and</li> <li>▪ Regional and Country Report</li> <li>▪ Discussion with Director, Finance</li> <li>▪ Discussion with Senior Advisor, Performance Reporting</li> <li>▪ Discussion with UNAIDS Senior Management</li> <li>▪ Additional information requested by IEOAC as relevant</li> <li>▪ Assessment based on agreed criteria (IEOAC)</li> </ul>	Bushra Malik  Helene Rossert	X	X	X	X	X	X

Activity / Key actions Responsibilities as outlined in the TOR	Inputs	IEOAC Lead	Timeframe					
			2024			2025		
			FEB	MAY	OCT	March	MAY	SEP/ OCT
Accounting: Consider the appropriateness of accounting policies, standards and disclosure practices and any changes and risks thereto	<ul style="list-style-type: none"> <li>▪ UNAIDS accounting policies (shared on an ongoing basis as relevant)</li> <li>▪ UNAIDS' standards and disclosure practices (shared on an ongoing basis as relevant)</li> <li>▪ Discussion with Director, Finance</li> <li>▪ Additional information requested by IEOAC as relevant</li> <li>▪ Assessment based on agreed criteria (IEOAC)</li> </ul>	Bushra Malik		X	X		X	X
Financial regulations and rules: Consider the operation and effectiveness of the financial regulations	<ul style="list-style-type: none"> <li>▪ UNAIDS financial rules and regulations (shared on an ongoing basis as relevant)</li> <li>▪ Discussion with Director, Finance</li> <li>▪ Additional information requested by IEOAC as relevant</li> <li>▪ Assessment based on agreed criteria (IEOAC)</li> </ul>	IEAOC members		X			X	
Monitor issues and trends arising from the UNAIDS Secretariat financial and performance reporting, including audit reports, and advise the PCB on implications to UNAIDS	<ul style="list-style-type: none"> <li>▪ 2023 Financial report</li> <li>▪ 2024 Interim Financial Management Update</li> <li>▪ Report of the External Auditor</li> <li>▪ Report of the Internal Auditor</li> <li>▪ 2022-2023 UBRAF Performance Reports: Executive Summary, Organizational</li> </ul>	Bushra Malik	X	X	X	X	X	X

	<ul style="list-style-type: none"> <li>▪ Report, Strategy Result Area Report, and</li> <li>▪ Regional and Country Report</li> <li>▪ Discussion with Director, Finance</li> </ul>							
Activity / Key actions Responsibilities as outlined in the TOR	Inputs	IEOAC Lead	Timeframe					
			2024			2025		
			FEB	MAY	OCT	March	MAY	SEP/ OCT
	<ul style="list-style-type: none"> <li>▪ Discussion with Senior Advisor, Performance Reporting</li> <li>▪ Discussion with UNAIDS Senior Management</li> <li>▪ Additional information requested by IEOAC as relevant</li> <li>▪ Assessment based on agreed criteria (IEOAC)</li> </ul>						X	
Compliance: Review systems established by the UNAIDS Secretariat to promote compliance with laws, regulations, policies and high standards of ethical conduct to prevent conflicts of interest	<ul style="list-style-type: none"> <li>▪ Report of the Ethics Office</li> <li>▪ Discussion with the Ethics Office</li> <li>▪ Additional information requested by IEOAC as relevant</li> <li>▪ Assessment based on agreed criteria (IEOAC)</li> </ul>	Benoit De Schoutheete		X			X	



<p>Review and advise on the ethics function, investigation function and measures taken to prevent fraud</p>	<ul style="list-style-type: none"> <li>▪ Report of the Internal Auditor</li> <li>▪ Report of the Ethics Officer</li> <li>▪ conference room paper on Administrative Review and Statistical Overview</li> <li>▪ Conference room paper on Disciplinary and other corrective actions</li> <li>▪ Dispute resolution policies</li> <li>▪ Whistleblower Policy</li> <li>▪ UNAIDS/WHO Memorandum of Understanding</li> <li>▪ Discussion with the Internal Auditor</li> <li>▪ Discussion with the Ethics Officer</li> </ul>	<p>Benoit de Schoutheete  Ibrahim Pam</p>		<p>X</p>			<p>X</p>	
---	--	---	--	----------	--	--	----------	--

