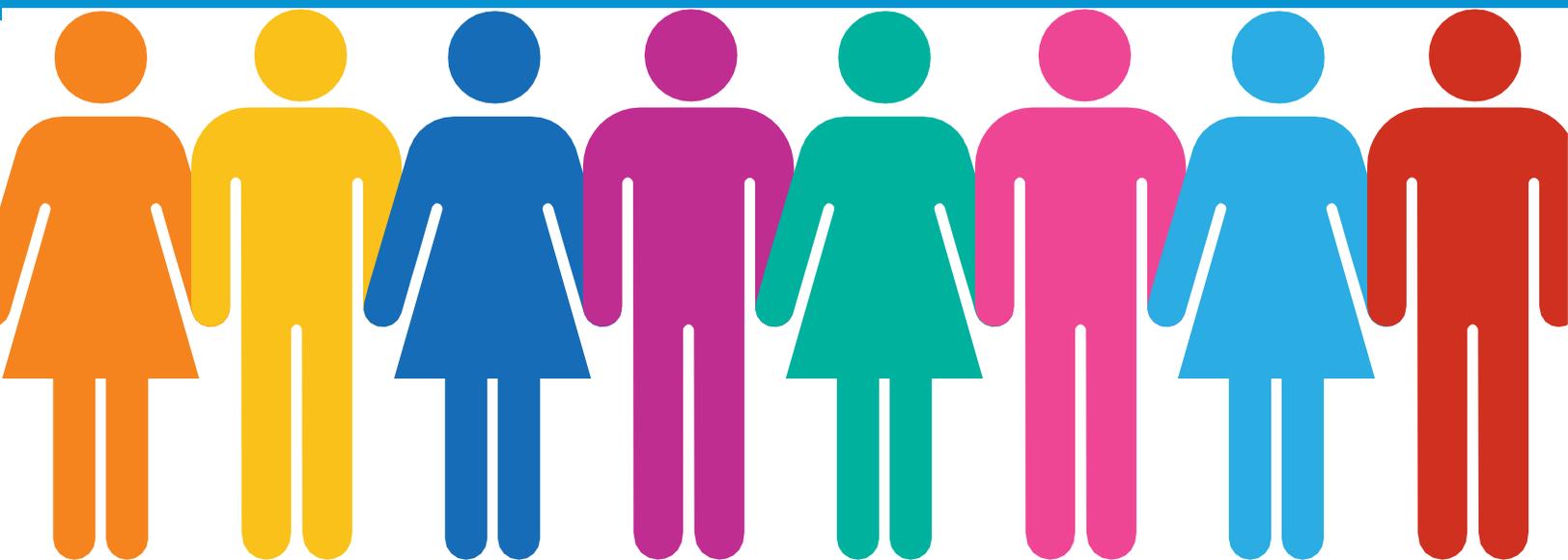


# Joint United Nations Programme on HIV/AIDS

## UNAIDS

### 2021 UN-SWAP 2.0

ACCOUNTABILITY FRAMEWORK FOR MAINSTREAMING GENDER  
EQUALITY AND THE EMPOWERMENT OF WOMEN IN UNITED NATIONS  
ENTITIES



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## I. BACKGROUND

The UN System-wide Action Plan (UN-SWAP) on gender equality and women's empowerment constitutes the first unified accountability framework to systematically revitalize, capture, monitor and measure performance on mainstreaming gender perspectives into the work of the UN system.

Created as a response to ECOSOC agreed conclusions [1997/2](#), which called upon the UN system to mainstream a gender perspective throughout its work, and the CEB endorsed UN System-wide Policy on Gender Equality and the Empowerment of Women in 2006. Following the creation of UN Women in 2010, the UN-SWAP framework was developed through inter-agency consultations to operationalize the policy. The UN-SWAP was endorsed by the United Nations Chief Executives Board for Coordination (CEB) in April 2012.

In response to the request of the United Nations General Assembly in resolution 67/226, the Joint Inspection Unit review [\(JIU/REP/2019/2\)](#) of the UN-SWAP 1.0 (2012-2017) found that the UN-SWAP has proven to be a catalyst for progress towards gender mainstreaming, an effective framework for tracking system-wide advancement and a system-wide achievement. UN-SWAP 2.0 (2018-2022) raised the bar for accountability by strengthening existing indicators and anchoring the framework within the 2030 Agenda for Sustainable Development. UN-SWAP 2.0 and the equivalent framework at the UN country team level, UN Country Team System-wide Action Plan (UNCT-SWAP) Gender Equality Scorecard, have been contextualized to the UN reform and the planned move to system-wide reporting on collective results linked to gender-related targets of the SDGs, including SDG 5. The gender dimensions of the UN Response to the health and development crisis emanating from the COVID-19 have been also integrated in the accountability frameworks for the period 2020-2022.

## II. UN-SWAP 2.0 ACCOUNTABILITY FRAMEWORK REPORT COMPONENTS

### Indicator Rating and explanation

As elaborated in its [technical guidance](#), the UN-SWAP 2.0 includes a set of 17 Performance Indicators (PIs), organized in two sections (Gender-related SDG results and Institutional strengthening to support achievement of results) and clustered around six broad areas.

The UN-SWAP rating system consists of five levels. The ratings allow UN entities to self-assess and report on their standing with respect to each indicator, and to move progressively towards excellent performance.

Not Applicable > Missing > Approaches requirements > Meets requirements > Exceeds requirements

Entities report against each indicator to UN Women annually through an online reporting system. In addition to the selection of ratings and explanations, entities are required to provide supporting evidence for each rating selection.

### Action Plans

UN-SWAP reporting requires the submission of Action Plans to accompany ratings for all indicators, including timelines, resources and responsibility for follow-up actions in order to maintain or improve current ratings. Action plans are critical for enabling gaps and challenges to be addressed, and agreed upon at the highest possible level within entities. Further explanation of the elements.

### Supporting evidence and knowledge hub

To ensure the integrity of self-assessments, entities are required to provide evidence substantiating each indicator rating as outlined in the UN-SWAP technical guidance

Entities are encouraged to share these supporting documents and best practices within the UN-SWAP 2.0 Knowledge Hub – the first system-wide library of gender mainstreaming documents, available to all UN-SWAP reporting platform users.

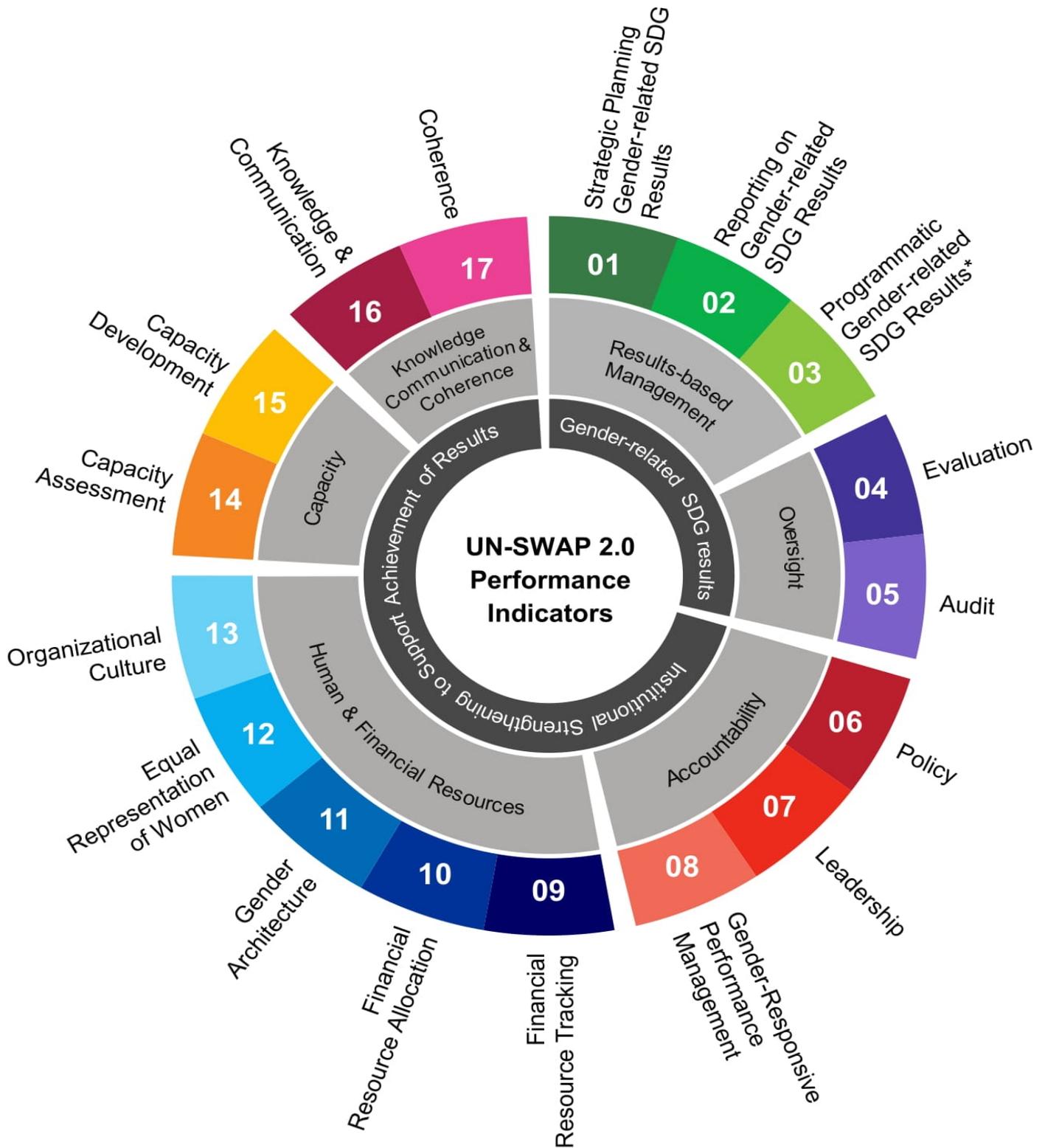
### III. QUALITY ASSURANCE AND UN-SWAP 2.0 RESULTS REPORTING

As part of the quality assurance process, UN Women reviews UN-SWAP 2.0 annual reports submitted by UN entities for thoroughness and consistency of ratings. UN Women is responsible for coordinating and facilitating the implementation of the UN-SWAP 2.0, providing guidance to participating entities through a help-desk function and reporting on system-wide progress towards gender equality and the empowerment of women. The annual Report of the [Secretary-General on mainstreaming a gender perspective into all policies and programmes in the United Nations system](#) includes an analysis of system-wide performance on gender mainstreaming based on UN-SWAP 2.0 results. To enhance transparency, individual entity results are available on the UN-Women website.

### IV. UNAIDS REPORTING INTERNAL REVIEW PROCESS

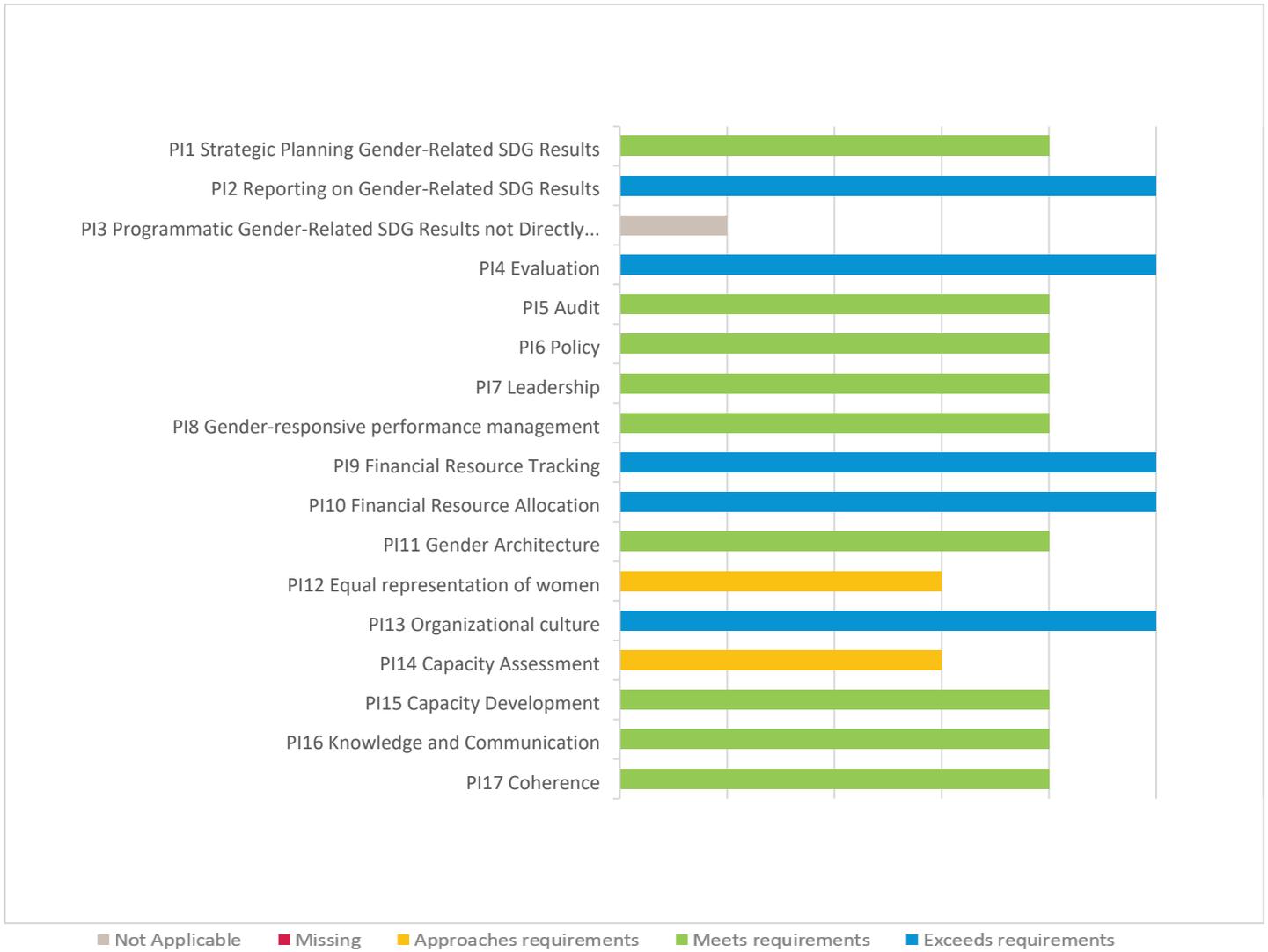
The Performance Indicators are assigned to work units in UNAIDS and the respective Director nominated a focal point for the reporting. Terms of Reference were developed and shared in 2019. These colleagues take the lead and update the report submitted during the previous year. As required, Focal Points collaborate with Technical Experts in their Department and beyond for data and inputs. The report is then cleared by the respective Department Director and subsequently the Deputy Executive Director Programme, Deputy Executive Director Management and Governance or Chief of Staff respectively. The final and overall clearance is done by the Chief of Staff. The reporting is led by a staff member in the People Management Department who prepares, coordinates, supports and backstops.

## V. THE UN-SWAP 2.0 PERFORMANCE INDICATOR FRAMEWORK



\*not directly captured in the Strategic Plan

## VI. UNAIDS 2021 UN-SWAP 2.0 REPORTING RESULTS SNAPSHOT



## VII. UNAIDS 2021 UN-SWAP 2.0 RESULTS BY PERFORMANCE INDICATOR

### I. GENDER-RELATED SDG RESULTS / RESULTS-BASED MANAGEMENT



Performance Indicator:

PI1 Strategic Planning Gender-Related SDG Results

MEETS

#### **1bi. Main strategic planning document includes at least one high level result on gender equality and the empowerment of women which will contribute to meeting SDG targets, and reference to SDG 5 targets.**

The new Global Aids Strategy (GAS) has a strong focus on addressing inequalities from an intersectional lens. This includes tackling gender-based inequalities driving the HIV epidemic to end AIDS as a public health threat by 2030, in the context of building resilience, building back more equal and recovering from the COVID pandemic. This new GAS was informed by the results of the UNAIDS Strategy 2016–2021, one of the first in the United Nations system to be aligned with the SDGs, and that emphasized gender equality being mainstreamed across all the ten targets.

