

STATEMENTS BY OBSERVER MEMBER STATES



28-29 September 2026 | Geneva, Switzerland
UNAIDS Multistakeholders Consultation
Issue date: 30 September 2026

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Question 2:Quels éléments les parties prenantes considèrent-elles comme essentiels pour garantir que la transition de l'ONUSIDA soit à la fois responsable et financièrement viable, notamment pour trouver le juste équilibre entre le temps nécessaire à la transition et la réalité d'un budget en diminution ?

Déclaration de l'Algérie

**Monsieur le Président,
Mesdames et Messieurs les membres du Conseil,**

L'Algérie remercie le Secrétariat et le Groupe de travail pour les efforts engagés en vue d'assurer une transition responsable et durable de l'ONUSIDA.

L'Algérie considère qu'une transition responsable et financièrement durable doit être progressive, prévisible et adaptée aux réalités nationales et régionales.

Il est essentiel de disposer d'un temps suffisant pour préparer cette transition, préserver les fonctions essentielles de l'ONUSIDA et éviter toute rupture dans la riposte au VIH. Dans le même temps, nous sommes conscients de la diminution des ressources et de la nécessité d'adapter progressivement l'architecture et les modalités de financement.

Pour trouver cet équilibre, nous considérons comme prioritaires : des critères transparents et consensuels d'allocation des ressources, un accompagnement technique adéquat, des indicateurs permettant de suivre la transition, ainsi qu'une clarification des rôles des agences des Nations Unies et des fonctions essentielles à préserver.

Il est également important de maintenir un lien étroit avec les pays, notamment à travers les CNPLS, et de renforcer la participation des organisations de la société civile pendant et après la transition, le tout en étroite collaboration avec les autorités nationales compétentes.

Dans ce contexte, la question du financement devra être examinée en lien étroit avec l'ensemble de cette architecture, afin de garantir la cohérence entre les responsabilités, les fonctions à préserver et les ressources nécessaires à leur mise en œuvre.

L'Algérie souligne également l'importance de l'engagement et de la contribution des États membres dans cette transition. Cette mobilisation nationale doit toutefois être accompagnée d'un soutien international prévisible et d'un transfert progressif des responsabilités.

L'Algérie réaffirme, pour sa part, son engagement concret envers le Programme commun, à travers sa contribution, ainsi qu'en mettant à disposition des locaux et du personnel national pour soutenir le Bureau de l'ONUSIDA à Alger.

Enfin, la transition doit être conçue de manière à ne laisser aucun pays de côté. La soutenabilité financière ne doit pas se traduire par une transition précipitée, mais par une planification réaliste permettant de préserver les acquis tout en construisant progressivement une architecture plus durable.

Je vous remercie.

Statement Bénin

Au nom du Bénin, nous réaffirmons notre engagement absolu à pérenniser les acquis de la lutte contre le VIH et à en garantir la continuité. Face à un contexte mondial complexe et à la mutation de l'aide internationale, notre pays fait le choix de consolider ses progrès tout en renforçant l'appropriation nationale de sa riposte.

Pour mener à bien cette transition, l'appui d'un Secrétariat de l'ONUSIDA fort, stratégique et ancré sur le terrain est indispensable. Le maintien des bureaux pays est à ce titre crucial : cette proximité permet de saisir les réalités locales, de guider les choix stratégiques des gouvernements et d'assurer une coordination globale efficace.

C'est pour concrétiser cet engagement que le Bénin a formalisé une contribution financière volontaire en soutien aux opérations de l'ONUSIDA au niveau national. Cet acte traduit la valeur fondamentale que nous accordons à l'action de son bureau pays. Au-delà d'une simple représentation, ce bureau est un pilier de plaidoyer, de mobilisation de ressources et de dialogue multisectoriel, ouvrant la voie à l'expertise technique de l'ensemble des organismes coparrains de l'ONU.

Alors que la Déclaration politique de juin dernier fixe des objectifs ambitieux pour 2030, nos efforts doivent se concentrer sur l'impact direct. Nous soutenons la transformation de l'organisation, à condition qu'elle renforce la capacité d'accompagnement sur le terrain, au plus près des communautés. Maintenir une présence pays constitue un investissement stratégique pour la durabilité de la riposte.

Tout en exprimant notre gratitude envers la communauté internationale et nos donateurs, le Bénin avance résolument vers le financement domestique de sa riposte. Pour franchir cette étape et préserver nos acquis d'ici 2030, la présence continue de l'ONUSIDA à nos côtés reste indispensable.

**CONSEIL NATIONAL DE LUTTE
CONTRE LE SIDA ET LES IST**

La Patrie ou la Mort, nous Vaincrons



**À l'attention des Coprésidents du Groupe de travail du PCB sur la
transition et l'intégration de l'ONUSIDA**

Madame, Monsieur,

Au nom du Secrétariat Permanent du Conseil National de Lutte contre le Sida et les Infections sexuellement transmissibles (SP/CNLS-IST) du Burkina Faso, je tiens à saluer le processus de consultation engagé sur l'avenir de l'ONUSIDA qui a été inclusive.