<p><b>Activity / Key actions Responsibilities as outlined in the TOR</b></p>	<p><b>Inputs</b></p>	<p><b>IEOAC Lead</b></p>	<p><b>Timeframe</b></p>					
			<p><b>2024</b></p>			<p><b>2025</b></p>		
			<p><b>FEB</b></p>	<p><b>MAY</b></p>	<p><b>OCT</b></p>	<p><b>March</b></p>	<p><b>MAY</b></p>	<p><b>SEP/ OCT</b></p>
	<ul style="list-style-type: none"> <li>▪ Discussion with Director, Human Resources Management</li> <li>▪ Additional information requested by IEOAC as relevant</li> <li>▪ Assessment based on agreed criteria (IEOAC)</li> </ul>							

Track all JIU reports issued and recommendations relevant to UNAIDS	<ul style="list-style-type: none"> <li>▪ JIU Recommendation Status Implementation Matrix</li> <li>▪ Discussion with Director, Finance</li> <li>▪ Additional information requested by IEOAC as relevant</li> <li>▪ Assessment based on agreed criteria (IEOAC)</li> </ul>	Ibrahim Pam			X			X
Risk management and internal controls: Review the effectiveness of UNAIDS internal control systems, including management and internal governance practices	<ul style="list-style-type: none"> <li>▪ Internal Control framework</li> <li>▪ Annual Statement of Internal Control</li> <li>▪ UNAIDS Management Accountability Framework</li> <li>▪ Risk Management Policy</li> <li>▪ Risk Management Guide</li> <li>▪ UNAIDS Secretariat Risk Universe</li> <li>▪ Risk Management Committee Terms of Reference</li> <li>▪ Relevant policies, regulations and rules related to risk management and internal controls</li> <li>▪ Discussion with Directors of Management and Finance</li> </ul>	Agnieszka Słomka-Golebiowska	X		X	X		X

Activity / Key actions Responsibilities as outlined in the TOR	Inputs	IEOAC Lead	Timeframe					
			2024			2025		
			FEB	MAY	OCT	March	MAY	SEP/ OCT

	<ul style="list-style-type: none"> <li>▪ Discussion with Senior Advisor, Risk Management</li> <li>▪ Additional information requested by IEOAC as relevant</li> <li>▪ Assessment based on agreed criteria (IEOAC)</li> </ul>							
<b>Expected outcome 2: The IEOAC provides recommendations within its overall report to the PCB on the responses and actions taken by the UNAIDS Secretariat management on internal and external audit recommendations</b>								
Monitor issues and trends arising from UNAIDS Secretariat financial and performance reporting, including audit reports, and advice the PCB on implications to UNAIDS.	<ul style="list-style-type: none"> <li>▪ Report of the External Auditor</li> <li>▪ Report of the Internal Auditor</li> <li>▪ Management Response to the Organizational Oversight Reports</li> <li>▪ Additional information requested by IEOAC as relevant.</li> <li>▪ Assessment based on agreed criteria (IEOAC)</li> </ul>	IEAOC Members		X	X		X	X
Establish an annual workplan including the follow-up and monitoring of any internal and external oversight recommendations	<ul style="list-style-type: none"> <li>▪ Report of the External Auditor</li> <li>▪ Report of the Internal Auditor</li> <li>▪ Management Response to the Organizational Oversight Reports</li> <li>▪ Additional information requested by IEOAC as relevant</li> </ul>	IEAOC Members	X		X	X		X
<b>Expected outcome 3: The IEOAC provides recommendations within its overall report to the PCB on the independence, effectiveness and objectivity of the internal and external audit functions.</b>								
Internal audit: Review the scope, plan, resources, performance of the internal audit	<ul style="list-style-type: none"> <li>▪ Internal auditors' framework and tools</li> <li>▪ Workplan of the Internal Auditor</li> </ul>	David Kanja Saad Bounjoua	X	X	X	X	X	X

