



## UNAIDS PCB BUREAU MEETING

DATE: Thursday, 26 February 2026

TIME: 14:00–16:00 (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 Olshanka, First Secretary, Permanent Mission of the Kingdom of the Netherlands in Geneva; Ms Carolien van Embden Andres.

**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; Dr Joel Buenaventura, Director, Bureau of International Health Cooperation of the Department of Health.

**Kenya: Representing the PCB Rapporteur:** Dr Douglas Bosire, Country support, National Syndemic Diseases Control Council, Ministry of Health.

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

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

**UNAIDS Secretariat:** Ms Winnie Byanyima, Executive Director; Ms Angeli Achrekar, Deputy Executive Director; Ms Christine Stegling, Deputy Executive Director; Mr Mahesh Mahalingam, Chief of Staff; Mr Jason Sigurdson, Senior Advisor; Mr Morten Ussing, Director of Governance; Ms Samia Lounnas, Senior Governance Advisor; Ms Adriana Hewson, Governance Officer; Ms Saliha Ozdemir, Governance Assistant; Ms Ajwah Malik, Governance Intern.

### Guests:

**United Nations system:** Amina, J. Mohammed, Deputy Secretary-General.

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

**PCB Working Group members:** Anurita Bains, Xavier Biggs, Erika Castellanos, Aeneas Chuma, Dirceu Bartolomeu Greco, Yiyun Hu, Michel Kazatchkine, Binod Mahanty, Alicia Piñeirúa Menéndez, Katayoun Tayeri, Safiatou Thiam, Piotr Wysocki, Mamadi Yilla.

## MEETING AGENDA

1. **Welcome remarks:** *Permanent Representative of the Netherlands, UNAIDS Executive Director, Ms Winnie Byanyima, and UN Deputy Secretary-General, Ms Amina Mohammed, will welcome the Members and Co-Facilitators for the Working Group on UNAIDS' further transition and integration into the UN system and beyond.*
2. **Governance introduction:** *The Working Group will receive a presentation on Governance of the Joint Programme.*
3. **Terms of Reference:** *The PCB Bureau will give an overview of the Terms of Reference of the PCB Working Group, including the timeline and deliverables.*
4. **Any other business**

## Summary of the Meeting

The PCB Chair welcomed participants to the second meeting of the Bureau in 2026. The purpose of the meeting was to officially launch the PCB Working Group on UNAIDS' further transition and integration into the UN system and beyond (PCB Working Group). The Chair noted that the meeting was taking place at an important juncture for the Joint Programme. The PCB had requested the Bureau to establish this PCB Working Group to develop a clear, evidence-based and forward-looking plan for the next phase of UNAIDS' transition, in coherence with broader UN reform efforts. The PCB Chair welcomed the UNAIDS Executive Director, Ms Winnie Byanyima, the United Nations Deputy Secretary-General, Ms Amina Mohammed, and the Members and Co-Facilitators of the PCB Working Group.

### 1. Welcome remarks

The Chair recalled the importance of the mandate entrusted to the Working Group by the PCB. The PCB Working Group has been tasked with developing a clear vision for the sustainable integration of UNAIDS into the UN system and beyond, while preserving strong community leadership and the vital role of the UN in driving the global political agenda on HIV until global targets are met. In this context, the Chair emphasized that further transition and integration of UNAIDS did not imply the sunseting of the global HIV response. Rather, it implied adapting the institutional arrangements that have supported the response over the past three decades to make it more sustainable, agile and strengthened through national ownership and robust engagement of communities and UN institutions.

The Chair noted that, based on the nominations received from PCB members, the PCB Bureau had selected a highly qualified group of Members and Co-Facilitators whose complementary skills and expertise reflect the criteria established in the [Terms of Reference approved by the PCB intersessionally](#). Collectively, members brought significant experience in the HIV response, UN system governance and reform processes, organizational transition, inclusive governance and community leadership.

The PCB Chair conveyed the PCB Bureau's full confidence in the PCB Working Group's ability to steer this complex and important process forward and thanked members for their willingness to dedicate their time and expertise to this critical task.

The PCB Chair recalled the Board's insistence that the transition of UNAIDS be co-created through a PCB-mandated Working Group, ensuring that Member States, civil society and Cosponsoring organizations jointly shape the future of the Joint Programme. The PCB Chair stressed that the participation of people living with HIV and affected communities in this

process was essential to ensuring their continued meaningful involvement in decision-making on the future of the global HIV response. The PCB Chair welcomed the PCB's decision through the intersessional approval of the [Terms of Reference](#) to include an additional Co-Facilitator from civil society.

