
REVISIONS TO THE JOINT PROGRAMME OPERATING MODEL



PCB mandate

The PCB, at its 53rd meeting in December 2023, adopted the following decision point:

6.5 Requests the Executive Director and the Committee of the Cosponsoring Organizations to continue to ensure that the Joint Programme remains sustainable, resilient and fit-for-purpose, by revisiting the operating model, supported by external expert facilitation and through appropriate consultations, including with the PCB members and participants, reporting back at the June 2025 PCB meeting with recommendations which take into account the context of financial realities and risks to the Joint Programme and relevant recommendations of the Joint Inspection Unit, recognizing the importance of the findings of the mid-term review of the Global AIDS Strategy and development of a long-term strategy to 2030 and beyond, in aligning the Joint Programme.

Consideration of the recommendations

- The Panel's report was discussed by the CCO at its meeting on 9 May.
- Missions' briefing convened on 15 May—providing an opportunity to discuss the recommendations on the Joint Programme operating model, based on the work of the High-Level Panel, and facilitate an exchange of views with all PCB members, participants and observers.
- The new operating model put forward in the paper to the PCB addresses all the recommendations made by the High-Level Panel.
- There is agreement between Cosponsors and Secretariat on most issues, but difference remain on certain issues and the paper clearly indicates those differences.

New Joint Programme Operating Model

2 phased approach



- New operating model for the Joint Programme which aims to transform the Joint Programme in two phases—**one immediate and in 2027**.
- Takes into account:
 - Preliminary discussions with the UN80 initiative.
 - Recommendations of the High-Level Panel.

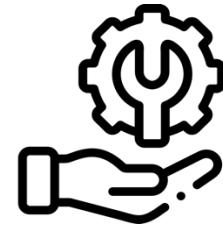
Operating model focus



Focuses limited resources on supporting countries to deliver on the SDG target of **ending AIDS as a public health threat by 2030** and the implementation of the **next Global AIDS Strategy 2026–2031**.



Emphasizes **HIV prevention, impact, accountability, sustainability, and country ownership**, in partnership with PEPFAR, the Global Fund, country governments, and communities.

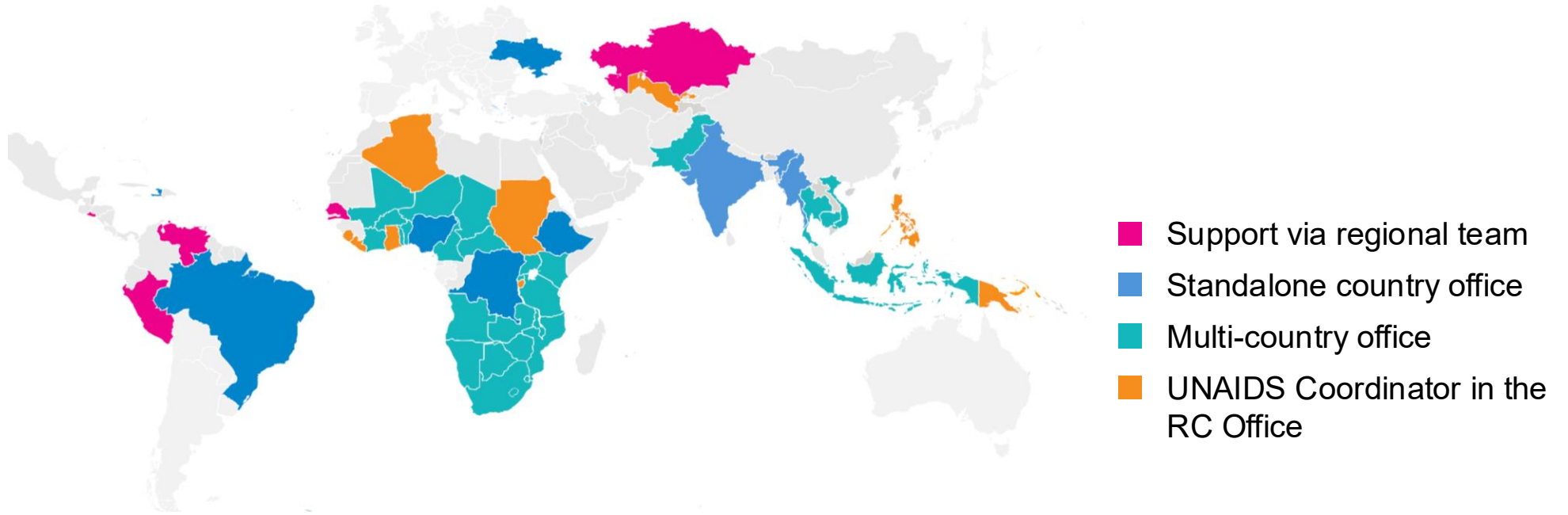


The Joint Programme will support **targeted, time-bound, capacity-strengthening interventions** for critical HIV systems (including data and community health systems) to enable the **effective transition to national management and ownership of HIV responses**.

