



## UNAIDS PCB BUREAU MEETING

DATE: Monday, 4 May 2026

TIME: 13:00–15:30 (CET)

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

### PARTICIPANTS

**Netherlands: Representing the PCB Chair:** Ambassador Ms Erica Schouten, Permanent Representative of the Kingdom of the Netherlands to the United Nations; Ms Zina Olshanska, First Secretary, Permanent Mission of the Kingdom of the Netherlands in Geneva; Ms Carolien van Embden Andres, Senior Policy Officer, Ministry of Foreign Affairs.

**Philippines: Representing the PCB Vice-Chair:** Mr Joselito Feliciano, Executive Director of Philippine National AIDS Council; Mr Jeffrey Valdez, First Secretary, Philippine Mission in Geneva.

**Kenya: Representing the PCB Rapporteur:** Dr Douglas Bosire, Chief Executive Officer, National Syndemic Diseases Control Council, Ministry of Health; Dr Jean Gitau, Minister Counsellor, Permanent Mission of Kenya in Geneva.

**Representing the PCB NGO Delegation:** Ms Amanita Calderon-Cifuentes, HIV Research and Advocacy Officer, Trans Europe & Central Asia (TGEU); Ms Keren Dunaway, Organización Llanto, Valor y Esfuerzo (LLAVES), Mr Shamin Mohamed Jr, Founder & President, LetsStopAIDS, Toronto, Canada.

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

**UNAIDS Secretariat:** Mr Mahesh Mahalingam, Chief of Staff; Mr Morten Ussing, Director of Governance; Ms Samia Lounnas, Senior Governance Advisor; Ms Adriana Hewson, Governance Officer; Ms Saliha Ozdemir, Governance Assistant.

**Co-Facilitators (representing the PCB Working Group):** Fionnuala Murphy, Joe Phaahla, Bob Rae.

### MEETING AGENDA

- 1. Update from the Co-Facilitators of the PCB Working Group on the further transition and integration of UNAIDS into the UN system and beyond:** *The Bureau will receive an update from the Co-Facilitators of the PCB Working Group, including on the draft annotated outline of*

*the Working Group's interim report, which will serve as the basis of the discussions at the multi-stakeholder consultation.*

- 2. Preparations for the multi-stakeholder consultation on 12 May 2026:** *The Bureau will discuss the preparations for the multi-stakeholder consultation, including the zero draft concept note and draft agenda, in line with the decisions of the PCB at the 57th PCB meeting (16–18 December 2025).*

### **3. Any other business**

## **Summary of the Meeting**

The PCB Chair welcomed the Bureau members to the PCB Bureau meeting. The Chair recalled that the Bureau members had received the draft agenda and draft concept note which included the inputs from the PCB Working Group in advance of the meeting, and with the agreement from the Bureau, proposed that the two agenda items be discussed together.

### **1. Update from the Co-Facilitators of the PCB Working Group and preparations for the multi-stakeholder consultation on 12 May 2026**

The Chair recalled the relevant decisions of the Board from the 57th PCB meeting:

- **Decision 7.3(d):** *Requests* the PCB Bureau to mandate the Working Group to provide an interim report, on the plan including a timeline on the further transition and integration of UNAIDS into the UN system and beyond, in coherence with the UN80 Initiative, through the Bureau, for the Programme Coordinating Board's consideration and decision-making at the 58th meeting of the Programme Coordinating Board in June 2026;
- **Decision point 7.6:** *Requests* the PCB Bureau to organize appropriate and inclusive consultations of the Working Group, open to all PCB members and stakeholders, ahead of the scheduled Programme Coordinating Board meetings to inform and guide the Working Group, taking into account the discussions in the UN80 Initiative;

In line with decision 7.3(d) and the Terms of Reference of the PCB Working Group, the interim report would be submitted to the PCB Bureau in advance of the June PCB meeting. As discussions in the PCB Working Group were still ongoing, the Chair advised that the submission of the draft Interim Report would be on 24 May 2026 in order for the Bureau to be able to review it and discuss it at its next meeting on 27 May 2026. The Chair then invited the Co-Facilitators to provide an update on progress to date.

