



UNAIDS PCB BUREAU MEETING

DATE: Friday, 27 March 2026

TIME: 13:00–15:00 (CET)

VENUE: Hybrid (in-person at the UNAIDS building and virtually on Teams)

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 Lisa Bakels, Policy Coordinator; Ms Carolien van Embden Andres, Senior Policy Officer.

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;

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

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

UNDP: Representing the Committee of Cosponsoring Organizations: Ms Mandeep Dhaliwal, Director of the HIV and Health Group, UNDP; Ms Karin Santi, Regional Team Leader HIV, Health and Development, UNDP.

UNAIDS Secretariat: 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 Consultant.

Guests:

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

MEETING AGENDA

1. **Preparation for the 58th PCB meeting (30 June–2 July 2026, Geneva, Switzerland):** *The Bureau will discuss the timewise agenda for the upcoming PCB meeting.*

2. **Update from Co-Facilitators of the PCB Working Group on the further transition and integration of UNAIDS into the UN system and beyond:** *The Bureau will receive an update from the Co-Facilitators of the PCB Working Group.*

3. **Any other business**

Summary of the Meeting

1. Preparation for the 58th PCB meeting (30 June–2 July 2026), Geneva, Switzerland

The PCB Chair recalled that the Bureau had met on 5 March 2026 to agree on the draft agenda for the 58th PCB meeting. The Chair noted that two options for the PCB agenda had been prepared, to guide the discussion on the time allocation across agenda items, in particular to ensure enough time for PCB Members to discuss the interim report of the PCB Working Group on the further transition and integration of UNAIDS into the UN system and beyond. The Bureau had received two options for the timewise agenda for the 58th PCB meeting:

- **Option 1:** The interim report of the PCB Working Group would be allocated four hours for the presentation and discussion on the second day of the PCB (Wednesday 1 July), with the whole afternoon dedicated to this agenda item. Under this option, the first day of the PCB would conclude at 18:45 and the second day at 18:00, allowing the third day to be fully dedicated to the thematic segment.
- **Option 2:** The interim report of the PCB Working Group would be allocated four hours for the presentation and discussion on the second day of the PCB (Wednesday 1 July), with the whole afternoon dedicated to this agenda item. Under this option, the first day of the PCB would conclude at 17:00 and the second day at 18:30. One agenda item would be moved to the morning of the third day, with the thematic segment commencing at 11:15 on that day.

The Secretariat clarified the procedures regarding the thematic segment as follows:

- The [Modus Operandi of the PCB](#) provides in paragraph 14 that each PCB session will consist of a decision making segment and a thematic segment.
- At the [20th PCB meeting in June 2007](#), the PCB made the following decisions:
 - **Decision point 10a:** *Decides that Programme Coordinating Board meetings will consist of a decision-making segment and a thematic segment;*
 - **Decision point 10b:** *Requests the UNAIDS Secretariat to elaborate a paper, for the next Programme Coordinating Board meeting, on the format and potential resource needs of the thematic segment, including the possibility of enabling the segment to become an effective venue for policy debate, engaging all relevant key players, including, occasionally, high level participation in a way that avoids duplication with existing high-level events;*
- At the [21st PCB meeting in December 2007](#), the PCB considered the report *Issues related to future Programme Coordinating Board meetings (UNAIDS/PCB(21)/07.5)*, which noted that “as a rule, thematic segments of PCB meetings should take place over at least one day, before or after the regular segment depending on the nature of the topic as well as logistical considerations” (paragraph 17). The PCB took note of this report at the 21st PCB meeting.

The PCB Bureau discussed the allocation of time across agenda items. With a majority preference for option 1, the Bureau eventually agreed by consensus on Option 1, which allocates four hours to the consideration of the PCB Working Group's interim report, while preserving a full day for the thematic segment in line with established PCB practice.

The Bureau emphasized the importance of allocating sufficient time for the discussion on the PCB Working Group's interim report, noting that the agenda should reflect the current context, particularly the ongoing transition and reform process. The Bureau also reaffirmed the importance of the thematic segment as a dedicated space for in-depth, inclusive and forward-looking discussions on key issues in the HIV response.

