

STATEMENTS BY MEMBER STATES



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UNAIDS Multistakeholders Consultation
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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, it's 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.

Dear UNAIDS colleagues,

Greetings from Beijing~

On behalf of the Department of Science, Technology, Education and International Cooperation, National Disease Control and prevention Administration of China, we would like to express our appreciation for the work of the Working Group and Co-Facilitators. China keeps following the reform and transition process of UNAIDS and supports such efforts, so comments are submitted as follows:

Firstly, further transition must preserve UNAIDS' core mandate and capacities. The transition process should, in the principle of “do no harm,” safeguard the continuity and coherence of the global HIV response—particularly through sustained and scaled-up technical and financial support to low- and middle-income countries—in alignment with the 2030 target of ending AIDS as a public health threat.

Secondly, it is recommended that further transition and integration fully harness the “One UN” approach to strengthen system-wide coherence and efficiency in the global HIV response—thereby reducing institutional fragmentation and duplication of effort. The proposed transformation model options must clearly define the governance architecture between the Hub of the Joint Program and UN Co-Sponsors, including respective mandates, decision-making authority, coordination protocols and operational mechanisms.

China remains committed to active engagement in the ongoing transition processes of UNAIDS. Please keep the above statements/comments in record. Thank you.

Regards,

XIAO Sa

Program Officer

国家疾控局

科教国际司

国际合作处

Division of International Cooperation

Department of Science, Technology, Education and International Cooperation
National Disease Control and Prevention Administration, P.R. China

Thank you, Chair. And thank you to the Co Facilitators and the Working Group for setting out a pathway for the UN's leadership on HIV through 2030.

We are discussing this from a very different starting point than even a year ago. The Joint Programme has undergone profound change in 2026. The revised operating model agreed by this Board is now being put in place. This has been a major transformation, but importantly, one undertaken through consultation, with implementing countries and communities at its centre.

And that is exactly where the next phase must start.

Ultimately, sustainability will not be decided in Geneva or New York. It will be decided in countries. Our task as a Board is therefore to determine how UNAIDS, and the wider UN system, can best support countries and communities to assume greater ownership and leadership through 2030.

Germany is one of UNAIDS' largest core donors, and I therefore want to thank the HIV Leadership Forum for its position paper. It gives us an important perspective on what 38 implementing countries expect from the UN's future leadership role. And the message is clear.

Countries want a Joint Programme led by a **strong Secretariat, or Hub, with political weight, visibility and authority**. A Hub able to work across sectors and beyond the limitations of any single institutional mandate. And a Hub that protects the space for communities to influence decisions, shape priorities and hold institutions accountable.

Should that Hub become leaner over time? Yes.

But leaner cannot mean weaker.

If we expect the Hub to lead, it must have the capacity and standing to lead. Reducing it to a marginal coordinating function would dismantle the central driving force of the UN's HIV response.

This brings me to the transition.

We agree with the Working Group that the timeline and the financing cannot be separated. A responsible transition must take place progressively through 2030, with countries and communities assessing needs and capacities country by country.

That may require additional investment in 2027, followed by a gradual reduction in the Hub's capacity and country presence as national authorities are ready to assume greater leadership, including coordination with and support for community structures.

That is what sustainability means: transferring leadership to countries, not simply transferring functions between UN entities.

And it certainly does not mean replacing strategic UN leadership with an increasingly project based model of support at country level.

Our objective should therefore be clear: a stronger national response, stronger country ownership and, through 2030, a focused but credible UNAIDS Hub with the political authority to get us there.

Thank you.

**Dear Morten,
Good afternoon,**

Following the meeting of the multistakeholders this week, we would like to submit a number of our comments and positions on the "Options Paper on the Further Transition and Integration of UNAIDS into the UN System and Beyond" as follows:

Iran reiterates its strong support for the role and function of UNAIDS as an important institution in the global health environment. In this context, Iran wishes to emphasize the undeniable role of the UNAIDS office at the country level, with an assigned representative, as well as a clear UNAIDS presence at the regional level. These structures are essential for ensuring continued coordination and accountability of the HIV response.

