Agenda item 1.2

UNAIDS/PCB (EM)/6.4

# REPORT OF THE SPECIAL SESSION OF THE PROGRAMME COORDINATING BOARD

UNAIDS

8–11 December 2026 | Geneva, Switzerland
UNAIDS Programme Coordinating Board
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**Additional documents for this item:** *none*

**Action required at this meeting – the Programme Coordinating Board is invited to:**

*adopt* the report of the 2026 PCB Special Session.

**Cost implications for decisions:** *none*

**Monday 26 OCTOBER 2026**

## 1. Opening

### 1.1 Opening of the meeting and adoption of the agenda

1. The UNAIDS Programme Coordinating Board (the Board or PCB) convened virtually on 26 October 20256 for its Special Session.

2. Ambassador Erika Schouten from the Permanent Mission of the Netherlands, welcomed participants to the meeting. A moment of silence was observed in memory of everyone who had died of AIDS.

3. The Chair said the meeting marked a defining moment for UNAIDS, with the Working Group (on the further transition and integration of UNAIDS into the UN system and beyond) having delivered a path forward to translate a shared vision into concrete actions that can achieve a more integrated, efficient and resilient United Nations (UN) programme. This would involve transforming UNAIDS into a smaller global hub responsible for steering and a unified team on the ground responsible for country-level implementation in support of increased country ownership, she said.

4. The process would also serve as example for the entire UN, proof that UN institutions can honour their strengths while adapting to a changing world. A successful transition, she said, required flexibility to refine roles and realism to align plans with available resources.

5. Winnie Byanyima, Executive Director of UNAIDS, congratulated the Working Group on the process it had managed and welcomed the decision by PCB stakeholders to reject the “sunsetting” of UNAIDS. The challenge now was to transform the Joint Programme. The Working Group had presented a pathway or strategic direction that would maintain unity across a phased transition that is grounded in country realities and co-led with communities. It had to be a transformation that does no harm, she emphasized.

6. The entire discussion, she said, was about countries and communities, about sustaining the HIV response through profound change and about protecting and building on what works. She acknowledged that it was sometimes difficult to reach agreement at the global level on structures and mandates, but insisted that, on the ground, Cosponsors and the Secretariat delivered together, shared resources, supported government, and worked closely with civil society. She illustrated this by referring to recent joint work undertaken in the Pacific and in Latin America, and the mobilizing of funding for joint action in South Africa and Uganda.

7. Country functions would increasingly be integrated into national systems and community-led institutions. She said a transformed UN should measure its success not by the structures it creates or abolishes but by its impact in countries.

8. Thanking core donors for their ongoing support, Ms Byanyima said their

message had been heard: the resource needs of the Joint Programme would decrease over time. For 2027, core resource level of US$ 63 million was proposed, with flexibility up to US$ 80 million, with the pathway towards U$ 25–50 million by 2030. She warned, though, that reducing costs was not necessarily reform and that moving faster did not necessarily amount to moving forward.

9. The world could not dismantle what worked before something stronger was in place, she said, and it could not ignore the fragility of the AIDS amid funding cuts, growing attacks on human rights, and conflict and other crises. A poorly managed transition could reverse decades of gains, she warned. The Board also had a duty of care towards staff, who were owed fairness, transparency and respect and who should be spared unreasonable demands.

10. Part of the task in 2027, she said, was to determine where the transition was ready to proceed and how that would occur. Governments and communities would have to develop those criteria with the Joint Programme, and the assessments had to be inclusive and evidence based.

11. Ms Byanyima stressed the principle that no essential function should disappear before the resources and capacity to sustain it were in place. That would provide the foundation for the 2028–2029 workplan and budget and a creditable pathway towards 2030.

12. She reminded the meeting that the transformation had to serve people and their communities, and help ensure that countries have systems, resources and capacities to sustain their HIV responses. The Joint Programme's transformation had to serve those larger goals.

13. The PCB had chosen to preserve the Joint Programme, she said. It now needed the political support, time and resources to transform responsibly.

14. Morten Ussing, Director of Governance and Multilateral Affairs, UNAIDS, briefed the meeting on logistical arrangements and the conduct of proceedings, and recalled the intercessional decisions adopted by the PCB.

15. The meeting adopted the agenda.

### 1.2 Consideration of the report of the 58th meeting of the PCB

16. The meeting adopted the report.

## 2. Final report and plan of the PCB Working Group on the further transition and integration of UNAIDS into the UN system and beyond

17. Ambassador Erika Schouten from the Permanent Mission of the Netherlands, thanked the Working Group and the co-facilitators for their dedication and work.

18. Working Group co-facilitator, Joseph Phaahla, Deputy Minister of Health, South Africa, presented the key findings of the report and thanked the Board for the trust it had invested in the Working Group. He began by describing the background of the process, the terms of reference (which had four deliverables), the Working Group's meetings and consultations, its outputs, and

the final report.

19. Mr Phaahla said the recommendations in the report reflected broad convergence among Working Group members, though not every member necessarily agreed on each point. He said the report noted where a divergence of opinion remained. However, the report identified the general directions recommended by the Working Group as a whole.

20. Turning to the strategic directions recommended by the Working Group, he said it had rejected the proposal to "sunset" UNAIDS by end-2026. The multisectoral expertise and capacity of the UNAIDS Joint Programme was still key for accelerating progress towards the goal of ending AIDS as a public health threat. Noting that the Working Group's recommendations were inspired by the spirit of the original ECOSOC resolution, Mr Phaahla said the plan being presented represented a renewed commitment to working as one UN, was focused on efficiency and agility, and was aimed at eliminating overlap, leveraging the Joint Programme's multisectoral capacity and expertise.

21. Cosponsors would lead on implementation of the thematic results areas under a revised division of labour, while a slimmed-down hub would provide overarching leadership, coordination, accountability and management of the data function, and institutionalization of community co-creation and co-leadership.

22. The Working Group anticipated that the Joint Programme would continue to evolve. Country responses would be driven by clear criteria and the desires of national partners, and the transformed Joint Programme would build community co-creation and co-leadership into all aspects of its work. It was proposed that the PCB remain the governing body, with the authority to approve and monitor a single budget and workplan, while the Executive Director would remain accountable to the Board.

23. The transformation would entail considerable transition costs initially, after which it was anticipated that the annual funding envelope would decrease over time.

24. The proposed transition would occur on two tracks. Organizational changes should be implemented starting in early 2027 and be concluded by the end of 2027. Country-level transition would take longer, since country presence would need to be differentiated according to country needs and priorities. The Joint Programme would need to maintain a coordinated presence at regional level for functions that cannot be delivered at country level.

25. Working Group co-facilitator Fionnuala Murphy continued the presentation by outlining the transformative elements. Cosponsors, which were present in at least 130 countries, would bring their expertise and have a full leadership mandate for the thematic results areas, supported by dedicated catalytic funding.

26. Secondly, the Secretariat would become a more streamlined hub that steers the Joint Programme with a focus on functions which only the hub can perform: its global leadership and advocacy role; ensuring accountability within the unified budget and workplan (under the direction of the PCB); gathering and analysing data and strategic information, in collaboration with governments, communities and Cosponsors; driving the institutionalization of community co-creation and co-leadership across all aspects of the Joint Programme.

27. A third transformative element entailed mainstreaming community co-creation and co-leadership across the Joint Programme, in line with the GIPA principle. That called for a limited number of remunerated community co-creation positions within the hub.

28. Turning to the issue of country presence, she said the transition would differ across countries and would need to be guided by clear criteria. A transfer of functions at country level should occur only once the readiness of receiving entities to perform those functions was assured. The Working Group proposed that no core function be transferred at any level until an evidence-based assessment has verified the means exist for sustaining the function.

29. The regional presence of the Joint Programme would also be differentiated based on regional analyses and assessments. The Joint Programme would need a presence in all regions, with a focus on functions that can be delivered more efficiently at that level. It was expected that the hub would assume responsibility for the regional presence for the immediate future, with that presence shifting over time to existing regional UN institutions.

