



UNAIDS PCB BUREAU MEETING

DATE: Monday, 22 September 2025

TIME: 15:00–17:00 (CET)

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

PARTICIPANTS

Brazil: Representing the PCB Chair: H.E. Mrs Cecilia Kiku Ishitani, Ambassador, Deputy Permanent Representative, Permanent Mission of Brazil in Geneva; Ms Mariângela Batista Galvão Simão, Secretary of Health Surveillance and Environment, Ministry of Health; Mr Draurio Barreira, Director of the Department of HIV/AIDS, Tuberculosis, Viral Hepatitis and STIs (DATHI), Ministry of Health of Brazil; Ms Débora Antônia Lobato Cândido, Second Secretary, Permanent Mission of Brazil in Geneva; Ms. Sarah Maria Soares Fernandes Bayma, International Advisor of the HIV/Aids, Tuberculosis, Viral Hepatitis and STIs Department; Ms. Talita Antônio, International Advisor of the HIV/Aids, Tuberculosis, Viral Hepatitis and STIs Department (DATHI), Ministry of Health; Mr Andre Vito Benites Silva, Technical Advisor in the International Special Advisory in Foreign Affairs.

Netherlands: Representing the PCB Vice-Chair: Ms Zina Olshanka, First Secretary, Permanent Mission of the Kingdom of the Netherlands in Geneva; Ms Carolien van Embden Andres, Senior Policy Office.

Kenya: Representing the PCB Rapporteur: Ambassador Dr Fancy Chepkemai Too, Ambassador and Permanent Representative of Kenya in Geneva; Dr Douglas Bosire, Country support, National Syndemic Diseases Control Council, Ministry of Health.

Representing the PCB NGO Delegation: Mr Xavier Biggs, Monitoring & Evaluation Manager, Jamaica AIDS Support for Life; Ms Amanita Calderon-Cifuentes, HIV Research and Advocacy Officer, Trans Europe & Central Asia (TGEU); Mr Shamin Mohamed Jr, Founder & President, LetsStopAIDS, Toronto, Canada.

ILO: Representing the Committee of Cosponsoring Organizations: Mr Kofi Amekudzi, Senior Technical Specialist, ILO Programme on HIV/AIDS, International Labour Organization (ILO).

UNAIDS Secretariat: Ms Winnie Byanyima, Executive Director; Ms Angeli Achrekar, Deputy Executive Director; Ms Christine Stegling, Deputy Executive Director; Mr Tim Martineau, Director for Management; 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; Ms Maya Salama, Governance Officer; Ms Ajwah Nazir Malak, Governance Intern.

MEETING AGENDA

1. **Introduction and perspectives on UN80 Progress Report from UNAIDS Executive Director:** *The PCB Chair will provide an introduction and framing remarks, following which the PCB Bureau will have an engagement with UNAIDS leadership in the context of the release of the UN Secretary General's UN80 progress report in New York.*
2. **Next Steps:** *The PCB Bureau will receive an update on the preparations for the PCB Special Session on 8 October 2025.*

Summary of the Meeting

1. Introduction and perspectives on UN80 Progress Report from UNAIDS Executive Director

The PCB Chair welcomed the Bureau members to the extraordinary session of the PCB Bureau to engage with UNAIDS leadership in the context of the release of the UN Secretary General's UN80 progress report in New York.

The PCB Chair provided opening remarks as follows:

- Over the past 12 months, the Bureau has been following the multistakeholder process of the High-Level Panel, composed of member states, civil society and others, on a resilient and fit-for-purpose UNAIDS in the context of the sustainability of the HIV response.
- On the basis of the recommendations of the High Level Panel, the Executive Director and the CCO brought to the PCB a revised operating model that has been endorsed, noting that additional decisions will be taken on the operating model at the Special Session of the PCB in October 2025 and subsequent PCB meetings¹.
- In July, the ECOSOC also discussed and took note of the direction and the transformation process in a consensus resolution.
- In the context of the UN80 Progress report, the Secretary-General reminded that the way forward on reforms is decided by the governing bodies in terms of implementation and timeline.
- In the context of UNAIDS, these discussions in the governing bodies had already led to a number of decisions for a way forward including an update on their implementation at the December PCB and a review in 2027 at the latest to inform the PCB's decision making, subject to ECOSOC decisions, on the further transition of the Joint Programme within the wider UN system to sustain global progress towards ending AIDS as a public health threat.