Human rights, gender equality and community-led HIV responses form the bedrock of the new Strategy, which prioritizes people most at risk, especially adolescent girls and young women in all their diversity, and key populations, including women key populations. The new Strategy continues to be aligned to the SDGs as well, especially SDG 5, as well as prioritizes resources for the empowerment of women and girls, guaranteeing their rights in order to protect themselves from acquiring HIV, overcome stigma, and gain greater access to HIV testing, treatment, care and support services, and to sexual and reproductive health (SRH) services. Ensuring that adolescent girls and young women have access to education and are economically empowered - through the Education Plus Initiative in Sub Saharan Africa (SSA) – is a sound HIV prevention strategy that specifically addresses the vulnerability and enhanced risks that adolescent girls in SSA face that deprives them of the opportunity to live a full, violence-free, and productive life.

The new 10-10-10 Targets of the GAS aims to institute social enablers that will reduce and eliminate barriers due to gender inequality, including gender-based violence (GBV), gender-related stigma and discrimination, and unequal access to opportunities and services.

While the previous strategy focused on 5 SDGs, including the SDG 5 on Gender equality, the new GAS outlines the ten SDGs that are most relevant to the AIDS response as being:

SDG 1 : No poverty

SDG 2 : Zero hunger

SDG 3. Good health and well-being;

SDG 4 : Quality education

SDG 5. Gender equality;

SDG 8 : Decent work and economic growth

SDG 10. Reduced inequality;

SDG 11 : Sustainable cities and communities

SDG 16. Peace, justice and strong institutions; and

SDG 17. Partnerships for the goals.

The UNGA 2021 Political Declaration on HIV and AIDS guides not only the work of the UNAIDS Secretariat but also the 11 UN Agencies that form the Joint Programme.

(UNGA (2021) Political Declaration on HIV and AIDS: ending inequalities and getting on track to end AIDS by 2030. Available at: [https://www.unaids.org/sites/default/files/media\\_asset/2021\\_political-declaration-on-hiv-and-aids\\_en.pdf](https://www.unaids.org/sites/default/files/media_asset/2021_political-declaration-on-hiv-and-aids_en.pdf)).

The Unified Budget, Results, and Accountability Framework (UBRAF) remains the overall and instrumental framework for operationalizing the collective contribution of the Joint Programme to the global HIV response. In particular it is the framework for leveraging the comparative advantages, strengths and mandates of the 11 Cosponsors and the Secretariat for the full and effective implementation of the GAS in ways that place people and communities at the centre and in strong partnership with other stakeholders. The 2022 – 2026 UBRAF approved by the PCB in October 2021, elevates gender even

further in the work of the Joint Programme and provides a stronger focus on gender equality: In accordance with the GAS and 47th PCB Decision Point 9.7, the Joint Programme commits to an ambitious result area dedicated to gender equality in the context of HIV. In addition, gender equality is also mainstreamed across other result areas. Strengthening societal enablers through more robust social, institutional and structural capacities of countries and communities including for reaching gender equality in the HIV response is one of the areas of intensified focus and investment under the new UBRAF. The UBRAF integrates gender-transformative actions, indicators (including the UN Gender Equality Marker, or GEM) and resources across the UBRAF to: (1) enable the Joint Programme to advance gender equality and women's empowerment in the HIV response, including by mobilizing political will and efforts to address gender-based violence and deep-rooted inequalities that deny women and girls information, agency and control over their HIV and sexual and reproductive choices; and (2) strengthen related accountability to deliver for women and girls in all their diversity and for all key and vulnerable populations at higher risk of HIV.

**1bii. Entity has achieved or is on track to achieve the high level result on gender equality and the empowerment of women.**

UNAIDS continues to support the engagement of (young) women living with HIV in public spaces and platforms, e.g. the #BeTeamWomen project, to foster accountability to oversight the global community's commitments for SRHR, CSE, women's empowerment, the removal of parental consent laws, and the elimination of GBV in the AIDS response; advance the realization of women's rights, in particular, SRHR, and a life free of Gender-based violence.

In 2021, UNAIDS supported the Athena network to position adolescent girls and young women as key thought leaders and actors in the consultation and post HLM mobilization, and advocacy work. This work ensured that Eastern and Southern Africa had a strong regional representation and explicit inclusion of girls and women in all their diversity, apart from representation from different regions of the world.

The joint evaluation on the work of the Joint Programme on preventing and responding to VAWG is finalized and the report is available.

UNAIDS has also supported the Women4GlobalFund to improve awareness and understanding of Global Fund processes, policies and investment support among women in all their diversity around the world. By supporting this initiative, women of different backgrounds and experiences could become stronger advocates, hence influencing how the Global Fund achieves gender equity and human rights at all levels.

At country level, the Government of the Central African Republic, supported by UNAIDS, adopted a plan to address gender inequality in the AIDS response. The action was a result of the assessment of the gender dimensions of the HIV epidemic and response in the country. The assessment report, which was discussed and adopted during the National Workshop on Gender and HIV, warned that women, girls and key populations are being left behind in the recent progress made against HIV in the country.

In Chile, the Government's acknowledgment of accountability for violating the rights of a woman living with HIV who was sterilized without her consent was welcomed by UNAIDS. The recognition was made after UNAIDS has submitted an amicus brief to inform the IAHR about the standards governments must uphold to address the HIV stigma and discrimination that impact women living with HIV. The standards included the obligation to respect, protect and fulfil women's autonomy in decision-making on matters related to their sexual and reproductive lives, their right to physical integrity, and their right to be free from violence, including from violence perpetrated by healthcare personnel.

Report included in 2020 PMR from Joint UN Teams on AIDS from 87 countries showed that in 70% of countries, national HIV policies and strategies that promote gender equality and transform unequal gender norms were in place. Implementation is lagging and data on costing and financing interventions that address gender norms in national HIV responses are inadequate. In response, the Joint Programme increased the availability and use of knowledge and tools to promote gender equality in national HIV responses, such as through the Gender Assessment Tool-implemented in selected countries and supported by the UNAIDS Secretariat and UN Women which was effectively used to inform reviews and the design of new HIV strategies such as in Benin, Morocco, Ethiopia, Sierra Leone, Central African Republic, South Africa, the United Republic of Tanzania, Ghana, Malawi and Cote d'Ivoire

**High-level result(s) on gender equality and empowerment of women**

Target 7: 90% of women and girls live free from gender inequality and gender-based violence (GBV) to mitigate risk and impact of HIV.

Result Area Five: Women and men practice and promote healthy gender norms and work together to end gender-based, sexual and intimate partner violence to mitigate risk and impact of HIV.

Strategy Result Area 5 output 5.1: Strategic actions for gender equality and women and girls included and resourced in AIDS responses.

Strategy Result Area 5 output 5.2: Actions to address and prevent all forms of GBV implemented.

New Global HIV/AIDS strategy, which prioritizes people most at risk, especially adolescent girls and young women in all their diversity, and key populations, including women from key populations.

Political Declaration on HIV and AIDS: Ending Inequalities and Getting on Track to End AIDS by 2030. That includes targets to end GBV, Access to SRHR services, and to reduce the number of new HIV infections among adolescent girls and young women

### **Achievement in year/s (Not mandatory in 2021)**

1. Indicator: Percentage of countries with national HIV policies and strategies that promote gender equality and transform unequal gender norms.

2019 milestone: 60%, 2021 target: 70%

The Joint Programme provides advocacy, technical advice, legal and policy review and reform and capacity development to promote gender equality and the empowerment of women and girls, including the most vulnerable and marginalized.

In 2020, 70% of 88 countries with Joint Programme presence (including 24 of the Fast-Track countries) have national HIV policies and strategies that promote gender equality and transform unequal gender norms

2. Indicator: Percentage of countries with laws and/ or policies and services to prevent and address gender-based violence.

2019 milestone: 60%, 2021 target: 70%

The Joint Programme supports coordinated, integrated action across sectors to build broader coalitions addressing barriers to preventing and addressing violence in the context of HIV, and developing actionable recommendations on how to achieve progress, with particular attention to justice, law enforcement, health, education, labour and social welfare. Measurement questions for this indicator identify elements that are more directly linked to Joint Programme support such as availability of relevant data for evidence-based services; existence of laws and policies addressing gender-based violence; mechanisms to report and address cases of gender-based violence and stronger integration.

In 2020, 70% of 88 countries with Joint Programme presence (including 24 of the Fast-Track countries) have national HIV policies and strategies that promote gender equality and transform unequal gender norms

### **Internal evidence base (non-Secretariat) – include attachments and page numbers**

Unified Budget, Results and Accountability Framework Performance Monitoring Report - SRA and Indicator Report - UNAIDS/PCB (48)/21.78 June 2021 – Page numbers 29-33

Unified Budget, Results and Accountability Framework Performance Monitoring Report (Organizational report) - UNAIDS/PCB (48)/21.78 June 2021 - Page numbers: 16

Report from Joint UN Teams on AIDS from 87 countries showed that in only 70% of countries, national HIV policies and strategies that promote gender equality and transform unequal gender norms were in place.

### **Internal assessment of progress using entity assessment methodology for reporting on its main strategic planning document (Not mandatory in 2021)**

On Track

### **Specific SDG target(s) and indicators to which result contributes**

- Goal 5/Target 5.2/Indicator 5.2.1 Proportion of ever-partnered women and girls aged 15 years and older subjected to physical, sexual or psychological violence by a current or former intimate partner in the previous 12 months, by form of violence and by age
- Goal 17/Target 17.16/Indicator 17.16.1 Number of countries reporting progress in multi-stakeholder development effectiveness monitoring frameworks that support the achievement of the Sustainable Development Goals
- Goal 10/Target 10.3/Indicator 10.3.1 Proportion of population reporting having personally felt discriminated against or harassed in the previous 12 months on the basis of a ground of discrimination prohibited under international human rights law
- Goal 3/Target 3.3/Indicator 3.3.1 Number of new HIV infections per 1,000 uninfected population, by sex, age and key populations

- Goal 17/Target 17.17/Indicator 17.17.1 Amount of United States dollars committed to (a) public-private partnerships and (b) civil society partnerships
- Goal 5/Target 5.1/Indicator 5.1.1 Whether or not legal frameworks are in place to promote, enforce and monitor equality and non-discrimination on the basis of sex
- Goal 16/Target 16.2/Indicator 16.2.3 Proportion of young women and men aged 18–29 years who experienced sexual violence by age 18
- Goal 5/Target 5.6/Indicator 5.6.1 Proportion of women aged 15–49 years who make their own informed decisions regarding sexual relations, contraceptive use and reproductive health care
- Goal 3/Target 3.7/Indicator 3.7.1 Proportion of women of reproductive age (aged 15–49 years) who have their need for family planning satisfied with modern methods
- Goal 16/Target 16.1/Indicator 16.1.3 Proportion of population subjected to (a) physical violence, (b) psychological violence and (c) sexual violence in the previous 12 months

### **UN system-wide contributions to support the achievement of gender equality and the empowerment of women and girls in the context of the SDGs.**

- Women’s Engagement and Participation
- Norms and Standards
- Eliminate All Forms Of Violence Against All Women and Girls

### **Narrative on results to be completed by all entities**

- What was achieved?

UNAIDS continued its support to countries in integrating GEWE and SRHR into national HIV strategies, the new Global AIDS Strategy (GAS), the HLM and the 2021 Political Declaration on HIV and AIDS.

The GAS recognizes that SRHR must be a central priority for reaching the new Strategy’s targets and commitments and ending AIDS as a global health threat by 2030. The Strategy also features targets addressing key social and structural barriers that may increase vulnerability or diminish service intake.

Similarly, the 2021 Political Declaration on HIV and AIDS include the following targets related to SRHR:

- Reducing to no more than 10% the number of women, girls and people living with, at risk of and affected by HIV who experience gender-based inequalities and sexual and GBV by 2025;
- Ensuring by 2025 that 95% of women and girls of reproductive age have their HIV and sexual and reproductive health-care service needs met, including antenatal and maternal care, information and counselling.

Moreover, the evaluation of the work of the UN Joint Programme on AIDS on preventing and responding to violence against women and girls commissioned by UNAIDS was presented at, and approved by the PCB 49 in December 2021.

- How was the result achieved and how were barriers to the promotion of GEEW overcome (e.g. inter-agency cooperation, strong partnerships, leadership by Member State)?

Lack of knowledge of key issues related to HIV and SRHR, the socio-economic determinants of health and well-being (incl. gender inequalities and GBV), and lack of engagement of key affected communities in strategy and programme development continue to pose strong barriers to developing and implementing effective and sustainable programmes, which meet the specific needs and rights of women and girls in all their diversity.

The #BeTeamWomen project launched by the UNAIDS Secretariat and civil society organisations has continued to provide a platform to discuss topical issues on women and girls, gender equality, SRHR, empowerment, intersectionality, global health and HIV. A total of 41 sessions were conducted since its launch in July 2018.

The Gender Assessment tool developed by UNAIDS to assess the HIV epidemic and response from a gender, human rights and SRHR perspective has continued to scale up to new countries and regions. By the end of 2021, 10 countries have finalized the assessment and 6 more are currently undertaking it, including the Dominican Republic and Guatemala, which are the two first countries from the Latin America and Caribbean region to undertake it.

### **COVID-19 crisis, response and recovery.**

- Contribution to address the socioeconomic, humanitarian and human rights aspects of the crisis

**In alignment with your previous selection, describe specific change in focus/direction of existing gender-related strategic work as well as new activities and deliverables in response to COVID-19.**

UNAIDS has continued its advocacy strategy in response to the COVID-19 pandemic. Based on its previous experience dealing with the HIV epidemic, UNAIDS has reached out to governments, international organizations, NGOs, and private sectors to ensure COVID-19 has not been treated only as a health issue. UNAIDS has reinforced the ongoing activities adopted, given its comparative advantage in addressing the HIV epidemic, which has provided the background to reinforce the ongoing work. To that end, UNAIDS has advocated for the implementation of the "Six Concrete Measures to Support Women and Girls in All Their Diversity in the Context of the Covid-19 Pandemic" Guidelines, developed to address the impact of COVID-19 on women and girls. Other reports include gender-related strategic work: - 2020 Performance Monitoring Report (June 2021), features the response to the intersecting HIV and COVID 19 pandemics and highlights that UNAIDS empowered the Joint UN Teams on AIDS to reprogramme up to US\$ 12.5 million for COVID-19 related activities, while committing up to US\$ 9.5 million from the Secretariat's core activity budget. 66 out of 86 country-level teams reported on utilization of reprogrammed funds. Reprogramming allowed for rapid responses to protect the rights and meet the diverse needs of PLHIV, girls and women, key populations, and emerging vulnerable groups, and support innovative approaches and differentiated models of care, including community-led approaches that reduce stress on health services and improve their efficiency - COVID 19 and HIV. Sustaining HIV gains and building back better and fairer HIV responses. (June 2021): multiple challenges including a 40% rise in gender-based violence in some countries, instances of severe violence as well as some opportunities and innovations to respond to both pandemics including with gender sensitive and/or responsive approaches. Many national responses to COVID-19 have overlooked gender-based violence as part of pandemic planning.

I. GENDER-RELATED SDG RESULTS / RESULTS-BASED MANAGEMENT



Performance Indicator:

PI2 Reporting on Gender-Related SDG Results

EXCEEDS

**2ci. Reporting to the Governing Body or equivalent on the high level result on gender equality and the empowerment of women which will contribute to meeting SDG targets, including SDG 5.**

UNAIDS reports annually to its Programme Coordinating Board (PCB) on progress against the current UNAIDS Strategy and its operational plan, the UBRAF. This includes reporting against SDG 5 linked to the UNAIDS Strategy Result Area 5: Women and men practice and promote healthy gender norms and work together to end gender-based, sexual and IPV to mitigate risk and impact of HIV, and on Strategy Target 7: 90% of women and girls live free from gender inequality and GBV to mitigate risk and impact of HIV.

Reporting also covers the two Output Result Areas related to gender equality: Output 5.1: Strategic actions for gender equality and women and girls included and resourced in AIDS responses; and Output 5.2: Actions to address and prevent all forms of GBV, providing progress and challenges at country, regional and global levels through narratives and aggregated indicators data.

The Joint Programme Planning, Monitoring and Reporting System (JPMS) is a web-based tool that allows the Joint Programme to plan and report against UBRAF implementation and results achieved in structured manner. The JPMS is used to share planning and reporting data from countries, regions and headquarters/global level to prepare consolidated reports for the Programme Coordinating Board (PCB), such as the annual Performance Monitoring Report (PMR) of the Joint Programme. Data collected from JPMS includes gender-related data [global report on Strategy Results Area (SRA) 5: Gender Inequalities and Gender-based Violence; indicators, GEM reports]. Apart from the PMR, JPMS data is also analysed, synthesized and presented on the UNAIDS Results and Transparency Portal: <https://open.unaids.org>

UNAIDS also supports countries to collect information on their national HIV epidemic and responses through the Global AIDS Monitoring (GAM) framework. Countries generate national and sub-national HIV estimates which feed into GAM reporting. GAM reports and final estimates are submitted by countries annually at the end of March. Analysis of the global results are published in UNAIDS' mid-year report and data are made available on the AIDInfo website ([www.aidsinfo.unaids.org](http://www.aidsinfo.unaids.org)), which

are ultimately reported to the General Assembly. Since 2017, the GAM framework includes an indicator on cervical cancer screening among women living with HIV, and revised questions on policies related to domestic violence, parental and spousal consent to access services; on the participation of women's organisations in the national AIDS response; the existence of training programmes on preventing violence from police and healthcare workers; and integration of HIV services with violence screening and mitigation, and cervical cancer screening.