Activity / Key actions	Inputs	IEOAC Lead	Timeframe
------------------------	--------	------------	-----------

Responsibilities as outlined in the TOR			2024			2025		
			FEB	MAY	OCT	March	MAY	SEP/ OCT
function and the Internal Auditor, and the appropriateness of the independence of this function, and follow-up on internal audit recommendations	<ul style="list-style-type: none"> <li>▪ Report of the Internal Auditor</li> <li>▪ Discussion with internal auditors</li> <li>▪ Additional information requested by IEOAC as relevant.</li> <li>▪ Assessment based on agreed criteria (IEOAC)</li> </ul>							
External audit: Review the scope, plan and approach of the External Auditor's work and follow-up on external audit recommendations	<ul style="list-style-type: none"> <li>▪ External auditors' framework and tools</li> <li>▪ Workplan of the External Auditor</li> <li>▪ Report of the External Auditor</li> <li>▪ Discussion with External auditors</li> <li>▪ Additional information requested by IEOAC as relevant.</li> <li>▪ Assessment based on agreed criteria (IEOAC)</li> </ul>	Bushra Malik		X	X		X	X
Review the reports of the internal auditor and monitor the number of open investigations and progress on completion of investigations on allegations of misconduct against UNAIDS Secretariat Staff	<ul style="list-style-type: none"> <li>▪ Report of the Internal Auditor</li> <li>▪ Conference room paper on Administrative Review and Statistical Overview</li> <li>▪ Conference room paper on Disciplinary and Other Corrective Actions</li> <li>▪ Additional information requested by IEOAC as relevant.</li> <li>▪ Assessment based on agreed criteria (IEOAC)</li> </ul>	David Kanja Saad Bounjoua Ibrahim Pam		X			X	

Activity / Key actions Responsibilities as outlined in the TOR	Inputs	IEOAC Lead	Timeframe					
			2024			2025		
			FEB	MAY	OCT	March	MAY	SEP/ OCT
<b>Expected outcome 4: The IEOAC provides recommendations within its overall report to the PCB on the interaction and communication between the PCB, the External Auditor, the Internal Auditor, the Ethics Officer, and UNAIDS Secretariat management</b>								
<p>Provide an annual report to the PCB (presented by the Chairperson of the IEOAC) containing advice, observations and recommendations as appropriate, in writing for consideration by the PCB; an in-person report by the Chairperson of the IEOAC may be requested by the PCB.</p> <p>Provide recommendations within this report on the interaction and communication between the PCB, the External Auditor, the Internal Auditor, the Ethics Officer and UNAIDS Secretariat Management.</p>	<ul style="list-style-type: none"> <li>Additional information requested by IEOAC as relevant</li> </ul>	IEAOC Members		X			X	
<b>Expected Outcome 5: Other relevant duties</b>								
Conduct self-assessments annually of the performance of the IEOAC	<ul style="list-style-type: none"> <li>Assessment criteria established by the IEOAC</li> </ul>	IEAOC Members	X		X			X
Preparation and arrangement of the IEOAC's external assessment	<ul style="list-style-type: none"> <li>Additional information requested by IEOAC as relevant</li> </ul>	Secretariat	X		X			
At the request of the PCB Bureau or at the discretion of the IEOAC, submit interim reports addressing key findings and matters of importance to the PCB Bureau	<ul style="list-style-type: none"> <li>Additional information requested by IEOAC as relevant</li> </ul>	IEOAC Members						
Perform any other duties consistent with the mandate as requested by the PCB	<ul style="list-style-type: none"> <li>Additional information requested by IEOAC as relevant</li> </ul>	IEAOC Members						