Phase 1

Elements of new Operating Model

Secretariat restructuring — new country footprint



- Reduced footprint in countries—serving 54 countries—down from 81. (These 54 countries represent 71% of all new HIV infections and 80% of people living with HIV.)
- Greater shift to Resident Coordinator offices and consolidation into multi-country offices (over 20 countries with UNAIDS Coordinators embedded in RCOs; 11 multi-country offices and 8 standalone country offices).

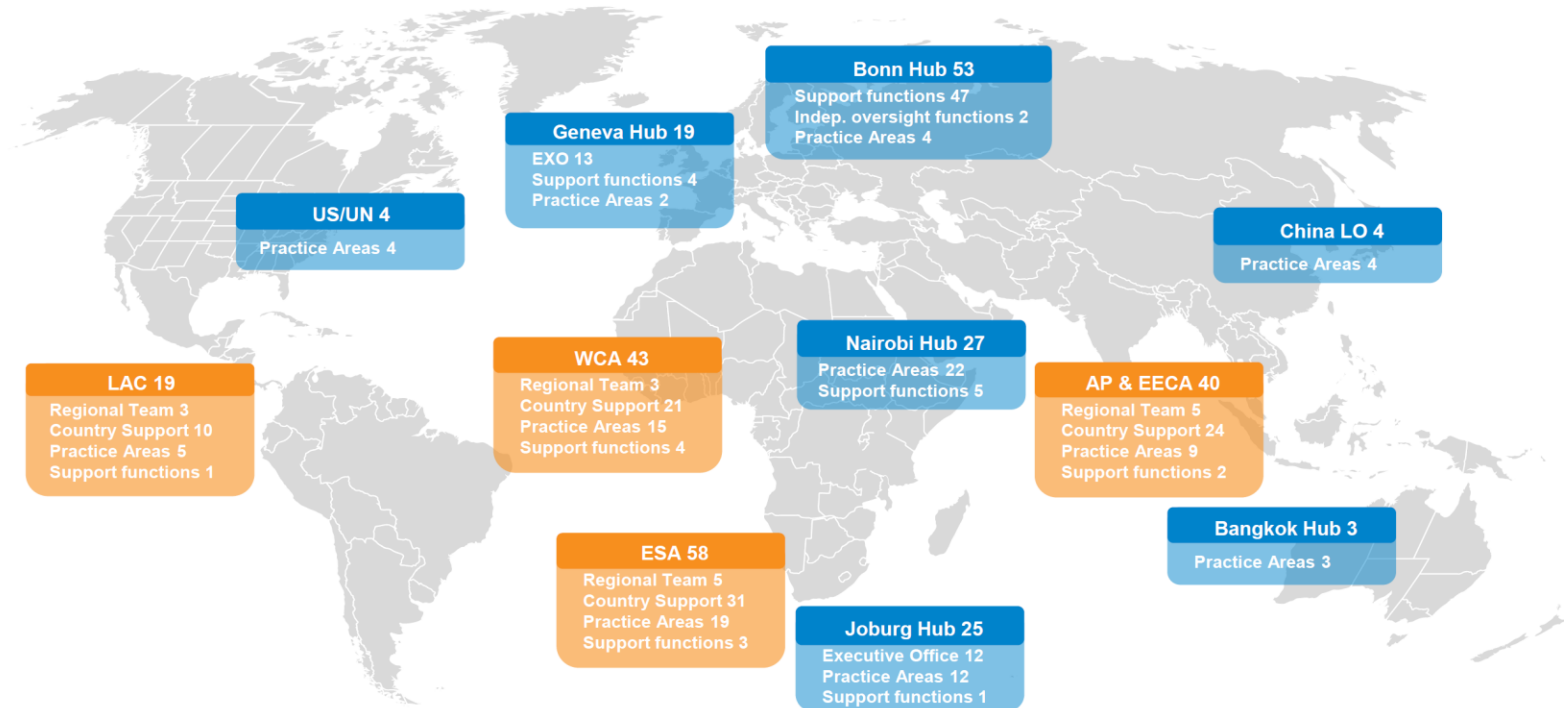
Phase 1

Secretariat restructuring — Redesigned network for UNAIDS bringing more integrated and fluid teams across global, regional and country levels

55% staff reduction as part of the new operating model (reductions at global, regional, and country levels).