### **2cii. Systematic use of sex-disaggregated data in strategic plan reporting.**

The GAM framework response rate has remained roughly stable since 2012, with 166 Member States (86%) reporting in 2019. UBRAF and GAM indicators are disaggregated by age and sex, where possible. Since 2017, an analytical output has been included in the GAM framework, which calculates the percentage of indicators with a recommended gender disaggregation as per the GAM guidelines for which countries report gender-disaggregated data.

Regarding data on children, there is no recommendation requiring countries to report data for children through age 14 disaggregated by sex, since there is currently no evidence suggesting a difference in the risk of HIV infection between boys and girls, or in health outcomes between boys and girls living with HIV. There is also no evidence of a difference in treatment coverage between boys and girls living with HIV from countries with disaggregated data available.

### **2ciii. Reporting every two years to the Governing Body or equivalent on implementation of the entity's gender equality and empowerment of women policy.**

UNAIDS reports annually to the PCB on the implementation of its work on gender equality and women's empowerment at two levels.

Firstly, through the annual Global AIDS Monitoring reporting (against the UNAIDS GAM Framework), such as the "Global AIDS Update 2021: Confronting inequalities, Lessons for pandemic responses from 40 years of AIDS" report. Available at: <https://www.unaids.org/en/resources/documents/2021/2021-global-aids-update>.

UNAIDS also supports Member States' reports submission on progress towards the commitments in the 2016 Political Declaration on HIV/AIDS. Countries have submitted reports biannually since 2004 and every year since 2013. These reports provide the most comprehensive data available on the status and response to the HIV epidemic, which are published in the AIDSinfo website and are provided to the UN Secretary-General for his annual reporting to the General Assembly.

Secondly, through the Organisational Annual Performance Monitoring Report, which is the primary tool used to report results against the UBRAF. The report extensively covers progress made by the Joint Programme on women and gender-related issues, including the Secretariat's initiatives in mainstreaming gender equality and the empowerment of women in its core results framework. The last report of the 2016-2021 UBRAF cycle was presented to the 48th PCB meeting in June 2021, and 2020 achievements have been presented with contributions to outcomes and goals.

The Performance Monitoring Report is complemented by an Annual Financial Report, and it distinguishes from the UNAIDS GAM Framework and the progress report of the Secretary-General on AIDS. To complement the document-based reporting to the PCB and observers, the web portal 'Investing for Results' is available at: <https://open.unaids.org>

### **For approaching requirements, please select which requirement the entity fulfills:**

#### **To what extent does the entity communicate UN-SWAP results?**

- Other

#### **Please provide any further details:**

UN SWAP results and areas are communicated through the process on reporting on the Quadrennial Comprehensive Policy Review (QCPR) and linked Funding Compact Indicators. The Board meeting in June 2021 was presented with a Conference Room Paper on the 2020 QCPR implementation by the Joint Programme, mentioning UN SWAP as part of the approach elaborating achievements of the Joint Programme in response to strengthening UN Development System capacity to support national SDG achievement in accelerating gender mainstreaming.

#### **Has the entity's work in this field been impacted by the COVID-19 crisis, response and recovery?**

- Yes

**(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery**

The coronavirus disease 2019 (COVID-19) pandemic is having devastating social and economic consequences worldwide. Yet the numbers of infections and deaths alone do not provide an accurate picture of the pandemic’s vast gendered impact. While the available data suggest that men experience higher rates of COVID-19-related deaths, women and girls are bearing a disproportionate burden of the larger impacts of the pandemic and states’ emergency responses. UNAIDS developed in 2020 an advocacy strategy with six concrete measures to support women and girls in all their diversity in the context of the COVID-19 pandemic. This strategy calls on states, law- and policy-makers, key stakeholders, funders, development actors, communities and civil society to act urgently to mitigate the pandemic’s impact on the most marginalized women and girls as we navigate a world overcome by COVID-19 into the post-pandemic future. These strategies can be found at: <https://www.unaids.org/en/resources/documents/2020/women-girls-covid19>

I. GENDER-RELATED SDG RESULTS / RESULTS-BASED MANAGEMENT



Performance Indicator:

PI3 Programmatic Gender-Related SDG Results not Directly Captured in the Strategic Plan

NOT APPLICABLE

**Explanation of why this rating has been given**

The UNAIDS Strategy includes a gender-related SDG result and hence reporting of all results under PI1 and PI2.

**Specific SDG target(s) and indicators to which result contributes**

**UN system-wide contributions to support the achievement of gender equality and the empowerment of women and girls in the context of the SDGs.**

**COVID-19 crisis, response and recovery.**

II. GENDER-RELATED SDG RESULTS / OVERSIGHT



Performance Indicator:

PI4 Evaluation

EXCEEDS

**4ci. Meets the UNEG gender equality - related norms and standards.**

In 2019, the UNAIDS Programme Coordinating Board (PCB) approved an Evaluation Policy which formalizes the establishment of an independent evaluation function. The Policy sets that Evaluation is guided by the people-centred approach of UNAIDS, with full respect for diversity. In line with the policy, UNAIDS evaluations assess how far equity and gender equality have been addressed in policies, advocacy and programmes. The Evaluation Policy and its implementation are guided by internationally accepted norms and standards, notably those of the UNEG. An Expert Evaluation Advisory Committee was established in 2019 to provide guidance on the function. The committee is geographically representative, and gender balanced.

In 2020, the Office developed a checklist to review the quality of evaluations. Quality assessments are performed by an external institution (The Center for Evaluation and Development/C4ED, Germany). Three of the reviews independently made by C4ED are provided below (scores for these evaluations were not available at the time of last SWAP reporting).

- The Health Situation Room. To ensure adequate integration of questions and concerns pertaining to gender equity and human rights in the evaluation design, the evaluators added the criterion of equity to the DAC criteria. Accordingly, questions pertaining to equity, gender-responsiveness and rights-focused programming were explicitly integrated. The accuracy of the

authors' assertion that "gender equality and human rights were addressed throughout the evaluation activities" is however difficult to ascertain as the methods and tools are only cursorily described. Despite this shortcoming, the description of findings pertaining to equity suggest that the authors paid due attention to gender throughout data analysis. Moreover, the authors indicate having paid attention to gender dimensions, for instance by assessing the extent to which data were sex-disaggregated and by paying attention to the gender of the interviewees. Attention to human rights is evident through the integration of "equity" as well as "rights-focused programming" into the evaluation questions. Further evidence is a methodological approach that is human rights responsive: a) paying attention to risks of possible reidentification of individuals from small sample sizes and b) considering the rights of data subjects throughout data collection and analysis in order to determine the programme's protection of (or failure to protect) human rights. However, there is little evidence in the conclusions and recommendations that a human rights analysis was applied. The omissions could be rectified through more transparent communication of the methods.

- The Joint Programme in Viet Nam. The report contains a finding on "gender, equality and GBV" wherein the evaluators comment on the extent to which the UN JP implemented equity concerns. Empowerment itself is not mentioned within the report (except in passing). Since the list of KIIs or the FGD (or the overall sampling and recruitment procedure) are not provided, it is not obvious whether a GEEW responsible methodology was adopted. The missing tools and details on analysis hinder the assessment on these having integrated GEEW components. Human rights are integrated into the analytical framework and evaluation criteria, specifically under the findings. These highlight the inclusion of gender and transgender as well as vulnerable (migrant) and key populations. The report does not explicitly describe engaging a human rights responsive methodology, tools or data analysis. The findings section mentions the inclusion of key populations within the KIIs/FGD, thus hinting that this was considered. Several findings include a human rights analysis (vulnerable populations). It is not described whether the evaluation methodology itself employs a human rights sensitive approach to sampling or interviews.

- The Joint Programme in Mozambique. While not all the findings reflect a gender analysis, some of the evaluation questions note gendered differences in outcomes. Some evaluation questions report findings (disaggregated) by gender and other vulnerable populations. There is no clear focus on empowerment (mentioned only once, in passing) in the questions. The interview guide however includes a question related to gender empowerment and the role of the UN JP in challenging gender norms (yet these are not clearly reflected in the findings). UN Women was interviewed, suggesting that the evaluation methodology likely incorporated gender-sensitive elements. However, beyond the question which deals with gender equality, the conclusions and recommendations do not disaggregate by gender. Human rights are integrated into the analytical framework and evaluation criteria under some of the questions. These highlight the inclusion of gender and transgender populations. The report does not integrate human rights into the analytical framework. Although the findings discuss results for certain vulnerable populations, all findings are not disaggregated according to these actors. Moreover, the conclusions and recommendations fail to categorically discuss these key populations.

Independent scores for 2021 evaluations are not yet available and will be provided at the next reporting period, and with reference to evaluations on preventing and addressing VAWG; efficiency and sustainability; key populations; the JP in DRC and in Brazil; and the Gender Action Plan.

#### **4cii. Applies the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluations during all phases of the evaluation.**

UNAIDS has specific guidance on conducting gender and human right responsive evaluations aiming to support evaluators to account for gender and human rights aspects and issues in all phases of conducting an evaluation.

UNAIDS is increasingly demonstrating effective use of the UNEG and UNAIDS specific guidance on integrating human rights and gender equality in evaluations. For example:

- The joint Evaluation of the work of the Joint Programme work on preventing and addressing violence against women and girls. The purpose of the evaluation was to assess the Joint Programme's role in ending violence against women and girls in all their diversity and in addressing the bidirectional relationship between it and HIV. The evaluation found that the Joint Programme is to some extent supporting countries to work collaboratively with women's and relevant civil society networks in addressing gender equality, HIV and violence. However, inadequate attention is being paid to transformative approaches to address the structural and root causes of gender inequality, HIV and violence against women and girls. The evaluation was carried out by a team of independent evaluators supported by a management group, and a reference group consisting of Cosponsors' Global AIDS Coordinators and gender-based violence experts, UNAIDS Secretariat staff and the PCB Civil Society Delegation. One of the evaluation strengths was the engagement of women in their diversity representing organizations and networks on HIV and violence against women and girls through an Accountability and Advisory Group, which contributed to the evaluation in different ways from its inception through implementation, data collection and analysis and reporting.

- The Joint Evaluation of the work of the Joint Programme with and for key populations. Over half of new HIV infections globally are among key populations and their sexual partners. Key populations still lack adequate access to HIV services and

are often victims of stigma, discrimination and other human rights violations. This joint evaluation assesses the relevance and coherence, effectiveness and equity of Joint Programme support for sex workers, gay men and other men who have sex with men, transgender people, people who inject drugs and prisoners at country level. The evaluation helps understand the extent to which the Joint Programme supports service provision and strategically engages with government stakeholders to improve policies and enabling environment for key populations, and how it brokers space for key populations-led groups and networks in decision-making processes. The evaluation was carried out by a team of independent evaluators and by community representatives from key populations, at the global level and in each of the six country case studies. Representatives of key populations were selected by the relevant networks and had different roles in the evaluation teams across countries, including that of team leaders. Evaluators were also supported by a management group, composed of senior evaluation officers from other UN agencies, to ensure correct use of norms and standards, including with relation to gender. They were also supported by a reference group, composed of Cosponsors' Global AIDS Coordinators and key population experts, UNAIDS Secretariat staff and self-nominated representatives from global networks of key populations and people living with HIV, as well as donors. The evaluation includes an entire section with reference to gender intersectionality and human rights.

- The evaluation of the Joint Programme work in the Democratic Republic of Congo. The evaluation takes into account the evaluation norms and standards of the United Nations Evaluation Group, and the standards of good practice on the integration of human rights and gender issues in evaluations. The evaluation respects all the principles laid down by UNEG, emphasizing in particular the consideration of human rights and gender. The evaluation adopts an iterative process of discussion with stakeholders during the different phases of inception, data collection, development of preliminary results. It engages them in the elaboration and validation of conclusions and recommendations. The evaluation analyses different stakeholder groups, and includes both duty-holders (United Nations system), other international organizations, government, NGOs) and rights holders represented by their networks as well as members of key populations, young women and men, women and girls in their diversity and people living with HIV. The assessment takes into account the intersectionality of different vulnerability factors with each other as well as with age and gender factors. The explicit analysis of gender inequalities and their involvement in the evaluation process as well as in the analysis and results of the evaluation.

While gender equality and human rights are addressed across all evaluations, the UNAIDS Evaluation Plan for 2022-2023, which was developed in a highly participatory way, includes at least three evaluations that directly speak to human rights and gender diversity (with focus on vulnerabilities and people left behind): (i) The Work of the Joint Programme on Human Rights; (ii) The Work of the Joint Programme on Social Protection; and (iii) UNAIDS Secretariat Support to Community-led Monitoring.

#### **4ciii. Conducts at least one evaluation to assess corporate performance on gender mainstreaming or equivalent every 5-8 years.**

In 2021 a specific evaluation of the UNAIDS Secretariat Gender Action Plan 2018–2023 was carried out, to provide an unbiased assessment on whether the gender-related investment delivered on the targets. This evaluation is what brought the UNAIDS Secretariat to exceed requirements of this UN-SWAP Performance Indicator.

The evaluation assessed the extent to which the Action Plan has delivered on commitments, as well as exploring options for institutional arrangements to achieve the commitments and targets in the remainder of the implementation period. A reference group with participants from across the organisation was created to ensure quality assurance and participation. The evaluation included a desk review, KI interviews and focus group discussions with staff, such as members of the Gender Challenge Group, Young UN, the Staff Association; and staff in charge of related initiatives, like the Culture Transformation at UNAIDS. Also, to hear a diversity of voices, evaluators interviewed staff selected at random (ensuring good representation of sex, grades and locations) and they organised an open discussion - using the Miro board – that was open to all staff. The evaluation found that the main achievement to date has been to move the UNAIDS workplace towards reaching parity among women and men. The next step is to go deeper and to develop tailored actions, targets, and commitments to support that change. The findings and recommendations of the evaluation are expected to advance gender equality and a broader culture transformation in UNAIDS. A management response to the evaluation recommendations has been developed by a cross-departmental group of women and approved by the UNAIDS cabinet, for implementation in 2022 and in synergy with the ongoing UNAIDS internal Alignment process.

UNAIDS evaluations and management responses are available at: <https://www.unaids.org/en/whoweare/evaluation>

#### **What modality was used for the assessment?**

- External

#### **Has the entity's work in this field been impacted by the COVID-19 crisis, response and recovery?**

- Yes

**(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery**

UNAIDS work on evaluation has been challenged by COVID-19 but measures that were put in place still allowed to produce good evaluation results in this field. The UNAIDS Evaluation Office adjusted evaluation approaches and methods so it could perform the evaluations included in the Evaluation Plan. Particular attention was paid to minimize the potential impact of evaluations on national health systems, health workers and staff of Ministries of Health, national AIDS councils, and national programmes. Taking COVID-19 into account also required adapting to response measures, restrictions on travel and physical contact to ensure the health and wellbeing of staff and external contractual partners. For all evaluations, an iterative approach was adopted to regularly identify and confirm the feasibility and risks of each subsequent stage of an evaluation. In practice, most activities were conducted remotely, using national consultants and virtual communication technologies. In-person meetings and interviews were transposed to virtual interactions. Site visits were conducted virtually and/or with the support of national consultants. Feedback presentations, analysis workshops and reporting were converted to online sessions, with additional materials prepared and shared in advance. The evaluations also explored how the UNAIDS Secretariat and Joint Programme were supporting countries' COVID-19 responses and their attempts to mitigate the pandemic's impact on the HIV response. Engagement in the work of the UN Evaluation Group, albeit virtual, was largely unaffected.