The Co-Facilitators provided the update as follows:

- The Working Group looked forward to the multi-stakeholder consultation, which they considered an important step in advancing their work.
- Consultations held to date included one induction meeting, three PCB Working Group meetings with the Co-Facilitators and members, and four consultations with Cosponsors,

the Secretariat, implementing countries, and communities and civil society representatives. The next meeting was scheduled with the Global Fund and traditional donors.

- To inform further analysis as required by the Terms of Reference, the Working Group has requested written reflections and options from the Cosponsors and Secretariat. They have also requested information on plans under the UN80 Initiative to establish a unified UN data platform.
- The Working Group has identified some areas of emerging convergence to be reflected in the interim report, while noting that discussions remain ongoing, and perspectives continue to be mapped and analyzed. In line with the Terms of Reference, the Working Group recalled its mandate to provide a plan, including a timeline, on the transition and integration process to the Bureau and the PCB. Further engagement with the Secretariat and Cosponsors will be important to develop practical options for the transition.

The Co-Facilitators reported on progress on across the four deliverables under the Terms of Reference:

**Deliverable 1: How the multisectoral capacity and expertise of the Joint Programme and the UNAIDS Secretariat’s core functions as defined by the High-Level Panel, can be integrated into relevant entities of the UN development system and beyond**

- The draft outline of the interim report will have a strong alignment with this deliverable. The Working Group is aligned that transformation must happen, but that the sunsetting of the Joint Programme by the end of 2026 is not an option.
- The UN must continue to play a meaningful political, normative and accountability role in the HIV response through 2030 and the 2030 HIV targets must be achieved. A central aim of the Working Group is, consistent with the Terms of Reference, to preserve the UN’s expertise and capacity on HIV.
- The Working Group has agreed on an emerging convergence point regarding the transition of the current UNAIDS Secretariat to a smaller UN-based hub, with core functions potentially transferred to the UN-based hub.
- Gains on multi-sectoral HIV data analysis, political leadership and accountability, advocacy, convening and coordination, and support to communities are functions that should not be lost.

**Deliverable 2: Propose a UN-mandated governance model which allows preservation of the role of communities and civil society and ensures the continued coordination, accountability and leadership of the HIV response by the UN system**

- The Working Group agrees that unlike many other health issues, HIV continues to require political solutions in an increasingly difficult global political environment.
- Member states and the NGO delegation have currently a UN mandate under ECOSOC Resolution 1995/2.
- There is Working Group convergence on non-negotiable principles, including that the Governance function must preserve community and civil society participation and maintain coordination, leadership and accountability of the HIV response.

### **Deliverable 3: Develop a funding model for sustaining the proposed future governance structure and activities**

- The Working Group agrees that funding and financial sustainability are at the center of the discussions. The Working Group is engaging with current and emerging donors on the advantages and disadvantages, and feasibility, of a continued centralised, multi-sectoral funding model with embedded multi-sectoral accountability.
- There is acknowledgement that there will be the need for a centralized multisectoral funding model for the envisaged smaller UN-based hub with embedded multisectoral accountability.
- Issues that have been considered by the Working Group include that the future model must be financially realistic, sustainable, and able to support both transition and ongoing functions, while protecting resources for community engagement, data and country support.
- There will also be engagement with partners to discuss non-core funding arrangements, including with several middle-income countries that are increasingly or entirely funding the UN's HIV role in their national response, and how this will fit into a future funding model.

### **Deliverable 4: Timeline with milestones for the transition and integration process**

- The main area of Working Group convergence is that the transition for the UNAIDS Secretariat must be phased, realistic and guided by clear milestones, and be implemented in a way that ensures minimum disruption to the HIV response and the UN's role.
- The timeline for the transition will be guided and must be informed by the organization and transition of the core functions, including the establishment of a hub and where this will be hosted.