30. Ms Murphy then spoke to a slide depicting the various roles and responsibilities within the Joint Programme.[1] She said that, while the revised operating model adopted in 2025 had referred to core functions as belonging to the Secretariat, the Working Group believed that those should be shared across the entire Joint Programme. All Cosponsors had roles to play in relation to each of the core functions.

31. Turning to the issue of governance of the transformed Joint Programme, she said the Working Group recommended that the PCB remain responsible for and have authority over the budget of the Joint Programme. The Executive Director would remain accountable to the Board. The current rules of the Committee of Cosponsoring Organizations (CCO) and the NGO Delegation to the PCB should also be preserved. The Working Group recommended against reopening the ECOSOC resolution at this stage; any further questions on the governance of the Joint Programme should be postponed until the transformation was in place.

32. Regarding the funding model, Ms Murphy said the Working Group's recommendations on future financing and resource mobilization were only advisory. The PCB alone was responsible for approving the budget. More generally, the Working Group believed that funding should follow functions. She said the Group had conducted extensive analysis of the core functions and staffing associated with performing them. The PCB should use this information as it works to "right-size" the budget under the new model. While recognizing that the PCB has the ultimate authority over budgetary decisions, the Working Group expected spending in 2027 to be broadly comparable to the current centrally mobilized funding envelope of approximately US$ 85 million, comprising core and non-core resources. Indicative estimates were that the further loss of 100 staff would cost about US$ 10 million in separation costs, while losing 150 staff would cost US$ 15 million. There would be a progressive pathway to a steady-state budget within an annual range of about US$ 35-50 million by 2030, Ms Murphy told the Board.

33. The Working Group also recommended that the Joint Programme work with a single budget that incorporates all sources of funding. Resource mobilization should span a broader array of funders, including implementing country

[1] For more details, please see Powerpoint in Annex 1.

partners.

34. Bob Rae, co-facilitator of the Working Group, concluded the presentation by describing the transition plan, which had two tracks: an organizational track (to be completed by end-2027) and a country-level track. The organizational track would be carried out across four phases, overseen by a Transition Task Team which would work with the Executive Director. He noted, though, that this depended on foundational decisions by the Board, and the design and rollout of the transformed Joint Programme.

35. Mr Rae emphasized that final decisions on the overall nature of the transition rested with the PCB, and that the Working Group had done all it could to prepare the ground for those decisions. The Executive Director would lead and directly supervise the operationalization and implementation of the transition, with the PCB overseeing progress. The Transition Task Team would undertake the necessary analysis and support the transition process under the Executive Director's authority.

36. He also noted that the Working Group felt strongly that 2027 would still be a year of transition which would involve substantial costs, after which the costs would reduce.

37. Turning to the country-level track, Mr Rae said this involved bringing together the various elements of the transition in countries. He stressed that it was important to get this process right at country level, which is where the transition could go right or badly wrong. It would be mistaken to apply a single approach everywhere, he said, or to proceed at the same, rapid pace everywhere. This will require resources to be done properly. This was one of the reasons why the Working Group had opposed the idea of "sunsetting" so strongly, he said.

38. Moving the transition forward at country level would require resources, he added, which pointed to one of the key negotiations that needed to take place in the PCB.

39. Mr Rae then presented a detailed, recommended timetable for the transition which would occur across four phases and at several levels of reorganization, with clear milestones proposed. The proposed timetable envisaged four phases: foundational decisions by the PCB (Q4 2026–Q1 2027); design and mobilization (Q1–Q2 2027); phased implementation (Q3–Q4 2027); and consolidation, review and adaptation (Q3–Q4 2027). Noting that the timetable would be adapted, he advised that this be done professionally and effectively.

40. Firstly, a new Executive Director must be appointed and a Transition Task Team should be established, he said, adding that the Task Team should not "reinvent the wheel", since there was broad consensus in the Working Group that its outlined approach was the correct one and that the challenge now was to get the details right.

41. Among the decisions to be taken were the size of the hub and the size and governing rules for the pooled funding mechanism. He stressed that this mechanism was meant to instill greater confidence across the entire Joint Programme.

42. Also needed was the development of criteria for a capacity assessment and for governing country-level presence, as well as a concrete plan for mainstreaming community co-creation, which was a critical part of the Working Group's recommendations.

43. Mr Rae noted that the Joint Programme had been adapting over three decades of existence. It had been transformed by the active participation of civil society and communities, a feature that must be preserved. The Joint Programme's current adaptation, he said, must enable it to meet the challenges and opportunities of a new era in the global HIV response.

44. He told the Board that the Working Group had presented a clear vision and a clear sense of direction, based on a remarkable degree of consensus about what a transformed Joint Programme would entail. He emphasized that this did not just involve institutional changes and a stronger cooperation and mutual respect across the "UN family", it also entailed a cultural change within the Joint Programme to revive the original spirit of the ECOSOC resolution, taking full account of the transformations which already had been brought about. In closing, he said the Working Group believed that its recommendations provided a good and feasible direction for the transformation of the Joint Programme.

45. The Chair said it was now up to the PCB take the process further.

46. Speaking from the floor, members and observers thanked the Working Group for presenting a high-quality report and said they appreciated the strategic direction it mapped out for the Joint Programme's transition.

47. Speakers emphasized that the AIDS epidemic remained a major public health challenge, requiring continued UN leadership, coordination, accountability, advocacy, and meaningful community engagement. They noted that the Joint Programme was exceptional in the UN System due to the clear roles it assigns to communities and civil society, including people whose rights were threatened. The transition must preserve and expand meaningful community leadership, participation in accountability mechanisms, and clear reporting on progress.

48. The institutional knowledge, technical expertise, and partnerships developed by UNAIDS were valuable assets that should be preserved and used throughout the transition, they told the Board. The importance of the UNAIDS data function, its unique role in ensuring community engagement across the HIV response, and its technical support at country level were also emphasized.

49. Speakers said the report provided a balanced view and correctly underscored both the need for a continued strong global AIDS response and the UN's key role in that response. A multisectoral response was as pertinent today as it had been in 1994, when the Joint Programme had been created. They said they remained deeply committed to the Joint Programme and its principles.

50. The transition outcome must be a more coherent, efficient and integrated UN response with a strengthened collective ability to end AIDS, speakers insisted. The transition must preserve the mandate of the Joint Programme while reducing fragmentation, strengthening mutual accountability, and making the best use of the collective strengths and comparative advantages of the UN system. A more coordinated, agile, flexible and sustainable Joint Programme was needed. Communities also needed to have a strenghtened role and greater access to funding to perform their work.

51. There was strong support for the goal of having a genuinely *Joint* Programme, with some noting that an "us versus them" mentality had to end. It was necessary to rebuild trust between all actors, especially the Secretariat and Cosponsors, they said. They said they stood ready to support a transition that delivers better results for communities and stronger progress towards ending

AIDS.

52. Speakers welcomed the report's emphasis on leveraging the multisectoral implementation capacity of Cosponsors, prioritizing integration at national level, and community co-creation and co-leadership. They said the report heeded the need for a smaller, more streamlined hub, a country-level presence facilitated through the wider UN, and a focus on the key functions performed by UNAIDS which must be maintained into the future.

53. Several members and observers, including NGO Delegations, argued for approving the Working Group's report in full, saying that doing so would establish a clear and strong mandate for the transition process. Others preferred to welcome the broad strategic direction set out in the report, rather than accept its specific recommendations in full.

54. Cosponsors said the Working Group report presented a strategic direction, rather than a clear, detailed plan for the transformation of the Joint Programme. They said that greater clarity was needed on the allocation of functions, decision-making authority, resources, and mutual accountability, along with implementation milestones. A well-defined transition plan needed a shared understanding of responsibilities and must be informed by available resources, they told the Board.