## II. GENDER-RELATED SDG RESULTS / OVERSIGHT



Performance Indicator:  
PI5 Audit

MEETS

**5b. Based on risks assessments at engagement level, internal audit departments have developed tools for auditing gender equality and the empowerment of women related issues (e.g. policy compliance, quality of reporting etc.) and apply these as appropriate in all relevant audit phases.**

Management accountability is embedded in the management and governance structure of UNAIDS, including its operational policies and procedures. The Management Accountability Framework operates in tandem with the Risk Management Framework and the Internal Control Framework. Risk management is against the achievement of the UNAIDS Strategy and its operational plan, the UBRAF, of which gender is a Strategy Result area. Therefore, gender equality and the empowerment of women are fully incorporated into the annual risk management assessment and are subject to external audit as other areas of UNAIDS. There are quality assurance processes/reviews against annual performance reporting, and gender equality as a component of the Strategy and UBRAF is one element of this and subject to these reviews. UNAIDS is IPSAS compliant.

In addition, and to note that UNAIDS does not have an internal audit department, the WHO Office of Internal Oversight Services (IOS) provides independent objective assurance and advisory services designed to add value and improve the operations of UNAIDS. The aim is to bring systematic, disciplined approach to evaluating and improving the effectiveness of processes for risk management, control, and effective governance including conducting investigations of alleged irregular activity. The annual report of the Internal Auditor is presented to the UNAIDS Programme Coordinating Board (PCB) whose members can ask questions the Secretariat and the Director IOS on any matter regarding the content of the report. Of related interest, the UNAIDS Secretariat Gender Action Plan 2018-2023 presents a framework for accountability by setting four targets and identifying 30 supporting actions across all functions of the Secretariat.

In 2019, supporting documentation for procurement (services for non-commercial contracts, adjudication reports for commercial contracts, proposal reviews over certain financial thresholds, and justification memos) have been updated to include a section to monitor the extent to which the proposal contributes to the promotion of gender equality and women's empowerment.

Finally, in 2016, the Secretariat achieved the target of becoming International Aid Transparency Initiative compliant and Secretariat data is published online. All reporting materials are made available on the Investing for Results web portal. A financial overview, funding levels and trends reflecting the expenditure and UBRAF indicators data was also presented, this covers the organisation's gender-related work.

**Has the entity's work in this field been impacted by the COVID-19 crisis, response and recovery?**

- Yes

**(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery**

Audits have been undertaken remotely.

### III. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY



Performance Indicator:  
PI6 Policy

MEETS

#### **6b. Up to date policies and plans implemented on gender equality and women's empowerment, including gender mainstreaming and the equal representation of women.**

In June 2018, UNAIDS launched its Gender Action Plan for 2018–2023. The plan builds on the progress achieved under the 2013–2018 plan, which provided a framework to advance gender equality and empower women across the UNAIDS Secretariat. The Gender Action Plan sets far-reaching targets that address not only issues of gender parity but also performance, learning, empowerment and accountability. The Gender Action Plan 2018–2023 puts particular emphasis on empowering all staff to play their part in organizational change and strengthening key aspects of managerial accountability. The Gender Action Plan 2018–2023 was developed through a rigorous, evidence-informed and consultative process to ensure an effective, tailor-made plan for the UNAIDS Secretariat, while increasing ownership and commitment among all staff members. An all-staff survey, focus group discussions and interviews with key stakeholders helped obtain valuable feedback and insights to inform the Plan.

Four targets are established to be met as early as possible but not later than 2023:

Target 1: 50:50 gender parity across all staff levels and categories.

Target 2: 100% of staff at all levels set a work and learning objective on gender.

Target 3: 100% of eligible UNAIDS female staff to participate in the UNAIDS Women's Leadership Programme and 100% of eligible UNAIDS staff to participate in the Mentoring Programme for Women.

Target 4: 100% compliance with the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women 2.0 framework.

Underpinning the four targets, action areas seek to address the complexity of gender-responsive change through a range of interventions to shift policies, attitudes, mindsets and behaviours. The action areas outline 30 concrete commitments.

Action area 1: achieving gender parity

Action area 2: embedding gender across UNAIDS performance and learning

Action area 3: empowering staff

Action area 4: standard-setting

The independent, external mid-term evaluation of the Gender Action Plan for 2018–2023 has delivered pointers for its further development.

#### **Has the entity's work in this field been impacted by the COVID-19 crisis, response and recovery?**

- No

**(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery**

### III. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY



### **7b. Senior managers internally and publicly champion gender equality and the empowerment of women.**

A new Global AIDS Strategy was adopted by the Programme Coordination Board (PCB) of UNAIDS at a special session in March 2021. It features a series of priority actions to reach the Strategy's new ambitious and granular targets and commitments specific to gender equality and the empowerment of women. The Strategy also features new 2025 targets for societal enablers and related interventions, which include:

- Less than 10% of women, girls, people living with HIV and key populations experience gender-based inequalities and all forms of gender-based violence.
  - 80% services for women, including prevention services for women at increased risk to acquire HIV, as well as programmes and services for access to HIV testing, linkage to treatment (ART), adherence and retention support, reduction/elimination of violence against women, reduction/elimination of HIV related stigma and discrimination among women, legal literacy and legal services specific for women-related issues, to be delivered by community-led organizations that are women-led
- The collective impact of implementing the priority actions and reaching the new targets in the Strategy will significantly reduce new HIV infections among AGYW in sub-Saharan Africa by almost 80% by 2025, as well as generating unprecedented progress for the empowerment of AGYW from gender-based violence and the delivery of services for women by community-led organizations that are women-led.

The importance of gender equality and women's empowerment is also well reflected in the new UNAIDS Unified Budget, Results and Accountability Framework (UBRAF) for 2022–2026, and special attention is being given to the programmatic needs and staffing priorities related to gender equality and women's empowerment in the ongoing process of the UNAIDS Alignment.

The organizational alignment aims to increase diversity and inclusion so that the UNAIDS secretariat is credible and legitimate, modernized, efficient and strengthened and thus fit for purpose with resources optimally deployed to support the implementation of the Global AIDS Strategy 2021-2026 - End Inequalities. End AIDS.

A culture transformation process underway aims to ensure that UNAIDS is reflecting its values and principles in the way business is conducted and the way staff interact and work together in UNAIDS to build internal cultures of equality and transform norms that support achieving gender equality and social justice. In this context, the UNAIDS Secretariat has adopted a new policy to prevent and address abusive conduct that covers sexual and other forms of harassment and abuse of authority in 2021. A comprehensive socialization campaign (#Respect) was launched that aims at full familiarization of the new Policy and its provisions with all UNAIDS staff.

#### **Advocates for gender equality and the empowerment of women in at least two of the following areas:**

- Articulate in a public speech or equivalent, other than a speech on International Women's Day, a clear vision of how the entity gender equality and empowerment of women mandate will be achieved
- Advocate with other UN entities concerning the importance of promoting gender equality and the empowerment of women

#### **Please elaborate your selection below.**

a) Articulate in a public speech or equivalent, other than a speech on International Women's Day, a clear vision of how the entity gender equality and empowerment of women mandate will be achieved. The Executive Director, Winnie Byanyima, in her speech to the United Nations High-Level Meeting on AIDS at the General Assembly in June 2021 called for three bold shifts to end inequalities and how they will benefit women and girls. She articulated how UNAIDS, a Joint Programme cosponsored by 11 UN agencies, is working to garner political leadership to get us back on track, with human rights and gender equality, and communities at the front in all their rich diversity. Specifically, she set out the imperative of protecting and fulfilling the rights of adolescent girls and young women as a critical and urgent task. She explained how, in Sub-Saharan Africa, adolescent girls and young women represent a quarter of all new HIV infections and how the COVID-19 crisis is also a crisis particularly for young women and girls in Africa. Finally, she invited Council members to be part of a new initiative that UNAIDS is co-leading with UNESCO, UNICEF, UNFPA and UN Women called "Education plus". b) Advocate with other UN

entities concerning the importance of promoting gender equality and the empowerment of women. In July 2021, UNAIDS launched the Education Plus initiative, in partnership with UNESCO, UNFPA, UNICEF, UN Women to accelerate actions and investments to prevent HIV and empower AGYW in sub-Saharan Africa. The initiative is a rights-based, gender-responsive action agenda to ensure AGYW have equal opportunities to access quality secondary education, alongside key education and health services and supports for their economic autonomy and empowerment. Education Plus urges countries to use education systems as an entry point to provide a holistic “plus” package of essential elements (comprehensive sexuality education, sexual and reproductive health and rights, including HIV prevention, freedom from gender-based violence and economic empowerment through school-to-work transitions). The UNAIDS Gender Assessment Tool (GAT) for national HIV responses assists countries in assessing the HIV epidemic, context and national response from a gender perspective and in making the HIV responses gender transformative, equitable and rights based and, as such, more effective. The GAT supports the development or review of national strategic plans and to inform submissions to country investment cases and the Global Fund. UNAIDS is currently supporting the implementation of the recommendations of the first cohort of Gender Assessments whilst new Gender Assessments are taking place. Established by UNAIDS and UNFPA in 2017, Global HIV Prevention Coalition (GPC) is a global coalition of 25 highest HIV burden countries, donors, civil society organizations and implementers supporting global efforts to accelerate HIV prevention. The GPC is currently strengthening the focus on AGYW by engaging with countries, communities and partners to better target and scale-up HIV combination prevention services for AGYW.

**Ensures that accountability mechanisms are enforced so that the entity reaches equal representation of women in staffing within an appropriate time-frame, in particular at the P4 or equivalent level.**

UNAIDS Gender Action Plan 2018–2023 — A framework for accountability is the roadmap for organizational compliance with the UN-SWAP. This Plan recently underwent an evaluation which was presented to the senior leadership team (SLT) in Sep 2021. The presentation of the results of the evaluation allowed for a SLT discussion about how to ensure requisite capacity, including financial and human resources, to strengthen compliance with UN-SWAP Performance Indicators. Women are in the majority of UNAIDS Secretariat staff, with an overall gender distribution of 54% women (393) and 46% men (335). The share of women in positions at P4 and above levels is within the margins of parity at 53% also in 2021. In the General Service category, women remain slightly overrepresented (54%). In 2021, the Executive Director and the Deputy Executive Director for Programme were women, while the vacant position of Deputy Executive Director for Management and Governance was filled ad interim by a male staff member. Women’s representation at the P5 level continues to be within the margins of parity (46% women, 54% men). An internal dashboard is available to staff and includes data on gender parity by grade and function. As indicated in PI 8 and, as an example, at the start of every UNAIDS performance management cycle, all staff are requested to set gender-sensitive individual work objectives to reflect on how gender considerations are addressed in all aspects of the staff member’s work. For the 2020/21 performance review cycle, 82% of UNAIDS staff members declared that gender equality and women’s empowerment had been considered when formulating their objectives for the year.

**Prioritizes funds for achieving the entity’s gender equality and the empowerment of women mandate through advocating for additional funds, and/or reallocating internal funds, consistent with decision-making authority**

For the 2021 Secretariat workplanning exercise the Executive Director outlined organizational key priorities. Number one of these noted (a) prevention, including focus on adolescent girls and young women in Africa. All UNAIDS teams in countries, regions and at global level were asked to plan their activities and respective allocations with these priorities in mind.

**Has the entity’s work in this field been impacted by the COVID-19 crisis, response and recovery?**

- Yes

**(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery**

The pandemic’s long-term impact on the HIV response shows that approx. 123,000-293,000 additional HIV infections and 69,000-148,000 additional AIDS-related deaths will occur. Concerted efforts have, therefore, been made building on the experience of the AIDS response and mitigating the socioeconomic impact, while maintaining focus on supporting communities and countries to end AIDS and ensure a strong recovery from both pandemics. Examples: • 70 country offices are participating in the national emergency planning and response, providing know-how and ensuring that people living with and at risk of HIV are included in national responses. • Reprogramming 50% of funds helped to meet emergency needs of populations and communities at the beginning of the epidemic and to catalyse larger contributions from major donors. • UNAIDS has monitored service disruptions and has supported networks of people living with HIV to understand and respond to community needs. • UNAIDS has brought lessons on human rights from the AIDS response to the COVID-19 response, with a particular focus on key populations. • UNAIDS is collaborating with the Africa Centres for Disease Control and Prevention, national authorities and development partners in six countries to support the roll-out of the Partnership to Accelerate COVID-

19 Testing initiative. • UNAIDS has been a leading advocate for a People’s Vaccine against COVID-19. • UNAIDS has actively monitored the impact of COVID-19 on GEWE and has developed guidelines to address it “Six concrete measures to support women and girls in all their diversity in the context of the covid-19 pandemic”. Internally, the COVID-19 duty of care response towards the staff has been a top priority. Actions include: • A crisis committee that has met weekly, increased all-staff communications, and all managers encouraged to meet teams frequently and to review workloads. • A Well-being Officer was hired.

### III. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY



Performance Indicator:  
PI8 Gender-responsive performance management

MEETS

#### **8b. Assessment of gender equality and the empowerment of women integrated into core values and/or competencies for all staff, with a particular focus on levels P4 or equivalent and above.**

For the past decade, gender equality and the empowerment of women have been integrated into the values and competencies of the organisation. UNAIDS Competency Framework includes three values that lay out the shared principles for all staff, with the value ‘Respect for Diversity’ setting out specific behaviours to support gender equality:

“Upholding RESPECT FOR DIVERSITY means:

- We demonstrate inclusive behaviour and willingness to work without bias with all individuals and groups, regardless of gender, nationality, sexual orientation, HIV status or any other characteristic
- We examine our own biases and behaviour and take steps to become more sensitive and inclusive
- We promote and abide by organizational policies that strengthen diversity and inclusion
- We do not tolerate stereotypes, prejudice or discrimination in the workplace or with external partners
- Our communication and interaction with others shows consideration and respect for our diverse and multicultural workforce”

All staff members are assessed against mandatory and, if applicable, elective competencies during each performance cycle. From 2018, the mandatory managerial competencies were reinforced. The competency of Managing Performance and Resources, strengthening the requirement for managers to act in a just, equitable and non-discriminatory manner for all team members, particularly relating to human and financial resources.

Following the implementation of the UNAIDS Global Staff Survey (GSS) in late 2020, for the 2021/22 performance cycle actions in addressing the GSS results were identified as a key priority for senior management. Results from the GSS provide additional impetus for senior leaders to role model inclusive and transformative leadership for a safe, equal, and empowering UNAIDS, with senior leaders and managers being requested to formulate at least one work objective that relates to priorities identified in the GSS and culture change initiatives. 60 senior managers set work objectives related to the key results of the GSS for their department or region.

Capacity assessment regarding gender equality and women’s empowerment forms part of the performance review and is aligned to the performance management cycle. At the start of every UNAIDS performance management cycle, all staff are requested to set gender-sensitive individual work objectives to reflect on how gender considerations are addressed in all aspects of the staff member’s work and how those can be further strengthened. For the 2021/22 performance management cycle, a specific declaration was included in Planning task of the performance evaluation, whereby staff members were asked to declare whether or not “Gender Equality and Women’s Empowerment has been considered and incorporated into my work objectives”. For the 2021/22 performance review cycle, 77.5% of UNAIDS staff members declared that gender equality and women’s empowerment had been considered when formulating their work objectives for the year.

To enhance their capacity on gender equality concepts, gender mainstreaming or gender issues in a specific technical field, each staff member must identify at least one formal or on-the-job GEWE learning objective to be completed during the

performance management cycle.

For the 2021/22 performance cycle, 94% of UNAIDS staff members attested to having identified a learning objective (either formal or on-the-job) which contributed to enhancing their capacity on gender equality concepts (comparable to the 95% for the 2020/21 cycle and 94% figure for the 2019/20 cycle).

During 2021, UNAIDS introduced a performance management coaching programme for managers, enabling them to develop their performance management skills as well as to focus on specific issues or challenges they encounter in managing their teams.

As highlighted in the 2020 UN SWAP report, the research and development of a rewards and recognition programme was identified as an Action Plan area, however despite initial research on schemes /best practices present at other UN / international organizations, progress has however stalled due to the need to focus resources on the ongoing realignment process at UNAIDS and the need to provide support and training to staff negatively affected by the process. This will move as an action area for 2022, especially in the light of the likely ERP/performance module changes to come during 2023.

#### Has the entity's work in this field been impacted by the COVID-19 crisis, response and recovery?

- No

#### (If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery

NA

### IV. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES



Performance Indicator:  
PI9 Financial Resource Tracking

EXCEEDS

#### 9ci. Financial resource tracking mechanism in use to quantify disbursement of funds that promote gender equality and women's empowerment.

The 2016-2021 UNAIDS Strategy and the 2016-2021 Unified Budget, Results and Accountability framework (UBRAF) adopted in October 2015, identified gender equality as a key strategic result area for UNAIDS investments and work. The UBRAF not only serves as a planning and tracking system to quantify funds disbursed but also links resource tracking with results-based budgeting processes. The 2016-2021UBRAF is structured around 8 strategy results areas with one fully dedicated to gender equality, while other aspects are featured in other strategy areas (see 2021 response for more details).