The PCB Chair recalled the process that led to the establishment of the PCB Working Group:

- The PCB Bureau implemented the consensus decisions adopted by the PCB at its meeting in December 2025.
- The Terms of Reference, developed and subsequently adjusted by the PCB Bureau, were approved by the PCB through an intersessional process add link and clearly define the mandate, scope of work, selection criteria, timeline and expected deliverables of the PCB Working Group.
- The PCB Bureau reviewed the nominations received and selected the Co-Facilitators and Members in accordance with the criteria outlined in the approved Terms of Reference.

The PCB Chair emphasized that the work is being advanced with determination. At the same time, echoing remarks made by the Deputy Secretary-General at the 57th PCB in Brasília, “we are in a hurry, but not in a hurry to fail”. The PCB Chair stressed the importance of proceeding with urgency while ensuring that the process remains credible and inclusive. The transition must therefore be timely and ensure relevant UN capacity to support the HIV response sustainably through 2030.

The PCB Chair noted that the timeline for the process was carefully discussed and agreed by the Board at its 57th meeting in December 2025. While ambitious and significantly accelerated compared to earlier discussions, it currently represents a feasible timeline that respects due process and sound governance. The PCB Chair emphasized that the outcome of the transition process must be grounded in rigorous analysis and broad consultation across all regions, particularly those most affected by the HIV epidemic, in line with the mandate entrusted to the PCB Working Group by the Board.

The UNAIDS Executive Director, Ms Winnie Byanyima, made introductory remarks as follows:

- She welcomed the Co-Facilitators and Members of the Working Group and thanked the PCB Bureau for its leadership throughout the process. She underscored the importance of the task entrusted to the Working Group by the PCB through its Bureau, noting that all PCB Working Group members bring valuable time, expertise, judgment and commitment to an important phase of the transition process.
- She recalled that the transition process within UNAIDS had begun prior to the UN80 reform initiative and had now entered a new phase in which the PCB Working Group would develop recommendations for the Board. She emphasized that the process is fully aligned with and contributes to the objectives of the UN80 reform agenda. From the outset, she noted, the vision guiding this effort has been one of transformation rather than retrenchment.
- The Executive Director reiterated that the United Nations holds a fundamental commitment to people living with and affected by HIV, and stressed the importance of maintaining this promise to communities and governments. She highlighted that a defining strength of the process to date has been strong ownership by the PCB which has exercised its governance role by providing direction, establishing parameters and ensuring accountability.

- She also emphasized the full engagement of communities throughout the process, noting that people living with and affected by HIV have been involved from the beginning in co-creating the transformation and participating in decision-making processes at the Board level before matters are transmitted to ECOSOC. She stressed that such engagement is foundational to the legitimacy, effectiveness and trust underpinning the HIV response.
- From the perspective of the UN, the Executive Director recalled that the UN mandate on HIV, established by ECOSOC in 1994, remains fully intact and that the UN remains committed to delivering on this mandate. What is evolving, she noted, is the way in which the UN system delivers on that mandate in light of a changing epidemic, evolving financing realities, shifting country needs and priorities, and the need for greater system-wide coherence.
- UNAIDS Executive Director recalled the four core functions through which the UNAIDS Secretariat contributes to the HIV response as set out in the UNAIDS revised operating model: leadership and advocacy; convening and coordination; data and accountability; and community leadership and engagement. She stressed that these functions operate from the global to the country level and must remain protected.
- Looking ahead, she noted that the next phase of the HIV response requires a more integrated and coherent approach across the UN system, particularly at the country level, while safeguarding these essential functions in order to sustain progress and save lives. She affirmed that UNAIDS is fully committed to implementing the reform objectives set out by the UN Secretary-General’s reform initiative while ensuring that effective elements of the current system are preserved and strengthened. In this context, she referred to the objective of achieving a “safe landing” for the functions and work of the Joint Programme.
- The Executive Director emphasized that this is a governance-driven process and that achieving meaningful consultation and ownership requires time and careful engagement. She noted that the timeline agreed by the Board reflects the minimum necessary to ensure due process and sound governance. While ambitious, she stressed that it is deliberate, and that the Secretariat stands ready to fully support the Working Group in carrying out its mandate.
- She also highlighted the unique composition of the PCB, noting that it is the only governing body in the UN system that formally includes civil society and representatives of communities most affected by the epidemic as full members.
- She stressed the importance of ensuring that all constituencies’ perspectives are heard and fully taken into account in the PCB Working Group’s deliberations, emphasizing that consensus among the different stakeholders has historically been a defining feature of the Joint Programme’s governance. She encouraged members to carefully consider the diversity of priorities across constituencies, including support for national responses, the importance of data and accountability, the protection of human rights, and advocacy on issues such as access to medicines.
- Ms. Byanyima recalled the shared vision set out in the Global AIDS Strategy 2026-2031 adopted by the Board in December 2025 in Brasília, which charts a pathway to 2030 and beyond. She reiterated that ending AIDS as a public health threat by 2030 remains achievable but will require strong leadership, partnerships, coherence across the system and sustained political commitment. She thanked the members of the PCB Working Group for their engagement and reaffirmed the Secretariat’s full support for their work.