To promote transparency, IEOAC meeting notes will be publicly posted on the UNAIDS website. If agreed by the PCB Bureau, meetings notes may be redacted to remove private and confidential information.	Meeting summaries written by IEOAC Report Writer	IEAOC Members	X	X	X	X	X
---	--	---------------	---	---	---	---	---

**Annex 2. Annual Self-Assessment Questionnaire of the UNAIDS Independent External Oversight Advisory Committee for 2024**

**Annual Self-Assessment Questionnaire of the UNAIDS Independent External Oversight Advisory Committee (IEOAC)**

**March 2024**

**Preliminary information:**

The IEOAC developed this self-assessment questionnaire based on best practices from other oversight committees. The questionnaire was used for the first time in 2023 to assess the quality of the work performed by the IEOAC.

In 2023, the self-assessment found that the IEOAC had developed strong working relationships among its members and UNAIDS management. Between March 2022 and March 2023, the IEOAC met nine (9) times, regularly reported and provided advice to the PCB and the Executive Director, met with relevant UNAIDS managers and officials, developed new Rules of Procedure, and proposed an amendment to its Terms of Reference.

As a result of the 2023 self-assessment exercise, the Committee provided the following advice:

1. IEOAC meetings need to be planned well in advance, in order to ensure full attendance and adequate time for preparation; and
2. Documents for each IEOAC meeting should be available for IEOAC members to review at least 10 calendar days before each meeting.

Furthermore, to maximize the effectiveness of the IEOAC's limited time during meetings, the IEOAC agreed to appoint leads within the Committee to work with the UNAIDS Governance Team and relevant UNAIDS staff to ensure that documentation and presentations are sufficiently pertinent and detailed.

In 2024, the Committee decided to use the same template to be able to gauge the evolution in the quality of work performed. Six (6) out of the seven (7) members of the IEOAC participated in this the 2024 Quality Self-Assessment exercise.

The 2024 self-assessment rendered high marks on key metrics, including independence, committee structure and composition and professionalism. The results of the self-assessment are detailed hereafter. Since March 2023, the IEOAC met six (6) times (but only one in-person meeting), and observed several changes in UNAIDS's oversight environment, including the appointment of a new Director of WHO/IOS, the entry into function of an interim Head of Ethics and the departure of the Chair of the Evaluation Committee.

The Committee encourages management to continue its efforts for a sound planification of meetings and a timely submission of documents.

**Members of the IEOAC:**

Agnieszka Golebiowska	AG
Benoît de Schoutheete	BD
Bushra Malik	BM
David Kanja	DK
Hélène Rossert	HR
Ibrahim Pam	IP



Saad Bounjoua		SB				
<b>Framework and Criteria</b>	<b>Statements</b>	<b>Yes</b>	<b>No</b>	<b>Partial</b>	<b>N/A</b>	<b>Comments</b>
<b>A. There is a strong policy framework in place ensuring the independence of the Committee</b>						
	1 The Committee's terms of reference have been formally approved by the governing body of the organization.	6/6				
	2 The Terms of Reference have been updated within the last 5 years.	6/6				
	3 The Committee is independent, and it reports directly to the governing body as well as to the organization's executive head.	6/6				
	4 The Committee is composed entirely of independent members external to the organization.	6/6				
	5 The appointments of all members of the oversight committee are approved by the governing body.	6/6				
Overall observations/comments on Policy Framework and Independence	The policy framework ensuring the independence of the IEOAC is well in place at UNAIDS.					
<b>B. Committee Structure and Composition are well defined</b>						
	1 The Committee membership is clearly defined in the terms of reference.	6/6				
	2 All members serve in a personal capacity, and alternates are not allowed.	6/6				
	3 The recruitment practice for Committee members is transparent, equitable and competitive.	6/6				
	4 At least one Committee member is a financial expert with good knowledge of generally accepted accounting principles or International Public Sector Accounting Standards and financial statements, internal controls and procedures for financial	6/6				