The 2022–2026 UBRAF articulates the Joint Programme's (JP) contribution to the 2021-2026 GAS and was adopted by the PCB in October 2021. Gender equality and women empowerment (GEWE) has been further elevated. The biennial JP Workplan & Budget (WB) (currently 2022-2023 WB), details budget allocations and links budgets to planned results and performance indicators. The 2022-2026 UBRAF includes multifaceted commitments towards GEWE, all of them with clear budget allocation that will be tracked through the JP reporting mechanism (specifically JPMS and ERP).

- Stand-alone gender result area: Gender is part of the JP outcome 2 and is a stand-alone JP output, namely output 6. Budget estimates for core and non-core funds for each output are stated in the WB (p.28-31) for the JP (11 Cosponsors and Secretariat). The JP quantifies disbursements of funds through its financial data and narrative report against those results and planned estimated budgets. This data is published through the yearly PMR to the Board, financial report as well as through the publicly available Results and Transparency Portal ([open.unaids.com](http://open.unaids.com)) which includes it as well as other financial flows details in line with IATI requirements.

- Cross-cutting issue: The design of the UBRAF recognizes the centrality of gender transformative actions as key of an intersectional approach to ending HIV related inequalities. For each of the 10 UBRAF Result Area Outputs, gender-based inequalities/gaps/challenges for the HIV response or gender-responsive areas of interventions (deliverables) have been identified based on the latest available evidence.

- Measurable indicators: It is foreseen to have 3 JP outcome indicators, 2 JP specific output indicators and 3 Secretariat specific output indicators to track gender-transformative and gender-responsive activities of the JP, linking progress to budget allocations/implementation through the yearly reporting. (Note that the full UBRAF indicator matrix is being finalized and to be approved by the PCB in June 2022 – this para may thus be revised during the year)
- SDG expenditure reporting: As part of the QCPR and the Funding Compact for UNDS entities, the UBRAF and its related qualitative and quantitative reporting has foreseen to report on expenditure disaggregated by SDGs (see Funding Compact indicator 7.4). This allows tracking JP expenditure against for example SDG 5.
- UNAIDS Secretariat Gender Equality Marker (GEM): The GEM was applied since 2016 and been revised and improved over time. For the 2022-2023 cycle, UNAIDS continues to systematically apply the GEM to assess planned activities of the JP at country and regional levels and for the Secretariat for all workplans.
- Practical guidance and quality assurance processes: UNAIDS Secretariat teams were provided with the Gender Equality Marker Guidance to guide, while receive support through the Checklist for UNAIDS planning and reporting on Human Rights, GEWE. The guidance and checklist were prepared to ensure that GEWE is incorporated into Secretariat workplans and country level Joint UN Plans on AIDS, and to support better planning and reporting on those areas. During QA processes, thematic focal points on gender, joined some of the reviews and provided quality-input in the revision and finalization of JP country activities and the allocated budgets.
- Non-core budget review process: The Secretariat internal review and clearance process of new projects with non-core allocations includes an aspect of ensuring the centrality of the cross-cutting issue of gender in the project proposals and budgets submitted to the Resource Mobilization Group. A checklist and a linked questionnaire have been developed for the reviewers of non-core projects, providing impetus to improve those gender-transformative actions that may have been missed. At the moment, the Gender Equality Marker (GEM) is not being applied to non-core budgets.
- Evaluations: Evaluations organized by the UNAIDS Evaluation Office are part of the resource tracking mechanism of the JP. At the 38th PCB meeting in 2016, appreciation was expressed for the increased emphasis on external evaluations under the 2016-2021 UBRAF. The recommendations from evaluations and their corresponding management responses help to ensure optimal use of resources earmarked for promoting GEWE. In 2021, the following gender-related evaluations were conducted: i) Violence against women and girls (JP evaluation); and ii) Gender Action Plan (UNAIDS Secretariat Evaluation). Contribution to advancing gender equality is also usually included in evaluation of country JP and related reporting (with the GEM as one element of information complemented by much other qualitative information).

#### **9cii. Results of financial resource tracking influences central strategic planning concerning budget allocation.**

Central strategic planning is informed by many sources of information and analysis, inclusive of past implementation and related lessons learned and resource tracking. Through the 2021-2026 GAS and the 2022-2026 UBRAF, the Joint Programme's work on gender equality has been further elevated. Reports on overall financial implementation (including financial resources tracking) are shared to the Board on annual basis through the Performance Monitoring Report (PMR) broadly speaking and are also publicly available through the results and transparency portal. The huge diversity of lessons learned, reports, analysis, evidence review, surveys, evaluations and recommendations have informed the important role given to gender equality in these major UNAIDS strategic planning documents; GAS and UBRAF.

Furthermore, UNAIDS has built the capacity of the Joint Programme on how to incorporate human rights and gender equality perspectives into all workplans and Joint UN Plans on AIDS, and on how to apply the Gender Equality Marker (GEM). The application of the GEM since 2016, its improvement and review over the years, including through internal analysis and dialogue have created more awareness for the use and application of financial resource tracking for GEWE, especially at global level. Internal GEM analysis and consecutive dialogues among Planning and Performance Management Team and the Gender Team have helped further inquire the data and discuss possible applications and use. It also highlighted limitations of the GEM in terms of its generic nature where more granular analysis is often needed for the HIV response in diverse context and thus need for also using qualitative data to complement it especially to better focus on more specific HIV and gender equality issues.

It is important to note that given UNAIDS unique nature as a Joint Programme, budget allocation is particular, with budget allocation to 11 Cosponsors, which plan for their HIV-related work in line with UNAIDS Division of Labour, based on and aligned with the UBRAF, but with authority for the more detailed allocation decisions for core and non-core resources they manage at the central level. Another limitation is that UNAIDS best asset and most important resources is its personnel which financial resources tracking does not allow to capture especially as advancing gender equality is already so highly ingrained in all aspects of our work.

It is not possible to define specifically to what extent and how GEM resources tracking in and by itself has influenced central

strategic planning which is informed by many other reviews of HIV epidemic and related multisectoral evidence and strategic considerations that also include gender equality related evidence and analysis. It is part of the various elements that contributed to sustaining and even elevating attention and focus on gender equality for the Joint Programme's work. This includes for examples some concrete process for the newly developed strategic planning:

- The 2022 – 2023 Workplan and Budget has been developed in coordination with the Secretariat and its 11 Cosponsors, as the finalization of the UBRAF took place. Lessons from previous implementation of the UBRAF and its biennial Workplan and Budgets informed the various discussions on budgeting held by the Joint Programme through the UBRAF Steering Group. In the UBRAF and thus aligned in the Workplan and Budget, gender has an important role as stand-alone specific output area, with its indicators, as well as featuring across the 10 Joint Programme outputs and 5 Secretariat Functions as a cross-cutting issue with its gender-responsive indicators.
- Data was shared with evaluation office and external evaluation group to serve as an additional input for various evaluations.
- Though the GEM data was not explicitly mentioned, the board has reiterated the importance of gender equality which was taken into account for the new Global AIDS Strategy and UBRAF.
- For the 2021 Secretariat workplanning exercise the Executive Director outlined organizational key priorities. Number one of these noted (a) prevention, including focus on adolescent girls and young women in Africa. All UNAIDS teams in countries, regions and at global level were asked to plan their activities and respective allocations with these priorities in mind.
- Exceptional approval for COVID reprogramming of funds in 2020 with gender sensitive and responsive response to COVID and support for women-led organization included as priorities for the reprogramming.

**Which type of scale is being used?**

- 0-1-2-3

**(If other) Please describe the scale used:**

**In which areas or budget sources does the entity apply the Gender equality markers?**

- Other

**(If other) Please identify the areas or budget sources below:**

The markers are systematically applied for the core budget allocated to the UNAIDS Secretariat as well as to the Cosponsors at country level through the Country Envelope mechanism.

**The gender marker system is used for...**

- planning
- Other

**(If other) Please describe gender marker system uses below**

Additionally, to the gender marker being used systematically during the planning exercise, gender dimensions are also specifically reviewed during quality assurance. Quality assurance processes of UNAIDS Joint Plans at country level which a UNAIDS Country Envelope may partially fund and with budget then included, involve specific review of gender equality and human rights aspects through dedicated thematic focal points from the global centre.

**In which ERP is the gender marker system embedded?**

- Other

**(If other) Please identify the ERP system below:**

Two systems are being used, one for the UNAIDS Secretariat: (1) WHO/ERP/GSM (with new system being developed), the other for the joint planning, for UNAIDS Secretariat and its Cosponsors; (2) JPMS

**Has there been guidance and training on the use of gender markers in the entity in the reporting year?**

- yes

**Which department is in charge of quality assurance of gender markers in the entity?**

- Other

**(If other) Please identify the department below:**

Planning and Performance Management office, which is part of the Planning, Finance and Accountability Department, which is part of the Management branch. The Planning and Performance Management Office works closely with the Gender and Budget teams when developing the guidance or when reviewing collected data on the gender marker.

**What is the amount of funding allocated by the entity to gender-targeted project and interventions (GEM 3/2b) in the most recent period ?**

22713338

**Has the entity's work in this field been impacted by the COVID-19 crisis, response and recovery?**

- Yes

**(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery**

In March 2020, the UNAIDS Executive Director exceptionally approved the use of up to 50% of Secretariat's 2020 core activity budget and country envelopes funding for countries for COVID-19 related activities. Activities related to human rights, gender and equity in the context of COVID and HIV were among the priority options for reprogramming of Joint Programme country envelopes and Secretariat core resources. This included, among others, actions to support the provision of services on violence against women, support to women-led organizations, particularly the networks of women living with HIV and organizations of adolescent girls and young women. In 2021, while the new context of COVID-19 was taken into account in the update workplans for 2021, this was then more handled on a case-to-case basis, depending on needs and emanating from actions taken in 2020. During 2020 and 2021 UNAIDS finalized the 2021-2026 GAS and the 2022-2026 UBRAF. These processes were drawing on key lessons learned from the intersecting HIV and COVID-19 pandemics and thus were informed by the latest available evidence, leveraged proven tools and approaches of the HIV response. The GAS includes a specific result area on a fully prepared and resilient HIV response that protects people living with, at risk of and affected by HIV in humanitarian settings and from the adverse impacts of current and future pandemics and other shocks. As an example, a priority action under this area notes to protect and promote gender equality and human rights and to prevent and respond to gender-based violence, with particular attention to people who are most marginalized and vulnerable to HIV in the context of pandemics and other shocks and crises. The UBRAF and its connected Workplan and Budget likewise include a Joint Programme Outcome on humanitarian settings and pandemics and identified specific gender-related deliverables.

IV. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES



Performance Indicator:  
PI10 Financial Resource Allocation

EXCEEDS

**10c. Financial benchmark for resource allocation for gender equality and women's empowerment mandate is exceeded.**

10c. Financial benchmark for resource allocation for gender equality and women's empowerment mandate is exceeded. In keeping with the UN-SWAP requirement, UNAIDS Secretariat adopted a Gender Equality Marker (GEM) in 2015, including a financial benchmark of 15% of core resources deemed to have a principal objective to contribute to gender equality and women's empowerment (GEM 3). The first implementation of the GEM was applied to 2016-2017 UNAIDS Secretariat activity workplans and budget. The rating code of 2 (significant contribution to gender equality and/or women's empowerment) was the goal for the UNAIDS Secretariat workplans. In September 2017, the GEM was extended to the work of the Joint Programme when it was integrated into the Joint UN Plans on AIDS at country level. This was an outcome of the UNAIDS' 40th Programme Coordinating Board (June 2017) affirming the UNAIDS 2018-2019 budget and the UNAIDS Joint Programme Action Plan as a way to strengthen the coherence and effectiveness of UNAIDS' support to countries. Analysis of the GEM is only conducted on activities funded by UNAIDS core resources.

Referring to UN SWAP 2020 reporting cycle: The 15% benchmark aimed at for the GEM 3 rating was almost achieved for the 2020-2021 biennium with 14% of GEM 3 for planned budget for the Secretariat work, and 13% for the Joint Programme country Joint Plans on AIDS. As explained under PI 9, in the context of COVID-19, from March 2020, important reprogramming

of some core resources took place including with gender equality among the main priorities.

Current UN SWAP 2021 reporting cycle: For the 2022-2023 biennium the Secretariat workplanning is still ongoing. With regards to the 2022-2023 joint planning exercise, the complete set of 91 country UN Joint Plans on AIDS is available at the time of this reporting, and based on this data the following assessment is recommended; 'exceeds requirements' (10c. Financial benchmark for resource allocation for gender equality and women's empowerment mandate is exceeded.) The detailed analysis substantiating this assessment is following:

- There are a total of 2,755 planned activities funded by the US\$50 million UBRAF core country envelope funds for the 2022-2023 biennium. These activities are spread across the 10 UBRAF Result Area Outputs. Of these total activities, 484 activities are rated GEM3, representing 18% which surpasses the 15% benchmark established as a financial benchmark for UNAIDS .
- From a budget perspective, 19% of the total US\$50 million country envelope funds for 2022-2023 have been rated GEM3, validating the fact that the 15% benchmark has been exceeded.

The subsequent updates for UNSWAP during the course of 2022 will allow us to provide a full overview, additionally to above, of Secretariat workplanning exercise GEM ratings, and therewith for all core budgets.

It is important to note that core funding allocated to UNAIDS 11 Cosponsoring organization at the global level and the non-core funding they mobilize is within their responsibilities for more detailed programmatic and financial allocation and benchmarking, reported to their respective boards and thus beyond the scope of authority of the Secretariat.

**Please provide the following data on the financial allocations for gender mainstreaming in the entity for the most recent reporting period. Total entity revenue in USD in the most recent reporting year:**

269500000

**Financial allocation to the gender unit (excluding staff cost) for entities that have a gender unit or department.**

610000

**Financial allocation for GEWE to gender advisors/specialists (not part of the gender unit) (excluding staff cost) for entities that have dedicated gender advisors or specialists with a budget line for their gender mainstreaming function**

0

**Has the entity's work in this field been impacted by the COVID-19 crisis, response and recovery?**

- Yes

**(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery**

As detailed in the 2020 Performance Monitoring Report (June 2021), the intersecting HIV and COVID 19 pandemics and highlighting that the Joint Programme empowered the country-level Joint UN Teams on AIDS to reprogramme up to US\$ 12.5 million for COVID-19 related activities, while up to US\$ 9.5 million was also committed from the Secretariat's core activity budget. By end 2020, 66 out of 86 country-level teams reported on utilization of reprogrammed funds to respond to the colliding epidemics. By and large, reprogramming allowed for rapid responses to protect the rights and meet the diverse needs of people living with HIV, girls and women, key populations, and emerging vulnerable groups such as migrants, and support innovative approaches and differentiated models of care, including community-led approaches that reduce stress on health services and improve their efficiency. A quick high-level internal analysis of country envelopes funds reprogrammed as per the exceptional approval by the EXD of during the first few months of the COVID-19 pandemic took place in June 2020. The data showed that at least an estimated 10% of the reprogrammed funds went specifically towards human rights, gender and equity in the time of COVID-19 pandemic and noting that other reprogrammed funds for interventions for other areas (e.g., community support, innovations for continued services delivery) would most likely have been gender sensitive and/or responsive.



**11bi. Gender focal points or equivalent at HQ, regional and country levels are: a. designated from staff level P4 or equivalent and above for both mainstreaming and representation of women b. have written terms of reference c. at least 20 per cent of their time is allocated to gender focal point functions.**

a. appointed from staff level P4 and above for both mainstreaming and representation of women

A People Management Department staff member at the P4 level is coordinating the implementation of the Gender Action Plan 2018-2023. An interdisciplinary working group supports the organization's work on the UN-SWAP, including the annual reporting, participation in technical working groups as well as identification of opportunities to make progress on gender equality and women's empowerment and their operationalization. Six working group members are at the P5 level, three at P4, one at P3, and one at P2 level.

b. have written terms of reference

Terms of Reference for the UN-SWAP WG were issued in 2019. It is also noted that, in addition to including gender equality and women's empowerment into the post descriptions of new posts, contribution to gender equality and women's empowerment by focal points can be captured in the work objectives and assessment of competencies as part of the performance management cycle.

c. at least 20 per cent of their time is allocated to gender focal point functions

Members of the interdisciplinary UN-SWAP WG spend a considerable amount of their working time to contribute to gender equality and women's empowerment within the UNAIDS Secretariat, as well as programmatically advancing gender equality and women's empowerment in support of the Global AIDS Strategy. Some members allocate most of their time to these tasks.