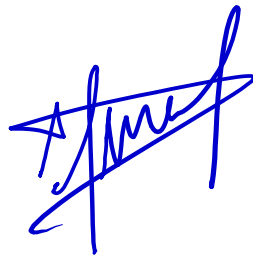
Le Burkina Faso reconnaît la nécessité d'adapter les modèles opérationnels aux réalités financières actuelles. Toutefois, nous estimons qu'une transition réussie doit préserver la valeur ajoutée essentielle de l'ONUSIDA au niveau des pays. Son rôle de leadership stratégique, de coordination multisectorielle, d'appui aux communautés, d'analyse des données et de plaidoyer en faveur des droits humains et populations vulnérables demeure indispensable pour maintenir les acquis de la riposte au VIH.

À cet égard, le SP/CNLS-IST du Burkina Faso recommande que les futures décisions garantissent : (1) Le maintien d'une présence d'un bureau ou d'un agent de l'ONUSIDA dans les pays, en particulier au Burkina Faso jusqu'en 2030 et au-delà lorsque les besoins le justifient ; (2) La préservation des fonctions essentielles de leadership, de coordination, d'engagement communautaire et d'intelligence stratégique ; (3) Une transition progressive, différenciée et guidée par les priorités et capacités des pays ; (4) Des ressources suffisantes pour accompagner les pays et éviter toute rupture dans l'appui aux réponses nationales.

Le Burkina Faso est pleinement engagé à renforcer progressivement son autonomie et sa capacité de financement de la riposte dans le cadre de sa souveraineté nationale. Une feuille de route de cette pérennisation et durabilité a été entamée depuis plus d'une année. Toutefois, cette évolution doit être préparée de manière responsable et accompagnée par un ONUSIDA fort, afin de garantir une transition durable et de ne laisser personne pour compte.

Nous vous remercions de prendre en considération cette contribution et réaffirmons notre soutien à une réforme qui préserve les acquis de la riposte mondiale au VIH/SIDA et les IST tout en accompagnant efficacement les pays vers l'après-2030. Nous ne pouvons pas nous retirer alors que nous sommes tout près du but.

Veillez agréer, Madame, Monsieur, l'expression de notre haute considération.



Dr Seydou OUATTARA

Secrétaire Permanent du CNLS-IST



NATIONAL EMERGENCY RESPONSE COUNCIL ON HIV/AIDS

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NBQ/ned/pbm/UNAIDS/PCB/159

**PCB
UNAIDS
MBABANE**

30th September 2026

Dear Co-Facilitators,

RE: MULTISTAKEHOLDER CONSULTATION OF THE PCB WORKING GROUP ON THE FURTHER TRANSITION AND INTEGRATION OF UNAIDS INTO THE UN SYSTEM AND BEYOND - 29-30 SEPTEMBER 2026

The National Emergency Response Council on HIV and AIDS (NERCHA), the National AIDS Council in the Kingdom of Eswatini, has been working with the PCB and following communications and decisions, including the recently held Multistakeholder consultation on the further transition and integration of UNAIDS into the UN system.

Eswatini supports the transition of UNAIDS in principle. Our request is that it proceeds at a pace set by demonstrated readiness, not by calendar or budget pressure alone, so that no HIV service, community program, or data system is interrupted. We also ask that the transition be aligned with Eswatini's national HIV sustainability plans and support our efforts to strengthen domestic financing and national leadership. Eswatini has one of the highest HIV burdens in the world, and our HIV response, particularly the coordination thereof, has been greatly supported by UNAIDS for the country to achieve the successes it has. At a time when we have reached epidemic control, we need to strengthen the impact of the HIV response and sustain the gains made thus far. As such, in-country presence of UNAIDS for technical support, coordination, advocacy, costing of interventions, modelling for the epidemic, community engagement, and other data work cannot be easily replaced. The other UN agencies must do what they claim to do and do so in a manner that is accountable. It does seem that without UNAIDS most UN cosponsors are not very active in HIV.

NERCHA needs to closely work with UNAIDS and ensure that the country has a strong and accountable coordination mechanism for the HIV response. Furthermore, with the disruption in the functioning of UNAIDS in-country, community and key population services have been the most exposed. Eswatini's civil society and key population networks have a direct stake in the ongoing discussions on the relevance of UNAIDS. Though we are pushing for domestic integration across ministries and sectors involved in the HIV response, the Ministry of Finance needs a clear and properly planned investment case for more provision of domestic resources for the response given the limited country's fiscal constraints. Costed scenarios are needed for planning. The sudden cuts in country offices because of funding cuts in 2025 were destabilizing and led to loss of programs and progress unnecessarily. Any change should be

considered gradually over a 2–3-year period. UNAIDS transition should therefore be responsible and financially sustainable so that we do not lose the fragile gains in the HIV response.

Countries have been consulted throughout this process but have not been determinative. The governance transformation opportunity is precisely here: to move from consultation to genuine country agency within the successor model's decision-making architecture. The ECOSOC mandate provides the legal foundation – a governing body that includes both Member States and civil society. The transformation question is how to use that foundation to make country priorities the starting point of global decision-making, not the endpoint.

The African Union, Africa CDC and regional economic communities are where political commitments to the HIV response are made and sustained between global meetings. Strengthening the formal connection between these bodies and the governing structure for hub's governing structure – with the HIV Leadership Forum (with countries' Director Generals for HIV as members) as the peer accountability channel – creates a governance architecture grounded in country political economy. This is a transformation available within the ECOSOC mandate that directly addresses the regional gap the Working Group has acknowledged but not yet resolved.