Iran emphasizes that national ownership must be the cornerstone of any transition process, both during the transition period and afterwards. Governments, through their national coordinating authorities or mechanisms, must be fully engaged in designing and implementing transition arrangements. No function should be transferred, reduced, or withdrawn without the explicit request, consent, and active participation of the concerned national government, and without a prior, transparent, and government-led capacity assessment confirming that national systems are ready to assume those responsibilities. Country ownership is not merely rhetorical but operational.

Iran favors an approach that preserves a dedicated country-level presence in the immediate and medium term, with any future transition contingent on rigorous, government-consulted capacity assessments and clear, transparent criteria. Iran also supports maintaining a regional presence.

Iran further proposes the establishment of sub-regional hubs for more effective and efficient implementation of UNAIDS programmes. Such sub-regional structures would allow countries with shared epidemiological and institutional contexts to benefit from pooled technical expertise, joint advocacy, peer learning, and coordinated resource mobilization, while retaining dedicated country-level presence where needed.

Kind regards,

Ebrahim

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Segunda consulta sobre la transición e integración de ONUSIDA en el sistema de las Naciones Unidas

(Respuestas en español seguidas de traducción al inglés)

1. Question 1: What opportunities and challenges do you see in the proposed country presence options, as well as regional, for advancing a more integrated “One UN” approach — while sustaining effective support to the national HIV response and the strengthened role of communities?

México reconoce la oportunidad que representa la transformación de ONUSIDA para fortalecer la coordinación del sistema de Naciones Unidas y avanzar hacia una respuesta al VIH integrada, sostenible y centrada en las personas, aprovechando las capacidades diferenciadas y complementarias del futuro Hub, de los organismos copatrocinadores, de las instituciones nacionales y de las comunidades.

En este contexto, las alternativas de presencia nacional propuestas por el Grupo de Trabajo deben examinarse considerando las capacidades institucionales existentes, las características epidemiológicas de cada país, las brechas de acceso a los servicios y las necesidades identificadas mediante evidencia epidemiológica y expresadas por las propias comunidades.

Una transición progresiva hacia estructuras de coordinación compartidas podría facilitar la integración de los servicios de VIH, de hepatitis virales y de ITS en los sistemas nacionales de salud. No obstante, será importante asegurar que la transferencia de responsabilidades a los organismos copatrocinadores esté acompañada de capacidades técnicas, recursos financieros y mecanismos de seguimiento que permitan mantener la continuidad de la asistencia a los países. Las acciones de transición poco definidas podrían generar interrupciones en la asesoría y acompañamiento a los diferentes países.

En el ámbito regional, la transformación ofrece oportunidades para fortalecer la cooperación técnica, el intercambio de información epidemiológica, la vigilancia de la resistencia a los antirretrovirales y la incorporación equitativa de innovaciones en prevención, diagnóstico y tratamiento.

Asimismo, México destaca la importancia de que la participación de las comunidades y organizaciones de la sociedad civil se mantenga institucionalizada en los mecanismos nacionales y regionales de coordinación, con responsabilidades definidas y recursos para contribuir a la planificación, implementación y evaluación de las respuestas al VIH. La colaboración con la sociedad civil se ha dado mediante la entrega y distribución de insumos de prevención (condones, pruebas rápidas de detección de VIH, VHC y sífilis, y medicamentos para la expansión comunitaria de la PrEP y la PEP), la capacitación continua y los convenios de colaboración entre los servicios de salud estatales y las acciones de alcance comunitario de las asociaciones civiles.

Por ello, los arreglos de presencia territorial deberán permitir identificar con claridad qué entidad será responsable de cada función, cómo se garantizará la interlocución con las autoridades nacionales y qué



mecanismos permitirán responder oportunamente ante necesidades técnicas, epidemiológicas o relacionadas con los derechos humanos.

El Estado Mexicano reitera la importancia de que la Representación Regional de ONUSIDA sea acogida en un Estado miembro que permita la participación efectiva de los demás Miembros. Asimismo, se reitera la relevancia de la participación regional en el nuevo Hub Global, incluida la representación lingüística y la diversidad de los equipos operativo y directivo.