**11bii. Gender department/unit is fully resourced according to the entity mandate.**

The Community Support, Social Justice and Inclusion Department in UNAIDS Headquarters had five dedicated positions working full time on gender equality in 2021, three at P5 -including a Swedish government secondment, as well as the Senior Manager "Education Plus" Initiative (2021-2025): Empowerment of adolescent girls and young women in Sub-Saharan Africa, based on Johannesburg), one at the P4 and one at P3 level. In addition, a JPO at the P2 level originally deployed in January 2020 spent a second year within the team. Together with the Human Rights team, the gender equality team is led by a Director at the D1 level.

At the regional level, Senior Community Support Advisers are responsible for Gender Equality, SRHR and GBV, and at country level Fast Track Advisers and Community Support Advisers lead on gender equality and human rights. UNAIDS Secretariat structure and staffing will change considerably further to organizational alignment decisions announced in 2021. The mentioned staff profiles will be considerably amended, and details will be provided in the next reporting cycle.

The Senior Adviser (Gender) position established at the P5 level in the East South Africa Regional Support Team was competitively filled in December 2020.

**Total number of entity staff**

728

**Total cost of all entity staff:**

117000000

**Total number of staff in the gender unit:**

7

**Total staff cost of gender unit**

1400000

**Does the gender unit address GEWE issues only?**

- No

**If not, please describe what other cross-cutting issues:**

CSE, SRHR (also lead on Nairobi ICPD Conference processes on population and development), adolescents, education, lead on the Education Plus flagship initiative, intersecting inequalities, women from KPs including gender-diverse communities, also GBV and masculinities ---all issues the unit considers integral to advancing GEWE agenda—in addition to engagement from gender perspective on UHC, social protection/cash transfers, support to women network's, including their participation in the HLM and Political Declaration processes.

**Where is the gender unit located in the organigram / reporting lines?**

Human Rights and Gender Equality Team, within the Community Support, Social Justice and Inclusion Department

**Where is the gender parity function located?**

Management and Governance Branch

**Total number of gender advisors/specialists (not part of the gender unit)**

2

**Total cost of dedicated gender advisors (not part of the gender unit)**

27234

**Total number of gender focal points**

21

**Has the entity's work in this field been impacted by the COVID-19 crisis, response and recovery?**

- No

**(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery**

NA

IV. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES



Performance Indicator:  
PI12 Equal representation of women

APPROACHING

**12a. Plan in place to achieve the equal representation of women for General Service staff and all professional levels in the next five years.**

Women are in the majority of UNAIDS Secretariat staff, with an overall gender distribution of 54% women (393) and 46% men (335). The share of women in positions at P4 and above levels is within the margins of parity at 53% also in 2021. In the General Service category, women remain slightly overrepresented (54%).

In 2021, the Executive Director and the Deputy Executive Director for Programme were women, while the vacant position of Deputy Executive Director for Management and Governance was filled ad interim by a male staff member. Women's representation at the P5 level continues to be within the margins of parity (46% women, 54% men). Men are heavily overrepresented at four grades (D2, GS4, GS3 and GS2) while women are clearly overrepresented at seven grades (P4, P2, NO-C, NO-B, GS7, GS6 and GS5). Parity is reached or close to reached in four grades (D1, P5, P3 and NO-D). Furthermore, the UNAIDS Secretariat has maintained an almost complete parity among Country Directors in 2021.

Various activities are implemented to meet the numeric targets of the Gender Action Plan 2018-2023 and make progress in its action areas. Furthermore, gender equality and women's empowerment are mainstreamed across the pillars of the UNAIDS Secretariat Human Resources Strategy 2016-2021. Reaching parity at all grades, developing women leaders and implementing staff-friendly policies are defined as commitments under the action areas.

The People Management Department monitors progress towards and promotes gender parity in the context of organizational

change, under the guidance of Senior Management. In 2019 a gender score card by department or region, as applicable, was introduced as a means to sensitize hiring managers in staff selection processes. The online live dashboard, which was reported as a development in 2020, was expanded. It facilitates easier tracking of the number of men / women required to reach parity at all levels.

**Has the entity’s work in this field been impacted by the COVID-19 crisis, response and recovery?**

- No

**(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery**

NA

**Gender parity data by level**

	Female	Male
P1	1	0
P2	13	6
P3	30	24
P4	64	33
P5	58	69
D1	19	22
D2	2	2
ASG	1	1
USG	1	0

IV. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES



Performance Indicator:  
PI13 Organizational culture

EXCEEDS

**13ci. Organizational culture fully supports promotion of gender equality and the empowerment of women.**

While UNAIDS has rated this performance indicator as ‘exceeds requirements’, the UNAIDS Secretariat acknowledges that more needs to be done to ensure that all staff experience the inclusive work culture to which UNAIDS aspires. Through the Culture Transformation process launched in May 2020, UNAIDS is building an equal, safe and empowering workplace culture grounded in intersectional feminist principles. This work broadens and deepens the commitments laid out in the Management Action Plan for a healthy, equitable and enabling workplace for all UNAIDS staff was endorsed by the Programme Coordinating Board at its June 2019 meeting. Since 2013, UNAIDS is pursuing the goal of achieving gender equality and empowering women through dedicated Gender Action Plans. In line with the recommendations of the independent evaluation of the 2018-2023 Gender Action Plan, a comprehensive intersectional Gender, Diversity, Equity, Inclusion and Accessibility framework will be developed applying an overarching intersectional gender-transformative lens as entry point.

**13cii. ILO Participatory Gender Audit or equivalent carried out at least every five years.**

UNAIDS Secretariat Gender Action Plan 2018-2023 – A Framework for Accountability was informed by a gender audit. An external gender auditor conducted a desk review, aligned to the ILO’s gender audit methodology, which examined the Secretariat’s processes from a gender perspective, assessed the relative progress and identifies areas for further development in promoting gender equality. The desk review included reviewing key organizational policy documents, performance monitoring reports as well as other documents such as generic job descriptions, TORs, reports, publications and other studies from a gender perspective to establish a baseline for the new Gender Action Plan and identify areas where more action is

needed. A consultative process was carried out to engage all staff through broad consultations and to solicit their inputs to inform the Gender Action Plan 2018-2023. 196 staff members, 28% of the UNAIDS workforce, responded to a comprehensive all-staff survey in September 2017. A deeper inquiry through focus group discussions and individual interviews with some 40 colleagues representing a cross-section of the UNAIDS Secretariat staff allowed for probing of survey findings and concrete suggestions for bridging the gap as well as contribute to stronger ownership among key stakeholders. The data from survey, focus group discussions and interviews was analysed by the external gender auditor and recommendations for areas of focus for a new Gender Action Plan made in conjunction with findings from the desk review.

#### **Implement, promote and report on facilitative policies for maternity, paternity, adoption, family and emergency leave, breast-feeding and childcare**

UNAIDS applies a unified parental leave policy which extends adoption and paternity leave to 16–18 weeks, depending on the number of children, and provides surrogacy leave of the same duration. This more equitable policy framework supports caregiving by men and women and can help in overturning perceptions that women of childbearing age are potentially too expensive or an absentee risk when compared with similarly qualified men. Maternity leave is 24-28 weeks.

#### **Implement, promote and evaluate policies related to work-life balance, including part-time work, staggered working hours, telecommuting, scheduled breaks for extended learning activities, compressed work schedules, financial support for parents travelling with a child, and phased retirement**

The Flexible Working Arrangements policy is in place for all staff, covering flexible working hours, compressed working hours and teleworking. Provisions are in place for staff members with a breastfeeding infant (or infants) under the age of twenty months who are requested to undertake duty travel.

#### **Promote existing UN rules and regulations on work-life balance with an internal mechanism available to track implementation and accessibility by gender and grade.**

Implementation of the Flexible Working Arrangements policy is centrally monitored by the People Management Department. In 2019, nine staff members worked part-time, 48 staff members used teleworking arrangements and two staff members used compressed working hours.

Since 2020, given the exceptional circumstances related to the COVID-19 pandemic and its ramifications, UNAIDS has greatly extended its flexibility, allowing staff to telework to the extent possible.

#### **Periodic staff meetings by units are scheduled during core working hours and on working days of staff working part-time, with teleconference or other IT means actively promoted.**

See also previous response.

Since the beginning of the COVID-19 pandemic, managers have been requested by the EXD to manage staff with empathy and flexibility, taking into account staff members' competing priorities while working from home and applying a degree of flexibility regarding work outside of core working hours. Microsoft Teams and other electronic means are available to all personnel working in UNAIDS. Also, laptops were purchased and made available to all staff through the year including those in hardship duty station. National staff were provided with reimbursement for data packages.

#### **Regular global staff surveys**

In November 2020, the first management-led Global Staff Survey in over a decade was conducted. The survey was anonymous yet some demographic data including gender as included in human resources systems was prefilled. In addition, respondents were invited to identify their gender identity beyond a binary scale. The survey had a high response rate of over 63%. Responses and perceptions were disaggregated where possible, including by gender identity. Following the analysis and reporting on the data in early 2021, twenty briefings were held with staff at the regional and team levels, leading to action plans being developed by the relevant business units. Over 60 managers have put performance objectives relating to the GSS and Culture Transformation objectives. Some groups within UNAIDS (staff living with HIV, women, people of colour, those with disabilities and those who are gender non-conforming) are experiencing the organization in a more negative light). These findings were particularly highlighted as concerning and prioritized to be addressed by the Executive Director. An online exit interview form is shared with staff leaving UNAIDS and is a mandatory step during separation. Some interviews are conducted for qualitative data to support survey findings. This initiative was re-launched in 2019 and some data has been collected and reported on.

#### **Sexual harassment**

A revised Policy on Preventing and Addressing Abusive Conduct has been released in early 2021. The modernized Policy, which provides inter alia for a broadened scope of application, a victim-centred approach and reinforced emphasis on prevention and early intervention, is aligned with the UN System Model Policy on Sexual Harassment to ensure greater consistency within the UN Common System. Information on the #RESPECT Campaign run internally to raise awareness on harassment, discrimination and sexual harassment is available here:

<https://www.unaids.org/en/resources/presscentre/featurestories/2021/november/respect-campaign-against-abusive-conduct>

UNAIDS' Integrity Hotline provides a confidential and anonymous medium for reporting any concerns relating to misconduct, including abuse of power, bullying, harassment and sexual harassment. Policy, procedural and resource information is provided in a confidential manner by the Senior Ethics Officer to staff members who report incidents of harassment or sexual harassment. The possibility for direct referral of such allegations by the Executive Director to WHO Internal Oversight Services (IOS) for preliminary review and investigation exists, when warranted.

For recruitments and in the context of disciplinary and corrective action, UNAIDS uses the ClearCheck database on sexual harassment.

### UN Ethics-related Legal Arrangements

The Director of the Ethics Office provides confidential advice on ethics related matters. Specifically, the Director of the Ethics Office administers the Declaration of Interests Programme; provides ethics advice and guidance to staff, including through the UNAIDS Secretariat Ethics Guide; promotes awareness and learning opportunities on ethics, values and standards, supports staff members in reporting misconduct including through the confidential Integrity Hotline; provides protection against retaliation through administering the Whistleblowing and Protection Against Retaliation Policy and Procedures, and provides advice on clarifying standards, policies and principles.

In Spring 2020, the Executive Director made several important decisions to strengthen the independence of the UNAIDS Ethics function, consistent with the standards established by the Joint Inspection Unit of the UN. Among other decisions, the Executive Director formally recognized a distinct UNAIDS Ethics Office to be staffed by a Director of the Ethics Office who serves as an observer to the Senior Leadership Team. The Ethics Office now presents an independent report to the PCB with a separate workplan. Administratively, this independent function is placed in the Executive Office and reports to the Executive Director through the Chief of Staff.

It is noted that 'Prevention of Harassment, Sexual Harassment and Abuse of Authority', 'Ethics and Integrity at the UN', 'Prevention of Sexual Exploitation and Abuse by United Nations Personnel', and 'I Know Gender: An Introduction to Gender Equality for United Nations Staff' are mandatory training for all UNAIDS staff. The WHO internal justice system also applies to UNAIDS, with certain adaptations.

### Has the entity's work in this field been impacted by the COVID-19 crisis, response and recovery?

- Yes

### (If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery

The organizational culture has been changed and shaped by COVID-19. Staff were given additional flexibility coupled with more IT training on different systems to work remotely. Despite UNAIDS already being on the forefront on the implementation of the flexible working arrangements, this year has seen staff learning a new way of working and a normalization of telework in and outside of the duty station.

## V. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / CAPACITY



Performance Indicator:  
PI14 Capacity Assessment

APPROACHING

### 14a. Assessment of capacity in gender equality and women's empowerment for individuals in entity is carried out.

UNAIDS is continuing to enhance its capacity assessment initiatives, in particular linked to the GEWE, implementing a Global Staff Survey (GSS) and a 360-degree assessment for UNAIDS leaders in 2021.

The GSS was launched in November 2020 to assess, among other processes, staff perception around gender equality, diversity and inclusion. This survey has been important to understand, across the entire organization, what issues or opportunities exist around GEWE and diversity, and what areas need to be strengthened to ensure, amongst other areas, staff priority issues and concerns achieve the vision of a healthy, equitable and enabling workplace for all UNAIDS staff. The survey had a high response rate of over 63%. Following the analysis and reporting on the data in early 2021, twenty briefings were held with staff at the regional and team levels, leading to action plans being developed by the relevant business units. Over 60 managers have put performance objectives relating to the GSS and Culture Transformation objectives. A 360-degree assessment was developed and launched in March 2021. 930 internal and external assessments were made of 52 senior leaders at UNAIDS, as part of the UNAIDS Executive Coaching programme, allowing senior managers to understand their own capacity in GEWE and take appropriate action to grow their skills and competencies around GEWE. The assessment covers a range of competencies, including indicators to assess behaviours around Integrity, Professionalism and Inclusivity under 3 principal domains - Personal Effectiveness, Leading Others and Leading the Organization. A third intervention implemented in 2021 is a Learning Package for National and General Service staff. This was based upon a learning needs analysis undertaken at the end of 2020 to define a learning framework to drive all developmental interventions and provide focused career and learning support in 2021/22, addressing the unique learning requirements of women staff members who constitute around 60% of this target group. The learning package includes individual coaching, career development support, certification training, and curated learning pathways.

**Has the entity's work in this field been impacted by the COVID-19 crisis, response and recovery?**

- Yes

**(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery**

Due to travel restrictions related to the COVID-19 pandemic, face-to-face interventions/programmes had to be reduced.

V. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / CAPACITY



Performance Indicator:  
PI15 Capacity Development

MEETS

**15b. Ongoing mandatory training for all levels of entity staff at HQ, regional and country offices.**

In 2021, mandatory training linked to GEWE continued to be offered and closely tracked. 2021 has also seen an additional focus on expanding leadership competency and capacity, as well as better understanding of staff developmental requirements to ensure that training is appropriately targeted and made available.

Online courses (e.g. I Know Gender, Building Gender IQ, and Gender Equality, UN Coherence and You) are closely tracked. Other relevant external courses linked to GEWE addressing staff members job or career related objectives may be supported by UNAIDS on an individual basis.

Following staff consultations, a training package on Inclusive Diversity, covering key areas including unconscious bias, micro-behaviours, and inclusive language, among other topics, was launched to staff in late 2021. Ensuring that all staff have a common understanding of the issues is a critical first step to allow empowered conversations and actions to take place. The training package will trigger follow-up team-based discussions to ensure that key concepts are being internalized and reflected in everyday work, and will be supported by team reflection guides and guided sessions documentation will be rolling out in early 2022.

UNAIDS participated again in the ITC Mentoring Programme for Women, with nine mentees and nine mentors from UNAIDS participating. UNAIDS also sponsored four participants from the regions in the Programme for Emerging Women Leaders, UN EMERGE. Career support and individual coaching for General Service and National Professional Officers launched in 2021, with over 80 GS/NO staff participating in both programmes.

Leadership competencies and capacity building continues to receive special attention. A new cycle of the Leadership Executive Coaching Programme completed in 2021, with over 80 senior managers participating. Based upon feedback from the 2019 cycle, a 360-degree assessment for development, with a particular focus on inclusivity and gender-based bias, was developed and launched in March 2021. The findings from the 360 helped define developmental plans of senior leaders,

which were addressed through coaching sessions. This will ensure that staff development is appropriately targeted and supported, with a specific focus on inclusivity and diversity. The coaching pool was expanded in 2021 to 55 external coaches, with 70% female coaches, from 24 countries, to support the learning and development requirements of senior leaders. Key findings from the Global Staff Survey were released in early 2021 and are informing the development of a targeted Management Leadership programme for senior leaders, ensuring that management in all UNAIDS country offices and HQ are equipped to support and take appropriate action towards GEWE. Aggregate data from the 360 assessment is further building and strengthening design of the leadership development programme to strengthen the elements around GEWE. The UNAIDS performance management policy stipulates that all staff must set at least one gender-focused learning objective for each performance cycle. While any one course is not deemed as mandatory, undergoing and availing of one learning opportunity that directly relates to gender is mandatory. Close tracking of compliance on planning for and completing a gender related training is implemented in every performance management cycle at UNAIDS, for staff at all levels (including senior managers).