The greatest potential for decision-making transformation at the hub level lies in making country priorities determinative rather than consultative, and in embedding the existing government-led peer accountability structure – the HIV Leadership Forum – within the hub's technical and implementation architecture. These are not new proposals requiring new infrastructure. They use what exists. The transformation is a governance design choice, available within the current ECOSOC mandate, that places country experience and country accountability at the centre of how the UN system on HIV makes decisions.

Yours Sincerely,

Dr
Nondumiso
BQ Ncube

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by Dr Nondumiso
BQ Ncube
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DR. NONDUMISO BQ NCUBE
NATIONAL EXECUTIVE DIRECTOR

DRAFT VIDEO STATEMENT

Hon. Dr Atonio Lalabalavu, Minister for Health and Medical Services, Fiji
UN80 Multi-Stakeholder Consultation on the Transformation of the UNAIDS Joint Programme

Excellencies, colleagues and partners,

Fiji supports the ambition of UN80 to build a United Nations that is more integrated, efficient and responsive to countries.

But reform must ultimately be judged by what it delivers for people.

For Fiji, this conversation comes at a deeply important moment.

We are living through one of the sharpest increases in new HIV infections globally. UNAIDS estimates that new infections increased more than 11-fold between 2010 and 2025.

These are not simply numbers. Behind every infection is a person, a family and a community. And in our small island countries, the impact is felt quickly and deeply.

UNAIDS in-country, together with its Regional Office, helped Fiji recognise and elevate the seriousness of what was unfolding. It provided strategic advice, strengthened the evidence, and helped bring international attention to our situation. That credibility and global voice helped Fiji sound the alarm and mobilize international partnerships, support and investment.

And that is why I speak today not only about Fiji, but about the Pacific.

Our countries are bound together, but our health systems remain vulnerable. We face vast distances, small workforces, limited specialist capacity and constrained resources. In the Pacific, small numbers do not mean small problems.

We have historically relied on the UNAIDS Joint Programme. WHO provides critical technical guidance. Other UNAIDS Cosponsors bring expertise that our countries simply could not replace alone.

But someone must bring all these pieces together. The UNAIDS Secretariat has been that connective tissue: bringing governments, communities, Cosponsors and partners around one response.

Fiji therefore welcomes the direction towards transformation rather than bringing the Joint Programme to an end.

We support reform. But transformation must be carefully sequenced and grounded in country realities. For small island states, if international capacity is withdrawn before national and regional capacity is ready to replace it, gaps will be created that our already stretched systems cannot easily fill.

That is why Fiji calls for a dedicated and sufficiently resourced UNAIDS Secretariat serving Fiji and the wider Pacific as part of the transformation.

Fiji is living through an HIV crisis today. We do not want another Pacific Island country to have to live through it tomorrow.

As we reshape the United Nations for the future, please do not allow transformation to leave the Pacific behind.

Vinaka vakalevu. Thank you.



MINISTRY OF
**HEALTH &
WELLNESS**

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ANY REPLY OR SUBSEQUENT REFERENCE
SHOULD BE ADDRESSED TO THE PERMANENT
SECRETARY AND THE FOLLOWING REFERENCE
QUOTED:

REF NO:

September 29, 2026

Joe Phaahla, South African Deputy Minister of Health
Bob Rae, Canadian UN Ambassador and ECOSOC President
Fionnuala Murphy, Frontline AIDS
Co-Facilitators
UNAIDS PCB Working Group

Dear Co-Facilitators,

The Ministry of Health & Wellness, Jamaica has been following the work of the PCB Working Group, including the recently held Multistakeholder Consultation, to solicit input around the proposals for the transformation of the UNAIDS Secretariat.

While we are, in principle, supportive of the transformation, we believe that a responsible and safe transition is critical to preserve the important role that the Joint Programme, particularly the UNAIDS Secretariat, plays toward achieving SDG 3.3. in Jamaica and the wider Caribbean.

We have valued the UNAIDS Secretariat presence in Jamaica, which offers support to us and the wider Caribbean, including the Pan-Caribbean Partnership against HIV and AIDS (PANCAP). The Secretariat has been pivotal in providing trusted data, policy guidance, coordinated technical assistance and advocacy as well as engaging communities, while bringing the comparative strengths of its Cosponsors to the response.

Given the challenges and opportunities in the region, including the gaps in the treatment cascade, human rights barriers and the transition of external donors, we firmly believe the UNAIDS Secretariat presence will be necessary in this period to support the government and communities move from global commitments to practical, costed and measurable implementation plans, without duplicating existing structures.

Yours sincerely,

Dr. the Hon Christopher Tufton, CD, MP
Ministry of Health and Wellness



30 September 2026

The UNAIDS PCB Working Group

RE: UNAIDS TRANSFORMATION – NATIONAL AIDS COMMISSION (NAC) LESOTHO POSITION

On behalf of the National AIDS Commission (NAC) of Lesotho, I wish to extend our appreciation to the Programme Coordinating Board (PCB) for the leadership demonstrated in facilitating the multi-stakeholder consultations on UNAIDS transformation held on 28th and 29th September 2026. Lesotho wishes to reaffirm its strong support for the continued presence of a well-resourced and effective UNAIDS Secretariat at global, regional and national levels.