Mexico recognizes the opportunity presented by the transformation of UNAIDS to strengthen coordination across the United Nations system and advance an integrated, sustainable and people-centered HIV response, drawing on the distinct and complementary capacities of the future Hub, Cosponsors, national institutions and communities.

In this context, the Working Group should examine the proposed country presence options in light of existing institutional capacities, each country's epidemiological characteristics, gaps in access to services, and needs identified through epidemiological evidence and expressed by communities themselves.

A progressive transition towards shared coordination structures could facilitate the integration of HIV, viral hepatitis and sexually transmitted infection (STI) services into national health systems. Nevertheless, it will be important to ensure that the transfer of responsibilities to Cosponsors is accompanied by the technical capacities, financial resources and monitoring mechanisms required to maintain continuity of support to countries. Poorly defined transition actions could disrupt the technical advice and support provided to countries.

At the regional level, the transformation presents opportunities to strengthen technical cooperation, the exchange of epidemiological information, surveillance of HIV drug resistance, and the equitable uptake of innovations in prevention, diagnosis and treatment.

Mexico also emphasizes the importance of maintaining the institutionalized participation of communities and civil society organizations in national and regional coordination mechanisms, with clearly defined responsibilities and resources to support the planning, implementation, and evaluation of HIV responses. Collaboration with civil society has included providing and distributing prevention commodities (condoms, rapid tests for HIV, hepatitis C virus, and syphilis, and medicines for the community-based expansion of PrEP and PEP), ongoing capacity-building, and collaboration agreements between state health services and civil society organizations' community outreach activities.

Country and regional presence arrangements should therefore clearly identify which entity will be responsible for each function, how engagement with national authorities will be ensured, and which mechanisms will enable timely responses to technical, epidemiological and human rights-related needs.





Mexico reiterates the importance of hosting the UNAIDS regional office in a Member State that enables other Member States to participate effectively. Mexico further underscores the relevance of regional participation in the new Global Hub, including linguistic representation and diversity across its operational and senior management teams.

2. Question 2: 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?

México reconoce la importancia de avanzar hacia un modelo institucional financieramente sostenible, que permita optimizar los recursos disponibles sin comprometer las funciones centrales del Programa Conjunto ni los compromisos internacionales establecidos en la Declaración Política sobre el VIH/Sida de 2026.

En este sentido, una transición responsable debe considerar que la reorganización institucional no se limita a la reducción de estructuras administrativas, sino que requiere preservar las capacidades de liderazgo político, de coordinación multisectorial, de generación de información estratégica, de rendición de cuentas y de participación comunitaria que sustentan la respuesta mundial al VIH.

Las alternativas de transición de 12 y 18 meses planteadas por el Grupo de Trabajo deben examinarse a partir de las condiciones operativas necesarias para la transferencia de responsabilidades, considerando la preparación institucional de los organismos copatrocinadores, la disponibilidad de recursos y la continuidad del apoyo técnico a los países.

Asimismo, será importante que el informe final presente una hoja de ruta financiera que distinga los costos extraordinarios de la transición de los gastos recurrentes del nuevo modelo, e identifique los recursos necesarios para el funcionamiento del Hub, la implementación técnica por parte de los organismos copatrocinadores y las actividades catalíticas en los países.

En materia administrativa, México toma nota de las consideraciones del Grupo de Trabajo sobre la continuidad del arreglo vigente de prestación de servicios con la Organización Mundial de la Salud, así como de la necesidad de examinar opciones para reducir los costos indirectos sin comprometer la eficiencia ni la continuidad institucional.

Finalmente, la transformación deberá incorporar mecanismos de seguimiento financiero, hitos verificables y criterios para evaluar la preparación de las entidades receptoras antes de la transferencia de funciones. La sostenibilidad del Programa Conjunto también requiere asegurar recursos previsibles para la generación de evidencia, la cooperación técnica y la participación comunitaria, en congruencia con los compromisos internacionales para 2030.

Mexico recognizes the importance of moving towards a financially sustainable institutional model that optimizes available resources without compromising the core functions of the Joint Program or the international commitments set out in the 2026 Political Declaration on HIV and AIDS.