55. The UNAIDS Staff Association welcomed the report but expressed concern about mission continuity, technical capacity and the well-being of staff during the transition. It supported the report's rejection of a one-size-fits-all approach.

56. There was broad agreement that the ECOSOC mandate should remain the basis for the Joint Programme as it evolves. The transformed Joint Programme therefore must retain a multisectoral, rights-based, and intersectional approach. Its role in advocating for equitable access to HIV prevention and treatment, including through technology transfers and strong regional production, should be preserved, speakers urged. They added that the PCB must also retain its central governance and oversight role, with regular reporting on progress, resource mobilization and funding gaps.

57. Speakers stressed that the transition should not weaken the collective capacity to respond to an epidemic which remains a global threat. The outcome should be an arrangement that makes the best use of the comparative advantages of the UN system, speakers said. There was wide support for a function-led approach that involves first agreeing on what the Joint Programme must deliver and then deciding how and by whom that would be done.

58. Speakers insisted that the success of the transition should be measured against genuine public health outcomes, not just by efficiencies achieved and savings made. Operational efficiency must not come at the expense of human lives and human dignity, they said. They reminded the Board that the consequences of its decisions would be felt in the lives of affected communities. The Board was urged to ensure a gradual and safe transition.

59. There was strong support for institutionalizing the role of communities as co-creators of the Joint Programme's transformation. Whatever the eventual decision, speakers said, community-led accountability must be a central part of the transition. The Board was reminded that it had committed, at its July 2026 meeting, to strengthen community leadership and decision-making, including for accountability. There were also calls for preserving and strengthening meaningful community participation at all levels, and for keeping community-led

monitoring and community-generated evidence central in accountability frameworks.

60. Denmark, speaking on behalf of Denmark, Finland and Norway, said that the Working Group's report did not adequately situate the transformation as part of the broader system-wide UN reform process. Such alignment, they said, would inform their decisions on allocations to UN organizations, programmes and funds in 2027. They also said they were not convinced of the need for the proposed hub to maintain a country presence.

61. Other speakers said that the Working Group's recommendations did not yet provide clear-enough steps and divisions of responsibilities. They drew attention to several matters they believed required further detail, including operational handovers and staff reassignment between the Hub and Cosponsors; modalities for a differentiated country presence; and budget-related decisions.

62. Members reminded the Board that the financing context had changed: donor resources were declining and there were wider pressures on development assistance. Future arrangements should demonstrate not only affordability and sustainability, but also efficiencies and effectiveness, they said.

63. Speakers cautioned against relying on overly optimistic budget assumptions for 2027 and advised that further deliberations about the transition be based on secured, not assumed financial commitments. A fully costed implementation plan must clarify the transition and operating costs, capacity requirements, and financing gaps, they said. The success of transition would depend on preserving what works, and on ensuring that the future model is affordable, sustainable and capable of operating within realistic funding scenarios. That called for realistic assessments of the resources that were likely to be mobilized, and a clear understanding of which functions would be prioritized if resources fell short of expectations.

64. While noting that a realistic budget for the proposed Hub could be maintained during the transition, speakers also said that sufficient budgetary detail for doing so had not yet been provided. They noted, for example, that the report proposed a centrally mobilized budget of US$ 85 million for 2027, while the accompanying Unified Budget, Results and Accountability Framework (UBRAF) and Workplan referred to core budget scenarios of US$ 63 million and US$ 80 million. They expressed concern about the viability of those scenarios, their underlying assumptions, and whether they could support the delivery of the functions set out in the report. Also called for was greater clarity on costs, prioritization, implementation, sequencing, and how the model would operate under different funding conditions.

65. A financially sustainable model was a prerequisite for protecting the Joint Programme in the long term, speakers said. Greater transparency on costs, financing assumptions, and delivery choices would strengthen confidence among donors, implementing countries and communities.

66. Speakers appealed to donors to provide financial resources for the transition and to allow the transition process enough time to be completed. They cautioned against budgetary pronouncements that do not reflect the actual situations on the ground in countries and that may threaten the gains made against the HIV epidemic.

67. The transition process should identify the functions required for a fit-for-

purpose Joint Programme on HIV, assess capacities across the system, propose steps to address gaps, and ensure continuity of support to countries and communities. It was important to preserve core functions, especially those that place communities at the centre, the Board was told. Core functions should be clearly assigned and resourced under the proposed transition programme.

68. No function should be transferred without a clear demonstration that the capacity, resources, expertise and institutional commitment exist to take on tasks and responsibilities. Speakers insisted on the need for clarity on which entity would assume the function, where responsibility would rest, how it would be funded, and how performance would be assessed.

69. Speakers asked for assurance that new arrangements would not weaken accountability: a strong and independent entity was needed to monitor progress and ensure that governments and partners deliver on their commitments, especially at country level. There were concerns that, if responsibilities were redistributed, that work could become fragmented, dispersed and weakened. Cosponsors brought valuable expertise and capacity, but a new distribution of responsibilities would not automatically produce effective coordination.

70. A central coordinating Hub therefore remained indispensable, speakers said. It should lead and coordinate the work of the Joint Programme and ensure consistent, meaningful community engagement. Leadership, coordination, advocacy, data collection, accountability, and resource mobilization all required sustained capacity and effort. The future UNAIDS structure should also retain an explicit, accountable function for addressing laws, policies and practices that obstruct the HIV response, including HIV criminalization, speakers said.

71. There was a need for country-level presence that avoids duplication, enhances a community-centered approach, and increases national ownership, they said. However, a one-size-fits-all model should be avoided. Speakers agreed with the report's recommendation for a differentiated and criteria-based approach, with arrangements reflecting national and regional realities and priorities, and shaped by governments and communities. For decisions on country-level arrangements, the views of the UN Resident Coordinator and other Cosponsors should also be heard. Ultimately, these details of the transition should be based on each country's national reality and epidemic, and the needs of affected communities. No uniform timeline should be imposed on countries, speakers said.

72. Also advised was a clearly identified entry point to the Joint Programme in each country. Some speakers supported embedding the country entry points in the UN Resident Coordinator offices as a first step towards greater national ownership. In addition to this, some said that while recognizing the prospective role of Resident Coordinators, this should complement, not replace, the technical and programmatic responsibilities that rest within the UNAIDS Joint Programme and in particular the mandates and means of Cosponsors. Some speakers noted that continued country presence, including a physical and technical presence, was needed for effective operationalization of the Joint Programme mandate. Country ownership should not be confused with disengagement by the Joint Programme, they said; it involved a gradual process that includes the transfer of capacities as national systems become ready to assume all responsibilities.

73. Noting that a successful transition requires strong trust, speakers highlighted

the need for transparency, regular dialogue and mutual accountability. They said the transition should be approached as a collective endeavour in which all parties have legitimate interests, responsibilities and contributions. It should also recognize the commitments and obligations that underpin cooperation, including those arising from existing bilateral and multilateral agreements. The transition plan should identify how to strengthen accountability in the future structure, including participation of civil society in the accountability chain.

74. Turning to practical next steps, speakers stressed the importance of realistic timetables, clear responsibilities, measurable milestones, and transparent monitoring throughout the transition. They said the process must be based on readiness, not on deadlines: it must be country-led, gradual, well-sequenced and adequately funded, and must protect vulnerable populations. Some flexibility in the process was needed to ensure that the most-affected communities and countries are not abandoned.

75. Speakers agreed on the need for strong leadership during the transition but expressed different views on its form. Some supported an interim leader with change management experience; others urged the rapid appointment of a new Executive Director to lead the transition; and some warned against duplication between the idea of interim change leadership and the proposed Transition Task Team. Speakers welcomed the proposal to include community representatives on the Task Team.

76. There was insistence that the Task Team should not revisit matters on which agreement had already been reached. Speakers said the Task Team's mandate should *not* be to deliver a new transition plan, but to elaborate a plan based on the strategic directions set out by the Working Group. The Task Team should be assigned clearly defined tasks that preserve the core functions of Joint Programme and that support the overall objective of future-proofing responses at country level.