In Lesotho, UNAIDS plays a critical and irreplaceable role in coordinating the UN system response to HIV and SRHR through the Joint UN Team on AIDS (JUNTA). This leadership has ensured coherent and aligned support from all UN agencies to our national priorities as defined in the National HIV and AIDS Strategic Plan. Beyond coordination, UNAIDS provides essential technical leadership for the design and implementation of national strategies towards the attainment of global targets, while strengthening community systems which are central to the sustainability of the response. Through this role, UNAIDS has contributed significantly to reducing duplication, enhancing efficiency, and strengthening national stewardship.

As Lesotho consolidates gains towards epidemic control amidst declining external resources and sustainability challenges, the impartial convening power, strategic information function, and human rights advocacy role of UNAIDS remain more critical than ever. A weakened UNAIDS presence at country level would risk fragmentation of the UN response, weakening of community-led interventions, and erosion of hard-won gains.

We specifically call for the retention of strong country (Lesotho) presence, adequate resourcing of the Secretariat to deliver on its mandate, and sustained investment in community systems. Lesotho remains fully committed to working with UNAIDS and all stakeholders/sectors to end AIDS as a public health threat by 2030.

Yours Sincerely,

Tiisetso Mary Piet (Ms.)

Acting Chief Executive – NAC Lesotho



National AIDS Commission

Republic of Liberia



"A well-coordinated and sustained National HIV response, with capacitated and empowered communities leading the way"

OFFICE OF THE CHAIRPERSON

REF. NO.NAC/UNAIDS-001/OCT/2/2026

H.E. Ms. Erica Schouten

Chair

UNAIDS Programme Coordinating Board

Geneva, Switzerland

Dear Madam Chair:

RE: JUSTIFICATION FOR THE CONTINUED UNAIDS COUNTRY PRESENCE IN LIBERIA

On behalf of the Government of Liberia and the National AIDS Commission (NAC), I write to respectfully request the continued physical presence of the Joint United Nations Programme on HIV/AIDS (UNAIDS) in Liberia as the global HIV architecture undergoes significant transformation.

Liberia recognizes the financial and institutional realities confronting UNAIDS and the broader international HIV response. We equally recognize the responsibility of countries to progressively assume greater ownership, financing and leadership of their national HIV responses. Liberia remains committed to this direction. Our request for continued UNAIDS presence should therefore not be understood as a request to preserve dependency, but rather as a strategic measure to protect the gains already achieved and consolidate national capacity during a critical transition toward a more sustainable, nationally owned HIV response.

UNAIDS continues to provide critical strategic and technical support to Liberia's HIV response, particularly in data generation, national HIV estimates, monitoring and evaluation, strategic planning and performance accountability through mechanisms such as the Monitoring and Evaluation (M&E) Technical Working Group. Its presence also strengthens coordination of support from UN agencies, civil society organizations and other partners; provides strategic leadership in aligning Liberia's response with the Global AIDS Strategy; and promotes meaningful participation of people living with HIV, key populations and communities in decision-making and service delivery.

Liberia also supports the African position that transition should be **gradual, country-centred and based on demonstrated capacity**, with countries provided the time, support and resources required to sustainably assume greater responsibility. We equally support a **function-led rather than structure-led transition**: the essential functions required to sustain the HIV response should first be determined before decisions are made about where those functions will reside.

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National AIDS Commission

Republic of Liberia



"A well-coordinated and sustained National HIV response, with capacitated and empowered communities leading the way"

We therefore respectfully urge the Programme Coordinating Board, in considering the future UNAIDS country footprint, to recognize Liberia's particular transition needs and the substantial strategic contribution that an in-country UNAIDS presence continues to make to the national response.

Please accept, Madam Chair, the assurances of my highest consideration.

Respectfully,


Dr. Cecelia J. Nuta
CHAIRPERSON
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MALAWI'S CONTRIBUTION AT
PCB Multistakeholder Consultation | 29 September 2026
**Submitted by Dr Beatrice Lydia Matanje, CEO, National AIDS Commission,
Malawi**

QUESTION 1

What do stakeholders consider essential to ensuring UNAIDS's transition is both responsible and financially sustainable — particularly in balancing sufficient time for the transition against the reality of a declining budget?

Point 1

A responsible transition timeline should be determined by demonstrated capacity of the successor entity, not just by calendar or budget pressure. Transition steps proceed when the entity absorbing the functions has confirmed capacity that it can deliver those functions without disruption to country access to technical support, data support, coordination and political engagement. Countries should participate in the capacity confirmation process.

A transition timeline driven by budget pressure rather than capacity readiness would produce functional disruptions that may cost more than can be envisaged now.

Point 2 —

On the financing front

Any transition model should be costed against one accountable coordination mechanism at country level that ensures: combination prevention through a multi-sectoral approach; protected community systems and key population service delivery; and political mobilisation capacity sufficient to sustain global prioritisation of HIV through 2030. The Working Group has not presented any costed scenarios for any structural option. Malawi, therefore, urges that there should be indicative cost ranges for each transition model option at the next PCB. Member States and implementing countries cannot evaluate financial sustainability of any proposed transition model without estimated cost ranges.

Summary on Questions 2 and 3:

- The financial and functional sustainability will be achieved when the successor model emphasises on a country-focused/aligned hub and that the responsibilities for leadership and accountability should not be shifted to co-sponsors. Cosponsors should still be coordinated by a hub at country level that would be anchored within the ECOSOC mandate.
 - The greatest potential for decision-making transformation at the hub level lies in making country priorities determinative rather than consultative, and in embedding the existing government-led peer accountability structures within the hub's technical and implementation architecture.
-

Dear the Program Coordinating Board (PCB) Working Group members,

Greetings from Myanmar!