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In this regard, a responsible transition must recognize that institutional reorganization is not limited to reducing administrative structures. It requires preserving the capacities for political leadership, multisectoral coordination, strategic information generation, accountability and community engagement that underpin the global HIV response.

The Working Group should assess the 12- and 18-month transition options against the operational conditions required to transfer responsibilities, taking into account Cosponsors' institutional readiness, resource availability, and the continuity of technical support to countries.

The final report should also present a financial roadmap that distinguishes one-time transition costs from the recurring costs of the new model and identifies the resources required for the functioning of the Hub, technical implementation by Cosponsors, and catalytic activities at country level.

On administrative arrangements, Mexico notes the Working Group's considerations on continuing the existing administrative services arrangement with the World Health Organization, as well as the need to examine options to reduce overhead costs without compromising efficiency or institutional continuity.

Finally, the transformation should incorporate financial monitoring mechanisms, verifiable milestones, and criteria for assessing the readiness of receiving entities before transferring functions. The sustainability of the Joint Program also requires predictable resources for evidence generation, technical cooperation, and community engagement, in line with international commitments towards 2030.

- 3. Question 3: Within the bounds of the existing ECOSOC mandate, where do stakeholders see the greatest potential to transform decision-making at the global (Hub) level — in a way that keeps all Joint Program actors meaningfully involved and invested in decision-making, core-function implementation, and funding allocation?**

México reconoce el valor agregado del Programa Conjunto de ONUSIDA como mecanismo de coordinación multisectorial e involucrando a múltiples partes interesadas, así como la importancia de preservar su capacidad de liderazgo, de generación de evidencia, de rendición de cuentas y de participación comunitaria durante el proceso de transformación institucional.

La propuesta de establecer un Hub de dirección estratégica y coordinación, con los organismos copatrocinadores como principales responsables de la implementación técnica, representa una oportunidad para examinar una distribución más clara de funciones y responsabilidades, manteniendo el carácter conjunto del Programa y su vinculación con los compromisos internacionales para 2030.

En el marco del mandato vigente del ECOSOC, México reconoce la importancia de mantener a la Junta Coordinadora del Programa como órgano de dirección estratégica, de aprobación





presupuestaria y de supervisión, y, al mismo tiempo, fortalecer los mecanismos de corresponsabilidad entre el Hub, los organismos copatrocinadores y las comunidades.

En este sentido, la transformación de la gobernanza deberá permitir que las cuatro funciones centrales del Programa Conjunto se mantengan como responsabilidades compartidas, con atribuciones institucionales claramente definidas, instrumentos comunes de planificación e indicadores verificables que permitan dar seguimiento a los resultados.

Asimismo, la participación de las comunidades y organizaciones de la sociedad civil deberá incorporarse formalmente en los mecanismos de coordinación y toma de decisiones, incluyendo su contribución a la definición de prioridades, la asignación de recursos y el seguimiento de los compromisos internacionales, y deberá contar con financiamiento suficiente para el ejercicio efectivo de dichas responsabilidades.

El mecanismo de fondos mancomunados propuesto por el Grupo de Trabajo ofrece un espacio para desarrollar procedimientos transparentes de toma de decisiones compartida entre el Hub, los organismos copatrocinadores y las comunidades, bajo la dirección estratégica y la supervisión de la JCP.

Finalmente, México destaca la importancia de que el informe final establezca con claridad los mecanismos mediante los cuales el futuro Hub conservará su capacidad para coordinar la respuesta internacional al VIH, mantener la comparabilidad de los datos epidemiológicos y promover la rendición de cuentas, evitando duplicidades institucionales y asegurando la continuidad del mandato del Programa Conjunto.

Mexico recognizes the added value of the UNAIDS Joint Program as a multisectoral and multistakeholder coordination mechanism, as well as the importance of preserving its leadership capacity, evidence generation, accountability, and community engagement throughout the institutional transformation process.

The proposal to establish a Hub for strategic direction and coordination, with Cosponsors bearing primary responsibility for technical implementation, offers an opportunity to clarify functions and responsibilities while maintaining the Program's joint nature and its alignment with international commitments towards 2030.