77. Speakers urged that the new Executive Director assume the guiding role in the transition process as soon as possible. They stressed the importance of the Task Team engaging all relevant stakeholders from the outset, as a step towards joint ownership and collective accountability, in line with the Working Group's recommendations and strategic directors.

78. Speakers therefore supported the immediate launch and timely conclusion of a transparent, inclusive selection process for a new Executive Director. The process was an important opportunity to strengthen confidence in the governance of the Joint Programme, they said.

79. The NGO Delegation said it expected to be meaningfully involved throughout the selection process, with opportunities to contribute to the development of the terms of reference and the assessment of candidates. Lessons from the previous selection process should inform not only the timeline, but the design of the process, and safeguards were needed to ensure fairness and integrity, the Board was told. There was a request that the terms of reference for the search committee be submitted to the 59th PCB meeting in December 2026.

80. Some speakers argued that the sole mandate of a successor Executive Director should be to oversee the transformation process, free of institutional conflicts of interest, and that a parallel search for a permanent Executive Director should be conducted. There were also concerns about possible duplication between the roles of the proposed Task Team and a new Executive Director.

81. In reply, Mr Rae said the Working Group had made its recommendations, but it was now the responsibility of member states and civil society, gathered in the PCB, to decide the path forward. It was crucial to find solutions that do not do harm to the HIV response. He said it was important for the spirit of collaboration to continue and that he hoped the Cosponsors would play a constructive role in the next steps of the process so that the transition could proceed.

82. Mr Rae said the Working Group had considered many of the issues raised in discussion. It saw advocacy as a core function of the proposed Hub, including on issues such as criminalization and the repression of vulnerable communities. That work had to continue, he stressed.

83. Mr Rae said the Working Group believed that it had fulfilled its mandate and had reached a substantial degree of consensus on the direction of travel for the future. He added that he hoped the contributions of the lead organizations to the Working Group's work would not be lost in the next phases.

84. Mr Phaahla thanked members and observers for the positive response to the report and noted some of the reservations expressed by some members. Responding to comments that the implementation steps were not detailed enough, he said Working Group had done its best to remain within its terms of reference. He said it was concerning to hear some supporters of UNAIDS say that the proposals did not go far enough, but he believed the Working Group felt better placed to outline the overall "direction of travel" for the process, which could subsequently be enhanced further.

85. He reminded the meeting that 2030 was very close and said he hoped the recommendations of the Working Group would take the world closer to that finishing line.

86. In reply, Ms Murphy said it was clear that the transition must be clearly managed to fit country needs and community realities. The key next steps were to finalize the criteria for country transitions. She acknowledged the need for "surge capacity" in emergencies but said the Working Group had not been able to address that matter, which the Task Team could hopefully take up.

87. Regarding the regional presence of UNAIDS, she said it had suffered as budgets have declined. Regional capacity was important and there was potential to strengthen or restore regional capacity and presence where it has been weakened. Referring to comments on the critical need to protect leadership and advocacy functions, she said the Working Group believed there could not be a successful transition without clear capacity. She also noted the need for clear channels for communities to raise concerns. A safety net should be built into the process ahead, she said.

88. In closing, she said there was an agreed strategic direction, and she reiterated Mr Phaahla's comment that the work ahead must take the world closer to the finishing line of 2030. The primary stakeholders in this discussion were not diplomats and UN officials, she said, they were people living with HIV and people from populations who are criminalized and stigmatized: those constituencies were asking the Board and its members to approve the strategic direction proposed in the report.

89. The Chair agreed and said the entire discussion was ultimately about people, not structures. There was clear support for a responsible and transparent transition process, including a global hub that is increasingly agile, focused and

efficient with a unified UN team on the ground, for a differentiated approach, and for strengthening the role of civil society and communities.

90. The entire reform process, she reminded, was fundamentally about reinforcing the UN's role in the global HIV response in ways that can strengthen country ownership and respond to the complex financial and political realities of our time. Speakers, she said, had stressed the importance of financial affordability of this transition, an actionable plan, and a realistic timeline. The Task Team hopefully would address all the points raised. She closed her remarks by praising the Working Group for its tremendous work.

91. The representative of Kenya reserved its position on decision point 3.1 under agenda item 2, which stated that the Board “takes note with appreciation” of the report of the Working Group. Kenya proposed amending the wording to state that the Board “approves” the report, noting that this position had received support from several constituencies during the Special Session, including the NGO Delegation and several member states.

92. Kenya thanked the Chair for drafting the decision points and the co-facilitators for their work on the revised presentation. Kenya proposed that the presentation be recorded as part of the report of the Special Session and annexed to the report of the Working Group. Should that not be possible, Kenya requested that a vote be held on whether the Board would approve or take note of the report of the Working Group.

93. Denmark cautioned against reopening the text. It noted that the Board could not add an annex to the final report of the Working Group and suggested that the comments of the co-facilitators be reflected in the record of the meeting.

94. The Chair asked whether Kenya could agree to annexing the presentation of the co-facilitators to the report of the Special Session. The representative of Kenya agreed to that proposal.

95. The decision points were adopted.

## 3. Unified Budget, Results and Accountability Framework (UBRAF): Workplan and Budget 2027

96. Ms Angeli Achrekar, Deputy Executive Director at UNAIDS, presented the 2027 Workplan and Budget. She said the new Global AIDS Strategy and the 2026 Political Declaration on HIV and AIDS adopted by the General Assembly mapped a clear way forward for the HIV response. New technologies and innovations, backed with renewed political commitments and partnerships were opportunities to speed up progress.

97. She said the Joint Programme continued to play critical role: bringing leadership, convening power, expertise, data and advocacy to support countries and communities to save lives, despite a massive reduction in staff (-55%) and country footprint (85 to 54 countries). Cosponsors were also providing technical leadership and support to countries through their respective mandates and expertise. The next phase would take this transformation forward through a phased transition towards stronger national and community leadership, she told the Board. The 2027 Workplan and Budget was aimed at ensuring business continuity in Joint Programme support while it transformed.

98. Ms Achrekar briefly described the overall results chain, which outlined how the Joint Programme contributes to national HIV responses, working with governments, civil society and other partners. The Workplan and Budget was aligned to the new Global AIDS Strategy and was structured to achieve three outcomes that were essential to end AIDS as a public health threat by 2030: 1) sustainable, country-led and ready-for-the-future HIV responses; 2) people-focused services; and 3) community leadership.

99. To achieve those outcomes, Cosponsors would provide technical leadership across seven results areas and support to countries through their respective mandates, sectoral expertise and comparative advantages, while the Secretariat focuses on four core functions at global, regional country levels: leadership and advocacy, including for global resource mobilization; convening and coordinating focused on sustainability of the global HIV response; accountability through data, targets and strategy; and community engagement.

100. In 2027, the Secretariat would focus on seven specific outputs across the four core functions. It would have a country footprint in 54 countries that account for approximately 83% of people living with HIV and 79% of new HIV infections globally. She said the reach of the Joint Programme was considerably broader, with Cosponsors providing technical leadership and support across 130 countries, drawing on their mandates, expertise and country presence. That footprint would evolve towards 2030 as the transition proceeds, in a process guided by clear criteria and which would include integration in Resident Coordinator offices, as appropriate, as a step towards the longer-term objective of integration into strong national systems and community-led institutions.

101. Mandeep Dhaliwal, Director of the HIV and Health Group, UN Development Programme, and chair of the Committee of Cosponsoring Organizations (CCO), explained how Cosponsors would contribute to the 2027 Workplan as primary implementers of the Joint Programme's technical work. She highlighted three areas of contributions. Firstly, sustaining the HIV response through sustainable financing and national ownership (including by communities and civil society) through supporting countries to increase domestic financing, integrate HIV into national systems, and planning for service continuity. Secondly, accelerating equitable access to HIV prevention, treatment and innovation to help ensure that scientific advances reach the populations who need them. And, thirdly, advancing human rights, gender equality and community leadership. She said the scope and pace of that work would depend on available resources and added that Cosponsors would further define specific outputs once the budget envelope and transition plan and budget was settled. Cosponsors would then present a more granular workplan and budget.