- Responding to a question from the PCB Working Group, Ms Byanyima explained that the Joint Programme’s resources had been in decline for several years. A sudden funding cut in 2025 reduced available resources by roughly half, accelerating internal reform efforts already underway. She reported that the recent restoration of a major contribution is enabling UNAIDS to stabilize its financial position, and manage the transition process while delivering its work. She emphasized that the reforms implemented so far constitute the first phase of transformation, while the Working Group will shape the next stage.

The UN Deputy Secretary-General, Ms Amina Mohammed, made introductory remarks as follows:

- She thanked the Chair of the PCB for convening the meeting and conveyed the Secretary-General’s warm regards and best wishes for the work of the PCB Working Group. She acknowledged the opening remarks of the PCB Chair and the introductory remarks of the UNAIDS Executive Director, noting in particular the Executive Director’s long-standing leadership and advocacy in the global HIV response. She highlighted the importance of the guiding vision, values and principles underpinning the Joint Programme, especially at a time when support from some stakeholders has become more uncertain.
- The Deputy Secretary-General recalled that the transformation process within UNAIDS began prior to the broader UN80 reform initiative and noted that this foresight positioned the Joint Programme well to respond to a changing global environment. She emphasized that the process is fully aligned with the ongoing UN80 reform efforts and continues to advance within the broader framework of the Secretary-General’s reform agenda.
- She provided an overview of related reform initiatives currently underway across the UN system, including proposed mergers of UN entities and other efforts to strengthen collaboration and integration among key entities. These initiatives aimed at enhancing system-wide capacity for sustainable development and strengthening the UN’s work on gender equality and the empowerment of women and girls. She also highlighted ongoing efforts to reconfigure UN country teams and strengthen regional support structures to better assist countries in responding to evolving challenges. In this context, she emphasized that UNAIDS is an important component of these broader reform efforts and that its transition should be considered within this wider system transformation.
- The Deputy Secretary-General reiterated that the mandates of UN entities remain, and that Member States are the custodians of these mandates. This includes the mandate of the United Nations in the HIV response, which continues to be upheld. She stressed that the purpose of current reform efforts is to improve delivery and effectiveness in a changing and increasingly unpredictable environment. She noted that disruptions are already affecting the HIV response and emphasized the need to address these challenges while protecting the gains achieved over the past decades.
- She welcomed the swift establishment of the PCB Working Group following the PCB meeting in December 2025 in Brasilia and commended the high level of expertise among its members. She noted that the United Nations has convened a number of expert panels and working groups in recent months and expressed confidence that this group would provide strong leadership for the transition process. She also welcomed the participation of the Co-Facilitators and recognized the contributions of members with long-standing experience in global governance and the HIV response.
- The Deputy Secretary-General highlighted the strong representation of civil society within the Working Group and emphasized the critical role played by civil society organizations, particularly in reaching communities and delivering services at the

front lines of the response. She welcomed the appointment of a civil society Co-Facilitator and underscored the importance of safeguarding the space for community leadership and participation as the transition process moves forward. She also noted her intention to maintain regular engagement with civil society representatives, including through consultations with the PCB NGO delegation.