Smaller programmatic hub – deprioritization of several current programmatic activities and transfer to Cosponsors.

Delocalization – significant shift of staff closer to the people we serve and to lower-cost duty stations (i.e. Nairobi, Johannesburg, Bangkok, Bonn).



Phase 1

Elements of new operating model

Streamlined Secretariat core functions



Phase 2

Elements of new operating model Post 2027 transformation plan

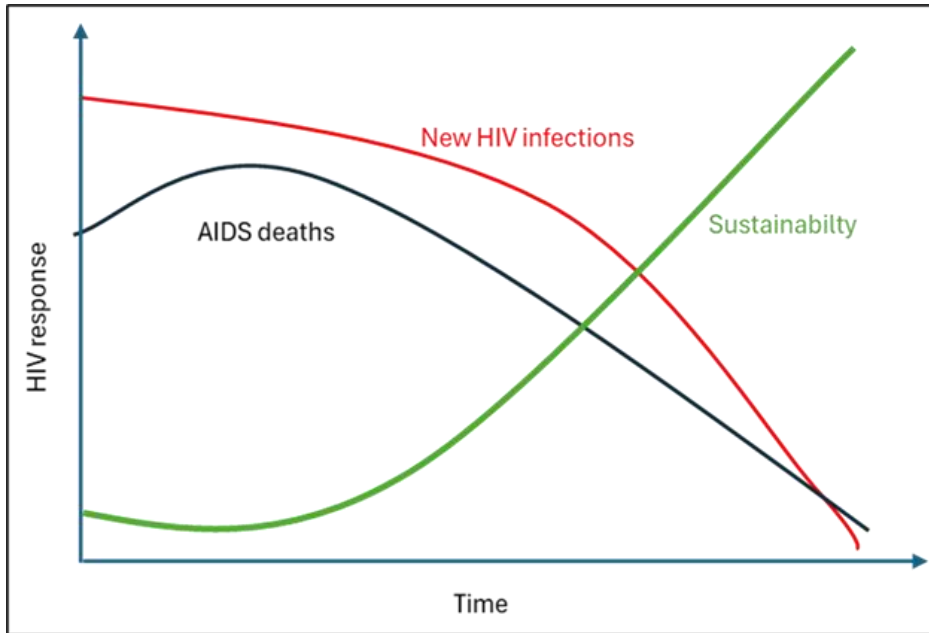


Figure 1: Considerations for transforming the Joint Programme

- Without a vaccine and without a cure, progress in the HIV response has come through a multisectoral approach.
- At the end of 2027, if the epidemic is moving in the right direction and the global response is progressing well, the UNAIDS Secretariat can undertake greater mergers and consolidations with Cosponsors and transfer some functions to countries and other entities such as Africa CDC.

Elements of new operating model

Post 2027 transformation plan

Further reductions and integration of the Secretariat into Cosponsors

- Continued reduction and integration of the Secretariat functions into Cosponsors, with the aim of closing the Secretariat in its current form by 2030.
- Shift to a small global hub focused on:
 - Leading high-level advocacy for SDG 3.3.
 - Tracking/reporting global HIV targets adopted by the UNGA.
 - Publishing global HIV data.
- Consider integration of remaining UNAIDS country offices into the Resident Coordinator Offices.

Cosponsors

- UN80 reforms may result in more consolidation of the Joint Programme and in further changes to lead and affiliate Cosponsors.

Governance

- Board to review governance and oversight requirements for the hub going forward.
- Ensure civil society participation at the board is not lost.