	reporting.					
	5 The members composition embodies adequate professional backgrounds and skills (areas of expertise) to properly cover the Committee's mandate and there is balance with regard to gender and geographic representation.	6/6				
	6 The Committee has sufficient funding to access outside expertise or professional education to supplement the member's professional skills to fulfil the Terms of Reference			3/6	3/6	So far, the Committee has not requested for external support.
	7 Members are required to sign periodic statements of individual independence and absence of conflict of interest in fulfilling their mandate.	6/6				
	8 The Committee follows adequate succession planning and practices with regard to its Chair- person and membership.	6/6				
Overall observations/comments on Committee Structure and Composition	Two in-person meetings are forecasted annually for the IEAOC. However, due to UNAIDS financial difficulties, the Committee had only one in-person meeting per year in 2022 and 2023. Two in-person meeting are foreseen in 2024.					
C. Committee Operating Practices are well managed with workplan and its execution, including proper resources available to support the Committee's function						
C.1 Annual Workplan	1 The Committee establishes an annual workplan to ensure that it covers responsibilities under the Terms of Reference.	6/6				
	2 The annual workplan covers review and advice on the organization's financial management and reporting, as well as the appropriateness of accounting policies and disclosure practices.	6/6				
	3 The annual workplan covers advice on accountability and review and advice on the	6/6				

	effectiveness of the internal control system.					
	4 The annual workplan covers the review and advice on the effectiveness of the evaluation system.		<b>3/6</b>		<b>3/6</b>	It is unclear to the Committee whether the evaluation function is in its purview or not given the fact that there is already a technical independent evaluation committee different from the IEOAC.
	5 The annual workplan covers the review and advice on the enterprise risk management system.	<b>6/6</b>				
	6 The annual workplan covers the review and advice on the ethics system to maintain and promote international civic service values.	<b>6/6</b>				
	7 The annual workplan covers the work of the External Auditor and her/his report.	<b>6/6</b>				
	8 The Committee provides review and advice on the systems established and measures taken by the organization to prevent fraud, establish appropriate whistleblowing arrangements and deal with other misconduct issues.	<b>6/6</b>				
	9 The Committee conducts private sessions with the Heads of Internal Audit, [Evaluations], Ethics and the External Auditor.	<b>3/6</b>		<b>3/6</b>		Evaluations are covered by another Committee. The ethics officer position has been vacant for several months (the position is held at interim by a previous Ethics Officer).
	10 The Committee has free and unrestricted access to information, staff - including internal auditors, external auditors, governing bodies or any external party that is necessary to fulfil its mandate and roles and responsibilities.	<b>5/6</b>		<b>1/6</b>		For one IEOAC member, access to various reports is low and not systematic. The IEOAC really has to insist to obtain reports.
	11 The Heads of Internal Audit, [Evaluations], Ethics and External Audit have unrestricted and confidential access to the Committee's Chairperson.	<b>5/6</b>			<b>1/6</b>	For one IEOAC member, so far, the IEOAC had not experienced such a practice
	12 The Committee reviews the annual	<b>6/6</b>				

