

---

# UNAIDS REVISED OPERATING MODEL AND UN80

**Report Prepared by the PCB Bureau**

**Agenda item 2**

**UNAIDS Special Session of the PCB**

**8 October 2025**

---



## Introduction

- Following the release of the United Nations Secretary-General's UN reform proposals in his new UN80 progress report, *Shifting Paradigms: United to Deliver*, the PCB Bureau agreed to include an agenda item at the Special Session of the PCB on 8 October 2025 on UNAIDS revised operating model and UN80.
- The agenda item would give PCB stakeholders a possibility to share perspectives on proposals that pertain to UNAIDS in the progress report, in view of the decisions already made in this regard by the Board.
- The paper, prepared by the PCB Bureau, recalls the process and timeline agreed by the PCB on the reform of UNAIDS to support the discussion at the Special Session.

## Revised operating model of the Joint Programme

- At the 53rd PCB meeting in December 2023, PCB members requested the Executive Director and Committee of Cosponsoring Organisations (CCO) to revisit the operating model, supported by external expert facilitation and through appropriate consultations, including with the PCB members and participants.
- On the basis of these recommendations, the UNAIDS Executive Director and the Director-General of the ILO presented a revised operating model to the Board for its consideration at the 56th PCB meeting in June 2025.
- The revised operating model sets out a clear, two-phase roadmap for the transformation of UNAIDS—one being implemented immediately, and the second phase starting from 2027.

# Revised operating model of the Joint Programme

## 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

2030 | Ending the AIDS epidemic



## 2025 Decisions by the PCB and ECOSOC

- *Welcomes* the work and recommendations of the High-level panel on a resilient and fit-for-purpose UNAIDS Joint Programme in the context of the sustainability of the HIV response;
- *Takes note* of the Executive Director and CCO's Report on the recommendations for revisions to the Joint Programme operating model (UNAIDS/PCB(56)25.15);
- *Welcomes* the clear articulation of the Secretariat's four core functions as (1) leadership and advocacy; (2) convening and coordination; (3) accountability through data, targets, strategy; and (4) community engagement, while requesting that actions to address inequalities are integrated across these four priorities and recalling the guiding principles of UNAIDS's work;
- *Endorses* the revised operating model of the Joint Programme, as set out in this report (UNAIDS/PCB(56)25.15), noting that additional decisions will be taken on the operating model at the Special Session of the PCB in October 2025 and subsequent PCB meetings in line with future decisions of the UN80 Initiative.

## 2025 Decisions by the PCB and ECOSOC

- *Requests* the Executive Director to provide regular updates on the operationalization of the revised operating model starting at the 57th PCB meeting in December 2025;
- *Requests* the Executive Director, to define a review process of the revised operating model by the 57<sup>th</sup> PCB in December 2025, in consultation with the Cosponsors and PCB stakeholders, and undertake that review by June 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.

## 2025 Decisions by the PCB and ECOSOC

- In the context of the informal consultations of the 2025 ECOSOC Resolution on the Joint Programme, ECOSOC members and observers consulted on the draft resolution.
- The draft resolution was considered by ECOSOC members and observers in New York on 29 July 2025. ECOSOC adopted the text and formally noted these decisions in consensus Resolution E/RES/2025/20 on the Joint Programme. The Executive Director submitted to the UNSG the decisions of the PCB as well as the 2025 ECOSOC resolution on UNAIDS.

## Summary of the UN80 Initiatives' proposals on UNAIDS and Cosponsors

- On 18 September, the UN Secretary-General published his first progress report under the UN80 Initiative, *Shifting Paradigms: United to Deliver*, which sets out a series of proposed reforms for the UN system.
- This progress report is the product of intensive, UN system-wide consultations. Following discussion on the UN80 Initiative at the session of the Chief Executives Board in May 2025, all Principals of the UN system were engaged across seven thematic clusters.
- Cluster 3 of the report contains a proposal to sunset UNAIDS by the end of 2026, which would entail mainstreaming capacity and expertise into relevant entities of the UN development system in 2027.



## Summary of the UN80 Initiatives' proposals on UNAIDS and Cosponsors

- Other proposals cover several Cosponsoring organisations. One proposal is to merge the UN Development Programme (UNDP) with the UN Office for Project Services (UNOPS), subject to a thorough assessment of the benefits of the merger, with initial analysis presented to the Executive Board in February 2026. Another proposal is to merge the UN Population Fund (UNFPA) with UN Women, subject to a thorough assessment of the benefits, with initial results presented to Member States in early 2026.
- The UN Secretary-General underscored that it is with member states and governing bodies to determine the way forward for implementing UN80 reforms.
- The UNAIDS Executive Director has kept the Secretary-General and the UN80 team fully apprised of the work of the High-Level Panel and the development of the revised operating model of the Joint Programme, including the decisions on it by the PCB and ECOSOC.

## PCB Bureau meeting on 22 September

- On 22 September, the Bureau convened an extraordinary meeting to discuss the proposal regarding UNAIDS contained in the in the UN80's progress report concerning UNAIDS.
- At the meeting, Bureau members:
  - Reaffirmed the consensus decisions taken by the PCB and ECOSOC in June and July 2025;
  - Emphasized the importance of protecting the integrity of the ongoing reform process and avoiding further disruption to the HIV response
  - Recalled that the proposals in the UN80 progress report are non-binding and that it is the responsibility of the governing bodies to determine the way forward;
- The NGO Delegation also informed the Bureau of its statement expressing deep alarm over the proposal to sunset UNAIDS and supporting the agreed path for UNAIDS' transformation, signed by **more than 900** diverse community organizations.

## PCB Bureau statement / Letter to the Secretary-General

- On **25 September**, the PCB Bureau released a public statement, acknowledging UNAIDS' commitment to a transparent, inclusive and responsible transformation, adhering to the decisions of its governing bodies, aligned with the broader objectives of UN80 reform and towards achieving the goal of ending AIDS as a public health threat by 2030.
- The PCB Bureau also agreed that the PCB Chair would send a communication, on behalf of the PCB, to the UN Secretary-General to:
  - Share the Board's recent decisions on UNAIDS' reform process and their relevance to the UN80 Initiative;
  - Encourage that the ongoing reforms of UNAIDS, as decided by the PCB, be duly reflected in future deliberations on UN80.
- Following the agreement of the PCB Bureau and PCB members, the letter was sent by the PCB Chair to the Secretary-General on 1 October 2025.

**THANK YOU**