On behalf of the National AIDS Programme, I wish to express my sincere appreciation to the UNAIDS Country Office for its sustained technical assistance, coordination and resource mobilization support to Myanmar's national HIV response.

We particularly value UNAIDS' contribution to developing the Global Fund Grant Cycle 7 and Grant Cycle 8 funding proposals for Myanmar, supporting the Technical Strategic Group Secretariat, and coordinating HIV technical working groups. These contributions have helped bring national programmes, UN agencies, technical partners, implementing organizations and community representatives together around agreed national priorities.

To sustain the HIV response, especially maintaining continuity of HIV treatment and prevention services, and ensuring community engagement make effective coordination and technical support critically important. UNAIDS' country presence provides an essential link between national leadership, technical expertise, communities and funding partners.

We also recognize the importance of UNAIDS' support to the Community Networks and Myanmar Positive Group. Strong community participation complements the National AIDS Programme leadership by helping identify service barriers, support people living with HIV and key populations, and inform programme planning with evidence from communities.

I wish to emphasize that UNAIDS continued presence in Myanmar is critical. The country needs dedicated capacity to coordinate UN technical assistance, support national institutions, mobilize resources and sustain inclusive partnerships in a complex operating environment.

Thus, I urge the UNAIDS to preserve a dedicated UNAIDS country presence with sufficient capacity to continue the essential functions and help Myanmar fulfil its national and international HIV commitments.

Please convey our appreciation to your team for their continued dedication and partnership.

Yours sincerely

1 October 2026

Joe Phaahla, South African Deputy Minister of Health
Bob Rae, Canadian UN Ambassador and ECOSOC President
Fionnuala Murphy, Frontline AIDS
UNAIDS PCB Working Group Co-Facilitators.

Dear Co-Facilitators,

The Nepal Country Coordinating Mechanism (CCM) has been following the discussions of the UNAIDS PCB Working Group on the further transition and integration of UNAIDS into the UN system. We recognize the importance of this process and the opportunity to strengthen the contribution of the UN system to the global HIV response.

At the same time, we wish to highlight the important catalytic role that UNAIDS has played in Nepal's HIV response. The UNAIDS Country Office has served as a trusted partner to the Government, national stakeholders, and the country's governance bodies on HIV response, such as the Global Fund Country Coordinating Mechanism, bringing together different parts of the HIV response and helping connect national priorities with regional and global commitments.

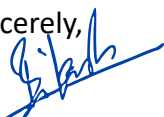
In particular, UNAIDS has supported strategic information and evidence-based planning, policy and strategy development, resource mobilization, community engagement, and advocacy. By working across government, UN agencies, development partners, civil society, and communities, it has strengthened coordination and sustained a shared focus on the national HIV response, and has played a key role in securing resource mobilization through the Global Fund mechanism.

As Nepal continues to work towards the 2030 HIV targets and address the sustainability of the response, these catalytic functions remain important. UNAIDS also provides a platform for linking country experience with regional and global discussions, while bringing global evidence, commitments and technical perspectives back to the country level.

In this context, we request the Working Group to give due consideration to the importance of maintaining effective country-level capacity of the UNAIDS Secretariat and continuity of these functions during the transition and integration process. We recognize that future arrangements may appropriately differ according to country, regional and global contexts. However, ensuring that the necessary functions, relationships and technical capacity remain available to countries will be important for a smooth and effective transition.

The Nepal CCM appreciates the continued contribution of the UNAIDS Secretariat to the national HIV response and hopes that the experience and needs of countries such as Nepal will be considered as the future arrangements are considered.

Sincerely,



Bikas Gurung
Vice-Chair, Country Coordinating Mechanism (CCM) Nepal

Niamey, le 2 Octobre 2026

À l'attention des Coprésidents du Groupe de travail
du Conseil de Coordination du Programme (PCB)
chargé de la réflexion sur l'avenir de l'ONUSIDA

Objet : Contribution du CCM Niger en faveur du maintien d'une présence forte de l'ONUSIDA au niveau des pays dans le cadre de sa transformation

Madame, Monsieur,

En ma qualité de Secrétaire Permanent du Mécanisme de Coordination Nationale des Subventions du Fonds mondial au Niger (CCM Niger), j'ai l'honneur de vous présenter la position du CCM Niger sur la transformation en cours de l'ONUSIDA. Je tiens tout d'abord à vous remercier pour le caractère inclusif de ce processus et pour l'occasion qui nous est donnée d'y faire entendre notre voix, en espérant qu'elle sera pleinement prise en compte.

Le CCM Niger, qui réunit les représentants du gouvernement, des communautés affectées, de la société civile, des personnes vivant avec le VIH, des partenaires techniques et financiers ainsi que du secteur privé, attache une grande importance à la préservation d'une présence forte et effective de l'ONUSIDA au niveau des pays.

Au Niger, l'ONUSIDA a joué un rôle déterminant dans la coordination de la riposte au VIH, la promotion d'une approche multisectorielle, la participation des communautés aux décisions et l'élaboration de politiques fondées sur les droits humains, l'équité et les données probantes.