	report of the organization and other significant accountability reports to ensure that, to the best of its knowledge, there are no material misstatements or omissions.					
Overall observations/comments on Annual Workplan and its implementation	The relationship of the IEOAC and the evaluation committee remains an open question. If the IEOAC has oversight on performance, how can this be done without an oversight on evaluation? The unrestricted access to the IEOAC by the head of different structures has not been tested yet.					
C.2. Sufficient Resources and Support are provided to the committee	1 The budgetary allocation is sufficient to cover the Committee's needs (e.g., travel to meetings and field visits, training, and engagement of subject specialists (if needed)).	1/6		5/6		The membership is divided on this aspect since the committee has met and will meet only once a year in person while it is forecasted it should meet twice a year in person. No field visit forecasted.
	2 Secretarial support provided to the Committee's needs is adequate and effective, including document management system.	4/6		2/6		Overall, the membership is satisfied with the secretariat support One IEOAC member indicated that the Governance Team seems to have a hard time to have the other secretariat teams make them release their documentation on time. Another member indicated that the IEOAC recognizes that the Secretariat is very stretched and doing a lot with limited resources. However, there is an opportunity for the Secretariat to take a more proactive role in channelling the documentation to the IEOAC on a timelier manner.
	3 Documents are timely received and with adequate information on the subjects to be discussed to allow for effective and efficient deliberations.		3/6	3/6		The documents have sometimes been received very late for a good preparation, particularly for the June PCB meeting. However, the Committee observed that the situation has significantly improved for the most recent meetings.
Overall observations/comments on Support and	To fulfil its role properly, the Committee underlines the importance of receiving the documentation on time prior to each of its meetings.					

Resources						
C.3. Committee meetings are well planned, conducted and documented	1 The Committee meets at least 3 times a year or more as necessary.	6/6				
	2 Meeting agendas are prepared and provided in advance to members for their comments and input.	6/6				
	3 Meetings are scheduled on an annual basis and far in advance.	6/6				
	4 Minutes or reports of Committee meetings are documented and formally approved by the Committee's members.	5/6		1/6		One IEOAC member indicated that all the members review the minutes but there is no formal approval at the end of the process (or during the subsequent meeting).
	5 Committee's decisions are made by consensus? If consensus does not prevail, dissenting reports are appropriate recorded.	6/6				
Overall observations/comments on Committee meetings and its procedures	Progress has been made in scheduling meetings on a yearly basis. Timely access to documentation remains the biggest issue.					
<b>D. Communication channels are well established and robust with various stakeholders, and they are adequate for interaction between parties involved</b>						
There is a strong link between the Committee and the Governing Body	1 There is sufficient visibility and opportunity to report and interact with the representatives of the Governing bodies and/or the Member States.	3/6	1/6	2/6		This is early to have a good interaction with the governing bodies and the member states.
	2 The Committee's observations and recommendations add value to Governing Body deliberations on oversight issues.	3/5		2/5		For one IEOAC member, it is too early to assess. Another member said that s(he) had no visibility to respond.
	3 The Chair presents the Committee's annual report in-person to the Governing Body and answers questions from the members of the Governing Body.	6/6				
	4 The Committee's Annual Report is placed on the Agenda of the Governing Body for discussion and decision on the contents and recommendations.	6/6				

Overall observations/comments on communication with the Governing Body	The IEOAC meets with the relevant governing bodies but the relationships are to be built and reinforced.					
D.1. The Committee interacts effectively with the Executive Head of the Agency	1 Sufficiency of visibility and opportunity to interact with the Executive Head.	4/6		1/6		This is a major improvement as compared to 2023.
	2 The organization's Executive Head routinely meets the Chair or the Oversight Committee as a whole at the beginning or at the end of each Committee meeting.	4/5	1/5			The new rules of procedures recently endorsed provide a framework for regular meetings with the ED. The Committee acknowledges the efforts of the Executive Director to meet with Committee at each of its meetings.
	3 The Committee's observations, advice, and recommendations add value to the Executive Head in discharging her/his oversight responsibilities.	3/6		3/6		For three IEOAC members, it is too early to tell.
Overall observations/comments on communication with the Executive Head of the Agency	The IEOAC acknowledges the efforts made by UNAIDS Executive Director to regularly meet with the Committee.					
D.2. Management of the Organization interacts effectively with the committee.	1 The information and timeliness of presentations provided by the Organization's management to the Committee is adequate.	1/6	3/6	2/6		The Committee acknowledges that significant efforts have been made to improve the timeliness and adequacy of presentations.
	2 There is sufficient (perceived) understanding of the Organization and timely value-added of the Committee to the Organization's management.	1/6		5/6		Much remains to be done to integrate the IEOAC as part of the overall governance of UNAIDS.
Overall observations/comments on communication with management	Not much progress made since 2023. Much remains to be done for the Secretariat to integrate the IEOAC as a value-adding body of the Organization.					
D.3. Heads of various Oversight Units	1 Adequacy of information and timeliness of presentations made by the Organization's oversight functions to the Committee.		3/6	3/6		The Committee acknowledges the efforts made to improve the adequacy and timeliness of presentations.
	2 Sufficiency of opportunity for the	6/6				