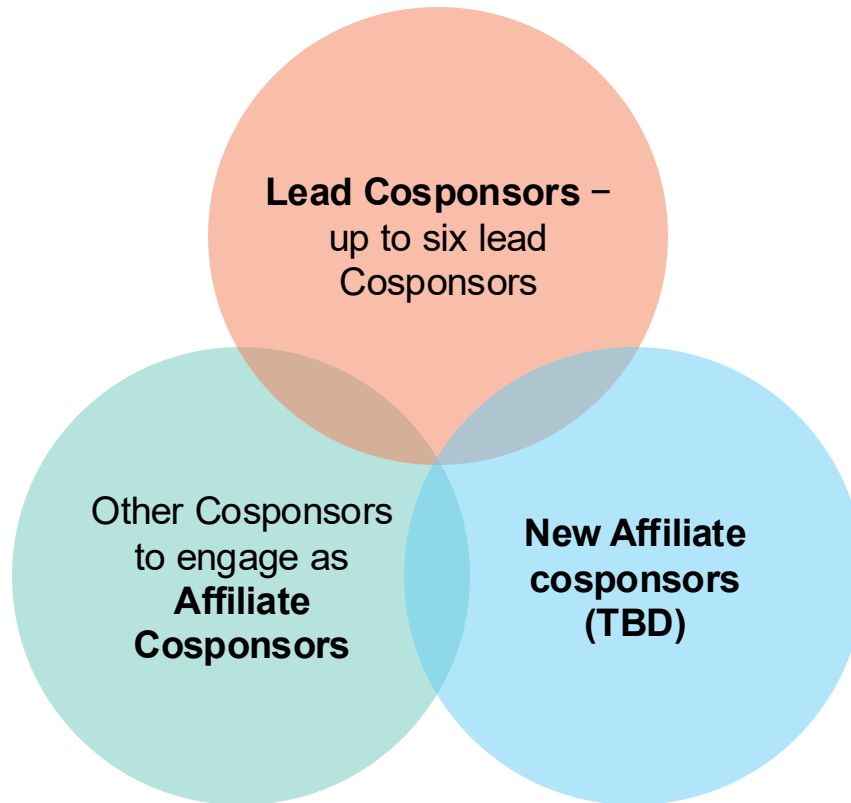
Elements of new operating model

Post 2027 transformation plan

- The EXD, in consultation with the CCO, and taking into account further direction from UN80, will present the PCB with a plan in June 2027 for its consideration to further transform, consolidate and integrate the Joint Programme with a view to closing down the UNAIDS Secretariat in its current form by 2030.
- This timeline is one year earlier than that recommended by the High-Level Panel.
- ECOSOC Resolution 2027: The scheduled ECOSOC resolution on the Joint Programme in 2027 could take forward opportunities based on PCB decisions.

Elements of new operating model

Cosponsors: Introduction of differentiated Cosponsorship arrangement



- Selection of lead Cosponsors is underway.
- Lead Cosponsors play a lead role in the CCO, development of the Joint Programme budget and workplan and other UNAIDS processes.
- Possibility of new affiliate Cosponsors joining (e.g. IOM, OHCHR), subject to the review of the CCO and approval of the PCB.
- Cosponsor restructuring – All Cosponsors are currently at various stages of their UN80 reform which would last months to years. Cosponsors remain committed to HIV despite the ongoing reforms.
- Cosponsors to take up activities transferred from Secretariat – Cosponsors to take up deprioritized programmatic activities from the Secretariat.

Phase 1

Additional elements of new operating model

The Joint Programme will explore ways to enhance civil society engagement at the country and regional levels



- **Strengthened civil society role** – participation of civil society in joint teams on AIDS at country and regional level.
- **Joint country fundraising with civil society** – The Joint Programme will jointly raise non-core resources at the country and regional levels with Civil Society.

Phase 1

Additional elements of new operating model

Joint resource mobilisation



- Greater reliance on jointly mobilising non-core resources with Cosponsors to support joint multisectoral activities at global, regional and country levels.
- Non-core resources will also be jointly raised with civil society organisations and relevant members of the Joint Teams on AIDS.
- Non-core resources to be used to complement core resources.
- Simplified models of transfer of resources to the country level will be developed to reduce transaction costs, increase timeliness and simplify reporting requirements.

Phase 1

Additional elements of new operating model

Governance reforms



- **PCB meetings** – From 2026, it is proposed that the PCB will meet once a year in-person and once a year virtually.
- **Joint accountability framework** – The next Joint Programme UBRAF (or equivalent) will be simplified, including planning, monitoring and reporting processes.
- **PCB** – All Cosponsors will retain participation rights as non-voting members as per current modus operandi.
- **CCO reform:**
 - All Lead and Affiliate Cosponsors will be invited to CCO meetings.
 - Lead Cosponsors would take turns to chair the CCO.
 - Majority of Lead Cosponsors presence would form the quorum for CCO meetings.

Phase 1

Additional elements of new operating model

Operational efficiencies



- **Greater consolidation and integration** – The Secretariat will pursue further integration with UN back-office reform and integration at country level with the Resident Coordinator's office.
- **Leaner governance processes** – The Secretariat will explore opportunities for leaner governance to further reduce costs.
- **Streamlining of oversight functions** – the independent oversight functions will be streamlined to reflect the reduced size of the Joint Programme.

Additional elements of new operating model

Funding Cosponsors

Funding thresholds are determined based on projections of funds available and presented to PCB on a biannual basis

General principles for core budget thresholds (proposed by Secretariat)

- Above US\$ 100 million: 20% to Lead Cosponsors.
- US\$ 70 million - US\$ 100 million: 15% to Lead Cosponsors.
- US\$ 61 million to US\$ 70 million: 10% to Lead Cosponsors.
- Below US\$ 60 million: no core funding to Cosponsors.