The Chair requested the Secretariat to post Option 1 of the draft agenda of the 58th PCB meeting and start preparations, including sending the invitations as soon as the modalities for the PCB meetings in 2026 are approved through the intersessional decision-making process.

2. Update from Co-Facilitators of the PCB Working Group on the further transition and integration of UNAIDS into the UN system and beyond

The PCB Chair recalled that, as outlined in the Terms of Reference, the Working Group reports to the PCB Bureau and to the Chair. The Bureau had agreed, at its previous meeting, to hold regular monthly exchanges with the Working Group to receive updates on progress and to provide guidance in line with its Terms of Reference.

The Bureau raised several issues for clarification, including: the development of the Working Group's workplan; the scope and organization of the planned multi-stakeholder consultation ahead of the June PCB meeting; and progress on the four deliverables under the Terms of Reference, including the expected content and feasibility of the interim report for the June PCB meeting. In addition, Bureau members sought further reflections on the development of an overall vision for the transition, the feasibility of identifying recommendations to be decided upon at the PCB, and any challenges encountered in advancing the work.

The Co-Facilitators outlined their working methods, as detailed further in the presentation slides in Annex 1. The Co-Facilitators reported that a workplan had been developed in line with agreed timelines, including the preparation of an interim report by end-May/early June and a final report by early October. The Working Group has commenced its work through regular weekly meetings, supported by additional coordination among the Co-Facilitators, and structured around thematic discussions and stakeholder briefings.

Progress to date includes initial briefings from UNAIDS management, as well as early discussions on the scope of the mandate and ways of working and understanding the work and capacity of Cosponsors. The Co-Facilitators also outlined plans for a virtual multi-stakeholder consultation on 12–13 May 2026, intended both to gather a broad range of inputs and to help to validate, challenge, and refine emerging ideas and conclusions.

The structure of the interim report remains under development, but its framing is expected to reflect the current context, including funding constraints and broader challenges affecting the HIV response, and that this process does not represent the closure of the UN mandate on ending HIV, but rather a transition in how it is delivered. The report is expected to include an assessment of the four core functions, including their current implementation at global, regional, and national levels; reflections from consultations and evidence gathered, and preliminary recommendations on how these functions could evolve, along with dedicated sections on governance and financing.

The Co-Facilitators shared the Working Group's preliminary observations:

- The HIV response remains critical: despite progress in treatment, challenges persist in access, prevention, and stigma, compounded by funding shortages and evolving national policies. The Working Group emphasized that the response must remain a priority within the United Nations system. At the global level, there must still be a central coordinating function within the UN system, and civil society must be directly engaged in that. Regarding the milestones to guide its work, the Working Group noted the transition and integration process will extend beyond October 2026, continuing into 2027–2029.
- Multi-sectoral capacity and core functions are already being integrated across UN agencies, civil society, and member states. Perceptions of a “top-heavy” model are being addressed through staffing adjustments and organizational restructuring. Governance arrangements are under review, including the identification of essential core functions at global and country levels, as well as opportunities to streamline governance and oversight. There will still need to be a UN-mandated governance model. Sustainable financing remains central; without adequate resources, even well-designed models cannot be effectively implemented. At the same time the importance was raised of a sustainable transition and integration for receiving future donor funding. UNAIDS plays a coordinating, role and engages with Resident Coordinators and other partners.
- Civil society engagement has been essential for progress in prevention and treatment. The Working Group underscored that any loss of meaningful participation would risk undermining these gains. Civil society engagement, at both global and country levels, is one of the most sensitive and complex issues under consideration.
- The Co-Facilitators invited all stakeholders to provide their views on the four issues under the Working Group's mandate, including clarifying the specific contributions that different actors would be prepared to make towards the implementation of future recommendations. They also highlighted the need for continued engagement with donor countries to clarify the outlook for funding for the global HIV response, alongside sustained national commitments.