Responding to PCB Bureau members, the PCB Working Group co-facilitators clarified the following:

- A global structure to coordinate HIV efforts remains necessary, given the ongoing nature of the epidemic and sustained funding needs. The Secretariat should remain lean to prioritize resources for country-level implementation.
- Core functions—leadership and advocacy; convening and coordination; accountability through data, targets, strategy; and community engagement.—must be maintained within the UN system. Governance, including community participation, was emphasized as essential.
- The multi-stakeholder consultation is a substantive step to gather inputs, particularly on perspectives regarding the transfer of core functions. Participants should be guided by the Terms of Reference, the High-Level Panel report, and the revised operating model of the Joint Programme endorsed by the PCB.
- The request for written options from the Cosponsors and the Secretariat was intended to inform the Working Group's deliberations following the multi-stakeholder consultation, rather than the consultation itself.
- Preserving progress and avoiding disruption to the HIV response is a central principle. Any transition should be carefully managed, and there is no support for an abrupt dismantling of existing structures. Notwithstanding the UN80 objectives, achieving 2030 HIV targets will

require sustaining and strengthening efforts, including doing more with constrained resources, the cofacilitators emphasised.

- In preparation for the multistakeholder consultation, the Co-Facilitators highlighted the need for more refined guiding questions to support focused stakeholder input, including on the value and potential transfer of core functions across global, regional and national levels.

The Secretariat gave an overview of the multi-stakeholder consultation as follows:

- The Secretariat recalled that the multi-stakeholder consultation had been organized by the PCB Bureau in line with the PCB decision.
- The purpose of the consultation was to provide an opportunity for PCB stakeholders to engage with the Working Group and share their views on the most important priorities.
- The Secretariat explained how the consultation would inform the Working Group's preliminary report to the June PCB meeting: comments made during the consultation, as well as written comments submitted afterwards, would be taken into account in drafting the interim report, and would inform the four-hour agenda item on this topic at the 58th PCB meeting.
- A conference room paper accompanying the interim report would summarize the discussions held during the multi-stakeholder consultation.
- Regarding the structure of the consultation, following opening remarks and framing by the PCB Chair, the Executive Director would provide perspectives, after which the Co-Facilitators would introduce the discussion.

The Bureau thanked the PCB Working Group for the update and expressed appreciation for its work. The Bureau emphasized the importance of maximizing the value of the multi-stakeholder consultation to inform the finalization of the interim report.

The Bureau requested more details about different options discussed by the Working Group and the proposed UN hub model, identified as the most supported option within the Working Group, including practical mechanisms to preserve governance arrangements, particularly community engagement, in line with ECOSOC resolution 1995/2. Presenting this at the multistakeholder consultation would help aligning stakeholders by demonstrating why the hub option best protects the core functions. Members of the Bureau also highlighted the need to examine further the Secretariat's and Cosponsors' options for transition, including the co-sponsors' governance frameworks for civil society engagement, including their ability to ensure the meaningful participation of civil society. The Bureau reiterated that progress in the HIV response must be preserved throughout the transition process.

The Bureau emphasized the importance of developing a number of guiding questions to support the multi-stakeholder consultation. The Bureau requested the Co-Facilitators to provide more detailed guiding questions, including consideration of the advantages and risks of different governance models and options, for inclusion in the concept note. The revised concept note would be shared with PCB stakeholders following the Working Group meeting. The Chair also requested that the interim report be presented to the Bureau once finalized.

## 2. Any other business (AOB)

There was no other business discussed.