	Committee to interact with the oversight functions in a private session, without management's presence.					
	3 Adequacy of timely value-adding advice and recommendations of the Committee to the oversight functions.	<b>4/6</b>		<b>2/6</b>		
Overall observations/comments on communication with heads of Oversight Units	With a change at the Head of the IOS, the adequacy and timeliness of information have deteriorated. The new Head of IOS will need to adjust to the needs of the IEOAC.					
<b>E. Committee's Annual Report covered areas of its responsibilities under the Terms of Reference</b>						
	An annual report and any special report, if required, is prepared and submitted to the governing body and the organization's executive head: including					
	a) confirmation of whether the Committee has fulfilled all its responsibilities established in the terms of reference for the reporting period	<b>6/6</b>				
	b) an assessment of the performance of the internal audit/oversight function (such as actual achievements against their workplans) and External Audit, and their recommendations	<b>5/6</b>	<b>1/6</b>			For one IEOAC member, this has not been done.
	c) an assessment on the organization's risk management, internal controls, accountability, evaluation and governance processes	<b>4/6</b>		<b>2/6</b>		Members indicated that: <ul style="list-style-type: none"> <li>- The lack of comprehensive risk assessment remains the major issue.</li> <li>- The risk management information is still not adequate to support such exercise.</li> </ul>
	d) a section on the Committee's performance with regard to its effectiveness and efficiency	<b>3/6</b>		<b>2/6</b>	<b>1/6</b>	For one IEOAC member, the committee was too new last year to make such an assessment.
Overall	The IEOAC needs indicators and an external evaluation to better assess the quality of its work and its progress.					

observations/comments on Committee reporting						
<b>F. Committee Performance is regularly assessed, and actions taken on the recommendations arising from the assessment.</b>						
	1 An annual self-Assessment is performed; stakeholder feedback is solicited; and action resulting from the annual self-assessment is prepared and implemented.	5/6		1/6		According to one IEOAC member, stakeholder feedback has so not been obtained for the self-assessment. It should be obtained for the external assessment.
	2 The Committee timely addresses emerging priorities and challenges faced by and relevant to the Organization.	6/6				
	3 Value and impact of the Committee's recommendations, including their implementation.	2/6		4/6		
	4 Indicators have been established to measure the Committee's performance.		6/6			No indicators have been defined yet.
	5 The Committee has been benchmarked against good practices.		4/6	2/6		No formal benchmarking was done. This should be done for the external assessment.
Overall observation/comment on evaluation of committee performance	<p>The Committee met numerous times in 2022 and 2023; and has positively observed a revigorated relationship and communication with the Executive Director.</p> <p>In general, the Committee has been efficient and effective in fulfilling its mandate. However, to be able to continue providing sound advice and structural recommendations to UNAIDS' PCB, Executive Director and Management, it is important for the Committee members to receive documentation and presentations on time ahead of each meeting. Several areas of improvement have been identified, notably in the establishment of indicators and benchmarks to measure the Committee's performance, and in the interaction of the new IOS director and in the clarification of the relationship with the Evaluation function. The IEOAC External Quality Assessment should help assessing the effectiveness of the Committee and the onset of its impact. The Assessment should also support the Committee in drafting its key performance indicators and benchmarks.</p> <p>It is unclear to Committee members whether the evaluation function falls under their purview. The Committee considers that the oversight of the evaluation function should be explicitly included in its Terms of Reference.</p>					
Any other observations or comments	-					

[End of document]