Au-delà de son expertise technique, l'ONUSIDA a su instaurer le dialogue entre les acteurs de la riposte, renforcer les synergies entre partenaires et appuyer les dispositifs nationaux de gouvernance, de coordination et de redevabilité. Cette capacité à fédérer et à faciliter l'action collective constitue une valeur ajoutée essentielle à préserver.

Alors que les pays intensifient leurs efforts pour mettre fin au sida comme menace de santé publique d'ici 2030, toute transformation du modèle organisationnel de l'ONUSIDA doit préserver les fonctions qui ont permis les progrès accomplis ces dernières décennies.

Le CCM Niger juge essentielles les fonctions suivantes :

- La coordination et la cohérence de la riposte multisectorielle ;
- Le plaidoyer et soutien pour la participation effective des communautés et de la société civile ;
- Le plaidoyer pour l'équité et les droits humains ;
- L'analyse stratégique des données et de l'évolution de l'épidémie ;
- Le renforcement de la gouvernance et de la redevabilité nationales ;
- La mobilisation des partenaires et leur alignement sur les priorités nationales.

Nous sommes conscients des contraintes financières de l'ONUSIDA et de la nécessité d'adapter son modèle opérationnel. Toutefois, la recherche d'efficience ne doit pas affaiblir sa présence dans les pays, au risque de compromettre les acquis et de limiter son appui aux ripostes nationales.

Nous invitons donc le Groupe de travail à adopter une approche progressive, responsable et différenciée, adaptée aux besoins de chaque pays et préservant les fonctions stratégiques qui fondent la valeur ajoutée unique de l'ONUSIDA au niveau national.

« Éloigner l'ONUSIDA des pays affaiblirait sa principale force depuis plus de trente ans : rassembler les acteurs, porter la voix des communautés et aider les pays à mettre en œuvre des réponses inclusives, fondées sur les droits humains et axées sur les résultats. »

L'expérience du CCM Niger montre que la concertation entre les communautés, le gouvernement et les partenaires produit des résultats. L'ONUSIDA a largement contribué à cette convergence. Maintenir sa présence dans les pays, c'est préserver notre capacité collective à mettre fin au sida d'ici 2030.

Au nom du CCM Niger, nous soutenons une transformation responsable et progressive de l'ONUSIDA, qui maintienne son ancrage national, renforce son impact auprès des communautés et consolide son rôle de partenaire stratégique des ripostes nationales.

Nous vous invitons respectueusement à faire du maintien d'une forte présence de l'ONUSIDA dans les pays un principe directeur de cette transformation.

Veuillez agréer, Madame, Monsieur, l'expression de notre très haute considération.

BOUBACAR Ngora Ibrahim

Secrétaire Permanent

CCM Niger



CC :

- Président du CCM Niger

Norway supports the UN80 reform agenda and the Secretary-General's report. Norway recalls its earlier input on the mandate of the working group, including the view that the mandate should not be framed around the establishment of new structures as a predetermined outcome. We remain, however, committed to continued constructive engagement on the basis of the mandate and the report before us. It will be important to ensure that the process retains a constructive and forward-looking character. In that spirit, the final report should avoid language that could be construed as a categorical rejection of the Secretary-General's proposals. Furthermore, stronger alignment with or references to the broader reform processes in global health would strengthen the proposal.

The sustainability of the options under consideration, particularly in light of **donors' willingness to provide financing**, appears to need further attention. While this question may fall outside the working group's mandate, it is the PCB's responsibility to take this into consideration. To support that assessment, the paper should clearly distinguish between core funding for essential needs and earmarked funding designated for specific purposes or interventions. Declining core funding has been a central challenge for UNAIDS. A key question is therefore whether PCB members that politically support the establishment of a new structure would also be willing to provide the core funding required to sustain it. Otherwise, there is a risk of establishing a structure without a predictable, sustainable funding base, especially as political priorities and governments change.

To support a **sustainable transition in which functions move into the broader UN system**, Norway favors an option that does not retain separate regional and country offices. The transition should have a defined end date, milestones and a separately costed transition budget, alongside a realistic assessment of the core funding available for the future model.

Staffing implications also require careful attention. The paper should clarify whether staff in any new structure would be UN staff, and if so, what terms and rights would apply. A new arrangement should not be established under conditions of financial uncertainty that risk perpetuating insecurity and unsatisfactory working conditions for staff.

**Government of Pakistan**

Ministry of National Health Services, Regulations and Coordination
Strengthening Common Management Unit for TB, AIDS and Malaria
and Accelerating Response to control the three Diseases in Pakistan

Dated: 29th September 2026

SUBJECT: Working Group on the further transitioning and integration of UNAIDS into the UN system and beyond.

Dear Co-facilitators of the UNAIDS PCB Working Group,

The National AIDS Control Programme of Pakistan expresses its appreciation for the work undertaken by the UNAIDS PCB Working Group to advance the further transition and integration of UNAIDS into the United Nations system. We also value the substantive and broad debate during the multi-stakeholder consultation of 28–29 October, particularly the discussions on ensuring continuity of essential functions and country-level support during the transition.

We align with the vision of transitioning and integration of UNAIDS under the UN80 reform process. At the same time, we believe implementation of this transition should follow differentiated models, reflecting global, regional and country contexts, epidemiological realities and sustainability contexts, rather than applying a uniform approach. Pakistan highly appreciates the contribution of the UNAIDS Secretariat to the national HIV response. Through its core functions and coordination of the Cosponsors, the Secretariat has strengthened national and multisectoral dialogue and supported collaboration among government, UN entities, development partners, civil society and communities. Its technical assistance has also been particularly valuable in the preparation of successive Global Fund proposals, strengthening evidence-based strategies, resource mobilization and implementation.