The Bureau took note of the update and expressed its appreciation to the Co-Facilitators and members of the Working Group for the progress achieved within a short timeframe. The Bureau reiterated its support to the Working Group in advancing its work in accordance with the agreed timelines. Bureau members emphasized that the transition of UNAIDS is an ongoing process, not a one-time event, and that the AIDS epidemic is not over.

The Chair requested the Secretariat to annex the Working Group's presentation materials to the Bureau summary.

3. Any other business (AOB)

The Chair announced that the next meeting of the PCB Bureau to prepare for the 58th PB meeting would take place end of April to receive updates on the development of agenda items from the Secretariat.

The Chair thanked the Bureau members for their time and closed the meeting.

[Annexes follow]

PCB BUREAU MEETING

27 March 2026



MEETING DRAFT AGENDA

- 1. Preparation for the 58th PCB meeting (30 June–2 July 2026, Geneva, Switzerland):** *The Bureau will discuss the timewise agenda for the upcoming PCB meeting.*
- 2. Update from Co-Facilitators of the PCB Working Group on the further transition and integration of UNAIDS into the UN system and beyond:** *The Bureau will receive an update from the Co-Facilitators of the PCB Working Group.*
- 3. Any other business**



Agenda item 1: Preparation for the 58th PCB Meeting

Option 1

The interim report of the PCB Working Group would have 4 hours for the presentation and discussion on the second day of the PCB, on Wednesday 1 July, so the whole afternoon would be dedicated to the agenda item.

In this case, the first day of the PCB would finish at 18:45 and the second day of the PCB would finish at 18:00. This would allow for the third day to be fully dedicated to the Thematic Segment.

Option 2

The interim report of the PCB Working Group would have 4 hours for the presentation and discussion on the second day of the PCB, on Wednesday 1 July, so the whole afternoon would be dedicated to the agenda item.

In this case, the first day of the PCB would finish at 17:00 and the second day of the PCB would finish at 18:30. The organizational oversight reports would be moved to the morning of the third day, so the Thematic Segment would therefore start at 11:15 on the third day.

Agenda item 1: Preparation for the 58th PCB Meeting

Modus Operandi: *Each session will consist of a decision making segment and a thematic segment.*

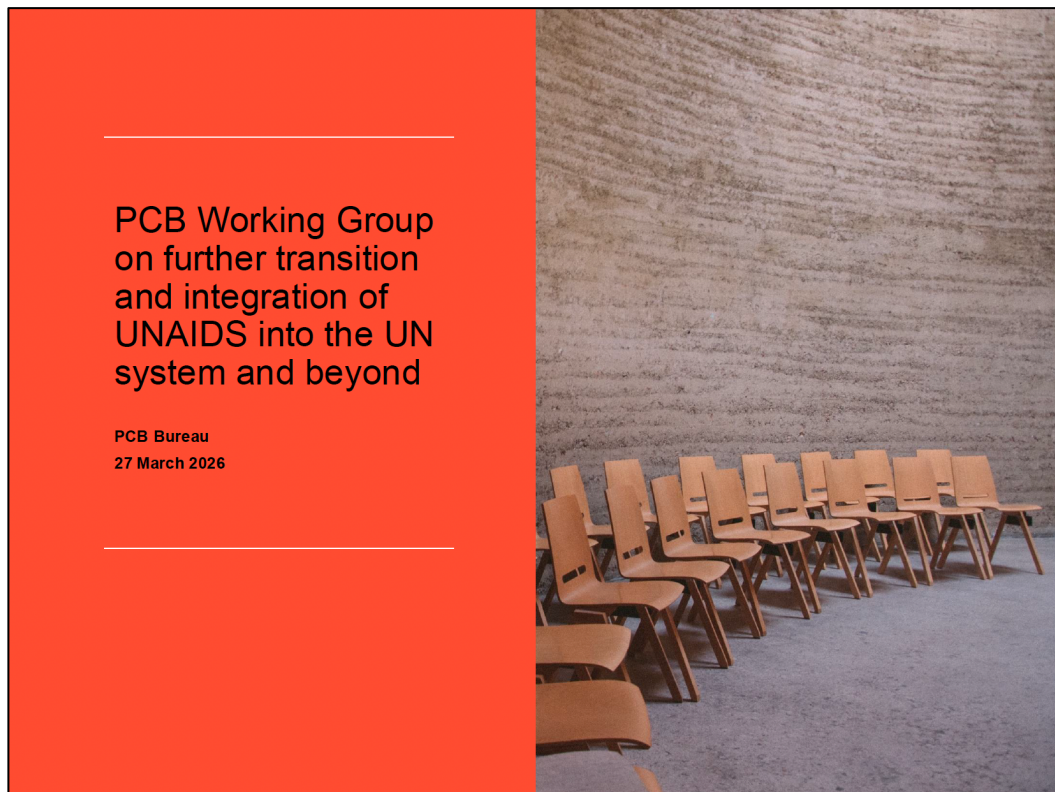
20th PCB meeting (June 2007):