Within the framework of the existing ECOSOC mandate, Mexico recognizes the importance of retaining the Program Coordinating Board as the body responsible for strategic direction, budget approval and oversight, while strengthening mechanisms for shared responsibility among the Hub, Cosponsors and communities.

In this regard, the transformation of governance arrangements should ensure that the four core functions of the Joint Program remain shared responsibilities, supported by clearly defined



institutional responsibilities, common planning instruments and verifiable indicators to monitor results.

Furthermore, communities and civil society organizations should be formally included in coordination and decision-making mechanisms, including contributions to priority-setting, resource allocation, and monitoring international commitments, with sufficient funding to enable them to exercise these responsibilities effectively.

The pooled funding mechanism proposed by the Working Group offers an opportunity to develop transparent procedures for shared decision-making among the Hub, Cosponsors and communities, under the strategic direction and oversight of the Program Coordinating Board.

Finally, Mexico emphasizes the importance of the final report clearly setting out the mechanisms through which the future Hub will retain its capacity to coordinate the international HIV response, maintain the comparability of epidemiological data, and promote accountability, while avoiding institutional duplication and ensuring continuity of the Joint Program's mandate.



From: [PCB Governance](#)
To: [USSING, Morten](#); [LOUNNAS, Samia](#); [HEWSON, Adriana](#); [NGABANE, Kodo](#); [KAUPP, Luca Manuel](#); [BAYRAKCEKEN, Saliha](#); [SALAMA, Maya](#)
Subject: FW: NL input written submission MSC
Date: 05 October 2026 08:46:50

From: Embden Andres, Carolien van <carolien-van.embdenandres@minbuza.nl>
Sent: Monday, October 5, 2026 5:46:41 PM (UTC+01:00) Amsterdam, Berlin, Bern, Rome, Stockholm, Vienna
To: PCB Governance <pcbgovernance@unaid.org>
Cc: Schipper, Fabian <fabian.schipper@minbuza.nl>; Olshanska, Zina <zina.olshanska@minbuza.nl>
Subject: NL input written submission MSC

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Dear colleagues,

With apologies for the delay, please find the NL submission for the MSC below for publication on the website.

Best,
Carolien

- **Question 1:** What opportunities and challenges do you see in the proposed country presence options, as well as regional, for advancing a more integrated “One UN” approach — while sustaining effective support to the national HIV response and the strengthened role of communities?

The options paper presents several important concepts that should serve as the base for the transformation, notably: *for a genuine transformation of the Joint Programme to occur, the “us” versus “them” mentality must be replaced with an emphatic commitment to working as “One UN”; and all organizations must distinguish between “rowing” and “steering”.*

Maintaining the status quo is unrealistic and unsustainable due to the current funding environment. Previous changes were necessary downsizing, transformative change is needed in reaction to changed circumstances and to ensure the sustainability of the HIV response. There is potential for transformation at all levels, but especially at country level. It is imperative to drastically revise the division of labour, allowing for more ownership of cosponsors, civil society and national partners. We see this as an opportunity to formalize a further strengthened role for civil society, beyond the current role of the NGO Delegation in the global governance structure. This would entail formalizing the role of both cosponsors and civil society in decision making and budget allocation at different levels,

including national level.

We therefore support the idea of a lean global hub, and option A under para 47: no hub presence in country. It is worth mentioning here that no hub presence is not the same as no Joint Programme presence at country level. Safeguarding the capacity at country level is crucial but it doesn't imply that different entities have to be present simultaneously. We expect that under option A capacity at country level is to be efficiently integrated within existing structures. In line with UN-wide reform, RCOs should be strengthened: HIV coordinators within RCOs serve as single entry point for the Joint Programme, working with cosponsors, civil society and national partners on implementing the response. Option A allows for true transformation at country level, ultimately increasing the efficiency and sustainability of the response. At the same time, it is important to consider that some structures or hosting agreements may be temporary as there is no one-size approach to all countries and contexts. The country needs would need to dictate the most relevant setup of UN and civil society teams' presence and roles on the ground.