Given the current context of the HIV epidemic in Pakistan, and the need to scale up efforts on sustainability, coordination, financing and the need to accelerate progress towards the 95–95–95 targets by 2030, we consider continued country-level support from UNAIDS Secretariat as essential.

Considering the exposed above, the National AIDS Control Programme of Pakistan supports the continued presence of the UNAIDS Secretariat country office throughout the entire transition and integration period, until the new arrangements are fully established and operational. Maintaining this presence would enhance national leadership and provide continuity in coordination actions and technical assistance while supporting national efforts to strengthen the sustainability of the HIV response and maintain progress towards the 2030 targets.

Pakistan encourages the Working Group to consider context-specific transition pathways and continuity of country-level capacity as essential elements of an orderly, effective and country-responsive transition. Please accept, Excellencies, the assurances of our highest consideration

(Dr Abdul Wali Khan)
Deputy National Coordinator

Deputy National Coordinator
(HIV/AIDS)
Common Management UNIT
Ministry of NHR&C, Islamabad

Wednesday September 30, 2026,

Dear UNAIDS PCB Working Group Cofacilitators

1. Amb. Bob Rae
2. Fionulla Murphy
3. Hon. Joe Phaahla

Statement by the Africa Region following the Second Multi-Stakeholder Engagement on the Further Transition and Integration of UNAIDS into the UN System and Beyond

We wish to thank the PCB chair for their leadership during this transition period and the UNAIDS Executive director, the whole secretariat and the joint programme for their hard work and support. We also wish to appreciate the Working Group for their work and commitment to a process that will see the successful transition of UNAIDS.

The Africa group, having listened to the last 2 days of discussions, we would like to jointly highlight 3 points as we move forward and await the working group's report:

First, a hub with country presence is essential. Whatever form the future arrangement takes, it must retain a coherent hub with a presence in countries, including within the purview of the UN Resident Coordinator. We cannot support a model in which functions are fragmented and redistributed across UN actors, that may neither have the multisectoral mandate to exercise this role effectively nor the prioritization of HIV, which remains a primary burden across our continent, nor the capacity supporting countries to deliver the response. Fragmentation would weaken coordination, accountability and the community-centred approach that has defined the HIV response. As we have continuously stated, fragmentation reduces efficiencies while increasing operational costs at a time we have the most limited resources. Coordination requires one accountable convenor with specified authority to align Cosponsors, donors and partners behind national plans. With fragmentation National teams will have to engage each co-sponsor separately each on its own timeline. The hub resolves this burden. "We therefore call on the Task Force to clearly articulate the governance, structure and functioning of the hub in the report.

Second, real transformation and country ownership of the response means transitioning **core functions gradually** to national health, financial and social systems including NAC multisector platforms. It does not mean moving functions from one joint program to a fragmented program or multiple other UN agencies. Sharing functions among agencies without a proper capacity assessment, one that shows what each entity can actually deliver, its HIV commitment in resources and institutional governance arrangements reverses investments and hard-won gains made in institutionalizing a coherent national HIV strategy that is anchored by a coherent UN approach. . Countries must be the driving force in decision-making regarding this transition, with the time, support and resources they need to assume these responsibilities sustainably. Country ownership operates through defined mechanisms. Countries participate in decisions on the future architecture and confirm when transition thresholds are met. Implementing countries that the UN accompany the strategic direction of this – not implementing separate projects in various sectors – these can complement but not be

the heart of the UN's support to countries from now to 2030 where countries will shoulder the major part of a transitioned global AIDS response. Kindly listen to what will help us most in this moment and what will most likely ensure the response is maintained.

Third, the transition must be function-led, not structure-led. We should first agree on what functions the HIV response needs, then decide how to deliver them. Starting with structures risks producing arrangements that look efficient on paper but leave critical functions that have underpinned our collective success unowned and with no accountability at the global level. I affirmed these functions and noted that within their sectors cosponsors also contribute to these but the Secretariat coordinates them and we do not take this for granted. We also appreciate the notion of steering and rowing and confirm that we see the Hub as the steering entity for the UN's support to countries from now to 2030.

Fourth, accountability is collective. Countries are measured against global targets. Donors, Cosponsors and implementing partners are equally accountable for whether their financing reaches service delivery, aligns with national plans and contributes to the targets they have jointly endorsed. We recommend a collective accountability mechanism within the hub, with defined indicators, transparent reporting on resource flows and designated oversight."

To steer you need to have both mandate and strength. To lead political advocacy for the UN you need standing and the new Executive Director will need a strong hub to lead the work of the Joint Programme as set out in the founding ECOSOC Resolutions. We therefore look forward to having an ED who bring cohesion and unity among the Joint Programme and the country programs.

We remain committed to this process and to constructive engagement with all stakeholders, including communities and civil society. We have noted a lot of alignment between the expectations of implementing countries and communities. To our partners from donor countries: We do take note of the strong support expressed yesterday by the United States and Germany for a continued hub leadership in countries and at regional level and agree with this. We also hear the warnings about the sustainability of the current resource level from other donors, including the most loyal donors to the UNAIDS joint program. Reduction in budget may be required, but let it follow functions and not just arbitrary budget cuts.