102. Ms Dhaliwal then discussed the institutional foundations of Cosponsors' HIV work and gave examples of how that work linked into their wider work. Noting that those contributions were complementary, that some agencies contributed to same results areas, she emphasized the need for clear responsibilities and coordination.

103. Cosponsors brought diverse partnerships to the Joint Programme, she said, which provided a foundation for coordinated, joint action. This approach was

also an opportunity to align with broader discussions on global health architecture aimed at reducing duplications and making support more responsive to country and community priorities. As a detailed workplan was developed, she continued, the priority was to bring institutional strengths together around country and community needs.

104. Christine Stegling, Director of Management and Partnerships, continued the presentation and explained that the US $85 million referred to in the Working Group report was not the proposed core budget for 2027. The Workplan and Budget proposed a core resource level of US$ 63 million with flexibility up to US$ 80 million if further resources are mobilized.

105. She then discussed the current resource situation. At 30 September 2026, core income stood at US$ 57.3 million, with a further US$ 2.5 million in core specified income and US$ 1.8 million in programme support cost income from non-core awards. Non-core income was $29.9 million, which brought the total to US$ 94 million. That was the context for the 2027 planning assumptions and the proposed US$ 63 million core resource level, Ms Stegling explained.

106. She then describes the core budget across three outcomes, seven results areas, and four Secretariat functions. Cosponsor would implement across the Results Areas, while the Secretariat would concentrate on its functions. Together this formed an integrated model, she told the PCB.

107. Turning to the core unspecified budget for 2027, she said that, at a proposed level of US$ 63 million, US$ 60 million would go to Secretariat and US$ 3 million to Cosponsors. If US$ 80 million was available, then US$ 68 million would go to the Secretariat and US$ 12 million to Cosponsors. This provided a flexible framework for 2027, she said.

108. Ms Stegling then discussed how the budget would be funded. She said the US$ 63 million figure was based on a realistic assessment of resources that can be mobilized, combining multi-year funding, expected annual contributions and other income. Multi-year contributions from donors were projected to amount to US$34.5 million and annual donors to US$18.3 million, while a further US$ 5 million was expected from returning donors alongside US$ 4 million in other income and US$ 1.5 million in programme support cost income from non-core awards. She emphasized the assumption was that current donors would continue to support UNAIDS through the transition period.

109. Active resource mobilization for the Joint Programme would continue, she said including through more diversified partnerships and growing contributions from programme countries.

110. Ms Stegling then described how the budget would be allocated and the transfer or allocation rule that would be applied. The approach linked fund transfers to resources received, she said. Under the US$ 63 million budget, US$ 3 million would go to lead Cosponsors, with US$ 1.5 million transferred once core income levels reach US$ 30 million and a further US$ 1.5 million those levels reach US$ 50 million. If core resources exceed US$ 70, up to US$ 80 million, each additional dollar would be shared equally between the Secretariat and Cosponsors; above US$ 80 million, the allocation to Cosponsors would remain

at 15%.

111. Ms Stegling then briefly described how the Secretariat's core budget would be distributed across the four core functions, with US$ 18.6 million going to Function 1, US$ 15.7 million to Function 2, US$ 16.2 million to Function 3, and US$ 9.5 million to Function 4.

112. Concluding her presentation, Ms Stegling said it was important to note that there were also other income sources alongside projected core resources. The Joint Programme also projected that US$ 120 million in non-core resources would be allocated to the Secretariat and US$ 12 million to Cosponsors, bringing total integrated resources picture to US$ 203 million.

113. Ms Achrekar summarized the simplified 2027 performance reporting. She told the Board it would entail a single document, complemented by other management and thematic reports, other reports on non-core funding, and reports by Cosponsors to their respective boards.

114. In closing, she emphasized that the 2027 Workplan and Budget was a bridge through the transition. It presents prioritized, streamlined and simplified results, budget and performance milestones to optimize the available resources of the UNAIDS Joint Programme and remain fully focused on best supporting countries and communities. It would be operationalized through detailed internal budgeting processes, she assured the Board.

115. Speaking from the floor, members and observers thanked the presenters and said they recognized the difficult conditions in which the Workplan and Budget had been developed. The streamlined reporting planned for 2027 was supported.

116. Speakers said they valued the integrated approach applied in the Workplan and Budget, as well as the emphasis on supporting communities. They also welcomed the priority given to equitable access to long-acting treatment and prevention tools and reiterated that country income classifications do not capture countries' needs nor the inequalities within them.

117. They agreed with the three strategic outcomes and appreciated the effort to retain a focus on the core functions of the Secretariat. They highlighted the need for a lean Secretariat that is focused on its core functions and on strategic coordination and accountability across the Joint Programme. Some speakers also cautioned that the transition did not imply permission to dilute the Joint Programme's mandate or sideline civil society. It was important to protect the UNAIDS Joint Programme and its governance model, and to ensure that the Secretariat remains empowered to lead, convene and achieve accountability. Cosponsors, they said, were essential partners and should be held accountable for performing their responsibilities.

118. Speakers stressed the need for a realistic and sustainable budget, with resources reflecting the Hub's core functions, the work of the Cosponsors, and an emphasis on strengthening country ownership. The Joint Programme, they said, must help countries take greater responsibility for their country responses, through more domestic financing, by supporting national sustainability plans

and strategies, and by advocating for funding for community-led activities with continued attention to human rights and gender issues. Resources, including technical support, should go to the most fragile countries, speakers advised. They asked that any withdrawal of country presence reflect the actual epidemic situation in the country and that the process not be rushed.

119. An observer questioned whether the Secretariat function focused on community engagement was aligned with Results Area 8 of the Global AIDS Strategy and considered that it extended beyond the UNAIDS mandate, referring in particular to the issue of drug decriminalization, which they said was a prerogative of individual states. Another representative agreed that decriminalization falls within the prerogative of states.

120. Speakers said they recognized the difficult financial context in which the Joint Programme was operating and appreciated the efforts to align the budget with the Global AIDS Strategy. However, there were concerns about some of the financial assumptions in the Workplan and Budget. Noting that the document presented two budget scenarios, speakers acknowledged that the US$ 80 million scenario may reflect a valid programmatic ambition, but they cautioned against a budget that exceeds available resources.

121. Some speakers questioned whether, in the current funding environment, it was realistic to assume that US$ 63 million would be mobilized for 2027. They underscored the need for budgetary prudence and contingency planning in case that resource level is not reached. It was important to decide what would be prioritized and to have a better understanding of the consequences for countries and communities.

122. Speakers said that budget adjustments should be decided by operational needs, not arbitrary funding cuts. They emphasized the shared responsibility of donors, Cosponsor and implementing partners to ensure that funding reaches affected communities. Core resources should be allocated in line with transparent criteria under effective Board oversight.

123. There were requests for further clarity on how the 2027 budget would accommodate transition costs while continuing to fund planned activities. The costs of restructuring should not crowd out the core work of the Joint Programme, the meeting was told. Whatever the ultimate scenario, speakers said, leadership and coordination, strategic information and data, community engagement, and human rights must be protected. Once lost, they warned, those capacities are not easily rebuilt. Speakers said they looked forward to further clarification from the Secretariat on those points.

124. Speakers expressed broad approval of the Workplan and Budget as a transitional, one-year instrument subject to the Transition Task Team’s proposed initial proposal and the Board’s adoption of any resulting decisions at the 59th PCB meeting. It was important that the implementation plan and budget link, with financing following agreed functions, they said. The 2027 Workplan and Budget must provide a credible bridge through the transition, preserving essential capacities and translating collective commitments into support for countries and communities.