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

### Annex 1: Bureau meeting PPT presentation

# PCB BUREAU MEETING

4 May 2026



## MEETING DRAFT AGENDA

1. **Update from the Co-Facilitators of the PCB Working Group on the further transition and integration of UNAIDS into the UN system and beyond:** *The Bureau will receive an update from the Co-Facilitators of the PCB Working Group, including on the draft annotated outline of the Working Group's interim report which will serve as the basis of the discussions at the multi-stakeholder consultation.*
2. **Preparations for the multi-stakeholder consultation in May 2026:** *The Bureau will discuss the preparations for the multi-stakeholder consultation, including the zero draft concept note and draft agenda, in line with the decisions of the PCB at the 57th PCB meeting (16–18 December 2025).*
3. **Any other business**



---

### Decision from the 57th PCB meeting (16-18 December 2025)

- **7.3d Requests** the PCB Bureau to mandate the Working Group to provide an interim report, on the plan including a timeline on the further transition and integration of UNAIDS into the UN system and beyond, in coherence with the UN80 Initiative, through the Bureau, for the Programme Coordinating Board's consideration and decision-making at the 58th meeting of the Programme Coordinating Board in June 2026;



## Paragraph 28 – Terms of Reference

28. In developing this plan, the Working Group shall have the four deliverables outlined below and the issues expanded in Annex 1:

**a. Outline how the multisectoral capacity and expertise of the Joint Programme and the UNAIDS Secretariat’s core functions as defined by the High-Level Panel, can be integrated into relevant entities of the UN development system and beyond.**

- Develop a detailed and fully articulated framework for the further transition and integration of UNAIDS and identifying functions and units to be transferred, transformed, downsized, merged, decentralized, and/or absorbed by the UN system and other stakeholders. In doing so, the Working Group will clearly distinguish between: Core functions which must be preserved and safeguarded either together in a single unit or with individual UN entities; and functions that may be transferred, shared, or repositioned with partners in the HIV response beyond the UN system, without compromising results and the principles that have guided the UN response to date.
- Recommend modalities to ensure continuity and, if possible, strengthen the critical programmatic functions currently carried out by the Cosponsors and the UNAIDS Secretariat, including global stewardship of the Global AIDS Strategy; accountability and data; national and sub-national systems support; human rights; and gender equality and powering/supporting community leadership, systems, and community-led responses in a cohesive way and minimize fragmentation.
- Review the implications for operational continuity of the work of the Cosponsors and the UNAIDS Secretariat, including the availability and deployment of human and financial HIV resources, in light of structural changes underway across the UN system and the broader global health architecture — including those related to the UN80 reform agenda—that may affect the Cosponsors and/or the UNAIDS Secretariat.



## Paragraph 28 – Terms of Reference CONT.

**b. Propose a UN-mandated governance model which allows preservation of the role of communities and civil society and ensures the continued coordination, accountability and leadership of the HIV response by the UN system.**

- Examine and provide recommendations on the provisions for civil society participation as established in ECOSOC resolution 1995/2, and subsequent ECOSOC resolutions on the Joint Programme and PCB decisions, with a view to preserving the role of civil society within representative and inclusive decision-making structures that also includes member states and other stakeholders.
- Develop and propose coherent and actionable institutional and governance arrangements that uphold and advance the core mandate of UNAIDS as established by ECOSOC, underpinned by a clear theory of change to guide the effective integration of the Joint Programme within the UN system and beyond.



## Paragraph 28 – Terms of Reference CONT.

### **c. Develop a funding model for sustaining the proposed future governance structure and activities.**

- Develop a funding model to secure political and financial support for the future funding of the UN for leadership and coordination of the AIDS response.
- Consider a full and transparent cost estimate for all aspects of transition and integration, including programme continuity, operational changes, country presence adjustments, community system and leadership HR transitions, IT systems, legal liabilities, and change management and make recommendations.
- Assess risks (e.g. upfront cost, reduced quality, fragmentation, and equity risks) related to donor withdrawal or conditionality and propose mitigation strategies.