**Has the entity's work in this field been impacted by the COVID-19 crisis, response and recovery?**

- Yes

**(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery**

The COVID- 19 crisis has required a rethinking of design and mode of implementation for several development initiatives. This resulted either in delays or cancellation of programmes. This includes the UNAIDS Women Leadership Programme led by the UNSSC. This programme is now on hold for review.

VI. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / KNOWLEDGE, COMMUNICATION AND COHERENCE



Performance Indicator:  
PI16 Knowledge and Communication

MEETS

**16bi. Knowledge on gender equality and women's empowerment is systematically documented and publicly shared.**

The new Global AIDS Strategy outlines a comprehensive framework for transformative actions to confront inequalities that drive the AIDS epidemic, highlighting, in particular, intersecting gender inequalities. The Strategy features evidence-based priority actions and Global Targets to be achieved by 2025 which includes targets addressing gender inequalities. The Global AIDS Strategy Campaign, moreover, highlights inequalities, including gender: <https://trello.com/c/6NPDxJoi>.

At the Commission on Status of Women, UNAIDS organized a side event about the Education Plus initiative. The initiative responds to the urgency of effectively addressing the alarming numbers of adolescent girls and young women acquiring HIV and dying of AIDS, and to the needs and rights of those living with HIV and impacted by the epidemic in sub-Saharan Africa, a region facing heightened risks and challenges due to the COVID-19 pandemic. One of the initiative's main areas of focus is raising awareness and advocating for greater resources for women and girls.

The 2021 High-level Meeting on AIDS and the recent Global Report launch also included several events which highlighted inequalities faced by women and transgender people in the context of the joint pandemics of Covid-19 and HIV.

Priorities going forward include:

- Highlighting gender in key campaigns including forthcoming World AIDS Day;
- Communication internally and externally around evaluation of the Gender Action Plan and evaluation of the work of the Joint Programme on violence against women (VAW);
- #RESPECT Campaign internally to raise awareness on harassment, discrimination and sexual harassment.

Social media strategies throughout the year highlighted the need to act for gender equality and focus on women and girls in

the context of the HIV and Covid-19 pandemics. For example the Trello Board that was developed for World AIDS Day can be viewed on this link: <https://trello.com/b/bpqRbYi8/world-aids-day-2021>

**16bii. Communication plan includes gender equality and women’s empowerment as an integral component of internal and public information dissemination.**

UNAIDS Communication plan mainstreams women and girls in every aspect of our communication. Given the impact HIV has particularly on marginalised women, data is systematically provided around the impact and action needed to improve gender equality.

Of note this year was the launch of the Education Plus initiative aimed at improving access to education for women and girls in Sub-Saharan Africa. This is an initiative piloted by the UNAIDS Executive Director and the Executive Heads of four other UN organisations (including UN Women), launched in Paris at the Equality now forum. A dedicated Communications Office was recruited to support the initiative and develop related advocacy and communication materials. Education Plus Initiative (2021-2025) Empowerment of adolescent girls and young women in Sub-Saharan Africa: <https://www.unaids.org/en/topics/education-plus>

UNAIDS EXD has publicly committed to transforming UNAIDS into a feminist organisation. The EXD and Deputy Executive Director regularly report on progress towards achieving the Gender Action Plan’s targets and UN-SWAP performance, provide visibility to female staff at all levels and drive the Leadership Programme for Women. GEWE are on the agenda of senior management retreats, staff meetings, and gender is part of the regular communication to all staff.

To improve transparency, a dedicated public webpage was developed on gender and diversity at UNAIDS: ([www.unaids.org/en/whoweare/gender\\_diversity](http://www.unaids.org/en/whoweare/gender_diversity)). The page includes public information on UNAIDS targets, as well as an annual progress report on the Gender Action Plan. It also features profiles of UNAIDS female and male staff working to promote gender equality, speaking about how “I am the Gender Action Plan”. A dedicated intranet page serves as a one-stop location for information and materials related to the Plan.

A campaign to prevent and address harassment and abusive conduct in the workplace was launched in 2021. The #RESPECT campaign was rolled out over several months among staff, highlighting specifically issues relating to sexual harassment. More information about the campaign is available here: <https://www.unaids.org/en/resources/presscentre/featurestories/2021/november/respect-campaign-against-abusive-conduct>

**Has the entity’s work in this field been impacted by the COVID-19 crisis, response and recovery?**

- Yes

**(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery**

While the work on advocating for gender equality and women’s rights continues, the messaging and advocacy efforts have adapted to the new realities of a pandemic. The focus has been put on the impact of COVID-19 and how it has been rolling back hard-fought gains of feminist and HIV movements. The Executive Director has continued to highlight the disproportionate burden of care on women in the COVID-19 Pandemic. UNAIDS has been working with organizations of women living with HIV to support the response to COVID-19.

VI. INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / KNOWLEDGE, COMMUNICATION AND COHERENCE



Performance Indicator:  
PI17 Coherence

MEETS

### **17bi. Participates systematically in inter-agency coordination mechanisms on gender equality and the empowerment of women.**

UNAIDS actively participates in meetings of Geneva-based focal points as well as global meetings and working groups and continues to share lessons learned on prioritizing progress to meet or exceed all UN-SWAP Performance Indicators with other focal points and entities within and beyond the UN system.

In 2021, UNAIDS presented at two UN-SWAP global clinics (PI4 Evaluation and PI6 Gender Policies) and collaborated with the International Trade Centre through a session on feminist Culture Transformation and its implications for gender equality, diversity and inclusion. In addition, UNAIDS partnered again with the ITC's mentoring programme.

Through its 2018-2023 Gender Action Plan, UNAIDS commits to 100% compliance with the UN-SWAP 2.0 framework as one of the four targets: "Meet or exceed all performance indicators of the UN-SWAP 2.0 Framework, demonstrating progress over time. The UN-SWAP performance indicators pertain to a range of issues, including human resources and management, budgets and finances, communications, programmes and policies, organizational culture and leadership."

This target is underpinned by action area 4 on standard-setting which sets the following commitments in support of the UN-SWAP.

- Shaping the way forward: active participation in UN-SWAP technical working groups in order to contribute to further shaping and refining the quality and coherence of UNSWAP.
- Enhanced reporting and quality assurance: UNAIDS will continue to prepare its UN-SWAP reporting through an interdisciplinary, cross-organizational team. It will also establish an internal quality assurance process with a group of peers to test and review the reporting data before submission.
- Concerted progress: each year UNAIDS will identify at least one performance indicator on which to progress from "meets requirements" to "exceeds requirements", as per the definitions of the UN-SWAP framework.
- Transparency in information: UNAIDS will make its UN-SWAP reporting available to all staff and post it on its website.

### **17bii. Participates in a UN-SWAP peer review process.**

UNAIDS conducted a peer review with UNHCR in 2019. The UNAIDS/UNHCR UN-SWAP peer review was initiated with a kick-off meeting in April 2019, which was attended by performance indicator focal points from across both agencies. The meeting was used to outline and refine the peer review methodology and process. Following the kick-off meeting focal points from the two agencies responsible for the same indicator met to review each other's reporting with a focus on answering the following questions:

- Is the entity's reporting on the UN-SWAP performance indicator accurate and complete?
- Which actions could be implemented to make progress against the performance indicator?
- How can your entity inform and support such progress in the reviewed entity?
- Will the reviewed entity likely meet or exceed this UN-SWAP PI by December 2023?

The outcomes of the individual peer review meetings have been consolidated in a final peer-review report.

General findings from the UNAIDS/UNHCR UN-SWAP peer review

- The peer review was a useful mutual learning opportunity through which a number of good practices have been shared and opportunities for collaboration and peer support identified.
- The peer review meetings provided a good opportunity to discuss and share experiences around the 17 indicators more generally and to elaborate on the reporting, e.g. how to address gaps between policy and practice in the two agencies.
- During the review meetings it also became clear that the two agencies in some cases had interpreted the SWAP indicators in slightly different ways, which highlighted the complexity of different agencies with unique structures and processes reporting on a uniform set of indicators.
- The peer review meetings also allowed for a deeper discussion and understanding of both progress towards the indicators and persisting challenges. Although the 17 indicators capture many aspects of the two agencies' work to advance gender equality and women's empowerment, the face-to-face meetings allowed for a broader discussion of areas where there is still room for improvement.

### **Has the entity's work in this field been impacted by the COVID-19 crisis, response and recovery?**

- No

**(If yes): Please briefly explain how the work has been impacted by the COVID-19 crisis, response and recovery**

## VIII. Joint United Nations Programme on HIV/AIDS ACTION PLAN 2021

 <p><b>PI1</b> Strategic Planning Gender-Related SDG Results</p> <p><b>MEETS</b></p>	<b>Action Plan</b>	The new GAS has reinforced gender equality issues in the HIV response and across efforts to implement the Agenda for Sustainable Development. Women's ability to access essential HIV prevention and treatment services continues to be undermined by unequal gender norms, structural gender inequalities, human rights violations and stigma and discrimination. Violence against women, including violence at home and in educational institutions, workplaces, public spaces, online and the media, continues to be a global pandemic. According to the UN Joint Programme on AIDS on preventing and responding to violence against women and girls, there is a need to strengthen the integration of GBV in HIV programming. In 2022, the UNAIDS Secretariat will prioritize: <ul style="list-style-type: none"> <li>• The development of an evidence-based, knowledge management resources toolkit on top-recommended sources, tools, and guidance documents on addressing the interlinkages of GBV and HIV;</li> <li>• The application of gender assessments at the national level to assist countries in applying a gender lens to the analysis of their national HIV epidemic, context, and response.</li> </ul>
	<b>Responsible For follow up</b>	The UNAIDS Secretariat, in close collaboration with co-sponsors, will coordinate the follow-up of the Action Plan's implementation at the global level.
	<b>Resources Required</b>	280000
	<b>Use of Funds</b>	The UNAIDS Secretariat will use the allocated funds to support the development of the afore mentioned GBV and HIV Toolkit (130,000 USD), and the application of gender assessments at the country level (150,000 USD).
	<b>Timeline</b>	1 year

 <p><b>PI2</b> Reporting on Gender-Related SDG Results</p> <p><b>EXCEEDS</b></p>	<b>Action Plan</b>	UNAIDS will reinforce women's engagement and meaningful participation, advocacy, monitoring and accountability to improve reporting of gender-related SDG results at the national level.
	<b>Responsible For follow up</b>	UNAIDS HRG Team
	<b>Resources Required</b>	100000
	<b>Use of Funds</b>	The funds will be used to support women's networks to strengthen their capacities for meaningful engagement, women-led advocacy, monitoring, reporting and accountability efforts.
	<b>Timeline</b>	1 year

 <p><b>PI3</b> Programmatic Gender-Related SDG Results not Directly Captured in the Strategic Plan</p>	<b>Action Plan</b>	N/A
	<b>Responsible For follow up</b>	N/A
	<b>Resources Required</b>	N/A
	<b>Use of Funds</b>	N/A
	<b>Timeline</b>	N/A

NOT APPLICABLE		
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 <p><b>PI4</b> Evaluation</p> <p>EXCEEDS</p>	<b>Action Plan</b>	Gender equality and human rights are addressed across all evaluations and this remains a priority for UNAIDS for the evaluations in the 2022-2023 evaluation plan. In addition, over 2022 – UNAIDS Managers commit to the implementation of the management response that was participatorily developed to respond to the recommendations of the Evaluation of the UNAIDS Secretariat Gender Action Plan, and do so in line with other ongoing organisational changes such as the Alignment process.
	<b>Responsible For follow up</b>	UNAIDS Evaluation Office
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	NA
	<b>Timeline</b>	NA

 <p><b>PI5</b> Audit</p> <p>MEETS</p>	<b>Action Plan</b>	UNAIDS does not have an internal audit function and WHO’s IOS conducts a risk assessment and develops audit plans based on this. However, UNAIDS would fully support a decision by IOS to undertake a targeted audit engagement related to gender equality and the empowerment of women Related to this, please refer to PI 4 on Evaluation and the review on Violence against Women as well as the evaluation of the Gender Action Plan 2018-2023 undertaken in 2021. Therefore, a gender-specific audit should be scheduled for a later point in time (tentatively in 2023) to avoid duplication of efforts.
	<b>Responsible For follow up</b>	WHO OIS, UNAIDS Planning, Finance and Accountability
	<b>Resources Required</b>	60000
	<b>Use of Funds</b>	Carry out targeted audit
	<b>Timeline</b>	3 years

 <p><b>PI6</b> Policy</p> <p>MEETS</p>	<b>Action Plan</b>	In line with the to be accepted recommendations of the independent, external mid-term evaluation of the Gender Action Plan for 2018–2023, a comprehensive intersectional Gender Equality, Diversity, Equity, Inclusion and Accessibility (GDEIA) framework will be developed grounded in a Theory of Change and taking a gender-transformative lens as entry point.
	<b>Responsible For follow up</b>	Change Management and People Management teams
	<b>Resources Required</b>	50000

	<b>Use of Funds</b>	Consultant/staff time
	<b>Timeline</b>	1 year

 <p><b>PI7</b> Leadership</p> <p>MEETS</p>	<b>Action Plan</b>	Strengthen governance for gender equality and women’s empowerment work, including transparent mechanisms to allow senior managers to proactively promote improvements in UN-SWAP Performance Indicators where requirements are not met/exceeded. This could be done by including commitments related to gender equality and women’s empowerment in the personal commitments made by members of the senior leadership team (as mentioned above) when these are reviewed and refined in 2021.
	<b>Responsible For follow up</b>	Executive Director
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	NA
	<b>Timeline</b>	2 years

 <p><b>PI8</b> Gender-responsive performance management</p> <p>MEETS</p>	<b>Action Plan</b>	Research on a rewards and recognition programme to supplement the formal performance management process, incorporating recognition in place for excellent work promoting gender equality and women’s empowerment.
	<b>Responsible For follow up</b>	People Management Department
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	NA
	<b>Timeline</b>	1 year

 <p><b>PI9</b> Financial Resource Tracking</p> <p>EXCEEDS</p>	<b>Action Plan</b>	The new GAS and UBRAF have sustained and, even elevated, gender equality very high on UNAIDS agenda, both as cross-cutting and stand-alone areas, which will further help to ensure gender equality and women’s empowerment receives critical attention and action. Important initiatives such as the Global Education Plus initiative, the Prevention Coalition or the Global Partnership to eliminate all forms of HIV related stigma and discrimination include targeted areas to work on gender equality and women’s empowerment. Action points include to continue with the high-quality approach to workplanning and reporting, including a focus on gender equality, ensuring reporting on gender equality is featured adequately in the Performance Monitoring Report to the Board, systematic monitoring of implementation of the 2022-2026 UBRAF through the performance reviews, reporting and planning exercises as part of the overall monitoring, evaluation and accountability exercises. Another action point includes the GEM analysis to be used in implementation review of the 2022-2023 Joint UN Plans on AIDS (including the Country Envelops), and taken into consideration as one of the input for the planned external evaluation on the Joint Programme
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	country envelopes in 2022 and take forward lessons learned and recommendations that will emanate from it to inform the next biennium country envelop allocation and programmatic planning for 2024-2025.
<b>Responsible For follow up</b>	PFA Department, noting ongoing roll-out of the Secretariat reorganisation process with expected move of some functions and change of name of responsible department
<b>Resources Required</b>	0
<b>Use of Funds</b>	NA
<b>Timeline</b>	4 years