¹ Decisions at the 56th PCB meeting:

https://www.unaids.org/en/resources/documents/2025/PCB56_Decisions

- Given these decisions by UNAIDS governing bodies, there was surprise with regards to the proposal by the Secretary-General, which suggested a different timeframe from what had been so far agreed upon. The PCB had made a number of consensual decisions that clearly articulated the PCB members' will regarding UNAIDS' reform. At the same time, the report may give rise to confusion and prompt questions on the 2026 Workplan and Budget. It was therefore important for the Bureau to reach a common understanding on how to address these matters in consultation with UNAIDS leadership.

The UNAIDS Executive Director, Ms Winnie Byanyima, thanked the Bureau members for their engagement with constituencies since the Secretary-General report on UN80 was released, and specifically the NGO Delegation for sounding the alarm on the possible impact on an accelerated timeline for UNAIDS transition, highlighting that UNAIDS was proud of its leadership on the Board in a context of increasing civic space restrictions. She also thanked Ambassador Ishitani and Brazil for their steadfast leadership and in driving the Board towards consensus.

The Executive Director provided the update on the latest development on UN80 as follows:

- UNAIDS has been contributing to the UN80 process, sharing its experience of the inclusive HLP process and early decisions on restructuring the Joint Programme, which could serve as examples for the broader UN system.
- Given the many contributions provided to the UN80 team on UNAIDS' experience and transformation, including the decisions by its governing bodies on the transition plan for the Joint Programme, there was some surprise about the 2026 timeline in the new UN80 progress report, *Shifting Paradigms: United to Deliver*.
- As underscored by the Secretary-General, it is the role of member states and governing bodies to determine the way forward on how UN80 reforms are implemented. UNAIDS is proud to help lead the way as the UN system reforms.
- In June 2025, the PCB endorsed a new operating model, informed by the recommendations of the inclusive and diverse multistakeholder High-Level Panel. The Panel was composed of diverse member states, civil society and other stakeholders. It was an opportunity to develop a path forward and a transformation process, steered by diverse stakeholders in the response.
- The new operating model aligns with the UN80 vision for a more integrated, coherent, and impactful UN development system. It is a two-phase transformation—one under implementation, and the second phase scheduled to start in 2027, leading to further integration in the UN system.
- The first phase of transformation includes a 55% reduction in UNAIDS Secretariat staffing (from 661 to 294 staff). UNAIDS' country presence is being consolidated from 85 to 54 countries, with a lighter footprint in 40 countries.
- This deployment supports countries where 80% of people living with HIV reside and where 71% of new infections occur. UNAIDS Senior Coordinators are planned to be embedded in 21 UN Resident Coordinator offices (40% of UNAIDS country coverage), and programmatic expertise is being relocated to regional hubs in Nairobi, Johannesburg and Bangkok. UNAIDS' Geneva presence is being reduced by over 80%.

- In the second phase, per the UNAIDS Board's decision, the Joint Programme will present to its Board a plan for its consideration in June 2027 to further transform, consolidate and integrate with a view to eventually closing the UNAIDS Secretariat in its current form.
- This will include greater mergers and consolidations with Cosponsors and the transfer of some functions to countries and other entities such as Africa Centres for Disease Control and Prevention (CDC). Based on the Board decisions, the scheduled ECOSOC resolution on the Joint Programme in 2027 will revisit the UNAIDS mandate according to the evolving context.
- Countries' HIV responses have been seriously disrupted, and UNAIDS is supporting them in these times of change.
- UNAIDS' priority is to support inclusive, multisectoral, and sustainable national HIV responses, led by governments and communities, and increasingly funded by domestic resources.
- As the NGO Delegation clearly stated in their address to the UN Secretary-General: AIDS is not over; the global AIDS response has been upended in recent months and much more needs to be done to achieve the SDG target of ending AIDS by 2030.
- In 2025 and 2026, in parallel with the implementation of its revised operating model, UNAIDS is focused on delivering an ambitious new Global AIDS Strategy 2026-2031 and fostering consensus on the 2030 HIV targets through the High-Level Meeting on HIV scheduled for June 2026.
- UNAIDS has a commitment to ensure that new HIV prevention innovations, which are capable of decisively changing the trajectory of new infections, are made widely available, and that the more than 40 million people living with HIV have continued uninterrupted access to treatment and remain virally suppressed.
- The framework for this is embedded in the PCB and ECOSOC decisions from June and July, which acknowledge that a transition that preserves critical HIV capacity will take time. Progress will need to be carefully monitored and evaluated. That is the plan the PCB has endorsed and that has started being implemented.