- **Question 2: 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?**

The proposed budget is the budget UNAIDS currently maintains. This is not the budget that should apply to a more integrated, cost-efficient and sustainable Joint Programme. That would defeat the purpose of this exercise and lead to an unsustainable situation. The whole point of this exercise is to manage a responsible transition, in response to the global trend of decreasing ODA spending, including a significant drop in HIV investments, avoiding what occurred last year as global HIV investments suddenly dropped drastically.

Having a realistic budget allows us to responsibly transform the Joint Programme and work towards the global HIV/AIDS goals. If we don't seize this momentum for change, donors will drop out and the situation becomes unmanageable. We therefore call on the Working Group to present an operational model, based on realistic costing, that is notably more cost-efficient than the current one, and predictable through a focus on multi-annual core funding, as this increases cost-effectiveness and efficiency.

At the same time, we are aware that the transition period would cost more time since the downsizing of the secretariat would need to continue. In this case, it is essential that there is a clear proposal for costing of a timebound transition, say 1 year, and the costing (the core budget) of the post-transition period with the global HUB and one-UN team including civil society on the ground. For the post-transition period, option A seems to be the most sustainable option.

- **Question 3: Within the bounds of the existing ECOSOC mandate, where do stakeholders see the greatest potential to transform decision-making at the global (Hub) level — in a way that keeps all Joint Programme actors meaningfully involved and invested in decision-making, core-function implementation, and funding allocation?**

We agree with not revisiting the original ECOSOC resolution. Staying as close to that as needed, we would like to see a revised division of labour at every level. The decision-making arrangements of the JP should be reviewed, especially at HUB level, as part of the transition to ensure that they enable meaningful, transparent, timely engagement of the secretariat, co-sponsors and civil society while preserving the jointness of the programme. With the reform of the presence at country level and corresponding review of working arrangements, it is important to formalize engagement of civil society and communities. We support a stronger and more systematic role in shaping , informing and influencing decisions, including through structured consultation. At the same time, the transition plan should recognize that as UN JP the formal decision-making authority remains grounded in the existing ECOSOC (UN) governance framework.

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1st October 2026

The UNAIDS PCB Working Group

RE: Multistakeholder Consultation of the PCB Working Group on the Transition and Integration of UNAIDS into the UN System.

The Chairperson, distinguished members of the PCB Working Group, Co-sponsors, representatives of civil society and communities, colleagues and partners. On behalf of the Government and people of the Federal Republic of Nigeria, I thank the Working Group for convening this consultation and for the opportunity to share Nigeria's perspective.

Nigeria is home to one of the world's largest HIV epidemics. We have made real progress in treatment scale-up, prevention of mother-to-child transmission, and strengthening our national response. UNAIDS has been a trusted partner throughout, convening, advocating, and holding countries accountable. Nigeria therefore supports a transition that is orderly, evidence-based, and country-centred. We offer four points for the Working Group's consideration.

1. Keep HIV visible, multisectoral, and nationally coordinated

The HIV response succeeded because it was never treated as a purely health issue. NACA coordinates a whole-of-government, whole-of-society response across ministries, states, the private sector, faith-based organizations, and communities. Integration into the wider UN system must not dilute this. We ask that the functions UNAIDS perform, namely strategic leadership, convening, normative guidance, and advocacy against stigma and discrimination, are explicitly assigned and resourced within the new arrangement. HIV should not be absorbed into broader health or development agendas where it competes with other priorities and loses its political profile. In Nigeria, the continued relevance of the "Three Ones" principle (one coordinating authority, one strategic framework, one monitoring and evaluation system) depends on a UN partner structure that mirrors and supports it.

2. Ensure continuity of services, data, and technical support during the transition

Nigeria is working to close persistent gaps in treatment coverage, Paediatric HIV, adolescent girls and young women, and key populations, at a time of global funding contraction. Any transition must avoid disruption at the point of service. We ask for a phased, clearly timed roadmap with defined milestones and transparent communication to national programmes. Attention is needed for strategic information: Nigeria relies on UNAIDS-supported modelling, estimates, and epidemic appraisals to plan, target resources, and report. The institutional memory and technical capacity that sustain these functions, including at the country office level, must be retained. We also ask that the Joint UN Team on AIDS in Nigeria keep its coherence and technical capacity at state level throughout.