125. Therefore, speakers said, they expected that the Workplan and Budget would be revised in line with the forthcoming transition implementation plan, taking into account the strategic direction provided by the Working Group's report. Those revisions should reflect the clearer division of labour and the fact that Cosponsors would be the primary technical implementers, they said. The revisions should also reflect staff re-assignments from the Hub to Cosponsors for maximum retention of HIV expertise and should offer clearer modalities for funding flows to the national level, including the Resident Coordinator system.

126. Noting their concerns that resource constraints could undermine the Joint Programme's ability to perform its work at country level, speakers urged donors to make the required resources available. The continued success of the Joint Programme depended on the availability of sufficient resources, they stressed. Some country representatives shared details of contributions they were making, including through providing free office space, to maintain an effective Joint Programme progress at country level.

127. The representative of the US Government said it had appropriated US$ 50 million in financial year 2025 and US$ 45 million in 2026 for the benefit of UNAIDS, and awaited the PCB's recommendations on next steps, as well as alignment with US Government policies before making the transfer.

128. In reply, Ms Achrekar thanked speakers for their reflections and queries and said she appreciated the support for the Workplan and Budget, as well as the flexibility for allowing modification of Workplan in the months ahead. She assured the Board that the Joint Programme was determined to diversify its resource mobilization.

129. Ms Dhaliwal said the intention of the CCO was to budget and plan prudently, based on realistic figures, while being adaptable and flexible depending on resources raised, including through prioritization.

130. Ms Stegling assured the meeting that the Secretariat remained committed to prudent budget management, including through prioritization and flexibility. Referring to a question about transition-related expenses, she said the (US$ 63 million) Budget did not include transition costs but was focused on continuity of activities. Additional expenses would have to be part of the implementation plan. She reminded the meeting that further staffing changes could only be carried out within specified legal and procedural rules, which had to be observed. She noted that the assumption was that current donors would support the implementation plan once it was finalized.

131. Ms Byanyima said the aim was to preserve and adequately resource the Joint Programme so that could evolve strategically over the next three to four years. The continuity of leadership, coordination and support to countries and communities had to be preserved. She said she agreed that country needs and essential functions rather than arbitrary budgets, structures or deadlines, should drive the transformation process. It was important to build sustainable national and community leadership, transferring functions only when the capacity and resources are in place, she said. If those priorities can be met, genuine transformation would be achieved, not simply institutional

restructuring.

132. Ms Byanyima thanked the meeting for adopting the 2027 Workplan and Budget and announced that she would be completing her service as Executive Director of UNAIDS on 31 December 2026. She said her contract was ending alongside that of the UN Secretary-General, who would announce interim arrangements to ensure continuity in 2027.

133. She told the Board that, when she was appointed in 2019, UNAIDS had been in a difficult situation. Since then, the world had become more divided, and the HIV response had faced enormous challenges. Yet UNAIDS had consistently defended human rights, challenged inequalities, expanded access to treatment and prevention, and kept the voices of people living with HIV and affected communities at the centre of its work. Ms Byanyima said she was proud of what had been achieved.

134. Amina Mohammed, Deputy Secretary-General of the UN, congratulated the PCB, the NGO community and members. She said she was pleased that the UNAIDS proposal had given an opportunity for all stakeholders to consider the Secretary-General's proposal. The message, she said, was clear: the transition to a transformed response was imperative for protecting and preserving the HIV and the mission of UNAIDS.

135. She told the Board that UNAIDS had played an essential role in the progress that had been made against HIV and AIDS, and that its achievements reflected decades of partnership among governments, UN agencies civil society and, above all, people living with and affected by HIV. Millions of lives had been saved, she said, but that progress was now under threat.

136. UNAIDS had lost significant funding and expertise, Ms Mohammed said. The Secretary-General's intention was to strengthen UNAIDS's HIV response. Cosponsors have been integral part of delivering the response and must now step forward to fully leverage their expertise and resources to take the response forward. Civil society had been and would remain integral to that response, shaping priorities, delivering services and holding institutions accountable.

137. She said the transition was essential because national capacities could not be expected to take over responsibilities overnight. Some had sought to do so, but others were not yet ready to absorb all functions directly. To support those countries, it was important to transition expertise and responsibilities and ensure that Cosponsors within UN country teams help build national institutions and capacities that can assume new responses in the longer term. This required a timebound, country-by-country process, since each country was different. The process should be guided by national priorities and should have clear arrangements for transferring functions and expertise.

138. Ms Mohammed said the Resident Coordinator system should, ideally, not assume programme responsibilities. Resident coordinators convene and coordinate, while UN agencies on the ground implement and deliver operational programmes. In select cases, they could provide a temporary bridge, by hosting HIV advisory capacity for a few months while responsibilities

are transitioned. This, however, could not become a permanent arrangement.

139. She said transitions take time, but they need a clear destination, with country-level plans and milestones driving the transfer of expertise and functions. She said she looked forward to working with the Executive Director and the Transition Task Team on the implementation plan. The Secretary-General would appoint an interim Executive Director while the process for recruiting a new Executive Director continued, she told the Board. She conveyed the deep appreciation of the Secretary-General for the Executive Director's leadership and her commitment to the global HIV response.

140. The Chair expressed her gratitude for the Executive Director's commitment to the global HIV response and for steering UNAIDS through turbulent times.

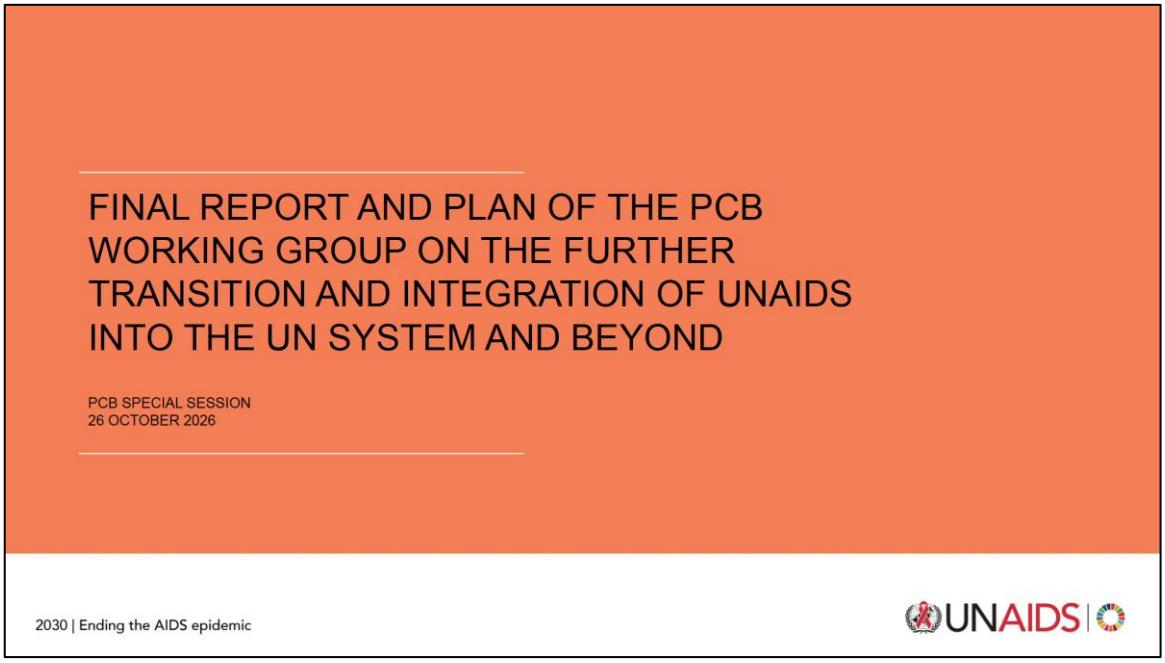
141. The decision points related to the 2027 Workplan and Budget were adopted.