- She described UNAIDS as one of the United Nations' most successful initiatives, citing its achievements in innovation, partnership-building and delivering measurable results in the global HIV response. She emphasized that lessons from the Joint Programme have informed other initiatives across the UN development system, particularly in reaching populations that are often left behind and in advancing rights-based approaches.
- The Deputy Secretary-General reiterated that the Secretary-General's vision for the HIV response remains unchanged. While institutional arrangements may evolve, the mission to end AIDS as a public health threat will continue. She emphasized that the current process is intended to strengthen, rather than diminish, the global HIV response. She also noted that the transition will involve strengthening UN capacities at the country level and preserving the expertise and institutional knowledge built within the UNAIDS Secretariat and UNAIDS' Cosponsoring organizations.
- She emphasized that the UN development system is undergoing broader reforms aimed at improving its effectiveness and responsiveness. In this context, she highlighted the importance of drawing on the experience of UN entities involved in the HIV response and ensuring that their evolving roles contribute to a stronger and more coordinated system.
- The Deputy Secretary-General also drew attention to the growing financial pressures affecting the HIV response and other development priorities. While emphasizing that the issue is not only about budget reductions, she noted that declining financial engagement from some partners has already created disruptions in programmes and services. She stressed the importance of addressing these challenges in order to protect the progress achieved to date, particularly for communities and civil society organizations that are often at the front lines of service delivery.
- She highlighted the need for continued consultation and engagement throughout the transition process and encouraged the PCB Working Group to maintain close communication with UN leadership as the work progresses. She underscored the importance of addressing challenges early and ensuring that complex issues are brought forward in a timely manner to enable constructive solutions.
- The Deputy Secretary-General further noted that new mechanisms have been established within the UN system, including an advisory group of Resident Coordinators to support the UN80 reform process and strengthen country-level perspectives. She indicated that these mechanisms are available to support the work of the Working Group.
- She emphasized that sustaining the global HIV response will require both strong institutional capacity and adequate financial resources. She stressed that continued investment is essential to ensure that people have access to services and medicines, and essential research continues, and warned that without such resources progress could be reversed. At the same time, she noted encouraging examples of countries increasingly mobilizing domestic resources to sustain their responses.
- She concluded by emphasizing that the transition process represents an opportunity to demonstrate the continued value and impact of the HIV response and to mobilize renewed commitment from partners. She expressed her full support for the work of the PCB Working Group and reaffirmed that the UN Secretariat remains fully

committed to supporting the process.

The PCB Working Group acknowledged the shared objective and the commitment of UN leadership to a transition process that protects the achievements of the global HIV response to date, and noted the importance of ensuring that future institutional arrangements preserve the gains made by the Joint Programme, including in relation to community leadership. The PCB Working Group noted that the success of the transition process would depend heavily on careful consideration of financing, timelines, and the continuity of core functions.

The Bureau thanked the Executive Director and the Deputy Secretary-General for their excellent guidance and steer, and commitment to support this important process for shaping the UN's role in the future of the global HIV response.

## 2. Governance introduction

The Secretariat gave an overview of governance of the Joint Programme, including its mandate, institutional structure, and the broader UN processes that shape its work:

- The Secretariat recalled that the mandate of UNAIDS is grounded in the 1994 ECOSOC resolution that established the Joint Programme. This mandate includes providing global leadership on the HIV response, promoting global policy consensus, strengthening the capacity of the UN system and national governments to implement effective HIV strategies, mobilizing political commitment, and advocating for sufficient resources for the global HIV response. The Secretariat noted that this mandate remains in place and continues to guide the work of the Joint Programme.
- The Secretariat explained the institutional structure of UNAIDS, highlighting its unique Cosponsoring model within the UN system. The Joint Programme currently brings together 11 Cosponsoring UN organizations alongside the UNAIDS Secretariat. Under the revised operating model endorsed by the PCB in 2025, these Cosponsors are expected to operate under differentiated roles, with six designated as lead Cosponsors and five as affiliate Cosponsors. This structure reflects efforts to adapt the programme to changing funding levels and operational realities.
- Unlike most UN entities, UNAIDS governance operates across several interconnected levels. The PCB serves as the main governing body, providing oversight and guidance to the Joint Programme. At the same time, the PCB reports to ECOSOC, which originally established UNAIDS and continues to adopt periodic resolutions on its work. In addition, the UN General Assembly addresses the global HIV response through periodic high-level meetings, held every five years, where political declarations establish global commitments aligned with the Global AIDS Strategy.
- The Secretariat also described the composition of the PCB, noting that it includes 22 member states as well as representatives of the Cosponsoring organizations and civil society. The participation of civil society—including people living with HIV and affected communities—as full participants in policy discussions is a distinctive feature of UNAIDS governance. While only Member States formally vote, decision-making has generally been consensus-based.
- The Secretariat briefed the Working Group on the ongoing transition and financial context affecting the Joint Programme. Significant reductions in core funding over the past decade have led to major institutional reforms, including a revised operating model and substantial reductions in Secretariat staffing. These reforms were already underway prior to the UN80 reform process, which subsequently introduced proposals to integrate UNAIDS functions more broadly across the UN system. The Secretariat emphasized that the Working Group's work would therefore build on an

existing transformation process, while also considering the evolving financial and institutional landscape.