 <p><b>PI10</b> Financial Resource Allocation</p> <p><b>EXCEEDS</b></p>	<b>Action Plan</b>	Further learning from past and current planning and reporting exercise is a continuous process across the organization but noting its complex nature as a Joint Programme. While 2021 was a year of strategic planning with the development of the new Global AIDS Strategy and UBRAF, from 2022, more focus will be on implementation and related monitoring of progress. Key areas of further analysis and refinement include the following noting however the increasingly constrained financial environment and shrinking financial and human resources and that this work is embedded/linked to broader process beyond the GEM itself and with a remaining specific focus on HIV and gender equality as per UNAIDS mandate:1. Finalize the 2022-2026 UBRAF indicator matrix including in particular the ones for the Gender Equality outputs for submission to the PCB; 2. Learn from first reporting on the new Global AIDS Monitoring Indicators measuring progress on the implementation of the new 2021 Political Declaration on HIV and Global AIDS Strategy 2021-2026 and its connected 2022-2026 UBRAF, focusing on how the stand-alone gender result area, its connected indicators and milestones, as well as the cross-cutting issue of gender are impacting the advancement of gender equality and women’s empowerment in UNAIDS work and providing quality reporting on this area in the Performance Monitoring Report (PMR) and other reporting (e.g. feature in country Joint Plan reporting available on UNAIDS results & Transparency portal at: Countries   Portal (unaids.org)).3. Continue gender-related analysis of resource tracking and spending analysis that builds on the 2020 GEM report and learn from its gaps and areas for improvement. This may also be part of the planned external evaluation of the Joint Programme country envelopes to be conducted in 2022 with an opportunity for joint analysis, learning lessons and identifying recommendations for areas for improvements.
	<b>Responsible For follow up</b>	PFA Department, noting ongoing roll-out of the Secretariat reorganisation process with expected move of some functions and change of name of responsible department
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	NA
	<b>Timeline</b>	4 years

	<b>Action Plan</b>	The organizational alignment exercise underway will position UNAIDS to best deliver on the Global AIDS Strategy End Inequalities. End AIDS. This includes
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 <p><b>PI11</b> Gender Architecture</p> <p>MEETS</p>		setting up knowledge hubs and communities of practice. Gender equality and women's empowerment are key considerations.
	<b>Responsible For follow up</b>	People Management Department & Change Management
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	NA
	<b>Timeline</b>	1 year

 <p><b>PI12</b> Equal representation of women</p> <p>APPROACHING</p>	<b>Action Plan</b>	Achieving gender parity at the D level: In 2021, appointments of strongly qualified female applicants were made, including D2 East and South Africa Director, D1 Latin America and Caribbean Director, D1 Africa Union Liaison Office Director, and D1 South Africa Country Director. UNAIDS will continue to pay attention to gender equality in all phases of the selection and hiring processes.
	<b>Responsible For follow up</b>	Executive Cabinet; People Management Department
	<b>Resources Required</b>	200000
	<b>Use of Funds</b>	Implementation in 2022 of the postponed 2022 UNAIDS Country Director Assessment Center
	<b>Timeline</b>	2 years

 <p><b>PI13</b> Organizational culture</p> <p>NOT APPLICABLE</p>	<b>Action Plan</b>	Continuation of the #Respect campaign that aims at full familiarization of the new Policy on Preventing and Addressing Abusive Conduct. A second Global Staff Survey is scheduled for the last quarter of 2022.
	<b>Responsible For follow up</b>	Change Management
	<b>Resources Required</b>	40000
	<b>Use of Funds</b>	Conduct and debrief the Global Staff Survey
	<b>Timeline</b>	1 year

 <p><b>PI14</b> Capacity Assessment</p>	<b>Action Plan</b>	A 2nd edition of the GSS is planned for 2022, following the major realignment of the organization. A skills inventory exercise is also planned following the realignment, which will allow us to also include relevant areas around inclusion and diversity. In addition, both the GSS and 360-degree Assessment are being used to inform the design of the leadership development programme for 2022 focusing on feminist leadership principles of inclusivity, respect for diversity, and GEWE.

<p>APPROACHING</p>	<b>Responsible For follow up</b>	People Management Department
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	NA
	<b>Timeline</b>	1 year

 <p>PI15 Capacity Development</p> <p>MEETS</p>	<b>Action Plan</b>	Improving the targeting, selection, and completion of GEWE training will remain a priority for 2022. This includes the targeted rollout of the unconscious bias, inclusive language and micro-behaviours e-learning courses to be supported with team-based discussions and activities to ensure that key concepts are internalized and reflected in everyday actions and work. We are partnering with UNDP to make their new inclusion and disability courses available to staff. We are also working to rollout learning pathways focused on diversity and inclusion.
	<b>Responsible For follow up</b>	People Management Department
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	Workplan funds allocated to development and launch of learning pathways / LinkedIn learning licensing.
	<b>Timeline</b>	1 year

 <p>PI16 Knowledge and Communication</p> <p>MEETS</p>	<b>Action Plan</b>	UNAIDS will support the implementation of the new Strategy, as well as will advocate for the COVID-19 impact in the HIV response, which includes the hampering on access to HIV and SRH services, and the increase of IPV, child marriages and school dropouts, a significant component to address inequalities, including gender inequalities. UNAIDS will continue advocating to generate support for increased commitment on gender equality as a key success in the HIV response.
	<b>Responsible For follow up</b>	UNAIDS
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	NA
	<b>Timeline</b>	1 year

	<b>Action Plan</b>	UNAIDS stands ready to support another entity with implementation of at least one UN-SWAP Performance Indicator.
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 <b>PI17</b> Coherence  <b>MEETS</b>	<b>Responsible For follow up</b>	Change Management and People Management
	<b>Resources Required</b>	0
	<b>Use of Funds</b>	NA
	<b>Timeline</b>	2 years

## IX. SUPPORTING DOCUMENTATION

 <b>PI1 Strategic Planning Gender-Related SDG Results</b> GENDER-RELATED SDG RESULTS /RESULTS-BASED MANAGEMENT MEETS	
Category	Documents
Strategic Plan/Strategic Framework or equivalent	<a href="#">global-AIDS-strategy-2021-2026_en</a>
Strategic Plan/Strategic Framework or equivalent	<a href="#">2021_political-declaration-on-hiv-and-aids_en</a>
Strategic Plan/Strategic Framework or equivalent	<a href="#">PCB_48_UBRAF_PMR_Executive_Summary_EN</a>
Strategic Plan/Strategic Framework or equivalent	<a href="#">PCB48_UBRAF_2016-2021_PMR_SRA_Report_EN</a>
Strategic Plan/Strategic Framework or equivalent	<a href="#">UBRAF_2022-2026</a>
Other	<a href="#">2020_women-adolescent-girls-and-hiv_en</a>
Other	<a href="#">COVID-19_HIV_EN</a>
Other	<a href="#">PCB48_Thematic_Segment_Background_Note_EN.rev2_</a>
Other	<a href="#">PI1_unaids-gender-assessment-tool_en</a>
Other	<a href="#">Six_concrete_measures_to_support_women_and_girls_in_all_their_diversity_in_the_context_of_the_COVID-19_pandemic</a>



## PI2 Reporting on Gender-Related SDG Results

GENDER-RELATED SDG RESULTS /RESULTS-BASED MANAGEMENT

EXCEEDS

Category	Documents
Annual report	<a href="#">global-aids-monitoring_en</a>
Other	<a href="#">A-74-778_en</a>
Entity RBM system guidance	<a href="#">2020_global-aids-report_en</a>
Governing Body report	<a href="#">PCB_48_UBRAF_PMR_Executive_Summary_EN</a>
Governing Body report	<a href="#">PCB_48_UBRAF_PMR_Executive_Summary_EN</a>
Governing Body report	<a href="#">PCB48_PMR_QCPR_CRP1</a>
Governing Body report	<a href="#">PCB48_UBRAF_2016-2021_PMR_SRA_Report_EN</a>



## PI3 Programmatic Gender-Related SDG Results not Directly Captured in the Strategic Plan

GENDER-RELATED SDG RESULTS /RESULTS-BASED MANAGEMENT

NOT APPLICABLE

Category	Documents
	No documents uploaded



## PI4 Evaluation

GENDER-RELATED SDG RESULTS / OVERSIGHT

EXCEEDS

Category	Documents
Report of corporate gender mainstreaming evaluation	<a href="#">evaluation-UNAIDS-Secretariat-Gender-Action-Plan_en</a>
Completed UN-SWAP Evaluation Scorecard	<a href="#">PI4 UNAIDS Quality Assessment Tool</a>
Other	<a href="#">Integrating Human Rights and Gender Equality into UNAIDS evaluations</a>

Other	<a href="#">PCB49 Annual Evaluation Report Plan2022-2023 EN rev1</a>
Other	<a href="#">UNAIDS PCB44 UNAIDS-Evaluation-Policy EN</a>
Other	<a href="#">UNAIDS PCB45 Evaluation Plan EN</a>

 <b>PI5 Audit</b> GENDER-RELATED SDG RESULTS / OVERSIGHT	
MEETS	
Category	Documents
Participatory gender audit report	<a href="#">PI13, PI5 Gender audit report for UNAIDS 2017</a>
Annual audit report	<a href="#">PCB48 Report External Auditor EN</a>
Annual audit report	<a href="#">PCB48 Report Internal Auditor EN</a>
Other	<a href="#">PI5 UNAIDS 2020 DFC justification memo</a>
Other	<a href="#">PI5 UNAIDS 2020 PFA justification memo</a>
Other	<a href="#">PI5 UNAIDS Internal Control Framework - overview</a>
Other	<a href="#">PI5 UNAIDS Management Accountability Framework</a>

 <b>PI6 Policy</b> INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY	
MEETS	
Category	Documents
Gender Policy/Strategy	<a href="#">PI16, PI12, PI11, PI7, PI6, PI5 UNAIDS Gender Action Plan 2018-2023</a>

 <b>PI7 Leadership</b> INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY	
MEETS	
Category	Documents
Speeches	<a href="#">20210608_EXD_SP_HLM-opening_en</a>

Other	<a href="#">global-AIDS-strategy-2021-2026_en</a>
Other	<a href="#">PI16, PI12, PI11, PI7, PI6, PI5 UNAIDS Gender Action Plan 2018-2023</a>
Other	<a href="#">PI7 Personal commitments Culture Transformation at UNAIDS</a>

 <b>PI8 Gender-responsive performance management</b>	
INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / ACCOUNTABILITY	
MEETS	
Category	Documents
Performance management document	<a href="#">PI 08 - Guidelines - GSS-based Objectives - 2021-22</a>
Performance management document	<a href="#">PI 08 - HRM IN 2020 02.Rev.1 Performance Management Policy</a>
Performance management document	<a href="#">PI8 Gender Equality and Women Empowerment Guidance</a>
Core values and competencies	<a href="#">PI15, PI14, PI8 UNAIDS Secretariat Competency Framework</a>

 <b>PI9 Financial Resource Tracking</b>	
INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES	
EXCEEDS	
Category	Documents
Gender Marker Guidelines	<a href="#">Checklist for reporting on HR &amp; GEWE Joint Programme</a>
Gender Marker Guidelines	<a href="#">Gender Equality Marker Guidance Joint Plan Process</a>
Other	<a href="#">2021 joint-evaluation-preventing-responding-violence-women-girls-report_en</a>
Other	<a href="#">global-AIDS-strategy-2021-2026_en</a>
Other	<a href="#">UBRAF 2022-2026</a>
Financial resource tracking information	<a href="#">UNAIDS 2020 GEM Report (planned budget)</a>



## PI10 Financial Resource Allocation

INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES

EXCEEDS

Category	Documents
Annual report	<a href="#">Gender Equality Marker_Guidance_Joint Plan Process</a>
Other	<a href="#">Checklist for reporting on HR &amp; GEWE_Joint Programme</a>
Other	<a href="#">global-AIDS-strategy-2021-2026_en</a>
Financial Benchmark documents	<a href="#">GEM 2016-2017 expenditure report_Final March 2018</a>
Financial Tracking/ monitoring data	<a href="#">PCB48 Financial Report_EN</a>
Financial Tracking/ monitoring data	<a href="#">UBRAF 2022-2026</a>
Financial Tracking/ monitoring data	<a href="#">UNAIDS 2020 GEM Report (planned budget)</a>



## PI11 Gender Architecture

INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES

MEETS

Category	Documents
Gender Policy/Plan/Strategy	<a href="#">PI16, PI12, PI11, PI7, PI6, PI5 UNAIDS Gender Action Plan 2018-2023</a>
Focal Point Terms of Reference	<a href="#">PI11 UNAIDS Secretariat UN-SWAP WG ToRs</a>
Other	<a href="#">PCB48_Update_HR_Management_EN</a>
Other	<a href="#">PI12, PI11, PI7, PI6 UNAIDS HR Strategy 2016-2021</a>



## PI12 Equal representation of women

INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES

APPROACHING

Category	Documents
Gender Parity Statistics	<a href="#">People of UNAIDS 2020 _single pages</a>
Parity Strategy/ Implementation Plan	<a href="#">PI16, PI12, PI11, PI7, PI6, PI5 UNAIDS Gender Action Plan 2018-2023</a>
Other	<a href="#">PCB48 Update HR Management EN</a>
Other	<a href="#">PI12 UNAIDS gender scorecard - blank</a>
Other	<a href="#">PI12, PI11, PI7, PI6 UNAIDS HR Strategy 2016-2021</a>



### PI13 Organizational culture

INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / HUMAN & FINANCIAL RESOURCES  
EXCEEDS

Category	Documents
Other	<a href="#">PI13 Dispute Resolution Process in UNAIDS</a>
Flexible Work Arrangement Policy	<a href="#">PI13 Flexible Working Arrangements Policy</a>
Other	<a href="#">PI13 Internal Justice System</a>
Other	<a href="#">PI13 UNAIDS Paternity Adoption Surrogacy Leaves Policy</a>
Other	<a href="#">PI13 Whistleblowing and Protection from Retaliation Information Note</a>
Gender audit report	<a href="#">PI13, PI5 Gender audit report for UNAIDS 2017</a>
Prevention of discrimination and harassment policy	<a href="#">Policy on preventing abusive conduct</a>
Other	<a href="#">PI13 UNAIDS Secretariat Ethics Guide 2015</a>
Other	<a href="#">Staff Regulations and Staff Rules (English) 1 January 2021</a>
Other	<a href="#">20190404 UNAIDS Travel Policy</a>



### PI14 Capacity Assessment

INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / CAPACITY  
APPROACHING

Category	Documents
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<b>Capacity Development Plan</b>	<a href="#">PI14 Mainstreaming gender through performance management - Ideas to take action</a>
<b>Capacity Development Plan</b>	<a href="#">PI14 UNAIDS Take Action for GEWE - jobaid</a>
<b>Other</b>	<a href="#">PI15, PI14, PI8 Performance Management Policy</a>
<b>Other</b>	<a href="#">PI15, PI14, PI8 UNAIDS Secretariat Competency Framework</a>

 <b>PI15 Capacity Development</b> INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / CAPACITY	
MEETS	
<b>Category</b>	<b>Documents</b>
<b>Other</b>	<a href="#">PI15 UNAIDS-Coaching-Framework-2021-Final</a>
<b>Other</b>	<a href="#">PI15, PI14, PI8 Performance Management Policy</a>
<b>Other</b>	<a href="#">PI15, PI14, PI8 UNAIDS Secretariat Competency Framework</a>

 <b>PI16 Knowledge and Communication</b> INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / KNOWLEDGE, COMMUNICATION AND COHERENCE	
MEETS	
<b>Category</b>	<b>Documents</b>
<b>Knowledge product</b>	<a href="#">2020_women-adolescent-girls-and-hiv_en</a>
<b>Knowledge product</b>	<a href="#">Rights in a pandemic</a>
<b>Knowledge product</b>	<a href="#">women-girls-covid19_en</a>
<b>Knowledge product</b>	<a href="#">Consolidated guideline on sexual and reproductive health and rights of women living with HIV</a>
<b>Knowledge product</b>	<a href="#">global-aids-monitoring_en</a>
<b>Knowledge product</b>	<a href="#">WhatWomenWant_en</a>
<b>Communication plan</b>	<a href="#">PI16 2021 COMMS workplan - UNAIDS</a>



## PI17 Coherence

INSTITUTIONAL STRENGTHENING TO SUPPORT ACHIEVEMENT OF RESULTS / KNOWLEDGE, COMMUNICATION AND COHERENCE

### MEETS

Category	Documents
Peer Review report	<a href="#">PI17 Consolidated report on UNAIDS reporting</a>
Peer Review report	<a href="#">PI17 Consolidated report on UNHCR reporting</a>
Peer Review report	<a href="#">PI17 SWAP peer review - one pager</a>

UN-SWAP 2.0

ACCOUNTABILITY FRAMEWORK FOR MAINSTREAMING GENDER EQUALITY  
AND THE EMPOWERMENT OF WOMEN IN UNITED NATIONS ENTITIES

FOR MORE INFORMATION ON THE UN-SWAP

PLEASE VISIT

<https://www.unwomen.org/en/how-we-work/un-system-coordination/promoting-un-accountability>

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