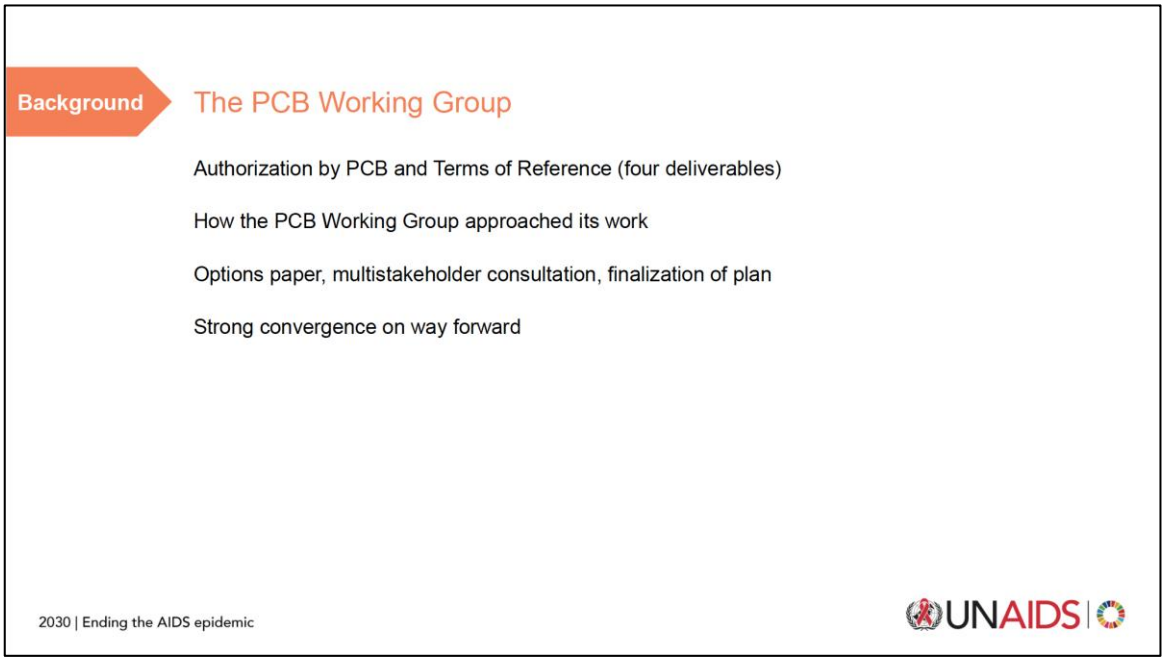
## 4. Any other business

142. The Special Session of the Board was adjourned.

*[Annexes follow]*

## Annex 1: PowerPoint of the PCB Working Group



Background

## Key strategic directions proposed by the PCB Working Group

Transformation, not sunsetting, of UNAIDS Joint Programme -- Returning the UNAIDS Joint Programme to the spirit of the original ECOSOC resolutions as a genuinely joined-up partnership

Focus on efficiency, agility, eliminating overlap, fully leveraging multisectoral capacities, and minimizing disruption to the global HIV response

Centring national health sovereignty and community co-creation and co-leadership in the transformation and further evolution of the UNAIDS Joint Programme

PCB to continue as governing body of UNAIDS Joint Programme, with authority to approve and monitor a single budget/workplan and with the Executive Director individually accountable for results

Evolution to a somewhat smaller budget annual budget envelope and diversifying funding base (with considerable transition costs in 2027)

Milestone-driven implementation of new organizational model for UNAIDS Joint Programme by end of 2027, with differentiated transition to country presence tailored to country needs

2030 | Ending the AIDS epidemic

UNAIDS

Deliverable 1

## Proposed strategic direction to preserve and evolve the UN's multisectoral capacity, expertise, and core functions

More effectively leveraging the multisectoral capacity of Cosponsors (leadership on strategic result areas, pooled funding mechanism for country-level catalytic work)

A streamlined Hub to steer a rejuvenated Joint Programme and avoid overlap with Cosponsor mandates

Differentiated approaches to country-level presence (using a criteria-led, evidence-based approach – options include incorporation into Resident Coordinator's offices)

A differentiated presence in all regions (towards full integration of regional presence in UN regional institutions)

Community co-creation and co-leadership mainstreamed across the Joint Programme and in the wider HIV response

No transfer of functions before capacity is verified

2030 | Ending the AIDS epidemic

UNAIDS

Deliverable 1

## Division of roles/responsibilities under the new strategic direction

| Core function | Hub | Cosponsors | Shared responsiility |
|---|---|---|---|
| Leadership and advocacy | Global leadership; Global AIDS Strategy; Global resource mobilization; Identify gaps for marginalized populations | Lead in strategic result areas (advocacy, normative guidance, integration of normative standards) | Hub and Cosponsors to work together to ensure coherence across workplan and minimize duplication/fragmentation |
| Coordinating, convening and governance | High-level convening and coordination; Shepherd development, monitoring and accountability for shared workplan | Convening/coordination role in individual result areas; Joint UN Teams at country level | Acceptance across UNAIDS Joint Programme of reciprocal obligations and mutual accountability |
| Data, accountability and targets | Global estimation; Setting and monitoring of targets | Data collection, validation and analysis on specialized indicators | Recognition of country ownership of data; Support for contribution of community-led data |
| Community engagement and leadership | Support community role in governance; Designated community co-creation roles within Hub | Support community co-creation and co-leadership in design and delivery of result areas; Community engagement in normative guidance; Community co-creation and co-leadership in country-level catalytic activities | Commitment to community co-creation and co-leadership across all aspects of UANIDS Joint Programme |

2030 | Ending the AIDS epidemic

UNAIDS

Deliverable 2

## Governance of the transformed UNAIDS Joint Programme

PCB to remain governing body for UNAIDS Joint Programme, with responsibility for authority over a single budget and workplan

The Executive Director will remain individually accountable as leader of the UNAIDS Joint Programme

Avoid reopening ECOSOC resolutions at this time (but may be necessary in the future) – roles of CCO and communities/civil society on the PCB preserved

2030 | Ending the AIDS epidemic

UNAIDS

Deliverable 3

## Funding model for the transformed UNAIDS Joint Programme

PCB has ultimate authority for deciding funding envelope/model

The Working Group's proposed plan is based on the premise that funding should follow function

Indicative US$85 million budget in 2027 to sustain staffing and delivery during transition — PCB is as the budgetary authority for the Joint Programme approves the 2027 workplan and budget separately

Progressive pathway towards a steady-state annual budget of US$35-50 million by 2030

Broaden and diversify financing, including increased contributions from implementing countries



Deliverable 4

## Transition plan

*Organizational Track:* Organizational transition (projected to be completed by end of 2027) over four phases (overseen by Transition Task Team):

- Foundational decisions by PCB
- Design and mobilization for roll-out of transformed UNAIDS Joint Programme
- Implementation of the transition
- Consolidation, review, adaptation

*Country-Level Track:* Transition of country-level functions on a separate, somewhat slower timetable (key principle: no function transitioned without validation that demand and capacity exist to carry this function forward)

Urgent priority to initiate and expedite search for new leader of UNAIDS Joint Programme