Responding to a question from the PCB Working Group, the Secretariat clarified that while the Secretary-General may propose reforms, as he stated in the introduction of his [report](#), decisions on institutional changes ultimately rest with Member States and the governing bodies. Any change to the structure through which the Joint Programme's mandate is delivered would therefore require a resolution of ECOSOC, which established the Joint Programme and its governance arrangements.

The Co-Facilitators reiterated the importance for the PCB Working Group to carefully consider how the proposed timeline aligns with the practical and substantive issues involved in any transition, particularly with regard to maintaining the core functions of the UNAIDS Secretariat in a fair and credible manner.

The Bureau thanked the Secretariat for the presentation and the PCB Working Group for their engagement.

### **3. Terms of Reference**

The Chair introduced the Terms of Reference of the PCB Working Group and recalled the process that led to its establishment, including the agreement on the Terms of Reference by the Bureau, the intersessional decision-making processes, the call for nominations, and the selection and confirmation of Working Group members.

The Chair outlined the timeline for the Working Group's work, as agreed by the Board:

- April 2026: Submission of annotated outline of the interim report of the Working Group to the PCB Bureau, to serve as the basis for the first formal consultation
- Early May 2026: First formal consultation of the Working Group, open to all PCB members and stakeholders, to inform and guide the Working Group
- May 2026: Submission of the interim report of the Working Group to the PCB Bureau
- June 2026: Interim report posted online 4 weeks ahead of the 58th PCB meeting
- 30 June – 2 July 2026: Discussion of the preliminary report at the 58th PCB meeting
- July to September 2026: Consultations, briefings, bilaterals and interaction with all stakeholders will be scheduled within the workplan of the Working Group.
- August 2026: Second formal consultation of the Working Group, open to all PCB members and stakeholders, to inform and guide the Working Group.
- September 2026: Submission of the finalized plan of the Working Group to the PCB Bureau and Finalized plan submitted to the wider PCB electronically by the PCB Bureau.
- October 2026: Discussion of finalized plan at Special Session of the PCB in October 2026.

The Chair emphasized that the PCB Working Group's deliberations should be guided by the same principles underpinning the work of UNAIDS. The Working Group will establish its own rules of procedure, while respecting the timeline agreed by the PCB and keeping the Bureau informed.

The Secretariat gave an overview of the scope of work and deliverables of the Working Group as outlined in paragraphs 27–29 of the Terms of Reference. There are four broad deliverables:

- 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
- 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.
- Develop a funding model for sustaining the proposed future governance structure and activities.
- Propose a timeline with milestones for the transition and integration process and the final estimated endline for the integration process.

The Co-Facilitators and the Members of the PCB Working Group noted the scale and complexity of the task, emphasizing that the potential transition under consideration is not comparable to an ordinary organizational merger. They highlighted that dispersing the functions of an organization across multiple entities while ensuring the continuity of its work represents a significantly more complex undertaking, and that such a process cannot be completed within a short timeframe. They stressed the importance of setting realistic and achievable tasks and timelines to ensure the process remains manageable and underscored the need to keep the UN Secretariat informed of the practical realities and challenges involved.

The PCB Chair underscored the complexity of the transition process and the importance of structuring the Working Group's work in manageable steps, with the Secretariat providing assistance, and close engagement with Cosponsoring agencies and other relevant UN entities. The immediate priority would be to establish practical working arrangements, including meeting schedules and modalities, to begin advancing the Working Group's mandate.

The PCB Bureau thanked the PCB Working Group Co-Members and Co-Facilitators for their commitment and expressed confidence in their ability to guide this complex process forward. The Bureau highlighted the strong expertise represented within the Working Group and encouraged members to draw not only on their own experience but also on the knowledge and perspectives of external stakeholders.

The Secretariat will develop a Q&A based on the initial questions raised by the PCB Working Group during this meeting and will have it as a live document in the PCB Working Group's secure platform.

#### **4. Any other business**

There was no other business discussed.