3. Reinforce sustainability and domestic ownership

Nigeria is deliberately shifting from donor dependence to shared responsibility under the new business and sustainability model. Through the HIV Trust Fund, increased domestic budgetary commitments, and stronger state-level ownership, we are mobilizing national resources and integrating HIV services into primary health care and universal health coverage. We are also pursuing local production of commodities to strengthen supply security. We expect the transition to accelerate, not slow, this movement. The post-transition UN architecture should provide technical support for domestic resource mobilization, health financing reform, and efficient integration of HIV with related services such as tuberculosis, hepatitis, and sexual and reproductive health. It should do so without weakening dedicated HIV investment and accountability.

4. Protect communities, human rights, and inclusive governance

Communities of people living with HIV, women's groups, young people, key populations and persons in close settings are central to Nigeria's response, and their meaningful participation must be guaranteed in the new arrangement. The multistakeholder governance model, in which civil society sits alongside governments and co-sponsors in decision-making, has been one of UNAIDS' most distinctive contributions, and should be preserved or equivalently secured in the future structure. In an environment where stigma, discrimination, and legal and social barriers still limit access to services, the UN system must retain a strong voice on human rights, gender equality, and inclusion, and ensure that community-led monitoring and service delivery remain supported and funded.

Conclusion

Nigeria is committed to ending AIDS as a public health threat by 2030 and working constructively with the Working Group, the UN system, and all partners. We ask that the transition be guided by three principles: country leadership, continuity of service, and communities at the center. If this is properly done, integration can make the UN's support to countries more coherent and efficient. Done poorly, it risks reversing hard-won gains.

Nigeria stands ready to share its experience and to contribute to the design and implementation of a transition that leaves no one behind.

Yours sincerely,



Dr Temitope Ilori

Director General,

National Agency for the Control of AIDS (NACA), Nigeria

From: Jack Mitchell <Jack.Mitchell@fcdo.gov.uk>

Sent: Monday, September 28, 2026 3:23:27 PM (UTC+01:00) Amsterdam, Berlin, Bern, Rome, Stockholm, Vienna

To: PCB Governance <pcbgovernance@unaids.org>

Cc: Simon Lee <simon.lee@fcdo.gov.uk>

Subject: UK-IRE Intervention - MSC - 28/09/26

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OFFICIAL

Dear team,

Please see below copy of the intervention I made in the plenary section of today's MSC:

Thank you, Chair.

We welcome the direction of travel set out in the options paper and, in particular, the recognition that this process is about transformation, not simply adaptation. In the interests of time I fully echo the comments made by Belgium and Denmark.

If we are serious about transformation, then we must be willing to examine options that go beyond adjustments to the current model. This is especially true at country level. The ECOSOC mandate provides significant flexibility in how UNAIDS is delivered on the ground, and we therefore encourage serious consideration of options that would substantially reduce, consolidate, or where appropriate eliminate standalone UNAIDS country presence, with functions integrated into wider UN structures. We recognise that further evidence is needed before decisions can be taken, but we would expect these options to be developed in much greater detail and assessed with the same rigour as more traditional models.

On sustainability, we welcome the inclusion of a lower-funding scenario. This reflects a reality that many donors have been highlighting for a significant period. Declining contributions did not begin in 2025, and future funding cannot be assumed to return to previous levels. The question before us is therefore not how to preserve the current model, but how to design one that is viable within foreseeable resource constraints.

Future donor confidence will depend on whether this process delivers genuine transformation. This is not challenge for challenge's sake; it is not abandonment; it is a candid reflection of the financial environment. If we want a sustainable UNAIDS, donor concerns regarding efficiency, value for money, and impact must be fully addressed. We

therefore strongly support ensuring that the Working Group have access to all information necessary to undertake robust costing and comparative analysis of every option under consideration.

Finally, the UK believes that transformative change can be achieved within the existing ECOSOC mandate. The mandate's greatest strength is the place it gives to communities and civil society-. That must remain non-negotiable. We should protect those core principles while pursuing the maximum level of reform possible. The mandate should not be used as a reason to avoid difficult decisions; rather, it should provide the foundation on which meaningful transformation is built.

Thank you.

Many thanks and kind regards,

Jack

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