Bureau members thanked the Secretariat for their update. Each Bureau member provided a statement regarding UNAIDS' in the UN80 SG report as follows:

- **Brazil** emphasized the importance of clear engagement with the Secretary-General to ensure that the PCB's agreed process and timeline is well understood.
- **The Netherlands** noted that while the report is non-binding, it has reputational impact and proposed that the PCB reaffirms its agreed decisions at the Special Session of the PCB on 8 October. The Netherlands, also bringing into light the broad support of donors for decisions made at the last PCB, agreed that the sustainability of UNAIDS' transition process could not be risked, which required a strong response by the PCB.
- **Kenya** emphasized that it is critical to safeguard the integrity of the agreed 2027 reform process and underlined that the African constituency, which bears the largest burden of the HIV epidemic, did not support the notion of sunseting UNAIDS by 2026. Transitions must

be gradual, inclusive, and sustainable in order not to undermine the gains of the global HIV response.

- The **ILO**, on behalf of the CCO, highlighted the surprise of Cosponsors, reminded the bureau that the SG's proposal affected many Cosponsors also, reinforced the fact that the ILO DG was a co-convenor of the High-Level Panel and therefore played a lead role in the UNAIDS reform agenda, acknowledged that the CCO had not met formally to have an official position on the matter yet, affirmed commitment to the agreed reform path, and suggested coordinated communication and strategic response.
- The **NGO Delegation** expressed concern at the accelerated timeline proposed by the Secretary-General and reaffirmed that communities believed it was important to press ahead with the plans agreed by the governing bodies, citing broad civil society opposition to the Secretary-General's proposal and warning of risks to communities, donor confidence, and UNAIDS' unique coordinating role.

The Bureau reiterated that it is the role of governing bodies to determine the way forward on how UN80 reform proposals are implemented, as emphasized by the Secretary-General himself. Bureau members noted that PCB had already approved timebound actions on revisions to the Joint Programme operating model, which were reaffirmed in the 2025 consensus ECOSOC resolution. The Bureau noted that it was critical to protect the integrity of the reform process, which is already under way.

Bureau members emphasized the unique features of the Joint Programme, including its global coordinating role and the meaningful engagement of civil society at the Board level. Bureau members expressed solidarity with the Joint Programme and underscored that transitions must be gradual, inclusive, and sustainable in order not to undermine the gains of the global HIV response, at a time when countries were facing increased difficulties with HIV response continuity.

The Bureau agreed to send a communication to the Secretary-General to underline that the PCB has already agreed and decided on UNAIDS' transition and reform, which is being implemented according to a precise timeline and plan. This communication will also request that the PCB's recommendations for UNAIDS are taken into consideration in the UN80 process going forward. |

2. Next Steps: *The PCB Bureau received an update on the preparations for the PCB Special Session in October.*

The Chair made remarks as follows:

- The Joint Programme's reform is already underway and the governing bodies have made clear decisions on next steps.
- It is important to address any concerns that stakeholders may have following the release of the Secretary-General's report, to clearly explain that its content consists of proposals for the deliberation of governing bodies - a process which has already started within UNAIDS.
- There is a consensus on opening space at the Special Session for this discussion before the Board considers the 2026 Workplan and Budget, for which a note from the PCB Bureau will be prepared on the change to the draft agenda and circulated to all PCB stakeholders.

In the note, the decisions that the PCB and ECOSOC have already made on the UNAIDS transition would be recalled.

- The Executive Director would then be asked to develop a short background note to inform the discussion of the Board with regards to the mandates for reform and the agreed next steps.

Further to the Bureau meeting and in accordance with due process, the Chair requested the Secretariat to issue a revised agenda for the PCB Special Session on 8 October 2025 to include an additional agenda item on the progress update on the implementation of the UNAIDS revised operating model and UN80, and to prepare the paper and post it on the UNAIDS website as soon as possible.

Bureau members thanked the Secretariat for the opportunity to address this important issue as part of the Bureau meeting.

The Chair thanked the UNAIDS leadership, Executive Director Winnie Byanyima, and Deputy Executive Directors Angeli Achrekar and Christine Stegling, for joining the meeting from New York, as well as Dr. Mariangela Simão, Secretary of Health Surveillance and Environment, Ministry of Health. The Chair thanked the Bureau members for their guidance and help in keeping the governance of the Joint Programme participatory and transparent. The Chair looked forward to continuing to work closely in preparation of the special session of the PCB on 8 October and 57th PCB meeting from 16 to 18 December in Brazil. The Chair closed the meeting.

[End of document]