### **d. Propose a timeline with milestones for the transition and integration process and the final estimated endline for the integration process.**



## Paragraph 29 – Terms of Reference

29. The Working Group's plan, including the timeline, shall be forward-looking and evidence based, grounded in the UN system's continued commitment to delivering on its HIV mandate and supporting countries and communities to reach the furthest behind first to achieve the shared goal of ending the AIDS epidemic. The plan should clearly articulate how each of the four core functions can be preserved and strengthened, how cross cutting issues such as human rights, gender equality, and country/regional support will be integrated. The transition process should be approached as an opportunity to consolidate, modernize, and sustain the Joint Programme's recognized core functions where improvements are needed, while ensuring that existing arrangements that are already effective are preserved. Building on more than three decades of evidence, experience, and partnership, the Working Group will identify options and pathways that are purposeful and fit-for-purpose, enabling the UN to accompany and support countries in sustaining an effective, people-centred HIV response.



# 1. Update from the Co-Facilitators of the PCB Working Group on the further transition and integration of UNAIDS into the UN system and beyond.



## Areas for discussion

### **Deliverable 1:**

How the multisectoral capacity and expertise of the Joint Programme and the UNAIDS Secretariat's core functions as defined by the High-Level Panel, can be integrated into relevant entities of the UN development system and beyond

- The Working Group is aligned that transformation must happen, but that the sunsetting of the Joint Programme by the end of 2026 is not an option. The UN must continue to play a meaningful political, normative and accountability role in the HIV response through 2030. A central aim of the Working Group is, consistent with the Terms of Reference, to preserve the UN's expertise and capacity on HIV. Emerging Working Group convergence points to a transition from the current UNAIDS Secretariat to a smaller UN-based hub, with the core functions mapped and transferred. Gains on multi-sectoral HIV data analysis, political leadership and accountability, advocacy, coordination, and support to communities are functions should not be lost. In the Working Group's engagement with leaders of the AIDS response in implementing countries, and community leaders, there was a convergence that, on their part, the UN must continue to accompany national responses in these areas as well as play a global leadership role.



## Areas for discussion CONT.

### Deliverable 2:

Propose a UN-mandated governance model which allows preservation of the role of communities and civil society and ensures the continued coordination, accountability and leadership of the HIV response by the UN system

- The Working Group agrees that unlike many other health issues, HIV continues to require political solutions in an increasingly difficult global political environment. Member states and the NGO delegation have a UN mandate under ECOSOC Resolution 1995/2. Working Group convergence on non-negotiable principles: the Governance function must preserve community and civil society participation and maintain coordination, leadership and accountability of the HIV response.



## Areas for discussion CONT.

### Deliverable 3:

Develop a funding model for sustaining the proposed future governance structure and activities

- The Working Group will be engaging with current and emerging donors on the advantages and disadvantages, and feasibility, of a continued centralised, multi-sectoral funding model with embedded multi-sectoral accountability.
- Issues that have been considered by the Working Group include that the future model must be financially realistic, sustainable, and able to support both transition and ongoing functions. Discussions were held on the need to distinguish transition costs from recurring costs, and to consider hub-based, distributed, or blended funding arrangements, while protecting resources for community engagement, data, and country support.
- There will also be engagement on non-core funding arrangements, including considerations of several middle-income countries that are increasingly or entirely funding the UN's HIV role in their national response, and how this will fit into a future funding model.



## Areas for discussion CONT.

**Deliverable 4:**  
**Timeline with milestones for the transition and integration process**

- The main area of Working Group convergence is that the transition for the UNAIDS Secretariat must be phased, realistic and guided by clear milestones, and be implemented in a way that ensures minimum disruption to the HIV response and the UN's role. The timeline for the transition will be guided on the organisation of the core functions, including the establishment of a hub and where this is hosted. The timeline will be informed by the transition of functions as well as the necessary operational requirements for transfer.



## 2. Preparations for the multistakeholder consultation in May 2026



## Decision from the 57th PCB meeting (16-18 December 2025)

- **7.6** *Requests* the PCB Bureau to organize appropriate and inclusive consultations of the Working Group, open to all PCB members and stakeholders, ahead of the scheduled Programme Coordinating Board meetings to inform and guide the Working Group, taking into account the discussions in the UN80 Initiative;



## 3. Any other business (AOB)

[End of document]