- Decision point 10a: *Decides that Programme Coordinating Board meetings will consist of a decision-making segment and a thematic segment;*
- Decision point 10b: *Requests the UNAIDS Secretariat to elaborate a paper, for the next Programme Coordinating Board meeting, on the format and potential resource needs of the thematic segment, including the possibility of enabling the segment to become an effective venue for policy debate, engaging all relevant key players, including, occasionally, high level participation in a way that avoids duplication with existing high-level events;*

Paper presented to 21st PCB meeting "Issues related to future Programme Coordinating Board meetings":

- Paragraph 17: *As a rule, thematic segments of PCB meetings should take place over at least one day, before or after the regular segment depending on the nature of the topic as well as logistical considerations.*
- The PCB took note of the report at the 21st PCB meeting (December 2007).

Annex 2: Working Group presentation slides



Background on Working Group

Terms of reference approved by PCB Bureau on 24 February 2026 (covering February – October 2026)

Working Group charged with developing a plan (with timeline) for UNAIDS transition/integration:

- Outline how multisectoral capacity and core functions can be integrated into relevant entities of UN system and beyond
- Propose a UN-mandated governance model that ensures coordination, accountability and leadership of AIDS response and preserves the role of communities and civil society
- Develop funding model for sustaining the proposed future governance model and activities
- Propose timeline with milestones for transition/integration

Mandated outputs for Working Group:

- Interim report to PCB by 1 June 2026 on transition/integration, including proposed timeline
- Final report to PCB by 20 September 2026

Deliverables

In developing this plan, the Working Group shall have the four deliverables outlined below and the issues expanded in Annex 1

- 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.

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Working Group composition

Co-Facilitators:

- Fionnula Murphy
- Joe Phaahla
- Bob Rae

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

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Working methods

Working Group is guided by and reports to PCB through its Bureau

Weekly hybrid meetings (each Thursday 90-120 minutes)

Process supported by UNAIDS Executive Office, Governance Team and independent report writer

Multistakeholder consultation considered for 12-13 May

Expectation that Working Group will create topic-specific sub-groups

Workplan (including meeting schedule) for July-October to be revisited after upcoming PCB meeting

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Workplan timeline

First draft of interim report – 14 May

Final draft of interim report – 28 May

First draft of final report – 5 September

Second draft of final report – 15 September

Submission of final report to PCB -- 21 September

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Work to date

Induction meeting – 26 February

1st meeting – 12 March:

- Strategic briefing by UNAIDS senior management on status of AIDS response and financial situation of UNAIDS
- Agreement on Rules of Procedures
- Review of workplan

2nd meeting – 19 March:

- Ways of working (including request for full Working Group to meet with PCB Bureau at appropriate time)
- Overview of Terms of Reference (including discussion of “and beyond” in Working Group ToR and importance of stakeholder engagement)

3rd meeting - 26 March

- Understanding the work/capacity of Cosponsors

4th meet 2 April

- Understanding Secretariat roles not handled by Cosponsors

Next meetings

- Briefings from GFATM and other pertinent organizations
- These meetings will help inform decisions on creation of sub-groups

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