

# UPDATE ON THE IMPLEMENTATION OF THE REVISED OPERATING MODEL OF THE JOINT PROGRAMME

**Report finalized by the PCB Bureau**

57TH PCB MEETING: AGENDA ITEM 5



## Background

### Introduction and role of the PCB Bureau

This paper was prepared by UNAIDS Executive Director and finalized by the PCB Bureau in response to decision point 8.6 from the 56th PCB meeting in June 2025 which requested the Executive Director:

*“to define a review process of the revised operating model by the 57th 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.”*



*“UNAIDS has become the first door that has provided us with this opportunity to advocate beyond HIV. Closing down prematurely will only take us backwards on some of these historical achievements that we have made across the UN decision-making spaces. We will only be erased, and all this history will remain on paper.”*

— International Network of People who Use Drugs

# Introduction and role of the PCB Bureau

The UNAIDS Executive Director convened a group to provide inputs for the drafting of this report, which included representatives from Cosponsors, civil society and the Executive Office of the United Nations Secretary-General.

Subsequently, UNAIDS Executive Director submitted the draft report for its review and finalization by the PCB Bureau: [UNAIDS PCB Bureau meeting 12 November 2025](#).

The review and finalization by the PCB Bureau included agreement on the parameters for the terms of reference working group to be established, milestones and tentative timelines and draft decisions to be considered by the PCB at its 57th PCB meeting in Brazil.



*“Africa strongly believes in the unique role the UNAIDS Secretariat plays in ensuring multi-sectoral, coordinated, inclusive engagement and accountability in the global response.”*

— Kenya



Background

## Introduction and role of the PCB Bureau

In seeking coherence between the PCB decisions on reform and transition and the ongoing discussions on the UN80 Initiative, this report presents an overview of the inclusive process that will allow the Board to make informed, evidence-based and final decisions by the 59th PCB meeting in December 2026 on the full integration of the Joint Programme into the broader UN System and, where relevant, engaging all stakeholders, as per the PCB decisions taken in June and October 2025, including communities of people living with, affected by, or at risk of HIV.

The paper is structured into four parts: (a) process, (b) key content and analysis, (c) milestones and timelines, and (d) draft proposed recommendations.



*“It is important not to lose sight of the goal in the global vision for UNAIDS: the transition of the Joint Programme within the wider UN system to sustain global progress towards ending AIDS as a public health threat.”*

— Netherlands

## Process

UNAIDS strategy, policy and implementation plans have a long tradition for drawing on the diverse multistakeholder constituencies, which has delivered broad ownership and common agreement on direction, objectives and necessary safeguards across constituencies.

A PCB Working Group will be formed by the PCB, through its Bureau, to lead the development of the plan to guide the further transitioning and integration of the Joint Programme into the UN Development System and other relevant partners such as civil society, governments and other entities.

## Working Group

- The members of the Working Group will be representative of the composition of the PCB in accordance with established practice.
- The PCB will request the Bureau to finalize the terms of reference of the Working Group after seeking input from all relevant stakeholders. The PCB Bureau will seek the PCB's approval and establish the Working Group by the end of January 2026.
- As part of the terms of reference of the PCB Bureau will develop a costed workplan and will present it to the PCB for approval.
- The Working Group is time-limited, and its tenure will end upon submission of its final report to the PCB Bureau.

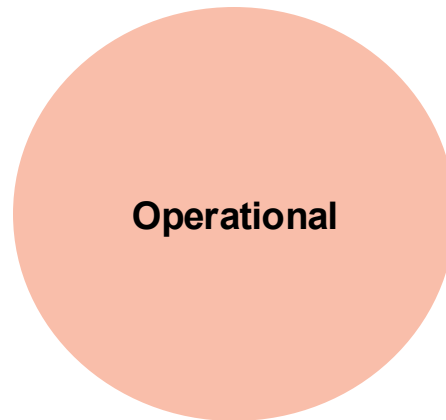
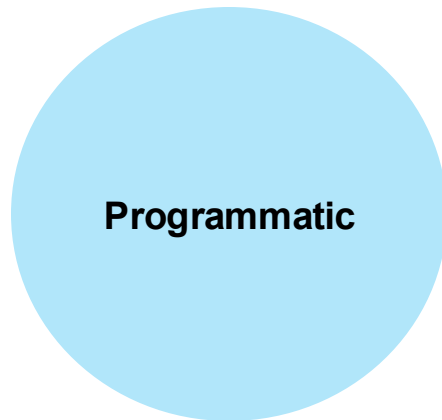
## Working Group Terms of Reference

Some of the proposed areas to be covered by the terms of reference could include the following aspects:

- Propose governance and institutional arrangements.
- Safeguard programmatic mandate and impact.
- Ensure operational continuity and human resource transition.
- Review financial sustainability and resource mobilization.
- Promote inclusive and transparent stakeholder engagement.

## Introduction

- The paper outlines the key considerations and questions that would be studied by the Working Group, based on its terms of reference in preparation of the preliminary report (in June 2026) and final recommendations for the transition and integration of the Joint Programme (in October 2026).
- They are divided into four defined sections:





## 1. Programmatic considerations

- Data, monitoring and reporting
- Stakeholder and system integration
- Continuity and technical support
- Leadership and advocacy on human rights, gender equality and building inclusive and stigma-free responses
- Powering community leadership
- Country presence integration
- Theory of change and integration framework
- Mandate and governance
- Global stewardship and accountability
- High-profile initiatives and innovation
- Knowledge retention, transfer and data preservation



## 2. Operational issues

- Compliance, well-being and operational efficiency
- Inter-agency mobility and transfers
- Human resources planning and duty of care
- Staff protections and transition arrangements
- Managing human resource-related obligations post-integration
- UN System alignment



### 3. Political and Governance issues

- Decision-making processes and pathways
- Governance models and structures
- Future coordination facility
- Meaningful engagement of communities and civil society
- Reputational risk management
- Monitoring, oversight and safeguarding integration
- Risk management systems





## 4. Financial issues, including resource mobilization

- Legal and contractual obligations
- Cost estimates and fiduciary reviews
- Asset management
- ASHI assets and liabilities
- Separation and transfer costs
- Future funding models
- Funding support for civil society and the HIV response
- Funding for technical support and country integration
- Funding closure and securing donor commitment



### Milestones and tentative timelines (1): updated further to the drafting group discussions on Tuesday, 16 December

- **End of January 2026.** Finalization and approval of the Terms of Reference, and establishment of the PCB Working Group to lead the development of the transition and integration plan for the UNAIDS integration into the UN Development System.
- **Early February 2026.** Inaugural meeting of the Working Group to define its activities, workplan, milestones and stakeholder engagement plan, including steps for evidence gathering, scenario development, risk assessment, stakeholder consultations, implementation strategy, and funding strategies.
- **March 2026.** First multistakeholder briefing on the transition and integration plan.
- **April/May 2026.** Consultation with the CCO at Heads-of-Agencies level at the biannual meeting.



### Milestones and tentative timelines (2): updated further to the drafting group discussions on Tuesday, 16 December

- **June 2026:** Presentation of an interim report by the Working Group, through the Bureau, to the PCB, for consideration and decision making at the 58th meeting of the Programme Coordinating Board.
- **October 2026:** Presentation of final report by the Working Group to be considered for decision making by the PCB, for subsequent transmission to ECOSOC.



**THANK YOU. WE APPRECIATE AND COUNT ON YOUR SUPPORT.**