We do hear you that there will be some changes needed and towards 2030 UNAIDS will operate at a lower budget level, but that this should be a responsible and gradual process to ensure that the trust of implementing countries and communities is also protected and maintained. We look forward to working with you so that this transition sustains the response and moves us towards ending AIDS as a public health threat.

We thank you.

Signed:

Name	Position	Country	Signature
Dr. Vincent Bagambe	Ag. CEO	UGANDA	



NATIONAL HIV/AIDS/STI/TB COUNCIL

30th September, 2026

Joe Phaahla, South African Deputy Minister of Health
Bob Rae, Canadian UN Ambassador and ECOSOC President
Fionnuala Murphy, Frontline AIDS Co-Facilitators
UNAIDS PCB Working Group

Dear Co-Facilitators,

**REF: UNAIDS TRANSFORMATION – NATIONAL HIV/AIDS/STI/TB COUNCIL
(NAC) ZAMBIA POSITION**

The National HIV/AIDS/STI/TB Council (NAC) in Zambia followed the Program Coordinating Body (PCB) Working Group Multistakeholder Consultation meetings on 28th and 29th September 2026 to solicit input around the proposals for the transformation of the UNAIDS Secretariat. Zambia wishes to express its sincere appreciation to the PCB Working Group on this initiative.

At the country level, the value of UNAIDS extends well beyond technical assistance HIV response. It plays a unique coordinating role by bringing together UN co-sponsoring agencies through the Joint United Nations Team on AIDS (JUNTA). This has enabled the UN to align its comparative advantages and provide coherent and coordinated support to the Government priorities as espoused in the National HIV and AIDS Strategic Framework and other national guidelines. This approach has further strengthened national ownership, reduced fragmentation and enhanced efficiency.

Zambia, therefore reaffirms its strong support for the UNAIDS coordination mandate at global, regional and country levels. Thus, a well resourced and effective UNAIDS Secretariat remains indispensable to the HIV response.

Yours sincerely,

NATIONAL HIV/AIDS/STI/TB COUNCIL


Dr. Kebby Musokotwane
DIRECTOR GENERAL



SECRETARÍA EJECUTIVA
COMISCA
CONSEJO DE MINISTROS DE SALUD DE CENTROAMÉRICA Y REPÚBLICA DOMINICANA



SICA
Sistema de la Integración
Centroamericana

MCR 084-2026

San Salvador, El Salvador, september 29, 2026

Members of the UNAIDS PCB Working Group

Subject: MCR–SE–COMISCA recommendations on the transformation of the UNAIDS Secretariat

Dear Co-Facilitators and Members of the UNAIDS PCB Working Group,

On behalf of MCR–SE–COMISCA, the regional technical mechanism for HIV, tuberculosis and malaria that supports the Council of Ministers of Health of Central America and the Dominican Republic, we appreciate the opportunity to contribute to the discussion on the future configuration of UNAIDS. While we are supportive of the transformation, we recommend ensuring that impacts on countries and communities are considered, also taking into account the diverse needs of regions.

The timing of the transition is particularly important for the Latin America and Caribbean region. In 2027, five of the eight countries that are part of the sub regional mechanism of Central America (SICA) will be preparing funding requests for Global Fund Grant Cycle 8, while four countries will be implementing 2-year plans under the memoranda of understanding with the United States Government. These concurrent timed processes will affect financing, surveillance, information systems, laboratories, supply chains and service continuity. An accelerated institutional transfer could create fragmentation precisely when stronger coordination is required. Please consider that even with a loss of 60% of staffing in the LAC region, the secretariat has continued to provide much-needed political leadership and support for sustainability in our region, which no agency is covering at the moment.

We therefore ask the PCB Working Group to incorporate the following safeguards into its final recommendations:

1. **Retain a clearly defined regional or subregional UNAIDS Secretariat capacity** to connect evidence, policy, financing and community priorities across countries, while complementing national teams, Cosponsors and United Nations country structures.
2. **Adopt a transition period of at least 18 months**, supported by a sequenced roadmap that identifies the functions and financial risks involved, assigns each responsibility to an institution with the necessary resources, and verifies operational capacity before existing support is withdrawn.



SECRETARÍA EJECUTIVA
COMISCA
CONSEJO DE MINISTROS DE SALUD DE CENTROAMÉRICA Y REPÚBLICA DOMINICANA



SICA
Sistema de la Integración
Centroamericana

3. **Maintain a Secretariat-led global Hub with a focused mandate** for leadership and advocacy, coordination, strategic information, accountability and monitoring of global commitments. The respective responsibilities of the Secretariat and Cosponsors should be clearly defined, funded and monitored.
4. **Guarantee meaningful participation by communities and civil society** from the outset, including in priority-setting, funding decisions, implementation and oversight, through formal mechanisms that enable them to influence decisions.

These requests do not seek to preserve every existing structure. They are intended to prevent capacity gaps, protect continuity and ensure that institutional change strengthens the response rather than transferring responsibilities before receiving institutions are ready to assume them.

We respectfully request that these safeguards be reflected in the Working Group's final proposal and transition roadmap.

Sincerely,

Dr. Ana Isabel Nieto Gómez
RCM Technical Secretariat
On behalf of MCR-SE-COMISCA