Deliverable 4

## Transition plan at a glance

| Phase | Global | Regional | Country | Milestone |
|---|---|---|---|---|
| Phase Zero (foundation decisions)<br>Q4 2026 – Q1 2027 | PCB October decisions; Key decisions on Hub (size, hosting) and pooled funding mechanism; Approval of transition budget; Transition Task Team launched; Revise DoL; Search for EXD or ad interim) | Confirm direction for regional presence | Engage country stakeholders in developing capacity assessment and agreed readiness criteria; Launch (and where possible completion) of country capacity assessments | PCB decision package approved |
| Phase One (design and mobilization)<br>Q1 – Q2 2027 | Confirm revised DoL; Finalize hosting decision re pooled funding mechanism; New leader in place; Cost essential functions | Approve regional presence criteria | Approve country presence criteria; Continue capacity assessments of Cosponsors and national systems; Review experiences where UCOs have closed | Design approved; Mobilization begins |
| Phase Two (phased implementation)<br>Q3 – Q4 2027 | Hub operationalized; Pooled funding activated; Initiation of process for community positions in Hub | Begin regional transitions (criteria-based, phased) | Complete capacity assessments (where possible); Agree county-specific transition plans; Initiation of first country transitions | Mid-point readiness review |
| Phase Three (consolidation and review)<br>Q3 – Q4 2027 | Confirm governance and accountability arrangements; Phase in budget; Onboarding of community positions | Confirm regional arrangements as steady-state | Country transitions continue; Adapt steady-state model based on lessons learned | Closure of organizational transition; Handover to steady-state governance |



UNAIDS

Key next steps

## Getting the process of transitioning towards a new strategic direction underway

Initiate the search for a new leader of the UNAIDS Joint Programme

Establish a Transition Task Team

Approve transition budget (based on options provided by Transition Task Team), including key decisions regarding the size of the Hub and the size and governing rules for the pooled funding mechanism

Approve criteria for capacity assessment and initiate capacity assessment processes

Approve criteria to govern country-level presence and initiate outreach to national governments and stakeholders on the future of the country- and regional-level presence

Develop concrete plan for mainstreaming community co-creation and co-leadership across the work of the UNAIDS Joint Programme

Ensure rigorous and ongoing PCB oversight of transition process



UNAIDS

Conclusion

## Towards a transformation of the UNAIDS Joint Programme

Adapting/evolving UNAIDS Joint Programme to meet the challenges and opportunities of a new day in the global HIV response (reaffirming and updating the UN's continuing HIV mandate)

The Working Group's vision of a transformed UNAIDS Joint Programme

Institutional changes must be coupled with a thorough culture change within the UNAIDS Joint Programme to revive the spirit of the original ECOSOC resolutions

# PROGRAMME COORDINATING BOARD

UNAIDS/PCB (EM)/6.1

Issue date: 3 August 2026

**VIRTUAL SPECIAL SESSION**

DATE: 26 October 2026

TIME: 13:00–18:00 (CET)

VENUE: Geneva, Switzerland

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# Agenda

## Monday, 26 OCTOBER 2026

**13:00–13:30** **1. Opening**

**1.1 Opening of the meeting and adoption of the agenda**
*Presentation and discussion*
*Document: UNAIDS/PCB (EM)/6.1;*

**1.2. Consideration of the report of the 58th PCB meeting**
*Presentation and discussion*
*Document: UNAIDS/PCB (58)/26.20*

**13:30–15:30** **2. Final report and plan of the PCB Working Group on the further transition and integration of UNAIDS into the UN system and beyond**
*Presentation and discussion*
*Documents: UNAIDS/PCB (EM)/6.2; UNAIDS/PCB (EM)/CRP1; UNAIDS/PCB (EM)/CRP2*

**15:30–15:45** *Coffee break*

**15:45–17:45** **3. Unified Budget, Results and Accountability Framework (UBRAF): Workplan and Budget 2027**
*Presentation and discussion*
*Document: UNAIDS/PCB (EM)/6.3*

**17:45–17:55** **4. Any other business**

**17:45–18:00** **5. Closing of the meeting**

26 October 2026

**Virtual Special Session of the UNAIDS Programme Coordinating Board Geneva, Switzerland**

**26 October 2026**

**Decisions**

The UNAIDS Programme Coordinating Board,

Recalling that all aspects of UNAIDS work are directed by the following guiding principles:

- Aligned to national stakeholders' priorities;
- Based on the meaningful and measurable involvement of civil society, especially people living with HIV and populations most at risk of HIV infection;
- Based on human rights and gender equality;
- Based on the best available scientific evidence and technical knowledge;
- Promoting comprehensive responses to AIDS that integrate prevention, treatment, care and support; and
- Based on the principle of non-discrimination;

*Intersessional decisions*

Recalling that it has decided through the intersessional procedure (see

decisions in UNAIDS/PCB(58)/26.3:

- *Agree* that the 58th PCB meeting will be held in-person with optional online participation in accordance with the modalities and rules of procedure set out in the paper, "Modalities and Procedures for the 2026 PCB meetings";
- *Agree* that the Special Session of the PCB foreseen in decision point 7.3 from the 57th PCB meeting will be held virtually in accordance with the modalities and rules of procedure set out in the paper, "Modalities and Procedures for the 2026 PCB meetings";
- *Agree* that the 59th PCB meeting will be held virtually in accordance with the modalities and rules of procedure set out in the paper, Modalities and Procedures for the 2026 PCB meetings", on 8–11 December 2026, superseding decision point 9.3 of the 53rd PCB meeting;

## Agenda item 1.1: Opening of the meeting and adoption of the agenda

1. *Adopts* the agenda;

## Agenda item 1.2: Consideration of the report of the 58th PCB meeting

2. *Adopts* the report of the 58th meeting of the Programme Coordinating Board;

## Agenda item 2: Final report and plan of the PCB Working Group on the further transition and integration of UNAIDS into the UN System and beyond

3.1 *Takes note,* with appreciation, of the final report of the PCB Working Group on the further transition and integration of UNAIDS into the UN System and beyond (UNAIDS/PCB/(EM)/6.2), *approves* the overall strategic direction for the transition of UNAIDS set out in the report and *requests* the PCB Chair to transmit it, including the decisions of the Board related to it, to ECOSOC

3.2 *Requests* the Executive Director to establish a Transition Task Team composed of Secretariat and Cosponsor representatives nominated by their respective agencies and two community representatives nominated by the PCB NGO delegation, which will work in close collaboration with implementing countries and in consultation with key Joint Programme stakeholders, and will be accountable to the PCB for the delivery of the implementation plan, throughout the transition process;

3.3 *Requests* the Executive Director to submit the transition Task Team's fully costed implementation plan, with detailed costing of different scenarios including one based on available core resources, in line with the criteria mentioned in the final report of the Working Group, with an initial proposal to be submitted at the 59th PCB meeting, and a final plan to be submitted for intersessional decision-making by end of Q1 2027;

3.4 *Requests* the Executive Director to provide an update at the 60th meeting of the Programme Coordinating Board on actions to support the role of communities and civil society organizations and their participation in accountability mechanisms throughout the transition process, ensuring that community accountability remains an integral part of the broader transition plan;

3.5 *Requests* the PCB Bureau to immediately initiate the preparations for the selection process for the next UNAIDS Joint Programme Executive Director, based on the lessons learned from the previous selection processes, as reflected in document UNAIDS/PCB (45)/19.31 rev1, and submit the Terms of Reference for the Search Committee for the nomination of the UNAIDS Joint Programme Executive Director at the 59th meeting of the Programme Coordinating Board;

3.6 *Requests* the PCB Bureau to prepare the Terms of Reference for the UNAIDS Joint Programme Executive Director and present these Terms of Reference for intersessional approval by the Programme Coordinating Board before 1 February 2027;

## Agenda item 3: Workplan and Budget 2027

4.1 *Approves* the 2027 Workplan and Budget, including the simplified performance reporting for 2027 (UNAIDS/PCB(EM)/6.3);

4.2 *Requests* the Executive Director, immediately after the consideration by the Programme Coordinating Board at the 59th PCB meeting of the initial proposal prepared by the Transition Task Team and adoption of any resulting decisions, to provide the Board with a revised 2027 Workplan and Budget, for intersessional decision-making;

4.3 *Encourages* governments to make multiyear commitments and to release, as soon as possible, their annual contributions towards the 2027 Workplan and Budget;

4.4 *Appreciates* donors who have already contributed to the 2026 Workplan and Budget and *encourages* governments who are still to contribute to release, as soon as possible, their contributions towards the 2026 budget.

*[End of document]*