Lead Cosponsor concerns:

- Cosponsors request a minimum of US\$ 1.5 million catalytic funds to strengthen the Joint Programme.
- Cosponsors share the view that without catalytic core funding, the glue and strength of the Joint Programme would be compromised.

We will work further on this issue and present a new funding model when presenting the 2026 workplan and budget.

Additional elements of new operating model

Cosponsor global level funding allocation criteria

Funding allocation formula for Cosponsors (up to 6 lead Cosponsors) for fairness, equity and differentiation

- 20% Equal share divided among lead Cosponsors.
- 30% Needs based (support to under-resourced Cosponsors).
- 50% Thematic activities.

Lead Cosponsor concerns:

- Cosponsors share the view that this formula is complex and must be simplified in line with the broad theme of simplification going forward.

Summary overview

Current Operating Model vs New Operating Model

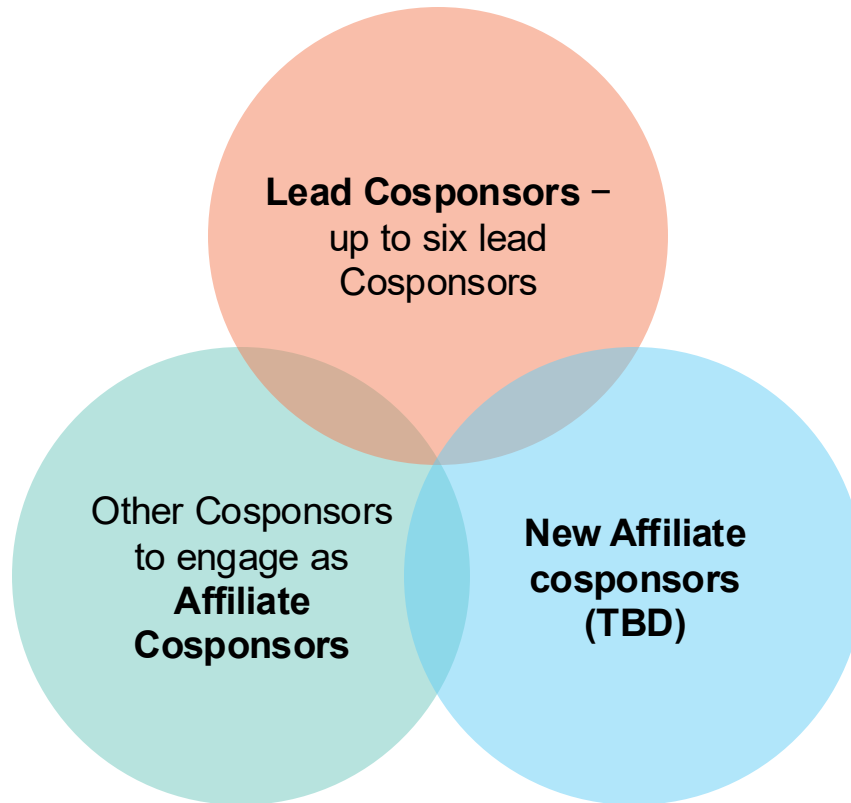
Operating model areas	Current Operating Model	New Operating Model
Secretariat staff numbers	670	294
Secretariat country footprint	81	54
Secretariat functions	Multiple functions	Reduced to 4 core functions
Number of Cosponsors	11	Up to 6 lead cosponsors
Affiliate Cosponsors	0	At least 5
New affiliate Cosponsors	-	Can be considered
Civil society participation in Joint Teams on AIDS at country/regional level	No	Yes
Joint fundraising with civil society at country and regional level	No	Yes
Resource mobilisation	Reliance on core	Shift to reliance on joint mobilization of non-core
Country envelope allocation to countries	Passes through Cosponsors at global level	Simplified models of transfer being explored
Joint accountability framework; workplan and budget	UBRAF	Simplified framework – lighter planning, monitoring and reporting
Resource allocation	Based on evolving resource mobilization forecasts and proposals to the PCB	Funding scenarios to guide future proposals to the PCB
PCB meetings	2 face-to-face meetings per annum	1 face-to-face meeting and 1 virtual meeting per annum

Next steps

- The new operating model will be effective from **1 January 2026**.
- Workplan and Budget for 2026, to be presented for PCB approval in October, **will be based on the new operating model**.
- The Executive Director will provide **regular updates to the PCB** on the operationalization of the new operating model.
- **A review of the operating model will be done in 2027**, with an action plan presented to the PCB in June 2027.

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THANK YOU
